

# ISASI INTERNATIONAL COUNCIL MEETING

September 11, 2011

Salt Lake, Utah

## Meeting Minutes

### 1. Call to Order-Frank Del Gandio

Frank Del Gandio called the meeting to order at 8AM. Council members and non-voting observers present included:

Frank Del Gandio, President	Caj Frostell, Int'l Councilor	Troy Jackson, Nominating Committee
Tom McCarthy, Treasurer	Dave King, European President	James Viola, GAWG
Chris Baum, Secretary	Chong Chow Wah, Asia Councilor	Anthony Brickhouse, ERAU
Dick Stone, Executive Advisor	Marty Martinez, FORUM magazine	Chad Balentine, ALPA
Toby Carroll, US Councilor	Ann Schull, ISASI HQ	
Barbara Dunn, Canadian Councilor	Marcus Costa, GASIG	

### 2. Approval of Minutes of Previous Meeting - May 6, 2011, Herndon, Virginia

The council reviewed the minutes and no corrections were offered. Motion to accept minutes as presented (Dunn) second (McCarthy), approved unanimously. Marcus Costa mentioned that he had not seen the draft minutes. Chris asked who the council felt should review drafts, and the consensus was that all present at an ICM plus any Councilors unable to attend should have the opportunity to review and comment. Chris asked that an attendance roster be circulated to capture names and email addresses of all present, which was done.

Chris pointed out the list of action items submitted by Vice President Paul Mayes and agreed with Paul's email comment that Council meetings should include a formal process for identifying, assigning and tracking such action items. Council discussed briefly and there was consensus that before a particular action should be considered a formal action item with a responsible party, due date, and tracking status, it should be identified as such in the course of the council meeting, and that the council should reach consensus on the assignment of action items. Chris agreed to incorporate that process in minute-taking beginning immediately. Frank agreed to review Paul's submitted list of actions that had been gleaned from the May minutes.

### 2. Presidents Report-Frank Del Gandio

Frank commented on the historical significance of the date and asked for a moment of silence in recognition of the 10<sup>th</sup> anniversary of the attacks of 9/11/01.

As mentioned at the May meeting, ISASI has been invited to attend the meeting of a group associated with Boeing defense systems by Mr. Brit Tessen. The group focuses on safety and wants to affiliate with ISASI. Frank plans to attend their upcoming meeting in Mesa, AZ. Frank commented that several of the people in the group are already members and that only US nationals are allowed to attend the meeting due to security conditions imposed. The council discussed the fact that there are both similarities and differences between civil and military

aircraft and operations. There was discussion about forming an ISASI WG to accommodate military-civil cooperation although no conclusions were drawn. Dave King observed that the UK military accident investigators group has joined as a corporate member. Chris said that if some of the members of this group are already ISASI members, and the UK group that is apparently similar has joined as a corporate member, we need to make sure we handle all such requests for affiliation the same. Frank will further discuss the group's interests in ISASI at their upcoming meeting and report back to the council in May.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Advise Council on the nature of the request from Boeing Defense Systems to affiliate with ISASI, with consideration given to formation of a WG	Frank	May ICM	OPEN

Frank advised the Council that we do not yet have a tenant for the vacant portion of the office condo. Commercial real estate in the area is currently experiencing high vacancy rates, so filling it may be difficult. Until filled, this will of course represent lost income. In addition, the air conditioning unit in the ISASI office failed & needed to be repaired.

Frank asked for an update on using the RegOnline system for dues renewal. Barbara said that the system is not always useable in that it precludes individual societies from adding a "surcharge" for their own society use. Ann Schull said there are 200 people on automatic credit card renewal now, and given that capability, questioned if we should spend 3.95 USD for each RegOnline transaction. Caj pointed out that people, particularly international members outside Europe, need the ability to pay on line each time because the banking systems are not always well suited to do automatic renewals. The conclusion was that no single system is going to satisfy all of ISASI's needs, but we should do everything we can to encourage members to use whatever capability is feasible to streamline the dues renewal process and reduce the number of people in arrears.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Send letters to their individual membership discussing benefits to the member and to the societies of automatic renewal.	Chapter/Society presidents in areas where the banking system and society procedures will support automatic credit card renewal	As necessary	OPEN

Frank reminded the Council that there have been discussions of mentoring in the past; that is, identifying active ISASI members to act as mentors to student members, and advised the Council that he had asked Anthony Brickhouse to be present to discuss the concept and how it might be implemented. Anthony said he thought that a formal mentoring program is an excellent idea, that ISASI members represent a wealth of knowledge that would be well transmitted by use of a formal program. Toby said he thought it would add value to student membership. Caj supported

the other comments and offered that there could also be a “reachout” type activity to student groups but also pointed out that funding would have to be identified. Dave King mentioned that such an activity would have a cost, whereas simply identifying a specific mentor for a student would be essentially free. Dave also supported Toby’s comment about value added for student membership. Toby suggested that we develop a list of volunteer mentors by region so we can start to match up with students. Toby said that he has had two interns per semester for many years and that his airline has had a formal program for 16 years that is very successful overall. Frank suggested putting an article in Forum soliciting members to volunteer as mentors. Marty suggested that anything in Forum should include a discussion of what is expected by both the mentors and students, not just an open call for volunteers. During the discussion, Dick suggested introducing all student attendees at the Seminar, not just scholarship winners; Barbara reminded the Council that there are 17 present at this Seminar, so any introductions need to be very brief and sensitive to the time impact on the agenda.

The general concept that developed in the discussion was that the program would be publicized in Forum and each volunteer would need to send a brief message to Anthony describing their background and experience. Anthony would be the one to match people. The initial action would be to connect with specific students with the expectation that the two would maintain an occasional dialogue.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Develop an article for Forum magazine describing the mentoring program	Frank	Per next issue publication	OPEN
Develop a written description of the program	Anthony Brickhouse	May ICM	OPEN

Frank briefed the Council that, as we have discussed in the past, there is a concern that ISASI working group's do not all seem to be functioning as they should. Frank read a note he sent on Aug 11 to WG Chairs reminding them of the value of the groups and asking chairs to revalidate their commitment to leading their group.

Frank mentioned a complaint lodged about a member claiming to be a “professional member” of ISASI and said that the ethics committee reviewed the matter and does not feel it warrants further action. Item closed.

Frank said that Jerry Lederer left 2,000 USD to ISASI in his will. The funds have not yet been received, but will likely go to the Kapustin scholarship fund.

As Peter Williams briefed the council via email earlier, a book is to be published about the crash of Air New Zealand flight 901 into Mt. Erebus. That book comments about the late Ron Chippendale’s contribution. As ISASI cannot independently verify or refute and comments made in the book, the Council felt it would be inappropriate to become involved in discussions of the accuracy of observations therein without more information and suggested ISASI remain clear of any debate.

Frank advised the Council that Gary Morphey wants to change the name of his inactive LA chapter to the SOCAL (or Southern California) chapter and attempt to reinvigorate participation. Toby said that the US Society is supplying some seed money to facilitate the reactivation should the members of the chapter decide to do that.

Frank brought up the email received by several councilors from a journalist in Chile asking for specific opinions on the conduct of a Chilean government investigation into the recent crash of a military aircraft. The Council agrees that ISASI cannot comment on the conduct of a specific investigation, particularly one involving a State aircraft. The Council also agreed that a response of some sort should be offered.

ACTION	Responsible	Due	Status
Draft a response and circulate to the council for review and input	Caj		OPEN

**4. Financial Report-Tom McCarthy**

Tom said the 2010 audit was received from the accounting firm recently and will go to the audit committee for review. Tom briefly reviewed his written input and pointed out the strong correspondence between ISASI’s year-end financial position and the overall profit or loss from the year’s Seminar.

Tom reviewed the written submitted 2012 budget and provided a brief overview. The proposed 2012 budget figures are contingent on renting office space, which as earlier noted has not yet occurred. The 2012 budget also assumes a 10,000 USD profit from the Seminar.

Moved (Dunn) and seconded (Stone) to accept the budget, motion carries unanimously. Tom commented that ISASI bank accounts have been consolidated into one bank – Sun Trust. Frank verified with Tom that ISASI has reserves of approximately 25,000 USD. Tom & Ann reiterated that a “501.3(c)” organization (a reference to the specific section of United States tax law outlining provisions and requirements for an organization to be treated as a “non-profit” for tax purposes) must have a fiscal year that runs from Jan 1 to Dec 31.

Frank noted that the budgeted membership numbers are predicated on members paying their dues so we need to continue to pressure people who are in arrears to pay their dues.

**5. Membership Report-Tom McCarthy**

Tom briefly reviewed his written report and reiterated the continuing concern over delinquent members. Tom reviewed the “membership analysis” that he completed. The number of dues paying members has been remarkably stable at about 1200 for a number of years. Dave King commented that the stability in this number is reassuring inasmuch as several years ago there was an anecdotal report of significant losses in dues-paying members. Marty asked if anyone has an idea of how many “accident investigators” there are world-wide, i.e. how many potential full time members are there who are not yet ISASI members? That number does not appear to be easily recoverable.

Tom mentioned that the ISASI membership application form has been revised to include information that reflects the recent change in criteria for various membership classes. Marty asked if the new application should be reproduced and placed in the Forum. Chris pointed out the cost of adding four pages to the magazine to include information that is available at no cost on the web site. Marty pointed out that some people are uncomfortable with web sites. Dave King and Chris both suggested that advertising the new form in the magazine, rather than fully reprinting it, is the most cost effective way.

Marcus offered a suggestion for consideration that ISASI should consider a separate credential for those members who have actual investigation experience as opposed to prevention experience (per the recent change in criteria). He expressed a concern that in some parts of the world, the credential could be used for a person to represent that he/she is a trained investigator when that is not in fact the case.

It was moved (Dunn) and seconded (King) to accept Tom's report. Motion passed unanimously. Frank commended Tom for the work in addressing membership issues.

**6. Recruiting and Retention of Membership-Paul Mayes**  
(see remarks at item 9, Vice President's report)

**7. Seminars-Barbara Dunn**

**2011 Salt Lake, Utah**

Barbara reviewed seminar participant numbers. Barbara expects that the Seminar profits will exceed the 10,000 USD budgeted amount by a comfortable margin. She and Dick pointed out that all profits will go to ISASI since there is no split involved. That number does not include any cost of proceedings. Frank commented that the numbers generated are due in large measure to Ron Schleede's efforts to obtain corporate sponsorships. Toby mentioned, and Frank agreed, that Barbara and Dick deserve significant credit as well. Registration is \$550, but overall cost per attendee is about \$700, so generous sponsorships are the key to a profitable Seminar.

Frank asked if the Council felt there should be a Seminar evaluation. Barbara mentioned that we have done this in the past but very few are returned. Toby mentioned that there needs to be a forum for people to provide feedback. Dave King mentioned that other organizations do surveys of some sort, so we should look at how other organizations are doing it.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Look into how FSF does feedback for their annual events.	Dave	Next ICM	OPEN

**2012 Washington, DC- Del Gandio**

Frank reviewed some of the research he did in preparing a bid for the 2012 Seminar. He mentioned that the immediate Washington, DC area is prohibitively expensive. A Baltimore location will allow us to conduct the seminar cost effectively. The Monday reception and Tuesday social event will be combined into a reception on Tuesday on the Spirit of Baltimore, an excursion boat. Frank plans to have six keynote speakers, one each morning and one each afternoon to ensure interest in each session is kept high. The initial planning is underway and resources appear to be available for continued more detailed planning. Chris pointed out that

there may be value in having an alternative plan in mind for the reception in case of extremely inclement weather on Tuesday. Dave King pointed out that to break even based solely on registration (i.e. no sponsorship) the registration fee would have to approach \$800 USD and that is too much of an increase to consider, so we will still need sponsorships and those sponsorships will continue to determine the profits.

It was moved (Dunn) and seconded (Stone) to accept the bid for ISASI 2012 in Baltimore. Motion carried unanimously.

There was concern from several Council members about the apparent trend toward Seminars being held in US/North America. Frank commented that venues for 2013 and beyond are not yet defined and noted that we need to be more aggressive in trying to solicit bids from the international community outside North America. Barbara pointed out that in the past, some bids have come from a State tourism authority rather than an aviation authority or other entity and that we need to continue the practice of having Seminars put on by, or closely associated with, an aviation interest rather than a tourist one. Marcus mentioned that there have been discussions about a South American venue for 2013. Caj mentioned that we have to be careful about deliberately or inadvertently sending a message that a particular Seminar has not been successful when the financial objective, 10,000 USD, has been met. Dave mentioned that we need to remind ourselves from time to time of lessons learned in the past, i.e. avoiding resort locations and as well keep in mind that had it not been for a single Seminar that operated at a significant loss, making the minimum most years and occasionally exceeding it would not generally be a problem.

#### **8. Report of the ISASI Forum Editor-Marty Martinez – no report**

#### **9. Vice Presidents Report- Paul Mayes**

The report (attached) was received only a few days before the meeting and members felt they could not effectively address all the details, so detailed discussion was deferred to the May meeting. The list of action items provided by Paul based on his analysis of the May minutes was discussed in detail. Each was reviewed and members agreed on an appropriate status. Note that discussion of some of Paul's identified action items resulted in assignment of new or revised additional action items, which are noted in the list at the end of the minutes.

#### **10. Secretary's Report- Chris Baum**

Chris reiterated the earlier discussion of identifying, assigning and tracking action items. Chris mentioned that if comments to the draft minutes appear to have been ignored, the most likely reason is a lost or overlooked email, and asked that members feel free to send a reminder or inquiry if they feel their input has not been incorporated.

#### **11. Executive Advisors Report- Richard Stone**

Dick said there have been two scholarships awarded for this Seminar and there has been little other activity since last meeting due to the focus on Seminar preparations.

#### **12. Reports of National Societies/Councilors:**

##### **AsiaSASI – Chan Wing Keong**

Written report submitted; there were several comments from the Council that the AsiaSASI newsletter is excellent.

***ASASI – Lindsay Naylor***

Written report submitted

***CSASI – Barbara Dunn***

Barbara said that overall, CSASI is operating well with just over 100 members. She will provide funds on hand to Tom. CSASI will hold a meeting at this Seminar.

***ESASI – David King***

Written report submitted. Dave highlighted that ESASI held its 4<sup>th</sup> seminar in Lisbon and that it was well supported by NetJets. There was some concern expressed that no current ESASI member works for AAIB which presents some challenges with continuity and contacts, and that ESASI is hoping to restore some AAIB membership at a leadership level during elections to be held this autumn. ESASI has about 12,000 GBP on hand.

***NZSASI – Peter Williams***

Written report submitted

***LARSASI***

No report received

***USSASI – Toby Carroll***

Toby reported that USSASI is operating well with 820 members. He reiterated that, as noted elsewhere in these minutes, he is working on possible reactivation and renaming of the current Los Angeles Chapter. As discussed at the May meeting, Toby is continuing to work on getting Luke Schiada (NTSB) as NERC chair. USSASI is discussing whether or not to have a US Society seminar in the same year as an ISASI Seminar in the US. Toby posed the question to the group of whether the Council feels that would be a problem. Barb pointed out that the policy and procedures manual prohibits holding a seminar in the same country within 6 months of an annual ISASI Seminar. Toby said he is planning to appoint a vice president and secretary-treasurer then have elections some time later. These positions are needed because of the workload involved in trying to manage 11 regional societies. USSASI is planning a newsletter and looking for examples of newsletters. They are interested in creating a “canned” PowerPoint presentation on what ISASI is, how it operates, and the advantage of membership. Frank pointed out that he is interested in having something similar for the proposed military WG and will work on preparing it. Caj mentioned that Ron Schleede and he had developed a PPT on ISASI for the ISASI reachout workshops. Caj added that he is also using it on accident investigation courses organized by training institutes. Caj agreed to circulate the PPT to those who indicated an interest in it, and suggested that further improvements could be done and circulated again among the Council members.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Develop a PowerPoint on ISASI	Frank	Not specified	OPEN

Dave King asked if there can be a place on the web site that is accessible to only the council; such a place could be used to have a presentation like this that we all would like to be able to use. Barbara suggested using a feature within Google that allows selective group access to up to 20 people for no cost. Barbara will investigate the particulars.

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Investigate use of Google capability for document sharing within a selected group	Barbara	May ICM	OPEN

***International Councilor – Caj Frostell***

Written report submitted

**13. Rudy Kapustin Scholarship - Richard Stone**

As noted earlier, there are two scholarship recipients at this year’s Seminar. Dick reported that the program is working well, but always need funds.

**14. Amending the ISASI International Council Policy Manual – (on behalf of) Lindsay Naylor**

This item was held until the end of the meeting. ICM called a brief recess at 1500. Several observers left the meeting at this point. Barbara had to leave to set up Seminar registration. Remaining councilors discussed the proposed manual changes.

Tom reviewed the history – he has been updating the Policy manual by himself for some time, based on discussions at the various ICM. Last meeting, Lindsay suggested that a current copy should be circulated and comments solicited, which was done. Tom reviewed the changes submitted by Lindsay. Individual changes were discussed and Tom will attempt to incorporate the council’s suggestions in a revised document and circulate it to ensure the discussion was correctly captured. It was moved (Stone) seconded (Frostell) to accept the changes discussed. Motion unanimously approved.

**15. Membership Status Change- Richard Stone**

Change is made; published on web site; so far we have seen 8 people change their status. Several councilors reported that their constituents have reacted favorably to the change.

**16. Reports Received from US Regional Chapters**

None

**17. Reports of the ISASI Committees**

Fellows – written report submitted; Toby brought up an issue of current criteria for Fellow, specifically the requirement to be published. Toby commented that when acting in an official capacity as a government investigator, writing investigative reports that are subsequently published should be creditable toward the requirement, but he acknowledged that that view is not universally held. He will attempt to further clarify what should be qualifying to satisfy the requirement.

Nominating – written report submitted; Dick reviewed the problem with voter turnout last year and said he plans to send out a widely distributed email with a link to the voting site rather than wait for people to find the information about voting themselves.

Reachout – written report submitted; the Council noted the comment in the report that the States who realistically can benefit the most from a Reachout are not always able to easily afford it. Caj mentioned the difficulty in identifying locations that might benefit from a Reachout without creating the impression that critical safety deficiencies exist. There was discussion of John



Gusselli's proposal to solicit some financial support from corporate members. Dave King suggested focusing on those manufacturers who have equipment operating in a particular area of interest.

### **18. Reports of the Working Groups**

Corporate Affairs – written report

GA WG – written report

GASIG – written report

UAS WG – written report

Investigator Education & Training WG - Dave King reported on behalf of Graham Braithwaite. He said he was conscious that the group needed re-energizing and he had agreed with Gary Morphew to work to that end. They were to start with a core of members using LinkedIn or a similar web tool to conduct an education/training 'Gap Analysis' and then follow on with identifying some training initiatives drawing on a wider group of the membership.

### **19. New Business**

Dick asked what the outlook might be for publishing proceedings. Frank said he is not budgeting for proceedings for the 2012 Seminar. Barbara said she does not think they are needed (as a published paper product) in the age of electronic document production. Marty pointed out that only 25 copies are produced, none are distributed and all are for sale. He continued that the cost is not in the printing or mailing, it is the cost of production (in order to ensure a high quality product), independent of the format (paper vs. electronic). Marty also reminded the Council that the current proceedings are in the Library of Congress. Several members asked why the proceedings need to be in Library of Congress. Marty suggested that an issue is how we want the organization to be perceived. Fundamental question is whether the real or perceived value of the current publication method justifies and expense on the order of 7,000 USD. It was moved (Dunn) and seconded (Baum) to eliminate proceedings. Vote 5 to 3 in favor of the motion.

Chris asked if using repeated emails with draft minutes and requesting input using Track Changes is convenient for other Council members or if we should explore other means, such as the aforementioned Google document sharing capability. The Council members present agreed that they are satisfied with the current process.

(item 14, discussion of Manual changes, was discussed at this point; see above record)

Next council meeting May 4, 2012, Herndon VA, USA

Meeting adjourned at 1620.

Respectfully submitted,



Christopher Baum, International Secretary

2 Atch:

Action Items

VP report

## ACTION ITEMS

### a. ACTION ITEMS IDENTIFIED DURING THIS MEETING:

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
Advise Council on the nature of the request from Boeing Defense Systems to affiliate with ISASI, with consideration given to formation of a WG	Frank	May ICM	closed
Send letters to their individual membership discussing benefits to the member and to the societies of automatic renewal.	Chapter/Society presidents in areas where the banking system and society procedures will support automatic credit card renewal	As necessary	ongoing
Develop an article for Forum magazine describing the mentoring program	Frank	Per next issue publication	closed
Develop a written description of the program	Anthony Brickhouse	May ICM	closed
Draft a response and circulate to the council for review and input	Caj		closed
Look into how FSF does feedback for their annual events.	Dave	Next ICM	OPEN
Develop a PowerPoint on ISASI	Frank	Not specified	closed
Investigate use of Google capability for document sharing within a selected group	Barbara	May ICM	closed

### b. ICM ACTIONS IDENTIFIED BY VP MAYES BASED ON THE MAY MINUTES:

<b>ACTION</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
CHRIS TO RECIRCULATE SAPPORO MINUTES	CHRIS		CLOSED - draft minutes were circulated on May 13, 2011.
NOTES OF EXECUTIVE MEETING TO BE DISTRIBUTED	FRANK		CLOSED – this will be done on an ongoing basis.

REINFORCE THAT THE MAY ICM IS MAIN BUSINESS MEETING AND ATTENDANCE TO BE FUNDED BY ISASI –	FRANK		CLOSED - May meeting will be main business meeting and travel reimbursement will be on a per meeting basis. Expenses must be per the manual
POLICY CHANGE TO MAKE ATTENDANCE AT THE ISASI SEMINAR A CONDITION ON ISASI FUNDED TRAVEL TO THE SEMINAR ICM	FRANK		CLOSED – provision incorporated in manual
CORRECT SAPPORO MINUTES	CHRIS		CLOSED – comments received when the draft was recirculated were incorporated. At the September meeting it was moved (Dunn) and seconded (King) to accept the minutes of the Sapporo meeting. Motion was passed unanimously.
REVIEW MEMBERSHIP NUMBERS BY CATEGORY FOR PREVIOUS YEARS AS OF 1 MAY FOR LAST 10 YEARS	ANN		CLOSED - Tom conducted a study referenced elsewhere in these minutes
CLARIFY THE ROLE OF NATIONAL SOCIETY MEMBERSHIP COMMITTEES. APPLICANTS FROM COUNTRIES SHOULD BE REFERRED BACK TO THE NATIONAL SOCIETY FOR MEMBERSHIP ASSESSMENT IF THEY APPLIED DIRECTLY TO ISASI	TOM		CLOSED - Societies will be notified of membership applications. During the discussion, it was pointed out that some people could want to join ISASI but not necessarily have a desire to join a local/regional society. Dick suggests approval by ISASI be conditional on membership in local/regional society; Barbara polled the Council members present to ask how many societies have a separate membership committee – no one in the room has one so this process may not be feasible. Dave mentioned that any of the leadership/executives of local/regional societies have no authority to approve/reject membership applications; if an application is found to be problematic on ethics grounds, it can be referred to the ethics committee
COORDINATE CONTACT WITH CORPORATE MEMBERS BETWEEN	ANN/ERIN		CLOSED- This is being done

NATIONAL SOCIETY AND ERIN			
SIMPLER RENEWAL SYSTEM	BARBARA ; Individual Societies		OPEN; see action items from current meeting closed
CONTACT NON RENEWERS FOR FOLLOW UP	PAUL		Standing?
REVIEW PRACTICALITY OF MENTOR PROGRAM FOR STUDENT MEMBERS	PAUL		CLOSED – program will be instituted; see discussion elsewhere in these minutes
IMPROVED COMMUNICATIONS AND FREQUENCY – PRESIDENT NEWSLETTER	FRANK		OPEN
WEBSITE REVIEW REQUIRED TO HAVE FREQUENT AND CURRENT INFORMATION FOR MEMBERS ON ISASI/ NATIONAL AND REGIONAL SOCIETY ACTIVITIES , UPDATES ON ISASI PROGRAMS – REACHOUT/ REGIONAL SEMINARS – MEMBER ACTIVITIES /LEDERER - WEB PRESENTATION UPDATE – REQUIRE FEASIBILITY AND COST STUDY	ANN		OPEN Move to standing agenda item
REVIEW INVOLVEMENT WITH ICAO AIG	FRANK		OPEN. Discussion of ISASI-ICAO interaction by Marcus and Frank ACTION: Frank will send a letter to ICAO requesting Status
FEASIBILITY OF ONLINE MEMBERSHIP REGISTRATION AND RENEWAL	BARBARA /TOM		CLOSED

FEASIBILITY OF STUDENT REPRESENTATIVE ON ICM	FRANK		CLOSED: actual student is not feasible, but Anthony Brickhouse will attend as an observer (also see the discussion of mentoring)
SURVEY MEMBERS ON POSSIBLE CHANGES TO LIFE MEMBERSHIP AS WELL AS OTHER QUESTIONS REGARDING THE SOCIETY, COMMUNICATIONS, ACTIVITIES AND WHAT MEMBERS WANT FROM ISASI	PAUL		OPEN Leave open; Will incorporate into survey
ENCOURAGE INTERNATIONAL ISASI SEMINAR PROPOSALS, PARTICULARLY FROM COUNTRIES OUTSIDE NORTH AMERICA	BARBARA / ALL COUNCIL MEMBERS		Standing
ASSISTANCE WITH TRAVEL TO SLC	TOBY		CLOSED
TECHNICAL PROGRAM COORDINATOR	BARBARA		Not required to be a standing position; appointed per each seminar - CLOSED
FORMAL BID FOR ISASI 2012 TO BE PRESENTED AT SLC	FRANK		CLOSED
FRANK TO PROVIDE PAUL WITH PANGIA CONTACT	FRANK		closed
NERC CHAPTER CHAIR TO BE CONFIRMED	FRANK		closed
CHAIR OF GAWG REQUIRED	FRANK		CLOSED
BOEING MILITARY AIRPLANE INTERACTION -	FRANK		CLOSED
REVIEW PROMOTION OF FELLOW MEMBERSHIP	FRANK		CLOSED
REVIEW PROCESS	PAUL		CLOSED

FOR BALANCED BUDGETS			
REVIEW ELECTION PROCESS AND FREQUENCY	DICK		Dick has looked at emailing to all members with a link to voting – CLOSED
UPDATE MANUAL BASED ON COUNCIL DECISIONS	LINDSAY		Agenda item at Mat 2012 ICM
CANVASS ASASI MEMBERS ON FINANCIAL REPORTING TO ISASI	LINDSAY		CLOSED
REVIEW REACHOUT MANAGEMENT	FRANK		CLOSED
CLARIFY INTENT OF TOR CHANGES –	DICK		considerable discussion about whether an individual WG chair can communicate positions to an outside agency w/o vetting through the Council; Marcus points out that ICAO positions are at a very high level; Dick and Frank point out that groups need to have some autonomy if speaking of issues that are established in ISASI position or policy; consensus that changing GASIG TOR does not set a precedent for other WG. The amendments to the GASIG TOR, stemming from its members, were approved – CLOSED
REVIEW THE WORKING GROUP STRUCTURE AND FORMAT	PAUL		Standing

**REVIEW OF ISASI MEMBERSHIP SERVICES AND FINANCIAL  
CONSIDERATIONS  
2011**

*PAUL MAYES  
Vice President ISASI*

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## Introduction

ISASI is a non-profit organization based in Washington DC, with worldwide membership. The majority of members are based in North America, although there are various numbers of members in over 100 other countries. It is however a North American centric society with the majority of the Executive based in the USA.

The Society has a Regional and National society structure with national societies in Australia, New Zealand, USA and Canada with regional societies in Europe and Asia. These national and regional societies are managed by elected officials from their respective society, and are financially independent of ISASI. They are each represented at the ISASI International Council by their respective councilors.

This review looks at the current situation regarding membership, finances, and communications and proposes suggestions for increasing membership, balancing the budget and improving the performance of the society. The review is based on feedback from office holders throughout ISASI and from a limited number of members. A survey to go out to all members is proposed.

## Problem Statement

For several years the total membership of ISASI has been decreasing. This has had a detrimental effect on the ISASI financial position as membership dues make up the majority of the society income. The cost of running ISASI has also increased through inflation so the overheads have to be covered by reduced total income from membership dues.

There have been several strategies to increase the international membership and widen the membership base. These have only been partly successful.

Financially, the decrease in dues has been augmented by profit from the Annual International Seminar. Under the existing arrangements the seminar is required to make sufficient profits to be able to give ISASI at least \$10,000, plus \$6000 to cover the cost of the proceedings. In recent years this has been insufficient to cover the income from reduced dues.

## Previous Options

Dues were increased in 2010 by 25% but this was insufficient to cover the reduced income and the cost of running ISASI. The profit from the Annual Seminars has usually been in excess of the minimum required so that ISASI has benefited from additional income from the seminars.

This is not guaranteed under the present arrangements.

A serious deficit in the 2009 Seminar finances resulted in ISASI having to pay hotel charges from its financial reserves and the loss of the normal seminar profits. This negated the overall profits from previous years and reduced the financial reserves to a minimal amount.

## Membership

### Individual Classifications

There are currently five dues paying levels of individual membership:

Student

Affiliate

Associate

Member

Fellow

ISASI is the “professional” society for air safety investigators and aims to enhance the professional standing of safety investigators through international recognition, education, and information exchange. The “Member” classification was the membership level for professional,

experienced investigators. Recent changes to the criteria for “Member” have reduced the experience levels required and widened the criteria to include safety professionals. This has the advantage of broadening the membership base with resultant increase in membership numbers. The downside is the change means that experienced profession investigators are no longer specifically recognized by being a Member. The changes have also had flow on effects to the Associate level.

The requirements for “Fellow” are broader than pure professional standing and include involvement in ISASI management. If these requirements were modified to capture the “professional” standing of investigators there would be an impact on the existing “Fellows”. There is a possible requirement for a new category of “Professional” Investigator to recognize the specific experienced, qualified investigators. The criteria for this grade of membership would have to be developed.

#### Benefit

The new criteria for Member should increase the membership numbers. The development of a Professional grade would emphasize the professional standing of investigators.

#### Implementation

**A small working group should be formed by the President to review the changes in “Member” criteria to see if they have had a beneficial effect , review the criteria for Affiliate and Associate, plus consider a new category ( and criteria) for “Professional” investigator.**

#### Student Membership

Student members should be considered as the future members of ISASI and could have a significant impact on the success of ISASI. It has been suggested that the transition from Student to the next level of membership, when the student has completed his/her studies, should be made easier and seamless.

It has also been suggested that Student members should be encouraged from all education facilities worldwide which have investigation and safety courses.

More representation of students and their interests should be considered at the council level. One or more councilors could be appointed to represent student interests at the Council Meetings.

They could report on student concerns, activities and have an input to the business meetings of ISASI.

#### Benefit

Students are the possibly the influential members of the future and could have significant impact on ISASI policy and procedures

#### Implementation

**A small working group should be formed by the President to review the current Student” membership category to see if transition to the next level of membership can be made easier, if the appointment of a Student Councilor is practicable and ways to increase Student membership.**

#### Fundamental Membership Policy

ISASI, as the International Society of Air Safety Investigators has historically been the main society for air safety investigators. The number of air safety investigators worldwide is relatively small and does not vary greatly from year to year. In recent years there has been greater emphasis on accident prevention with safety analysts and system safety specialists. The goals of accident prevention have resulted in changes to the composition of national transport safety

bodies and authorities. There has also been a transition to multi modal national bodies with rail, marine, pipeline and road safety investigators.

Action has already been taken to modify the “Member” criteria to recognize safety specialists, as discussed above. A fundamental question for ISASI is whether the criteria should be broadened to include all transport modes. Safety investigators can move from one transport mode to another within national transport safety organizations. If the society formally recognized investigators from all transport modes it would provide a broader membership base. It may require a name to change, for example to International Society of Transport Safety Investigators. (ISTSI).

#### Benefit

The membership base for ISASI could be greatly widened and the membership criteria would recognize the similarities of safety investigations in different transport modes.

#### Implementation

**The Executive should consider options for broadening the membership criteria to include all modes of transport and consider the ramifications for the society if it were open to all transport safety.**

#### Communications Policy

The main avenues for communication and education for ISASI members are the quarterly journal (Forum), the Annual International Seminar and information on the Website. The Regional and National Societies have additional communications through newsletters, regional seminars and meetings.

For the majority of members worldwide the Forum is the only communication received from ISASI. Feedback from members is that more communication is required to engage members in the society, such as newsletters, communiqués from the President, and information exchange.

#### Website

The ISASI website is the “shop front” for most members as they are not able to attend the annual seminar. They look to the website for up to date information about ISASI, technical papers, working group activities and general safety information. For many organizations the website is the center of their communication strategy with dedicated web staff who manages the website to provide updates frequently, easy navigation, links to relevant sites, current news, multi levels of access depending upon public or member status, communication groups and blogs.

The current ISASI website is rather dated in appearance and there is not a detailed policy on the use and content of the website. As the prime communication source for ISASI a review of the website and its information management is recommended.

#### Electronic Communications

Almost all the ISASI members have email and access to the internet. Many members have requested electronic copies of Forum rather than the hard copy which is mailed out. There have also been suggestions of greater use of electronic communications for newsletters and correspondence.

The production and distribution of four copies of Forum per annum is a significant cost for ISASI. It is currently budgeted at approximately 30% of the total ISASI expenses, including postage.

A review of the production and distribution of Forum is recommended with the aim of significantly reducing costs. Forum could for example be distributed electronically as a PDF file, or made available to members through the member’s area of the website.

Similarly the papers from the annual seminar should be made available on the website rather than produce specific “Proceeding”, and the cost of the proceedings could be saved (currently budgeted at \$6K).

Reducing costs for these would assist in balancing the budget and would release funds to update and manage the Website.

#### Implementation

**The Executive should consider forming a working group to conduct a total review of communications to improve and increase communications to the members utilizing available resources and to look at various media outlets, such as social media. A review of the website, its appearance and content should be included.**

#### Member Services and Retention

There is concern that a significant number of members do not renew their membership. The reasons for this have not been established and can be varied (illness, retirement etc.). We do not have a good understanding of why people do not renew their membership. However there is a perception that many do not believe that membership of ISASI is warranted based on current ISASI products and services.

A survey of members is recommended to get feedback on what ISASI does well, what can be improved and what additional services members would like. A draft survey form is attached. The way forward for ISASI may depend upon the results of the survey if sufficient numbers of members respond.

Several members have requested easier renewal of their membership using on line services. This may not be possible depending upon the country of the member but is available to many members already.

There has also been suggestions regarding reduced membership dues for retired members and amending the age for Life membership. These ideas should be part of a review of member services.

Other ideas for increasing membership include a membership drive where members who recruit a new member get a reduction in the annual dues or other financial incentive.

#### Corporate Members

ISASI relies on the financial input from its Corporate Members. In the current global financial situation many companies are reviewing and reassessing their sponsorship of organizations such as ISASI. It is therefore timely to review the services provided to corporate members and improve the relationships with our corporates. Direct contact with corporate members by the Executive and National/ Regional executives should be considered. The benefits of supporting ISASI should be emphasized through a uniform approach using ISASI material, seminar information and other feedback from ISASI.

#### Implementation

**A survey of all ISASI members should be conducted to assist with a review of current member’s services and with planning the future services and direction of ISASI. Corporate members should be contacted personally to improve communications and feedback.**

#### International Seminar

The annual International Seminar is the main ISASI activity. As stated previously the financial viability of ISASI has come to rely on a substantial profit from the seminars, in excess of the required \$16000. As ISASI is a society for individuals the cost of registration has been kept to a figure which members could afford rather than rely on business registrations. This figure is maintained by Corporate Sponsorship and volunteers to plan and run the seminars. Each year it is harder to maintain an affordable registration cost while providing all the usual events and services. It is timely to review the format of the international seminar and consider ways to improve the financial situation. One suggestion for example is that the registration only includes the three days of the technical program, the social program such as the reception, informal night and banquet could be additional costs as extras.

The geographical locations of the seminars have mainly been in North America. There should be a concerted effort to consider other locations such as Europe, Asia, Middle East and South America in order to promote ISASI as a global society.

A survey or feedback form should be used at the seminar to provide ideas for improving the annual seminars.

The Executive should take a greater oversight of the critical financial aspects of the seminar (although they are already covered by the Seminar Policy) such as the contracts for the hotel and other services, to prevent another significant loss for ISASI.

#### Implementation

**The Executive should conduct a total review of the International Seminar format and associated costs to improve the appeal of the seminar to the members and improve the financial returns.**

#### Financial Planning

The annual budgets for ISASI do not always balance and extra income from the seminar or short term fixes such as cancelling an edition of Forum, or not providing funding for the International Council Meeting, have been used to bring the budget into balance. A complete review of financial management is recommended to consider budgets for a three or five year period, to get greater efficiencies, make savings from council overheads such as travel, review communications such as Forum, and provide additional services. The budgets should be balanced so that financial management is transparent and the costs of the council such as attending the International Council Meeting are guaranteed,

#### Implementation

**The President should set up a financial planning group to work with the Treasurer to provide a three to five year financial plan. The planning should include the seminar policy to increase the profit for ISASI as a critical income to assist with balancing the budget,**

#### Summary

ISASI is at a stage in its development where critical decisions have to be made in regard to membership and financial sustainability due to changes in external conditions such as the global financial situations and the stresses on the aviation industry and airlines. It is timely to review the present services to members and consider ways for greater efficiencies, greater use of current and future communication technology and achieve significant improvements in the financial viability of ISASI.

This review makes the following recommendations:

1/

A small working group should be formed by the President to review the changes in “Member” criteria to see if they have had a beneficial effect, review the criteria for Affiliate and Associate, plus consider a new category (and criteria) for “Professional” investigator

2/

A small working group should be formed by the President to review the current Student” membership category to see if transition to the next level of membership can be made easier, if the appointment of a Student Councilor is practicable and ways to increase Student membership.

3/

The Executive should consider options for broadening the membership criteria to include all modes of transport and consider the ramifications for the society if it were open to all transport safety.

4/

The Executive should consider forming a working group to conduct a total review of communications to improve and increase communications to the members utilizing available resources and to look at various media outlets, such as social media. A review of the website, its appearance and content should be included.

5/

A survey of all ISASI members should be conducted to assist with a review of current member’s services and with planning the future services and direction of ISASI. Corporate members should be contacted personally to improve communications and feedback.

6/

The Executive should conduct a total review of the International Seminar format and associated costs to improve the appeal of the seminar to the members and improve the financial returns.

7/

The President should set up a financial planning group to work with the Treasurer to provide a three to five year financial plan. The planning should include the seminar policy to increase the profit for ISASI as a critical income to assist with balancing the budget,

Paul Mayes ISASI Vice President

Thank you to all those executives and members who provided input to this review.

**MEMBERSHIP SURVEY**

We would like to get your feedback on ISASI and the services to members, and your ideas on how we can improve the Society and grow the membership. (Please use additional pages if required)

**Your details**

Membership Grade: ..... Member Since: .....

Working Group Membership:

.....

....

What do you like about ISASI :

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...

What do you think can be improved

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**ISASI Internet Web Site**

What information do you

access:.....

What information would you like on the Website: .....

.....

.....

**Communications**

Would you like an Electronic version of Forum by email: .....

download off the Website.....

Would you like regular Newsletters electronically: .....

Do you use the paper copy of the Seminar Proceedings .....

Should ISASI utilize social media such as Facebook/ Twitter: .....

**Membership Retention**

Should membership renewal be easier through online credit card facilities?.....

Should members fully retired from the workforce receive a discount on membership dues:

.....

If so, should the age for Life Membership be increased progressively to 75 years old:

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Comments

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**Executive**

Should a maximum term of office for the President and Vice President be introduced such as two terms in office?.....

**International Seminar**



**Have you attended an ISASI International Seminar? If so, which ones:.....**

**What were your impressions of the Seminar(s) (strengths and weakness)**  
.....  
.....  
.....

**Do you attend other safety seminars such as the FSF ISS and how do they compare?**  
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