



Ten Steps to the **ORM MINDSET**

ORM should be a vital part of a unit's culture: the way things are done by the leaders and members, something that is at the forefront of all activities. Here are the vital elements of this shared mindset:

1. Leaders know that managing risk is an integral part of mission success.
2. Everyone understands that any loss of personnel (on duty or off), equipment or capability degrades the unit's ability to accomplish its missions.
3. Everyone recognizes the factors that might lead to loss or mission failure. They view these factors as threats.
4. Everyone understands that ORM is a tactic to defeat these threats.
5. Everyone abides by the principles of ORM. They accept risk when the benefits outweigh the cost. They accept no unnecessary risk. They make risk decisions at the proper level. And they anticipate and manage risk through planning.
6. Everyone realizes that they may not know whether an associated risk is acceptable. Therefore, they need to ask their immediate supervisor or higher so the decision to accept risk can be made at the proper level.
7. Everyone understands that they already use ORM every day through such risk controls as standard operating procedures, personal protective equipment, seat belts, speed limits, and qualification standards.
8. Unit planning includes deliberate risk assessments, using assessments previously developed for recurring events, as well as developing new assessments for new tasks.
9. Before executing a plan or an evolution, unit members ask "What's different today?" This is time-critical ORM: a way to recognize last-minute changes to a "routine" evolution and identify any new hazards.
10. ORM isn't seen as an administrative burden that is only applied when time allows. Personnel are constantly aware, watching for change and putting controls in place to ensure success.