
Air Force Risk Management Training Answers

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Air Force Doctrinal Document 1-1

Createspace Independent Publishing Platform International security faces an increasingly complex threat environment, and civil aviation, as it plays a significant role in the global economy, is an attractive target for terrorist attacks. Civil aviation is part of the Aerospace Power, and its protection contributes to the State's effort to ensure the sovereignty of its airspace. This book analyzes how Risk Management prioritizes Aviation Security (AVSEC) actions against acts of unlawful interference and proposes mechanisms to strengthen the risk reporting tool. The results

indicate that fostering Just Culture improved the identification of risks and provided advantages for senior management, employees, and overall society. The motivation for producing this book lies in the scarcity of works that relate Just Culture, Aviation Security and Aerospace Power. It is intended for students and researchers of all levels (graduation, postgraduation, and professors). Systemic and Systematic Risk Management Createspace Independent Pub Safety is not easy, it is a full time effort, and is equally important whether people are on the job or on personal time. If an organization is serious about mission success, it must take 'risk' seriously as well. Leaders need to be involved in the risk game at every turn, and understand the key elements (discussed

throughout this book) that help them to win. Winning the risk game is what safety is all about. As in operational success, risk management requires the best human faculties to achieve victory; talent of organizational players and commitment from top leadership rule the day. The book covers leadership, safety programs, and risk management for organizations and individuals. It helps in professional development, grooming current and future leaders to understand their roles in safety and risk management. Central to the author's message are: Seven truths of safety that the author discovered as a senior safety officer. Four roadblocks to achieving zero mishaps that must be aggressively addressed. Nine elements to risk reduction, with which leaders must become familiar. He establishes the importance of an organizational leader's role in the safety/risk management game and provides the answer to, 'How safe is safe enough?' Often, managers at various levels do not have an understanding of what goes into a

safety program, this book tells them, from an expert's view. The readership includes: executives and middle management; all leaders as a professional development book and students. It is also a supplemental textbook for safety and risk management courses.

Risk Management Security: Improving the United States Air Force Protection Level Asset Security System
CRC Press

This report identifies opportunities for optimizing processes and policies in the U.S. Air Force nonrated technical training pipeline and recommends process and policy changes that could improve efficiency at all levels.

Air Force Non-Rated Technical Training Createspace Independent Pub
Military Training: Navy and Air Force Need to More Fully

Apply Best Practices to Enhance Development and Management of Combat Skills Training

U. S. Air Force Mishap Prevention Program - Air Force Instruction (AFI) 91-202 - Main USAF Document and Air National Guard Supplement about Aviation, Nuclear, and Space Safety Routledge

Three Air Force documents provide unique information about USAF operations of the E-4 aircraft. Contents:

Operations Procedures *
Aircrew Evaluation Criteria *
Aircrew Training Chapter 1 * GENERAL INFORMATION * 1.1. General * 1.2. Applicability * 1.3. Key Words Explained * 1.4. Deviations and Waivers * 1.5. Local Supplement Coordination Process * 1.6. Requisitioning and Distribution Procedures *

1.7. Improvement Recommendations * 1.8. Definitions * 1.9. Aircrew Operational Reports * Chapter 2 * COMMAND AND CONTROL * 2.1. General * 2.2. Execution Authority * 2.3. Aircraft Commander (AC) Responsibility and Authority * Chapter 3 * CREW MANAGEMENT * 3.1. Aircrew Qualification * 3.2. Aircrew Complement * 3.3. Flight Duty Period (FDP) * 3.4. Crew Rest * 3.5. Standby Force Duty * 3.6. Mission Alerting Procedures * 3.7. Aircrew Release Policy * Chapter 4 * AIRCRAFT OPERATING RESTRICTIONS * 4.1. General * Chapter 5 * OPERATIONAL PROCEDURES * 5.1. Duty Stations * 5.2. Takeoff and Landing Policy * 5.3. Seat Belts * 5.4. Cockpit

Communications Policy * 6.3. Flight Crew Publications
 5.5. Runway, Taxiway, and * 6.4. Mission Crew
 Airfield Requirements * 5.6. Publications * 6.5. Aircraft
 Wind Limitations * 5.7. Functional Publication File *
 Aircraft Taxi Speeds * 5.8. Section 6B--Pre-Departure *
 Taxi Obstruction Clearance 6.6. Sequence of Events
 Criteria and Foreign Object (SOE). * 6.7. Flight Crew
 Damage Avoidance * 5.9. Information File (FCIF)
 Seat Belt/No-Smoking Sign Procedures * 6.8. Route
 Policy * 5.10. Aircraft Door Navigation Kits * 6.9.
 Operations * Table 5.1. Briefing Requirements *
 Aircraft Door Assignments * 6.10. Flight Plan
 5.11. Maximum Number of Verification * 6.11. Jeppesen
 Personnel Aboard Aircraft * Flight Planning Procedures *
 5.12. Communication 6.12. Departure Planning *
 Systems Hazard Area 6.13. Departure Alternates *
 Procedures * 5.13. Aircraft 6.14. Destination
 Electrical Power Transfers * Requirements (for filing
 5.14. Fuel Jettison purposes) * 6.15. Adverse
 Procedures * 5.15. Weather * 6.16. Operational
 Bird/Wildlife Aircraft Strike Risk Management (ORM) *
 Hazard (BASH) Program * Section 6C--Preflight * 6.17.
 5.16. Participation in Aerial AFTO Forms 781 Series *
 Events * Chapter 6 * 6.18. FMS Flight Plan
AIRCREW PROCEDURES Accuracy * 6.19. Aircraft
 * Section 6A--Pre-Mission * Servicing and Ground
 6.1. Aircrew Uniform * 6.2. Operations * 6.20. Life
 Personal Requirements * Support Requirements *

Section 6D--Departure * IMT 651, Hazardous Air
 6.21. On Time Takeoffs * Traffic Report (HATR) *
 6.22. Cabin Security 8.4. OAFB 3404, 55th Wing
 Procedures for Takeoff and Aircraft Incident Worksheet
 Landing * Section 6E--En * 8.5. Report Violations,
 Route * 6.23. Flight Progress Unusual Events, or
 * 6.24. Special Qualification Circumstances * Chapter 9 *
 Airspace * Section TRAINING POLICY * 9.1.
 6F--Arrival * 6.25. Touch-and-Go Landings *
 Instrument Approach 9.2. Short-Field Landings *
 Procedures (IAPs) * 6.26. 9.3. Full Stop/Taxiback
 Border Clearance/Customs * Landing Procedures * 9.4.
 6.27. Insect and Pest Control Simulated In-Flight
 * 6.28. Aircraft Recovery Emergency Procedures *
 Away From Main Operating 9.5. Category II/IIIa
 Base (MOB) * 6.29. Training * 9.6. Missed
 Maintenance Debrief. Approach Training * 9.7. Air
 Section * 6G--Miscellaneous Refueling * 9.8. Prohibited
 * 6.30. Engine Maintenance In-Flight Training
 Runs * 6.31. Life Support Maneuvers * Chapter 10 *
 Equipment Documentation * MISSION CREW (COMM)
 Chapter 7 * AIRCRAFT PROCEDURES * 10.1.
 SECURITY * 7.1. General * General * 10.2.
 7.2. Security * Chapter 8 * Responsibilities * 10.3. Pre-
 OPERATIONAL REPORTS Mission Procedures * 10.4.
 AND FORMS * 8.1. General Pre-Flight Procedures *
 * 8.2. AF IMT 457, USAF 10.5. In-Flight Procedures *
 Hazard Report * 8.3. AF 10.6. En Route Security of

Classified Material * 10.7. Post-Flight Procedures * 10.8. Post-Mission Procedures * Chapter 11 * NAVIGATION PROCEDURES * 11.1. General * 11.2. Mission Planning * 11.3. Flight Charts
Cyberspace Defense Analysis (Cda) Wildside Press LLC
The Air Force Class A aviation mishap rate has hovered around 1.5 mishaps per 100,000 flight hours since 1985. Recent attention on Air Force accidents has caused the leadership to seek to reduce its mishap rate. The Army's Class A aviation mishap rate declined after it implemented risk management (RM) principles in 1987. This reduction caught the attention of Air Force

leadership who have since stated that the application of operational risk management (ORM) is how the Air Force will reduce, even eliminate, mishaps. With current budget constraints, ORM is considered to be the most cost-effective way the Air Force can reduce its mishap rate. The purpose of this research was to determine whether the Air Force can expect its mishap rate to significantly decline due to ORM implementation. This determination is based on the relationship between the Army's implementation of RM and its aviation mishap rate. The analysis of the Army's aviation mishap rates and available causal data was performed primarily using discontinuous piecewise linear regression. Results showed that the effect of RM was not

reflected in the Army's mishap rates. As a result, the Air Force should not expect its mishap rate to significantly decline due to ORM implementation.

Managing Risk in USAF Force Planning DIANE Publishing

Air shows are high-risk activities that must be conducted with careful thought towards the general public, spectators, and flying and nonflying participants to ensure that the activity is as safe as reasonably possible. The impromptu, ad hoc, unrehearsed or unplanned must never be attempted. This book offers a holistic overview of the state of safety, including safety cultural variables, safety risk parameters, and human-performance factors, in the international air show community. This book aims to close the knowledge gap on safety management in air shows. It imparts to the aviation sector and other high-risk and high-performance industries the experience and knowledge that airshow performers have gained regarding risk assessment,

psychological aspects, and mindfulness techniques used for safe and effective performances. The book highlights how resilient safety culture can change the air show community's mentality to deliver safer and more spectacular air show events and promotes the culture of excellence that the air show community is wedded to. The reader will obtain a thorough understanding of safety issues in air shows. *Air Show Performers: Safety, Risk Management and Psychological Factors* is a critical read for professionals within the international air show community including nonflying participants. Its appeal extends to practitioners in aviation, health and safety and events management. “[...] For sure, this book will become a reference and a source of inspiration for future generations of Display Pilots.” Jacques Bothelin, French Aerobatic Jet Team Leader, Honorary Board Member European Airshow Council Manolis Karachalios was the Hellenic Air Force’s F-16 Demo Team “ZEUS” Display Pilot for the 2010–2012 display

seasons. Dr. Karachalios holds a Master of Business Administration (MBA) in Aviation Management from Coventry University, and a Doctor of Philosophy (PhD) in Aerospace Sciences from the University of North Dakota focusing on air show safety and development. Daniel Kwasi Adjekum has over 25 years of experience in aviation as a former Ghana Air Force squadron commander, command pilot, and air display safety director. He was also an airline pilot and is currently an aviation safety consultant and professor of aviation. He is an Internationally recognized aviation safety subject-matter expert and an International Air Transport Association (IATA) certified Safety Management Systems (SMS) implementation and control expert.

Management Course for the Air Force Working Leader (Mgt-2), Military and Civilian Working Together for More Air Power DIANE Publishing

The Air Force System Safety Handbook was prepared as a resource document for program office system safety managers and system safety engineers. It is not designed to answer every question on the topic of system safety nor is it a cookbook that guarantees success. The handbook provides considerable insight to the general principles, objectives, and requirements of applying system safety concepts to the Air Force system acquisition and logistical support processes. Programs vary greatly in their scope and complexity, requiring a tailored system safety effort. Assigned to this difficult task are military and government personnel with varied education and experience backgrounds. These system safety practitioners need a comprehensive understanding of the system safety process and the complexities of applying it to a given program.

This handbook will assist in providing much of the necessary information but additional, more detailed guidance will be required from the program office and their higher headquarters system safety experts. The ultimate objective of any organization within the Air Force is maximizing combat capability. One element in this maximizing process is protecting and conserving combat weapon systems and their support equipment. Preventing mishaps and reducing system losses is one important aspect of conserving these resources. System safety contributes to mishap prevention by minimizing system risks due to hazards consistent with other cost, schedule, and design requirements. The fundamental objective of system safety is to identify, eliminate or control, and document system hazards.

1.0 Introduction To System

Safety * 2.0 System Safety Policy And Process * 3.0 Risk Assessment * 4.0 System Safety Program * 5.0 System Safety Program Plan (Sspp) * 6.0 Other Management Tasks (Ref 30) * 7.0 Design And Integration Tasks * 8.0 Design Evaluation, Compliance, And Verification * 9.0 Analysis Techniques * 10.0 System Safety Life-Cycle Activities * 11.0 Program Office System Safety * 12.0 Contracting For System Safety * 13.0 Evaluating Contractor System Safety * 14.0 Facilities System Safety * 15.0 Supplementary Requirements * 16.0 Nuclear Safety * 17.0 Explosives Safety * 18.0 System Safety In Logistics * 20.0 Test And Evaluation Safety

Joint Strike Fighter: Strong Risk Management Essential as Program Enters Most Challenging Phase Routledge

Today's Army is challenged by a wide range of threats and operating environments. These challenges, plus new

technologies, require our leaders to use creative measures to provide positive protection to our Soldiers and equipment. In April 1998, Field Manual (FM) 100-14 (FM 5-19) introduced to the Army the first doctrinal publication on risk management. It detailed the application of a step-by-step process to conserve combat power and resources. This milestone manual outlined a framework that leaders could use to make force protection a routine part of planning, preparing, and executing operational, training, and garrison missions. Before the outset of the global war on terrorism it became apparent that FM 100-14 would require updating to meet the needs of the future. Army assessments also indicated that the existing manual needed to be expanded to provide clear standards and guidance on how the risk management process was to be applied. This led to this current revision. During development of this revision the Army broadened its understanding of the risk management process to encompass all operations and activities, on and off duty. This holistic approach focuses on the composite risks from all sources rather than the traditional practice of separating accident from tactical hazards and associated risks. This revision has been refocused to clearly reflect the Army's new composite approach, and has been retitled Composite Risk Management (CRM). CRM represents a culture change for the Army. It departs from the past cookie cutter safety and risk management mentality through teaching Soldiers "how to think" rather than telling them "what to think." This manual expands the context of the original FM by focusing on the application of composite risk management to the military decisionmaking process (MDMP) and the Army training management system. It further assigns the responsibilities for conducting risk management training during initial entry training and professional military education. It is a tool that works in conjunction with the Army's on-going initiative to firmly attach CRM to all Army processes. It is a milestone document for the

standardization and institutionalization of the techniques, tools, and procedures that lead to sound decisionmaking and valid risk acceptance by leaders at all levels. This revision is a full rewrite of FM 100-14. It marks a break with the past by integrating the CRM process into Army operations. CRM is not a stand-alone process, a “paper work” drill, or an add-on feature. Rather, it is used as a fully-integrated element of detailed planning. It must be so integrated as to allow it to be executed intuitively in situations that require immediate action. CRM should be viewed as part of the military art interwoven throughout the Army's military decisionmaking and training management cycles.

How Safe is Safe Enough?

RAND Corporation

This publication, “Risk Management – Multiservice Tactics, Techniques, and Procedures,” describes risk management functions and responsibilities applicable to

the joint task force (JTF) and service staffs. It applies risk management planning procedures to the military decision making process and employs the Joint Operation Planning and Execution System (JOPES) for the operation planning team. This publication provides a consolidated multiservice reference addressing risk management background, principles, and application procedures. To facilitate multiservice interoperability, this publication identifies and explains the risk management process and its differences and similarities as it is applied by each service. Risk management is a process that assists decision makers in reducing or offsetting risk (by systematically identifying, assessing, and controlling risk arising from operational

factors) and making decisions that weigh risks against mission benefits. Risk is an expression of a possible loss or negative mission impact stated in terms of probability and severity. The risk management process provides leaders and individuals a method to assist in identifying the optimum course of action (COA). Risk management must be fully integrated into planning, preparation, and execution. Commanders are responsible for the application of risk management in all military operations. Risk management facilitates the mitigation of the risks of threats to the force. For the purposes of this document, threat is defined as a source of danger—any opposing force, condition, source, or

circumstance with the potential to negatively impact mission accomplishment and/or degrade mission capability. Each of the services uses similar but slightly different processes. This publication provides a single process to enable warfighters from different services to manage risk from a common perspective. Risk management is useful in developing, deploying, and employing the joint force. Development concerns force design, manpower allocation, training development, and combat material developments. Deploying and employing the joint force generates concerns in force protection and balancing risk against resource constraints. Military operations are inherently complex,

dynamic, dangerous and, by nature, involve the acceptance of risk. Because risk is often related to gain, leaders weigh risk against the benefits to be gained from an operation. The commander's judgment balances the requirement for mission success with the inherent risks of military operations. Leaders have always practiced risk management in military decision making; however, the approach to risk management and degree of success vary widely depending on the leader's level of training and experience. Since the Korean conflict, United States forces have suffered more losses from noncombat causes than from enemy action. Key factors contributing to those losses include—Rapidly changing operational

environment; Fast-paced, high operations tempo and high personnel tempo; Equipment failure, support failure, and effects of the physical environment; Human factors. The fundamental goal of risk management is to enhance operational capabilities and mission accomplishment, with minimal acceptable loss.

Methods & Metrics for Product Success Editora Dialética

Two critical mishap program documents, one for the USAF and one for the Air National Guard, are reproduced here. This instruction implements Air Force Policy Directive (AFPD) 91-2, Safety Programs. It establishes mishap prevention program requirements, assigns responsibilities for program elements and contains program management information.

Purpose - Minimize loss of Air Force resources and protect Air Force people from death, injuries

or illnesses by managing risks on- and off-duty. This program applies to all operations except where otherwise prescribed or specified in Status-of-Forces Agreements. Mishap Prevention Program - Commanders at all levels are responsible for developing and implementing a mishap prevention program. Safety staffs at all levels assist commanders with the implementation and integration of risk management into all on-duty operations and missions, and off-duty activities. Chapter 1 * PROGRAM OVERVIEW * Purpose * Mishap Prevention Program * Mishap Prevention Program Disciplines (Aviation, Ground, etc. * Applying Standards * Program Responsibilities * General Guidance Related to Recording Occupational Injuries and Illnesses * Chapter 2 * SAFETY ORGANIZATION * Safety Staff * Unit Safety Representative (USR) * Safety Education/Training * Safety Office Vehicles and Equipment * Library * Councils and Committees * Non-USAF Councils and Committees * Major Range and Test Facility Base (MRTFB) Safety Programs * Range Safety Programs * Chapter 3 * SAFETY EVALUATIONS, INSPECTIONS, STAFF ASSISTANCE VISITS AND OTHER INSPECTIONS * Chapter 4 * HAZARD IDENTIFICATION AND REPORTING * Hazard Identification * Reporting Criteria * Hazard Reporting Procedures * Additional Reporting Procedures * Employee Appeal Procedures * Risk Reduction and Mitigation * Chapter 5 * INFORMATION AND DATA ANALYSIS * Information Protection * Safety Information * Recurring Publications * Methods of Information Distribution * Mishap Analysis Program * Mishap Prevention Analysis Methods * Use of Analyzed Data * Safety Analysis Team (SAT) Process * Air Force Culture Assessment Safety Tool (AFCAST) * Organizational Safety Assessment (OSA) * Standard Mishap Metrics * Calculating Federal Employee Compensation Metric (Rate) *

Chapter 6 * DEPLOYMENT AND CONTINGENCY SAFETY * Deployment and Contingency Safety Program * AFFOR/SE * AFFOR Deployed Unit Safety Functions and Organizations * Mishap Prevention Program * Monthly, Quarterly and Annual Safety Awards * AFFOR/SE Visits * AFFOR Hazard Review Board (HRB) * Theater Safety Engagement Program * Chapter 7 * AVIATION SAFETY * Program Management * Plans * Programs * Aero Club Operations * Training Meetings and Briefings * Inspections/Assessments and Monitoring * Airfield Maintenance, Construction and Waivers * Chapter 8 * GROUND SAFETY * Oversight Requirements * Host Ground Safety Staff Responsibilities * Tenant Unit and GSU Responsibilities * Ground Unit Safety Representative (USR) Responsibilities * Hazard Identification and Abatement * Air Force Occupational Safety and Health (AFOSH) Guidance * Department of Labor (DoL) Inspection * DoL Occupational Safety and Health Administration (OSHA) Visit Summary * Chapter 9 * WEAPONS SAFETY * Program Management * Weapons Safety Personnel Management and Manning Plan * Explosives Safety Standards * Weapons Safety Personnel * Weapons Safety Program Requirements * Missile Safety * Nuclear Surety * Directed Energy Weapons (DEW) * Munitions Rapid Response Team * Department of Defense Explosives Safety Board (DDESB) * Weapons Safety Training * Weapons Safety Committees * Chapter 10- SPACE SAFETY * Program Management * Program Overview * Space Control Systems * Design, Development, Integration and Testing * Launch, Range and Reentry Safety * Orbital Safety * Space Safety Council (SSC) * Space Safety Training * Space Nuclear Safety * Space Asset Interaction with Directed Energy Systems * Chapter 11 * SYSTEM SAFETY * Overview * Responsibilities * System Safety

Just Culture CRC Press

This book discusses risk management as it applies to problem-solving for simple, complex and wicked problems faced by policy creators and implementors, project managers and systems engineers in the context of policies, large engineering projects (LEPs), projects and systems. When applying systems thinking to risk management, it can be seen that risk management applies to almost every action taken in daily life. This book:

Introduces the systems approach of integrating risk management into policy creation and implementation, project management and systems engineering, such as the risk framework and the Firm Fixed Price (FFP) contract with penalties and bonuses. Introduces a number of out-of-the box concepts building on the application of the systems thinking tools in

the system thinker's toolbox.

Points out that integrating risk management into policy and project management and systems engineering is just good management and engineering practice. Discusses the flow of risk in a policy from creation through implementation via LEPs and simpler projects, identifying where risks arise and where they should be dealt with.

Presents the risks in the relationship between policy creation, implementation, project management and systems engineering. Discusses risks throughout the policy implementation process and shows how the nature of risks changes from political to financial to technological as implementation proceeds.

Discusses managing complexity and specifies the minimum number of elements in a system for it to be defined as, and managed as, complex.

Points out that in most

instances the traditionally ignored major implementation risk is that of poor performance by personnel. Shows how to proactively incorporate prevention into planning in order to prevent risks, as well as how to mitigate them when they occur.

Operational Risk Management and Military Aviation Safety Createspace Independent Publishing Platform

"This document is THE Air Force statement of leadership principles and force development, enabled by education and training, providing a framework for action ensuring our Airmen can become effective leaders. Your personal leadership is the key to our Service's success in fulfilling its role in our system of national security."
-- John P. Jumper, General,

USAF Chief of Staff
Identifying and Managing Air Force Sustainment Supply Chain Risks

Since 9/11, U.S. military forces have sought to adapt to an expanded battlefield -- one in which rear areas are no longer considered safe and secure. As a result, both the Navy and the Air Force determined that, in order to prepare to operate more effectively in combat, servicemembers in specific occupations required additional standardized combat skills training in such areas as land navigation, first aid, and weapons qualification. The Navy has developed and implemented the Expeditionary Combat Skills course for select Navy personnel. To provide similar training, the Air Force began planning its program. This report is an analysis of these programs. It also identifies lessons learned applicable to efforts to establish new training programs. Illus. *Managing Risk in USAF Force Planning*

This book pulls together 5 key

Air Force publications on Cyberspace Defense Analysis (CDA), Risk Management Framework (RMF), and Information Dominance and Management. These publications cover guidelines for planning and conducting cyberspace operations to support the warfighter and achieve national security objectives. AFI 17-2CDA outlines Initial Qualification Training (IQT) requirements for all crewmember personnel, Mission Qualification Training (MQT) and Upgrade and Specialized Training as well as Continuation Training. It provides procedures, evaluation and grading criteria used during performance evaluations on operational cyberspace weapon systems. It provides governing directives and prescribes procedures for operating the CDA weapon system. AFM 17-101 provides implementation instructions for the Risk Management

Framework (RMF) methodology for Air Force Information Technology according to AFPD 17-1, and AFI 17-130. AFPD 17-1 provides a means by which the AF will cross-functionally align cyberspace programs and capabilities to effectively and efficiently deliver capabilities to users. Cyberspace is defined as a global domain within the information environment consisting of the interdependent network of IT infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. Why buy a book you can download for free? We print this so you don't have to. When a new standard is released, an engineer prints it out, punches holes and puts it in a 3-ring binder. While this is not a big deal for a 5 or 10-page document, many cyber documents are over 100 pages

and printing a large document is a time-consuming effort. So, an engineer that's paid \$75 an hour is spending hours simply printing out the tools needed to do the job. That's time that could be better spent doing engineering. We publish these documents so engineers can focus on what they were hired to do - engineering.

Other related titles we publish:
Network Attack System (NAS) Vol. 1, 2 & 3 Air Force
Cyberspace Defense (ACD) Vol. 1, 2 & 3 Air Force
Cyberspace Training Publications Vol. 1, 2 & 3 Air Force
Cyberspace Security and Control System (CSCS)

Risk Management

Presents a risk-management process would help senior Air Force leaders to (1) focus planning on the most salient threats, (2) gain greater clarity on the risks associated with alternative courses of action across multiple futures, (3) maintain a sense of the

persistent uncertainties associated with any policy choice, and (4) effectively communicate their judgments about risk to key audiences.

Composite Risk Management

The U.S. Air Force's Software Technology Support Center offers an updated and condensed version of the "Guidelines for Successful Acquisition and Management of Software-Intensive Systems" (GSAM) on its Web site www.stsc.hill.af.mil/resources/tech_docs. This article is taken from Chapter 5, "Risk Management," of the GSAM (Version 4.0).

The authors are pleased that all editions have been so well received and that many individuals and programs have worked hard to implement the principles contained therein. The latest

edition provides a usable desk reference that gives a brief but effective overview of important software acquisition and development topics, provides checklists for rapid self-inspection, and provides pointers to additional information on the topics covered.

Flying Safety

The U.S. Department of Defense is currently shifting funding from future investment programs to cover urgent war needs, accepting some increase in future risk in order to reduce risk in the near term, and this tension between current and future operational priorities is likely to worsen. To effectively manage risk across possible missions and between today and tomorrow, senior Air Force leaders must make difficult decisions. This monograph

seeks to provide the Air Force with a framework to structure their deliberations, connect them to supporting staff and expert inputs, and communicate their decisions to a broader audience. It describes a risk-management process that would help senior Air Force leaders to (1) focus planning on the most salient threats, (2) gain greater clarity on the risks associated with alternative courses of action across multiple futures, (3) maintain a sense of the persistent uncertainties associated with any policy choice, and (4) effectively communicate their judgments about risk to key audiences.

Management Course for the Air Force Working Leader (Mgt-2), Military and Civilian Working Together for More Air Power
The F-35 Joint Strike Fighter (JSF) program is the DoD's most

costly acquisition, seeking to simultaneously develop, produce, and field three aircraft variants for the Air Force, Navy, Marine Corps, and eight international partners. The total expected U.S. investment is now more than \$300 billion to develop and procure 2,456 aircraft over the next 25 years. A report in March 2009 discussed increased development costs and schedule estimates, plans to accelerate procurement, manufacturing performance and delays, and development test strategy. This testimony discusses: (1) current JSF cost and schedule estimates; (2) engine development; (3) manufacturing performance; (4) contracting issues for procurement of aircraft; (5) and test plans. Illustrations.

Management Course for Air Force Supervisors (Mgt-1)

Today's Army is challenged by a wide range of threats and operating environments. These challenges, plus new technologies, require our leaders to use creative measures to provide positive protection to our Soldiers and

equipment. In April 1998, Field Manual (FM) 100-14 introduced to the Army the first doctrinal publication on risk management. It detailed the application of a step-by-step process to conserve combat power and resources. This milestone manual outlined a framework that leaders could use to make force protection a routine part of planning, preparing, and executing operational, training, and garrison missions. Before the outset of the global war on terrorism it became apparent that FM 100-14 would require updating to meet the needs of the future. Army assessments also indicated that the existing manual needed to be expanded to provide clear standards and guidance on how the risk management process was to be applied. This led to this current revision. During development of this revision the Army broadened its understanding of the risk management process to

encompass all operations and activities, on and off duty. This holistic approach focuses on the composite risks from all sources rather than the traditional practice of separating accident from tactical hazards and associated risks. This revision has been refocused to clearly reflect the Army's new composite approach, and has been retitled Composite Risk Management (CRM). CRM represents a culture change for the Army. It departs from the past cookie cutter safety and risk management mentality through teaching Soldiers "how to think" rather than telling them "what to think." This manual expands the context of the original FM by focusing on the application of composite risk management to the military decisionmaking process (MDMP) and the Army training management system. It further assigns the responsibilities for conducting risk management training during initial entry training and professional military education. It is a tool that works in conjunction with the Army's on-going initiative to firmly attach CRM to all Army processes. It is a milestone document for the standardization and institutionalization of the techniques, tools, and procedures that lead to sound decisionmaking and valid risk acceptance by leaders at all levels. This revision is a full rewrite of FM 100-14. It marks a break with the past by integrating the CRM process into Army operations. CRM is not a stand-alone process, a "paper work" drill, or an add-on feature. Rather, it is used as a fully-integrated element of detailed planning. It must be so integrated as to allow it to be executed intuitively in situations that require immediate action. CRM should be viewed as part of the

military art interwoven
throughout the Army's military
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management cycles.