

THE SENTINEL



OFFICIAL SAFETY NEWSLETTER OF CIVIL AIR PATROL

Heard of SAREX? What about 'SAFEX'? by Lt Col Bruce Brown, National Safety Team

We all know that the CAP SAREX is a call to practice skills and build teams for that which we are best known – search and rescue. Every month across the country, CAP volunteers apply knowledge and skills learned in aircrew clinics, ground search and rescue schools, and IC classes so that they are prepared to respond when the real call comes in.

It is NO ACCIDENT (pardon the pun) that CAP performs its Emergency Services mission so well...we practice hard! In most cases, we practice to a standard of professional performance and results. We may be volunteers, but we are not amateurs! Let's take a moment to reflect on what else we practice. We practice fire drills and evacuating our meeting places, right? We also practice first aid skills and CPR refresher; are you following me? Why do we practice? The short answer is because we want to be able to respond appropriately if called upon in an emergency (or urgent) situation. The slightly longer answer is we practice situations where we may not get regular real-world exposure, so that a short-notice call for help can be answered with maximum readiness/preparedness. Take a moment to think about what else in your life needs to be practiced or at least refreshed, before you go out and do that task for real.

Now, I would like to tell you a quick story and pose a challenge to all unit commanders and ICs out there. The challenge is this: incorporate a mishap scenario into your SAREXs and regular meeting nights. Convene your leadership, review your processes, and practice your mishap response up to, and including, simulating the submission of a mishap report (*read the last article in this issue to learn how to do that*). These drills will prepare you to handle mishap reporting under stressful conditions when you are likely to overlook important steps in a rarely practiced process. For example, does your wing and/or region have additional mishap reporting requirements to the commander or safety officer? Who are you going to call at the local level? Can you get Internet access? Do you remember that you have 48 hours to submit an



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on-line Form 78? A 'SAFEX' will teach you how to prioritize under stressful conditions. In other words, immediate Internet access may not be critical. But do you have to pick up the telephone right away and call the NOC? Where would you find this information? The answer is CAPR 62-2. I guarantee that if you write a scenario in which your squadron (or your practice mission) experiences a mishap, and you drill your response to this mishap, you will identify areas that can be improved before you have to do this for real. Your mishap response will be polished, professional, and second nature. I know this will work, and here is why...

Back in 2003 I was Chief of Safety at an Air Base in Europe. We were going to have the annual mass casualty exercise, also known as the disaster response drill. Every base agency, to include the dining facility had a role to play in this 'war game.' During the planning meetings for this exercise, the vice wing commander turned to me and asked how far the Safety Office wanted to take the simulation. I replied that I wanted to 'stand up the I-SIB.' This meant that we weren't just going to secure the scene and declare 'end-of-exercise' (ENDEX). I wanted to take the mishap response plan out of the desk drawer, blow the dust of it, alert the Interim Safety Investigation Board (I-SIB) members; and convene them in the I-SIB facility to begin the work of securing mishap evidence and interviewing witnesses. To my and my wing commander's knowledge, this had never been done. By the time we were finished with this exercise, we had identified several gaps in the execution of our mishap response plan; namely, that the facility listed in the 'plan' was not suitable for a safety board, many of the safety board support personnel (admin and IT) were not available due to conflicting duties in the base-wide mishap response and also that some primary board members didn't even know they were on the Interim Safety Investigation Board! It was better we discovered this during an exercise than during the real deal. Do you agree? I also found out that I needed practice in writing Air Force mishap messages ☹ This was a watershed moment only because I decided to put stress on a process never practiced, and only rarely implemented.

I challenge each of you to put stress on your mishap response processes. Write a realistic scenario and incorporate it into your next SAREX or squadron meeting night.* You could even have a 'safety drill' dedicated entirely to mishap response and reporting. The boundaries and constraints are only in your imagination. For example, you could simulate activating your Critical Incident Stress peers, if the scenario included risk of psychological injury (simulated) to unit members. By planning and executing 'SAFEX' you will reinforce a crucial skill, strengthen your team, and learn a lot...I guarantee it!

**** Make sure EVERYONE on the radio, over the phone and in the room KNOWS this is an "Exercise, Exercise, Exercise." You don't want any confusion on this point!***

Update on Applications for CAP/SE Support Staff by National HQ Safety Team

Right now, an interim team is facilitating the National Safety Officer transition from Col Letteer to Col Diduch. Nothing is set in stone with the present team, and a call for applications to serve on the volunteer support staff for the National Safety Officer is forthcoming. Please do not send in resumes or letters of interest until the positions are approved and the announcements are posted. We will get the word out to you when this happens. Application procedures will be the same as any other National Headquarters volunteer position. These processes will be reviewed at the time announcements are posted. Expect announcements for flight safety, transportation safety, and personal safety, i.e. bodily injury, specialists to assist the National Safety Officer.

Thank you for your patience as the transition team works to get the support staff onboard as soon as possible, so that the team can get down to business!

Safety Management Systems (SMS) by National HQ Safety Team

In last month's Sentinel, you were given a preview into the new safety team's goal to develop and deploy a Safety Management System (SMS) for Civil Air Patrol. This is a goal, but in order to evaluate its feasibility, we need to collect data. Data requested will directly support the calculation of metrics used to evaluate CAP's performance and to compare it to similar (aka 'analogous') organizations.

Here is a quick overview of the SMS. We want all members to have a basic understanding of this leadership and management tool because its proper implementation is the touchstone of a world-class flying organization, and it reaches across other areas of CAP (not just safety).

A hallmark of a SMS is a heavy reliance on data that is, in turn, used to help guide senior leader decisions across the enterprise; for example committing resources, developing training, partnering with other organizations and setting goals for the future. In the coming months, you might perceive more emphasis on data collection and relevant analysis to help reduce risk and support mission success; rest assured that this is not data collection for the sake of data collection. If a particular effort doesn't add value to the process, it will quickly be revised or dropped.

The FAA has an advisory circular that covers SMS. Note that adoption of SMS is voluntary for U.S. operators (certificated and non-certificated). SMS is a quality management approach to controlling risk; in other words, it is a methodology that can be applied consistently, over time, and reproduced in other organizations or other parts of the same organization. SMS meets CAP's *Core Value* of **Excellence** because

it “incorporates internal evaluation and quality assurance concepts that can result in more structured management and continuous improvement of operational processes” (FAA AC 120-92, dated 6/22/2006). If CAP is a SYSTEM of related moving parts working together for a common goal, i.e. mission success, then we must have some organizational attributes to help secure our desired safety outcomes:

- Ownership – Means that the right people take responsibility for their decisions and actions and are held accountable; decisions are made at the right level.
- Communication and Understanding – Procedures to provide clear instructions and expectations to all members of the organization.
- Oversight and Feedback – Supervisory controls that verify our processes produce the desired outcome.
- Metrics – Empirical data and comparison values let us know how we are doing.

Safety culture is the human side of a SMS and is discussed at length in the FAA advisory circular. The safety culture “triad” consists of psychological (how people think), behavioral (how people act) and organizational elements. The idea is for management and leadership to directly control the organizational element to positively influence the other two components for the desired outcome (mishap prevention and mission success). Our Core Values and CAPR 20-1 (Organization of Civil Air Patrol) provide some of this basic information. Now we turn to the meat of the SMS: The four pillars of safety management! The SMS is a management standard that is organized around four basic tenets of safety program management:

- Policy – CAP is a military-style organization and the Air Force’s auxiliary. We have plenty of policies and sometimes we just need to look around, remind ourselves of existing guidance, and make sure we comply!
- Safety Risk Management – ORM fits the bill and that’s all we’ll say about that for right now.
- Safety Assurance – This is the one piece that CAP needs to work on most, and we will construct that pillar in the coming months.
- Safety Promotion – This is not just a slogan or a campaign, but a commitment to a Core Value (like Excellence and Integrity). Why re-invent the wheel when it’s sitting out in the front yard already?

All four pillars are essential for an effective safety culture and SMS. The last element for the best possible SMS is a roof that is supported by the four pillars. The roof represents the integration of the four pillars and the seamless coverage that shields the organization from preventable losses. The main takeaway here is that CAP has almost all

of the components of the four pillars already. We just need to add a little more and then integrate it! Implementing SMS is a long-term endeavor and maintaining the SMS is a strategic commitment. This is a marathon not a sprint; you should hear the starter's pistol in the next few months!

Psychological Safety by National HQ Safety Team

Safety touches so many areas of any organization's enterprise. Whether the organization is a 'for-profit' commercial business, a military unit, or a public civilian institution, 'SAFETY' does not reside in one office. Safety officers manage all safety programs, but the real day-to-day safety is out there in every office, every technical specialty, and every mission we perform. What about 'psychological safety' and 'psychological mishap prevention'? Remember to learn as much as you can about Critical Incident Stress Management. Take a course, become a peer, learn how to inoculate yourself and others from some of our mission-related stresses. Learn how to recognize signs of distress and where to turn for help. For more information visit www.cism.cap.gov or contact your Wing or Region CISM coordinator.

How to Practice Reporting Mishaps by National HQ Safety Team

In the earlier article on 'SAFEX', we discussed "*simulating the submission of a mishap report.*" Under ***no*** circumstances should you go into the on-line safety system for purposes of demonstrating or practicing mishap reporting. When you go into our ***on-line system***, you are ***submitting for real***. So you simulate a report by using the 78 worksheet (attached to the end of this Sentinel issue, or available to print from the Safety Forms web page in e-Services); then fill in the form by hand. The only difference between practicing a mishap report and submitting a real report is that for a real mishap report you would transcribe the information from the worksheet onto the 'live' 78. When you study the worksheet and write down simulated information during a 'SAFEX' you learn what is needed for the on-line Form 78. This teaches you what information ***to have ready*** if you need to ever submit a real report.

Coming in Next Month's Sentinel

We will be back to reporting mishaps, including our mishap rate where available. Also, the December Sentinel will be reporting on holiday safety. Until then, stay safe!

Safety Form Worksheet

Wing Commanders or their designees will immediately notify the National Operations Center (NOC) at (888) 211-1812 of all accidents involving substantial damage, serious injury, or death.

Wing Mishap Date Mishap Time

Location of Mishap

Trip Authorized by CAP Orders/Form 99? Yes No N/A Temperature (F)

Mishap Resulted from CAP Activities? Yes No N/A Visibility (Miles)

Photographs Taken? Yes No N/A

Air Force Assigned Mission? Yes No Mission Number

Weather Conditions: Fog Rain Snow Sleet Ice Tornado

Purpose of Activity Form 79 Investigator

Account of Mishap

For Each Involved Person

Type Witness Driver Observer
 Scanner Passenger Pilot / PIC
 Co Pilot Student Pilot Check Pilot
 Inst. Pilot Victim/Part. Other

Injury Type None Minor Serious Fatal

Full Name

Grade / Civilian

Date of Birth

Phone Number

License Number

During Which Phase Aircraft / Vehicle

Slips, Trips, Falls Sports / Recreation

Heat / Cold Injuries Wildlife

Illness First Aid

Pilot Info (If Applicable)

Total Time Total Last 6 Months

Total Last 3 Months Time this Model

Landings in Last 90 Days Flights in Last 90 Days

For Each Vehicle / Aircraft

NON-CAP Owned Wing

Vehicle / Tail No.

Damage

Estimated Repair Cost (\$)

Private Property Damage

Estimated Repair Cost (\$)

Veh / Aircraft Moved, if so note Authorizer

Vehicle Only - During Which Phase (Circle One)

Parking, Backing, Driving, Other/WX, Non-CAP, Wildlife, Unknown

Aircraft Only

NTSB Notified, if so note Date

Wind Direction (0-360) Speed (Knots)

Ceiling AGL (Feet) Shoulder Harness Used

During Which Phase (Circle One)

Ground - Ground Handling, Ground - Engine/Systems, Ground - Taxi, Ground - Other/WX, Ground - Non-CAP, Ground - Maintenance, Ground - Unknown, Flight - Takeoff, Flight - Landing, Flight - Engine Systems, Flight - Flight Control, Flight - Wildlife, Flight - Other/WX