

Organizing Your Local Program; Roles and Responsibilities

Commanders, commanding officers and officers in charge:

1. Apply the ORM process to all command operations and activities, on and off duty.
2. Designate the chief staff officer or executive officer (or the civilian equivalent) as the activity ORM manager to oversee command ORM training and implementation.
3. Designate at least two people (officer, senior enlisted, or civilians) to serve as ORM assistants. Larger commands may need more.
4. Assess all unit-level operations to evaluate and control hazards.
5. Conduct a deliberate or in-depth risk assessment for all new or complex operations, defining acceptable risk and contingencies.
6. Submit ORM lessons learned to Commander, Naval Safety Center.
7. Inform your chain of command about hazards that cannot be controlled or mitigated at your level.
8. During unit-level assessments, check to see if ORM is being implemented effectively.

Chief staff officers and executive officers (or the civilian equivalent):

1. Complete the training*. Act as command ORM manager: coach, teach and lead by example.
2. As the ORM process identifies hazards and controls, incorporate them into briefs, notices and written plans.
3. Make sure that ORM is part of unit-level orientation and training of military and civilian personnel. Document it.
4. Work with the senior leaders in your unit to enforce off-duty risk management for military members and encourage it for civilians.
5. Collect and publish lessons learned to make sure they carry over from task to task. Include comments on hazards, risk assessments, and the effectiveness of controls.
6. Supervise and evaluate the unit's execution of risk controls during a mission or task.
7. Assess the effectiveness of the unit's risk-management program. Evaluate the success or failure of ORM efforts.

Modify procedures to reflect best practices.

ORM assistants (one officer, one senior enlisted):

1. Complete the training*.
2. Conduct unit-level training as directed by the ORM manager.
3. Help plan, prepare and coordinate ORM assessments and unit-level evaluations.
4. Evaluate the success or failure of ORM efforts. Modify procedures, SOPs, operations manuals, and governing procedures to reflect best practices.

Department heads, division officers, work-center supervisors (LCPO/LPO):

1. Complete the training*.
2. Assess risks, make risk decisions, and implement controls.
3. Ensure plans, SOPs, local operating instructions, and briefing guides apply ORM concepts.
4. Apply the ORM process to operations and tasks. Encourage personnel to use it off-duty.
5. Elevate risk issues to higher authority when necessary.
6. Evaluate the success or failure of ORM efforts. Modify the procedures used by your personnel to reflect lessons learned and best practices.

Everyone:

1. Complete the training*. Make maximum use of NKO courses.
2. Apply risk-management processes—especially time-critical—both on- and off-duty.
3. Ask three critical questions: What can go wrong? What can I do about it? If I can't do anything about it, whom do I tell?
4. Stay alert for changing risks during an operation or task. Assertively notify supervisors. Recommend changes to procedures and SOPs based on ORM successes or failures. ■

* Training required for ORM is defined in OPNAVINST 3500.39 (series).