



"Imbed the Tenets of ORM Into...Daily Routines"

Editor's note: The following are excerpts from a message sent by VAdm. Alfred G. Harms Jr., the Chief of Naval Education and Training. In the message, VAdm. Harms emphasizes the importance of having operational risk management as an integral part of day-to-day operations.

Operational risk management is an extremely important leadership tool. However, some of our commands are far more consistent than others in their use of this tool so crucial to safe and effective operations. All Sailors, Marines, and government civilians need to imbed the tenets of ORM into their daily routines and ensure its use becomes habit as a matter of professionalism.

Enthusiastic, consistent use of ORM is essential in our business. We need to ensure formal exposure to the five basic steps at the earliest opportunity and on a continuous basis in Navy education and training. We don't need to craft a new course; we need to simply better define how we infuse ORM into our training courses and the fleet as a whole.

It is extremely important that we do everything possible to preserve our most precious resource: our people. We can do this by infusing ORM into all facets of our lives, both on and off duty.

It is a proven tool that requires commitment, creative leadership, innovative planning and careful

management. It also requires the chain of command's full and demonstrated support of the risk management process.

We must integrate risk management into planning and execution at all levels. Integrating risk management into planning as early as possible provides leaders the greatest opportunity to make well-informed decisions and implement effective risk controls.

Review your units' effectiveness in managing risk. It will give you insight into areas for improvement and enable feedback on your subordinates' understanding and appreciation of risk guidance. The objective is to determine how well risk management is embedded into planning and preparing for all operations, how well subordinate leaders and service members understand risk management, and how effectively risk management is used to execute your mission.

Remember, the commanding officer, key leaders, and individual workers integrate risk management by embedding the risk management process into unit operations, culture, organization, systems, and individual behaviors.

That's the goal we're striving for. 🌐