

Gatineau Gliding Club (GGC)



Operations Manual

June 2017

Manual Owner:
Vice-President

Approved by [Name]

Revision 5

REVISION RECORD

REVISION NO.	AFFECTED SECTIONS	DESCRIPTION	ISSUE DATE	INITIAL
0	All	Initial draft release	January 2005	RH
1	All	Photo credits added	April 2005	RH
2	Figure 2	Figure 2 updated	February 2006	RH
3	Figure 2	Figure 2 updated	April 2011	RH
4	Figure 4	Figure 4 updated	April 2014	RH
5	Figure 2	Updated	June 2017	RH
	2.1	Standards & references updated	“ “	“
	3.0	Mission statement aligned with AOC	“ “	“

TABLE OF CONTENTS

<u>Paragraph</u>	<u>Title</u>	<u>Page</u>
1.	OVERVIEW	1
2.	APPLICABLE STANDARDS, REFERENCES & DEFINITIONS.....	2
2.1	Standards & References.....	2
2.2	Definitions	2
3.	OUR MISSION STATEMENT	3
4.	OUR OPERATIONS SYSTEM	4
4.1	Guiding Principles	4
5.	OUR ORGANIZATION AND RESPONSIBILITIES	5
5.1	Organization Structure.....	5
5.2	Responsibilities.....	6
5.2.1	President	6
5.2.2	Vice-President	6
5.2.3	Treasurer.....	6
5.2.4	Secretary	7
5.2.5	Chief Flying Instructor (CFI).....	7
5.2.6	Chief Tow Pilot (CTP)	7
5.2.7	Maintenance Director	7
5.2.8	Chief Field Manager.....	8
5.2.9	Facilities Director	8
5.2.10	Safety Officer	8
6.	OUR DOCUMENTATION STRUCTURE.....	9
7.	OUR SAFETY CULTURE	11
8.	IMPLEMENTATION & TRAINING	12
8.1	Implementation.....	12
8.2	Training	12

LIST OF FIGURES

<u>Figure</u>	<u>Title</u>	<u>Page</u>
Figure 1 – GGC Organizational Structure		5
Figure 2 – GGC Document Structure.....		9

1. OVERVIEW

The GGC Board of Directors are committed to :

- Maintaining a safe, reliable gliding operation
- Implementing and maintaining our Operations System
- Compiling with TC regulations
- Following SAC recommended best practices
- Complying with other applicable acts, regulations, licences, standards , and codes.



Photo: Taber Bucknell

This manual is the top level system document describing the Operational Manuals that are used by GGC in the execution of daily operations. The objectives of these Operational Manuals are to:

- Accuately describe and document the overall operational system used by GGC
- Capture and document the legacy knowledge that currently exists within the membership of GGC.
- Communicate to club members the tasks that are required to operate the club so that they can clearly see how to contribute to the club.
- Provide a knowledge base which can be used to provide recurring flight and club operations training for new and existing club members
- Instritutionalize the legacy knowledge gained through the years of operations to ensure a sustainable and continuously evolving, safety culture within GGC.

2. APPLICABLE STANDARDS, REFERENCES & DEFINITIONS

2.1 Standards & References

GGC Articles of Continuance

GGC By-Laws

2.2 Definitions

Manual – a document that describes the processes and/or procedures that are followed in the execution of daily club operations

Guide – a reference document that is used to assist in the training of members in the execution of daily operations

3. OUR MISSION STATEMENT

The following excerpt is taken from the GGC Articles of Continuance.

“To acquire, hold, operate and maintain all manner of heavier-than-air craft;

To promote gliding and aviation in general and to teach and train persons in the art and science of gliding and navigating and operating all manner of heavier-than-air craft;

To teach and train persons in the assembly/disassembly, owner approved maintenance, repair and the care of gliders and airplanes.

To acquire and hold land for the purpose of establishing and maintaining gliding and landing fields, airports, depots and hangars for the care, housing, reception and dispatch of gliders for the purposes of the Corporation and of the members thereof;

To train ground crew and pilots in all levels in flight, aerobatic and competition gliding and towing;

To promote race meetings, speed and trial tests and other exhibitions of air craft and to offer for competition and to distribute prizes in connection therewith or for any other purpose or purposes likely to tend to the advancement of the art, science and practice of gliding, aeronautics and aviation in general;

To promote interest in gliding to the general public by marketing and offering incentives to involve them in the sport; and

To establish, maintain and conduct or to assist in the establishment, maintenance and conduct of any organization, association or society formed for the purpose of advancing the study and practice of gliding, aeronautics and aviation in general.”



Photo: Taber Bucknell

4. OUR OPERATIONS SYSTEM

Our Operations System is a combination of culture and inter-related activities that are used to direct and carry out GGC club activities. It includes the oversight and support of club members to enable them to implement the documented processes established within the Operations System so that the club operates safely and efficiently.



Photo: Taber Bucknell

The three basic concepts used to enable us to achieve our mission are:

- Board of Directors provides direction, resources, planning and support
- Results are achieved by operating safely and in conformance with the requirements stated in our Operations System documentation
- The effectiveness of our operational performance is assessed

4.1 Guiding Principles

Our Operations System incorporates the following principles:

- Organizational responsibilities will be understood
- Club members will be competent to perform their assigned work
- Club members will be accountable for their work
- Relevant information will be provided in time to club members who need it
- Relevant experience will be shared sought and used
- The right tools, documents and practices will be used
- Problems will be identified and resolved
- Changes to accepted items, processes and procedures will be controlled
- Essential records will be identified and maintained for the required retention periods

5. OUR ORGANIZATION AND RESPONSIBILITIES

The club members and its officers do not assume any liability for accidents or damage occurring on or around the premises. Personal insurance coverage is the responsibility of each individual member. The organization and responsibilities for key roles within the GGC are identified below.

5.1 Organization Structure

The organizational structure of GGC is defined in Figure 2. The chart below illustrates the high level organizational structure, including positions that Require Transport Canada notification when changed.

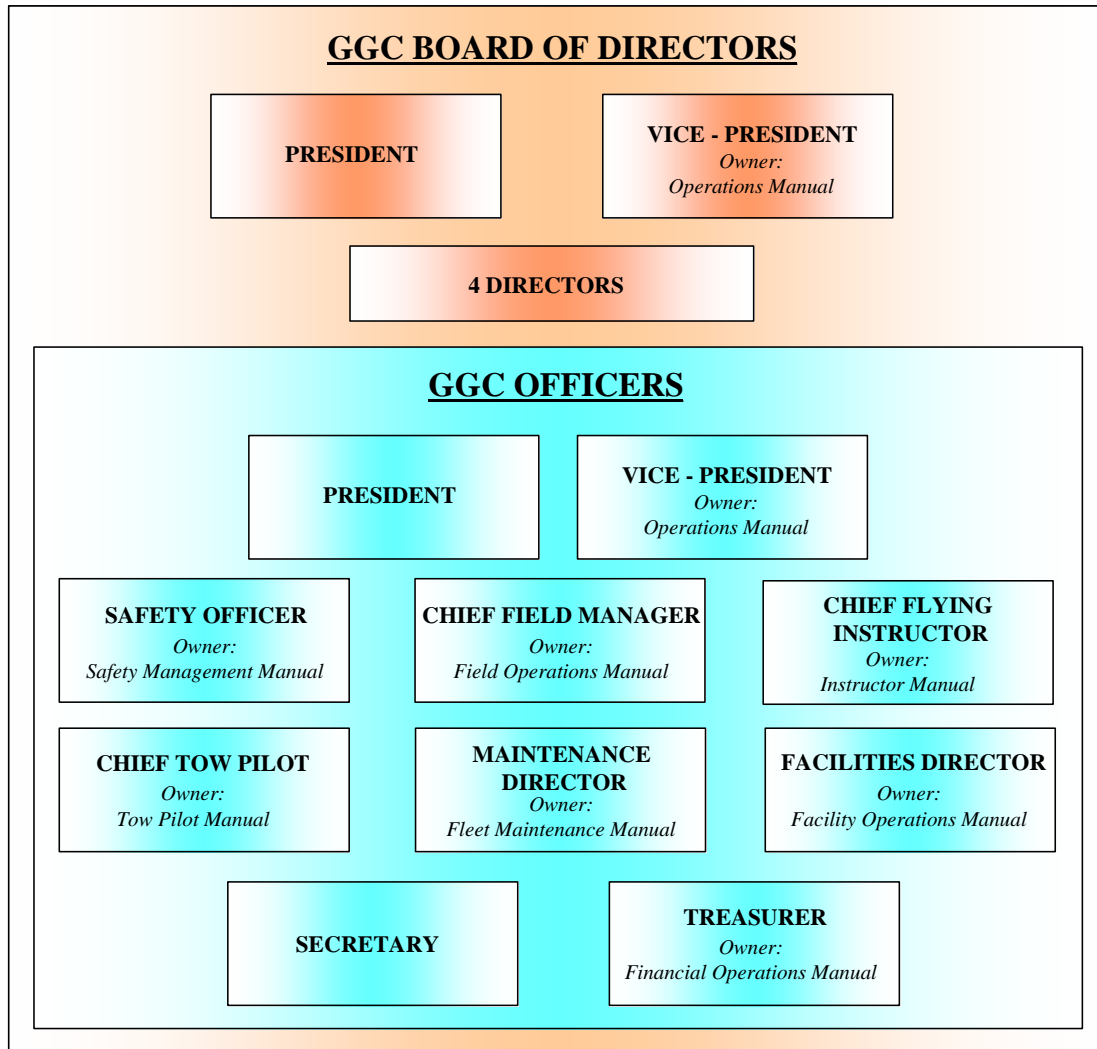


Figure 1 – GGC Organizational Structure

The Officers of the Club shall be the positions of President, Vice President, Secretary, Treasurer, Chief Flying Instructor, Chief Tow Pilot and such other Officers as the Board may from time to time determine.

The Officers of the Club, except the President and Vice President, need not be members of the Board. Officers of the club are appointed by and report directly to the Board of Directors

5.2 Responsibilities

5.2.1 President

The President shall:

- Be the chief executive officer of the Club.
- Preside at all meetings of the Club and the Board,
- Have general and active management of the business and affairs of the Club,
- See that all orders and resolutions of the Board are carried into effect.
- The President or the Vice President together with the Secretary or Treasurer, or other Officer appointed by the Board for the purpose, shall sign all By-Laws and other documents requiring the signature of any Officer of the Club and,
- Perform such other duties as defined in section 10.6 of the GGC By-Laws

5.2.2 Vice-President

The Vice President shall;

- In the absence or disability of the President, perform the duties and exercise the powers of the President,
- Own and maintain the GGC Operations Manual and,
- Perform such other duties as shall from time to time be determined by the Board as defined in section 10.7 of the GGC By-Laws.

5.2.3 Treasurer

The treasurer shall:

- Have the custody of the funds and securities of the Club,
- Keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Club,
- Deposit or cause to be deposited all monies or other valuable effects in the name and to the credit of the Club and in such depositories as may be designated by the Board from time to time,
- Disburse the funds of the Club in such manner as may be directed by the Board taking proper vouchers for such disbursements and,
- Render to the President and the Directors at the regular Meeting of the Board next preceding the Annual Meeting, or whenever they may required it, an account of all his transactions as Treasurer and of the financial position of the Club,

- Own and maintain the GGC Financial Operations Manual and,
- Perform such other duties as shall from time to time be determined by the Board as defined in section 10.8 of the GGC By-Laws.

5.2.4 Secretary

The Secretary shall:

- Maintain or cause to be maintained at all times a current Register of members in which shall be recorded all members' names and addresses,
- Attend all Meetings of the Board and all meetings of the members and act as Secretary thereof and record all votes and minutes of all proceedings in books to be kept for that purpose,
- Give or cause to be given notice of all fees and dues to be paid by members from time to time and of all meetings of the members and of the Board,
- Perform such other duties as may from time to time be prescribed by the Board or the President, under whose direct supervision the Secretary at all times shall be,
- Be the custodian of the corporate seal of the Club, which he shall deliver only when authorized by a resolution of the Board to do so and to such person or persons as may be named in the resolution., and
- Perform such other duties as shall from time to time be determined by the Board as defined in section 10.9 of the GGC By-Laws.

5.2.5 Chief Flying Instructor (CFI)

The Chief Flying Instructor shall:

- Be responsible for all glider and glider pilot operations,
- Shall have ultimate responsibility for all flying operations of the Club,
- Own and maintain the GGC Instructor Manual and,
- Perform such other duties as shall from time to time be determined by the Board as defined in section 10.10 of the GGC By-Laws.

5.2.6 Chief Tow Pilot (CTP)

The Chief Tow Pilot shall:

- Be responsible for all tow pilot and tow plane operations.
- Own and maintain the GGC Tow Pilot Manual
- Perform such other duties as shall from time to time be determined by the Board as defined in section 10.11 of the GGC By-Laws.

5.2.7 Maintenance Director

The Maintenance Director shall:

- Schedule of aircraft for annual inspections
- Co-ordinate with AME(s) regarding the maintenance/repair work performed on club aircraft.
- Be the point of contact for Airworthiness Directives and Service Bulletins issued for club aircraft
- Own and maintain of the GGC Fleet Maintenance Manual,
- Perform such other duties as shall from time to time be determined by the Board as defined in the GGC By-Laws.

5.2.8 Chief Field Manager

The Chief Field Manager shall:

- Be responsible for all flight line operations,
- Own and maintain the Field Operations Manual
- Own and maintain the Field Operations Training Guide
- Perform such other duties as shall from time to time be determined by the Board as defined in the GGC By-Laws.

5.2.9 Facilities Director

The Facilities Director shall:

- Be responsible for the maintenance of all club hangars, runways, clubhouse, pool and other facilities at GGC,
- Ownership and maintenance of the GGC Facility Operations Manual,
- Perform such other duties as shall from time to time be determined by the Board as defined in the GGC By-Laws.

5.2.10 Safety Officer

The Safety Officer shall:

- Collecting incident information throughout the season.
- Checking safety equipment from time to time, such as fire extinguishers, first aid supplies, etc, and taking corrective action where necessary.
- At the end of the season, compiling an annual Safety Report for the AGM.
- Chairing the annual GGC Safety Committee meeting, issuing minutes and holding additional meetings as required.
- Ownership and maintenance of the GGC Safety Management Manual
- Perform such other duties as shall from time to time be determined by the Board as defined in the GGC By-Laws.

6. OUR DOCUMENTATION STRUCTURE

A diagram showing the hierarchy, precedence and ownership of specific operational documents used by GGC is given in Figure 2. Each manual is reviewed annually by the appropriate owner and the board of directors, to incorporate changes and/or updates.

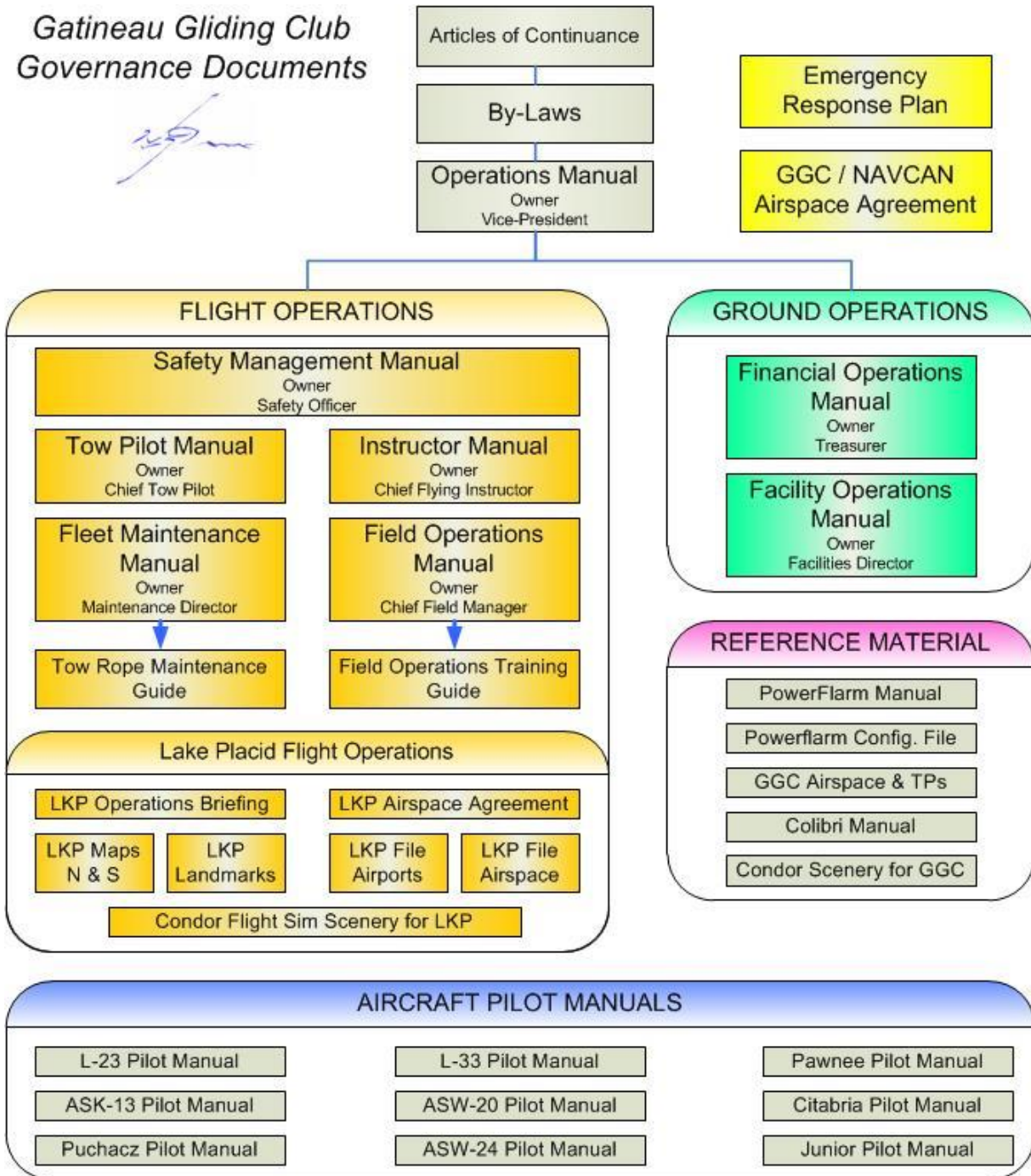


Figure 2 – GGC Document Structure

The order of precedence for these documents is as follows:

1. GGC Articles of Continuance
 - Describe the articles of incorporation for GGC
2. GGC By-laws
 - Describes the rules by which the club governs itself
3. GGC Operations Manuals
 - Describes the specific procedures used to conduct daily operations at GGC
4. GGC Operations Handbooks
 - Contains specific operational background information to support club members in specific operational areas.

The Operations Manuals/Handbooks are organized into two sections:

- Flight Operations
- Club Operations

Within each of these sections there are specific Operations Manuals that describe the processes and procedures used by GGC in key operational areas along with the individual responsible for maintaining the accuracy of each manual. Club members are encouraged to become familiar with all GGC Operations Manuals and to provide suggestions for improvement or changes forward to the appropriate manual owner.



7. OUR SAFETY CULTURE

The club is operated within the Canadian Aviation Regulations. We comply with licences and permits issued by regulatory agencies and ensure that these documents are communicated to the process owners.

We record and analyse all incident/accidents annually and update and improve our operational procedures based on the analysis of these incidents/accidents.

We encourage open, and frequent discussion of safety issues and incidents/accidents with all club members in a non-retaliatory environment.

Appropriate planning measures have been established to respond to emergency situations on the airfield. These planning measures include coordination with offsite agencies, where appropriate.

The GGC Safety Management Manual provides detailed information regarding all safety and emergency procedures used by GGC.



8. IMPLEMENTATION & TRAINING

8.1 Implementation

Changes to any of the GGC Operational Manuals must be approved by the board of directors. Owners of specific manuals are expected to:

- maintain the accuracy of their requisite manuals
- solicit feedback regarding their manuals from club members
- collate and submit recommended changes to their assigned manual(s) to the board of directors for approval as required

8.2 Training

Familiarization briefings of the GGC Operational Procedures shall be held annually at the start of the flying season. Topics will focus on changes that have been incorporated during the previous year.



Photo: Maria Szemplinska