



## **Commanding Officer's Policy on Safety and Risk Management** *Professionalism – Flexibility – Reliability*

Safe training/operations are a result of sound planning and execution. No worksheet or confirmation brief by itself will prevent mishaps. As leaders, we must pursue excellence in planning all events and look at every aspect of execution where risk to the mission or risk to the force could prevent mission accomplishment. We will fuel the trust of our Marines and Sailors by never placing them in unsafe situations due to negligent or irresponsible planning. Poor planning and supervisory practices degrade the ability of our Marines and Sailors to effectively perform their duties, places lives at risk, and undermines the good order and discipline of our unit.

Risk is inherent in training and operations. All 9th Communication Battalion personnel, military and civilian, are required to actively engage in the Marine Corps Safety Management System (MCSMS). We will mitigate risk through effective, efficient, and deliberate application of Risk Management (RM) to all activities, both on and off duty. In addition to the formal RM process, leaders must continuously anticipate friction points and develop mitigation measures early. Leaders will look upon off-duty events with the same focus and attention to detail as tactical field training and live-fire events.

Poorly planned and executed events – regardless of the mission – can lead to unsafe conditions and will ultimately lead to mishaps. These incidents will defeat our readiness, attack our esprit de corps, and undermine mission accomplishment. I charge all 9th Communication Battalion leaders to plan and execute training and operations in such a way as to mitigate risk and seek to prevent mishaps from eroding the readiness of our unit.

**Key Leader ORM Questions:** The following are a point of departure for leaders as they approach all aspects of battalion operations. I expect leaders to use these questions as an initial grid for assessing the safe conduct of the event/operation.

- Have we read, and are we complying with all orders/directives governing this event?
- Are the leaders supervising this event qualified to do so by rank, experience, and training?
- Are we adequately trained and prepared for this event?
- Have we identified and set the conditions necessary to respond to the most dangerous outcome and other assessed contingencies?
- Have we conducted and supervised appropriate briefs, rehearsals, and inspections?
- What unnecessary risk(s) will we assume with this plan? Can we achieve the same outcome by changing the scheme of maneuver to involve less risk to mission/force?
- Have we communicated all hazards and controls to those executing the event?
- Am I, along with other leaders, in the right position across all phases of execution to make risk decisions during execution and provide direction during contingencies?
- Does our communications plan match our assessed risks and mitigation steps?

### **ORGANIZATIONAL RISK MITIGATION MINDSET**

During planning, leaders must take ***iterative and continuous*** actions to identify hazards, assess hazards, make risk decisions, and develop and implement controls.

During all phases of execution, leaders must continuously review hazards, conditions, and controls; best position themselves to ***anticipate and watch*** for changes in circumstances that signal a need to modify the initial risk management plan; ***decide*** to change the scheme of maneuver and ***act*** to communicate updated mitigation steps to all impacted units.

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