



DEPARTMENT OF THE AIR FORCE

OFFICE OF THE CHIEF OF STAFF

WASHINGTON, DC

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MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ USAF/CC  
1670 Air Force Pentagon  
Washington, DC 20330-1670

SUBJECT: Operational Risk Management

This memorandum conveys my view on USAF Operational Risk Management (ORM). First, I want to commend those individuals at all levels who have taken an active role in the implementation process. The recently completed Inspector General ORM Eagle Look validated your successes. It also concluded that we're not as far along as we need to be. The Eagle Look report cited lack of leadership emphasis and inadequate training programs as the major areas hindering full integration.

Air Force senior leaders and commanders at all levels have to provide the continuing emphasis necessary for ORM to reach full maturity. All must direct the inclusion of explicit ORM requirements and procedures into Air Force guidance, ensure all personnel are trained to the appropriate level, and remain actively involved in the process.

ORM provides airmen at every level with a sound, mission-enabling tool to expand our expeditionary capabilities. With the advent of the combat wing organization, ORM will play a vital role in achieving the core competencies in all functional areas--operations, maintenance, mission support, and medical. By applying this structured risk management approach, we allow our exceptional people the opportunity to reduce the risk wherever possible.

It is time to move forward in making ORM the natural way for our people to conduct their professional and personal activities.

  
JOHN P. JUMPER  
General, USAF  
Chief of Staff

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