

National Safety Team

FY11 Mishap Analysis  
and Recommendations

1 Oct 2010 - 30 Sep 2011



Revised 29 2012 FJ NHQ05

Safety has been a huge focus area of the past couple of years. The successes of our program have largely reduced the number of controllable mishaps, reducing exposure of risk to our members, and greatly reducing our repair and replacement expenses. Our safety systems technology continues to improve, making our scorecard easier to view and allowing our focus to adjust as our organization evolves. There is always room for improvement, and we must live our motto *Semper Vigilans*, Always Vigilant as we keep a lookout for ways to improve.



## Mishap Review Overview

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- Bodily Injury Mishap Trends - TOP 10
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On this slide are some of the key mission areas where Civil Air Patrol and its members should focus. Our safety management program has grown tremendously by gathering and analyzing more data than ever before; as a result we are better able to predict where and when the next mishap may occur. Let's go to the next slides now and take a look at these focus areas.



## Mishap Trends

FY11 Controllable Mishap %'s

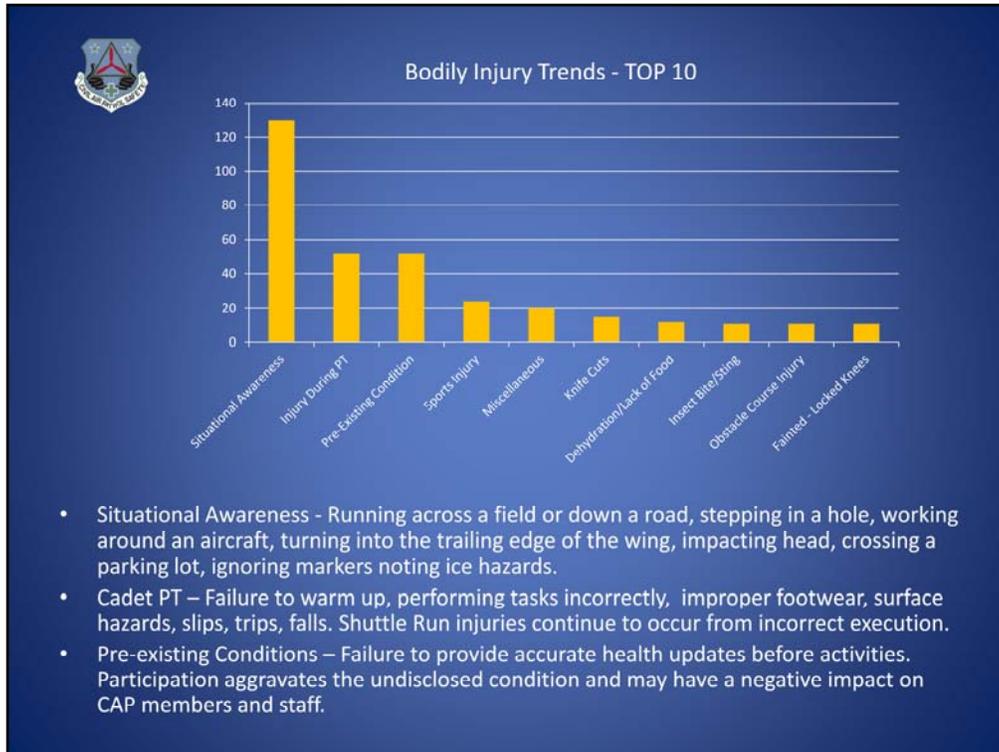


- Bodily Injury continues to have the highest frequency of occurrence during cadet activities.
- CAP has had two major vehicle accidents resulting in the total loss of CAP assets. Both mishaps were on highway exit ramps.
  - One lost control due to road conditions
  - One attributed to lack of familiarity of the local area and fatigue.
- Aircraft ground handling mishaps have seen an increase. Reinforcement of ground handling guidelines and hangar safety surveys are highly recommended.

Bodily injuries continue to dominate CAP mishaps; however the focus on preventing them has not been proportionate to the rate at which they occur.

Throughout this year, CAP's leaders will be asked to take a look at the mishap prediction calendar, located later in this presentation, and ask themselves and their commands, "How can we plan for this upcoming event?"

Mishaps have been thrust full of complacency, little or no fore-thought, and the numbers of mishaps you see reflected on this page, could all have been avoided.



Bodily Injury comprises 75% of all our mishaps in the database and cadets typically make up the majority of those bodily injury mishaps.

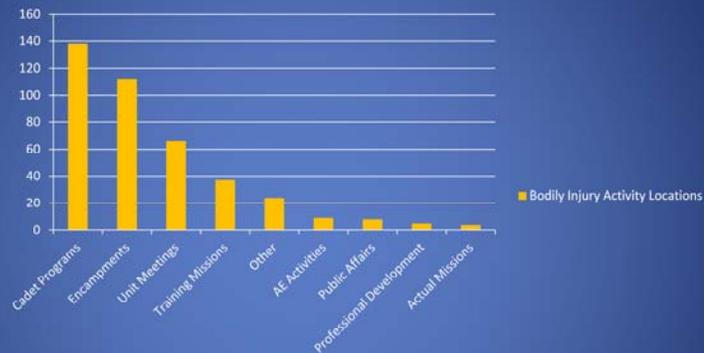
In this past year, bodily injury mishaps have been largely related to lack of situational awareness, improper execution of task or exercise, and most concerning, pre-existing conditions.

By pre-existing conditions, we mean the member and/or parents were aware of the injury or illness, and failed to notify activity or unit leadership. This puts the member at risk and potentially distracts or could result in injury or illness to other CAP members. These pre-existing conditions ranged from short-term concussions and joint injuries suffered in school sports, to chronic diseases requiring life-saving medication.



## Where are injuries most likely going to occur?

### Bodily Injury Activity Locations



#### TOP 3

- Cadet Program Activities
- Encampments
- Unit Meetings

Note: Injuries in actual missions have been minimal, possibly from an increased level of alertness.

As mentioned earlier, cadet activities make up the majority of all bodily injury mishaps. It has also been noticed that injuries in actual missions have been minimal, possibly from an increased situational awareness during missions.



## Bodily Injury Root Cause Analysis

- **Situational Awareness** requires members to be uncomfortable in certain conditions, which requires good Operational Risk Safety Briefings and education about the possibility of injury in all areas of operation. “Knock it Off” needs to be used vocally and leaders, formal and informal, need to think of the outcome before executing the task. This is a basic leadership trait in planning and strategy. If applied on an individual basis, simple items like Knife Cuts, Dehydration, Lack of Food intake, and other miscellaneous items also diminish. Guests often fall into the situational awareness category because they do something that they haven’t been educated on as simple as standing in formation, resulting in numerous fainting mishaps.
- **PT injuries** occur largely because of improper execution. The shuttle run, as an example, is not being done ergonomically correct and not on approved surfaces or with suggested footwear. Twisting injuries result, sliding and slipping resulting in skinned knees and elbows, and regularly sprained ankles manifest from improper execution and poor oversight.
- **Pre-existing conditions** – It’s the “I don’t want to miss it –itis.” The inability to morally declare a health restriction that often results in aggravation of the undeclared injury. However, leaders accommodating injured members, as opposed to sending them home for appropriate rest, puts the liability on Civil Air Patrol because we tend to shy away from the difficult guidance of telling someone they need to take a break.

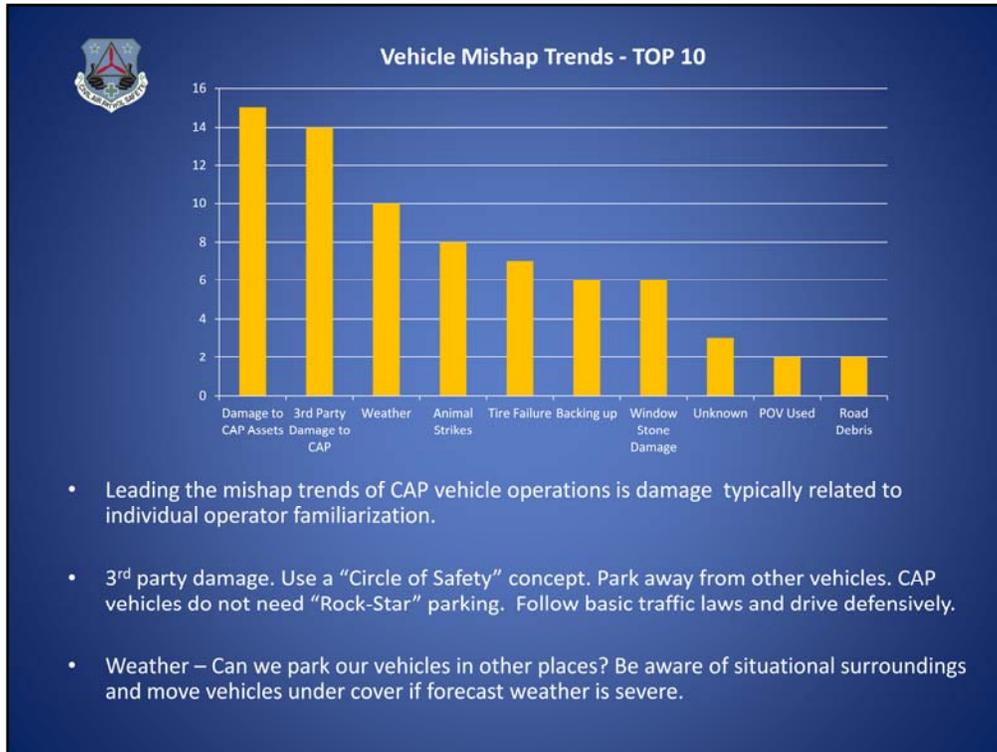
As we explore the root causes of mishaps, it’s likely someone else has done this before and a new experience to you doesn’t necessarily mean you are the first to discover a cause. Listed above are some examples of top trends seen within Civil Air Patrol that exhibit common, but undesired, behaviors and outcomes.



## Bodily Injury Prevention Recommendations

- **Prospective members should not be allowed to participate in activities until the CAPF 15 has been completed.** Activities such as the PT test, drill and ceremonies, or sports games should only be observed from the side. The CAPF 15 is clear that a parent has to certify the cadet's physical fitness category and CAP regulations outline a requirement for documented safety education prior to participation in CAP activities that cannot be accomplished without membership.
- **Shuttle run injuries are largely due to slips and falls due to improper execution of the exercise.** Leaders of cadets are highly encouraged to review the letter on Shuttle Run standards that was produced by NHQ Cadet Programs. Additionally a close review of how to execute the shuttle run ergonomically correct will help prevent slips and twists.
- **Cadet Fainting continues.** Leaders need to consider physical checks to ensure knees are bent; however keep in mind, it's not the locking of the knees that causes the faint, it's the bending of knee after its been locked for a period of time that allows poorly oxygenated blood to the brain resulting in the faint. This would be good as a research topic for cadet safety officers.
- **Warmer weather is on the way, heat injuries are soon expected to increase.** To prevent heat injuries, it is recommended for aircrews that mandatory rest periods between sorties be required. For others, work to rest ratios should be respected. Units are encouraged to purchase Wet Bulb Thermometers for use with USAF work to rest charts. These charts outline how much shaded or cooled rest should be given between work periods. Members that do not respect these guidelines should be removed from the activity.

Accountability is the key to leadership and the success of our safety program in everything we do. Initiative to prevent reoccurrence, when successful, should be immediately shared with other members of our organization to prevent occurrences. This particular report is one venue Civil Air Patrol has chosen for future communications to spread "the word" and offer solutions for the betterment of all.



Turning now to vehicles, in fiscal year 2011, Civil Air Patrol saw an increase in vehicle-related accidents; ‘Accident’ being the most severe classification of mishap. Fortunately CAP experienced no vehicles fatalities in Fiscal year 2011.

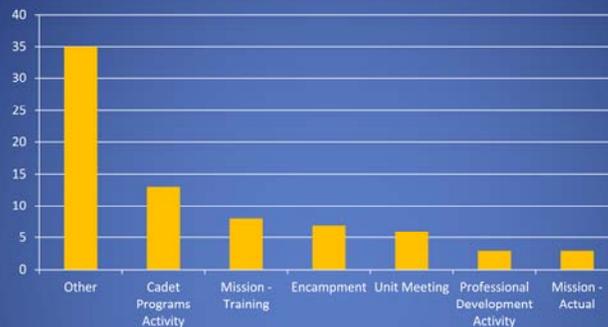
Individual familiarization with vehicles was a key factor. Members attempted to operate larger vehicles in Civil Air Patrol’s fleet, but without specific training or previous experience. As examples, a van has a wider turn radius; rear wheel drive vehicles may slide differently on ice than front wheel drive vehicles; a pick-up truck is typically lighter in the rear. Plus, all vehicles handle differently when pulling a trailer.

On this topic, it is also important to park away from other vehicles. Give CAP a big berth of protection in what is known as the “CIRCLE of SAFETY. ” It is better to walk a little farther from the parking lot than to squeeze into a tight space that will likely result in damage when attempting to leave.

Finally, is there a better place to park in inclement weather? Plan ahead and think as if it was your own car. Would you do things differently?



### Vehicle Activities Mishaps



- Other – All “one-offs” where specific use of the corporate vehicle was not clear. Usually in-transit after a formal activity. In some instances improved situational awareness and reduced vehicle speed would have prevented the mishap. Members shouldn’t get overconfident with the power or capability of the vehicle, know your vehicle and personal limits.
- Cadet Programs Activity – CAP members may tend to do stuff “in the name of CAP” to use CAP vehicles. It is recommended that commanders tighten up on approvals and we teach members how the “after work activities” theory can be applied to CAP.

Vehicles are for OFFICIAL USE ONLY. This means the vehicles should only be used during a CAP mission or activity, and in direct support of members participating in a mission or activity. Use of CAP vehicles for personal use, or other non-CAP business, is not permitted and only serves to increase our exposure to risk.

As in the day-to-day work place, teambuilding exercises help create cohesion; we need to teach our youth that from time to time it’s ok to get together and hang out because we have CAP in common, not because it is a CAP activity. The exposure to risk is great. The spike in cadet programs activity-related mishaps is largely because of the frequent use of corporate vehicles “in the name of C A P.”



## Vehicle Mishap Root Cause Analysis

- **Vehicle mishaps saw an increase in FY11 with 2 vehicle accidents.** Both mishaps were related to exit ramps, speed, conditions of road, and “get-home –itis.” In one case the driver hit ice losing control of the truck, smashing through the side rail. Fortunately there were no injuries. The next case, the operator failed to stop at a stop sign and was side swiped. FY12 has seen one accident related to driver familiarization with towing a trailer compounded by high wind conditions and a trailer over the capacity of the tow vehicle.
- **3<sup>rd</sup> party damage means someone else hit us.** With 14 mishaps of other traffic smacking into CAP Corporately Owned Vehicles (COV's), diligence in heavy traffic roads and parking lots to avoid 3<sup>rd</sup> party contact is necessary. What's your recommendation?
- **Weather has also taken it's toll on parked vehicles.** If severe weather is present, what are some other options for CAP's assets?
- **Tire failures that CAP vehicles have experienced have mostly been preventable.** Early replacement is possible if tires see wear or age cracks in the sidewalls. Armor-All shiny tires, does not mean they are reliable. CAP's trailers must also be checked since they are not routinely moved which can lead to a more rapid decay of tire rubber.

Common to most mishaps is the need to do something or be somewhere quickly. As you review all these slides, can you see that theme and what you can do to help slow things down?

As an analogy, we would all like to be professional baseball players, at least collect their paychecks; but practice, proficiency, and desire are common characteristics for athletes. The same would apply to Civil Air Patrol members while participating in activities. Using the foundational principles of practice and proficiency, a member who desires to learn more will inevitably be less risky than putting a high school athlete on the mound for the Minnesota Twins to pitch against the Yankees in the final game of the World Series.

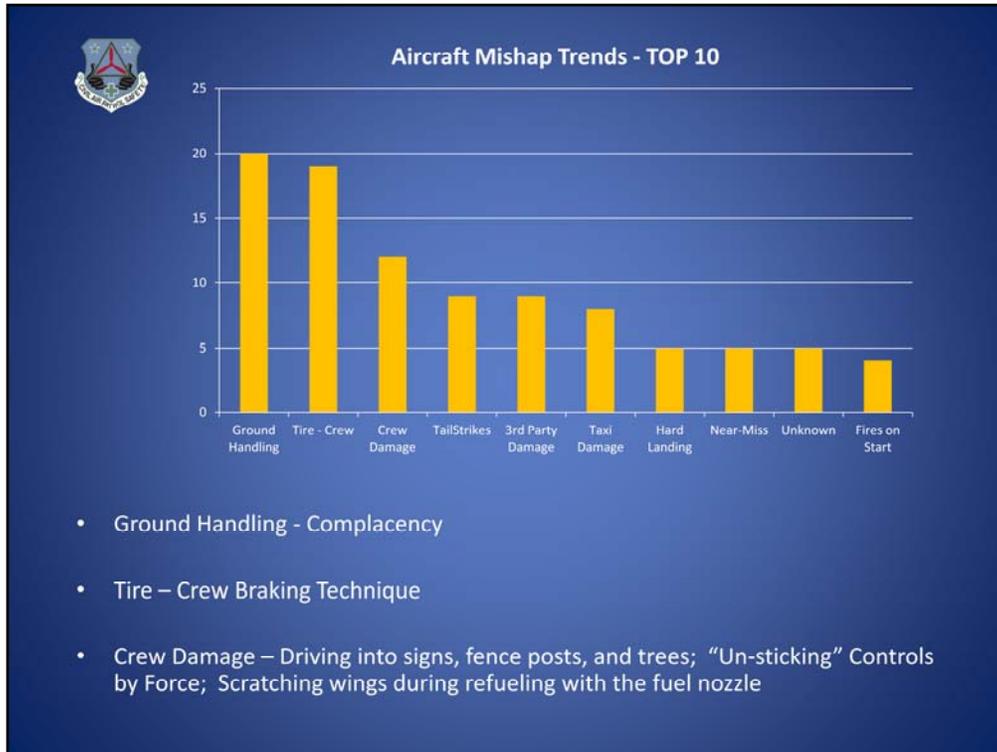
In the end, take the time to learn. If you are uncertain of the outcome, don't take the risk. Just say no or call, “Knock it off” and get the education and practice to ensure your success.



## Vehicle Mishap Prevention Recommendations

- **What is the solution to “get there –it is?”** Don’t let that desire happen. Plan your trips accordingly. End your meeting Saturdays so members can get a full night’s rest and have time to drive home the following day.
- **Become familiar with the capabilities of the vehicle you are driving.** Sign the vehicle out with someone experienced and go get some practice. Did you know spotters are required for backing up when there is more than one person in the vehicle? Read CAPR 77-1 for more info.
- **Never towed a trailer before?** Trailers have weight limits and should be balanced just like an aircraft. If a vehicle has a hitch, it doesn’t mean it can pull EVERYTHING. Learn how to use trailer brakes, read about it, and get practice with someone experienced.
- **Tires – Review the Safety Alert on Tires.** ([www.capmembers.com/safety/safetyalerts](http://www.capmembers.com/safety/safetyalerts))
- **How can we avoid 3<sup>rd</sup> party damage?** Park out farther. Most CAP vehicles are larger to carry passengers. Park out farther where you can pull through and avoid being struck in high traffic parking lots. CAP vehicles have a government look to them and attract vandals, but most important, remember the CAP vehicle MUST yield the right of way to police and emergency vehicle traffic. COV’s are NOT for personal use and you should not make up activities and label them as “CAP related” because you need the 12 passenger van.

Here are some of those learning points to ensure your success.



Switching to aircraft, Civil Air Patrol’s largest damage generator this past year seemed to be Ground Handling mishaps, commonly referred to as HANGAR RASH. The level of hangar rash mishaps has drawn the attention of the National Commander; he is briefed on each one. Please note in the March 2012 Safety Beacon that getting the National Commander’s attention is “Priceless.”

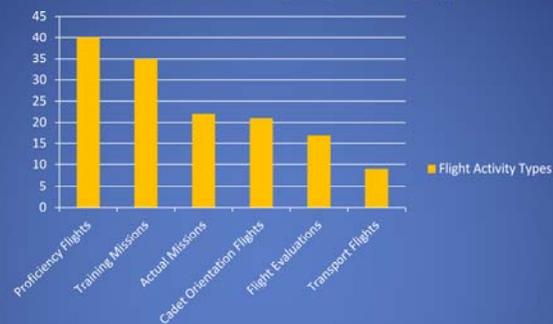
It was also noted that more than 50% of all flat aircraft tires were attributed to improper crew braking technique. Use the length of the runway to your benefit. Use aerodynamic braking where practical. Taking the first taxi-way exit is not required.

...and how do we drive an aircraft into a fence post or tree or road sign? Please be aware of the Safety Alerts generated to this trend item located on [www."capmembers".com](http://www.capmembers.com).



## Were our members Distracted?

Most Common Mishap Flight Activity Types



### Distraction Considerations

- Proficiency Flights and Training Missions – New Content, Task Overload, Lack of Proficiency
- Actual Missions – Extra Radios, Mission "Git Er Done" Pressures, Unfamiliar Crew Dynamics
- Cadets Orientation Flights – Questions, Flight Unfamiliarity, No CRM presence
- Flight Evaluations – Questions, Flight Eval Stress, Emerg Procedure Distraction, Task Overload

Is distraction a factor in manned flight?

Take a look at the top 4 items noted in this slide and ask yourself: "Is the final link in the mishap chain attributable to pilot or crew-controlled mishaps, "DISTRACTION?"



## Aircraft Mishap Root Cause Analysis

- **CAP Members do not have a sense of ownership during training and personal proficiency use of CAP aircraft.** It's like renting a car and if I don't report the damage, maybe they won't charge my credit card.
- **Aircraft tires have been a concern in maintenance and from crew operations.** On the maintenance side an Airworthiness Directive came out discussing bad tubes. All CAP aircraft were updated. The Tire-Crew category came from too much pressure on the brakes, student pilots, unfamiliarity with the braking system, flying approaches too fast, essentially all related to pilot proficiency. Doesn't mean negligence, but continuing education and altering practice methods could certainly be an option.
- **Situational Awareness** – Did you see the Safety Alert on how airplanes attract objects like trees, fences, and road signs? There were three real life mishaps where aircraft were taxied into these objects resulting in damage. The little blue taxi light gremlins have chased down a propeller and a couple of aircraft landing gear too.
- **Tail Strikes during training have also been on the list.** Flight Instructors aren't guarding the controls allowing students of all levels to over compensate resulting in a high flare. Tail strike aircraft **MUST** be inspected and flight should stop at the first indication.
- **Ground Handling of CAP aircraft leads the list of preventable damage occurrence.** Take a look at the next couple of slides. Are you next?

Ground handling really should be at the top of this list. Year after year ground handling "hangar rash" mishaps seem inevitable and based on frequency causes the question to be asked, "Do you care about that aircraft like it is your own?"

Related to aviation safety in general, many aviation safety professionals would respond to some mishaps in aviation as being "Black Swan" events. This essentially translates that the chance of occurrence is very low, but the level of loss related to personnel and equipment is high. This tends to shift focus to aircraft operations and aircraft mishaps when sometimes the focus could be on a true high risk item, but related to ground operations.

As an example to this, some people in general have a huge fear of flying, when statistically driving a car to the grocery store within 5 miles of your home is more dangerous. Where do you think the safety emphasis should be placed in this case? How could you apply this principle to Civil Air Patrol to change the culture in your unit and how could that be applied to the handling of aircraft on the ground? What about vehicle operations or prevention of bodily injury mishaps?



## Ground Handling Damage – FY11 Summarized

A/C Type	Damaged Part(s)	Narrative	Findings
Cessna U206G	Bolt sheared on front landing gear scissor	A/C crew member used the large tow bar to turn nose gear forcibly using hand force & heard a loud snap coming from nose gear itself. Inspection revealed a bolt attaching nose gear scissor and snapped/sheared apart at the head.	Improper use of towbar.
Cessna 42T	Cover of Nav. Light broken	A/C was being hand-towed into hangar when right wingtip transparent cover impacted rubber edge of open hangar door.	Crewmember moving aircraft misjudged distance from wingtip to hangar door.
Cessna 42Q	Cracked Beacon Fairing	The Beacon Fairing was cracked while moving.	Hangar door not raised high enough.
Cessna 42P	Damage to plastic tail	When hangar door was opened the door struck the upper tip rudder cracking same in 2 places.	A/C parked too close to hangar door. Door impacted A/C when opened.
Cessna 42T	Torn & bent tip of right horizontal stabilizer.	A/C entered hangar at slight angle to left, causing main wheels to hit hangar door tracks unevenly. Tail kicked to left & tip of right horizontal stabilizer struck sidewall of rear section of t-hangar.	A/C entered hangar at an angle due to hangar door rail. Crewmembers lost situational awareness.
Gippsland GA-6	Right wing tip	Member was to wing A/C with tug on A/C ramp to reposition for hangar cleaning. Scraped right wingtip on neighboring hangar.	Single crewmember towing A/C. Misjudged turn radius of A/C.
Cessna 42P	Elevator damage on passenger side	A/C struck filing cabinet while being pushed back into hangar post flight. No hangar floor markings, daylight during incident.	2 of 3 crewmembers pushing A/C into hangar. Poor lighting was a factor.
Cessna 42P	Left elevator outboard fairing broken	Moving A/C into hangar left elevator made contact with hangar wall damaging outer edge of fairing of elevator.	Crewmembers did not use winch to pull A/C into the hangar.
Cessna 42P	Black rub marks on outside left edge of stabilizer.	Outside left edge of stabilizer rubbed against back of t-hangar.	Did not use winch, were not positioned properly on plane to push it straight.
Cessna 42T	Right wing navigation light cover	A/C was cleared from hangar & moved toward flight line parking area. The right forward wing tip made contact with upper rear corner of CAP VAN.	Lost situational awareness. Single crewmember moving A/C.

This is page one of a list of all ground handling mishaps in Civil Air Patrol during FY2011. What would you have done differently given the information above? Take a look at the next slide and apply the same question to each.



## Ground Handling Damage – FY11 Summarized

A/C Type	Damaged Part(s)	Narrative	Findings
Cessna 441	Scrape/scruff to left hand elevator surface.	A Piper N690U was parked on left side of N960CP. A scratch was noticed under the left wing fairing of N890SJ. Damage appears to be cosmetic, no dents observed. After N960CP was backed into parking using aircraft tow bar for steering & a pilot on the left strut pushing the A/C the damage was noticed.	Only 2 crewmembers present. Loss of situational awareness.
Cessna 441Q	Paint scraped RT Elevator	After check ride aircrew was pushing A/C back into hangar & heard scraping noise. Stopped & found paint transfer from right elevator on to corner post in hangar.	Loss of situational awareness.
Cessna 441T	Dent in leading edge left wing	Moving A/C out of hangar, left wing struck edge of door approx. 3-4 ft. inboard of wing tip causing a vertical crease & slight depression in leading edge.	Hangar door not fully opened.
Cessna 441R	Scrapes & scratches on right elevator tip	A/C received scrapes & scratches while putting it back into hangar.	Difficulty getting A/C over door track. Loss of situational awareness.
Cessna 441R	Left elevator	Left elevator damage when being pushed into hangar.	A/C misaligned going over door track.
Cessna 441P	Small indent in right aileron	While pushing A/C into hangar the right aileron struck a support beam.	Only 2 crewmembers present. Loss of situational awareness.
Cessna 441Q	Cracked end cap on left elevator	Pushing A/C back into hangar the rear tip of the left horizontal stabilizer plastic cap impacted the wood shelves in the hangar causing slight damage to the plastic cap. A/C was moved from the impact position & properly parked. No injuries. Estimate repair cost is \$500.00.	Only 2 crewmembers present. Loss of situational awareness.
Cessna 441G	Right wing leading edge dent	Pulling A/C out of hangar the left wing tip struck the hangar door which had been left open. Pilot was pulling A/C & passenger was pushing on the left wing strut.	Loss of situational awareness.
Gippsland GA8	Top of tail damaged, rotating beacon removed.	A/C being pulled out of hangar, door wasn't raised high enough & A/C tail impacted bottom of hangar door removing rotating beacon.	Hangar door not fully opened.
Cessna 441R	Minor paint scrape on trailing edge of wing	FBO used a "electro" tug to move A/C to parking area. The trailing edge of the wing tip went over the top of neighboring A/C causing 2 scratches on other A/C & a small paint scrape on CAP A/C.	Loss of situational awareness.

This is page two of a list of all ground handling mishaps in Civil Air Patrol during FY2011. What would you have done differently given the information above?



## Aircraft Mishap Prevention Recommendations

- **CAP needs to find a way to make training feel like real missions.** Real missions statistically show a lower mishap rate. It is recommended that CAP's leaders use their Operation Officers to create missions, pair crews, and dispatch all flights as a "real" mission. This heightens awareness, keeps members involved, and changes the feeling of training, improving awareness. Aircraft and vehicle utilizations will also increase.
- **Crew technique in braking has been a routine concern.** It is recommended that for training, crews simulate braking techniques announcing, "simulated hard braking." There is a benefit to getting a good feel of the aircraft capability; however, it isn't required on every landing. Encourage instructors to demonstrate before allowing the seasoned pilot to perform the task.
- **Tail-strikes and hard landings were also a top trend in FY11.** For all tail-strikes and hard landings the flight should terminate and a tail-strike or hard landing inspection performed. Flight instructors should guard the controls, essentially creating a stop point on the yoke when working with pilots/students in training. This will help prevent over controlling.
- **Ground Handling** – Please review the Ground Handling report for FY11 in this presentation. What is the solution to preventing future ground handling mishaps?

Listed above are some recommendations for preventing aircraft mishaps.

As an idea, in one unit the operations officer created a schedule for the aircraft and called CAP members in his unit to see if they were able to fly. Sometimes the members were surprised they got called because no one had ever approached them after they had completed their scanner or observer training. When the mission was created for them, even though it was a training mission and the crew was asked to self-fund the flight, the level of professionalism was higher. Members who had completed training, but had never flown since becoming qualified, were now getting more active. Flight times in the squadron increased and proficiency improved as risks due to unfamiliarity reduced. The squadron went over two years without a mishap and set a flight time record of 76.5 hours in one month. To keep up with the enthusiasm of the membership, a second aircraft was added and the size of the squadron grew to over 100+ members.

Is there a difference in how we operate when the mission is created for us as opposed to when we create it for ourselves? Absolutely. Almost a 75% difference in the rates of mishap occurrence because of the different level of ownership and professionalism that comes when our state of mind is more alert on "actual" missions vs. "training" missions because it "feels" more important. Complacency tends to vacate our mindsets and the ultimate result is often highly successful.



## When is the next mishap going to occur and what is it going to be?

**2012**

January	February	March	April
CONUS, AK – Ice Hazards, A/C Fires during Start-up Hawaii, PR, VI – Winter Surf Hazards	Cold Weather Activities – Dehydration / Ice Slips	Ice Slips. Warms Days. Frozen Nights. (PR Wing – Not so Much)	Air Shows Begin – Heat Injuries / Aircraft Bird Strikes
May	June	July	August
Memorial Day – Fainting and Heat / Ground Equipment Tire Failures	Cadet Activities – Heat, Sunburn, and Foot Injuries / Ground Equipment Tire Failures	Encampment – Bunk Beds, Dehydration, Boot Blisters, Sun Burn	Hot Summer Flying – Density Altitude Tire Failures Increase
September	October	November	December
Labor Day Activities – Heat and Fainting	Cooler Wx – Aircraft Fires during Start-up	Deer Strikes / Veterans Day - Fainting	Wreaths Across America - Fainting

Finally, as mentioned earlier, mishaps are predictable. After reviewing the past 2 years of mishaps, the National Safety Team was able to produce a calendar to provoke thought and awareness. We ask that you incorporate these items into all your operational risk safety briefings and think ahead.

Wings and Regions should consider asking themselves as far out as a year from an activity “What are we planning for? What are the risks? What could possibly go wrong?”

It’s always better to be predictive than reactive. If you fail to take your mission or your activity somewhere that your brain hasn’t already been, then it’s time to call “knock-it-off” until you can properly assess the risk.

Remember that proactive, forward-looking mishap prevention does not only look at past performance; it also predicts where mishaps can occur based on changing missions and conditions that we haven’t encountered yet.



## General Awareness Recommendations

- Communication of safety awareness items to the unit level is key. Use Safety Alerts, Sanitized Mishap Summaries, and promote continued safety education.
- Encourage all members to join the FAA Wings program. It's open to non-rated members and is integrated seamlessly with CAP's safety education program.
- To accomplish a positive habitual safety culture, safety has to be supported from the top, but owned and implemented from the bottom up.
- Even in worst case scenarios, members should be praised for reporting and for making decisions and participating openly in mishap reviews.
- Using 4:1 positive re-enforcement to negative attention in the future will re-enforce a non-punitive safety environment.

Behavior and recognition is key to the success of changing the culture of Civil Air Patrol. Like teaching dolphins to do tricks, praise only the desired behaviors. In fact, one dolphin trainer said that their dolphins had never in their entire lives heard the word "NO" and all behaviors were created by positive reinforcement of desired behaviors.

If a member forgets to open the hangar doors all the way before moving an aircraft, try to avoid this response,

"Hey, you forgot to open the doors all the way!" The member opening the doors may not have known. Try this response,

"Do you have a moment? Before we move the aircraft, come over here and let me show you something. Take a look up at the door jam. Can you see that mark? (provide a description) ..." or whatever you use to tell when the door is open, " ....The door has to be up to or past that before we move the aircraft. Why don't you give it another try to see how it looks." Once they have, try saying,

"Great job! Thank you. You have this program licked and now you can share this with others. Again thank you."

Its very hard to recognize the positive because sometimes we think, "It's what they are supposed to do be doing, it's their job." However when that statement is made, it assumes Civil Air Patrol's members were educated correctly.

Be a teacher, be positive, and apply this positive practice in all areas of what you do for Civil Air Patrol. It will have earth shattering results and provide a positive and encouraging atmosphere which fosters openness, trust, and a desire to stay involved and up to date.



If you have any questions or comments, please  
contact [safety@capnhq.gov](mailto:safety@capnhq.gov).

Thank you for your attention and support of  
safety.

In closing, thank you for your service and support to Civil Air Patrol and our safety program. We want to foster trust in a safety culture that allows for honest mistakes while emphasizing compliance with regulations and pride in doing the job right, the first time. Desired behaviors and good habit patterns result in mission success and minimal mishaps.