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Submission to the independent aviation safety regulation review panel:

Wayne Hadkins

I am a Glider pilot and a member of the GFA. I have been a glider pilot for over 10 years. I was an Air Traffic Controller at Sydney, Bankstown & Camden for almost 11 years. I have been involved in, and around aviation for over 35 years.

A thriving aviation sector that includes strong Sport aviation engagement is critical for Australia's future.

Core messages I submit for the panel to consider include:

1. That Part 149 Approved Organisation model is the best way forward,
2. Funding and the method of fair audit of the GFA requires ongoing consultation,
3. GFA is held in high regard by aviation generally and is well placed in cooperation with CASA to build upon its existing administration and oversight of gliding in Australia,
4. The punitive, authoritarian and disrespectful attitude currently demonstrated by the regulator is contrary to the aims of a vibrant, successful, diverse and thriving aviation sector.
5. A Ministerial Policy is urgently needed directing CASA to adopt a core mission to support and promote a vibrant, successful, diverse and thriving aviation sector.

As part of my managerial responsibilities & work involvement, I have been directly involved in continuous improvement, organisational change and efficiency improvement in the public & private sectors for over 20 years. Based on that experience I offer the following additional items for the Panel's due consideration:

6. a prescriptive, dogmatic & bureaucratic approach to regulation & control:
  - only creates resentment,
  - ultimately reduces the standards being sought
  - is inefficient, being expensive to implement & very expensive to maintain
  - does not achieve continuous improvement
7. engaging & empowering those who have the experience and credibility (in this case the GFA):
  - achieves cultural change and ownership of change/improvement
  - is efficient – reduced overheads & ongoing costs
  - drives continuous improvement
  - divests ownership & responsibility to those most able to achieve and/or maintain positive change

Thank you for your consideration and appreciation of my submission on the importance & significance of the Gliding Federation of Australia in the sport and recreational aviation sector.

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