Operational Risk Management Pocket Card

A five-step cycle for managing risk in planning, briefing and execution. Print it, fold it and keep it with your planning kit. Use it deliberately before an activity and in your head when conditions change.

1

Identify the hazards

Break the task into phases. For each, ask what could go wrong: people, equipment, environment, time, enemy or threat.

2

Assess the risk

For each hazard, judge how likely it is and how severe the outcome could be. Rate the risk using your organisation's matrix.

3

Make risk decisions

Develop controls, decide whether the remaining risk is worth the benefit, and get acceptance at the right level of authority.

4

Implement controls

Make the controls clear and practical. Brief them, assign who is responsible and build them into orders and checklists.

5

Supervise and review

Check the controls are working. Watch for changes. Capture lessons and feed them into the next plan.

Four principles

Accept no unnecessary risk.

Make risk decisions at the right level.

Accept risk when the benefits outweigh the costs.

Build risk management into planning at every level.

Quick check before you go

Ask the team	Yes
Has anything changed since the plan was made: weather, people, equipment, timings?	
Does everyone know the main hazards and their controls?	
Is the remaining risk accepted by someone with the authority to accept it?	
Does everyone know the abort criteria and who can call a stop?	

General guidance only. Adapt it to your organisation's own policies, procedures and legal or regulatory requirements before use.