

THE GLIDING FEDERATION OF AUSTRALIA INC

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GFA Manual of Standard Procedures

Part 1

Department: Admin

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GFA Manual of Standard Procedures

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INTRODUCTION

The Gliding Federation of Australia Inc (GFA) is an Incorporated Association registered in Victoria. It is a Federation of members, with some 70 affiliated Clubs and five Regional Associations. It is a not for profit volunteer organisation which is well evolved and mature in its structure and processes;

Gliding in Australia is subject to the Civil Aviation Regulations (CAR's) (other than those for which exemptions have been granted) and GFA has wide responsibilities to the Regulatory Authorities for the proper conduct of gliding. GFA must impose certain basic Rules and Regulations and make recommendations which persons or organisations becoming members or being affiliated with GFA must agree to accept.

Through delegations from the Government aviation regulator, the Civil Aviation Safety Authority (CASA), GFA conducts and controls all aspects of the sport including the aircraft register. GFA and CASA have a respectful and cooperative understanding whereby GFA is recognised by CASA as a self-administering sport aviation organisation. Members of GFA are afforded exemptions from certain Civil Aviation Regulations (under Civil Aviation Order 95.4) subject to adherence to GFA manuals and regulations to fly gliders in Australia.

GFA is a sporting organisation, and is affiliated to the International Aviation Federation (FAI), the International Gliding Commission (IGC) and the Australian Sports Commission (ASC) through its membership of the Air Sports Australia Confederation (ASAC).

The Management of GFA is a two tiered approach with a Board appointed by the Regional Associations that sets policy, and an Executive implementing that policy either directly or through sub-committees or appointed officers.

Gliding clubs operate within a nationally consistent structure developed over the last 70 years to ensure safe and successful operations. The principle of self-administration involves a structure based upon clear, identified roles and responsibilities as outlined in GFA's Rules and the Manual of Standard Procedures. Effective devolvement of accountability to each club, pilot and aircraft maintainer is the essence to safe and successful aviation in the distributed network of corporate entities that is Australian gliding.

GFA provides support and services to members and gliding operations in relation to training, coaching, safety, operational processes/systems, airworthiness, competitions, marketing, aerodrome configuration, airspace, avionics and more. This support is deployed via GFA Departments, Panels and Committees comprising Regional Officers (for Operations, Airworthiness, Sport, Development and Safety) within a collegiate system of club office holders. Final responsibility for successful, safe and compliant administration of gliding in Australia rests with each and every Australian gliding member.

Australian gliding is based on a system of graduated ratings as the mechanism for ensuring successful and safe flying operations. That is, a Pilot in Command (PIC) has ultimate responsibility for the successful operation of an aircraft within the limitations of their and their glider's endorsements.

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CONTROLLING DOCUMENTS

Copies of all documents are available through the GFA's web page, www.glidingaustralia.org

The rules governing GFA are many and varied and are available to every member either on application or from the web site.

INCORPORATION

The Gliding Federation of Australia (GFA) is an Incorporated Association registered in Victoria and subject to the Associations Incorporation Reform Act 2012.
<http://www.consumer.vic.gov.au/>

The Rules of the association are shown in the document

Objects and Articles of Association [ADMIN0001].

GFA BOARD REGULATIONS

The Board may from time to time create new Regulations that are binding on the organisation. Eventually many of these will be moved to the MOSP or even the Objects and Articles of the Association. This document is called

Board Regulations [ADMIN0003]

MANUAL OF STANDARD PROCEDURES

This Manual of Standard Procedures (MOSP) builds on and clarifies the implementation of the Objects and Articles (hereafter called "The Articles") as procedures are adapted from time to time by the GFA Board.

The MOSP comprises 5 parts, each with a specific focus; its purpose is to provide every member and every club with a set of guidelines by which to work. It provides an insight into our unique rules in areas of Administration, Operations, Airworthiness Sport, and Marketing & Development, directing readers to more specialist documents which contain the detail of specific elements within each discipline. Based on this content, members and clubs are provided with the necessary information required to operate safely, effectively and as freely as any system can allow, given the complex and chiefly voluntary nature of our sport.

The total document comprises 5 parts as follows:

- a. **MOSP part 1** Administration –This document;
- b. Manual of Standard Procedures (MoSP 1). [ADMIN0005]
- c. **MoSP part 2** Operations – Pilot training and safety standards: Approved by CASA
- d. **MoSP part 3** Airworthiness –Aircraft maintenance, training and standards; Approved by CASA
- e. **MoSP part 4** Sport –FAI badges and Certificates, Records, Coaching. Competition
- f. **MoSP part 5** Marketing & Development –Promoting and Developing and Marketing of the sport

Each department is responsible for the maintenance of their respective area of the Manual of Standard Procedures. The GFA Executive is responsible for MoSP Part 1. The GFA Board approves all parts of the MoSP.

GFA STRATEGIC PLAN

Each year the Board creates a Strategic Plan that sets out the key actions that will be used to improve the organisation.

GFA Strategic Plan [ADMIN0002]

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LEGISLATION

Civil Aviation Regulations 1988 and Civil Aviation Safety Regulations 1998

<http://www.airservicesaustralia.com/>

LEGISLATIVE AUTHORITY:

CASA Exemptions and Delegations

Responsibility for Operation and Airworthiness of all civil aircraft operating in Australia ultimately lies with the Australian Federal Government. The Civil Aviation Safety Authority (CASA) has been empowered by the federal government through the Civil Aviation Act 1988 via Civil Aviation Regulations (CARs) 1988 and the Civil Aviation Safety Regulations (CASRs) 1998.

Operations: Certain exemptions from the provisions of the Civil Aviation Regulations 1988 have been granted to members of GFA by way of Civil Aviation Orders 95.4 and 95.4.1. Where exemptions exist, the practices adopted by GFA are outlined in the GFA Operational Regulations approved by CASA. The Manual of Standard Procedures 2 (Operations) outlines the basic rules and recommendations by which gliding operations are conducted in Australia. Organisations affiliated with GFA and individuals becoming members must agree to accept and operate within these rules.

Airworthiness: CASA have issued Delegations and Authorities to perform certain airworthiness functions on behalf of CASA via a series of instruments of delegation. Named GFA officers in possession of a valid instrument of delegation can perform certain functions with gliding airworthiness within Australia on behalf of CASA. These tasks include:

- a. Issue Type Acceptance Certificates (TAC):
- b. Issue, replace and remove C of A
- c. Issue and remove Certificates of Registration (C of R)
- d. Design, implement and approve maintenance systems for the airworthiness of sailplanes operated in Australia
- e. Implement training systems and issue maintenance qualifications to GFA member for the conduct of sailplane airworthiness activities

Implement a Design Approval (DA) process to support authorised engineers under the CASA Part 21M regulations to enable minor modifications, repairs schemes and replacement of components

For full details, see Manual of Standard Procedures part 3 (Airworthiness).

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PURPOSE

The purpose of this document MOSP 1 is to explain the structure of GFA, describe the privileges and obligations of membership, reference the different documents that specify what we must do and give some information to members on how to influence the decisions of the organisation and participate in the management structure.

1 MISSION STATEMENT & OBJECTIVES

The GFA Mission Statement is to:

“Develop, promote and administer the sport of gliding and foster excellence in safe, accessible and enjoyable soaring”

The GFA Primary Objectives are:

- a. Freedom to Fly: To maintain and extend the freedom of members to fly.
- b. Safety: To foster a culture of safety and risk management.
- c. Promote & Develop the Sport: To maximise participation and to promote and develop the sport of gliding.
- d. Promote a Culture of Excellence: To foster excellence in all aspects of soaring including training, sport & performance flying, technical expertise and international participation.
- e. Services: To provide management & administrative services to Members, Clubs & Regions in an efficient & cost effective manner, whilst optimising voluntary effort.

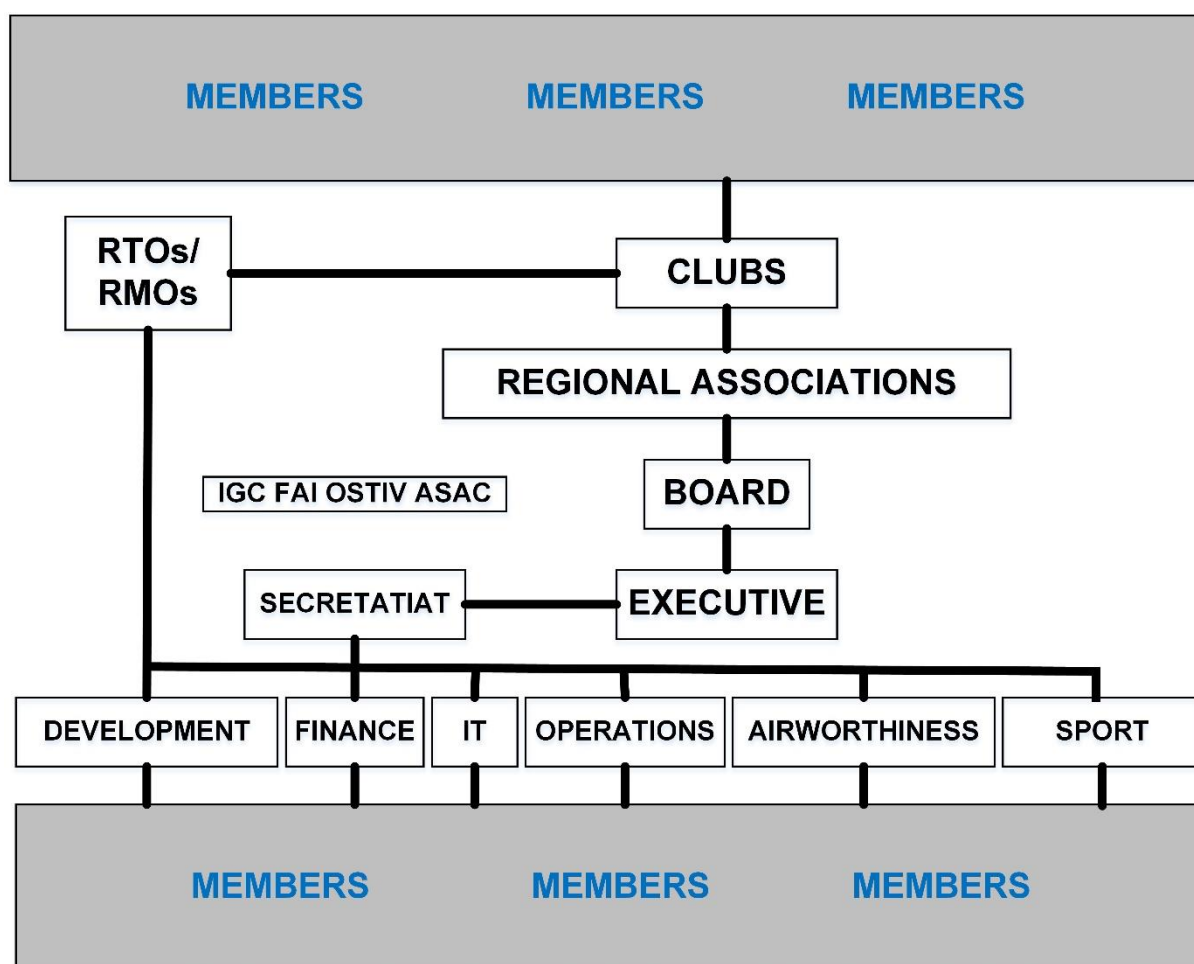


Figure 1 Simplified GFA Administrative Structure

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2 MEMBERSHIP OF GFA

Exemptions and delegations from Civil Aviation Orders (CAOs) have been granted to GFA and anyone wishing to fly a glider in Australia must be a member of GFA.

To be a member of GFA you must:

- a. Be a member of an affiliated Gliding Club and its affiliated Regional Association
- b. Agree to abide by the rules of the organisation
- c. Pay the prescribed GFA membership fee

2.1 TYPES OF MEMBERSHIP

MEMBERSHIP CATEGORY	REQUIREMENTS & PRIVILEGES OF MEMBERS	ANNUAL FEES PAYABLE
Flying Member	Active flying member, Voting rights, Member of an affiliated gliding club and its Regional Association.	GFA membership fee plus Regional Association fee, as set by the GFA Board.
Student/youth Member	Active flying member less than 18 years of age or a full time student less than 26yo with a minimum of 20 hours of scheduled classes per week. Voting rights, Member of an affiliated gliding club and its Regional Association.	50% of GFA fee + Regional Association fee
Short term Member	Active flying member, 3 Month's Membership; Australian resident/national; No voting rights. Member of an affiliated gliding club and its Regional Association. [Note: This is only available once, after which a full membership must be purchased]	50% of GFA fee + Regional Association fee
Short term member – international visitor	Not an Australian resident/national. Member of an affiliated gliding club. No voting rights.	Fee per month, set by the GFA Board
Short term member – international Junior visitor	Not an Australian resident/national. Member of an affiliated gliding club. Younger than 26yo. No voting rights.	Fee per month, set by the GFA Board
Non-Glider Flying Member - Active	Cannot fly glider/motor glider as PIC or receive flying instruction. Can exercise maintenance authorities, ground instruction authorities, tow pilot privileges and assist with other club activities. No voting rights. Member of an affiliated gliding club or owner/employee of an Approved Maintenance Organisation.	Approx 25% of Flying Member fee.
Non-Glider Flying Member - Associate	Cannot fly glider/motor glider as PIC or receive flying instruction. Cannot exercise any gliding authorities/ratings. Can assist with club activities. No voting rights. Not required to be a club member	Approx 15% of Flying Member fee

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Concession Category	Issued on Executive approval. Conditions set and varied by the Executive. Not required to be a club member unless pilot in command	Set by GFA Executive
Life Member	Elected by the Board, entitled to all privileges of membership. Not required to be a club member unless pilot in command	None
Family Member	Available to family members of a current flying member. "Family" as defined by the GFA Board from time to time. Provides social membership privileges, BBL cover when working as a volunteer. Can assist with club activities. No voting rights. Not required to be a club member	Nil
Flying Family Member	Available to Family members. Active flying member for 12 months. No solo flight. Not permitted to be pilot in command. No voting rights. Required to be a club member.	GFA fee set by GFA Board
Introductory Member	Active flying member for 30 consecutive days. Flying rights limited to 10 flights &/or 5 hours. No solo flight. Not permitted to be pilot in command. No voting rights. Not required to be a club member. Available more than once in any one calendar year.	GFA Introductory fee set by GFA Board
Tow Pilot Membership	Cannot fly glider/motor glider as PIC or receive glider flying instruction. Can be trained as a tow pilot and exercise Tow Pilot authorities. Can assist with club activities. No voting rights. Not required to be a club member.	Approx 5% of GFA Fee.
Registered Operator/Registration Holder Member	Where the RO or RH is not an individual member of GFA, they may become affiliated with the GFA in order to be covered by GFA BBL Insurance. No voting rights. Not required to be a club member.	GFA fee set by GFA Board

2.1.1 GFA Life Membership

Life membership is the highest recognition provided by the GFA. Life membership is awarded to members who have excelled in their contribution to gliding nationally over many years, such contribution would be regarded as having provided significant ongoing benefit to the federation. It is not recognition for long service, or special one off activity, or contribution to a single club or organisation.

The life member does not have to pay GFA or Regional Association membership fees, but they are still liable for their club membership. Life members should submit an annual renewal so that we can retain their contact details. If a Life member wishes to continue flying, they still need to maintain their medical and AFR status and club membership.

The original citation states:

For Exceptional Service to the Gliding Federation of Australia

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Awarded to members after years of endeavour both on the field and off the field, often across a range of expertise. The award is honorary.

This elite group of GFA members have extended to gliding nationally, the benefit of their time and energy in an unstinting dedication to our sport.

The award recognises these qualities and is only issued after careful consideration and having high regard to those previous recipients and the fundamental criteria of national benefit to gliding, which may also extend to international efforts

Members or Clubs or Regional committees may nominate an individual for life membership by emailing a detailed nomination to the GFA Secretary, outlining the reasons for the nomination and including the ongoing benefit provided by that member's service to the GFA. Nominations should be submitted by the end of May.

It is suggested that this nomination is confidential and not revealed to the member in case the nomination is not successful. Very few Life Memberships have been awarded as the criteria for the award are quite strict.

The GFA Secretary will provide details to the GFA Board who will consider all evidence provided and decide on the nomination.

If awarded, this will be announced at the GFA AGM or awards event and the members name then recorded in the minutes of that AGM and added to the life members honour board in the GFA office and the list on the GFA web page. The member will receive a framed certificate.

Rescinding of Life Membership: In extreme situations, where a Life Member has acted in contravention of Article 11.1.1 [Membership suspension, expulsion, discipline:] the GFA Board on being provided with evidence of this contravention may decide to rescind the Life Membership status of the member. This decision requires a 75% vote of Board members.

The Board should then follow the remainder of Article 11 in relation to notification, confirmation and appeal.

On withdrawal of the Life Membership, the person's name will be removed from the respective lists and honour board and a statement that Life Membership has been withdrawn will be placed in the minutes of the Board meeting.

2.2 JOINING GFA

GFA membership can be purchased on line via the GFA web page. www.glidingaustralia.org. New members should go to the NEW TO GLIDING menu and Renewing members go to GLIDING INFORMATION/ MEMBERSHIP menu

Initial GFA membership may be arranged by your gliding club. The club will ask you to complete the on-line application and will then forward payment to the GFA office.

2.2.1 GFA FEES

Fees are updated and set by the GFA Board and can be found on the GFA web page: see www.glidingaustralia.org, /Docs.Forms/ Documents.Forms/ Administration/ Admin docs/ ADMIN0012.

Where included, the Regional Association fee is collected by GFA and forwarded to the Regional Association.

Life members are listed on the GFA web page

2.2.2 Membership card

You should receive a welcome letter and GFA membership card with your membership number within two weeks of your membership fee being paid to GFA. Your membership number and date of birth can be used to access your personal details on the web site, which allows you to update and check your membership status, personal details and ratings.

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2.2.3 Gliding Australia magazine

Once your membership number and card have been issued you will receive the bi-monthly Gliding Australia magazine. The magazine can also be viewed on line – look under Gliding Information/GA Magazine.

2.2.4 Membership renewal:

The GFA Secretariat will send all members an annual renewal notice. Renewal payments are best done on-line with the renewal form. If you wish to pay by some other method, please contact the GFA office.

Renewing members have the option of paying their membership monthly via credit card.

If your membership has expired and you have not made the required payment, or if your monthly payment fails for any reason, then you may not fly as pilot in command or receive instruction. In addition, if the membership fee is not paid within two months of your membership expiring/failing then any ratings and permits that you have will also expire and you will be required to renew these once your membership fee has been paid. Repetitive failure to pay may result in this monthly payment option being withdrawn.

2.3 VOTING RIGHTS

All members with voting rights are entitled to attend and vote at the Annual General Meeting of GFA, or any Extraordinary General Meetings. Members will receive notification of these meetings to their advised email or postal address. If you are unable to attend the meeting either in person or electronically, you may appoint a Proxy (see web page, doc/forms, admin forms).

2.4 MEMBER RIGHTS AND RESPONSIBILITIES

The GFA operates on the principles of a Just Culture and of Procedural Fairness.

It is GFA's commitment to provide an environment which is free from harassment and abuse for everyone, which promotes respectful and positive behaviour and values, and which is safe for children.

There are a number of documents available on the GFA web page that explain GFA's commitment to these principles and explain how members can respond if they feel these principles are not being demonstrated

- a. GFA Privacy policy ADMIN0007
- b. GFA Member Protection Policy ADMIN0008
- c. GFA Complaints and Discipline policy ADMIN0014

2.5 GLIDING CLUBS

All GFA members are required to be a member of an affiliated Gliding Club. Some members join a number of gliding clubs in order to benefit from the range of services provided. When you pay your membership to GFA you must nominate which one club you wish to be recorded with.

Gliding Clubs are usually Incorporated Associations with their own rules and committees of management. Clubs are bound by the Act under which they operate in each Region/State which can vary. At the very least they must have a minimum number of members to remain registered (usually 3 or 4) and must remain affiliated with GFA.

Clubs must have a Chairman of Training Panel, a Chief Flying Instructor (CFI) (or Manager of Operations); An Airworthiness officer; a site from which they operate; and a current Operational Status Check. [See MoSP part 2 – Operations for details].

GFA management and operational systems rely on clubs to provide support to members and to deliver the training and services developed by GFA. Your training and certification will be provided by your chosen club. Some commercial operations also provide training.

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2.5.1 Club affiliation:

Clubs must be affiliated with GFA and one Regional Association. Clubs must submit a GFA Affiliation form each year by 31st October in order to maintain their affiliations. If the club loses affiliation, then members of that club are no longer permitted to fly.

Affiliated clubs and organisations must comply with

- the relevant state Associations Incorporation Act
- the GFA operational regulations, which incorporates any valid civil aviation order and civil aviation regulation.
- the Articles of Association, board regulations, and board determinations as recorded in Board minutes.

The GFA affiliation requires clubs to update contact details of club officials, to confirm which Regional Association they are a member of, to update their Safety Management Plan and to have a current Operations and Airworthiness audit.

2.5.2 Club Safety Management Plan

Each club is required to have a safety management plan, which identifies hazards and risks and agreed procedures to prevent these. A reporting process to share knowledge across the movement, and engagement with a range of GFA audits (operations, airworthiness, safety, etc) are all requirements for ongoing affiliation with GFA.

2.5.3 Forming a gliding club

Recommended actions to form a new gliding club can be found in the document of the same name as part of this MOSP.

2.6 REGIONAL ASSOCIATIONS

The Regional Associations are a key component of the gliding organisational structure. In order to support gliding across the country, GFA gliding clubs are grouped into Regions. The five regions comprise:

- a. New South Wales, comprising the geographical area of the State of NSW and the Australian Capital Territory
- b. Queensland, comprising the geographical area of the State of Queensland.
- c. South Australia, comprising the geographical area of the State of South Australia and the Northern Territory.
- d. Victoria, comprising the geographical area of the States of Victoria and Tasmania.
- e. Western Australia, comprising the geographical area of the State of Western Australia

Each region is managed by only one Regional Association. The Regional Associations are a key component of the gliding management chain and are:

- a. New South Wales Gliding Association (NSWGA).
- b. Queensland Gliding Association [Gliding Queensland GQ].
- c. South Australian Gliding Association (SAGA).
- d. Victorian Soaring Association (VSA).
- e. West Australian Gliding Association (WAGA).

Regional Associations are Incorporated Associations in their own right. They also operate not for profit, and hold operating funds separate to GFA funds. Their structure varies from Region to Region.

Each Regional Association is an Association of member Clubs.

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Regional Associations receive a membership fee from each member of their affiliated clubs, collected and forwarded by the GFA office

Clubs can nominate to belong to any one region where elements of common interest exist such as geography, proximity, service delivery, support, etc.

Regional Associations provide clubs in their region with administrative, operational, technical, sporting, promotional, financial and other support services. They coordinate a range of regional activities, including:

- a. Instructor training
- b. Airworthiness courses
- c. Coaching programs
- d. Competitions
- e. Promotional activities and resources
- f. Safety Management
- g. Direct support for clubs

A new gliding club must approach their selected Regional Association and gain affiliation concurrently with submitting affiliation to GFA.

A gliding club may request to change their affiliation to another Region. If the new region accepts the club then it must advise GFA Secretary of any such change, and the club must submit a new GFA affiliation form.

The Regional Association Constitution/Rules must be approved by GFA Board to ensure no conflict with GFA Articles, MoSP and policies. These Regional Association rules must define the management structure, which should include a balance of representation from member clubs.

Regional Associations must meet at least once a year to elect their Officers for the next year and bring any matters of importance to the meeting for consideration and action. Between these meetings each club has its views and position on matters affecting them put by their delegates or agents.

The Regional Association must elect from its members at an Annual General Meeting, two representatives to GFA, one of whom will be the GFA Board member, the other will be the Alternate.

Most of the State Governments will only provide funding to a Sport through a Regional Association, who have a responsibility to source relevant funding to support their members.

2.7 GFA REGIONAL OFFICERS

Each Regional Association is required to nominate Regional Officers with responsibilities for

- a. Operations
- b. Airworthiness
- c. Development
- d. Sport
- e. Airfields, Airspace, Avionics
- f. Safety Management

Refer to the relevant MOSP (parts 2,3,4,5) for details of the qualifications, experience, role and responsibilities of each Regional officer position.

GFA Regional Officers are appointed by the GFA Board upon recommendation of the relevant GFA Department Head working in consultation with the Regional Association, using the following process:

- a. The relevant peer group within the region identifies and elects a suitable candidate. (see relevant MOSP for details of the peer group)

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- b. GFA Department Head and Regional Association agree the candidate with either having right of veto
- c. Time limit for each position is 5 years unless with 2/3 board approval (if already 5 years, 2 years for a replacement). See articles clause 12e
- d. If no appointment, referred back to the Regional Association and Department

Regional Associations are required to assist in coordinating the efforts of each of the GFA Regional Officers and provide them with Administrative support.

These GFA Regional Officers are required to work in consultation with and report to the Regional Associations as well as their respective GFA Department Heads. They should provide clubs with all the necessary support within the scope of their role.

2.8 GFA MANAGEMENT STRUCTURE

Management of GFA is primarily performed by volunteer members, with support from a small number of paid staff.

2.8.1 GFA Board:

Management and decision making for GFA is the responsibility of GFA Board. The Board comprises a representative from each of the 5 Regional Associations, plus an Executive group. The Board may appoint an Executive Officer who provides support to the Board and Executive. The EO is a non-voting member of the Board and the Executive.

The Board makes or approves all GFA policy decisions and directs the Executive to implement them. The Board are bound by the Associations Incorporation Reform Act 2012 and the GFA Articles of Association and are obliged in law to ensure the business is solvent, trading in accordance with GFAs rules and regulations, and operating in accordance with its Manual of Standard Procedures (MoSP) in all regards.

Regional Board members are elected by the Regional Association AGM (see Articles clause 12a)

2.8.1.1 Board meetings

The Board meets as required, but as a minimum once a year at the time of GFA AGM to present papers, motions and receive officers' reports; to transact the business of the GFA related to finances; to appoint the President, Vice President, Treasurer.

Each Regional Board member has two votes on the Board, whilst each Executive Board member has one vote. This ensures a balance of influence between the departments and the Regions.

Attendance at a Board meeting is in person physically present or in person via electronic means. Outside board meetings, matters of importance may be resolved through email or other electronic communication and voting. A statement of the result shall appear in the minutes of the next relevant meeting.

Members wishing matters to be raised at a board meeting may advise their regional board member through the regional association, or directly, or through the department executive member.

2.8.1.2 Management of board meetings

When a Board meeting is notified, all departmental and regional reports and agenda items should be forwarded to the Executive Officer by a deadline of 15 days prior to the meeting date.

All agenda items should be accompanied by a briefing paper to enable effective discussion on the day of the meeting.

The Executive Officer will electronically redistribute the final agenda, reports and papers by not later than 8 days prior to the meeting date. Any late or further urgent business will only be admitted with the express permission of GFA President.

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Papers on confidential or delicate matters should be marked as “Board-in-Confidence.”

2.8.1.3 Communicating topics and decisions of the board

GFA officers’ reports should be distilled and published on the web to allow members to appreciate the background to matters raised in the Executive and Board Meetings

Minutes of all GFA Board meetings shall be published on the GFA website as soon as possible after the meeting as “interim”, publication within 28 days being the normal practice. Minutes are to be confirmed at the next meeting. In the case of AGMs or ABMs this confirmation is the following financial year.

GFA members may, upon prior request, be admitted as observers to meetings of GFA committees, Board and Executive meetings, the cost to be borne by the member. Such attendance may be interrupted from time to time for in-camera discussions of sensitive matters as may be required.

2.8.2 GFA EXECUTIVE

The GFA Executive is made up of the President, Vice President, Treasurer, and the Heads of four Departments: Airworthiness, Operations, Sports, and Development. All Executive members are also members of the Board. The Board may appoint other non-voting members of the Board and/or Executive (See Board Regulations).

The Executive manage the day to day business and implement the details of the broad policies as set out by the GFA Board, either directly or through sub-committees or appointed national or regional officers.

The Executive member’s tenure is limited by the Articles of Association (a maximum of 5 years in any one position) to ensure on-going development of fresh approaches and ideas and to minimize the potential for burn out, but also to make allowance to retain corporate knowledge.

The Executive is responsible for the proper and efficient running of the GFA Office (Secretariat) which consists of paid employees as authorised from time to time. The Secretariat executes the daily business of the Executive and the GFA.

2.8.2.1 Appointment of executive members

Any members of GFA may nominate for the positions of President, Vice President or Treasurer, by email or letter to the GFA Secretary which must be moved/seconded by two current Board members. Current members of the Board elect these three positions each year at the Annual Board Meeting.

The Heads of the five Departments are elected by their respective peer groups and their position approved by the Annual General Meeting.

2.8.2.2 Executive meetings

When an Executive meeting is notified, all departmental reports and agenda items should be forwarded by Executive members to the Executive Officer by a deadline of 15 days prior to the meeting date. All agenda items should also be accompanied by a briefing paper to enable effective discussion on the day of the meeting. Papers on confidential or delicate matters can be marked as “Executive-in-Confidence”. All “Executive-in-Confidence” papers shall be copied and forwarded to Board Members as “Board-in-Confidence” by the Executive Officer.

The Executive Officer will electronically redistribute the final agenda, reports and papers by not later than eight days prior to the meeting date. Any late or further urgent business will only be admitted with the express permission of the GFA President.

Minutes of all GFA Executive meetings shall be published on the GFA website as soon as possible after the meeting as “interim”, publication within 28 days being the normal practice.

Minutes are to be confirmed at the next meeting.

All correspondence to Clubs shall be copied to the relevant Regional Association by the Executive Officer.

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2.9 GFA DEPARTMENTS

GFA has primary departments with administration and management coming via the Board, the Executive, the Secretariat and the Executive Officer. GFA President is Ex Officio a member of each of these departments.

- a. Finance comprising:
 - i. Treasurer (an Executive member),
 - ii. Finance Officer (paid employee)
 - iii. The Executive Officer (an ex-officio member of the Board and Executive)
 - iv. External auditors
- b. Airworthiness comprising:
 - i. Chairman of the Airworthiness Department (CAD) (an Executive member)
 - ii. Deputy Chairman of the Airworthiness Department (DCAD)
 - iii. Executive Manager Airworthiness (EMA)
 - iv. Chief Technical Officer (CTO/A) (paid employee)
 - v. Registration secretary (paid employee)
 - vi. Regional Technical Officers (RTO/As)
 - vii. This department is further extended at club and individual level with workshops and various levels of maintenance, repair and inspectors in the field (details in MoSP 3).
- c. Operations comprising:
 - i. Chairman of the Operations Panel (COP) (an Executive member)
 - ii. Executive Manager, Operations (EMO) (paid employee)
 - iii. Regional Managers, Operations (RMO)
 - iv. Airspace Airfields and Avionics committee
 - v. This department is further extended in the regions and clubs to Level 3 Instructors, CFI's, Operations managers, Level 2, Level 1 and AEI instructors (details in MoSP 2).
- d. Sports comprising:
 - i. Chairman of the Sports Committee (CSC) (an Executive member)
 - ii. National Coaching Convenor
 - iii. Regional Technical Officers (RTO/S or Regional Coaches)
 - iv. National Competition Committee
 - v. International Teams Committee
 - vi. IGC representative
 - vii. FAI Certificates, badges and records
 - viii. Sports Trophies Officer.
 - ix. This department is further extended at club level by Coaches (details in MoSP 4)
- e. Marketing & Development comprising:
 - i. Chairman of Marketing & Development (CMD) (an Executive member).
 - ii. Membership secretary (paid employee)
 - iii. Gliding Australia magazine editor

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- iv. Specialist Marketing and Promotions representatives
- v. Women in Gliding Rep
- vi. Regional Development Officers (RDOs)
- vii. This department is further extended by various Club Development Officers (details in MoSP 5)
- f. Information technology (IT) comprising:
 - i. IT Admin staff member (paid employee)
 - ii. Co-opted volunteer specialists
- g. Safety
 - i. National Safety Manager
 - ii. Regional Safety Managers

2.10 GFA SECRETARIAT

GFA Secretariat assists with administration and secretarial support on all routine matters for each GFA Officer and each Club and member. Its principle function is to reduce the administrative burden which falls on honorary members of the GFA and to optimise the efficiency and effectiveness of the many GFA volunteer Officers. It is seen as essential that as much routine work as possible should be carried out by this office. The Office is usually staffed by employees between the hours Monday-Thursday 9am - 5pm EST, Friday 9am to 3pm EST.

2.10.1 Functions

To handle all GFA secretarial business, correspondence, duplicating and distribution, supply of forms, supply of information to clubs, Regional Associations and GFA Officers.

- a. To control all Secretarial records.
- b. To administer the membership and instructor register with all relevant details.
- c. To administer the aircraft register in accordance with relevant delegations from CASA.
- d. To produce and distribute a range of Publications, Manuals, MoSP, Airworthiness notices, Minutes etc by electronic means and via paper on request.
- e. To correctly collect, process and disburse member's fees, insurance premiums, airworthiness fees and all other financial transactions which regularly occur in the course of GFA business.
- f. Operate the GFA on-line 'shop'
- g. To provide member support and respond to queries in relation to the administration of the sport

3 ANNUAL GENERAL MEETINGS

There shall be an Annual General Meeting (AGM) each year before the end of September, as required by the Articles. Normal business will comprise:

- a. The auditors' report
- b. Financial accounts including:
 - i. Income and expenditure
 - ii. Assets and liabilities
 - iii. Mortgages, charges and securities affecting any property,
- c. Appointment of the Regional Board representatives (who shall be nominated by their Region)
- d. Appointment of auditors,

All other business shall be special business.

At least twenty one days' notice (excluding the day of the notice), specifying the place, date and time of the AGM, and in the case of special business, the general nature of that business, shall be given to each Member who is entitled to receive such notices from the Association. Non receipt of notice delivered or sent in the appropriate manner to any Member, shall not invalidate the proceedings of any meeting. All AGM "Special Business" shall be recorded in the minutes.

When required, Postal/electronic voting in accordance with article 21 shall be performed as follows:-

- a. The Executive or other relevant party shall prepare a supporting document for each issue to be determined which gives the background of the issue and arguments for and against it.
- b. GFA Secretary shall distribute voting papers and the supporting documents to each member as appropriate.
- c. Upon the return to the Secretary of voting papers and the passing of 10 working days after dispatch, the votes shall be counted in accordance with article 21 (b and c). Non returns will be considered as abstentions.

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4 FINANCE

4.1.1 Annual budget

The annual budget of GFA is summarised under the following broad headings:

- a. Administration
- b. Operations
- c. Airworthiness
- d. Sports
- e. Marketing & Development
- f. Other – IT, GA, Sales etc
- g. Safety

Within these areas, the budget is divided into an appropriate chart of accounts for income and expenditure.

Preparation of the annual budget is primarily the responsibility of the Executive through Treasurer. The Treasurer ensures that the budget is prepared in time for incorporation in the Board papers prepared for the Annual Board Meeting.

It is a matter of policy that GFA shall recoup costs from identifiable areas of expenditure.

The Annual budget is subject to approval by Board. Each Board meeting briefly reviews progress of income and expenditure against the budget. Broad budgetary guidelines are set by the Board in August/September. This is further refined by the details in the next two meetings with the final budget being set each April whereupon the membership fees and other income sources are set for the forthcoming year.

4.1.2 Expenditure of funds

GFA holds the basic premise that GFA Officers accruing legitimate costs in the pursuit of their obligations and work for GFA shall be reimbursed for out of pocket expenses. All officers of GFA involved in expenditure of funds are required to provide appropriate receipts and lodge a claim on a payment requisition form to the Secretariat. The claim should show the amount and type of expenditure and what work incurred that cost.

Officers should refer to ADMIN011 GFA Expense Guidelines for details of expenses that can be claimed.

Officers are encouraged to maintain expenditure within the limits of the approved budget for an item, however it is recognized that on occasion, unforeseen circumstances may occur which force additional work and therefore cost which should be claimed.

The staff at the Secretariat ensures all expenditure and income is recorded in the accounts of GFA and attributed to the appropriate officer's expenses.

GFA Funding is provided for RTOs on official GFA business, if it is Regional Association business, then the funding is shared between the Regional Association and the participants of the event.

As a matter of policy, GFA does not contribute to appeals, community projects/charities, such as the Victorian Bushfire or Queensland Flood appeals on behalf of members, considering that donation to charities as a member's personal choice.

4.1.3 GFA Loan Fund

\$500,000 in total is made available from GFA financial reserves to support development loans to Gliding Clubs affiliated with GFA and a Regional Association according to conditions detailed in the ADMIN0003 Board Regulations

- a) That the loan scheme will be publicised within Australia to all affiliated clubs and State Associations giving the terms and conditions of the loans available.

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- b) That the GFA Executive be empowered to consider, reject or approve applications for loans from Clubs up to a maximum of \$100,000 per loan or such other amount as agreed by the Board.
- c) Loans can be approved for purchase of gliders and other assets as approved by the Board.
- d) That the maximum loan to valuation ratio will be 65%
- e) That the maximum loan term will be 5 years.
- f) That interest rate will be set at RBA cash rate plus 2.5% and will vary in response to variations in the RBA cash rate.
- g) That all loans will be secured against nominated assets of the club or association concerned.
- h) That repayments will be on a regular monthly schedule set out in the loan agreement.
- i) That all costs associated with drawing up a loan agreement and securing the assets will be borne by the borrower
- j) That all applications for loans must be submitted through the Regional Association and must include a business plan to service the loan, cash flow predictions and the last audited financial year report.

4.1.4 Financial Year and audit

GFA financial year is from the first of May to the thirtieth of April in each calendar year.

The Treasurer is responsible for ensuring that the accounts of GFA are submitted for audit at the end of the financial year and the Board is responsible for signing off on this at its AGM.

The annual statement of finances is submitted to the Department of Justice by the Secretary after each AGM and to CASA as part of GFA/CASA Deed of Agreement.

4.1.5 Fees

It is the responsibility of the Board to set the level of the various fees and charges issued by GFA. Such fees and charges are set in accordance with the requirements of the Annual budget as ratified by the Board and are described in detail by GFA Board Regulation and a summary of each change is available on the web site.

FAI fees shall not be included in the cost of FAI badges which shall continue to be priced at cost as determined by the Executive. Any surplus shall go to general revenue. Any one flight that attracts multiple claims to be charged as determined by the Board.

The Board has approved payment by the Sports Committee of entrance fees for pilots from West Australia and Northern Territory to compete in any National Championships which are held in the Eastern and Southern States.

A Historical Aircraft Category shall be introduced carrying a concessionary Airworthiness Administration Fee compatible with the low demands they make upon GFA airworthiness system and based upon a list of eligible aircraft to be prepared and maintained by the Vintage Glider Association and approved by the Executive

4.1.6 International Teams Competition (ITC) Funding.

To encourage the success of Australian pilots who compete in international events, GFA has a process of funding support as detailed in GFA Board Regulations, section 11.3.

5 GFA COMMUNICATIONS

5.1 GLIDING AUSTRALIA WEBSITE

The GFA's major instrument of communication is the Gliding Australia website at:
<http://www.glidingaustralia.org>

All Departments have a presence on the website, with contact details and all relevant policies, processes documents and manuals (which can be downloaded free of charge).

The main menu across the top of the web page gives access to a range of service

- a. Member Services provides membership application and renewal, GPC application, FAI badges and records, on-line GA magazine and videos.
- b. MyGFA/SOAR: Lets you update your personal details and ratings, and enter details of any incident or accident (you use your membership number and date of birth to access this option).
- c. Docs/Form Gives access to all GFA documents and Forms
- d. GFA Shop for your common purchases
- e. GFA Calendar: Plan your flying for the next season

5.2 MEMBERS LOG-IN:

You do not need to log-in to the web page to access the majority of the content. A secure log-in is available for members to update their personal information and to check on a range of authorisations and ratings. Use your membership number and date of birth to access those sections.

5.3 GFA SHOP

GFA also operates a small electronic shop of some cost-items on the website at:
<http://glidingaustralia.org/shop1/>

The GFA Shop provides membership renewals/purchases, reference materials, some TOST products, FAI badges and general promotional material. Airworthiness annual inspection kits can also be purchased in the shop. This is run by the Secretariat with revenue generated going back to the general accounts. The scope and breadth as well as stock control is the responsibility of the Treasurer.

5.4 GLIDING AUSTRALIA (GA) MAGAZINE

The GFA operates a bi-monthly magazine which is managed by the Gliding Australia magazine editor. Operating costs and expenses are paid from GFA subscriptions. GA is a major instrument of communication between GFA and its members, disseminating Official GFA notices; Sport, Airworthiness, Operational and Development notices and advice. It is also a forum for members to have their say and share their experiences, and also carries advertising. All financial flying members residing in Australia receive a hard copy of the magazine every two months, and an electronic copy is available via the GFA web page - published approx. 2 weeks after the hard copy edition is distributed. International members may pay extra for postage to their international address.

Lodgement of material for any issue is either by post to the GFA Secretariat or by email to sean@glidingaustralia.org. Large files and photographs can be uploaded at:
www.glidingaustralia.org/ga

5.5 GFA EMAILS

Members receive emails from the Executive officer or other Executive members to advice of important information and news from the Board and Executive. Notices of AGM and EGM are also distributed in this manner.

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5.6 GFA FORUM

This is an informal way for members to share information and ideas. All members are invited to register to the chat group and can unsubscribe if you no longer wish to participate. It is moderated.

5.7 FACEBOOK

There are a number of Facebook pages for GFA and for specific focus groups (Junior soaring for example)

5.8 REGIONAL AND NATIONAL COMMUNICATIONS

Each club has a representative at Regional level and each Region has a representative at National (Board) level. Decisions made at each level need a clear and efficient mechanism for information distribution. This is increasing becoming automated via email and the Web, so there is more than ever a need for all members to be able to be contacted as required by correct address information preferably by email.

Upon a request, GFA Board or GFA Executive shall make available one or more of their number to attend a Regional Association meeting and wherever possible, this should be combined with some other State Association event, such as courses or AGM.

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6 INSURANCE

GFA spends over \$200,000pa to help protect members against the unforeseen. In addition Clubs may hold liability insurance policies, and individual glider policies are taken by owners to indemnify against liability claims and protect their glider asset. Refer to the GFA web page insurance docs for details of the policy and cover. In SUMMARY

- a. Broad Based Liability (BBL) - \$1,000,000 coverage for all GFA members, affiliated clubs and regional associations. First policy for injury and property liability claims, but only covers property damage if liability is established. Policy paid for by GFA.
- b. Individual Glider (and Tug) Policies – Clubs/Individual owners. For liability cover in excess of BBL cover at purchaser's discretion. Glider hull insurance for glider damage is covered by this type of insurance. Policies paid for by glider owners.
- c. Hangar keepers Liability Scheme (HKL) - \$10mill (option to \$20mill) GFA group policy. Club responsibility. Broad coverage for Club airfield risks. Policies paid for by Clubs.
- d. GFA Administration Liability Policy - \$10mill cover for GFA and State regional associations. Policy paid for by GFA.
- e. Contingent Liability Policy - \$10mill "backup" cover for Inspectors, Instructors, Coaches in respect of training and certification activities only. Policy paid for by GFA.
- f. Accident and Health policies. Sickness and Injury protection for GFA and State Office bearers. Policies paid for by GFA.
- g. Associations liability policy – Directors, Officers, Committee members of the "Insured" or others acting on behalf of the Association at the direction of the Board or Directors are included in insurance cover.

Details of GFA Insurance Policies is available on GFA Website under Docs/Forms.

7 MARKETING AND DEVELOPMENT

The marketing and development of our sport relies on every member's involvement and efforts. No amount of money and planning at National and Regional level develops the sport if the clubs and individual members do not actively support the emphasis.

7.1 BACKGROUND

Gliding has a long and proud history of evolution in Australia. A study of its membership and aircraft statistics will paint a clear picture of its rises and declines as the years go by. Whilst we have strong and highly organised Sport, Administration, Airworthiness and Operations departments and disciplines, we continue to struggle to attract public attention, membership and media exposure. Hence GFA have the Marketing and Development Department.

The structure of the Marketing and Development Committee is one representative from and nominated by each region plus up to 3 additional members as agreed from time to time by the M&D committee. The Chairman of the M&D committee is a member of the GFA Executive and the Board of the GFA. (see MoSP part 5 for further detail)

8 RELATIONSHIPS WITH OTHER ORGANISATIONS

GFA has connections with a range of national and international organisations.

- a. Federation Aeronautique International (FAI)
- b. Air Sport Australia Confederation (ASAC)
- c. International Gliding Commission (IGC)
- d. Australian Sports Commission (ASC)
- e. Organisation Scientific Technical International Vol a Vel (OSTIV)
- f. Also attend meetings of CASA – SASAO S&RAS and RASF

The Board appoints or changes representation at the International Gliding Commission (IGC) and OSTIV as needed.

9 STRATEGIC PLANNING

9.1 GENERAL

Like all well managed companies GFA has a Strategic Development Plan which is a 3-5 year look ahead, setting out the immediate objectives to which budgeted amounts can be reasonably apportioned and it anticipates the direction the members wish GFA to go.

See ADMIN0002 GFA Strategic Plan

It is recognised as important that the process of establishing and up-dating the Strategic Plan each year should be public involving GFA National, Regional and Club input sought from as wide a group as possible.

Strategic planning is one of the processes used to ensure GFA stays viable and true to its own purposes as defined in the constitution. Sound strategic planning processes, operating in conjunction with risk management processes, will identify and deal with problems before they become a threat.

9.2 PLANNING PROCESS PRÉCIS

- a. The Board shall create the strategy of GFA Strategic Plan.
- b. The Executive shall determine how to implement that strategy and incorporate the cascading actions in the plan.
- c. The Plan shall include measurable goals and the Executive is responsible to achieve those goals and report on progress.
- d. The Board shall monitor that progress.
- e. The Board shall advise strategic changes as necessary for the Executive to implement.
- f. GFA Strategic Plan shall be updated and maintained in accordance with MoSP part 1.

9.3 WHY DO IT

- a. Strategic planning provides a frame work for improved decision making.
- b. It provides a basis for consideration of future consequences for current decisions.
- c. It builds relationships between committees, officers and members by understanding a coherent common message.
- d. It allows the direction to be challenged and therefore gives a clearer picture of the direction and purpose.
- e. It enables the organisation to be accountable to the members.
- f. It provides a tool to thoroughly examine what the organisation is doing and why.

The process should be transparent and publicly accessible for input and involvement.

9.4 REGIONAL INVOLVEMENT

Strategic planning is not solely a GFA function. Each Regional Association and some clubs also have similar documents which should compliment the GFA plan and provide more local and relevant detail to that region. Regional Associations and clubs use their plan for similar purposes and draw on a combination of their own funds and that of the State government purse for approved projects within the total plan.

9.5 MEMBER INVOLVEMENT

Members and clubs are directed to their Regional Association and the Secretariat for copies of each document to assist in the preparation of their own and to participate in the overall objectives of our sport and its development.

10 GFA AWARDS

The following prestigious awards are considered by the Board annually:

- W.P. Iggulden Award - For outstanding service to Administration.
- Harry Ryan Award – For outstanding service to Airworthiness.
- Bob Muller Award – For the most outstanding contribution to the promotion or publicity of gliding in the past year.
- Wallington Award - For outstanding service to Sports.
- Hoinville Award - For outstanding service to gliding in the area of operations or sporting achievement.

Award nominations and recommendations for the award are called for and processed by the GFA Awards & Trophies Officer each year then forwarded to the Executive Officer for approval of the Board.

An award need not be presented, if there are no suitable applicants in any year.

11 GFA SCHOLARSHIPS

Scholarships (eg RANGA) are available from time to time through GFA and are advertised, called for nominations and processed by GFA Trophies and Awards Officer, then forwarded to the Executive through the Executive Officer for final selection. Details on scholarships are available on GFA Website .

12 GLOSSARY OF TERMS USED IN THIS MANUAL

12.1 DEFINITIONS

AEF	Air Experience Flight.
AEI	Air Experience Instructor.
ADS-B	Automatic-Dependant Surveillance-Broadcast (Air Traffic Management system).
AIP	Aeronautical Information Publication Australia.
Airservices	Airservices Australia, a government-owned corporation providing the aviation industry with aeronautical data, telecommunications, navigation services and aviation rescue and fire fighting services.
AGL	Above Ground Level (See also QFE).
AMSL	Above Mean Sea Level (See also QNH).
Area QNH	A forecast altimeter setting which is representative of the QNH of any location within a particular area.
AOC	Air Operator's Certificate.
ATC	Air Traffic Control.
ATSB	Australian Transport Safety Bureau.
CAA	Civil Aviation Act 1988.
CAD	Chairman of the GFA Airworthiness Department.
CASA	Civil Aviation Safety Authority.
CAO	Civil Aviation Order, a functional document enabling practical use to be made of a Civil Aviation Regulation.
CAR	Civil Aviation Regulations 1988. A statutory aviation regulation of the Commonwealth of Australia.
CASR	Civil Aviation Safety Regulations 1998. A statutory aviation regulation of the Commonwealth of Australia.
CFI	Chief Flying Instructor.
COP	Chairman of the GFA Operations Panel.
CTAF	Common Traffic Advisory Frequency.
CTO	Chief Technical Officer (Airworthiness)
CTP	Chairman of the Training Panel (Club/Operator).
DI	Daily Inspection.
EMA	Executive Manager, Airworthiness
EMO	Executive Manager, Operations
FAI	Federation Aeronautique Internationale.
GFA	The Gliding Federation of Australia Inc.

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GFA Operations Manual	This manual comprises a copy of: 1. CAO 95.4, the Order under which GFA exercises specified exemptions from the CARs and CASRs; 2. the GFA Operational Regulations, those GFA procedures which are required to be approved by CASA; and 3. MOSP 2 - Operations, a document approved by the GFA Board specifying the normal operational procedures of the GFA. The GFA Operational Regulations are numbered from Sections 1 to 7 (plus Appendices) and the Manual of Standard Procedures follows from Section 8 onwards. When using this Manual for guidance, it may be necessary to refer to both sections and possibly to the CAO.
IO	Independent Operator.
Just Culture	An atmosphere of trust in which people are encouraged for providing essential safety-related information, but in which they are also clear about where the line must be drawn between acceptable and unacceptable behaviour.
MOSP	Manual of Standard Procedures (this document).
QFE	Altimeter setting in which the altimeter will read zero with the glider on the ground.
QNH	Altimeter setting in which the altimeter will read the field's elevation above sea level with the glider on the ground.
RMO	Regional Manager, Operations.
RTO/A	Regional Technical Officer, Airworthiness.
SAR	Search and Rescue.
SMS	Safety Management System. A system for the management of safety within the GFA, including the organisational structure, responsibilities, procedures, processes and provisions for the implementation of gliding safety policies by the GFA.