

Waikerie Gliding Club Safety Checklist Survey Results – Jan 2011

As has already been announced, the GFA Board has decided to improve the management of gliding safety by putting in place a formal Safety Management System.

Part of that GFA Safety Management System is that all GFA affiliated Clubs/Organisations are now required to complete Risk Assessments covering all aspects of their activities.

Clubs are being provided with the necessary templates and associated documentation to assist them to complete Risk Assessments. Advice and assistance will also be provided to Clubs as necessary.

Club Risk Assessments must be regularly reviewed and updated as part of ongoing Club management. However, Risk Assessments will also be periodically independently assessed as part of GFA Club Safety audits - know as biennial Operational Status Checks conducted by a RTO/O or a Level 3 Instructor acting on behalf of a RTO/O.

The Gliding Club Risk Assessment process begins with the completion of the form below

Professor James Reason says the ingredients for safety are **commitment**, **competence** and **cognizance** — the three Cs.

How does a gliding club, a GFA Department, or the Executive and Board maintain a commitment to safety in the face of member turnover, and fluctuating club activities? James Reason suggests that this is where a club's safety culture comes in to play! He states "A good safety culture is something that endures and so provides the necessary driving force." This checklist is adapted from an organisation checklist developed by Professor Reason for aviation organisations.

This checklist is not a test, but to be used as a guideline for checking your club's safety culture and improving your club or organisation's safety performance, and used every two years to evaluate improvement. We suggest you provide it to the following range of members and allow for anonymous feedback.

- A few instructors, experienced and less experienced
- A few committee members
- At least three members, ranging from new members to old members

| Checklist | | Yes (1pt) | ? (½ pt) | No (0) |
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| 1. MINDFUL OF DANGER: | Instructors are ever mindful of the human organizational factors that can endanger their operations. Safety issues cover the organisation, technical, operations, training and pilot development. <i>Guidance Note: There is active attention to hazards and dangers before they happen and the members generally have an active awareness. The concept of safety is not limited to flight operations only</i> | ✓ ✓ ✓ ✓ ✓ | ✓ | |
| 2. ACCEPT SETBACKS: | Instructors accept occasional setbacks and nasty surprises as inevitable. They anticipate that club members will make errors and train them to detect and recover from them. <i>Guidance Note: Mistakes are not seen in isolation to other factors, are accepted and used as a learning tool.</i> | ✓ ✓ ✓ ✓ ✓ ✓ | | |
| 3. COMMITTED: | The club members are genuinely committed to safety and provide adequate resources to serve this end. <i>Guidance Note: Resources may be things such as equipment, first aid kits, enough rostered people to not overload, attention to maintenance of buildings, aircraft, airfield, airfield vehicles and winches, etc</i> | ✓ ✓ ✓ | ✓ ✓ ✓ | |

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| 4. REGULAR MEETINGS: | <p>Safety-related issues are considered at meetings on a regular basis, not just after some bad event. The committee is equally involved in club safety as the Training panel. <i>Guidance Note: Safety issues include club communication, recognition of risks, involvement of all members in safety</i></p> | ✓ ✓ | ✓ ✓ | ✓ ✓ |
| 5. EVENTS REVIEWED: | <p>Past incidents and accidents are thoroughly reviewed at meetings and the lessons learned are implemented as general reforms rather than local and individual fixes. <i>Guidance Note: All incidents are reviewed and reported - not just accidents. Investigation of incidents are carried through to changes to procedures; all members are aware of lessons from past events</i></p> | ✓ ✓ ✓ | ✓ ✓ | ✓ |
| 6. IMPROVED DEFENCE: | <p>After some mishap, the primary aim of Instructors is to identify the failed system defences and improve them, rather than to seek to divert responsibility to particular individuals. <i>Guidance Note: The focus of incidents is the learning that can be applied rather than blame of individuals.</i></p> | ✓ ✓ ✓ ✓ | ✓ ✓ | |

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| <p>7. HEALTH CHECKS:</p> | <p>The club adopts a proactive stance toward safety. That is, it does some or all of the following: takes steps to identify recurring issues and remove them; strives to eliminate the factors likely to provoke error; and conducts regular “health checks” on the organizational process known to contribute to mishaps. <i>Guidance Note: Ops status checks results are adopted; the club audits its performance on safety and the committee and the panel are involved in making sure issues identified are followed up.</i></p> | <p>✓ ✓</p> | <p>✓ ✓</p> | <p>✓ ✓</p> |
| <p>8. INSTITUTIONAL FACTORS RECOGNIZED:</p> | <p>The Club recognize that error-provoking club and GFA factors (member resources, inadequate equipment, inexperience, patchy training, bad human-machine interfaces, out of date or uncommunicated procedures, etc.) are easier to manage and correct than factors such as distraction, inattention and forgetfulness. <i>Guidance Note: Members recognise that there are many factors in making the operation safe and that when incidents occur they have many contributing factors that include human factors as well as procedures, training, communication etc.</i></p> | <p>✓ ✓ ✓ ✓</p> | <p>✓ ✓</p> | |

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| 9. DATA: | <p>It is understood that the effective management of safety, just like any other management process, depends critically on the collection, analysis and dissemination of relevant information. <i>Guidance Note: The club collects, analyses and distributes the learning information from meetings, incidents, members, etc to all members</i></p> | ✓ ✓ | ✓ | ✓ ✓ ✓ |
| 10. VITAL SIGNS: | <p>The club recognizes the necessity of combining reactive data (i.e., the near miss and incident reporting system) with pro-active information. It involves the sampling of club activities and processes, identifying which of these vital signs are most in need of attention, and then carrying out remedial actions. <i>Guidance Note: Not only is incident reporting used, but the members also actively provide other safety information such as proactive field maintenance, attention to aircraft condition, awareness of weather impacts, etc. Safety interventions occur before accidents happen.</i></p> | ✓ ✓ ✓ | ✓ | ✓ ✓ |
| 11. INSTRUCTORS REGULARLY ATTEND MEETINGS: | <p>Most instructors attend most meetings. Training Panel meetings are open forums with open and frank discussion. <i>Guidance Note: Instructor panel meetings are not seen as punitive meetings; there is good participation by the whole group</i></p> | ✓ | ✓ ✓ | ✓ ✓ |

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| 13. MONEY vs SAFETY: | <p>Safety issues do not conflict with the organisation’s other goals and resources are always made available for safety. <i>Guidance Note: Operational and airworthiness decisions are made so safety is not compromised eg when the wind is too gusty or crosswind is too great, operations are stopped, safety procedures are not ignored or bypassed to keep flying</i></p> | ✓ ✓ ✓ ✓ ✓ ✓ | | |
| 14. REPORTING ENCOURAGED: | <p>Members are encouraged to raise safety-related issues and incidents and understand why reporting is important, and how the reports are used. <i>Guidance Note: Incident reports are not limited to just accidents and are seen as learning opportunities; Incident reports are generated by members not instructors; members understand the benefits of incident reporting and feel that they result in improved operations.</i></p> | ✓ ✓ ✓ ✓ | ✓ ✓ | |
| 15. TRUST: | <p>The instructors recognise the critical dependence of a safety management system on the trust of the members — particularly in regard to reporting systems. A safe culture — that is, an informed culture — is the product of a reporting culture that, in turn, can only arise from a just culture. <i>Guidance Note: The notion of a “Just Culture” where fair and structured approaches are used to evaluate incident causes. Incidents are not seen as blame exercises.</i></p> | ✓ ✓ ✓ | ✓ ✓ | ✓ |

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| 16. QUALIFIED INDEMNITY: | Policies relating to near miss and incident reporting systems allow for confidentiality and no embarrassment. Discipline is dignified and confidential where necessary. <i>Guidance Note: People feel that if they report incidents they will be dealt with in a confidential and dignified way.</i> | ✓ ✓ ✓ ✓ ✓ | ✓ | |
| 17. BLAME: | Discipline is based on a distinction between acceptable and unacceptable behaviour. It is recognized by all members that a small proportion of incidents are indeed reckless and warrant sanctions, but that the large majority of such acts should not attract punishment. The key determinant of blameworthiness is not so much the act itself as the nature of the behaviour involved. <i>Guidance Note: In assessing incidents the panel makes an assessment whether there was reckless behaviour, deliberate unwarranted risk-taking or a course of action taken was likely to productive avoidable errors. This outcome occurs in a minority of incidents. It is recognised that most incidents have a number of organisational factors.</i> | ✓ ✓ ✓ ✓ ✓ | ✓ | |

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| 18. NON-TECHNICAL SKILLS: | <p>Members are encouraged to acquire the mental as well as the technical skills necessary to achieve safe and effective performance. Mental skills include anticipating possible errors and rehearsing the appropriate recoverable recoveries. Such mental preparation at both individual and organizational levels is one of the hallmarks of high-reliability systems and goes beyond routine checks. <i>Guidance Note: In addition to flying skills, the club educates on human factors, self- recognition of limitations, health and wellbeing in ensuring the operation remains safe.</i></p> | ✓ ✓ ✓ ✓ | ✓ ✓ | |
| 19. FEEDBACK: | <p>The club has in place rapid, feedback channels to communicate the lessons learned from both the reactive and proactive safety information systems. Throughout, the emphasis is upon generalizing these lessons to the members at large, and to other areas (eg other clubs, GFA) <i>Guidance Note: The club members are kept informed of operational changes, incidents and their outcomes; members are encouraged to participate in communicating to the committee and panel. Significant issues are notified to other clubs and GFA for wider distribution.</i></p> | ✓ | ✓ ✓ ✓ ✓ | ✓ |

Conclusions:

Whilst overall our score has us in good shape, two instructors scored at 9.5 being “Not at all bad” which highlighted some key areas for improvement being around survey sections of:

- Regular meetings
- Health Checks
- Data
- Instructors regularly attend meetings
- Feedback

There is a consistent theme that comes through being:

- Committee needs to become active and accountable for the Club’s safety – currently safety does not even make it on to the committee agenda.
- Regularly instructor & training panel meetings are required with feedback to committee and members. Members are encouraged to provide feedback on safety to the committee and instructor panel as appropriate.
- Committee and the Panel are accountable for making sure that issues identified are followed up.