

# ORM CORNER



## Adjusting to Change Is Part of the Game

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During the second quarter of FY00, we had three groundings. The investigations of those mishaps revealed a common problem: People started with a plan but didn't adjust their plans to allow for new hazards created when the situation changed. Using operational risk management (ORM) could have prevented these mishaps.

A plan based on the ORM process demands that we accept the risks when the benefit outweighs them. However, we must not accept any unnecessary risks. Instead, we must manage risks by planning, and we must make risk decisions at the right level. We need to trust in our indicators and people. Each of us has the ability to recognize when

something isn't right, even if we don't always know why.

That's the message our surface ORM training team has taken to the fleet since January this year. Through June 30, 70 ships on the east and west coasts have hosted the training. Here is a sampling of what people aboard some of the ships said about this training:

**USS Abraham Lincoln (CVN 72)** - "Routine, as well as less frequent, events have benefited from the application of in-depth and deliberate levels of risk management. In particular, we have seen a measurable improvement during our pre-deployment work-ups through the careful implementation of ORM into the drill-planning process by our ship's integrated training team.

The result is zero mishaps thus far. Our next step is to include ORM in our indoctrination training for junior personnel. Then, onward toward a goal of the ORM process becoming a natural thought process for every officer, CPO and Sailor aboard *Abraham Lincoln* in everything we do. The full benefit of ORM will be realized once it becomes part of the 'corporate' culture."

**USS Carney (DDG 64)** - "The training is very effective because it's tailored to all aspects of a Sailor's life: from availabilities, unrep and PMS to driving and working around the house."

**USS O'Bannon (DD 987)** - "The training provided us with the tools to assess hazards and make risk decisions for all tasks, on and off duty."

**USS Spruance (DD 963)** - "The training was 'to the point.' The scenarios used during the training made sense and clearly showed ORM can be used in everything we do."

**Afloat Training Group, Mayport** - "The training grabbed my interest. The breakdown and step-by-step walk-through of the five-step process enabled me to fully understand how to apply ORM."

Share **your** stories with us, so we can pass them along to the fleet in future issues of *Fathom*. Sound off and be counted for ORM. It's not a program; it's a way of life. ☺  
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