

FLWG STRATEGIC SAFETY PLAN

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Executive Summary

The Civil Air Patrol's mission activities within the emergency services, aerospace education, and cadet programs areas around the FLWG have expanded and evolved rapidly over the past 20 years. Some examples of this progress include increased involvement with homeland security missions; extended overwater missions for disasters in the Gulf of Mexico, Puerto Rico, and the Bahamas; introduction of unmanned aircraft systems for emergency services and aerospace education activities; cadet primary flight training through the WINGS program; and recognition of CAP by the Department of the Air Force as a member of the total force.

However, the increased size, scope, and complexity of CAP operations bring additional risk to the organization and its membership from traditional and emergent hazards. Natural and human-induced changes to the operational environment also induce risks that must be actively managed, such as extreme weather events associated with global warming, viral pandemics, and increased acts of mass violence in public settings.

Ensuring the physical, as well as the psychological, health, and safety of CAP members, protecting CAP assets, and maintaining resiliency throughout the organization must be priorities within the current organizational context. However, health and safety should no longer be delegated exclusively to Civil Air Patrol members assigned to those roles and addressed through a proactive systems-based approach rather than reactive efforts by individuals at various levels of the organization. Execution of this strategic plan will enable the FLWG to effectively address risks in its operations and activities while improving overall resiliency through the safety management system (SMS) concept discussed in CAPR 160-1 CIVIL AIR PATROL SAFETY PROGRAM.

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Safety Management System (SMS) Concept

According to the U.S. Federal Aviation Administration, Safety Management Systems (SMS) is a formal, top-down, organization-wide approach to managing safety risk and ensuring the effectiveness of safety risk controls that includes systematic procedures, practices, and policies for the management of safety risks. The first and most important objective of an SMS is to seamlessly imbed risk management and a culture of safety throughout the organization. The second most crucial objective of SMS in CAP is to provide command oversight of the organization's safety performance while achieving continuous improvement. However, it is also critical to understand that implementation of the SMS concept does not replace the need to follow traditional safety regulations, but instead helps facilitate compliance with applicable regulations. SMS should also be viewed more through the lens of an operations program than a safety one because the emphasis is on integration and distributed responsibility.

The origins of SMS are traced back to Quality Management Systems, which are based on the Deming Cycle for continuous improvement: Plan, Do, Study/Check, Act (PDSA/PDCA). The cycle is grounded in the scientific method. It works by first identifying the desired end state and creating a feasible plan to reach it, then executing the plan (ideally on a smaller scale), studying or checking the results, and acting on what has been learned. The FLWG CAP SMS will utilize the Deming Cycle throughout its five pillars: Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion.

Safety Policy – An organization's safety policy includes a commitment to and provision of resources for safety from the accountable executive, a statement of the organization's safety objectives and expectations, and a definition of acceptable and unacceptable behaviors. CAP's safety policy is contained primarily within the 160-1 and 160-2 regulations, and other pamphlets or standards promulgated by NHQ. However, they can also be supplemented by direction from the region, wing, and unit command levels to address unique needs within their areas of responsibility.

Safety Risk Management (SRM) – SRM is the process of continuously analyzing operations to identify hazards, assess risks, and exercise prudent controls. SRM should occur at a minimum whenever new systems are implemented, changes are made to existing systems, operational procedures are developed, or ineffective risk controls are identified. SRM should be viewed as a concept related to but in addition to traditional CAP operational risk management (ORM).

Safety Assurance – The goal of safety assurance is to make sure that other SMS processes are working as intended and adequately address the organization's risk management needs. Safety assurance activities include mishap reviews, auditing, confidential reporting programs, and safety data analysis.

Safety Promotion – Activities that strengthen an organization's safety culture, raise awareness for the SMS concept, and enhance risk management competencies are considered safety promotion functions. Some examples of safety promotion include safety stand-downs, round-table discussions, and formal educational programs.

FLWG Operations & Activities

CAP's FLWG is heavily engaged across all three of its core missions, emergency services, cadet programs, and aerospace education, which is exhibited by the diverse array of operational missions and other activities carried out across the wing. Unfortunately, no activity conducted by the FLWG carries zero risk. However, the below activities have been identified as potentially higher risk than others for operational monitoring and other safety assurance activities through the CAP SMS:

Emergency Services

- Mission Aircrew Training & Flight Operations
- Unmanned Aircraft Operations
- Wilderness Ground Search & Rescue Training/Missions
- Overwater Survival Training
- Flight Line Marshalling

Cadet Programs

- Encampments
- High Adventure Activities
- Physical Training
- Cadet Flight Training

Aerospace Education

- Model Rocketry
- Unmanned Aircraft Operations
- Teacher Orientation Flying

Mission Support

- Motor vehicle operations
- Motor vehicle maintenance
- Aircraft Maintenance
- Pilot Onboarding
- Facility Maintenance

Hazards to FLWG Operations & Activities

Many hazards can harm members, damaging assets, and compromising the FLWG's ability to meet mission demands reliably. Each hazard carries different levels of risk to the organization, which is based on the severity of the worst credible consequences and the probability that an adverse event will occur from the hazard. It is impossible to list every hazard experienced by the FLWG. However, the ones contained within this list are considered to carry an elevated risk, making them strategic priorities for mitigation and continuous monitoring activities through the CAP SMS in the FLWG.

- COVID-19
- Hurricanes
- Tornados
- Flooding
- Heat Exposure
- Venomous Insects & Snakes
- Poisonous Plants
- Mass Violence
- Slips, Trips, and Fall
- Athletic Injuries
- Large Passenger Vehicle Operations
- Misunderstood Aircraft Automation
- Aircraft System Failures
- Flight during Adverse Weather
- Flight in Congested Airspace
- Low-Experience or Rusty Pilots
- Extended Overwater Flight
- Facility Deficiencies
- Poor Housekeeping
- Hazardous Material Exposure

Strategic Safety Objectives

1. Raise Awareness across the FLWG for the CAP SMS concept and how it should be integrated into all mission areas, emphasizing reliability.
2. Recruit and develop a wing-level safety staff cadre capable of supporting the diverse missions of the FLWG through the framework of the CAP SMS.
3. Develop advanced risk management competencies at all command echelons within the wing, both within the safety officer cadre and the broader membership.
4. Promote participation in the CAP safety program beyond attendance of monthly safety educations for all members.
5. Complete all required actions specified in the CAPR 160-1, including the annual wing SMS review, compliance with a risk management day at all FLWG units, and developing an annual wing safety support plan for subordinate units.
6. Improve upon the FLWG mishap review program and other safety assurance activities to achieve continuous improvement in operational reliability.
7. Introduce the Threat and Error Management (TEM) concept to flight and ground operations within the FLWG.
8. Provide professional development opportunities for CAP SEs in the FLWG, including OSHA & FAA/NTSB safety courses, FEMA All-Hazards Safety Officer training, and Board of Certified Safety Professionals (BCSP) credentials.
9. Engage cadets and senior members through the cadet programs and aerospace education mission areas to promote aviation safety and occupational safety and health as rewarding career options.
10. Investigate the possibility of providing direct support to the United States Air Force, United States Space Force, and Florida National Guard by augmenting installation and unit safety staffs across the State of Florida.

FLWG Safety Staff Roles

FLWG Commander

The FLWG Commander is the accountable executive responsible for the safety performance of CAP within the FLWG command structure. As such, the Commander holds ultimate risk acceptance authority for the wing as permitted by CAPR 160-1 (Risks considered 'High' will be escalated to the CAP CC) and will exercise management review oversight of the wing's risk management, safety assurance, and safety promotion activities.

FLWG Director of Safety

The FLWG Director of Safety serves as the FLWG Commander's expert and chief advisor on safety, risk management, and the CAP SMS. As such, the Director will interface with other key wing staff such as the Director of Operations, Director of Cadet Programs, Director of Health Services, and Director of Logistics to assist in the management of risks throughout the wing's operations. The Director will also lead a wing-level safety staff responsible for risk management and program support in specialized areas. The Director shall also provide, either directly or through his staff, technical assistance to group, squadron, and activity safety officers as appropriate.

FLWG Assistant Director of Safety for Threat Management

The FLWG Assistant Director of Safety for Threat Management should be an expert in risk management principles and be familiar with CAP's core mission areas. The Assistant Director will act as the second-in-command of the FLWG safety staff and is expected to act as the Director of Safety if he is absent or becomes unable to carry out his duties. The Assistant Director will evaluate all risk management artifacts submitted to the wing for review or approval, elevating issues to the Director as necessary. The Assistant Director shall lead a team of Safety Program Managers who specialize in core areas (Flight Operations, Cadet Programs & Aerospace Education, and Emergency Services), and co-facilitate the FLWG Safety Data Analysis & Threat Management Group to assist in the evaluation of operational risks across the wing. The Assistant Director shall also provide, either directly or through his staff, technical assistance to group, squadron, and activity safety officers as appropriate. The Assistant Director will also aid in wing-wide safety education initiatives as requested by the Director.

Requirements:

- Technician Rating – Safety
- Advanced Risk Management LMS
- Flight Experience
- Cadet Programs & Aerospace Education Experience
- Emergency Services Experience
- Pilot (Preferred)
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)

Safety Program Manager for Flight Operations

The Safety Program Manager for Flight Operations should be an expert in risk management with a strong background in Flight Operations. The responsibility of the Safety Program Manager is to support the Assistant Director of Safety for Threat Management by evaluating all risk management artifacts submitted to the wing for review or approval in the field of Flight Operations (Airplane, Glider, and sUAS). The Safety Program Manager shall provide technical assistance to group, squadron, and activity safety officers as appropriate, elevating issues to the Assistant Director as required. The Safety Program Manager will also aid in wing-wide safety education initiatives as requested by the Director of Safety.

Requirements:

- CAP Pilot
- Advanced Risk Management LMS
- Mission Pilot or Mission Observer ES Qualification (Preferred)
- CFI + II (Preferred)
- CAP Check Airman (Preferred)
- CAP SFRO (Preferred)
- Part 107 Certificate Holder (Preferred)
- Technician Rating – Operations (Preferred)
- Technician Rating – Safety (Preferred)
- CAP Flight Line Supervisor ES Qualification (Preferred)
- A&P Mechanic (Preferred)
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)

Safety Program Manager for Cadet Programs & Aerospace Education

The Safety Program Manager for Cadet Programs & Aerospace Education should be an expert in risk management with a strong background in cadet programs and/or aerospace education. The responsibility of the Safety Program Manager is to support the Assistant Director of Safety for Threat Management by evaluating all risk management artifacts submitted to the wing for review or approval in the fields of cadet programs and aerospace education. The Safety Program Manager shall provide technical assistance to group, squadron, and activity safety officers as appropriate, elevating issues to the Assistant Director as required. The Safety Program Manager will also aid in wing-wide safety education initiatives as requested by the Director of Safety.

Requirements:

- Technician Rating – Cadet Programs or Aerospace Education
- Encampment or National Cadet Special Activity Staff Experience
- Advanced Risk Management LMS
- Youth Physical Education or Sports Medicine background (Preferred)
- Technician Rating – Safety (Preferred)
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)

Safety Program Manager for Emergency Services

The Safety Program Manager for Emergency Services should be an expert in risk management with a strong background in emergency services, particularly the ground team and mission base staff disciplines. The responsibility of the Safety Program Manager is to support the Assistant Director of Safety for Threat Management by evaluating all risk management artifacts submitted to the wing for review or approval in the fields of emergency services. Additionally, the Safety Program Manager will be the risk management expert for the FLWG's ground vehicle fleet. The Safety Program Manager shall provide technical assistance to group, squadron, and mission safety officers as appropriate, elevating issues to the Assistant Director as required. The Safety Program Manager will also aid in wing-wide safety education initiatives as requested by the Director of Safety.

Requirements

- Technician Rating – Emergency Services
- Advanced Risk Management LMS
- Mission Safety Officer ES Qualification
- CAP Driver License
- Ground Team Member Level 3 ES Qualification (Preferred)
- Flight Line Supervisor ES Qualification (Preferred)
- Mission Scanner ES Qualification (Preferred)
- Technician Rating – Safety (Preferred)
- FEMA All-Hazards Safety Officer Qualification (Preferred)
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)

FLWG Assistant Director of Safety for Reliability & Assurance

The FLWG Assistant Director of Safety for Reliability & Assurance should be an expert in reliability and safety assurance principles and be familiar with CAP's core mission areas. The principal duties of the Assistant Director will be the administration of the FLWG mishap review program and conducting safety inspections at CAP facilities and activities throughout the Florida Wing. As the administrator of the mishap review program, the Assistant Director will assist members in making proper SIRS entries; recruit, cultivate, and assign mishap review officers; track mishap case files and aid review officers as appropriate; and provide quality control checks before forwarding completed reports to the Director of Safety and Wing Commander. The Assistant Director will also be responsible for co-facilitating the Safety Data Analysis & Threat Management Group.

Requirements:

- Technician Rating – Safety
- Mishap Review Officer LMS Course
- Familiarity with Root-Cause Analysis
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)
- Aviation Professional Experience (Preferred)

FLWG Assistant Director of Safety for Health, Wellness, and Operational Resiliency

The FLWG Assistant Director of Safety for Health, Wellness, and Operational Resiliency should be an expert on the total worker (member) health. The Assistant Director's core responsibilities will be centered on advising the Director of Safety how the FLWG can safeguard and improve members' physical, mental, and emotional wellness within the Civil Air Patrol context to ensure operational resiliency of CAP airmen. The Assistant Director will work in close coordination with the FLWG Director of Health Services, FLWG Chaplain / Character Development Officer, and Critical Incident Stress Management (CISM) officers.

Requirements:

- Technician Rating – Health Services
- Advanced Risk Management LMS
- Active Healthcare Professional (RN, MPH, DNP, DPH, PA, MD, OD, etc.), (Preferred)
- Mental and Behavioral Health Training (Preferred)
- Occupational Health Training (Preferred)
- Technician Rating – Safety (Preferred)

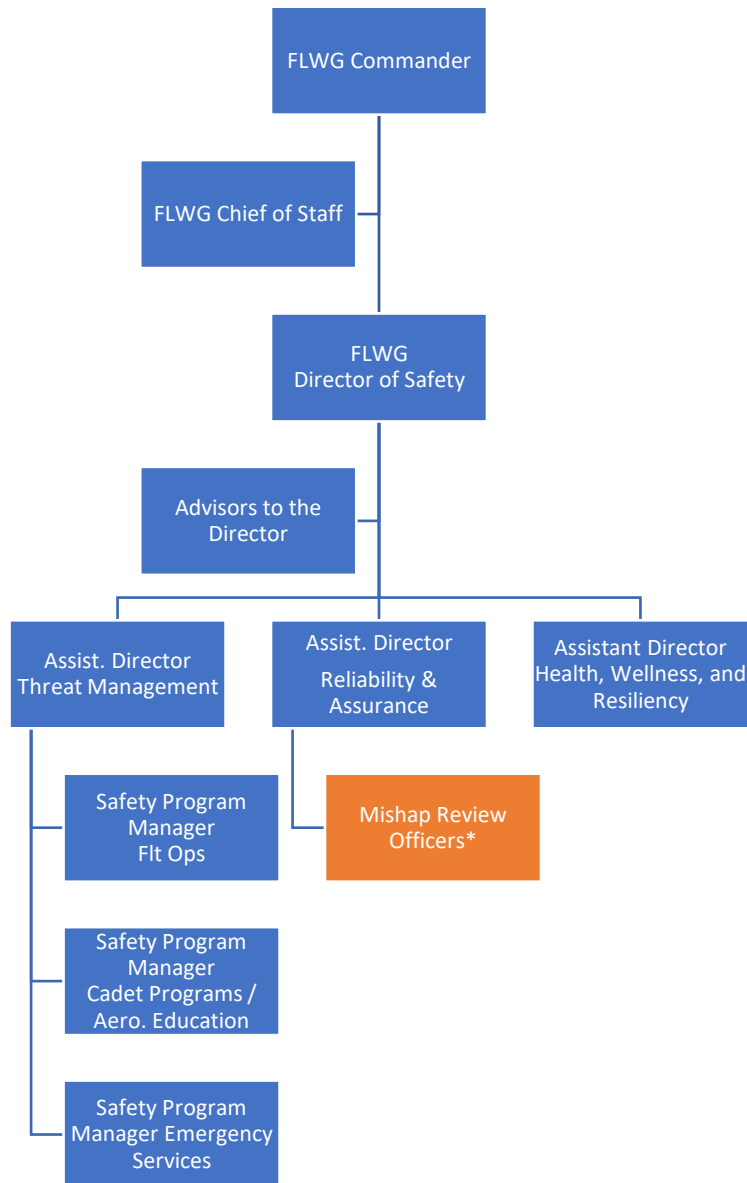
FLWG Assistant Directors of Safety – Advisors to the Director

FLWG Assistant Directors of Safety acting as advisors to the director will aid the FLWG Director of Safety in guiding the strategic direction of the FLWG CAP SMS. They should be experts in risk management principles, understand the tenants of SMS as it relates to the CAP safety program, and have familiarity with all of CAP's core mission areas. The primary duties of Advisors to the Director are to provide insight on programmatic and risk management issues to the Director of Safety and to complete special projects assigned by the Director of Safety.

Requirements:

- Senior Rating – Safety
- Advanced Risk Management LMS
- Flight Experience
- Cadet Programs & Aerospace Education Experience
- Emergency Services Experience
- Past Wing Director of Safety (Preferred)
- Pilot (Preferred)
- Professional Safety Practice/Formal Safety Education/Safety Certification (Preferred)

FLWG SAFETY STAFF ORGANIZATION



*Appointed and assigned temporarily when needed. However, some mishap review officers may be placed in a regular pool based on areas of expertise.

FLWG Health & Safety Committees

Safety Data Analysis & Threat Management Group

The FLWG safety data analysis and threat management group will be the venue for discussing wing-wide safety performance trends and risk management activity. The group will also act as a conduit for management review of the CAP SMS within the FLWG. The group will consist of the wing safety, A1, A3, A4, A5, A6 staffs; incident commanders; check and instructor pilots; group commanders and safety officers; and the wing commander. The group will meet quarterly while being facilitated by the Assistant Director of Safety for Threat Management and Assistant Director of Safety for Reliability & Assurance and chaired by the Director of Safety.

Flight Operations Safety Committee

The flight operations safety committee will be a venue for proactively discussing flight operations trends, hazards to safe operations, and best operational practices for maintaining acceptable safety margins. The committee will convene quarterly and shall consist of the A3-DSC, Wing Stan/Eval Officer, Check pilots, Instructor Pilots, and FRO appointees, while being facilitated by the Safety Program Manager for Flight Operations and chaired by the Director of Safety.

Cadet Programs & Aerospace Education Safety Committee

The cadet programs safety committee will be a venue for proactively discussing trends, hazards, and safety best practices within the CAP cadet program. The committee will convene quarterly and shall consist of the A5 – DCS, Director of Cadet Programs, Director of Aerospace Education, Wing Director of Health Services, and Wing CAC, while being facilitated by the Safety Program Manager for Cadet Programs & Aerospace education and chaired by the Director of Safety.