



# USAF *Integrating Risk & Readiness Campaign (Phase 1)*

Communications Plan

1 May 2024

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## SUBJECT: AFSEC/PA

1. **PURPOSE:** To provide overall guidance for communicating with internal and external audiences on the CSAF-directed *Integrating Risk & Readiness* campaign.
2. **BACKGROUND:** This proactive campaign stems from the need to drive understanding that to win in our future fight, we must better prepare all Airmen to make risk-informed decisions, and to subsequently drive improved decision making in this context. The current campaign will be focused on Air Force-specific topics with a follow-up campaign focused on Space Force-specific topics at a later date.

By its very nature, there will always be risk in military operations, and despite employing a robust safety program, the U.S. Air Force continues to incur costly mishaps every year, not only to its weapons systems but more importantly to its Airmen. The expeditionary nature of our operations and the varied types of missions we perform often increase the level of risk to Airmen.

While the service is unlikely to reduce mishaps to 0, it is the responsibility of leaders to leave no stone unturned when it comes to providing Airmen the tools, resources, and leadership to accomplish their mission and return to their families.

The DAF is going through a massive transformation to ensure we are prepared for the peer fight in evolving, complex and dynamic environments. However, we must understand any time we undergo major change there is associated risk to both organizations and individuals as they work to find new, effective, and repeatable ways to address hard problems. Combined with deviating from known norms and safe operating procedures, Agile Combat Employment (ACE) will require the assumption of higher risks as we do business differently. The concept of ACE intends to have the Air Force disaggregate operations with small teams, where subordinate leaders (officers and NCOs) make risk-informed decisions based on the experience in training, along with mission type orders that will provide mission parameters and expectations.

Furthermore, all Airmen are currently operating daily while navigating risks within the workplace and in their home lives. Considering current risks and those DAF wants to anticipate as it takes on great power competition (GPC), a gap has been identified in risk management training. To prepare our forces, two of the six goals within the DAF Safety Strategic Plan focus on helping Airmen understand the integration and application of risk management within all training and operational environments, and more specifically within ACE.

As the DAF transforms the way it employs combat power, infusing risk management and operational discipline into all facets of planning, preparation, execution, and assessment, a more holistic safety mindset across all operations and environments will emerge. Risk Management “at the edge” is appropriate risk assessment for any task, situation, or environment. Mission command necessitates Risk Management at the edge.

Additionally, a mindset of operational discipline must be revived in everything we do. Disciplined operations require demonstrated excellence in the fundamentals, vigilant adherence to standards, and bold and engaged leadership at every level. These are key tenets to an effective combat team.



Safety in the DAF is primarily about preventing mishaps, injuries, and losses. It involves identifying hazards, establishing safety protocols, and ensuring safety guidance and regulations compliance that protects personnel and resources. The focus is compliance with established standards and procedures to maintain a safe and healthful environment. Promotes a Just Culture which provides Airmen and Guardians an environment where they can report hazards, near misses, work-related injuries, and illnesses without fear of reprisal. Safety measures often include regular inspections, safety training programs, safety briefings, and enforcing safety regulations. The objective is to create an environment where risks are minimized through adherence to established safety practices.

Risk management is a broader concept that involves identifying, assessing, and mitigating risks to achieve mission success while protecting personnel and resources. Risk includes much more than typical safety risks. Examples of other types of risk include legal, reputational, financial, security, active shooter, intellectual, compliance, terroristic, governance, corrupt practices, and many more. The focus is on understanding and managing risks to an acceptable level rather than eliminating them. It is a continuous process that considers both known and potential risks. Risk management involves a formal process called the Risk Management (RM) process, which includes the following steps:

1. Identify Hazards: Recognize potential hazards that could affect the mission.
2. Assess Hazards: Determine the severity and likelihood of the hazards.
3. Develop Controls and Make Decisions: Identify measures to mitigate the risks and decide on the best action.
4. Implement Controls: Put the risk controls in place.
5. Supervise and Evaluate: Monitor the controls' effectiveness and make necessary adjustments.

Operational discipline sets the baseline for a ready force that can then utilize Risk Management to make risk-informed decisions by balancing mission requirements with risk exposure.

#### *Integrating Risk and Readiness Campaign Vision*

An operational force that understands and integrates risk management concepts to enhance readiness across the full scope of training, exercises, and combat operations.

#### *Integrating Risk and Readiness Campaign Intent & Approach*

The campaign's multi-stage approach aims to institutionalize efforts across the force with both a short-term and long-term focus. Within the next 3-6 months (short-term), the Safety Team will focus on increasing the drumbeat of enterprise-wide communications on operationalizing risk management, including a campaign video from the CSAF's office, a MAJCOM-led day dedicated to risk management training and discussion, and a rollout of improved data analysis tools. The long-term focus is building an enduring culture of risk management through implementation in policy, directives, and education at all levels of the enterprise.

**3. PUBLIC AFFAIRS POSTURE:** PA posture is active.

**4. COMMUNICATION GOALS:**

- Internal audiences can explain how the integration of risk management enables mission accomplishment by the end of October 2024.
- Internal audiences can give an example of how risk management is applied in their work environment by the end of CY2024.
- Audiences can demonstrate knowledge of where to find information on the future of risk management in the Department of the Air Force.



## 5. THEMES, KEY MESSAGES & TALKING POINTS:

### *Safety Foundation, Risk Management, and Operational Discipline Building Blocks*

- Safety is foundational to every operation – ground, air, and space.
  - Safety and Risk Management are the foundational building blocks for mission success.
  - Safety, whether through policies, processes, or mindset, possesses the power to maximize our force readiness by ensuring our Airmen perform at their best and that their systems are reliable, available, and dependable.
  - Risk Management should inform every decision we make while we train and execute the mission.
  - [Specific unit example on safety work done daily within unit's mission set to actively enable mission]
    - Ex: [Unit] uses the Risk Management process in order to [reduce a specific hazard/increasing readiness/improve unit/enhance safety/enhance mission].
    - Ex: By implementing [safety practices], [unit] accomplishes [mission] every day by reducing hazards and keeping our Airmen safe.
    - Ex: Safety allows [unit] to accomplish [mission] by reducing [hazards] and safeguarding Airmen.
- Safety is an operational imperative.
  - Safety directly impacts Airmen every single day.
  - When safety hazards are minimized, we preserve combat readiness, maintain Force readiness, and increase lethality.
  - Making risk-informed decisions, both on- and off-duty, is crucial for mission readiness.
  - Safety is about adhering to established protocols to prevent harm.
- Risk Management is not evaluating risk and deciding whether or not to take action – combat requires action.
  - Risk Management uses an assessment and decision process to determine how to best mitigate risk in execution of the mission.
  - Risk Management is not limited to personal safety, rather, it applies to any risk associated to Airmen or the mission.
  - This proactive campaign stems from a recognition that to win with Mission Command in our future fight, we must better prepare all Airmen to make risk-informed decisions.
  - Risk management is a dynamic and continuous process that involves identifying, assessing, and mitigating risks to support mission success.
- We must revive the mindset of operational discipline in everything we do.
  - Operational discipline and risk management are the key tenets to an effective combat team.
  - Disciplined operations set the baseline for a ready force that can then utilize risk-informed decision making to employ the right formation at the right time and place.
  - Disciplined operations require demonstrated excellence in the fundamentals, vigilant adherence to standards, and bold and engaged leadership at every level.

### *MAJCOM & Wing Importance to RM in Operations*

- Safety Professionals at the MAJCOMs, DRUs, Wings are an integral component to transform DAF Safety in the face of changing threats, new capabilities, and the transformation within the Department.
  - Ultimately, our Safety mission relies upon the disciplined approach of individual Airmen every individual is a critical node of the enterprise.
  - From commanders at every echelon to individual Airmen at combat's edge, we recognize that our intended outcomes must bring value and elevate their mission execution.
  - Leaders at every echelon must make risk management and safety an operational imperative to ensure their Airmen implement the process, accomplish their mission and return to their families.
  - [Specific unit message on how the unit is supporting this refreshed approach to Safety & RM]



- Ex: [Unit] is integrating risk management in all support and operational capabilities by [integrating risk management] into all [training, exercises, and daily processes].
- [Airmen highlight in your unit to showcase specific unit message for Safety & RM]
  - Ex: [Airman Snuffy] introduced [risk management/safety initiative] within [Finance] [increasing desired/eliminating problem].

### *Risk Management & GPC*

- The Department's job is to prepare our forces with the policy, resources, tools, and skills to make risk-informed decisions in the era of Great Power Competition.
- Well-executed, risk-informed decision-making preserves and protects combat power without unnecessarily sacrificing mission success.
- This campaign will teach Airmen how to apply risk management across all tasks and to make risk-informed decisions at their level as appropriate.
- Accelerating change in the time of GPC requires all Airmen to take an acceptable level of risk, requiring at a basic understanding of risk management in today's operating environment.

### *Risk Management with 5 Drivers for Change*

- Agile Combat Employment (ACE) illustrates risk-informed decision tactically, operationally, and strategically by mitigating strategic risk through dispersed personnel and assets complicating adversarial targeting strategies; considering operational risk through exercises and deployment timing; and employing risk management at the lowest tactical level via delegating decision making to front-line supervisors and squadron-level commanders.
- Air Force Generation (AFFORGEN) enables risk management at the lowest possible level – individual Airman readiness by ensuring a sustainable force offering of Airmen and airpower to the Joint Force. AFFORGEN is the new deployment model broken into four phases: Prepare, Ready, Available to Commit (Deploy), Reset covering a 24-month period.
- Mission Ready Airmen (MRA) manage risk and perform tasks outside their primary Air Force Specialty Code enabled through consolidated training and an educational approach that provide skills for a wide range of military operations. MRA allow for a more agile, lethal, and survivable force within a contested environment, and provide support with the resources available at the time within acceptable levels of risk.
- Mission command empowers subordinate decision-making for flexibility, initiative, and responsiveness in the accomplishment of the commander's intent and provides Airmen operating in volatile, uncertain, complex, and ambiguous (VUCA) environments the freedom of action to take risk, exploit opportunities, and succeed.
- The A-Staff structure creates a full spectrum planning capability at the wing echelon and provides the foundational element to enable the wing commander's C2 of assigned and attached forces. The A-Staff is responsible for informing and implementing wing commander decisions and communicating with higher and lateral headquarters. Operationalizing the staff and inculcating an effective, deliberate decision-making culture, the Air Expeditionary Wing (AEW) A-Staff provides benefits to Airmen and the joint force.

## **6. CAMPAIGN IMPERATIVES**

- Embed a robust RM foundation in Airmen's operational DNA
- Train how we fight... embed in everyday ops & guidance documents
- Provide data and analytical forecasting tools to all Airmen
- Build RM tools to support distributed operations at all levels
- Reinforce a mindset of operational discipline in all Airmen.
- Build trust between levels of command that enables risk management at the source
- Provide a HAF-initiated, whole of Air Force approach



## 7. KEY COMPONENTS

- USAF Integrating Risk & Readiness Campaign
  - AF-wide Operational Stand Up [MAJCOM led]
    - Key Objectives:
      - Institutionalize RM into all stages of ops planning/execution
      - Educate Airmen how to risk informed decisions in ops environment
      - Mission command requires RM “at the edge”
    - Full Day event with senior leader involvement
      - CSAF video
      - WG/CC Call
      - Highlight MAJCOM/Wing concerns
    - Small Group/Interactive Activity
      - MAJCOM developed RM Table-top
      - Educating RM initiatives
        - MX PSI
        - ASAP
        - ACE Kingfish
  - CSAF & team *Integrating Risk & Readiness* video
  - Focus on Risk Management as a key to GPC (AF Readiness & Combat Power in AFFORGEN/ACE/ATF/XAB employment)
- Foundational RM training – accessions, force development, PME
- Integrate RM into major exercises, unit training, and guidance across the force
- Develop/improve RM tools and data analysis support

## 8. STAND-UP DAY GUIDANCE

- Intent
  - A proactive MAJCOM-led effort stemming from a recognition that to win in our future fight and better prepare Airmen at all levels and AFSCs to make risk-informed decisions.
  - Key Objectives
    - Kick-off event to institutionalize Risk Management into operational planning and execution
    - Educate Airmen on risk-informed decision making in operational environment
  - ROEs
    - Full-day event (5-6 hours of activities/education)
    - MAJCOM/units can decide if the event(s) are held over one day or multiple
    - Commanders All Call (whole unit) to ensure max participation followed by small group/individual unit/shop activities
- DAFI 90-802, Risk Management
  - [https://static.e-publishing.af.mil/production/1/af\\_se/publication/afi90-802/dafi90-802.pdf](https://static.e-publishing.af.mil/production/1/af_se/publication/afi90-802/dafi90-802.pdf)
- Timeline
  - Active duty units: 60 days from TASKORD release
  - Guard and Reserve units: 120 days from TASKORD release
- Products
  - Large Group/CC Call
    - CSAF *Integrating Risk & Readiness* video
    - Risk Management Presentation
  - Small Group/Unit
    - Review at least two recent mishaps (one aviation, one ground) where poor operational discipline, human factors, or decision making were primary contributors to the mishap outcome



- Risk Management Scenarios
  - a. [Air Force Risk Management \(RM\) \(af.mil\)](#) SharePoint
- Tabletop RM Game
- Wargaming
- PA Tools
  - Visual Information
    - DVIDS info <https://www.dvidshub.net/unit/AFSEC>
    - AFSEC *Integrating Risk & Readiness* webpage <https://www.safety.af.mil/Risk-Management/Integrating-Risk-and-Readiness/>
  - Key Messages
    - The Stand-Up Day is the start of reinvigorating USAF culture with risk management, understanding and application at its core for Airmen at all levels and AFSCs.
    - We need to know where we have high risk areas so we can get the guidance, authorities, and resources our Airmen need to execute their mission safely.
    - Integrating Risk and Readiness Stand-Up Day will be a full working day of risk management training, discussions and exercises to better understand and apply the process to each of our units specific mission sets.
    - The Stand-Up Day is not a response to any specific mishap or problem but the start of a solution to anticipated challenges which will require personnel at all levels to solve complex problems under demanding circumstances.
    - [Showcase specific MAJCOM/Wing activities]
    - [Highlight any impacts seen within mission set after Stand-Up Day]
  - POCs/Social Pages
    - AFSEC/PA: [afsec.pa@us.af.mil](mailto:afsec.pa@us.af.mil)
    - Facebook: [@AFSafetyCenter](#)
    - Twitter: [@AFSafety](#)
    - LinkedIn: [@AirForceSafetyCenter](#)
    - YouTube: Air Force Safety Center

## 9. QUESTIONS/ANSWERS:

### **Q1. How is this different from how we currently view safety and risk management?**

**A1.** The Department of the Air Force is working to integrate risk assessment and safety conscientiousness into standard decision-making processes for every Airman, from top commands down to tactical-edge operators. A DAF Safety Strategic Plan was recently released outlining six specific goals to get after exactly how we view safety as an operational imperative rather than an unnecessary redundancy or roadblock.

### **Q2. Are stand-up days different than stand-down days?**

**A2.** The CSAF did not want this campaign to be associated with anything negative or with a specific mishap – he wanted it to be mission focused. Stand-down days are typically associated with safety and/or a response to mishaps or something negative. A Stand-Up day has a more positive connotation. Since this is a two-part campaign, we felt stand-up was more appropriate since we are “standing up” or kicking off not just the single stand-up day but the enduring campaign as well. Therefore, the CSAF chose to call this a Stand-Up Day rather than a Stand-Down day.

### **Q3. Is this a safety campaign related to any recent mishaps?**

**A3.** While there will be a requirement to review mishaps to reemphasize the critical need for operational discipline, adherence to standards, and risk management, the Integrating Risk and Readiness campaign is not a safety-focused campaign, it is a mission-focused campaign. Risk Management is not about deciding whether or not to take action – combat requires action. Risk Management uses an assessment and decision process to determine how to best mitigate risk while executing the mission.





This campaign is not related to mishaps, rather, it is an essential part of DAF GPC reoptimization efforts. With the current complex and dynamic operational environment, we must provide Airmen the tools necessary to execute effective Risk Management, at every level, to mitigate the challenges associated with DAF transformation.

**Q4. What makes operationalizing risk management new and important within the new DAF Safety Strategic Plan?**

**A4.** The *Integrating Risk and Readiness* campaign aims to guide Airmen in making risk-informed decisions in order to maximize Air Force readiness. To maximize readiness, we must ensure each echelon within our ranks understands what risk management means and why it is everyone's responsibility. Risk Management utilizes an assessment and decision process to determine how to best mitigate risk and make risk-informed decisions in execution of the mission. Every Airmen should be utilizing risk management in their day-to-day mission execution.

**Q5. Why are you doing this now?**

**A5.** In February 2024, the DAF announced 24 key decisions to reoptimize for Great Power Competition. This reoptimization is in response to the shift in the strategic security environment. The Air Force recognizes that it must change the way it operates, develops its people, and delivers capabilities. With this change there comes a need to reevaluate the risks to force and risks to mission. Airmen will be required to make decisions at lower levels and do tasks that may be outside their normal Air Force Specialty Code. Having an understanding of how to incorporate an effective Risk Management process will be imperative to successful implementation of reoptimization initiatives.

**Q6. Of all the objectives mentioned within the new DAF Safety Strategic Plan, why is the integration of Risk Management in operations the first priority the DAF is highlighting? Should we expect any further campaigns on the other objectives?**

**A6.** Risk Management is the objective being addressed first because it is the initiative that not only impacts every job but requires every Airman and Guardian to take responsibility for their decisions. DAF Safety will be empowering units, commanders, and their personnel by providing risk management resources, training, and guidance.

All the objectives within the new DAF Safety Strategy are being worked concurrently with effects that will be felt force-wide; however, these initiatives will be primarily assumed by a variety of specialized professionals.

**Q7. How was Integrating Risk and Readiness chosen?**

**A7.** Integrating Risk and Readiness is an initiative that empowers personnel at every level, which maximizes readiness and enables our Forces to meet the operational demands of Great Power Competition.

**Q8. Will this campaign include Space Force Guardians as well?**

**A8.** This current campaign will be focused on Air Force-specific topics. A follow-up campaign focused on Space Force topics will be initiated at a later date.

**Q9. What is the difference between Safety and Risk Management?**

**A9.** While safety and risk management are closely aligned, there is a distinct difference between the two. Safety is about adhering to established protocols to prevent harm while establishing a just organizational culture that promotes reporting of hazards and mishaps. Risk management is a dynamic and continuous process that involves identifying, assessing, and mitigating risks to support mission success. Risk Management is not about completely removing risk from all operations. It is a tool to mitigate the risks that are inherently involved in the work we do. Both are essential for the overall well-being and effectiveness of DAF operations. Still, risk management provides a broader and more flexible framework that integrates safety and other factors



(i.e. person, mission, environment) into a comprehensive approach to managing all types of risks, such as risk to mission, money, reputation, health, and environment.

**Q10. What is operational discipline and why is it being included in this campaign?**

**A10.** Operational discipline is an adherence to formal guidance (i.e. technical orders, AFIs, etc.). Disciplined operations set the baseline for a ready force that can then utilize risk-informed decision making to execute the mission at the right time and place. Operational discipline and risk management are essential to mission readiness.

**RECOMMENDED MAJCOM/UNIT PA TACTICS**

- **SAF/PA highlight** of AFSEC-specific efforts, i.e. MX career field RM integration
- **MAJCOM shoutout to specific Wings/units** for illustrating strong safety foundation and excellent risk management inspiring innovation/removing unnecessary redundancy; Safety Standup Day; mishap vignettes
- **Videos highlighting risk management** through exercises that incorporate new processes
- **Social Media Outreach** – highlighting risk management best practices, how safety & RM enable every-day mission, and highlights of Stand-Up day.
- **Community Engagement** – PA products to demonstrate risk management being incorporated into ACE training, exercises, and mission. For overseas units, demonstrating RM with allies/partners
- **Airmen highlights** – risk management enabling innovation at the lowest level
- **AFFORGEN examples** – PA highlighting managing risk through trust and understanding of cohesive unit deploying together
- **AFSOC/AETC Specific efforts** – demonstrate tactical safety embeds and integration of risk management into initial & continuing education

**10. SAF & MAJCOM ANTICIPATED PA PRODUCT MATRIX**

PRODUCT	OPR	DATE	STATUS	NOTES
Integrating Risk & Readiness Kick-off Video	SAF/PAI	12 Aug	Complete	Kick-off Video will be recorded and released by SAF/PA & shared by DAF Safety & co (internal only)
Integrating Risk & Readiness Teaser	SAF/PAI	19 Aug	Complete	Snippets of Kick-off Video that can be shared publicly (SM/AFPIMS)
Safety Stand-Up Day Highlights and Enduring Integration Efforts	SAF/PA; AFSEC/PA; MAJCOM/PA; WG/PA	3-mo window	On-going	SAF/PA, AFSEC/PA, MAJCOM/PA, and WG/PA offices to start messaging efforts with products highlighting Stand-Up day and long-term integrating risk management efforts within units.  (ex: “Every day ops” RM series)
Media Pitches – Innovative Airmen, AFFORGEN examples	SAF/PA; AFSEC/PA; MAJCOM/PA;	TBD	On-going	
Long-term Unit Vignettes	MAJCOM/PA; WG/PA	TBD	On-going	MAJCOMs/Units share vignettes on social media to highlight RM efforts in units. Vignettes can be written articles, videos, or social media posts. See example vignettes below.

- Vignettes Examples
  - Ex: The 111th Finance Office used the Risk Management process in order to identify an inefficiency in the way customers’ PCS vouchers were processed. By identifying this flaw, the





unit was able to change the way vouchers were processed leading to a 25% increase in vouchers processed in one quarter. Great job, team!

- Ex: The 111th Maintenance Squadron used the Risk Management process to increase unit readiness by utilizing head gear to reduce the risk of head injury.

## 11. AFSEC ANTICIPATED PA PRODUCT MATRIX

PRODUCT	OPR	DATE	STATUS	NOTES
Risk Management program graphic	AFSEC/PA	22 July	Complete	Graphic will be used on all RM products, including campaign products, briefings, website, and social media
Integrating Risk and Readiness webpage	AFSEC/PA	15 July	Complete	Webpage will include key public information on Integrating Risk and Readiness
Integrating Risk and Readiness video featuring Maj Gen Choquette	AFSEC/PA	TBD	Not Started	Video will focus on defining RM and how to integrate into all missions

## 12. AFSEC SOCIAL MEDIA MATRIX

- Hashtags
  - #RiskandReadiness
  - #DAFRiskManagement

TOPIC	SM PLATFORM	DATE	VISUAL	DRAFT POST
Teaser Video	All – AF Enterprise Accts (posted by SAF/PA & shared by AFSEC/PA)	TBD	Video – SAF/PA	With all actions come some level of risk – do you know how to manage that risk, not just avoid or ignore it?
Kick-off Article	AFPIMS/FB/LI – AFSEC/PA to push to all MAJCOMS	1 Aug	Article graphic; video stills/photos included in video as appropriate	

13. FOR MORE INFORMATION, EMAIL AFSEC/PA AT [AFSEC.PA@US.AF.MIL](mailto:AFSEC.PA@US.AF.MIL)



## **ATTACHMENT 1: CSAF Video Kick-off Script (as delivered by CSAF)**

[video of Dolittle footage with voiceover using Lines 1- 5]

[Line 1] December 7th, 1941. A date which will live in infamy.

[Line 2] In 1942, just a few short months after the attack on Pearl Harbor, 16 B-25 Mitchell's and their crews were aboard the USS hornet under the command of Colonel Jimmy Doolittle.

[Line 3] The initial plan was to get the bombers within 400 miles of mainland Japan then launch them to execute the surprise raid. However, the task force was spotted by a Japanese patrol approximately 700 miles off the coast.

[Line 4] After a quick risk assessment, the decision was made to launch the 16 bombers immediately. The Raiders successfully struck their targets and the daring mission ultimately forced the Japanese to recall combat forces for home defense.

[Line 5] Of the 16 aircraft, 15 crash landed in China and one landed in the Soviet Union. Of 80 crew members, three were killed in action, three were executed by the Japanese, and one died in captivity.

[Line 6] Those Airman lifted off with mere minutes notice, knowingly executing a high-risk mission to avenge all the lives at Pearl Harbor and raise the morale of those left behind. It was their time of consequence.

[Line 7] For us, my fellow Airmen, our time is now.

[Line 8] We are in an era of Great Power Competition, and our Air Force is evolving how we develop Airmen, generate readiness, project combat power, and develop our capabilities to deter and, if necessary, defeat our adversaries.

[Line 9] As part of this evolution, we must develop our Airmen to weave risk management into the core of everyday operations and empower teams to tackle challenges they are certain to face in contested environments.

[Line 10] And when we talk about risk management, we are not talking about simply evaluating risk and deciding whether to act. We will act; our mission requires it.

[Line 11] Risk management is an active assessment and decision-making process to inform planning and execution across the full spectrum of operations.

[Line 12] Mission command necessitates our Airmen operating at the tactical edge to solve complex problems under demanding circumstances likely outside of our core specialties. I want you all to know you are empowered to manage risks and to do so effectively we must revive the mindset of disciplined execution in everything we do.

[Line 13] However, disciplined operations require demonstrated excellence in the basics, vigilant adherence to standards and bold and engaged leadership at every level. These are key tenets of an effective combat team.

[Line 14] Now ours is a dangerous business, one that punishes complacency and a lack of discipline. Sadly, it's often our fellow Wingmen who pay the price of undisciplined operations and their deadly consequences.



[Line 15] Over the last 12 months alone, we have lost 47 Airmen and incurred \$1.5 billion in lost materiel and weapons systems due to preventable mishaps.

[Line 16] Lack of discipline, not following the established procedures or instructions, poor risk mitigation. All of these led to unnecessary losses we have incurred. This is not the foundation we need to dominate in today's security environment.

[Line 18] We cannot be sloppy and practice and expect to win the game. And make no mistake, America expects us to win the game.

[Line 19] That's what's at stake. To align mission readiness across the force we intentionally built this force-wide Stand-Up Day to develop our ability to integrate risk with readiness.

[Line 20] It is important to foot-stomp that the Stand-up Day is not about one mishap or one mission set; this is the beginning of an on-going effort to prepare our service for the demands of Great Power Competition.

[Line 21] Our people are the Air Force's most important asset and the heart of combat power.

[Line 22] We must do all we can to prepare ourselves for the uncertainties of the future, and to be ready to defend our nation from any threat.

[Line 23] I'm excited to team with you, our Department of the Air Force Safety team, and our Command leadership to empower all Airmen to practice operational discipline and risk management at every level of our formation to take full advantage of your stand-up day. Do not shy away from making sensible risk-informed decisions and don't ignore the the basics.

[Line 24] Discipline, adherence, communication, teamwork. Aim high!



## **ATTACHMENT 2: DRAFT Kick-off Article**

### **CSAF's Integrating Risk and Readiness campaign kicks off**

**ARLINGTON, Va.** – Air Force Chief of Staff Gen. David W. Allvin announced his Integrating Risk and Readiness campaign today, August 1, 2024.

The campaign's multi-stage approach aims to institutionalize efforts across the force with both a short-term and long-term focus. The campaign will consist of a MAJCOM-led stand-up day dedicated to risk management training and discussion. Active duty units will have 60 days to complete their stand-up day while Guard and Reserve units will have 120 days to complete.

The long-term focus of the Integrating Risk and Readiness campaign is to integrate Risk Management principles into all training, career fields, and operational environments across the U.S. Air Force, as well as implementing them within policy, directives, and education.

The campaign stems from the recognition that there will be increased risk as the USAF makes changes to the way it operates so Airmen are better prepared to make risk-informed decisions. The campaign will also focus on reviving a mindset of operational discipline in all Airmen.

“As we reoptimize for Great Power Competition, infusing risk management and operational discipline into all facets of planning, preparation, execution, and assessment is imperative across all missions and environments,” said Allvin.

Allvin emphasized this campaign is not in response to a specific safety incident but, rather, is a proactive campaign designed to maximize readiness enabling our forces to meet the operational demands of Great Power Competition.

“Mission readiness is the cornerstone of this campaign,” said Allvin. “Mission command necessitates risk management at the tactical edge. Well-executed, risk-informed decision-making preserves and protects combat power without sacrificing mission success.”

Allvin announced this campaign as a complement to DAF Safety's recently unveiled Strategic Plan, which focuses on increasing combat readiness through training, risk management, and analysis. The Strategic Plan outlines the safety enterprise's new mission, vision, and supporting objectives.

“Combat operations and training are inherently risky,” said Maj. Gen. Sean Choquette, DAF Chief of Safety and Air Force Safety Center commander. “They require action. We must train Airmen at all levels how to approach those actions smartly with risk management skills. Safety's job is to arm our forces with the resources and skills to make risk-informed decisions at home or in the field.”

Choquette emphasized the role individual Airmen will play in implementing these tenants.

“Leaders at every level are crucial to transforming DAF Safety as we face new threats, capabilities, and organizational change within the Department,” said Choquette. “Ultimately, our mission relies upon the disciplined approach of individual Airmen – they are the key component in our enterprise.”

For more information on the campaign, visit the [AFSEC Integrating Risk and Readiness page. <https://www.safety.af.mil/Risk-Management/Integrating-Risk-and-Readiness/>]. For stand up day resources, visit the CAC-enabled [AFSEC Risk Management page on AF Portal <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=sA1F31D21CB324A0121D116E60C0227&command=orghttps://w>



[www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=sA1FBF31D21CB324A0121D116E60C0227&command=org](http://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=sA1FBF31D21CB324A0121D116E60C0227&command=org)