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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
3.01	MCAUST review AFTP1 Paragraph 23102 to incorporate any requirement for the ORS to have a Detachment capability available for embarkation or operation remote from NAS Nowra and specifically addressing readiness and scope of such requirements.	30-Jun-07	MCAUST will review the role and requirements for the Operational Readiness Squadron. Fleet Orders will be amended.	MCAUST (DMC)
3.02	COMAUSNAVAIRGRP review the policy on use of the Flight and Detachment Preparation Schedule.	30-Jun-07	Detachment Preparation Schedule policy will be reviewed with key stakeholders and procedures adjusted.	CANAG
3.03	MCAUST review the instructions relating to Operational Response Squadron readiness requirements including whether or not such Squadrons are to have a Pack-Up Kit available for deployment during such a period of duty and if so to meet what criteria.	30-Jun-07	MCAUST will review the role and requirements for the Operational Readiness Squadron and determine Pack Up Kit requirement. Fleet Orders will be amended.	MCAUST (DMC)
3.04	MCAUST (as OAA) review policy documents to ensure the authority for waiver of PEI requirements for embarking Naval Aviation elements are specified.		The Ship Helicopter Operations Manual (ABR 5419) has been amended to provide an unambiguous statement of authority.	MCAUST (CCSG)
3.05	Waivers for Pre-Embarkation Inspections only be considered in exceptional circumstances, and short notice deployments where the routine pre-embarkation preparations are rushed and abbreviated and that, in these circumstances, consideration be given to ensuring risks are mitigated through an expanded aviation work-up program once embarked.		Policy on Pre-Embarkation Inspection waivers have been reviewed and confirmed. Maritime Orders have been changed to tailor work-up programs for short notice embarkations.	CANAG
3.06	MCAUST (as OAA) review policy documents to provide higher level of fidelity in differing between Flights and Detachments and their respective pre-embarkation requirements.	30-Jun-07	Aviation policies and Instructions will be reviewed to ensure pre-embarkation requirements are identified for both flights and detachments.	CANAG
3.07	Maritime Commander Australia review the policy relating to the conduct of Operational Aviation Work-up programs to ensure appropriate consideration for their requirement is included in preparations for aviation detachments but particularly for those that are unscheduled or are deploying.		The policy relating to the conduct of Operational Aviation Work-up programs has been modified to ensure short notice operational deployments are better catered for. Fleet Orders have been amended.	MCAUST (COMFLOT)
3.08	COMAUSNAVAIRGRP determine whether the span, scope and delivery of pre-embarkation briefings to Commanding Officers of HMA Ships and to the Flight or Detachment warrants policy guidance to ensure a complete understanding of the transfer of responsibilities and an appropriate appreciation of safety issues pertaining to the embarking Detachment or Flight.	30-Jun-07	Pre-embarkation briefings will be reviewed to ensure extant policies are appropriate. The content of training courses will be adjusted.	CANAG
5.01	COMAUSNAVAIRGRP to review training procedures relating to communications relay duties for RAN aircrew to ensure an appropriate level of knowledge and discipline applies to these requirements within the Naval Aviation FEG.	30-Jun-07	Training procedures for RAN aircrew at the Basic Observer and Advanced Pilot Training schools, including the initial Rotary Training (723 Sqn) phase will be reviewed.	CANSC (DGNPT)
5.03	Maritime Commander Australia to develop and promulgate Standard Operating Procedures to provide Commanding Officers and Flight/Detachment Commanders guidance in determining suitability for the continued conduct of aviation operations by Flight or Detachment aircraft, aircrew and maintenance personnel following a crash of a Squadron/Detachment aircraft.	31-Dec-07	The current processes relating to determining suitability for the continued conduct of aviation operations following the crash of a Squadron's aircraft, will be reviewed and generic guidance will be developed.	DDAAFS
5.04	Maritime Commander Australia to ensure training for decisions and authorisation of flights under extreme circumstances is included in Commanding Officer and Flight/Detachment Commander Designate courses.	30-Sep-07	The training syllabi for Commanding Officer, Executive Officer and Flight/Detachment Commander Designate courses will be reviewed and amendments made.	MCAUST (DMC)

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5.05	MCAUST to review policy and documentation to ensure HMA Ships have appropriate information and procedural guidance for the conduct of body recovery by HMA Ships personnel, preservation of accident site security and repatriation of deceased personnel including both ADF members and others.	30-Jun-07	The current Defence Instructions relating to 'Deaths within and outside Australia of ADF personnel' have been reviewed. Instructions outlining personnel responsibilities will be amended, and Fleet training and assessing processes adjusted.	MCAUST (CCSG)
5.06	Maritime Commander Australia (as OAA) develop a policy relating to role configuration for the carriage of stretcher cases in RAN helicopters to determine the level of risk of injury or self-evacuation impedance for aircrew, passengers and casualties that are considered appropriate to those configurations.	30-Jun-07	Policy to more clearly define the the level of risk for role configuration changes when carrying stretchers in RAN helicopters will be developed.	CANAG
5.07	Maritime Commander Australia review the necessity for stretcher litter configuration of RAN helicopters and if such configurations are deemed necessary, ensure that appropriate acquisition, Standard Operating Procedures and training are instituted.	30-Jun-07	A review of RAN helicopter stretcher litter operational concept and role configuration will be conducted. Equipment acquisition, operating procedures and training will be considered.	CANAG
5.08	Maritime Commander Australia review the mission analysis and planning processes associated with short-notice requirement for Naval Aviation Flights and Detachments to be deployed in support of humanitarian aid missions.	31-May-07	Mission analysis and planning processes will be reviewed to improve flight and detachment readiness for humanitarian operations.	CANAG
5.09	Maritime Commander Australia review the policies and procedures associated with security of items carried in RAN helicopters and their implementation to ensure the risk of either causing incapacitation or impeding evacuation from these helicopters by personnel is minimized to an appropriate level.	30-Jun-07	Policies and procedures for the security of items in RAN helicopters will be reviewed.	CANAG
5.10	Maritime Commander Australia review the risk assessment processes associated with short-notice requirement for Naval Aviation Flights and Detachments to be deployed in support of humanitarian aid and other high risk missions with a view to increasing the intellectual rigor applied by Naval Aviation aircrew and by reviewing authorities to this analysis and review.	30-Nov-07	The risk assessment process for embarkations will be reviewed. Improved risk assessment guidelines will be published.	CANAG
5.11	Maritime Commander Australia to instigate an educational program for Naval Aviators and reviewing authorities emphasising that the overriding priority of formal risk assessment for Naval aviation missions is to minimize risk to safety particularly in such high risk and dynamic environments such as humanitarian aid missions.	30-Nov-07	A risk assessment education program will be put in place that emphasises the need for safe operations.	CANAG
5.12	Maritime Commander Australia (as OAA) review the policy relating to the conduct and content of RAN flying briefings and to ensure that a copy of the flying briefing form is retained onboard for such a period as to ensure quarantining and handover to relevant authorities in the event of an aircraft incident or accident.	30-Jun-07	The conduct and content of RAN flying briefs will be reviewed and Instructions amended. The need to retain a copy of a flying brief form will be confirmed.	CANAG
5.13	Maritime Commander Australia (as OAA) review the policy relating to flying briefings to ensure that there are separate briefing forms issued and retained for those missions or sorties that have changed details including but not limited to tasks, personnel, environment, configuration or weapons loadings unless operationally essential circumstances dictate a waiver of this requirement. Any such waiver is to be recorded in the Form OA 100 Flight Authorisation Sheet.	30-Nov-07	The policy relating to flying briefings and the need to record changes, including in the Flight Authorisation Sheet, will be reviewed.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
5.14	Maritime Commander Australia (as OAA) review policy relating to command and control of Naval Aviation Flights and Detachments to clearly articulate any differences between Flights and Detachments and commanders' responsibilities and accountabilities that these arrangements attract.	31-Jul-07	The differences between flights and detachments and the applicable command and control arrangements will be reviewed. Relevant policy documents and Instructions will be changed.	CANAG
5.15	Maritime Commander Australia (as OAA) ensure an appropriate level of knowledge and understanding of command and control arrangements as they pertain to embarked or deployed Naval Aviation Flight and Detachments and the associated commanders' responsibilities and accountabilities are understood within the Naval Aviation Force, HQNAVAIRGRP, Maritime Headquarters and HQJOC, and by commanding officers of air capable fleet units and Naval Aviation Squadrons.	30-Sep-07	In conjunction with Recommendation 5.17, MCAUST and other key stakeholders will review command and control arrangements for Flights and Detachments. Orders and Instructions will be modified as necessary and training course syllabi adjusted.	MCAUST (DMC)
5.16	COMAUSNAVAIRGRP (as sponsor of the naval aviation policy documents) ensure that the command and control responsibilities and accountabilities are appropriately articulated to differentiate between Flights and Detachments as part of the Maritime Commander Australia review of these policies.	31-Jul-07	The command and control responsibilities for both Flights and Detachments will be reviewed.	CANAG
5.17	Maritime Commander Australia (as OAA) establish a clear policy on command and control arrangements for embarked Naval Aviation Flights and Detachments.	31-Aug-07	In conjunction with Recommendation 5.15, MCAUST and other key stakeholders will review command and control arrangements for Flights and Detachments. Orders and Instructions will be modified as necessary and training course syllabi adjusted.	MCAUST (DMC)
5.18	Maritime Commander Australia (as OAA) ensure an appropriate level of knowledge and understanding of command and control protocols and subsequent responsibilities are achieved by Naval Aviation Commanding Officers, Flight Commanders and Detachment Commanders prior to their assuming these positions.	30-Sep-07	Subject to the outcome of actions pertaining to Recommendation 5.17, MCAUST will ensure specific training course syllabi are adjusted to provide the level of knowledge and understanding of command and control protocols and responsibilities that are needed by Naval Aviation Commanding Officers, Flight and Detachment Commanders.	MCAUST (DMC)
5.19	Maritime Commander Australia (as OAA) ensure policy and documentation are established to provide an appropriate assurance that command and control arrangements and associated responsibilities are understood by HMA Ships' Commanding Officers and their embarked Flight or Detachment Commanders during all operations.	30-Sep-07	MCAUST will ensure policy and documentation explanations, relating to command and control arrangements and associated responsibilities, are included in relevant training courses and Pre-Embarkation Inspection regimes.	MCAUST (DMC)
5.20	Maritime Commander Australia (as OAA) review policy relating to flight authorization for embarked or deployed Naval Aviation operations and ensure that any revised policy provisions are promulgated and understood within Maritime Command and its operational elements.	30-Nov-07	Flight authorisation for embarked flights and detachments will be reviewed. Training course syllabi will be reviewed to ensure correct emphasis is given to the importance of correct authorisation of flying operations.	CANAG
5.21	Maritime Commander Australia (as OAA) review the training requirements for Naval Aviation aircrew in carriage of dangerous goods to ensure that they have a high level of understanding of the risks associated with these goods and high levels of competency in recognition and dealing with such goods.	21-Jul-07	Dangerous Goods training for Aircrew will be reviewed to improve competency in handling these goods. If deficient, DGNPT will change the level of training required and consider the use of refresher training at regular intervals.	CANSC (DGNPT)
5.22	Maritime Commander Australia (as OAA) review policy and documentation to ensure that only those Naval Aviation aircrew specified as requiring carriage of dangerous goods qualifications are deployed on operations where there is a reasonable potential to involve carriage of such items.	31-May-07	RAN policy related to the carriage of dangerous goods in helicopters will be reviewed, including the need for personnel to have posting prerequisite qualifications.	CANAG

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5.23	Maritime Commander Australia (as part of the earlier recommendations relating to carriage of dangerous goods) review policy and procedures to ensure that receipt and stowage of dangerous goods in HMA Ships from aerial delivery limit the risk of injury to personnel or being unknowingly on forwarded.	30-Jun-07	MCAUST will review the policy and procedures relating to the receipt and stowage of dangerous goods in HMA Ships from aerial delivery. Fleet Orders and Instructions will be promulgated.	MCAUST (DMC)
5.24	Maritime Commander Australia review current policy and procedures to ensure dangerous goods are not embarked in Naval Aircraft without the prescribed handling requirements, particularly in complex operational scenarios.	04-Dec-07	The carriage of dangerous goods policy will be reviewed to ensure clear guidelines are in place to prevent inadvertent embarkation into aircraft.	CANAG
5.25	Maritime Commander Australia (as OAA) review the policy and documentation associated with risk assessment for Naval Aviation missions with a view to assuring a higher level of intellectual rigor and coverage of risks is conducted by Naval Aircrew prior to execution of such missions.	30-Nov-07	The risk assessment process for embarkations will be reviewed for increased rigour and coverage of risks. Improved risk assessment guidelines will be published.	CANAG
5.26	Maritime Commander Australia review implementation and exercise of SARWATCH and Lost Aircraft procedures in HMA Ships to ensure that reaction occurs as specified in search and rescue protocols.		SARWATCH and lost aircraft procedures have been reviewed. Whilst instructions are comprehensive, Fleet Orders will be amended to ensure these procedures are exercised more often.	MCAUST (COMFLOT)
5.27	Maritime Commander Australia review SARWATCH procedures policy in the RAN to ensure that transition between SARWATCH and "Buddy SAR' procedures are formalized and acknowledged by the agencies or units involved.		RAN SARWATCH and 'Buddy SAR' procedures have been reviewed and formalised. Procedures have been clarified and Ship Helicopter Operations Manual has been amended.	MCAUST (COMFLOT)
5.28	Maritime Commander Australia (as OAA) investigate the requirement for carriage of portable satellite telephone communications equipment in RAN helicopters for remote area operations and, if deemed appropriate, instigating the appropriate policy and implementation.	31-Dec-07	The policy pertaining to the carriage of portable satellite telephone communications in remote areas will be reviewed.	CANAG
5.29	Maritime Commander Australia (as OAA) to review policy relating to Naval Aviation flight authorisation to ensure that completion of Form OA100 reflect both an authority for specific missions and an appropriate level of fidelity to reconstitute flight activities in the event of an accident or incident.	30-Nov-07	The policy regarding the use of the flight authorisation form will be reviewed. Ongoing education mechanisms and training syllabi will be adjusted.	CANAG
5.30	Maritime Commander Australia (as OAA) to instigate an appropriate training and standards regime to ensure that authorising officers understand their responsibilities and the necessary discipline associated with flight authorisation of Naval Aviation missions.	30-Nov-07	The training and standards associated with Authorising Officer responsibilites will be reviewed. Training courses will be improved and individual examination introduced.	CANAG
5.31	Maritime Headquarters develop and sponsor an Australian Defence Force policy that ensures that medical personnel likely to be deployed for aero medical evacuation operations have completed specialized training in helicopter safety and emergency procedures prior to joining RAN aviation capable ships.	31-Jul-07	The Defence Instruction relating to the training and carriage of Aero Medical Evacuation personnel on Rotary Wing aircraft (helicopters) will be reviewed.	HDHS
5.32	Maritime Commander Australia develop and implement a policy that ensures that all personnel joining RAN air capable ships receive awareness training in helicopter safety and emergency procedures as part of their joining routine.		The extant policy that ensures personnel joining RAN air capable ships receive awareness training in helicopter safety and emergency procedures as part of their joining routine, has been reviewed.	MCAUST (COMFLOT)
5.33	Maritime Commander Australia (as OAA) review the policy and scope of Flight Commanders Course and its applicability to Naval Aviation Detachment Commanders.	30-Jun-07	The applicability of the Flight Commander's course for Detachment Commanders will be reviewed and training courses adjusted.	CANAG

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5.34	Maritime Commander Australia develop and implement a policy to ensure that Commanding Officers of HMA Ships achieve an appropriate level of situational awareness relating but not limited to command and control of embarked aviation assets and their resultant responsibilities for aviation Flights and Detachments. Particular consideration should be made for the conduct of handovers during operations.	30-Sep-07	MCAUST will develop handover procedures for incoming Commanding Officers to ensure they have a good level of situational awareness and knowledge of relevant issues and responsibilities pertaining to embarked aviation units.	MCAUST (DMC)
5.35	Maritime Commander Australia develop and institute a policy and procedures to ensure an appropriate level of situational awareness relating, but not limited to, command and control is maintained between Flight or Detachment Commanders on supersession. Particular consideration should be made for the conduct of handovers during operations.	31-May-07	Policies and procedures relating to Flight and Detachment Commander handover during operations will be reviewed.	CANAG
5.36	Maritime Commander Australia (as OAA) to review policy and procedures with a view to formally manifesting all passengers carried in RAN aircraft except under designated, exceptional circumstances including operationally essential situations, to support any eventuality.	30-Nov-07	Passenger manifest policy will be reviewed and more robust operating procedures implemented.	CANAG
5.37	Maritime Headquarters to review procedures to ensure that all passengers in RAN aircraft receive an appropriate pre-flight safety briefing in all situations other than those prescribed as operationally essential.	30-Nov-07	Passenger briefing procedures, including an appropriate pre-flight safety briefing in all situations, will be reviewed and policies and Instructions improved.	CANAG
5.38	Maritime Commander Australia (as OAA) to review the current instructions pertaining to the clothing and protection and survival requirements for passengers carried in RAN aircraft with a view to enhancing the safety considerations if any discretion is to be exercised to meet operational requirements.	30-Nov-07	Clothing, protection and survival requirements for passengers carried in RAN aircraft will be reviewed. Current policies and Instructions will be adjusted.	CANAG
5.39	Maritime Commander Australia (as OAA) to review instructions pertaining to carriage of Australian Defence Force passengers in RAN aircraft, but particularly in an Area of Operations, to reflect a requirement that they appropriately carry military identification discs and that aircrew ensure that this requirement is enforced except in contingency circumstances.	31-Jul-07	MCAUST will review the pre-flight safety brief to include the assurance that military identification discs are worn by passengers in operational areas.	MCAUST (DMC)
5.40	Maritime Commander Australia (as OAA) to review procedures for ensuring that RAN aircrew wear identity discs as required by ABR 5150 Para 10.3 and Annex A.	30-Nov-07	The policy relating to RAN aircrew wearing identity discs will be amended to ensure compliance.	CANAG
5.41	Maritime Commander Australia (as OAA) ensure that regulations relating to the security of items carried in RAN aircraft are understood and enforced.	30-Nov-07	Applicable training course syllabi will be amended to emphasise the need for the security of items. Measures to ensure ongoing education will be put in place.	CANAG
5.42	Maritime Commander Australia investigate means to improve communications between RAN ships and helicopters to minimize requirements for NOCOM procedures in remote area operations.	29-Jun-07	Means to improve communications between RAN ships and helicopters to minimize requirements for NOCOM procedures in remote area operations will be further investigated.	CANSC (DGNAVSYS)
5.43	Maritime Commander Australia establish appropriate procedures to record ship/aviation communications in HMA Ships that are capable of reconstitution of mission communications in the event of an accident/incident.	31-Aug-07	A review of the current capabilities of communications recording systems and devices in all ship classes will be conducted. Procedures for all classes will be promulgated.	MCAUST (DMC)
5.44	Maritime Commander Australia review meteorological services to confirm there is an appropriate capacity to meet requirements in support of remote area operations by RAN helicopters but particularly where operations under instrument flying rules are anticipated.	30-Nov-07	A review of meteorological services available in support of remote area operations by RAN helicopters will be conducted.	MCAUST (DMC)

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5.45	Maritime Headquarters to review ELT search and rescue alerting protocols to ensure an effective regime is in place to test the emission of correct codes to provide a high level of certainty that, in the event of activation of both identification and location of the activating unit , will be appropriately notified to Maritime Headquarters.	31-May-07	A review of the ELT search and rescue alerting protocols to test for the emission of correct codes, will be conducted.	CANAG
6.01	Directorate of Aviation Safety - Australian Defence Force should review wreckage collection, collation and recovery procedures and documentation noting the Counsel Representing critique of this activity.	30-Jun-07	Procedures and processes for wreckage collection and recovery have been reviewed and will be included in relevant Standing Instructions.	DDAAFS
6.02	The policy relating to re-use of castellated nuts be reviewed with the view that they be discarded after one use	31-Dec-07	A detailed review of the DSTO report is to be carried out with consideration given to the applicability to aircraft and non-aircraft installations. This review shall cover the AAP7021.001-1(Aircraft Structural Hardware), trade skills and training standards, and industry standards (both Military and Commercial).	DGTA
7.01	NASPO review and clarify the fore/aft bellcrank serviceability criteria stated in the Aircraft Servicing Manual (300) and MM Card15-01-13 'Improved Full Main Rotor Control Rig'.	31-Jan-08	The fore/aft bellcrank serviceability criteria will be reviewed. Maintenance publications will be amended as necessary.	DGNAS
7.02	DGTA amend the Regulations governing the conduct of maintenance (AAP7001.059(AM1)) to require that serviceability decisions are referred to the relevant SPO when publications provide insufficient or conflicting advice.	31-Dec-07	Existing regulations, associated guidance and the instructions contained in the AAP7001.059(AM1) 'ADF Aviation Maintenance Management Manual' will be updated to include referral of serviceability decisions to the System Program Office as necessary.	DGTA
7.03	NASPO consider including documented maintenance procedures within the Aircraft Servicing Manual (300) for removal of the bell cranks from the Sea King mixing unit.	31-Jan-08	The fore/aft bellcrank removal and installation procedures will be reviewed and new maintenance procedures included into the relevant maintenance publications.	DGNAS
7.04	DGTA review the appendices to Section 3, Chapter 3 Annex A of AAP 7001.059 to remove ambiguity and ensure clear guidance is provided so that personnel at all levels understand the individual responsibilities of tradesmen, supervisor and Maintenance Manager for the entire range of Aircraft Maintenance Documentation entries.	31-Dec-07	The relevant appendices will be reviewed as part of the current rewrite of the AAP7001.059(AM1) 'ADF Aviation Maintenance Management Manual'.	DGTA
7.05	TA-AVN ensure that the training curriculum properly reflects the requirements of the Regulations governing the conduct of maintenance (AAP 7001.059), paying particular attention to entries for the removal of aeronautical product.	08-Jun-07	The training curriculum will be reviewed against the requirements of the maintenance Regulations and Instructions. Ongoing review will be undertaken at the bi-annual Aviation Technical Advisory Group meetings (Tri Service).	CANSC (DGNPT)
7.06	Squadron Commanding Officers, in consultation with TA-AVN, provide continuation training to all aircraft maintenance personnel of the correct procedures for recording in Aircraft Maintenance Documentation entries that properly record the removal and replacement of aeronautical product, and education in relation to the risks relating to a failure to properly record removal of aeronautical product.	30-Jun-07	Additional Instructions will be developed to ensure personnel follow correct procedures for recording Aircraft Maintenance Documentation entries. Ongoing education will be implemented.	CANAG
7.07	DGTA and 817 Squadron review policy guidance and education for the provision of engineering and maintenance advice through Flight Support Cells to flights and detachments.	30-Jun-07	Policy and training requirements for the provision of engineering and maintenance advice through Flight Support Cells have been reviewed. The Maintenance Authorising Body policy will be reviewed to ensure clarity.	CANAG
7.08	The Naval Aviation FEG audit tradesman torquing practices when split-pins are part of the connection hardware and determine any retraining requirements.	30-Jun-07	Tradesman will be checked to ensure correct practices are followed in torquing and split-pinning nuts. Audit and spot check measures will be expanded.	CANAG

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7.09	Naval Aviation FEG review Squadron Pack Up Kit resupply and usage practices with a view to improve supply record accuracy and assist in the provision of authorised parts for specific maintenance tasks.	31-Dec-07	Pack Up Kit policy and management will be reviewed and a more effective system introduced.	CANAG
7.10	COMAUSNAVAIRGRP review the purpose and effectiveness of the weekly reporting regime between Flights/Detachments and Squadrons and actively promote the roles of the Flight Support Cell and Flight Support Engineer to facilitate communications, improved supply support, proactive engineering oversight and assurance of airworthiness standards to deployed Detachments and Flights.	30-Nov-07	Flight & Detachment reporting and the role of the parenting organisation will be reviewed. Training course syllabi and ongoing education programs will be implemented.	CANAG
8.01	RAAF School of Technical Training and Training Authority Aviation review training emphasis on the roles of Aircraft Maintenance Documentation in airworthiness and safety assurance.	30-May-07	Training syllabi for Critical Maintenance Operations and Aircraft Maintenance Document, Airworthiness & Safety Assurance integrity will be reviewed.	CANSC (DGNPT)
8.01	RAAF School of Technical Training and Training Authority Aviation review training emphasis on the roles of Aircraft Maintenance Documentation in airworthiness and safety assurance.	30-Jun-07	A review of the relevant training curricula will be conducted to ensure they emphasise the role of Aircraft Maintenance Documentation in airworthiness and safety assurance.	CDRAFTG
8.01	RAAF School of Technical Training and Training Authority Aviation review training emphasis on the roles of Aircraft Maintenance Documentation in airworthiness and safety assurance.		Use of publications and ACFT documentation is taught during initial (and subsequent) aircraft type training. This training is then further inculcated during the mandated On-Job-Training period as of initial aircraft type training. These topics are covered in more detail during promotion courses during a tradesman's career.	AAVNTC
8.02	COMAUSNAVAIRGRP conduct a work-flow or job analysis of maintenance work distribution and tasks with an aim to ensuring optimal workload distribution and management	30-Jun-07	Work-flow and job analysis of maintenance work is being finalised. Personnel responsibilities have been reviewed and training course syllabi will be adjusted.	CANAG
8.03	COMAUSNAVAIRGRP develop a program to improve the communication and coordination skills of all maintainers, especially supervisors. Such skills development should be part of an overall strategy to address the issues found throughout this Inquiry. Solutions are likely to be found in a coordinated maintenance Resource Management/Maintenance Error Management Training program.		A program to improve the communication and coordination skills of maintainers, including supervisors, has been done. Training course requirements have been adjusted.	CANAG
8.04	COMAUSNAVAIRGRP should develop a standard format for a written handover brief between Maintenance Managers that provides the necessary cues for the Maintenance Manager to effectively prepare and complete a hand over.	30-Jun-07	A new Instruction will be put in place to formalise the handover of work between Maintenance Managers.	CANAG
8.05	DGTA review the rationale behind the 30 minute certification requirement, and its practical application on the workshop floor.	31-Dec-07	The rationale relating to the 30 minute certificaton requirement will be reviewed as part of the current rewrite of the AAP7001.059(AM1) 'ADF Aviation Maintenance Management Manual.	DGTA
8.06	COMAUSNAVAIRGRP investigate the concept of father-to-son instruction, identify its capacity to threaten or strengthen airworthiness, and modify training and practice as required.	31-Dec-07	The father to son mentoring program will be reviewed to identify its capacity to threaten or strengthen airworthiness, and modify training and practice as required.	CANAG
8.07	COMAUSNAVAIRGRP investigate the deficiencies in supervisor Aircraft Maintenance Documentation review techniques, and develop training/education programs as appropriate.	30-Jun-07	The review of supervisor Aircraft Maintenance Documentation techniques are being completed. New Instructions and changes to training programs will be introduced.	CANAG
8.08	DGTA review policy on the requirement for supervisors to provide written task guidance by supervisors on Critical Maintenance Operations when there is no published guidance.	31-Dec-07	The appropriate method of providing written task guidance, in the absence of published guidance, will be documented in appropriate technical airworthiness publications.	DGTA

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8.09	COMAUSNAVAIRGRP, with DGTA, review maintenance supervisor competencies, training, and ongoing development to ensure that supervisors at all levels better understand their obligations and responsibilities. Trust and supervision education could be a component of an effective Maintenance Error Management Program.		Maintenance supervisor competencies, training, and ongoing development to ensure that supervisors at all levels better understand their obligations and responsibilities have been reviewed.	CANSC (DGNAVSYS)
8.10	COMAUSNAVAIRGRP with DGTA review the training provided to supervisors to effectively manage the risks associated with cross-trade supervision.	30-May-07	The training provided to supervisors to effectively manage the risks associated with cross-trade supervision is being conducted.	CANSC (DGNPT)
8.11	COMAUSNAVAIRGRP, with DGTA, ensure that Navy has an adequate system for highlighting Critical Maintenance Operations in Aircraft Maintenance Documentation, and effective oversight by senior maintainers.		A review of the Critical Maintenance Operations in Aircraft Maintenance Documentation and the effective oversight by senior maintainers has been conducted. New Instructions have been issued.	CANAG
8.12	TA-AVN in consultation with Squadron COs should review the training packages to ensure Critical Maintenance Operations are given the appropriate level of instruction. This should state '... ensure Critical Maintenance Operations (CMO's) are contextually presented to reflect their importance in recording actions undertaken and their direct effects on maintenance of Aircraft Maintenance Documentation (AMD), Airworthiness and Safety Assurance integrity.	30-May-07	A review of the training syllabi for Critical Maintenance Operations and Aircraft Maintenance Document, Airworthiness & Safety Assurance integrity will be being conducted. (Refer also Rec 16.27)	CANSC (DGNPT)
8.13	TA-AVN should support squadron continuation training of maintainers on Critical Maintenance Operation issues and management.	30-May-07	Established processes allows TA-AVN to support squadron continuation training of maintainers on Critical Maintenance Operation issues and management. However these processes will be reviewed.	CANSC (DGNPT)
8.14	COMAUSNAVAIRGRP conduct a needs analysis for risk management/maintenance error management training, and implement as appropriate.		A review of risk/maintenance error management techniques and training has been done. New Instructions and changes to training syllabi have been introduced.	CANAG
8.15	COMAUSNAVAIRGRP investigate the extent of supervisory non-compliance in 817 Squadron, and manage as appropriate.		An investigation to identify the extent of supervisory non-compliance in 817 Squadron has been done. Extant Instructions have been reviewed and Quality Assurance programs have been adjusted.	CANAG
9.01	COMAUSNAVAIR in concert with DAS-ADF review the ASOR system with the objective of having ASOR recommendations look more to underlying causes. The Defence Aviation Hazard Reporting and Tracking System(DAHRTS)[1] ASOR input process should prompt writers of ASORs to look to other ASORs and patterns in ASORs as possible indicators of those underlying causes.	31-Dec-08	Improved analysis functionality within Hazard Reporting System has been identified. This will be incorporated as part of the regular improvement process.	DDAAFS
9.02	RAAF STT ensure that maintenance training curriculum include instruction on individual responsibility for maintenance certification and risks associated with the different maintenance certification violations highlighted in this inquiry.	30-Jun-07	A review of the relevant training curricula will be conducted to ensure they include instruction on individual responsibility for maintenance certification and risks associated with different maintenance certification violations.	CDRAFTG
9.03	COMAUSNAVAIRGRP, in consultation with NASPO and DGTA, and Navy Squadrons coordinate a review of Planned Servicing Schedules (PSS) for efficient management of duplicated tasks (such as hydraulic rig/power cart connections) when servicings are performed concurrently.		A review of Planned Servicing Schedules (PSS) for each Squadron has been conducted.	DGNAS

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
9.04	COMAUSNAVAIRGRP, in consultation with NASPO, DGTA, and RAAFSTT develop guidance for Navy Squadrons on flexible management of AMD (including mechanisms for transfer and highlighting of outstanding tasks to enable closure of servicing schedules) such that the MM does not become a slave to process and can efficiently progress maintenance whilst maintaining an accurate record of the true airworthiness state of the aircraft.		The management of the Aircraft Maintenance Documentation has been reviewed and new Instructions have been put in place.	CANAG
10.01	COMAUSNAVAIRGRP investigate the use of support organisations such as Defence Aviation Safety, or other specialist staff, to train commanders to recognise the linkage between operational and maintenance tempo, symptoms of excessive tempo and how to best manage Squadron workloads	01-Jul-07	In conjunction with other stakeholders the RAN will review the content of training and education courses to improve a commander's ability to manage operational and maintenance programs.	CANAG
10.02	MCAUST review AFTP1 Paragraph 23102 to incorporate any requirement for the ORS to have a Detachment available being specifically addressed.	30-Jun-07	In conjunction with Recommendation 3.01, MCAUST will review the role and requirements for the Operational Readiness Squadron. Fleet Orders will be amended.	MCAUST (DMC)
10.03	COMAUSNAVAIRGRP review the policy on use of the Flight and Detachment Preparation Schedule.	30-Jun-07	Detachment Preparation Schedule policy will be reviewed with key stakeholders and procedures adjusted.	CANAG
10.04	Waivers for Pre-Embarkation Inspections only be considered in exceptional circumstances, and short notice deployments where the routine pre-embarkation preparations are rushed and abbreviated be given special attention to reduce the risks from such hasty preparation.	30-Jun-07	The rules governing waivers for pre-embarkation inspections have been tightened. Policy and guidance concerning waivers will be promulgated.	CANAG
10.05	The Naval Aviation FEG should address identified aviation maintenance standards and safety culture issues as part of a dedicated renewal project and with the assistance of expert external advice.		Poor maintenance standards and safety culture issues have been comprehensively covered as part of the Maintenance Reinvigoration Prgram and the Aircraft Maintenance Improvement Program.	CANAG
10.06	To achieve enduring improvement in Naval aviation maintenance standards and safety culture at Squadron level, internal Squadron auditing systems should be designed for Quality Organisation cells to: 1. Identify trends in ASOR data and in particular maintenance incidents 2. Identify the causes of recurrent maintenance errors at Squadron and below Squadron level 3. Measure the effectiveness of Squadron processes in discovering maintenance issues as opposed to merely treating problems once discovered 4. Assess the effectiveness of changes to Squadron maintenance procedures in reducing maintenance error, including AMD errors; and * Report on each of the above	31-Dec-07	A review of the squadron Quality Organisation will be conducted to identify trends and causes of recurrent maintenance errors and to measure and assess the effectiveness of solutions.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
10.07	DGTA, DACPA and DDAAFS convene a workshop with FEG representatives with an aim to develop a standard methodology to deal with aviation standards issues. Such a methodology should consider issues such as: a. Performance monitoring: performance of product audit in maintenance and aircrew environments; b. Detection: recognition of the preconditions for deterioriation in standards; c. Providing Advice: reporting of problems through the chain of command and to the safety/airworthiness systems; d. Understanding: identifying the root causes; e. Requesting Support: recognising Squadron limitations and identifying available ADF support and other expert assistance; f. Plan of action: developing and implementing initiatives to resolve; g. Assessment: measuring and success in the long term; h. Continuity: considering the long term treatment of the problem and setting up a framework for the transfer management responsibility for continuing management of the problem beyond shift change or posting. Giving the Squadron Quality Organisation an ongoing surveillance role.	31-Dec-08	Aviation stake holders will be engaged to develop a standard methodology to deal with aviation standards issues. The utility of a focused workshop, or workshops, to achieve this outcome will also be examined.	CAF
11.01	DGTA, as the Technical Airworthiness Regulator, forward Aircraft Maintenance Organisation audit reports directly to the relevant squadron as well as the Maintenance Authorising Body.	31-May-07	A current Standing Instructions will be amended to ensure audit reports are passed to all relevant personnel.	DGTA
12.01	Maritime Commander conduct a review of the Command and Control arrangements for Navy Aviation Squadrons to determine whether capability management and airworthiness, and command of the Squadrons can be more effectively managed under a different Command and Control arrangement.	30-Nov-07	MCAUST, along with other key stakeholders, will review the Command and Control arrangements for Navy Aviation Squadrons to determine if a more effective system can be introduced.	MCAUST (DMC)
12.02	Chief of Navy review his directive to the Maritime Commander to ensure the reference to Operational Airworthiness responsibilities is consistent with Defence Instructions (General) OPS 02-2 and ADF Operational Airworthiness Regulations.	31-May-07	The Chief of Navy will review his directive to the Maritime Commander with regard to Operational Airworthiness responsibilities.	CN
12.03	COMAUSNAVAIRGRP, in consultation with Chief of Combat Support Group, establish guidelines for the conduct of Management Audits including: consistency of overall assessments, completeness of reports to Maritime Headquarters to ensure coverage of technical and administrative issues and the timely forwarding of audit reports.	31-Aug-07	The Directorate of Military Administration (DMA) is reviewing the conduct of Management Audits and associated processes across the Fleet. New policy and guidelines will be issued.	MCAUST (CCSG)
12.04	Maritime Commander define his information requirements with a view to establishing a practice that allows him to be appraised of the outcomes and/or concerns that arise during AMO Surveillance Audit Reports and or Airworthiness Board reviews of Navy Squadrons under his command in order to: better understand any risks to airworthiness, flying safety and the delivery of capability; take a proactive interest; intervene if necessary; and to gain a more accurate impression of the performance of his Commanding Officers.	31-Aug-07	The auditing process, including reporting mechanisms, will be reviewed. The intention is to incorporate the AVN FEG into the Fleet-wide reporting structure, thereby giving greater visibility of the health of the organisation to senior managers.	MCAUST (CCSG)

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
12.05	MCAUST examine his Aviation technical information and oversight requirements, and current structures, and information flow arrangements, to determine whether his requirements can be accommodated by adjusting current arrangements that exist between the Aviation FEG and Maritime Headquarters, or changes to Maritime Headquarters staff structure and responsibility.	31-Oct-07	A detailed study of the Aviation technical information and oversight requirements, structures and information flow arrangements within Fleet Command (AVN FEG and Engineering Division) will be undertaken. Where necessary new processes will be introduced.	MCAUST (CCSG)
13.01	DAS-ADF should continue to develop better systems for audit, trend analysis, assessment and communication of operational hazards, and tracking of safety performance through established mechanisms such as chain of command reporting, Safety and Airworthiness Boards and Committees.	31-Dec-08	DDAAFS will examine and implement processes for continual improvement.	DDAAFS
13.02	ADF AA review DDAAFS role, with a view to broaden it and resource it for proper consideration of strategic aviation issues such as maintenance standards and crashworthiness, safety system development, safety integration, and human factors.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
13.03	Commander Australian Naval Aviation Group investigate and implement regular safety climate surveying as part of an overall safety culture improvement program.		A annual safety climate survey program, conducted by an outside agency, is in place and will continue.	CANAG
13.04	In application of the As Low As Reasonably Practicable methodology, managers recognise the mantra for safety to be 'As High As Reasonably Practical' and consider this in applicable publications, Defence Instructions, and training documentation on Aviation Safety, Risk Management and Airworthiness as the principal focus of the application of all those systems to Aviation Safety, and indeed for all ADF Safety Systems.	30-Nov-07	Review current Safety Risk Management policy to ensure it complies with the requirements of the Occupational Health and Safety Act 2003 and regulations. Implement updated policy. A system to ensure enduring quality assurance of policy will be developed.	HPE (OHSC)
13.05	DAS should provide education and training to senior managers on the ALARP principle, and Command expectations for reasonable management of safety hazards.	31-Dec-07	ALARP will be introduced to other Service's aviation command training courses. Provision of Aviation Risk Management and ALARP to all command courses will also be examined.	DDAAFS
13.06	Commander Australian Naval Aviation Group review the trend analysis of Aviation Safety Occurrence Reports, and identify the nature and contributors to the cyclic occurrence of Aviation Safety Occurrence Reports, and develop this analysis further for it to act as a predictor that allows management to identify vulnerable periods, the internal and external influences on the cycle, and initiatives to prevent error or to detect it.	31-May-07	A detailed trend analysis to determine when cyclic peaks occur and the nature of the contributing factors will be conducted. An annual safety plan that will target identified contributory factors at the appropriate time in the cycle will be produced. The identified cycles and contributory factors will be highlighted to SQN CO's to increase awareness and oversight potential.	CANAG
13.07	DAS review occurrence investigation training and ensure the provision of policy on standard maintenance investigation techniques.	31-Dec-07	Incident investigator training will be incorporated into maintenance error management training courses. A module on incident reporting, submission of Aircraft Safety Occurrences and use of Hazard Reporting and Tracking Database will be developed and implemented at the ab-initio technical training level.	DDAAFS
13.08	The ASSWG should conduct analysis and/or access analysis of Aviation Safety Occurrence Reports to provide holistic advice to the AIRSAFE Board regarding trends in ASOR contributory causes.		The ASSWG will continue to analyse Aviation Safety Occurrence Reports and provide advice to the AIRSAFE Board. An ongoing process is being developed at Rec 13.06.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
13.09	Commander Australian Naval Aviation Group review the roles and functions of the Naval Aviation Human Factors Working Group to give it a greater role in ASOR analysis and establish a reporting requirement on Human Factors to the AIRSAFE Board or other appropriate Aviation FEG forum.	30-Jun-07	The role and function of the Naval Aviation Human Factors Working Group will be reviewed and policies and procedures adjusted.	CANAG
13.10	Commander Australian Naval Aviation Group should review the roles, responsibilities and workloads of Squadron Air Safety Officers and Maintenance Safety officers of all RAN aviation squadron to determine the requirement and cost effectiveness of establishing those roles as full time positions at sufficiently senior rank to reflect the importance of the safety role, and if appropriate initiate action to do so.	30-Jun-07	The roles, responsibilities and workloads of Squadron Air Safety Officers and Maintenance Safety Officers will be reviewed.	CANAG
13.11	Commander Australian Naval Aviation Group, in consultation with Defence Aviation Safety (particularly DAS and Aviation Medicine experts), review the passenger brief and brace position for Navy aircraft that have inwards facing seats to determine its suitability or otherwise, and propose a solution for the Australian Defence Force that does not hazard passengers.	31-Dec-07	A review of the passenger brief and brace position for all ADF aircraft will be conducted. Note: Brace positions have been reviewed for Helicopters and C130 aircraft.	AOSG
13.12	DGTA consult widely and review the extent of safety consideration and consultation in modification engineering decisions.	31-Aug-07	A review will be done to ensure safety considerations are fully included in any modification engineering decisions.	CANAG
13.13	CANAG review Sea King fire safety with respect to aircraft configuration and design, and specifically with regard to consideration of an emergency ladder for access to the main cabin door during aircraft inversion, a crashworthy lock for the cabin door, crashworthy fuel and oil tank/line modifications, fuel vent modifications, dangerous cargo procedures, and minimisation of aircraft toxic smoke hazards.	31-Dec-07	The RAN will review fire safety aspects of the Sea King design with a view to introducing sensible modifications to improve survivability.	CANAG
13.14	ADF Airworthiness Authority initiate a safety review of the management of fire hazards to occupants of all ADF aircraft.	31-Dec-08	The ADF Airworthiness Authority will initiate a safety review of the management of fire hazards to occupants of all ADF aircraft.	CAF
13.15	Commander Australian Naval Aviation Group, in consultation with NASPO, should establish policy guidance for Life of Type Extension (LOTE) programs, major modification activities and for transition of roles, that, in addition to engineering changes and modifications due to obsolescence, gives full consideration of safety requirements that address the new roles and new risk profile for the aircraft.	31-Dec-07	Policy guidance for inclusion of safety requirements to be incorporated into current and ongoing review of Operational Airworthiness Regulations.	DACPA
13.16	Commander Australian Naval Aviation Group, in consultation with DAS, initiate a delethalisation study of the Sea King to identify modifications and design changes that reduce the potential for death and injury to occupants in the event of an accident from flail and impact forces and establish a program to implement such changes.	31-Oct-07	A review team will be established to investigate the delethalisation of the Sea King. The review will propose aircraft modifications to improve survivability and safety of aircraft occupants.	CANAG
13.17	The Naval aviation FEG should review ABR5150 with an aim to provide clearer guidance on why specific regulations exist and to identify key risks to passengers and crew in the event of an accident.	30-Nov-07	A review of ABR 5150 (RAN Aviation Instructions) will be done, in particular to improve clarity with respect to passenger and crew safety.	CANAG
13.18	Commander Australian Naval Aviation Group, in consultation with Navy aviation squadrons, should develop a deployment checklist, much like the Military Appreciation Process, that provides a structured approach to mission analysis and planning with the provision of cues for consideration of safety factors and role change capabilities.	31-May-07	The current aircraft deployment planning process will be reviewed. A deployment checklist will be developed and included in naval aviation policy documents.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
13.19	Sea Training Group, during operational evaluations that include Sea Kings as part of the ship's capabilities, should exercise MEDEVAC operations that include multiple casualties with greater emphasis on the safe management and conduct of these missions.		The requirement to exercise MEDEVAC operations has been reviewed. Work-up programs will be modified to include the need to exercise complex MEDEVAC operations.	MCAUST (COMFLOT)
13.20	Sea Training Group, Naval Aviation FEG and Navy squadrons better audit SQN practises against the ABR 5150 in order to fully meet their obligations under the requirements of the OHS Act and to ensure the safety of aircrew and passengers.	30-Nov-07	ABR 5150 (RAN Aviation Instructions) will be reviewed to ensure it fully accounts for the OH&S Act.	CANAG
13.21	Navy, in consultation with Defence Aviation Safety, should review the objectives, roles and the charter of all parts of the Navy Aviation Safety system, their relationship and interaction with other Navy and ADF safety, airworthiness and training systems so as to identify and resolve safety system deficiencies in performance, procedures.	31-Mar-08	A review of the objectives, roles and charter of the Navy Aviation Safety System with particular emphasis on its interactions with other Navy and ADF safety systems, will be carried out.	CANSC
14.01	ADF AA review safety and airworthiness structures for closer system integration and coordinated advice to the ADF AA and Service Chiefs.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
14.02	COMAUSNAVAIRGRP conduct a review of the totality of Operational Airworthiness requirements and considerations, and the nature and content of audits, assessments and evaluations conducted by Navy and other ADF airworthiness organisations and propose a plan that logically distributes ownership of discrete elements to ensure all aspects of operational airworthiness are covered over an appropriate auditing period.	30-Nov-07	The RAN Operational Airworthiness process will be reviewed to identify shortcomings and to make the overall system more effective.	CANAG
14.03	COMAUSNAVAIRGRP, in consultation with MCAUST, DAS, DGTA and ACPA (representing ADF AA) review the specific information requirements of each organisation and propose a framework for communication that ensures information relating to audits, ASORS and incidents that allows those organisations to monitor and react to risks to airworthiness as perceived by them.	31-Oct-07	Naval aviation information requirements will be assessed at each managerial level across a number of organisations to ensure an appropriate communication framework is in place to enable the results of audits and Aviation Safety Occurrence Reports to be better understood and acted upon.	CANAG
14.04	DGTA develop a template for the definition and management of increased surveillance that includes: a. Quantitative criteria used to determine when increased surveillance should be considered, b. When AMO certification should be removed, c. A repertoire of surveillance actions that may be implemented, d. Direction for coordination of activities with any other agencies, and e. Quantitative criteria for the reduction or removal of increased surveillance.	31-May-07	Existing Standing Instructions will be reviewed to ensure inclusion of a template for definition and management for increased surveillance of Authorised Maintenance Organisations.	DGTA

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
14.05	COMAUSNAVAIRGRP, in consultation with DGTA and FAEU, other organisations that conduct audits of Navy Squadrons and Sea Training Group, review the totality, nature and objectives of each audit and propose for MCAUST and ADF AA consideration a schedule of audits that complement each other, remove duplication of focus, share the burden of audit across responsible organisations, and follow a timetable that does not overburden the Navy Squadrons. Audit processes should consider increased focus on cultural issues, maintenance quality and airworthiness training.	31-Oct-07	A wide-ranging review will be undertaken across the relevant naval aviation organisation to rationalise and improve the effectiveness of the auditing process.	CANAG
14.06	DGTA continue to develop and use quantitative software assessment tools to conduct six monthly desk top health assessments of AMOs technical airworthiness performance as a basis for trend analysis and cueing of DGTA for special attention, particularly when inconsistencies with formal DGTA audits become apparent.	31-May-07	Current software tools will continue to be refined to ensure adverse trends are highlighted.	DGTA
14.07	DGTA conduct a review, in consultation with ADF aviation Maintenance Authorisation Bodies, and update of the Maintenance Regulations.	31-Dec-07	DGTA are currently reviewing and updating the maintenance regulations and instructions. The review will include incorporation of HF principles and a tightening of maintenance documentation requirements.	DGTA
14.08	COMAUSNAVAIRGRP review the roles of Squadron Quality Organisations and provide guidance to ensure, amongst other things, consistency, that: a. Squadron tradesmen experience levels are tracked and actively managed, b. There are random audits of tradesmen work quality and testing of knowledge following routine Training Day activities, c. The reauthorisation process conducted by the Squadron Quality organisations are robust and conducted by examiners at the appropriate rank level, and d. Quality Organisations assume greater responsibility for oversight of squadron training activities and Journal progression.	31-Dec-07	A review of the Squadron Quality Organisation will be done.	CANAG
14.09	817 Squadron Quality Organisation review procedures for tracking and notification of maintenance authorisations to Detachment and Flight quality managers.	31-Dec-07	The 817 Squadron Quality Organisation will be reviewed to make it more effective and to clarify flight and detachment support responsibilities.	CANAG
14.10	COMAUSNAVAIRGRP review current guidance and the roles of Navy Squadron Quality Organisations and develop guidance and instructions that ensure the Quality Organisation a more effective and strategic squadron resource with broader responsibilities for oversight of maintenance standards, tracking and coordination of closeout of DGTA, FAEU and Squadron CARs, communications with deployed flights relating to standards, and tracking closeout of relevant recommendations from previous Board of Inquiries. This review is to include the required levels of resourcing, with consideration of assigning a junior AE officer to lead the group.	31-Dec-07	Navy Squadron Quality Organisation will be reviewed, including down to flight and detachment responsibilities, in association with the corporate Quality Assurance framework. The aim is to make the Quality Assurance process more effective across the organisation.	CANAG
14.11	COMAUSNAVAIRGRP provide direction and ensure compliance (in accordance with AAP 7001.059 Sect 7 Ch 2 Para 3) via biennial Management Audits of aviation squadrons that Critical Maintenance Operations relevant to their aircraft type and any associated maintenance requirements are highlighted in relevant local instructions such as Squadron Standing Orders or squadron maintenance orders.	30-Jun-07	The regulations that apply to Critical Maintenance Operations will be reviewed to improve the Instructions given to Squadrons.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
14.12	ADF Airworthiness Authority review airworthiness policy with the aim of providing encouragement for independent safety initiatives beyond civil and foreign military aviation safety guidelines and the achievement of the highest possible safety standards.	31-Jul-07	The extent to which ADF Authorities should specify certification and operating requirements, relating to safety, which are beyond extant civil and military requirements, will be clarified.	CAF
14.13	DGTA develop guidance and a format for the conduct of safety compliance technical assessments that ensures subsequent reports include conclusions, outcomes and recommendations that are appropriately substantiated.	30-Jun-07	A Standing Instruction on the creation and substantiation of technical assessments will be developed.	DGTA
14.14	DGTA review and implement management processes for quality assurance of DGTA technical reports and airworthiness advice.	31-May-07	A Standing Instruction to document the required format, content, approval and distribution of technical reports and airworthiness advice will be developed.	DGTA
14.15	ADF AA, ADF TAA and Single Service OAAs ensure that DDAAFS is consulted as part of aircraft safety configuration and safety compliance assessments.	30-Sep-07	The types of safety compliance assessments and safety-related configuration changes that would require consultation with DDAAFS will be clarified.	CAF
14.16	ADF Airworthiness Authority investigate the potential for an outcomes-based regulatory approach in the Airworthiness process.	30-Sep-07	All ADF aviation regulations will be reviewed to ensure that they are valid as outcomes-based regulations.	CAF
14.17	ADF Airworthiness Authority consider the inclusion of a safety specialist on Airworthiness Boards	30-Sep-07	The extent to which the safety generalists on any particular Board need to be supplemented by specific safety specialists will be reviewed.	CAF
14.18	ACPA should note the Board of Inquiry findings as part of its review of AwB processes and in particular consider: a. Reviewing whether there is value in developing a structured quantitative scored process for achievement of SR and AMTC that highlights Squadrons of concern and presents graduated options for action by airworthiness authorities, b. Make more active use of the identified graduated response options, c. Providing education to commanders on the need for transparent reporting (and the consequences of not), d. Tracking trends in organisational Airworthiness performance, and e. Providing an annual report to the ADF Airworthiness Authorities, service Operational Airworthiness Authorities and Service Chiefs on Airworthiness performance trends across the ADF.	31-Dec-08	Project RAMS (Review of the Airworthiness Management System) will include these findings in its review.	DACPA
14.19	DGTA, in consultation with DACPA, establish criteria for determining the threshold at which AMO and AEO surveillance audit results are required to be reported to the ADF AA, who may then consult with Service Chiefs.	30-Jun-07	Existing Standing Instructions will be amended to include the criteria for determining appropriate thresholds for surveillance audits.	DGTA
14.20	COMAUSNAVAIRGRP, as the Navy MAB, establish a procedure for informing MCAUST of the outcomes of the DGTA AMO surveillance audits immediately such results are known, and the timely reporting of Management Audit results, consistent with reporting procedures for HMA Ships and Submarines.	30-Jun-07	The Maintenance Authorising Body responsibilities will be reviewed with the aim of improving the reporting of management audits to senior naval aviation managers.	CANAG
14.21	DGTA review the range of scenarios that would generate a need for, and activities that support, heightened surveillance and establish a matrix or other management tool that facilitates defining the activities to be undertaken to accomplish heightened surveillance, establish criteria and the threshold for removal of heightened surveillance and formalise and standardise the management and reporting processes for Squadrons placed under heightened surveillance.	31-May-07	Existing Standing Instructions will be reviewed to better manage increased surveillance.	DGTA

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
14.22	DGTA ensure that CAR close-out documents provide formal handover of responsibilities from DGTA to the Squadron for any further follow-up or examination of the success of the initiatives.	31-May-07	Existing Standing Instructions will be reviewed with the view to improving CAR close-out management.	DGTA
14.23	The AMCRT findings should be considered as part of a comprehensive and immediate reform of the maintenance airworthiness environment, and Project Vulcan and the AMIP need continued resourcing and support from the ADF AA and other Service Chiefs.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
14.24	Project Vulcan and AMIP initiatives should be coordinated to target identified fragile areas such as Naval aviation.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
14.25	The Naval Aviation FEG should work with DGTA to better coordinate the FAEU audit capability to supplement DGTA activities.	30-Jun-07	The Naval Aviation audit program will be reviewed with key stakeholders to improve the scheduling of activities.	CANAG
14.26	The Airworthiness Management System, including Airworthiness Authorities, AwBs, ACPA, DAS and ACIT should play a more interventionist role in order to assist the Chain of Command in initiating robust and timely management action in response to identified Airworthiness risks.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
14.27	CN review Naval aviation command and control arrangements to ensure that they provide for efficient and effective airworthiness management. Such a review should consider whether COMAUSNAVAIRGRP should hold the Operational Airworthiness Authority (OAA) delegation in lieu of MCAUST.	30-Jun-07	The Chief of Navy will review the command and control arrangements for Naval aviation. The review will include consideration as to whether COMAUSNAVAIRGRP should hold the Operational Airworthiness Authority delegation in lieu of MCAUST.	CN
14.28	ADF Airworthiness Authority review Airworthiness Management System Structure with an aim to: a. Rationalise activities and simplify structures; b. Improve coordination between Operational Airworthiness and Technical Airworthiness streams; c. Improve coordination between safety and airworthiness organisations; and d. Such a review should consider the joining of ACPA and DAS within a single organisation (and potentially ACIT, DGTA in the longer term).	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
14.29	ADF Airworthiness Authority, in consultation with Service Chiefs, initiate a review of the ADF Airworthiness System and examine each of the Airworthiness System factors that allowed the persistence of unsatisfactory airworthiness standards at 817 Squadron and retention of an aircraft configuration that was not crashworthy, and initiate an action plan to implement recommendations designed to prevent a recurrence of any accident due to inadequacies of the ADF Airworthiness System.	31-Dec-07	A strategic review of the ADF Airworthiness Management system will be conducted. The overall purpose of the review will be to analyse and make findings on: a. the appropriateness of the current structure; b. effectiveness of the processes; and c. the adequacy of resources allocations. Specific BOI recommendations (13.02, 14.01, 14.23, 14.24, 14.26, 14.28 and 14.29) will be addressed as part of the review.	CAF
15.01	817 SQN, TA-AVN and RAAFSTT Wagga training staff should review the training curriculum at each establishment to ensure that they each properly explain and test understanding of airworthiness responsibilities and of the aircraft maintenance regulations.	31-May-07	A review of the relevant training curricula will be conducted to ensure they explain and test understanding of airworthiness responsibilities and of the aircraft maintenance regulations.	CANSC (DGNPT)
15.01	817 SQN, TA-AVN and RAAFSTT Wagga training staff should review the training curriculum at each establishment to ensure that they each properly explain and test understanding of airworthiness responsibilities and of the aircraft maintenance regulations.	30-Jun-07	These topics are covered in all aircraft type courses and promotion courses at a level commensurate to the intended audience.	CDRAFTG
15.01	817 SQN, TA-AVN and RAAFSTT Wagga training staff should review the training curriculum at each establishment to ensure that they each properly explain and test understanding of airworthiness responsibilities and of the aircraft maintenance regulations.		A review of the training syllabi will be conducted to ensure airworthiness responsibilities and aircraft maintenance regulations are fully covered.	AAVNTC
15.02	Defence Training organisations should provide continuation training on torquing and split pinning practices.	31-May-07	Unit training mandated in relevant Brigade and Regimental Standing Instructions.	CANSC (DGNPT)
15.02	Defence Training organisations should provide continuation training on torquing and split pinning practices.	30-Jun-07	RAAF will ensure that all RAAF technical staff understand the principles behind the need for torquing and securing devices (including split pins) as well as the importance of compliance with the approved procedures through improved continuation training activities.	COS-AC
15.02	Defence Training organisations should provide continuation training on torquing and split pinning practices.		Comprehensive training on torquing and split pinning practices is given at the School of Technical Training. Continuation training at Squadron level will be investigated.	AAVNTC
15.03	DGTA should audit TA-AVN course curriculum for compliance with Maintenance Regulations, particularly to ensure the correct interpretation of the regulations appears in worked scenarios.	31-Dec-07	The Naval Aviation training establishment's curriculum will be reviewed to confirm that they correctly interpret the intent of Maintenance Regulations.	DGTA
15.04	DGTA should review SQN orders and instructions to ensure that the SQN interpretation of Maintenance Regulations meets the DGTA intent.	31-Dec-07	Existing processes will be reviewed to ensure that audits of Squadron instructions reflect the intent of maintenance regulations and instructions.	DGTA
15.05	TA-AVN should visit the FIMA Sydney skills development centre with a view to determining the applicability of the concept and feasibility of establishing a similar capability for Aviation Technical sailor skills and competency development.	21-Jul-07	The benefits of workshop experience to develop engineering skills is understood. The adequacy of personnel exposure and the current affect of skill fading, relevant to the Fleet Air Arm, will be investigated,	CANSC (DGNPT)
15.06	Naval Aviation FEG should explore the use of mentoring schemes to reinforce correct maintenance practices within SQN environments.	31-Dec-07	The Squadron mentoring schemes will be reviewed to make them more effective. Associated training course syllabi will be adjusted.	CANAG
15.07	Naval Aviation FEG should review and improve SQN training day processes to maximise their effectiveness.	31-May-07	The content and frequency of Squadron training days will be reviewed to improve their effectiveness.	CANAG
15.08	Naval Aviation FEG should review and redefine the SQN QO training role.	31-Dec-07	A complete review of Squadron Quality Organisation functions, structure, processes and support requirements will be conducted.	CANAG
15.09	ABLE SEAMAN should remain four years in rank to ensure consolidation and improved competency at QM3 before achievement of LS rank.		The need for Able Seaman (AB) QM3 sailors to consolidate and improve their maintenance competencies has been reviewed. AB QM3 sailors will now be required to spend 12 months on a squadron prior to becoming eligible for promotion.	CANSC (DGNAVSYS)

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
15.10	Navy should consider imposing a 12 month period after achievement of Petty Officer rank to ensure skills consolidation and improved competency before appointment as Maintenance Manager.	30-Jun-07	The need to improve the skill consolidation and competencies of Petty Officers before being appointed as Maintenance Managers has been introduced as part of the Maintenance Reinvigoraton Program. An update of the relevant Naval Instructions is required.	CANSC (DGNAVSYS)
15.11	The Naval aviation FEG and DGTA should promote the activities of the SQN Quality Organisations and should train specialist staff for exchange between (ADF) SQNs in this role.	31-Dec-07	Defence will promote the activities all Squadron Quality Organisations/Sections and make it more effective.	CANAG
15.12	The Naval Aviation FEG should explore ways to provide Sea King maintainers with exposure to the broader aviation environment (i.e. other Navy aircraft types and Army, RAAF environments).	31-Jul-07	An investigation of methods to provide Sea King maintainers with exposure to the broader aviation environment will be investigated. Use will be made of the Joint MRH90 activities between RAN and Army Aviation.	CANSC (DGNAVSYS)
15.13	ACPA should work with DGTA to audit and redefine airworthiness management system education requirements for command and management positions at all levels.	30-Dec-08	The current education plan for command and management positions will be validated and redefined to ensure the education requirements are appropriate.	DACPA
15.14	DGTA should ensure that the TA training continuum provides training and education that properly explains the rationale behind aircraft maintenance regulations and is tailored to the needs of technicians throughout their careers.	31-Dec-07	Aviation stakeholders will be engaged to ensure improvement in the Technical Airworthiness training continuum.	DGTA
15.15	Human Factors training should be introduced as part of training for all Aviation Technical sailor ranks. The level of complexity and detail of this Human Factors training should be adjusted to the needs of each rank, and position held in the maintenance organisation, but clearly focused to the management of maintenance error.		Human factors training is part of the training given to Aviation Technical ranks. A review has been done to ensure everyone has received this training. The training has been recorded in the PMKeys database.	CANSC (DGNPT)
15.16	The ADF should consider what opportunities exist for more rotation of engineering officers between different aviation environments and among all three services.	30-Jun-07	Opportunities for rotation of engineering officers will be investigated by Project Vulcan.	CAF
15.17	The Naval Aviation FEG should develop a more structured scheme for JENGOs to gain their AEO certificate of competency.		A more structured approach to Junior Engineering Officer training and experience, prior to AEO certificate of competency, has been implemented under the Maintenance Reinvigoration Program.	CANSC (DGNAVSYS)
15.18	JENGOs should receive aircraft familiarisation training, engineer basic training, more sea time and knowledge of the SQN Quality Organisation.		The experience and training of Junior Engineering Officers has been reviewed and new requirements implemented.	CANSC (DGNAVSYS)
15.19	JENGOs should be increasingly employed at least temporarily in roles such as FSMS and as OIC of the Quality Organisation.	30-Jun-07	DGNAVSYS will co-ordinate a review with the AVNFEG to reassess employment of Junior Engineering Officers in both temporary Flight Senior Maintenance Sailor and Officer in Charge of Quality Organisation positions.	CANSC (DGNAVSYS)
15.20	The Naval Aviation FEG should review the special aircrew training requirements for deployed flights.	31-Aug-07	Special aircrew training requirements for deployed flights will be identified and included in applicable training course syllabi.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
15.21	Navy should facilitate a coordinated aviation training improvement initiative to draw together the training recommendations of this Inquiry for a systemic analysis of aviation training and education and in particular focusing on: a. Identification of training deficiencies and omissions; b. Improving training audit capability at ADF, FEG and SQN level such that training deficiencies can be more readily identified in the future; c. Ensuring culture change and the establishment of a receptive environment for retraining of personnel in target areas; d. Recognising the need to improve consolidation of applied ADF generic training in FEG and SQN environments; e. Provision of continuation training on the rationale behind regulations and procedures, and on individual responsibilities relating to them; and f. SQN training strategies such as mentoring, specialist knowledge trainers, competency testing and increased personnel exchange.	15-Dec-07	A coordinated aviation training improvement program has been started under the Maintenance Reinvigoration Program and Naval Aviation Training Review. An external team will also carry out a separate review.	CANSC (DGNPT)
15.21	Navy should facilitate a coordinated aviation training improvement initiative to draw together the training recommendations of this Inquiry for a systemic analysis of aviation training and education and in particular focusing on: a. Identification of training deficiencies and omissions; b. Improving training audit capability at ADF, FEG and SQN level such that training deficiencies can be more readily identified in the future; c. Ensuring culture change and the establishment of a receptive environment for retraining of personnel in target areas; d. Recognising the need to improve consolidation of applied ADF generic training in FEG and SQN environments; e. Provision of continuation training on the rationale behind regulations and procedures, and on individual responsibilities relating to them; and f. SQN training strategies such as mentoring, specialist knowledge trainers, competency testing and increased personnel exchange.	15-Dec-07	A coordinated aviation training improvement program has been started under the Maintenance Reinvigoration Program and Naval Aviation Training Review. An external team will also carry out a separate review.	CANSC (DGNPT)
16.01	COMAUSNAVAIRGRP provide guidance to aviation squadrons and propose amendments to AFTP1 (Maritime Command Orders) for the Operational Response Squadron to be fully prepared for embarkation on HMA Ships, including a PUK fully prepared to support immediate deployment, noting that final PUK composition is dependent on the operation, expected duration and distance from the parent squadron and lines of logistic support.	31-Jul-07	MCAUST will review the role and requirements for the Operational Readiness Squadron in conjunction with the action at Recommendation 3.01.	MCAUST (DMC)
16.02	COMAUSNAVAIRGRP, in consultation with Navy Aviation Squadrons, should conduct a review and propose a way ahead to address PUK management procedures, training requirements for junior personnel allocated PUK control duties and methods for control and separation of small PUK items that avoid the risk of confusion and incorrect fitment.	31-Dec-07	Pack Up Kit policy and management will be reviewed with other key stakeholders and a more effective system introduced.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
16.03	COMAUSNAVAIRGRP should review the control of PUK stores and tools, overall stores support for 'Detachments' and associated risks to determine whether a case exists or otherwise to send Naval Stores sailors on SQN detachments for PUK management duties and overall management of Detachments stores requirements.	31-Dec-07	Pack Up Kit policy and management will be reviewed with other key stakeholders and a more effective system introduced.	CANAG
16.04	NASPO should ensure that the PUK database accurately lists only approved alternates.	30-Jun-07	The Pack Up Kit database will be completely reviewed to ensure it includes only approved alternates.	DGNAS
16.05	NASPO should take the necessary action to identify split pin MS 24665-299 as an approved alternative aeronautical product for MS 24665-300 that is identified for all applications requiring 3/32 split pins specified in the Sea King Integrated Parts Breakdown publication.		Split pin specification has been investigated and adjustments made.	DGNAS
16.06	NASPO should confirm the functionality and ease of use of Navy 'authority to fit' systems with respect to alternate components.		The process that allows the assessment of 'authority to fit' systems with respect to alternate components has been reviewed.	DGNAS
16.07	ADF Aviation training organisations should review the parts identification issues highlighted in this BOI and focus technician training to reduce the risk of parts misidentification and confusion arising from inappropriate handling.	30-Jun-07	A review will be undertaken to identify possible shortcomings in technician training and logistic support processes to reduce the risk of mishandling parts.	CDRAFTG
16.07	ADF Aviation training organisations should review the parts identification issues highlighted in this BOI and focus technician training to reduce the risk of parts misidentification and confusion arising from inappropriate handling.	31-Jul-07	These topics are covered in all aircraft type courses and promotion courses at a level commensurate to the intended audience.	CANSC (DGNPT)
16.07	ADF Aviation training organisations should review the parts identification issues highlighted in this BOI and focus technician training to reduce the risk of parts misidentification and confusion arising from inappropriate handling.		A review of the relevant training curricula will be conducted to ensure they reduce the risk of parts misidentification and confusion arising from inappropriate handling.	AAVNTC
16.08	COMAUSNAVAIRGRP, in consultation with NASPO and Navy Aviation Squadrons should review the arrangements and roles of each organisation for the management and oversight of stores demands from Flights and Detachments. This review ensure priorities are appropriate to the nature of the unserviceability (including CFUs) and that resupply action is appropriately reported and tracked and that where appropriate these arrangements are detailed in Materiel Sustainment Agreements or Logistics Support Arrangements.	31-Jul-07	Key stakeholders will review the management and oversight of stores demands from Flights and Detachments to improve stores availability for embarked aircraft.	CANAG
16.09	NASPO should improve the robustness of communication links with other Sea King users and support agencies		Communication links and interaction with other Sea King users and support agencies both in Australia and worldwide have been reviewed. A robust system is in place.	DGNAS
16.10	NASPO and COMAUSNAVAIRGRP, in consultation with Navy Aviation Squadrons should review the communications links between NASPO and Naval Aviation Squadrons on engineering matters and establish protocols and criteria for referral of engineering matters to improve the robustness of communication links between them.	30-Jun-07	RAN and DMO aviation stakeholders will work together to improve communication protocols. An ongoing education program will be instituted.	DGNAS
16.11	COMAUSNAVAIRGRP should provide FEG guidance for inclusion in Squadron Standing Orders or other appropriate document the requirement to refer engineering advice issues (especially those relating to significant CFUs and CMOs) to the FSC and ultimately NASPO.	30-Jun-07	Communication protocols between flights and detachments and their support agencies will be reviewed. Improved guidance and Instruction will be provided.	CANAG
16.12	NASPO should be more forthright in provision of concise and unambiguous engineering advice to Naval aviation SQNs.	31-Dec-07	NASPO will provide concise and unambiguous engineering advice via the normal engineering Instructions and communications protocols.	DGNAS

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
16.13	NASPO should establish procedures and performance criteria that ensure Aircraft Publication error notices (Form AO11) are acknowledged and actioned within specific timeframes, and that feedback be provided on progress or otherwise of error rectification.	31-May-07	The procedures concerning Aircraft Publication error notices (Form AO11) will be improved and the performance of the system monitored.	DGNAS
16.14	The Naval Aviation FEG and NASPO should work together to reinvigorate and resource activities to correct and improve Sea King maintenance publications and any related worksheets such as Maintenance Management Cards, and to activate squadron personnel to submit publication deficiencies via the Form AO11.	31-May-07	A program to reinvigorate the need to maintain and improve the accuracy of Sea King maintenance publications and related worksheets has been initiated.	DGNAS
16.15	RAAF STT, TA-AVN and SQN COs should ensure that initial and continuation training curriculum emphasises the requirement to use relevant publications in support of both the primary maintenance activity, and associated activities such as the selection of correct and alternate parts and torque settings.	30-Jun-07	These topics are covered in all aircraft type courses and promotion courses at a level commensurate to the intended audience.	COS-AC
16.15	RAAF STT, TA-AVN and SQN COs should ensure that initial and continuation training curriculum emphasises the requirement to use relevant publications in support of both the primary maintenance activity, and associated activities such as the selection of correct and alternate parts and torque settings.	31-Jul-07	RAAF will ensure that initial training and ongoing unit level continuation training emphasise appropriate use of relevant publications during maintenance procedures.	CANSC (DGNPT)
16.15	RAAF STT, TA-AVN and SQN COs should ensure that initial and continuation training curriculum emphasises the requirement to use relevant publications in support of both the primary maintenance activity, and associated activities such as the selection of correct and alternate parts and torque settings.		Initial and continuation training curriculum will be reviewed to ensure maintenance publications are used correctly.	AAVNTC
16.16	DGTA, FAEU and Squadron QOs assure via audit the correct use of relevant publications in support of all maintenance activities including the selection of correct and alternate parts, torque settings, etc.	31-Dec-07	Compliance assurance activities will be reviewed and improved to ensure audits properly assess the correct use of maintenance publications.	DGTA
16.17	The Naval Aviation FEG should review Detachment photocopier requirements and include such capability as part of the PUK, providing redundancy if necessary, and address Human Factor constraints for publication use in SQN and deployed maintenance environments.	31-Aug-07	Access to the information held in publications in the flight, detachment and Squadron environment will be reviewed. Options to provide a more effective system will be explored.	CANAG
16.18	CANAG should identify and resolve the factors that work to discourage and delay publication amendments.		The publication improvement process has been reviewed and new Instructions promulgated.	CANAG
16.19	COMAUSNAVAIRGRP initiate a review of lighting and working dress in the maintenance environment and perhaps consider the provision of head torches for tradesmen.	31-Oct-07	A review of lighting and working dress in the maintenance environment is underway. Options to improve the working environment will investigated.	CANAG
16.20	TA-AVN develop and deliver (using expert Human Factors assistance) training packages/modules for Leading Seaman, Petty Officers and Chief Petty Officers courses on human factors and error management that consider the breadth of preconditions for maintenance error and error mitigation strategies.		Human factors and error management training has been undertaken to ensure all AT sailors are qualified in this area. The PMKeys database has been updated for personnel who have received training.	CANSC (DGNPT)
16.21	COMAUSNAVAIRGRP, in consultation with appropriate surface ship FEG HQs, should initiate a review of Flight and Detachment aircraft maintenance control office requirements and existing facilities on aviation capable ships and propose modifications and compartment reallocation to ensure appropriate facilities for the efficient management and administration of aircraft maintenance.	30-Nov-08	Flight and Detachment aircraft maintenance control office requirements and existing facilities on aviation capable ships will be reviewed. Where necessary modification action will be initiated to ensure appropriate facilities are available for embarked flights and detachments.	MCAUST (CCSG)

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
16.22	COMAUSNAVAIRGRP, in consultation with Squadron COs and NASPO, initiate a review of the PSS system in place for each squadron and determine the requirement for a comprehensive review of the PSS for each aircraft type PSS to reduce excessive signatory workloads and consider human factors in the development of improved work processes.		Key stakeholders have reviewed the Planned Servicing Schedule for each aircraft type and changes have been made.	DGNAS
16.23	Naval aviation FEG review PUK tool holdings for inclusion of additional specialist tools.	17-Dec-07	The tool requirements for Flights and Detachments will be reviewed and Pack Up Kit holdings adjusted.	CANAG
16.24	NASPO should work with 817 SQN to document a preferred process for removal and reinstallation of individual components in the mixing unit.	31-Jan-08	NASPO will develop a removal and installation process for individual mixing unit components.	DGNAS
16.25	DGTA should establish a more robust policy framework for management of maintenance processes where no documented authorised procedures exist and authorisations are provided locally by the FSMS or SMM.	31-Dec-07	The regulations will be reviewed to ensure associated guidance and instructions on the management of maintenance processes lacking AEO-authorised documentation are improved.	DGTA
16.26	COMAUSNAVAIRGRP should develop a standard format for a written Hand Over brief between Maintenance Managers that provides the necessary cues for the Maintenance Manager to effectively prepare and complete a hand over.	30-Jun-07	A new Instruction will be put in place to formalise the handover of work between Maintenance Managers.	CANAG
16.27	TA-AVN in consultation with Squadron COs should review the training packages to ensure Critical Maintenance Operations are given the appropriate level of instruction.	31-May-07	A review of the training syllabi for Critical Maintenance Operations and Aircraft Maintenance Document, Airworthiness & Safety Assurance integrity will be being conducted. (Refer also Rec 8.12)	CANSC (DGNPT)
16.28	TA-AVN should support SQN continuation training of maintainers on CMO issues and management.	09-Jun-07	TA-AVN will investigate ways to improve the support of Squadron continuation training, particularly on Critical Maintenance Operation issues and management.	CANSC (DGNPT)
16.29	DGTA should review Maintenance Regulation requirements relevant to Carried forward unserviceabilities and in particular referral/notification/review requirements of authorising officers to the Senior Maintenance Manager and System Project Office Chief Engineer.	31-Dec-07	The existing regulations will be reviewed to ensure, guidance and instructions on the management of CFUs is improved.	DGTA
16.30	TA-AVN and Squadron COs ensure that a good reporting ethic for Foreign Objects is covered in training and is reinforced regularly at training days, including the reporting of FO during routine inspections.	29-Jun-07	Foreign Object Damage (FOD) training is done during initial training and during application courses. An enhanced FOD awareness package will be developed in conjunction with the Squadrons for use during regular Training Days.	CANSC (DGNPT)
16.31	NASPO should review options such as the use of self locking nuts to improve flight control redundancy	31-Jan-08	NASPO will review the feasibility of using self locking nuts & bolts throughout the flight control system.	DGNAS
16.32	NASPO should complete a review of maintenance requirements for the Sea King flight control system.	31-Jan-08	NASPO will conduct a Maintenance Engineering Analysis (MEA) of the flight control system and make improvements as necessary.	DGNAS
16.33	NASPO should consider whether any special maintenance policy or aircraft design change is warranted considering the lack of redundancy in the Sea King flight control system.	31-Jan-08	NASPO will conduct a Maintenance Engineering Analysis (MEA) on the Sea King flight control system and investigate whether any design changes are feasible to address the lack of flight control redundancy.	DGNAS
16.34	COMAUSNAVAIRGRP, in conjunction with NASPO initiate a review of communication protocols, reporting requirements and communication responsibilities of aviation SQNs, FEG and logistic support organisations; and initiate an action plan to implement recommendations designed to eliminate inadequacies in logistic support arrangements highlighted by the accident of Shark 02.	31-Dec-07	Logistic support arrangements for flights, detachments and Squadrons will be reviewed with the key Defence logistic support agencies and processes will be made more effective.	CANAG

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
17.01	The application of the Australian Defence Force Aviation Risk Management policy at the tactical level be reviewed by Commander Australian Naval Aviation Group to ensure its application also includes mission planning considerations at a level below mission success to review main cabin occupant safety and risks from their interaction with stores, cargo and fixtures.	30-Sep-07	A wide-ranging review of the application of the Australian Defence Force Aviation Risk Management policy at the tactical level will be done. Applicable policies and procedures, and training course syllabi , will be adjusted.	CANAG
17.02	Maritime Commander investigate the acquisition of appropriate head protection to effectively facilitate the policy of mandatory wearing by all passengers in RAN aircraft except when operationally essential provisions are appropriate.	30-Nov-07	An investigation into the suitability and provision of appropriate head protection for all passengers in RAN helicopters will be conducted.	CANAG
17.03	Commander Australian Naval Aviation Group investigate the unavailability of appropriate charts to support aviation operations during the 817SQN Operation Sumatra Assist II Sea King detachment and if appropriate establish pre-deployment procedures that examine chart requirements and accommodate their immediate provision or delivery enroute or in the area of operations.	31-May-07	The timely provision of appropriate charts in support of deployed aviation operations will be investigated with key Defence stakeholders. The ability to improve the chart supply process will be investigated.	CANAG
17.04	Airworthiness Coordination and Policy Agency ensure that Airworthiness doctrine requires that FEGs conduct a formal review of 'weapon system' requirements as part of any aircraft role change, including a review of the aircraft configuration and operational procedures with a view to improving or at least ensuring the ongoing safety of personnel and aircraft airworthiness.	30-Nov-07	Guidance will be developed to further enunciate FEG responsibilities in relation to aircraft role changes.	DACPA
17.05	Airworthiness Coordination and Policy Agency review current policy and doctrine for inclusion of a mandatory review of the certification basis for continuing Type Certification of Australian Defence Force Aircraft when there is a significant permanent 'role change' for a an Aircraft type or individual aircraft.	30-Nov-07	Current policy and regulations will be reviewed to ensure inclusion of a mandatory review of the certification basis for continuing Type Certification of Australian Defence Force Aircraft when there is a significant permanent 'role change' for a an Aircraft type or individual aircraft.	DACPA
17.06	Commander Australian Naval Aviation Group confirm the basis for consideration of RAN Sea King helicopters safety improvements and verify the reliance on Original Equipment Manufacturer for advice before Australian Defence Force reconsideration of the certification base.	31-Jul-07	The certification process for the Sea King will be reviewed with other key Defence Operational and Technical Airworthiness stakeholders and to include the basis for safety and crashworthy improvements. It is normal for Original Equipment Manufacturer advice to be sought in these matters.	CANAG
17.07	Commander Australian Naval Aviation Group and other Australian Defence Force Aviation Force Element Group Commanders, ensure Configuration Control Board meetings include a standing agenda item for a review of changes to civil safety certification requirements applicable to that aircraft category with an aim to ensuring complete consideration of potential safety improvements for Australian Defence Force aircraft.	31-Jul-07	The appropriate airworthiness processes will be developed with the aim of reviewing, and providing visibility to, changes to civil safety certification requirements.	CAF
18.01	That the RAN undertake an aviation risk management assessment in respect of the carriage of passengers in RAN Sea Kings as currently configured.	01-Jun-07	Current Instructions for the carriage of passengers on RAN aircraft will be reviewed for improvements following release of the BOI report.	CANAG
18.02	That the RAN investigate the viability of retrofitting frangible couplings or similar crashworthy fuel system innovations to RAN Sea Kings.	31-Jan-08	RAN and the Original Equipment Manufacturer will continue to investigate the viability of retrofitting appropriate crashworthy fuel system innovations to the Sea King.	DGNAS
18.03	The ADF investigate the option for an MOU between the ADF and State Coroners for the provision of medical, odontological and other information to assist with identification of multiple victims in ADF accidents.	30-Jun-07	ADF to finalise the development of MOUs for the provision of medical, odontological and other appropriate information with all state coroners.	Dep Sec DS

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
18.04	Odontology and medical records for Reserve personnel deployed on active service be retained by the ADF.	31-Dec-07	New individual readiness checks (which will include medical and dental examinations) will be considered for all High Readiness and Active Reserve personnel.	HDHS
18.05	The regulations regarding the issue and wearing of identity (dog) tags be reiterated and enforced for all personnel deploying on any ADF operation in accordance with and pursuant to ABR 5746 Vol 1, Part 2 Ch13.	30-May-07	DCJOPS will liaise with Service Chiefs to reiterate and enforce the wearing of identity tags for applicable personnel deploying on any ADF operation.	DCJOPS
19.01	HQ DCO and NWCC explore opportunities for improving coordination of resources for the identification, briefing and mobilisation of notification teams.		CDF Directive 29/2006 of 11 Nov 06 directs all coordination responsibilities to DGDCO for the briefing and mobilisation of notification teams. It also allocates the responsibility to Service Chiefs for the identification and permanent rostering of notification teams.	HPE (DCO)
19.02	Defence Instruction (General) Personnel 11-2 'Notification of Service and Non-Australian Defence Force Casualties' should be reviewed to reflect the fact that NWCC is responsible for the arrangement and coordination of notification teams for Joint Operations Command sponsored operations.	31-May-07	The Defence Instructions will be amended to reflect the change as stated in CDF Directive 29/2006 of 11 Nov 06 in the rewrite currently underway.	HPE
19.03	The National Welfare Coordination Centre review coordination processes between response cells during emergency response.		The National Welfare Coordination Centre has reviewed its operating procedures and has implemented improved Standard Operating Procedures, including segregating call centre staff from operational staff, thereby preventing contamination of information.	DCJOPS
19.04	NOTICAS/FATALCAS signals should be transmitted in accordance with DI(G)PERS 11-2 as soon as possible to allow the notification process to commence. DI(G) PERS 11-2 should be reviewed to ensure this is clear.	31-May-07	The Defence Instructions will be reviewed for clarity in relation to NOTICAS and FATALCAS signals.	HPE
19.05	HQ Joint Operations Command review procedures to ensure that the agency designated to coordinate the notifications of family members in emergencies receives as early as possible information necessary to enable the notification process to proceed as soon as practicable.	31-May-07	Defence has reviewed the procedures to notify family members in emergencies. New Directives and Instructions will be issued.	DCJOPS
19.06	Training and briefings should take place to ensure individuals and relevant agencies have a proper understanding of the notification process and particularly the roles of agencies responsible or connected with this task.		A new Notification Training Package has been distributed nationally to all DCO Area Managers. It will be continuously revised to reflect new learnings and best practice. Trainings and briefings are being conducted on an ongoing basis by DCO staff and Chaplains.	HPE (DCO)
19.07	All ADF members should ensure that their emergency contact details are accurately recorded on PMKeyS, particularly prior to operational deployments.	30-May-07	The procedure to ensure personnel deploying for operations update their contact details in PMKeys in accordance with Operational Administrative Instructions will be reviewed.	DCJOPS
19.08	All ADF members should be directed to complete National Welfare Coordination Centre (NWCC) Family Registration Forms in accordance with Joint Operations Command Directives prior to any deployment. The initial signals forwarded to units/ships for deployments should require all members to complete this form with the responsibility placed on units/ships.	30-May-07	The procedure to ensure personnel complete the Family Registration Form prior to a deployment in accordance with Administrative Instructions will be reviewed. The Family Registration Form (AC989) will be simplified.	DCJOPS
19.09	To ensure PMKeyS is as accurate, comprehensive and up-to-date as possible, maintenance of data should be an important Command function, with reviews conducted as part of pre-deployment administration, and periodic reviews conducted as part of Service Individual Readiness checks.	31-May-07	Defence Instructions are to be reviewed to ensure PMKeys is a Command Function and provides relevant pre-deployment information.	HPE
19.10	The importance of NWCC Family Registration Forms should be incorporated into ADF Welfare Planning training for all services at all levels.	30-May-07	The procedure to investigate the inclusion of appropriate training in applicable Staff and Pre-Command courses wil be reviewed.	DCJOPS

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Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
19.11	The issue of including the Family Registration Forms in the PMKeyS data base should be resolved.		The PMKeyS database has been aligned to capture the same information as the Family Registration Form for notification purposes.	HPE
19.12	A protocol between ADF and media outlets needs to be established it if does not already exist, and reinforced if it does exist, to ensure as far as possible that media reporting of incidents similar to the Sea King tragedy takes into account the need for families to be informed of death or injury before references are made to these issues in media reports.	30-May-07	Defence will remind media of the journalists' Code of Ethics which implores reporters to "respect private grief and personal privacy". Application of the code however is totally dependant upon the media agency being dealt with Through its engagement with the media, Defence will also seek to develop an acceptance by the media of its policy of not releasing details of those affected by incidents until the Next of Kin are informed.	DGPA
19.13	In situations of mass casualties, the physical presence of Defence media support to the next of kin in their locations must be available, especially for the initial period when media interest is so intense.		DGPA, through his organisation, provides this support to families through DCO. The physical presence of specialised public affairs officers (PAO) is the most desirable outcome, but would be difficult in a mass casualty event.	DGPA
19.14	In the event of any future incidents involving casualties, the ADF should restrict demands of next of kin for information and decision making that to that deemed necessary, particularly in the initial weeks following the incident. The hierarchy of information likely to be needed by Defence, as developed by the Defence Community Organisation, may be useful in this regard.	30-Jun-07	A hierarchy of basic information likely to be required by the Minister, CDF, Service Chiefs and Media has been developed. This information has also been provided to Chief of Staff - Australian Defence Headquarters and key staff who assist with the operations of the Defence Coordination Centre when activated.	HPE (DCO)
19.15	The needs of survivors and their families in incidents where colleagues are killed should not be overlooked or underestimated.		The DCO Best Practice Guidelines on Bereavement Support reflect the DCO focus on ensuring its services are provided to all those affected by incidents where colleagues are killed, including injured members and their families.	HPE (DCO)
19.16	The services of the Defence Community Organisation must be fully available to both the survivors and their families and the families of those killed.		The DCO Best Practice Guidelines on Bereavement Support reflect the DCO focus on ensuring its services are provided to all those affected by incidents where colleagues are killed, including injured members and their families.	HPE (DCO)
19.17	DFS-ADF should undertake a review of the logistical and support requirements of an AAIT in foreign country.	31-Dec-07	The action plan to respond to a serious aviation incident or accident in the MEAO will be refined to include logistic and support requirements.	DDAAFS
19.18	DFS-ADF should arrange for deployment kits with appropriate equipment to be available all personnel forming part of an AAIT (including both DFS-ADF personnel and non DFS-ADF personnel).	31-Mar-08	A number of deployment kits already exist. A definitive list of stored equipment, including its location, will be compiled.	DDAAFS
19.19	DFS-ADF should prepare a standing plan for foreign deployments of an AAIT.	31-Dec-07	A standing plan for foreign deployments of an AAIT will be incorporated into relevant Standing Instructions.	DDAAFS
19.20	AAIT should only deploy after logistic and support arrangements are in place to ensure the safety and security of personnel.	31-Dec-07	While flexibility in any situation is always required, a statement to undertake an appropriate risk assessment prior to departure will be included in relevant Standing Instructions.	DDAAFS
19.21	Maritime Headquarters should employ mechanisms to raise the awareness of CMS policy in all fleet units, and ensure that Commanding officers are aware of their responsibilities for the provision of CMS under current policy.	31-Aug-07	Critical Incident Mental Health Support (CMS) procedures and responsibilities will be reviewed. The role of the Fleet CMS Coordinator will be expanded and the number of ship CMS-qualified Advisors reviewed. The CO/XO Desig Course syllabi will be reviewed to improve awareness.	MCAUST (CCSG)
19.22	All CMS providers should carry at least one copy of CMS policy, screening tools and other documentation to enable them to carry out their duties if separated.	30-Jun-07	A new Defence Instruction on Critical Incident Mental Health Support (CMS) policy will be drafted and will include a requirement to carry at least one copy of CMS policy, screening tools and other documentation to enable them to carry out their duties if separated.	HDHS
19.23	MHQ consider the feasibility of ensuring CMS screens and other documentation are pre-positioned on all HMA Ships, and that there is a system to ensure that they are current.	31-Jul-07	The feasibility of pre-positioning Critical Incident Mental Health Support (CMS) screens in all HMA Ships will be considered. Procedures for the provision of psychologist support will be reviewed.	MCAUST (CCSG)

Sea King Board of Inquiry - Implementation Progress

Completion Date: Complete

Recommendation Number	Recommendation	Estimated Completion Date	Implementation Plan	Implementing Authority
19.24	The Director of Mental Health should conduct an after action review to establish if there are any lessons to be learned from a large scale response, with particular reference to how service the services are provided (timings, approaches to individual members, group education and administration) and follow-up, and implications for training.	30-Sep-07	A review will be undertaken by Director Mental Health in conjunction with the Director Defence Force Psychology Organisation of lessons to be learned from a large scale response, with particular reference to how service the services are provided.	HDHS
19.25	Maritime Commander Australia, with the Director of Mental Health, ensure that those affected by the crash of N16-100 have been provided with appropriate follow-up. This should include personnel from other RAN units, and from other services.	31-Dec-07	DMH will ensure that all personnel identified by FC AUST as being affected have been provided with the appropriate follow up.	HDHS
19.26	The Board recommends that an audit be conducted of any maintenance undertaken on N16-239 between 02 Apr 05 and 30 Apr 05 to ensure the quality and completeness of that maintenance, to the extent that it has not been already inspected or re-done. The purpose of the audit is to ascertain whether or not that maintenance may represent a threat to the continued airworthiness of N16-239.		An audit of the maintenance undertaken on N16-239 (second detachment aircraft) between 02 Apr 05 and 30 Apr 05 has been conducted. Additional aircraft inspections have been carried out since the accident.	CANAG
19.27	MCAUST conduct an interdepartmental review with AMSA into the errors that occurred in N16-100's ELT transmissions post its crash on 2 Apr 05 and, notwithstanding coding errors, the subsequent lack of timely SAR alerting.	31-Aug-07	MCAUST, with other key stakeholders, will investigate the problems encountered with the Emergency Locator Beacon transmissions, coding errors and the lack of timely SAR alerting.	MCAUST (DMC)
19.28	MCAUST to review functionality protocols to ensure a high level of confidence that activation of RAN ELTs will result in correct transmission of coded signals necessary for appropriate SAR alerting.	31-Oct-07	MCAUST, along with other key stakeholders, will investigate the problems encountered with the Emergency Locator Beacon, in conjunction with the action needed at Recommendation 19.27.	MCAUST (DMC)
19.29	DFS-ADF to ensure that appropriate AAIT personnel are trained in de-activating ELTs on arrival at an accident site, and preparing for safe carriage for return to Australian authorities for analysis, including of the CDR records.	31-Dec-07	A handbook will be developed which will detail the position, deactivation and removal method for ELT, CVR and CDR equipment fitted to defence aircraft. This handbook will be included in AAIT deployment kits.	DDAAFS
19.30	A review be conducted of the medical equipment supplied to the PCRF with consideration to be given to acquiring: i. Sufficient numbers of external fixateurs for the treatment of fractures; ii. Imaging equipment to better prepare patients for surgery; iii. Pulsatile lavage system; and iv. Vacuum dressings.	31-Dec-07	A review will be undertaken into the Primary Care Reception Facility medical outfit and this include obtaining expert advice on the merits of vacuum dressings.	MCAUST (CCSG)
19.31	Director of Defence Legal Services review the Defence (Inquiry) Regulations and ADFP 06.1.4 Administrative Inquiries Manual to identify the requirement for an amendment to such documents to establish the pre-eminence of Boards of Inquiry for access to all documents relevant to the Inquiry, as determined by the President of the BOI, regardless of Defence security and/or privacy markings, or Australian civil Law and/or International conventions. Such amendments are to include guidelines regarding restrictions that should be placed on the President in relation to use of the information and further release to other parties.		The Defence (Inquiry) Regulations of 1985 provide Boards of Inquiry with pre-eminence for access to documents and articles relevant to the Terms of Reference.	HDL