



Civil Aviation Safety Authority. *Stakeholder Relationship Health.*

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Twitter: ColmarBruntonAU
www.colmarbrunton.com

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1. Executive summary.

1.1. Introduction

The Civil Aviation Safety Authority (CASA) has a key role in maintaining the safety of civil operations in Australia and of Australian aircraft overseas. The 2014 Aviation Safety Regulation Review (2014) identified that while Australia has an outstanding record and reputation in regard to aviation safety, there are key areas requiring improvement and monitoring. Specifically for CASA, there is a need to improve service delivery and its relationship with industry stakeholders.

The Government response to the Review accepted the majority of the recommendations made by the Review, including those recommending that CASA identify and understand industry's priorities, concerns and perceptions, undertake regular stakeholder surveys to monitor these factors, and move from an adversarial relationship to a collaborative relationship with industry.

Research was required to:

- ▶ Explore stakeholder perceptions with regard to CASA's service provision and relationship with industry;
- ▶ Establish a benchmark (via a survey of stakeholders) against which CASA can measure ongoing change in perceptions; and
- ▶ Provide guidance on how CASA can improve both service delivery and its relationship with industry stakeholders.

1.2. Methodology in brief

The research involved both qualitative and quantitative research methodologies, and comprised:

- ▶ N=40 in-depth interviews with industry participants
- ▶ N=5 mini-groups with CASA staff.
- ▶ An online survey of n=1,217 stakeholders

The research was conducted between 28 August 2015 and 18 January 2016.

This report presents the findings of this research.

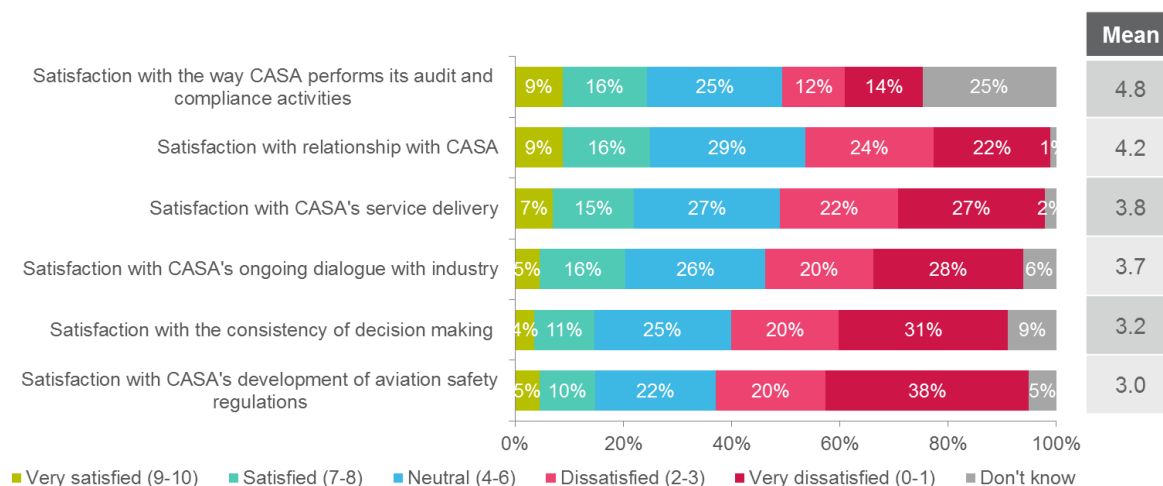
1.3. Key findings

1.3.1. Snapshot of key satisfaction metrics

Respondents were asked to indicate their level of satisfaction on a number of key metrics on a scale of 0 to 10, with 0 indicating 'very dissatisfied' and 10 indicating 'very satisfied'. Figure 1 below shows the results observed across the six key aspects of the relationship between CASA and its stakeholders explored in the survey.

The highest mean rating was observed for satisfaction with the way CASA performs its audit and compliance activities, at 4.8 out of 10, while the lowest satisfaction rating was observed for CASA's development of aviation safety regulations, at 3.0 out of 10 (with close to 4 in 10 survey respondents indicating they were very dissatisfied with this aspect of CASA's performance).

Figure 1. Snapshot of key satisfaction metrics



1.3.2. Overall satisfaction with relationship with CASA

Survey respondents were asked to rate how satisfied they were with their overall relationship with CASA on a scale of 0-10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'. The mean satisfaction rating observed across the sample was 4.2 out of 10.

Just under half of all respondents indicated they were either dissatisfied (24%) or very dissatisfied (22%) with the relationship they have with CASA. A further 29% were neutral, and just one quarter were either satisfied (16%) or very satisfied (9%).

Of those who gave an overall satisfaction rating of 0-3, the most common reason given for the poor rating was unsatisfactory service and support received from CASA (29%). This included delays in processing licence applications or renewals and difficulties contacting people within the organisation that could assist them.

The second most common reason for giving a low score was the perception that CASA is overly bureaucratic and risk-averse (17%), with a number of these respondents mentioning CASA operates with “too much red tape”.

Among those providing an overall satisfaction rating of between 4, 5 or 6 on the 0-10 scale, responses were mixed. Unsatisfactory service and support (36%) was again the most common reason provided for a moderate satisfaction score. That said, others giving such a rating noted satisfactory transactions with CASA, making satisfactory service and support the second most common answer at 14%.

For respondents who gave a rating of 7-10, positive interactions with CASA topped the responses with over a third (38%) commenting on the speediness and effectiveness of service and support.

A further 15% of respondents noted a generally good relationship with or perception of CASA, and another 15% positively mentioned the professionalism and knowledge of staff as their reason for the positive satisfaction rating.

1.3.3. Satisfaction with CASA's performance dimensions

In order to explore what dimensions of the relationship between stakeholders and CASA impact on overall satisfaction, respondents were asked to rate their satisfaction against a number of key performance dimensions. Across the 21 dimensions of performance, participants were asked to rate on a scale of 0-10 (with 0 being ‘very dissatisfied’ and 10 being ‘very satisfied’), the highest average ratings were observed for:

- ▶▶▶ *‘Respects your confidentiality’* (mean rating of 6.6 out of 10);
- ▶▶▶ *‘Operates with safety as its primary focus’* (mean rating of 5.0 out of 10); and
- ▶▶▶ *‘Provides competent and capable staff and Shares knowledge and information willingly’* (both mean rating of 4.2 out of 10).

Conversely, those relationship dimensions which scored the lowest among the 21 dimensions presented for rating were:

- ▶▶▶ *‘Strives to minimise administrative costs and charges’* (mean rating of 2.3 out of 10);
- ▶▶▶ *‘Is openly accountable for its actions’* (mean rating of 2.7 out of 10);
- ▶▶▶ *‘Is innovative and open to new ideas’* (mean rating of 2.8 out of 10); and
- ▶▶▶ *‘Balances consistency with flexibility’* (mean rating of 3.0 out of 10).

While individual ratings on the attributes provided useful data, further analysis allowed exploration of the relationship between attribute ratings and how they impact (or drive) overall satisfaction with the relationship.

The attributes that emerged as having the greatest impact on overall satisfaction were

- ▶▶▶ *‘Is responsive to your needs’;*
- ▶▶▶ *‘Is efficient in its dealings with you’;*
- ▶▶▶ *‘Maintains an open and transparent relationship with you’;* and

👉 'Operates with safety as its primary focus'.

From a practical perspective, this suggests that if CASA seeks to increase the overall satisfaction of stakeholders, it should prioritise efforts to increase responsiveness, efficiency and operating in an open and transparent manner.

1.3.4. Compliance with aviation safety regulations

Respondents were asked to indicate how easy or difficult it was to comply with their aviation safety regulations on a scale of 0 to 10, where 0 was 'very difficult' and 10 was 'very easy'. The average rating observed was 4.2 out of 10.

Around one third of all respondents felt compliance was either easy (19%) or very easy (9%). However, 21% of respondents indicated it was difficult to comply, and close to a quarter of stakeholders surveyed described complying with their aviation safety obligations as very difficult (23%).

1.3.5. Confidence in ability to comply

Respondents were asked to rate their confidence in their ability to comply with aviation safety regulations governing their activities on a scale of 0 to 10, where 0 was 'not at all confident' and 10 is 'very confident'. A mean rating of 5.8 was observed across all survey respondents.

Just under half of all respondents indicated that they were either confident (25%) or very confident (23%) in their ability to comply with all aviation safety regulations relevant to their role.

1.3.6. Attitudes towards compliance

To further explore stakeholder perceptions of complying with their aviation safety regulations, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The findings showed reasonably high levels of disagreement with most statements. The highest mean agreement level was observed for the statement '*Regulations play a key role in ensuring I operate safely*' at 5.2 out of 10, followed by '*I have a sound understanding of all the regulations governing my activities*' at 5.1 out of 10. The statements that were observed to have the lowest levels of agreement were '*CASA explains the regulations and how they affect industry stakeholders in a clear and succinct manner*' at 2.9 out of 10 and '*CASA inspectors have a consistent understanding of regulations and apply rules consistently*' at 3.0 out of 10.

1.3.7. Time spent demonstrating aviation safety best practice

As per the agreed programme logic model developed at the start of the project, one of the key behaviours CASA sought of stakeholders was for them to both aspire to and operate in accordance with known best practice in terms of aviation safety practices. To this end, stakeholders were asked the proportion of time they felt they conducted their aviation activities in line with industry best practice on a 0-10 scale, where 0 represented 'never' and 10 represented 'at all times'.

The vast majority of respondents signalled that they demonstrate best practice in their aviation safety activities either always (59%) or most of the time (31%), with a mean rating of 8.6 out of 10 observed.

To further explore stakeholder perceptions of aviation safety best practice, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

Respondents had the highest level mean level of agreement with the statement '*I actively seek opportunities to operate as safely as possible*' (mean of 9.1 out of 10), followed by '*I operate in excess of CASA's minimum safety requirements*' (mean of 8.0 out of 10). These findings aligned strongly with the qualitative findings that suggested the vast majority of aviation stakeholders take their safety obligations very seriously.

There were far lower levels of agreement observed for other statements. Mean agreement with the statement that '*Australian aviation safety regulations and aviation best practice are closely aligned*' was 4.7 out of 10, with substantial disagreement influencing mean agreement ratings for '*CASA recognises and promotes safety best practice from other countries*' at 3.6 out of 10 and '*CASA recognises and values industry knowledge and experience*' at 3.4 out of 10.

1.3.8. Satisfaction with CASA service delivery overall

All participants were asked to rate CASA's service delivery on a scale of 0 to 10, where 0 represented 'very dissatisfied' and 10 represented 'very satisfied'. The mean overall satisfaction rating for CASA service delivery was 3.8 out of 10. This question was asked of all respondents, independent of whether they had actually had a service interaction with CASA recently.

Approximately half of all respondents were dissatisfied with CASA's service delivery (27% very dissatisfied, 22% dissatisfied). Approximately a quarter (27%) were neutral on the matter and just under a quarter were satisfied (7% very satisfied, 15% satisfied).

1.3.9. Contact with CASA in the last 12 months

The majority (85%) of survey respondents had been in contact with CASA staff at least once in the 12 months prior to the survey being conducted. Of those that reported at least some contact with CASA staff over the past twelve months, the average number of contacts reported per person was 11.9.

Participants were asked what their most recent interaction with CASA staff was in relation to. Applying for or renewing a flight crew licence was the top reason for most recent contact for 21% of all respondents. This was followed closely by applying for aviation medical (20%) and seeking clarification or further information on a regulation (17%).

Survey respondents were asked how satisfied they were with their most recent interaction with CASA staff across a range of service attributes, with each attribute ranked on a 0-10 satisfaction scale. With regards to their most recent contact, respondents were most satisfied with the helpfulness of CASA staff (27% very satisfied, 17% satisfied).

Average satisfaction ratings across all service dimensions were moderate, with the highest average rating recorded for '*CASA staff were helpful*' (average satisfaction rating of 5.7 out of 10) and '*CASA staff understood your issue*' (5.6 out of 10).

Conversely, there was less satisfaction that *'Your transaction was completed with only reasonable costs incurred by you'* (4.8 out of 10) and *'Your issue or query was processed in a timely manner'* (5.0 out of 10). Interestingly, all of the ratings of attributes of their most recent service experience were higher than the overall satisfaction score observed overall (3.8 out of 10), suggesting overall perceptions of service may be influenced by interactions happening more than 12 months ago (or longer).

1.3.10. Expectation for service delivery timeframes

Stakeholders were presented with a number of service interactions and asked what an acceptable timeframe would be for CASA to resolve or finalise the issue.

The vast majority of stakeholders expected most transactions or interactions with CASA to be resolved or finalised within a 2 week period, albeit it was evident in the findings that stakeholders did appreciate that more detailed interactions or transactions would require longer for CASA to process and finalise. However, the upper limit of time for nearly all transaction and interaction types was up to one month – very few respondents were accepting of longer time periods (with the notable exception being application for/renewal of an air operator's certificate and application for/renewal of a maintenance repair organisation approval).

1.3.11. Development and reform of aviation safety regulations

Another key behaviour that was identified as supporting an improved relationship between CASA and industry stakeholders was CASA's development of aviation safety regulations. Survey respondents were asked to rate their level of satisfaction with the ways CASA develops aviation safety regulations on a scale of 0 to 10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'. Approximately 6 out of every 10 respondents were dissatisfied with the way CASA develops aviation safety regulations (38% very dissatisfied and 20% dissatisfied) with a mean satisfaction rating of 3.6 observed across all respondents.

To further explore stakeholder perceptions of CASA's regulation development role, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

While most stakeholders agreed that their input to regulation and reform would be useful to CASA, the responses to all other questions were overwhelmingly negative and highlight a critical area of CASA's work that requires improvement. Specifically, stakeholders generally strongly disagreed that:

- ▶▶▶▶ *'CASA clearly communicates the strategic intent of reforms to aviation safety regulations'* (3.9 out of 10);
- ▶▶▶▶ *'CASA provides me with adequate opportunities to provide input on regulation development and reform'* (3.6 out of 10);
- ▶▶▶▶ *'CASA always demonstrates the case underpinning regulation reform'* (3.3 out of 10);
- ▶▶▶▶ *'CASA does a good job of translating my legal obligations into practical guidance'* (2.9 out of 10, with 58% expressing disagreement);
- ▶▶▶▶ *'Current aviation safety regulations represent the most current leaning and innovation in industry'* (2.8 out of 10, 58% disagreement); and

- ▶▶▶▶ *'CASA consults with the most appropriate people in industry when developing and reforming aviation safety regulations'* (2.6 out of 10, 58% disagreement).

This feedback aligns strongly with the qualitative findings, where many stakeholders expressed frustration with this aspect of CASA's role.

1.3.12. Participation in stakeholder consultation over past three years

Survey respondents were asked if they had participated in any consultation on regulation development or reform over the past three years. Exactly half of all participants said they had been involved in this over the past three years.

For those who had not participated in any consultation on regulation development or reform, the main reason was that they were not aware that they could participate (36%). The second highest reason for not participating was a belief that it wouldn't make a difference/would be a waste of their time (28%).

Participants were presented with a range of factors and asked how important each of these would be in terms of encouraging them to participate in either face to face or written consultation with CASA (on a scale of 0 to 10, with 0 being 'very unimportant' and 10 being 'very important').

At least half of all respondents suggested that the following three factors would be very important in terms of encouraging participation in consultation:

- ▶▶▶▶ Relevant/interesting topics
- ▶▶▶▶ Feeling that contributions would be used
- ▶▶▶▶ Receiving feedback on how contributions are used

1.3.13. Satisfaction with consistency of CASA's decision making

Another key behaviour identified as supporting an improved relationship between CASA and industry stakeholders was to increase the perceived consistency of CASA's decision making (at least in situations where cases present as being similar in nature). Survey respondents were asked to rate their level of satisfaction with the consistency of CASA decision making on a scale of 0 to 10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'.

The mean satisfaction rating observed across all respondents was 3.2 out of 10, with almost a third of all respondents indicating they were very dissatisfied with this aspect of CASA's performance. Conversely, just 4% were very satisfied and 11% satisfied.

To further explore stakeholder perceptions of CASA's decision making, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The results from these questions indicate that stakeholders by in large disagree (with most strongly disagreeing) that:

- ▶▶▶▶ *'CASA are consistent in the decisions that are made'* (average agreement of 3.3 out of 10);

- ▶▶▶▶ 'CASA staff are consistent in how they make decisions' (average 3.2 out of 10);
- ▶▶▶▶ 'They understand why CASA makes the decisions it does' (2.7 out of 10); and
- ▶▶▶▶ 'CASA makes decisions which reflect an understanding of my aviation activities and/or business' (2.6 out of 10).

1.3.14. Likelihood of making a voluntary safety report to CASA

Survey respondents were asked how likely they would be to make a voluntary safety report to CASA in situations of material non-compliance with safety regulations on a scale of 0 to 10, where 0 was 'very unlikely' and 10 was 'very likely'. Encouragingly, some 31% of respondents said they would be very likely to report such an incident to CASA, with a further 20% indicating they would be likely to do so. At the other end of the spectrum, 18% of respondents indicated they would be very unlikely to make a voluntary safety report, and a further 9% said this would be unlikely.

A third (33%) of all respondents reported having made a safety report to either ATSB and/or CASA in the two years prior to the survey.

Just over a quarter (28%) had made a safety report to ATSB, while 16% had made a safety report to CASA over the same period (noting that some had made safety reports to both organisations).

Those that had made a safety report to CASA within the past two years were asked how satisfied they were with CASA's response on a scale of 0 to 10, with 0 being 'very dissatisfied' and 10 being 'very satisfied'. Of the respondents who had made a report to CASA, 23% were satisfied and a further 18% were very satisfied with the response they received. Conversely, 18% indicated they were very dissatisfied and a further 11% indicated they were dissatisfied with the outcome.

To further explore stakeholder attitudes towards making voluntary reports to CASA, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The findings to these statements suggest that stakeholders are both generally (but not universally) aware of who they need to make safety reports to and how to do this. There was also recognition among most stakeholders that making safety reports to CASA helps improve the knowledge of everyone in the industry. There was a lower level of agreement observed with the statement '*The level of CASA's response to any non-compliance always reflects the severity of the problem*', with some 30% of stakeholders indicating a degree of disagreement with this proposition.

1.3.15. Satisfaction with CASA's ongoing dialogue with industry

In developing the programme logic model for the project, it was identified that a behaviour required to improve the health of the relationship with industry stakeholders was for CASA to engage in ongoing dialogue with industry.

To provide a benchmark measure of how well CASA performs in this regard, survey respondents were asked to indicate how satisfied they were with CASA's ongoing dialogue with industry on a 0 to 10 scale, where 0 represented 'very dissatisfied' and 10 represented 'very satisfied'. An overall mean of 3.7 out of 10 was observed for the question, with close to half of all stakeholders surveyed indicating a degree of dissatisfaction with this aspect of CASA's performance (28% very dissatisfied, 20% dissatisfied).

To further explore stakeholder attitudes towards CASA's ongoing dialogue with industry, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

Encouragingly, just over one third (35%) of respondents strongly agreed that they had a professional and courteous relationship with CASA staff, while a further 23% agreed (mean rating of 8.2 out of 10). There was also reasonably strong agreement with the statement '*CASA is vital in ensuring aviation safety in Australia*' with an average agreement rating of 8.1 out of 10. The lowest level of agreement was observed for the statement '*CASA values input from industry*', with 31% strongly disagreeing and a further 18% disagreeing (average agreement rating of 6.5 out of 10).

1.3.16. Satisfaction with how CASA performs its audit and compliance functions

Another key area of CASA's relationship with industry stakeholders that needed to be explored through the study was perceptions of how CASA undertakes its audit and compliance activities. The qualitative research highlighted perceptions that CASA could be overly punitive in its approaches, with an undue focus on finding fault and penalising people as opposed to working with stakeholders in a more collaborative manner to resolve the issue and have aviation operations continue in a safe manner.

Approximately one quarter of respondents were satisfied (16%) or very satisfied (9%) with the way CASA performs its audit and compliance activities. Roughly the same number of respondents was dissatisfied (12%) or very dissatisfied (14%), while 25% indicated they didn't know (most likely reflecting their lack of direct experience with CASA audit or compliance activity).

Just under half (47%) of the respondents surveyed suggested that they or their organisation had been subject to CASA audit activity in the two years prior to the survey. Interestingly, satisfaction with the way CASA performs its audit and compliance activities was similar regardless as to whether a stakeholder had experienced any CASA audit activity over the past two years prior to the survey.

Encouragingly, average agreement scores were higher for this battery of statements than other aspects of CASA's role observed across the survey as follows:

- ▶▶▶▶ 'CASA's auditing role is critical to the safety of aviation in Australia' (average agreement of 6.5 out of 10, with 33% indicating strong agreement with this statement);
- ▶▶▶▶ 'CASA staff undertake audit activities in a professional manner' (average agreement of 6.2 out of 10);
- ▶▶▶▶ 'CASA staff are fair and reasonable in dealing with those subject to audit' (average agreement of 5.5 out of 10); and
- ▶▶▶▶ 'Audits are undertaken in a constructive manner to improve safety' (average agreement of 5.0 out of 10).

Interestingly, these agreement ratings were consistent across those who had been subject to audit activity over the past 2 years compared to those who had not been subject to an audit.

1.4. Conclusions

The findings from this inaugural stakeholder relationship health survey suggest that there is scope for significant improvement in CASA's relationship with stakeholders across several dimensions.

- ▶ Overall stakeholder satisfaction is relatively low compared to similar customer or stakeholder relationship surveys undertaken across other government agencies. Notwithstanding CASA's role as regulator of the sector (which is acknowledged and respected by most stakeholders), the findings suggest stakeholders feel that within this context the relationship between the organisation and industry could be improved.
- ▶ While satisfaction with CASA service delivery overall was relatively low, those with direct interactions with CASA staff over the past twelve months provided higher average satisfaction ratings with these interactions, suggesting more recent efforts to improve service are having a positive impact. It is important to note that for the majority of more frequent interactions or transactions stakeholders have with CASA – such as licence applications or renewals - the expected timeframe for completion of these interactions was two weeks.
- ▶ The survey findings for regulation development and reform and ongoing dialogue with industry show that many stakeholders feel there is insufficient industry consultation on proposed regulatory changes; that the practical impact of changes is often not sufficiently understood by CASA staff; and that communication of regulatory changes to industry warrants significant improvement. While the vast majority of stakeholders seek to operate in accordance with their respective regulations, many suggest this is not an easy process and that CASA does not do enough to translate regulatory change into practical and useful guidance.
- ▶ While stakeholders appear willing to aspire to and operate in accordance with aviation safety best practice, the findings from this study show that significant proportions of stakeholders do not perceive that current regulatory settings and best practice are sufficiently aligned, nor that CASA is sufficiently proactive in identifying and communicating safety best practice to industry stakeholders.
- ▶ Many stakeholders perceive CASA decision making to lack consistency, and identified they commonly did not understand reasons for the decisions CASA takes. There is a need to better showcase how CASA seeks to make decisions in a fair and consistent manner – albeit recognising that the facts and circumstances underpinning any specific decision may be different and thus deserving of differing decisions or actions.

- ▶ Stakeholder willingness to disclose material breaches of air safety regulations to CASA is moderate, and is tempered by perceptions that CASA may be overly heavy-handed in its response. If rates of voluntary reporting are to be increased, CASA needs to communicate how such disclosures would be managed – not only for the person or organisations involved, but for the advancement of safety of the broader sector.

1.5. Recommendations

We believe the findings from this study provide a clear mandate for CASA to reform its current ways of operating to drive an improved relationship with industry. In order to achieve improvement across the key satisfaction metrics captured in the study (and thus lift stakeholder satisfaction overall), we make the following recommendations for CASA's consideration.

- ▶ We recommend CASA seek to adopt a much greater service orientation than is currently the case. With a perceived lack of responsiveness and poor service identified as the most common reason for poor satisfaction ratings, we believe improving the service experience of stakeholders needs to be a critical first focus. Importantly, this is also something within CASA's immediate control.
 - ▶ We recommend all service or interaction pathways be reviewed to explore opportunities for reducing processing times and costs (e.g. identifying bottlenecks & what can be done to address these).
 - ▶ We also suggest CASA explore what value a more integrated approach to service management (e.g. adoption of a Customer Relationship Management – or CRM system) can deliver for the organisation. Not only would a CRM system allow interactions with a stakeholders to be better tracked over time by providing a holistic view of an individual's interaction history (ensuring greater consistency in information provision & decision making), it would also mean a client or stakeholder does not need to repeat information already previously supplied. Other benefits may include the ability to tailor information provision according to specific stakeholder type & channel preference, as well as being able to use system data to model service demand and ensure service teams are resourced to cater for this.
 - ▶ Where any efforts to improve the service experience of stakeholders are being made, we recommend CASA seek ongoing customer feedback to evaluate and further refine these efforts.
 - ▶ Finally, we recommend that CASA also actively communicate the efforts being made to improve the customer service experience (including how average service times or costs have been able to be reduced). This will assist in changing the perceptions of stakeholders beyond the (ideally) improved experience of those engaging directly with the organisation for a specific service or interaction.

➡ Beyond a core focus on service improvement, if CASA aims to achieve improved ratings across the key metrics in future then dedicated improvement strategies need to be developed to build greater trust and respect among industry stakeholders. We recommend individuals or teams within CASA take ownership of such strategies (including identified work plans and appropriate timeframes for delivery) across the following areas:

- ➡ It may be the case that stakeholder views on inconsistency in decision making are shaped as much by stories they have heard from other stakeholders as they are from having witnessed such inconsistency first hand. However, while such a perception continues, this is likely to undermine efforts to build greater trust among industry stakeholders. We recommend ensuring appropriate governance mechanisms are in place to assist in supporting consistency of decision making (including case/decision review processes, ensuring consistency of audit approaches and outcomes, etc.) and communicating these efforts to industry.
- ➡ There is a need to ensure CASA genuinely understands its stakeholders and to address a common perception among industry stakeholders that CASA is 'disconnected' from industry. We believe there may be value in exploring adoption of co-design principles in regulation development and reform (e.g. not only seeking to consult on reforms but allowing industry to shape and influence the shape and scope of new regulations from the outset). This should be complemented by a detailed stakeholder engagement that specifically maps how and when CASA staff will interact with industry stakeholders – including opportunities for industry to actually lead the discussion.
- ➡ We recommend CASA seek to create a sense that all stakeholders have an equal stake in achieving safe outcomes, including opportunities to both recognise and leverage the depth and breadth of aviation experience across the sector. The qualitative research identified that the 'Wings' program currently run under the US Federal Aviation Administration (FAA) provides a great platform for aviation stakeholders to take ownership of safety at a local level and ensure this is an ongoing topic of focus, interest and learning. We recommend CASA explore the feasibility of developing a similar program for the Australian aviation sector.
- ➡ Given perceptions of CASA as having previously treated stakeholders in a somewhat heavy-handed manner, any desire to build levels of voluntary disclosure of regulatory breaches will need to be underpinned by showcasing to industry why such disclosures are valuable (e.g. as a key opportunity for enhancing the knowledge and safety of the broader sector) and in communicating how such disclosures will be managed differently under the new regulatory philosophy. If possible, this will be significantly enhanced if industry participants are willing to be used as case study examples in terms of their voluntary disclosure experience.

2. Introduction

Colmar Brunton Social Research (CBSR) was approached by the Civil Aviation Safety Authority (CASA) to conduct research into stakeholder perceptions of the authority. This report presents the findings of this research.

2.1. Background

The Civil Aviation Safety Authority (CASA), Australia's air safety regulator, was established on 6 July 1995 as an independent statutory authority under the Civil Aviation Act 1988. The organisation's key role is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. CASA is also responsible for ensuring that Australian-administered airspace is managed and used safely.

The 2014 Aviation Safety Regulation Review (2014) identified that while Australia has an outstanding record and reputation in regard to aviation safety, there are key areas requiring improvement and monitoring. Specifically for CASA, there is a need to improve service delivery and relationship with industry stakeholders. The Government response to the Review accepted the majority of the recommendations made by the Review, including those recommending that CASA:

- ▶ Identify and understand industry's priorities, concerns and perceptions;
- ▶ Undertake regular anonymous stakeholder surveys to monitor these factors;
- ▶ Change the underpinning regulatory philosophy to move from an adversarial relationship to a collaborative relationship with industry; and
- ▶ Build and demonstrate a philosophy of a "just culture".

It is expected that the new regulatory philosophy will rest on the principles of just culture, which focuses on ongoing improvement, and requires that individuals are not blamed for 'honest errors', but are held accountable for wilful violations and gross negligence. This shift in philosophy will require:

- ▶ Identification and clear statement of what is 'acceptable' and 'not acceptable' behaviour;
- ▶ Establishment of reporting process;
- ▶ Establishment of process for managing actions in the 'grey area';
- ▶ Establishment of sanctions for unacceptable behaviours; and
- ▶ Communication of the new philosophy within the organisation and with external stakeholders.

2.2. Research objectives

Research was required to explore stakeholder perceptions with regard to CASA's service provision and relationship with industry, and to provide a benchmark (via a survey of stakeholders) by which CASA will measure ongoing change in these perceptions, particularly as CASA shifts to a new regulatory philosophy. This survey is replicable to allow for ongoing measurement of these elements.

At the same time, the Safety Promotion and Communication Branch of CASA is also developing and implementing a new program and a supporting communications strategy, the research was designed to identify existing beliefs in relation to this program, so that the process of behaviour change can begin.

3. Methodology in Brief

In order to address CASA's key objectives for the study, both quantitative and qualitative research methodologies were used. The research was conducted in a multi-stage process as outlined below.

- ▶ Stage One: Scoping workshop & Programme Logic development
- ▶ Stage Two: Qualitative research with industry
- ▶ Stage Three: Delivery of qualitative research and development of proposed questionnaire
- ▶ Stage Four: Quantitative fieldwork
- ▶ Stage five: Quantitative analysis and reporting

3.1. Stage One: Scoping workshop & Program Logic development

The initial scoping workshop was conducted on 24 July 2015. At this meeting a Programme Logic Framework was developed outlining the overall strategic intent of the organisation moving forward, and the role research needs to play in achieving these goals.

A key output from the scoping meeting was development of a project logic framework in order to understand CASA's key goal and how an improved relationship with industry stakeholders could assist in achieving this goal.

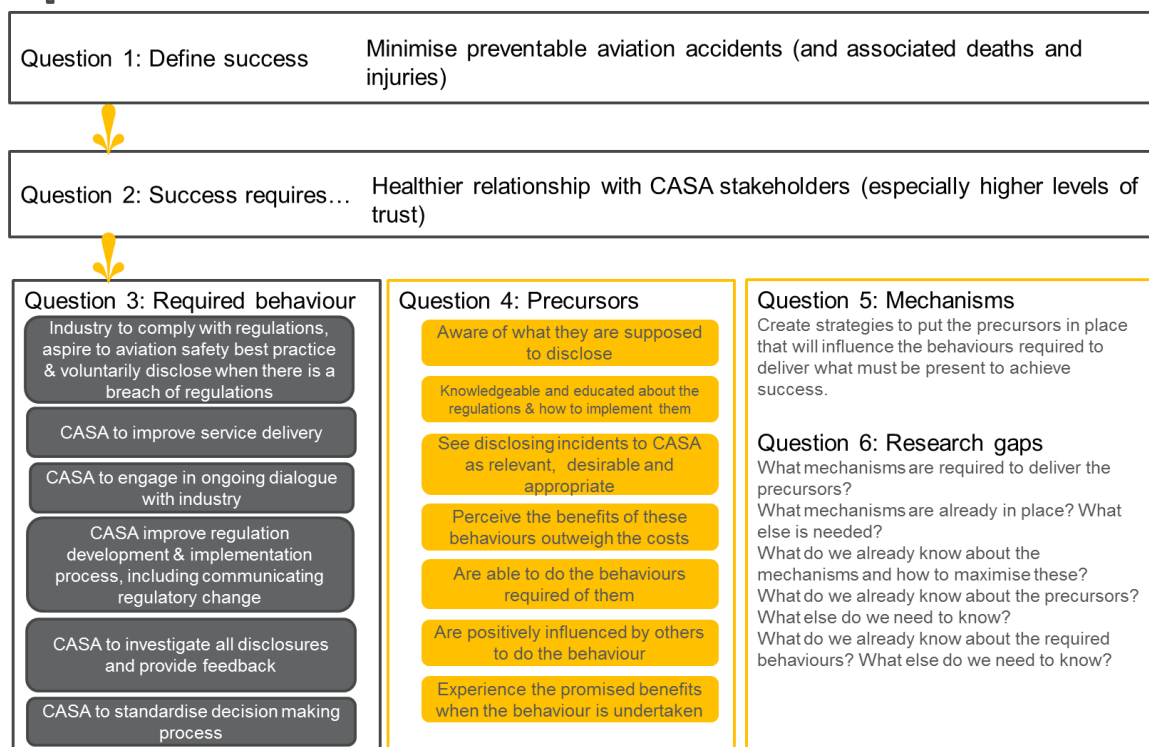
Colmar Brunton subsequently met with the Director of Aviation Safety and the CASA Senior Executive to ensure organisational support and engagement with the research process, as well as to explore and identify:

- ▶ The ideal culture from the leadership's perspective, and any culture change priorities;
- ▶ The potential impacts of a shift to a just culture, both internally and externally;
- ▶ Current touch points with industry; and
- ▶ Other areas requiring investigation.

After significant consultation with the project team, the Aviation Safety Director and the Executive Managers, Colmar Brunton developed a strategic logic which detailed the behaviours required to deliver a healthy relationship with industry.

The final programme logic developed through the initial scoping phase is presented below.

Figure 2. CASA Programme Logic



In order to achieve the end goal of minimising preventable aviation accidents (and the deaths and injuries commonly associated with such incidents), it was determined that a healthy and collaborative relationship with industry stakeholders was required – with a strong need to increase trust between all parties. The behaviours identified to achieve this were identified as:

- ▶ Industry willingly comply with aviation safety regulations;
- ▶ Industry making both mandatory and voluntary safety reports to further improve aviation safety;
- ▶ Industry aspiring to best practice in aviation safety (e.g. not just meeting their minimum regulatory requirements);
- ▶ CASA being consistent and fair in its decision making practices;
- ▶ CASA offering satisfactory service delivery to industry stakeholders;
- ▶ CASA consulting with industry on regulatory development and reform; and
- ▶ CASA engaging in an ongoing dialogue with industry to ensure it understand the needs and expectations of all stakeholders in its regulatory capacity.

A framework for the research was agreed, involving:

- ▶ A qualitative phase with stakeholders to confirm if these were the key issues requiring attention or investment from their perspective; and

- ▶ A quantitative phase to provide a baseline measure of both overall relationship health and where industry and CASA are in relation to these desired behaviours.

All subsequent phases of the study were then undertaken within the context of this agreed framework – the qualitative phase with stakeholders to confirm if these were the key issues requiring attention or investment from their perspective, and the quantitative phase to provide a baseline measure of both overall relationship health and where industry and CASA are in relation to these desired behaviours.

3.2. Stage Two: Qualitative research with industry

In order to test the resonance of the designed Programme Logic with industry stakeholders, a qualitative research phase was undertaken canvassing the views and experiences of n=40 stakeholders across a broad cross section of the aviation sector.

Participants were randomly drawn from the list of aviation stakeholders who had indicated they would be interested in participating in future research when participating in a 2014 survey on aviation safety communication products and services. To ensure a wide variety of perspectives were appropriately canvassed through the interviews, people were screened at the point of recruitment to ascertain whether they felt they had a strong or weak relationship with CASA. The following table indicates the final breakdown of the 40 depth interviews by sub-sector and relationship strength.

	Strong Relationship	Weak Relationship
General Aviation pilots/aircraft owners	4	1
Flying instructors	3	1
Sports aviation	3	1
Charter operators	3	1
Aerial agriculture	3	1
Maintenance/aviation design	4	2
Peak bodies/clubs and associations	3	1
Small aerodrome operators	4	1
Commercial airlines/commercial pilots	3	1
TOTAL	30	10

In practice, strong and weak relationships were often difficult for participants to define, with many indicating they had strong relationships with some within CASA and weaker relationships with others, or with other areas.

In line with standard market research practices, each participant was offered a \$100 payment to reimburse them for their time. Some participants declined this payment due to probity issues within their workplace.

The data was analysed to define the precursors to each desired behaviour as identified in the Programme Logic, namely:

- ▶ Awareness of the behaviour;
- ▶ Level of knowledge on how to do the behaviour;

- ▶ Whether the behaviour is seen as relevant, desirable and appropriate;
- ▶ The perceived benefits of the behaviour;
- ▶ The ability to do the behaviour and the barriers impeding them from undertaking the behaviour;
- ▶ Others who influence the behaviour; and
- ▶ The alignment of actual experience of the behaviour and perceived benefits.

In addition, the research explored the mechanisms which need to be present to deliver each of the behaviours.

Once these interviews were completed and analysis conducted, draft results with a questionnaire framework were presented to the project team. Subsequently, Colmar Brunton conducted four in-depth interviews with Executive Managers and three focus group discussions with staff. The groups were made up of 6-8 staff at Team Leader level or similar, with each group focusing on a different business group:

- ▶ Group 1: Standards
- ▶ Group 2: Operations
- ▶ Group 3: Industry Permissions

In addition, in-depth interviews were conducted with Executive Managers from Standards, Operations, Industry Permissions, and Airspace and Aerodrome Regulation.

The discussion guides for these interviews and groups are included in the Appendix section of this report.

Colmar Brunton subsequently presented the findings of the qualitative phase in workshop format, including delivery of the proposed 'Measuring Our Performance' relationship health survey.

3.3. Stage Three: Delivery of qualitative research and development of proposed questionnaire

The results from the qualitative research conducted with industry (Stage Two) were presented to CASA, with these findings assisting with the development of the Questionnaire (as explained below).

3.4. Stage Four: Quantitative fieldwork

The quantitative survey was heavily influenced by the qualitative findings and aimed to benchmark the indicators of relationship health with all CASA stakeholders.

The online self-select¹ survey was promoted via a number of channels:

¹ Given the opt-in nature of the survey, it must be noted that the findings should only be read as indicative of the broader sector, as opposed to being as representative of CASA's broader stakeholder base as would have been the case if a representative random sample had been selected and invited to participate in the survey. However, the fact that the survey attracted more than 1000 responses, and included people from all sub-sectors of the aviation sector, does suggest the findings provide a robust snapshot of aviation stakeholder views.

- ▶▶▶▶▶ Emails were sent by Colmar Brunton to stakeholders who had registered interest in participating in future research during a previous industry study (June 2014);
- ▶▶▶▶▶ A link to the survey was provided on the CASA website; and
- ▶▶▶▶▶ CASA actively promoted the survey to aviation stakeholders through a range of outbound channels including email and social media networks.

The survey was undertaken from 24 November 2015 to 17 January 2016 and a total of 1,217 surveys were completed across the sector.

3.5. Stage Five: Quantitative analysis and reporting

3.5.1. Presentation of results

Results from the final 'Measuring Our Performance' survey have been cross-tabulated by role in the industry, length of time in the industry, age and gender, location (state, and metro vs regional/remote). Differences in results have been reported on the basis of significance. An exception reporting style has been adopted whereby only significant differences are reported in the body of the report (e.g. if the commentary does not mention a difference between groups on a specific demographic variable, no such differences were observed in responses to that question by that variable). All cross-tabs of findings can be found in the appendices.

Percentages in this report are based on the total number of valid responses. Percentages are generally rounded to whole numbers. Some percentages may not total 100% due to rounding.

3.5.2. Significance testing

Significance testing was conducted between groups, using Chi square analyses at the $p < 0.05$ level. In the main body of the report, variations in results for sub-groups were reported for significant differences only. All demographic breakdowns can be found in the appendices.

For all significant differences reported, we can be 95% confident that the result is not due to chance. All statistically significant differences are identified through statistical analysis that allows for variation in sample sizes, and as such can be relied upon as an indicator of a true difference between sub-groups (for example, any significant difference highlighted by location of the stakeholder is independent of the number of responses observed by state or territory).

3.5.3. Sorting of results

Where appropriate, results in charts and tables have been sorted from most frequent response to least.

3.5.4. Verbatim responses

Verbatim responses to the open-ended questions asked of stakeholders have been reviewed and coded into themes. In addition, responses provided to the partially open ended questions at the code 'Other (Please specify)' have also been reviewed and if needed coded into themes. The coding model was tailored to the individual questions and designed based on the obtained data to ensure accuracy and validity. Codes have

been created when the number of respondents who provided that response is equal to or greater than 1% of the responses at each individual question.

3.5.5. Weighting

No weighting has been applied to this survey data.

4. Qualitative Findings

4.1. Overall relationship

Overall, participants were very positive about the level of safety of aviation in Australia, and accepting of CASA's role as the regulator of aviation safety. Generally, industry is aligned with CASA's focus on ongoing improvement of aviation safety, and recognises the important role they play in ensuring safety. In their own view, industry members are operating in a very safe manner and aspire to always improve operational safety.

The research indicated that many in the industry are having very little interaction with CASA beyond medicals and licencing, and that satisfaction with these aspects of the relationship are at a moderate level. The research revealed that their perceptions of overall relationship health is often driven by word of mouth indications of consistency of decision making and quality of the regulation development and reform process, which many have little or no direct involvement in.

This means that to improve overall relationship with industry, it will be important to effect change not only on the service aspects of the relationship, but also to address perceptions that may be based on the views of influential others as opposed to experiences with CASA first hand.

4.2. Industry complying with regulations

Overall most in the industry agree with the need for regulations, and support CASA as the industry regulator. A small number theorised that one option for reducing the complexity of regulation for General/Sports aviation would be to have this sector self-regulate. However most agreed that this was a very risky strategy that would not increase safety and this was generally dismissed.

All those interviewed had a very strong safety ethos and aspire to operate as safely as possible.

"Good safety is just good practice. I hate it when people talk about safety like it's an isolated thing. When you start focussing just on safety you are paying lip service to a rule." Aero Medical Pilot

However, exhibiting safe behaviour does not always align with always complying with regulations. Overwhelmingly, participants agreed that regulations are so complex that always complying with every regulation is very difficult, some say impossible.

"I think I'm complying but it's so complicated...you would have to be superwoman if you were always complying, it's impossible". GA Pilot

The complexity of regulations is driven by the number of layers and different documents in which one might find information about a regulation, the lack of a document which makes an applicable interpretation and a lack of knowledge about who to ask for information and assistance. Participants report that using the CASA website to find information about how to interpret a regulation is very difficult.

While most aspire to always be compliant with regulations, they have difficulty in assessing whether they are achieving this. Those in larger scale operations assess their level of compliance by whether or not they are using the company-mandated tools and processes, such as checklists and procedures. However, those in smaller commercial operations do not have these resources, and have to base their assessment on their own understanding of the regulations, which is sometimes limited. For example, one aerodrome operator discussed how, in his small operation, he was responsible for all aspects of management, including aviation safety, and that he simply did not have the time to keep all manuals up to date.

“At a big airport they have someone whose job is just to do that. Here, that’s me, and I don’t have time to spend on all of that paperwork.” Aerodrome operator

Some discussed the role of auditing and ramp checks in assessing whether people are complying with regulations, and indicated that more of these activities would help them to know whether they are complying. However there was some nervousness about any increase in auditing or ramp checks due to a perception that some inspectors are unlikely to be focused on helping industry to comply, but rather looking for breaches.

Those in amateur and sports aviation indicated that the time required to stay up to date with regulations was burdensome in comparison to the amount of time spent flying. The time required to comply was also seen as a barrier to major operators, indicating that it takes them away from activities that are perceived as having more impact on safety, such as monitoring work.

The cost of compliance is also seen as a major barrier, particularly when regulations change. For example, airports described changing regulations relating to runway width, length, lighting, proximity to buildings and size of aprons which required very costly changes to be made or exemptions to be sought. For some, ongoing exemptions where nothing had changed were seen as a tax on the aviation sector, with no perceived value.

In some cases, industry participants felt that regulations put unreasonable restrictions on their operations. For example, one aero medical pilot described how a planned shift may run over 12 hours, and at that time he would assess his own fatigue level and decide whether to continue flying beyond the 12 hours (if he feels that he is safe to fly) or to overnight in the location. Similarly, the pilot described how he may judge himself too fatigued to fly if only flying 6 hours, but having been awake all day, despite the regulation stating he could continue to fly.

Many professionals in the industry described making decisions which they felt were safe and practical options, but were outside the regulations. It was noted that regulations not allowing professionals to use their experience and judgement are disrespectful to these professionals, and may not always result in the safest operation. One pilot trainer indicated that he did not feel that all aspects of Part 61 were safe and notified CASA regularly when assessing a pilot he believed should have limitations on licence status.

Additionally, many participants cited regulations that they thought were irrelevant to them, or unsafe. For example, one pilot talked about the requirement to make a radio call when approaching uncontrolled airspace, at 10 miles out. The pilot understood that the regulation required this call to be made only if there is a chance of collision, but made the call every time as he assessed that he couldn’t know if there was a danger of collision. The same pilot had been cautioned about over-calling and thought this was unnecessary and unsafe.

4.3. Learning about regulations

As previously discussed, industry often struggles to find useful information about regulations and to ensure they stay up to date. Previously, *Flight Safety* magazine was a very important source of information about regulation changes, and respondents regularly talked about how they found the magazine a useful and friendly way of staying up to date with regulations. The move to electronic delivery of *Flight Safety* was generally seen as a negative change, with very few now regularly reading the publication. In part this is due to a lack of familiarity or competence with electronic delivery, with respondents indicating they couldn't read the electronic version when they didn't have a data signal or were away from Wi-Fi.

Access to others in the industry was seen as a key way of staying up to date, and many made attempts to participate in formal and informal opportunities to network with their peers, such as ensuring they made time to be in the crew room when moving through a major airport or attending flight school social functions. Senior aviators are highly respected and sought after for their opinions and interpretations.

4.4. CASA's role as translator

Industry perceives CASA as having two roles: one as the 'police' or the regulator; and one as the 'translator' or the organisation which helps industry to understand regulations and comply in a practical way.

For some, this translation would consist of prescriptive documentation, such as a Safety Management System which an organisation could apply directly to their operations. For others, this role consists of providing practical, sometimes customised advice on how to apply the regulations to operations. For example, one chief pilot spoke very highly of time he was able to spend with a safety inspector developing a checklist for a new aeroplane which was more appropriate than that which the manufacturer supplied. The inspector helped the chief pilot have this new checklist approved and implemented.

Industry have seen change in recent years in CASA's performance as translator, and referred to materials supplied by the Safety Promotion Branch as well as to practical help provided by regional office staff. However, there is a perception that there is still a significant amount of work to be done in providing more translation materials and empowering local staff to work with industry to develop appropriate responses.

The CASA website was universally panned, both internally and externally, as being far too complex to navigate to find information about regulations. Even staff, who have knowledge of the organisation's structure, could not always find the information they were seeking and indicated that there is a significant amount of content on the site that is out of date.

4.5. Industry making mandatory and voluntary safety reports

Generally, participants agreed with the notion that sharing mistakes, safety breaches and other problems is the best way for others to learn and to ensure the safety of the industry. The concept of a just culture, where breaches are seen as an opportunity for everyone to learn, is not a new one to the aviation industry and many smaller organisations are already operating in this way by dealing with minor breaches with counselling or process changes as opposed to punishment. Disclosing these minor breaches to CASA or ATSB is not seen as adding any value to these organisations and is not generally undertaken. Barriers to disclosure for these types of breaches include a perception that all disclosures will cause some form of restriction to be placed on the individual or organisation, and a lack of understanding about which organisations different types of disclosures should be made to.

For these organisations, reporting safety problems to CASA or ATSB is only undertaken when a breach is blatant, repeated or highly dangerous. In these cases, participants expected that there would be restrictions placed on the offender's operations until the problem was addressed. These participants rely on CASA and ATSB to address issues they can't address on their own. In the rare cases in which participants had made disclosures, these were often made after advice from CASA regional office staff or safety inspectors, who often encouraged disclosure and informed them of the process.

Larger operations work in a very different environment, with a no-risk approach which requires and supports reporting of everything internally. Those making reports internally had very little knowledge of what happened to their reports, and whether these were passed on to CASA or the ATSB. In some cases, participants indicated that they would report a safety breach to avoid any ramifications that would come about if it were discovered, but in most cases, participants saw reporting as a way to improve operations within an organisation.

Many participants felt that if they made a disclosure to CASA then something would have to happen, as the regulations are clear in their requirement that restrictions be placed on an offender. There is a reinforcing belief that the culture within CASA is very punitive and a general disbelief that this could change. In some instances, reporting of safety breaches had resulted in participants losing their jobs, reinforcing a reluctance to disclose any mistakes.

There is some concern, particularly in smaller sectors of the industry, that making a safety report would result in retribution within the industry and that anonymity was impossible.

For some, there was an expectation that disclosing 'too often' would attract undue attention. For example, one local aerodrome operator indicated that he didn't report every bird strike incident:

"If I reported every dead sparrow I'd have CASA here all the time and then I'd have to pay to do something about the birds when we don't really have a problem" Aerodrome operator

The belief that disclosing safety breaches will help others to learn and enhance the safety of the industry is not currently supported in CASA's activities, with little or no communication about what happens to those who make safety reports. Industry would support communications which share the stories of those who have made mistakes or found problems and how the problem was resolved. These communications will also need to include what happened to the person who made the mistake, in order to reinforce the principle of just culture and address the preconception that reporting always results in punishment.

Current 'travelling road shows' and dedicated safety seminars are very well received by industry and these provide an opportunity to present this information in a forum that allows for discussion and learning.

Staff were encouraging of the reporting of safety breaches and recognised the importance of this information to improve safety. They did report that CASA's decision making on safety breaches was inconsistent, and highly dependent on recommendations from the inspectorate, though this was generally seen as acceptable.

4.6. Industry aspiring to aviation safety best practice

The definition of best practice in aviation safety is a difficult one for industry. For a minority, best practice is simply always complying with aviation safety regulations. For this group, safety regulations do not allow any room for interpretation or grey area, and so complying is enough. In some cases, the time pressures of complying are so great, there is no room for innovation to take place. This is consistent with external facing staff, who also see best practice as complying with procedure and following the letter of the law.

However, for most participants, best practice in aviation safety means going outside or beyond the regulations.

“Best practice is what is achievable, safe and affordable, but it may not quite be to the letter of the law” Aero Med Pilot

All participants were aspiring to do their best in regards to aviation safety, and are looking for ways to operate in the safest way possible.

For most participants, best practice requires individuals to make decisions based on their own expertise and experience, and to make decisions with safety as the primary focus. For these participants, sometimes practical compliance with specific regulations is a barrier to aspiring to best practice.

“Best practice is not blindly complying [with relevant regulations]. It’s being on the floor, making sure things are actually safe, not just that the paperwork says they are safe” Engineer

For many participants, best practice is what happens when a situation presents itself which is not adequately addressed in regulations. In some cases this is because regulations haven’t changed quickly enough, and in or because regulations include aspects that are unsafe.

“Best practice is what happens when the rules are stupid. If a rule makes sense, people are going to follow it; if a rule is stupid, then people are going to do what they think is the best thing for safety.” GA Pilot

To enable best practice, participants needed to feel there was an opportunity to learn from each other and to share their ideas in arenas where they will be listened to and respected. Many reported that they participate in online forums where they share practice and learn from others. Some of these are led by industry representative groups, and others are public forums. Participants in these forums agreed that they would welcome CASA’s involvement in these forums, and more interaction with industry representative groups.

CASA staff however are not allowed to participate in forums, and were aware of one staff member who did so and was dismissed for not being supportive of CASA. Staff recognise that these forums are an opportunity to communicate with industry and would like to see a representative who had the capacity to participate in the discussion.

In many cases, participants gave examples of where they had tried to share suggested innovations with CASA and these had not been taken up. Participants felt strongly that CASA’s lack of understanding of the industry, industry experience or practical knowledge meant that staff “hide behind regulations”, pushing back on any innovation that does not strictly meet the rules.

This was consistent with staff impressions, with some noting the continuing presence of “binary inspectors” who only permit one interpretation of the regulations. Others noted that CASA generally, and the inspectorate particularly, quickly lose their industry knowledge, and that training or exposure to ensure their knowledge stays up to date has not been made a priority.

Some noted that they saw CASA aspiring to international best practice. For some this was a sign of CASA aiming to innovate and improve, but for many this was seen as disregarding Australian experience and expertise, and was seen as disrespectful to the Australian industry.

Industry is looking to CASA to work in partnership, leveraging the expertise and experience of industry to develop and reform regulations that reflect best practice. As most aspire to best practice, they are also

looking to CASA to reward and recognise those who are modelling desired behaviours or leading the industry in terms of innovation.

4.7. CASA decision making

There was a general expectation among participants that CASA's decision making would be inconsistent. This expectation was based on experience and on hearsay among colleagues, and affected perceptions of all interactions with CASA.

Most inconsistencies appear to be as a result of individual interpretations of regulations and a lack of standardisation in decision making. Several participants gave examples of safety inspectors applying different levels of flexibility when assessing compliance, and indicated they were aware of which inspectors were "easier" to work with.

Others described the process of seeking clarification on regulations, with many receiving different advice depending on who they spoke to. Some described situations they had heard of where people in the industry sought different opinions until they found one that suited, but for most, this inconsistency in information was seen as a major point of frustration.

Staff agreed with this position, noting that inconsistencies happen when staff do not have the time to caucus on issues, to share decisions and to standardise their approach. Staff noted the absence of a central repository of decisions made, so that they could learn from other decisions. These staff also agreed that industry "office shops" were possible, often because different offices make different decisions about charging for services. This has been addressed in some part by changes to servicing arrangements, but is still an issue for operations staff.

Inconsistencies that result in a change in a decision which has been long standing have major financial impacts on the industry. For example, one airport manager described how a long term exemption on the height of lighting poles was overturned by a new inspector, which meant a \$15,000 investment was required. These types of decision changes are seen to be reflecting a poor understanding of the aviation business and a lack of respect for industry members.

Participants made repeated reference to the FAA Guidance Manual, which provides strong interpretation of regulations and a much more prescriptive application of regulations, which participants saw as removing the influence of the individual on the decision making process. Publishing the Assess and Approve questions, for example, would go some of the way in building industry's understanding of the factors in decision making.

Consistency in decision making is a problematic area for CASA, as some flexibility that reflects an understanding of business was seen as the ideal, but participants still wanted some standardisation in decision making, so that they could predict outcomes and decisions based on their own understanding of the regulations. Industry do not want those they interact with to be "box tickers" with no understanding of business, but want decisions to be made in partnership with industry.

Staff do not want to be "box tickers" and resent "prescription by stealth", a term used to describe the implementation of worksheets for the inspectorate to use, which do not allow any flexibility in decision making. Staff want to embrace outcomes based regulation, and see this as an opportunity to learn from industry, as well as an opportunity to have systems in place that best meet the needs of each operator. However, staff feel disempowered to work with industry in this way, particularly because of lack of training and industry knowledge, but also because of the prescriptive nature of the tools they are using to enforce regulation.

Industry expect that CASA has a deep understanding of their situation and of previous decisions, and that this will be reflected in any future decisions. A customer relationship management system which allowed those interacting with industry to see the history of decisions made and allowed them to respond more appropriately would help remove some of the problem that happens when a new person interacts with industry.

Staff would also welcome a streamlining of systems that allows them to quickly access information about industry, particularly the history of decisions. There was great frustration among staff about the number of interrelated systems they are required to use and the time spent trying to source the right information.

There is also frustration about the lack of resourcing applied when a change to a regulation is made. For example, several participants gave the examples of the time taken to appoint a new safety officer to an airfield, or the time taken to assess a pilot against new licencing requirements.

Staff are also frustrated about this impact, noting the negative impact on their relationship with industry when a new regulation requires training or assessment, and no provision has been made to ensure there is a local provider.

4.8. CASA offering satisfactory service delivery

Interaction at a basic service level is the main, or only, interaction many participants have with CASA. This is mainly applying for licences and medicals, with some purchasing aviation guides. Service delivery and regulation development and enforcement are seen as two very distinct roles that CASA plays.

There is general resignation that these interactions will take some time and be potentially costly, and there is significant frustration about the time taken for what industry sees as basic level transactions.

There is a widely held perception that CASA is under resourced at this service delivery level, lacking enough senior or experienced staff on hand to make decisions quickly. Many noted that they had waited a long time when lodging queries about licences, and there is a widely held view that chasing applications is necessary to speed up processing.

Staff are also frustrated about the lack of resourcing and the amount of work they are required to undertake. They recognise the negative impact on relationship of interactions taking a long time. Some noted that they had taken it upon themselves to inform applicants of the likely timeframe of their application, and had received positive feedback on this. Incorporation of this process into all interactions could have a positive benefit on industry's perceptions.

Participants were frustrated about the lack of personal interaction. Participants reported that they had searched the CASA website to find the best person to send their enquiry to, and were not able to find anyone. At the same time, when contacting CASA via general helplines, there was an expectation that the person on the phone would be able to bring up an individual's history and respond accordingly, and this expectation is not met with experience. However, in most cases participants noted the person they did speak to "did their best" to resolve the situation and were generally helpful.

Staff confirmed this experience, with several IP staff noting that they did their best to answer queries, sometimes giving information based on their experience, as this was seen as preferable, and faster, than finding the appropriate person internally to answer the question. Staff do have some fear that they were giving incorrect or outdated information.

Staff are also frustrated by their inability to respond to applicants personally, and noted that if they had to resources to contact individuals by telephone or email they may be able to speed up interactions. They indicated that industry had expressed frustration at receiving a letter in the post about a query that could have been quickly addressed over the phone, but recognised that they are currently not resourced to provide this service.

The process of medical assessment is extremely frustrating for participants, with many giving examples of situations where they participated in a medical and were then asked for additional tests which could have been ordered originally. Participants questioned whether Doctors with a CASA delegation were actually able to make any decisions based on their medical knowledge, as it appeared that decisions made by Doctors could be overturned without good reason by CASA.

Staff recognised that the aviation medical assessment process could at times be out of date and not reflect the latest in medical knowledge. They also recognised that the time taken to make assessments was excessive.

Communicating the decision making process and reasons for decisions made would go some of the way to alleviating this frustration.

4.9. CASA consulting with industry on regulatory development and reform

While Industry's day to day interactions are often positive, the ways that regulations are developed and communicated are mostly seen as negative and are a major driver of dissatisfaction with relationship with CASA.

While there is a basic understanding that regulations need to be written in "legalese" because they are laws, there is extreme frustration over how complex they are to understand and apply. Staff referred to "*the Australianisation of legislation*" – recognising that the Australian legal system required legislation to be much more complex than other nations such as New Zealand.

Industry requires CASA to fulfil the role of "translator" – to help them to understand and to apply the regulations without unreasonable burden. The comparison between aviation safety legislation and road safety legislation was raised by both staff and industry, with many noting that the systems were equally as complex and legally based, but that road rules were "translated" and delivered so well that average drivers never look at the legislations, but instead rely on a system of education and training which supports them. Industry is looking to CASA to play a similar role in delivering training and education on legislation so that operators do not have to interact with the legislation themselves.

Communication about regulation change is also seen as problematic, with industry noting it is difficult to keep up with constant regulation change from CASA, and noting that these emails are often treated as "spam" because they often include irrelevant information for the individual. Industry would like to see an indication of who the change is relevant for, so they can quickly judge whether they need to read the information, and then a summary of the key changes.

Industry has lots of ideas and practical examples of how to translate the regulations and would welcome the opportunity to share them. Some gave examples of times when they were able to work in partnership – e.g. working with a safety inspector to develop an acceptable pre-flight check on a new aircraft when the existing

one was unreasonable, and saw these opportunities as a chance for both CASA and industry to develop more practical ways to use the regulations.

Some operators indicated their own organisations' AOC or safety management systems, which they had developed at significant cost to their organisation, and noted that some more prescription of these systems, with elections for different types of operators, would mean this process would be easier and cheaper for organisations. They also noted that this would make the auditing process simpler.

Many industry participants included in the research are currently participating in review committees on new regulations, and recognised that this process is very important to ensure that regulations represent best practice and current learnings, and are not burdensome on industry. However, they would like to be brought in much earlier in the process. Others indicated that they had never been invited, and indicated that they thought CASA would have access to records to indicate who is, for example, a licence holder in the affected category and should be invited to participate.

Similarly, staff from outside of standards can see advantages in their inclusion in the development process sooner, particularly operations, who recognise that their industry experience and exposure could be useful in the development of the regulations themselves, and also in the implementation process. Staff universally agreed that there has not been enough emphasis placed on the implementation process of regulations recently, particularly Part 61, where staff felt untrained and unsupported in delivering the new regulations.

The major source of information, the CASA website, could provide a portal to this information but is currently poorly structured and out of date. Many indicated they would like to be able to set up an organisational or personal profile on the CASA website and to receive communications on regulation development, as well as other issues, based on this profile.

The international experience in developing and delivering regulations was also noted. The FAA pilot handbook was raised, with the major advantage of this being that it provided a once a year summary of all regulation changes, and means that all information is in one place. Many raised both the FAA Guidelines Manual and the FAA Wings program – both of which are well recognised systems. The major advantage of the Guidelines Manual is the practical application of guidelines, which is seen as assisting industry in the correct application of complex regulations. The Wings program empowers industry to “own” safety, that is, to take ownership of ensuring that training and practice are kept up to date, and that industry members can share their knowledge.

4.10. CASA engaging in an ongoing dialogue with industry

Industry strongly asserts that CASA is disconnected from industry, which manifests as a perceived lack of understanding of the operational impacts of regulations and the time taken to process applications.

“The organisation seems sort of distant and they’re probably struggling, it’s a fast moving industry and they are a bit aloof in it” Sports aviation pilot

This lack of connection is reinforced particularly when CASA makes a high profile decision, such as the grounding of Jabiru aircraft. This decision was seen as arbitrary and unsupported by industry, and raised concern that CASA could make such a decision at any time that would affect a business' viability, as well as driving perceptions that CASA does not understand business pressures.

“Pilots are not managers, they manage systems, they are focused on safety, they do what they are told. There is too much of that culture in CASA, it is too narrow. They aren’t managers, they don’t know about running a business” Airport Manager

Better communication of the factors driving decisions would alleviate this problem, as would activities that promote working in partnership with industry.

As previously discussed, it is perceived that CASA is under resourced, and current pressures, particularly transition to new regulations, are putting additional pressure on staff, which means they are unable to spend time engaging with industry.

While participants were critical of the level of engagement CASA has with industry, they did recognise that efforts in this regard are improving. Particularly, participants noted messages in the CASA Briefing newsletter which signalled a desire to develop a more collaborative and productive working relationships with industry. These messages are seen in the most part as relevant, informative and positive in tone.

Many noted that engagement with industry bodies seems to be improving, with communications coming to individuals from CASA via newsletters and websites. This visible engagement with industry bodies is seen as very important. Those involved in airports and aerodromes, however, are not seeing the same improvement, and feel very disengaged from CASA.

“I met with Mark (Skidmore). He seemed like a good bloke. We sat here in my office and talked pilot to pilot. But he didn’t have much knowledge about how the regs were affecting airports”.
Airport Manager

There was a general assertion that consultation, on regulation development but also on other issues is best done face to face and industry would welcome the opportunity to meet with CASA staff in forums on different topics, and would even offer to organise and host these events if CASA would consent to participate. Participants felt strongly that CASA should better utilise held knowledge about industry to ensure that all those who are affected by the topic area could participate. Adopting an efficient customer relationship management system would assist in this process.

Involvement in other organisations’ events is an easy way for CASA to improve its relationship with industry. For example, one Industry participant noted that CASA staff do not attend the safety committee meetings at a large airport, except on days when activities such as fire safety equipment training are being undertaken. CASA’s absence is regularly noted and criticised in this committee.

“They need to be there for the boring stuff too, not just the fun stuff”. ATSB manager

Similarly, when CASA staff are on the ground, industry welcomes the opportunity to build a relationship with them. For example, one participant noted the presence of CASA staff at a recent ballooning event, and noted that this was really welcomed. Industry wants to be able to put a “face” to CASA staff and to know the relevant staff members, and CASA should utilise any opportunities to be more visible.

5. Quantitative findings

5.1. Overall satisfaction

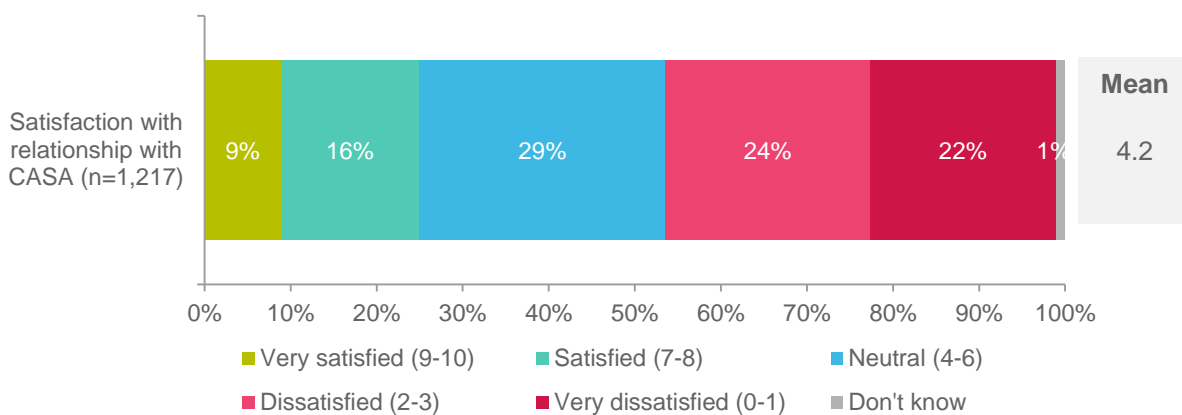
5.1.1. Satisfaction with relationship with CASA

Survey respondents were asked to rate how satisfied they were with their overall relationship with CASA on a scale of 0-10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'. The mean satisfaction rating observed across the sample was 4.2 out of 10.

Just under half of all respondents indicated they were either dissatisfied (24%) or very dissatisfied (22%) with the relationship they have with CASA. A further 29% were neutral, and just one quarter were either satisfied (16%) or very satisfied (9%).

There were no statistically significant differences by age, gender, state, role in industry or period in sector.

Figure 3. Overall satisfaction with relationship with CASA



QA1. On a scale of 0 -10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with your relationship with CASA? Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ▶ Those in aerodrome services were significantly more likely to be satisfied with their relationship with CASA overall (10%, n=30).
- ▶ This was also true of respondents from the ACT (51%, n=35).
- ▶ In terms of period in the aviation sector, those in the sector for 3 years or less were also more likely to rate their relationship with CASA as satisfactory (8%, n=53).

5.1.2. Reasons for a low satisfaction rating

Respondents were subsequently asked in an open ended question to provide a reason for their rating. All comments were then coded for further analysis, including identification of key themes and patterns in the rationale given for their overall satisfaction rating.

Of those who gave an overall satisfaction rating of 0-3, the most common reason given for the poor rating was unsatisfactory service and support received from CASA (29%). This included delays in processing licence applications or renewals and difficulties contacting people within the organisation that could assist them.

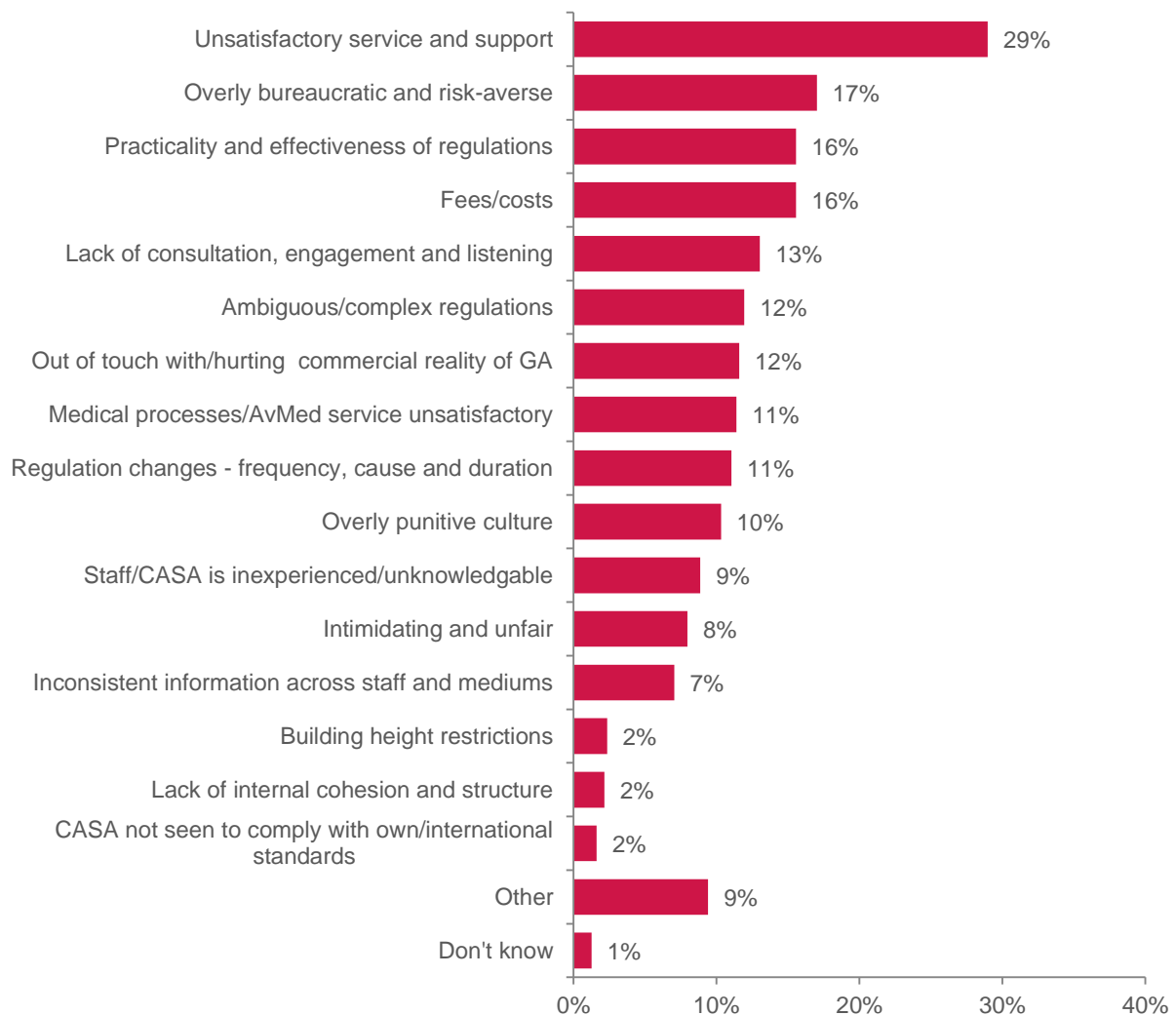
The second most common reason for giving a low score was the perception that CASA is overly bureaucratic and risk-averse (17%), with a number of these respondents mentioning CASA operates with “too much red tape”.

Tied for third most common reason were problems with the practicality and effectiveness of regulations (16%), referring to the usefulness of regulations and how well they address the target issue, and high fees and costs (16%).

A number of other reasons accounted for more than 10 per cent of reasons cited. A lack of consultation and engagement with industry (including putting to use information provided by stakeholders in consultation) made up 13%. The ambiguity and complexity of regulations, with some respondents noting the need for qualifications to decipher them, and CASA being out of touch with the commercial reality of general aviation and running a business both accounted for 12%.

Overzealous medical processes and the inefficiency of AvMed (11%), regulation changes (including frequency, reasons for changing, and time taken to change; 11%), and an overly punitive culture, including harsh penalties for small mistakes and an adversarial, rather than collaborative approach (10%) rounded up the top ten responses.

Figure 4. Reasons for scoring satisfaction with CASA as 0-3



QA2. Why is that? Base: Respondents rating 0-3 at QA1 (n=552)

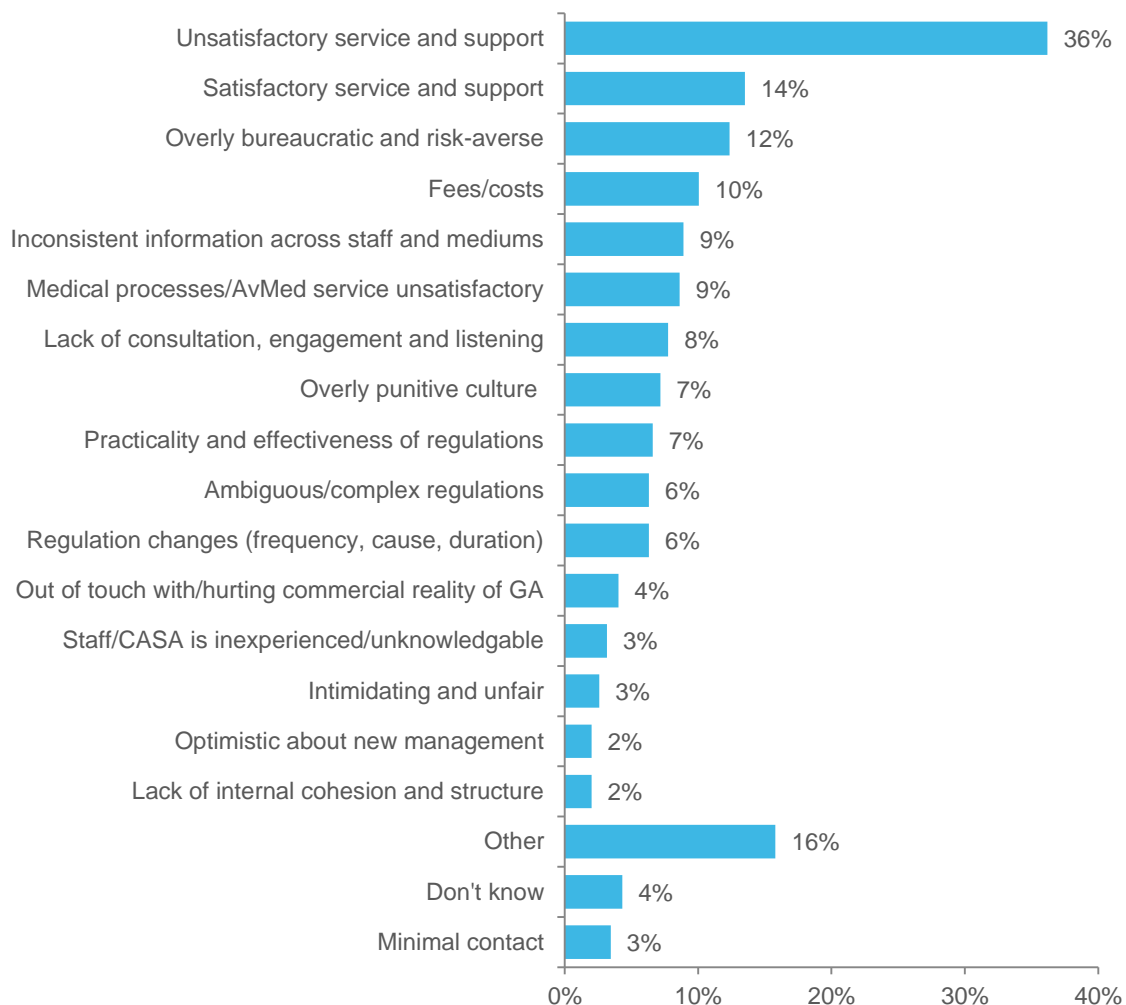
5.1.3. Reasons for a moderate rating

Among those providing an overall satisfaction rating of between 4, 5 or 6 on the 0-10 scale, responses were mixed. Unsatisfactory service and support (36%) was again the most common reason provided for a moderate satisfaction score. That said, others giving such a rating noted satisfactory transactions with CASA, making satisfactory service and support the second most common answer at 14%.

Similar to the lower-scoring group, perceptions that CASA was overly bureaucratic and a risk-averse (12%) was another common rationale given for a moderate satisfaction rating.

Other reasons included fees and costs (10%), inconsistent information between CASA staff and official announcements (9%), overzealous medical processes and an inefficient AvMed, lack of engagement, a punitive culture, and issues with the practicality and effectiveness of regulations.

Figure 5. Reasons for scoring satisfaction with CASA as a 4 - 6



QA2. Why is that? Base: Respondents rating 4-6 at QA1 (n=348)

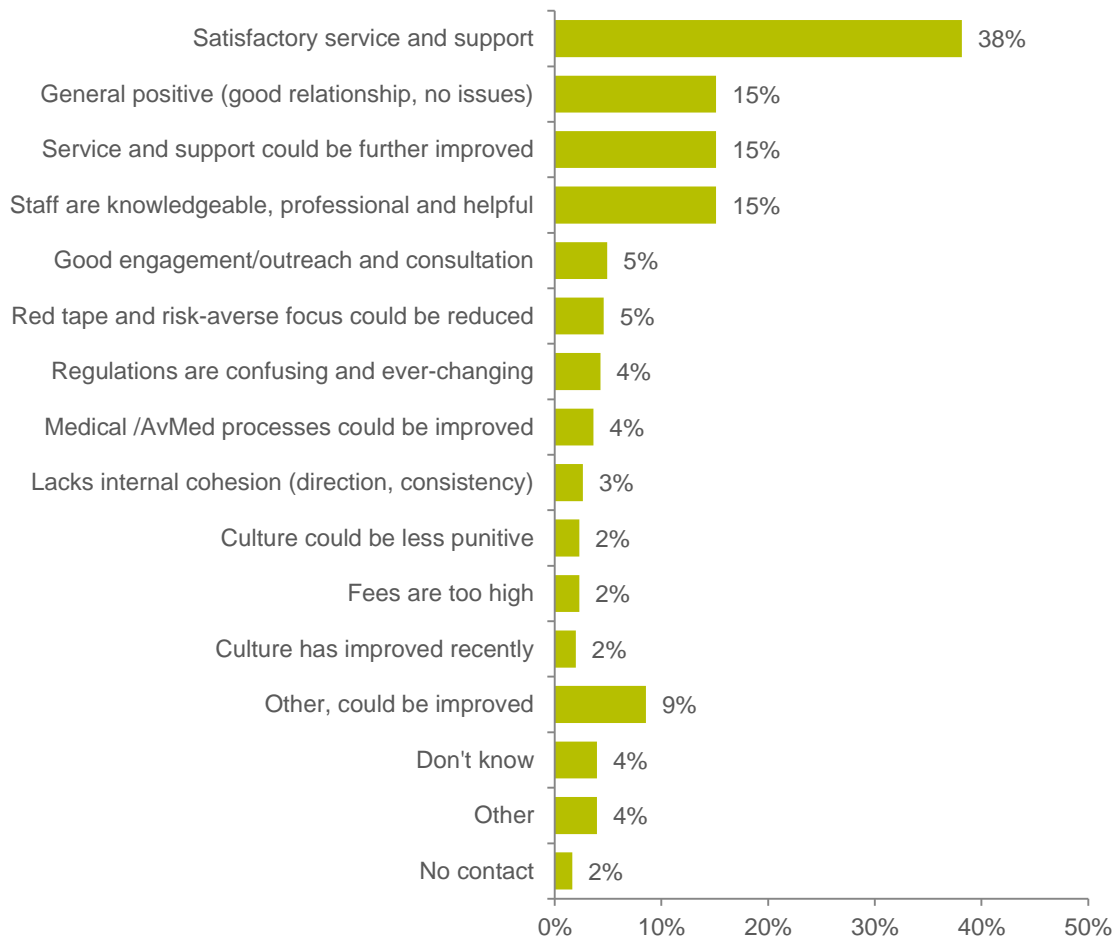
5.1.4. Reasons for a high satisfaction rating

For respondents who gave a rating of 7-10, positive interactions with CASA topped the responses with over a third (38%) commenting on the speediness and effectiveness of service and support.

A further 15% of respondents noted a generally good relationship with or perception of CASA, and another 15% positively mentioned the professionalism and knowledge of staff as their reason for the positive satisfaction rating.

Of note, 15% also noted that service and support could still be improved, though most of these comments were paired with positive reviews on other aspects.

Figure 6. Reasons for scoring satisfaction with relationship with CASA as a 7 - 10



QA2. Why is that? Base: Respondents rating 7-10 at QA1 (n=304)

5.1.5. Satisfaction with CASA's performance

In order to explore what dimensions of the relationship between stakeholders and CASA impact on overall satisfaction, respondents were asked to rate their satisfaction against a number of key performance dimensions. Across the 21 dimensions of performance participants were asked to rate on a scale of 0-10 (with 0 being 'very dissatisfied' and 10 being 'very satisfied'), the highest average ratings were observed for:

- *'Respects your confidentiality'* (mean rating of 6.6 out of 10);
- *'Operates with safety as its primary focus'* (mean rating of 5.0 out of 10); and
- *'Provides competent and capable staff'* and *'Shares knowledge and information willingly'* (both mean rating of 4.2 out of 10).

Conversely, those relationship dimensions which scored the lowest among the 21 dimensions presented for rating were:

- *'Strives to minimise administrative costs and charges'* (mean rating of 2.3 out of 10);
- *'Is openly accountable for its actions'* (mean rating of 2.7 out of 10);
- *'Is innovative and open to new ideas'* (mean rating of 2.8 out of 10); and
- *'Balances consistency with flexibility'* (mean rating of 3.0 out of 10).

Figure 5. Satisfaction with individual performance measures



QA3. Please rate how satisfied you are with the following aspects of CASA's performance on a scale of 0 to 10, where 0 is 'very dissatisfied' and 10 is 'very satisfied'. Base: All respondents (n=1,217)

When examining the satisfaction ratings across these performance attributes, the following statistically significant differences were observed by sub groups.

- ▶ By primary role in the aviation sector, those in aerial work (n=61) rated their satisfaction with *'operates with safety as its primary focus'* (mean=3.8) and *'works collaboratively with industry'* (mean=2.2) significantly lower than other roles.
- ▶ The ratings of those in business aviation (n=34) were significantly lower than other industry sectors on a range of attributes, including *'is efficient in its dealings with you'* (mean=2.4), *'actively helps stakeholders comply with regulators'* (mean=2.3), *'is responsive to your needs'* (mean=2.3), *'provides timely responses to queries or requests for information'* (mean=2.5), *'maintains an open and transparent relationship with you'* (mean=2.7), *'shares information and knowledge willingly'* (mean=2.9), *'provides competent and capable staff'* (3.0), and *'understands you/your business/organisation'* (mean=1.9).
- ▶ The identifying as working in flight training (n=106) recorded lower means on four attributes: *'is efficient in its dealings with you'* (mean=3.3), *'actively helps stakeholders comply with regulators'* (mean=3.2), *'provides timely responses to queries or requests for information'* (mean=3.0), and *'works collaboratively with industry'* (mean=2.6).
- ▶ Commercial pilots (n=50) rated significantly lower on *'shares information & knowledge willingly'* (mean=3.1) and *'strives to minimise administrative costs & charges'* (mean=1.5) than other groups by role.
- ▶ Respondents in regular passenger transport (n=34) recorded a significantly higher mean score on *'makes it clear who you need to contact within CASA'* (mean=5.7).
- ▶ Recreational and private pilots (n=32) were significantly more satisfied with *'operates with safety as its primary focus'* (mean=6.1) and *'respects your confidentiality'* (mean=7.6) attributes.
- ▶ Licensed aircraft maintenance engineers (n=31) recorded significantly higher satisfaction with *'is efficient in its dealings with you'* (mean=5.4), *'is responsive to your needs'* (mean=5.3), *'provides timely responses to queries or requests for information'* (mean=5.8), *'maintains an open and transparent relationship with you'* (mean=6.1), and *'takes actions that are appropriate and in proportion to circumstances'* (mean=4.5).
- ▶ There were no statistically significant differences by respondent age, gender, location or period in the sector.

5.1.6. Drivers of satisfaction

While individual ratings on the attributes provided useful data, further analysis allowed exploration of the relationship between attribute ratings and how they impact (or drive) overall satisfaction with the relationship.

Factors driving satisfaction were developed using a combination of factor analysis and regression analysis using the responses to the key performance attributes in question QA.3.

The regression model developed had an R^2 of 0.75, meaning that the model was able to predict 75% of the variation observed in the overall satisfaction scores given by respondents. Percentages associated with each driver are indexed standardised beta scores. These percentages demonstrate the relative strength of the relationship between each driver and the overall satisfaction rating. As shown in the chart below, the attributes that emerged as having the greatest impact on overall satisfaction were *'Is responsive to your needs'* (9.8% of the model); *'Is efficient in its dealings with you'* (8.1% of the model); *'Maintains an open and transparent relationship with you'* (7.1% of the model); and *'Operates with safety as its primary focus'* (6.3% of the model). From a practical perspective, this suggests that if CASA seeks to increase the overall satisfaction of stakeholders, it should prioritise efforts to increase responsiveness, efficiency and operating in an open and transparent manner.

Figure 6. Key drivers of overall satisfaction



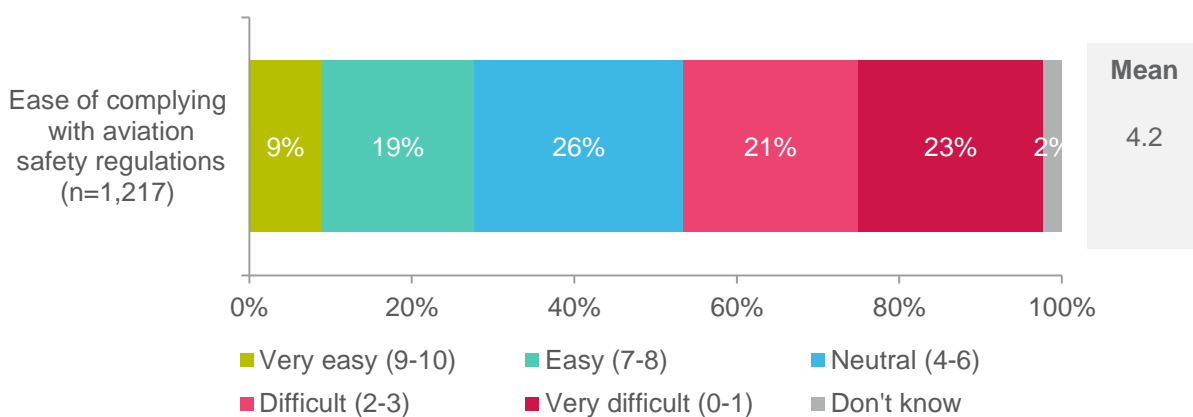
5.2. Compliance with aviation safety regulations

5.2.1. Ease of compliance

Respondents were asked to indicate how easy or difficult it was to comply with their aviation safety regulations on a scale of 0 to 10, where 0 was 'very difficult' and 10 was 'very easy'. The average rating observed was 4.2 out of 10.

Around one third of all respondents felt compliance was either easy (19%) or very easy (9%). However, 21% respondents indicated it was difficult to comply, while close to a quarter of stakeholders surveyed described complying with their aviation safety obligations as very difficult (23%).

Figure 7. Ease of complying with aviation safety regulations



QB1. On a scale of 0 to 10, where 0 is 'very difficult' and 10 is 'very easy', how easy or difficult is it for you to fully comply with all aviation safety regulations relevant to your role or activities? Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ▶ Compared to other areas in the sector, those in regular passenger transport (n=47) and aerodrome services (n=30) were significantly more likely to rate compliance as easy at 47% and 53% respectively.
- ▶ Conversely, those in flight training roles (n=58) were significantly less likely to rate compliance as easy (14%).
- ▶ There were no statistically significant differences by age, gender, state, or period in sector.

5.2.2. Confidence in ability to comply

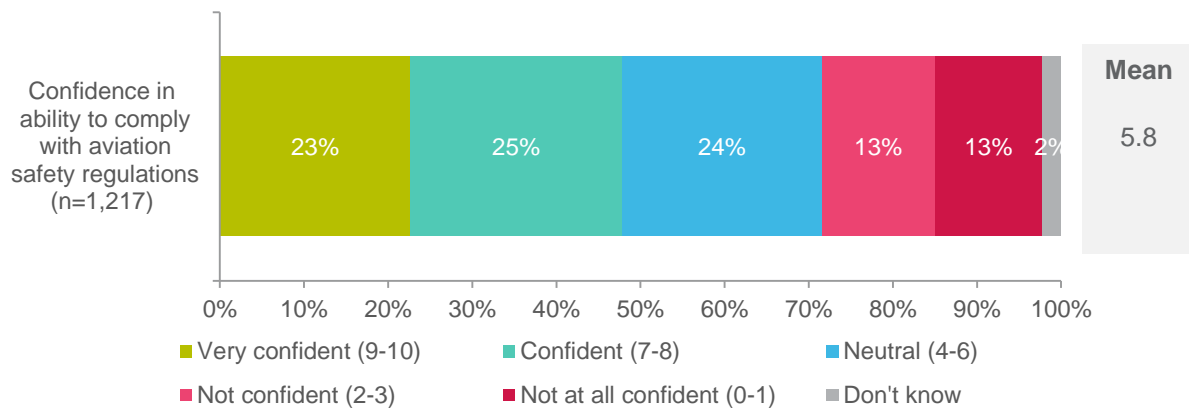
Respondents were asked to rate their confidence in their ability to comply with aviation safety regulations governing their activities on a scale of 0 to 10, where 0 was 'not at all confident' and 10 is 'very confident'. A mean rating of 5.8 was observed across all survey respondents.

Just under half of all respondents indicated that they were either confident (25%) or very confident (23%) in their ability to comply with all aviation safety regulations relevant to their role.

One quarter (24%) were neutral on the matter, while another quarter suggested that they are not confident (13%) or not at all confident (13%).

There were no statistically significant differences by age, gender, state, role in industry or period in sector.

Figure 8. Confidence in ability to comply with safety regulations



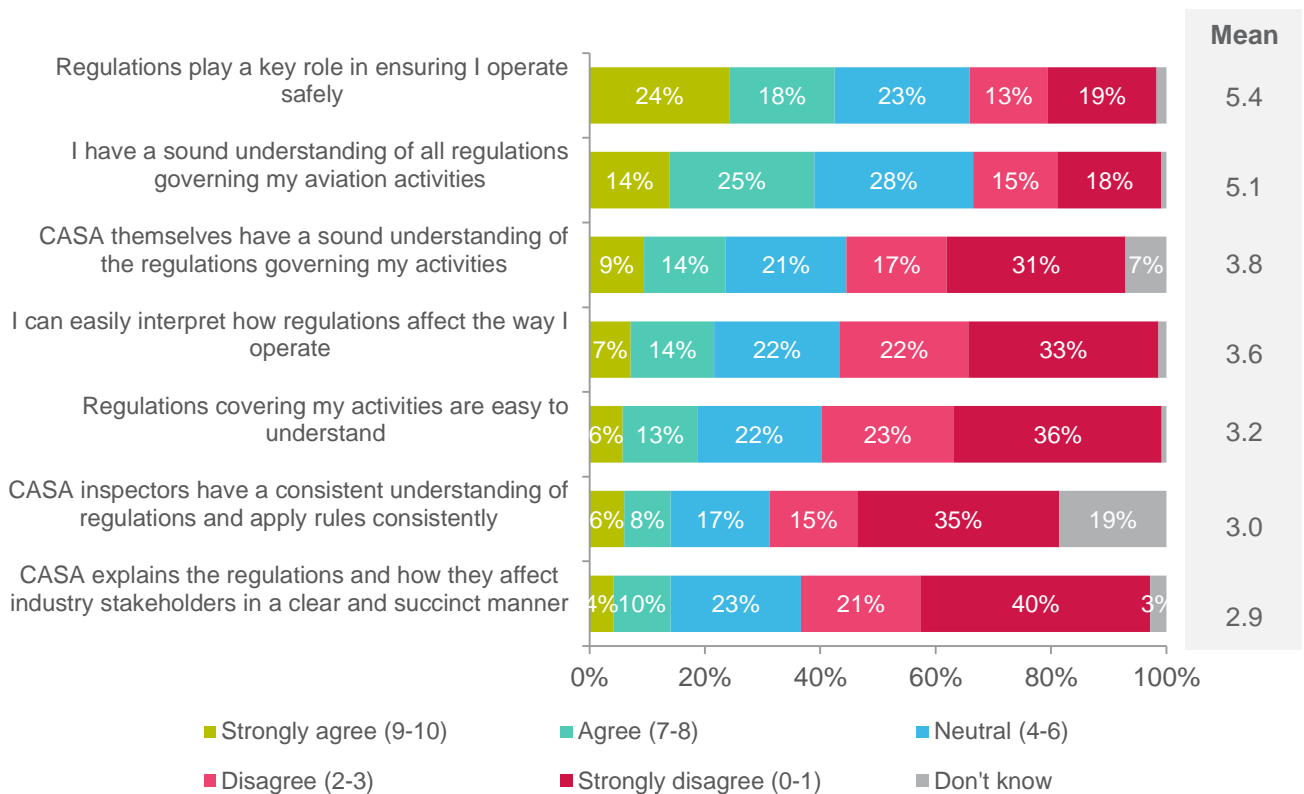
QB3. Please indicate your level of agreement with the following statements. Base: All respondents (n=1,217)

5.2.3. Attitudes towards compliance

To further explore stakeholder perceptions of complying with their aviation safety regulations, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The findings showed reasonably high levels of disagreement with most statements. The highest mean agreement level was observed for the statement '*Regulations play a key role in ensuring I operate safely*' at 5.2 out of 10, followed by '*I have a sound understanding of all the regulations governing my activities*' at 5.1 out of 10. The statements that were observed to have the lowest levels of agreement were '*CASA explains the regulations and how they affect industry stakeholders in a clear and succinct manner*' at 2.9 out of 10 and '*CASA inspectors have a consistent understanding of regulations and apply rules consistently*' at 3.0 out of 10.

Figure 9. Agreement with compliance statements



QB3. Please indicate your level of agreement with the following statements. Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ✦ By role in sector, those in private flying (n=167) rated their agreement with 'CASA themselves have a sound understanding of the regulations governing my activities' (mean=4.4) significantly higher than others.
- ✦ Respondents in regular passenger transport (n=44) also scored significantly higher than other areas for 'I have a sound understanding of all regulations governing my aviation activities' (mean=6.4) and 'I can easily interpret how regulations affect the way I operate' (mean=5.0). This supports findings from the qualitative phase of the study that showed RPT stakeholders typically worked in environments where regulations were interpreted for them and reflected in detailed operating procedures or manuals.
- ✦ Charter operators (n=48) provided a significantly lower agreement score for factors 'regulations covering my activities are easy to understand' (mean=2.1) and 'CASA explains the regulations and how they affect industry stakeholders in a clear and succinct manner' (mean=1.8) when compared to other areas in the sector.
- ✦ Air transport pilots (n=64) recorded significantly lower agreement with 'CASA themselves have a sound understanding of the regulations governing my activities' (mean=2.8).

- ➡ Respondents who had been in the industry more than 40 years (n=218) recorded a significantly lower agreement rating for the factor *'regulations play a key role in ensuring I operate safely'* (mean=4.9).
- ➡ There were no statistically significant differences by age, gender or state.

5.3. Aviation safety best practice

5.3.1. Time spent demonstrating best practice

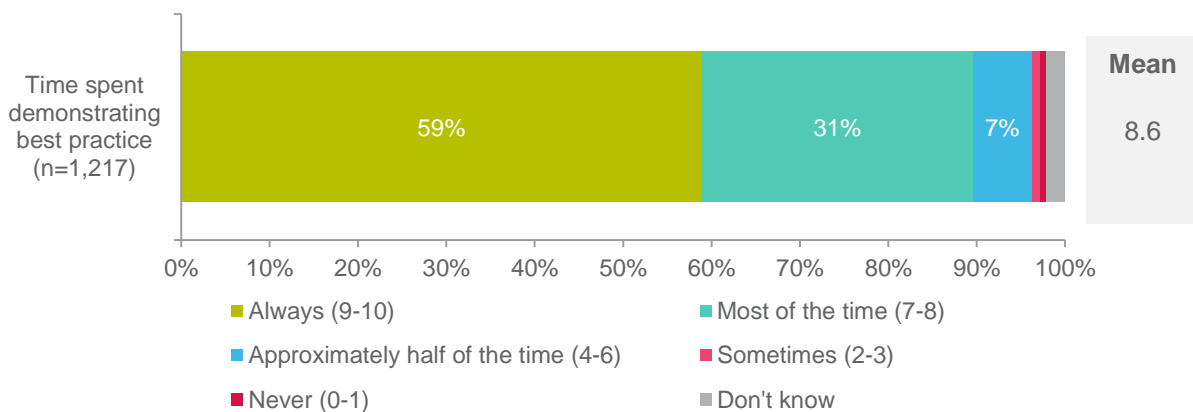
As per the agreed Programme Logic model developed at the start of the project, one of the key behaviours CASA sought of stakeholders was for them to both aspire to and operate in accordance with known best practice in terms of aviation safety practices. To this end, stakeholders were asked the amount of time they felt they conducted their aviation activities in line with industry best practice on a 0-10 scale, where 0 represented 'never' and 10 represented 'at all times'.

The vast majority of respondents signalled that they demonstrate best practice in their aviation safety activities either always (59%) or most of the time (31%), with a mean rating of 8.6 out of 10 observed.

Just 2% suggested that they only sometimes or never demonstrate best practice (1% each).

There were no statistically significant differences observed by age, gender, state, or role in industry.

Figure 10. How frequently are activities in line with best practice



QC1. On a scale of 0 to 10, where 0 is 'never' and 10 is 'always', please indicate how much of the time you believe you are demonstrating best practice in your aviation safety activities. Base: All respondents (n=1,217)

5.3.2. Best practice behaviours and attitudes

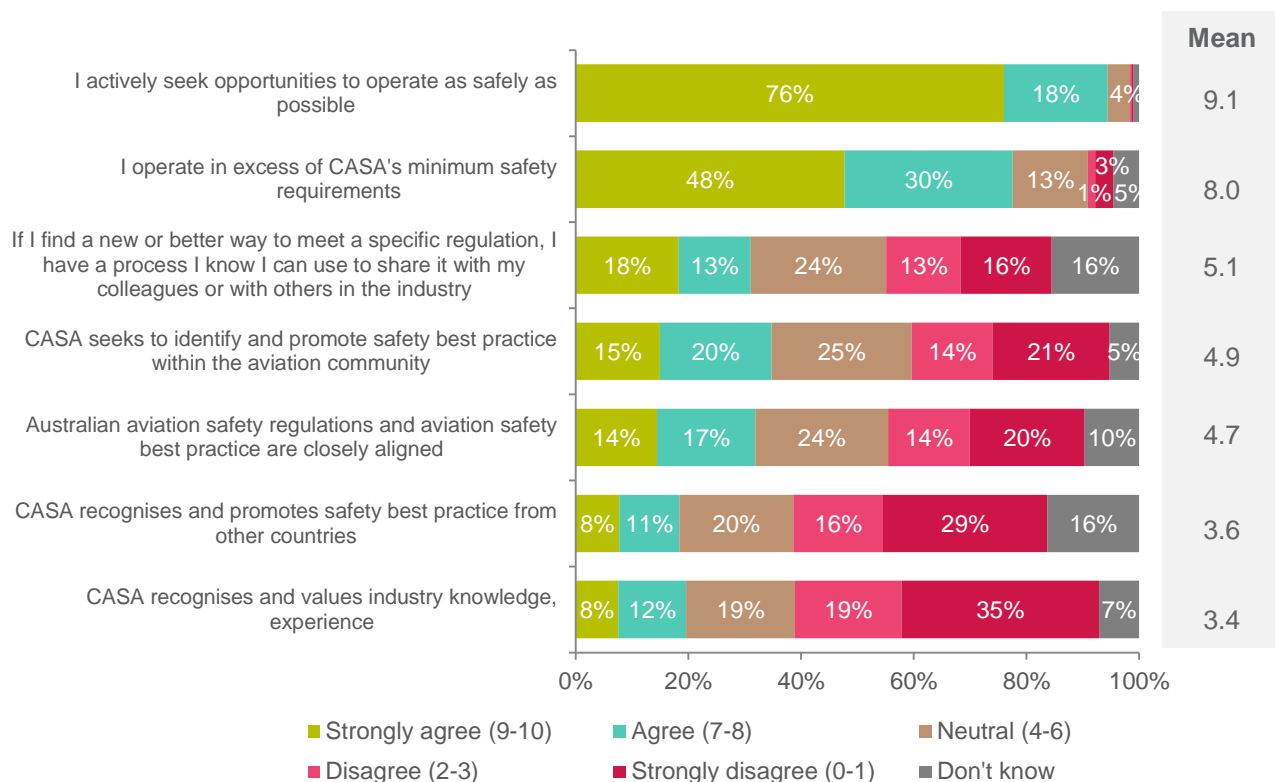
To further explore stakeholder perceptions of aviation safety best practice, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

Respondents had the highest mean level of agreement with the statement *'I actively seek opportunities to operate as safely as possible'* (mean of 9.1 out of 10), followed by *'I operate in excess of CASA's minimum*

safety requirements' (mean of 8.0 out of 10). These findings aligned strongly with the qualitative findings that suggested the vast majority of aviation stakeholders take their safety obligations very seriously.

There were far lower levels of agreement observed for other statements. Mean agreement with the statement *'Australian aviation safety regulations and aviation best practice are closely aligned'* was 4.7 out of 10, with substantial disagreement influencing mean agreement ratings for *'CASA recognises and promotes safety best practice from other countries'* at 3.6 out of 10 and *'CASA recognises and values industry knowledge and experience'* at 3.4 out of 10. Again, these findings echo sentiment from the qualitative phase where stakeholders desired a more collective ownership of aviation safety as opposed to the perceived *'CASA knows best'* model that often saw significant misalignment between *'paper based'* and practical safety outcomes – a situation that could be addressed and remedied through greater industry engagement and collaboration (including recognising the wealth of knowledge and experience among industry stakeholders).

Figure 11. Agreement with statements on aviation safety best practice



QC2. On a scale of 0 to 10, where 0 is 'strongly disagree' and 10 is 'strongly agree', please indicate how much you agree with each of the following statements. Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

- Although females only make up just over 4% (n=33) of this sample, they were significantly more likely to agree with the statement *'I actively seek opportunities to operate as safely as possible'* (mean=9.6, compared to mean=9.1 for males).

- By role in sector, those in private flying (n=154) were significantly less likely to agree with *'If I find a new or better way to meet a specific regulation, I have a process I know I can use to share it with my colleagues or with others in the industry'* (mean=4.4).
- In regular passenger transport (n=38), respondents were more likely to agree with the statement *'I operate in excess of CASA's minimum safety requirements'* (mean=8.7).
- There were no statistically significant differences by age, state or period in aviation sector.

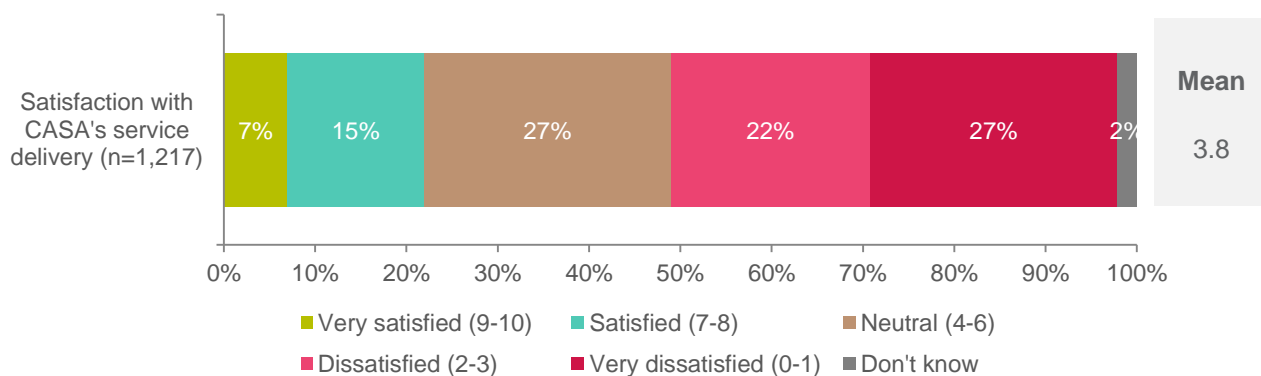
5.4. CASA's service delivery

5.4.1. Satisfaction with service delivery

All participants were asked to rate CASA's service delivery on a scale of 0 to 10, where 0 represented 'very dissatisfied' and 10 represented 'very satisfied'. The mean overall satisfaction rating for CASA service delivery was 3.8 out of 10. This question was asked of all respondents, independent of whether they had actually had a service interaction with CASA recently.

Approximately half of all respondents were dissatisfied with CASA's service delivery (27% very dissatisfied, 22% dissatisfied). Approximately a quarter (27%) were neutral on the matter and just under a quarter were satisfied (7% very satisfied, 15% satisfied).

Figure 12. Satisfaction with CASA service delivery

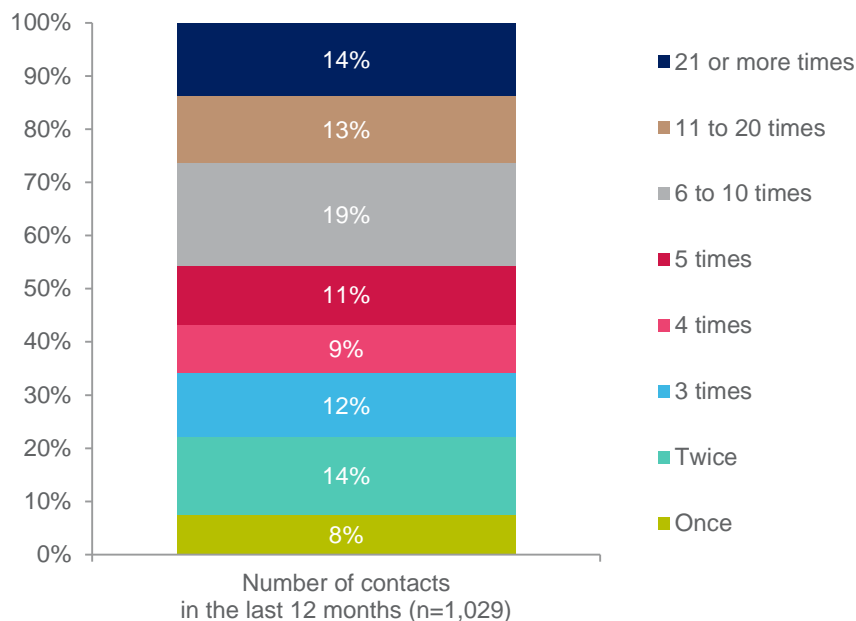


QD1. On a scale of 0-10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with CASA's service delivery? Base: All respondents (n=1,217). There were no statistically significant differences by age, gender, state, or period in sector.

5.4.2. Contact with CASA in the last 12 months

The majority (85%) of survey respondents had been in contact with CASA staff at least once in the 12 months prior to the survey being conducted. Of those that reported at least some contact with CASA staff over the past twelve months, the average number of contacts reported per person was 11.9.

Figure 13. Direct contact with CASA staff over past 12 months



QD2. How many times have you had direct contact with CASA staff over the past 12 months? Base: All respondents (n=1,217); Respondents who had contact in the past 12 months (n=1,029).

The following statistically significant differences were observed by sub-groups:

- ▶ Compared to the younger ages groups, those aged 60 and over (79%, n=406) were significantly less likely to have been in contact with CASA in the last 12 months.
- ▶ This was also the case for those in private flying (76%, n=273), sport aviation (71%, n=49), and recreational pilots (75%, n=87).
- ▶ Conversely, those in flight training (95%, n=148) were significantly more likely to have been in contact with CASA in the last 12 months.
- ▶ There were no statistically significant differences by gender, state, or period in sector.

When looking at differences by the average number of contacts made, the following statistically significant differences were observed by sub-groups:

- ▶ Charter operators made significantly more contact (average=23.1, n=47), as were those in flight training (average=17.2, n=139).
- ▶ In contrast, those in private flying made significantly fewer contacts (average=4.6, n=206), as did commercial pilots (average=6.9, n=65) and recreational/private pilots (average=4.9, n=65).
- ▶ Those in the sector 4-10 years also made significantly fewer contacts (average=8.5, n=150).

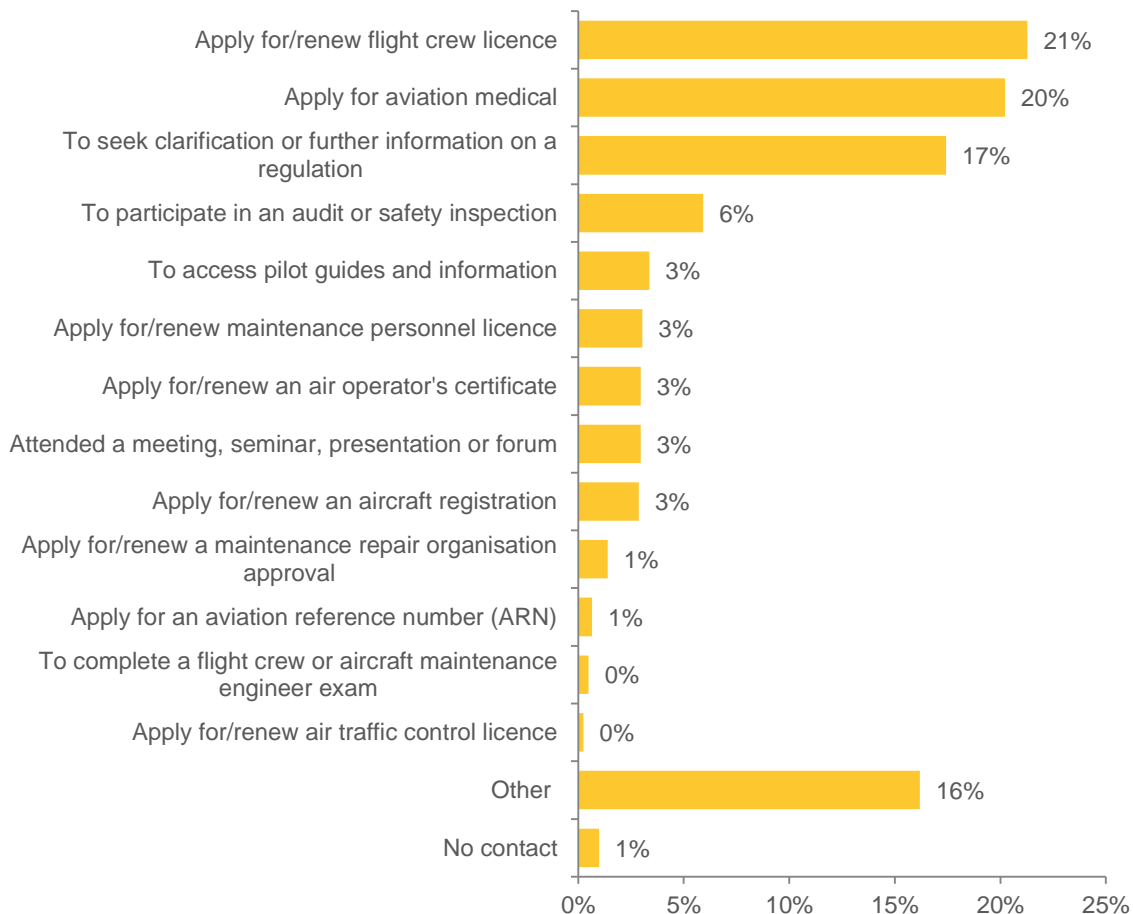
➡ By age, those aged 60 and over made significantly fewer contacts than other age groups (average=9.8, n=320).

➡ There were no statistically significant differences by gender or state.

5.4.3. Forms of contact with CASA

Participants were asked what their most recent interaction with CASA staff was in relation to applying for or renewing a flight crew licence was the top reason for most recent contact for 21% of all respondents. This was followed closely by applying for aviation medical (20%) and seeking clarification or further information on a regulation (17%).

Figure 14. Reason for most recent contact with CASA staff



QD3. What was your most recent direct contact with CASA staff in relation to? Base: All respondents (n=1,217)

5.4.4. Satisfaction with CASA contact

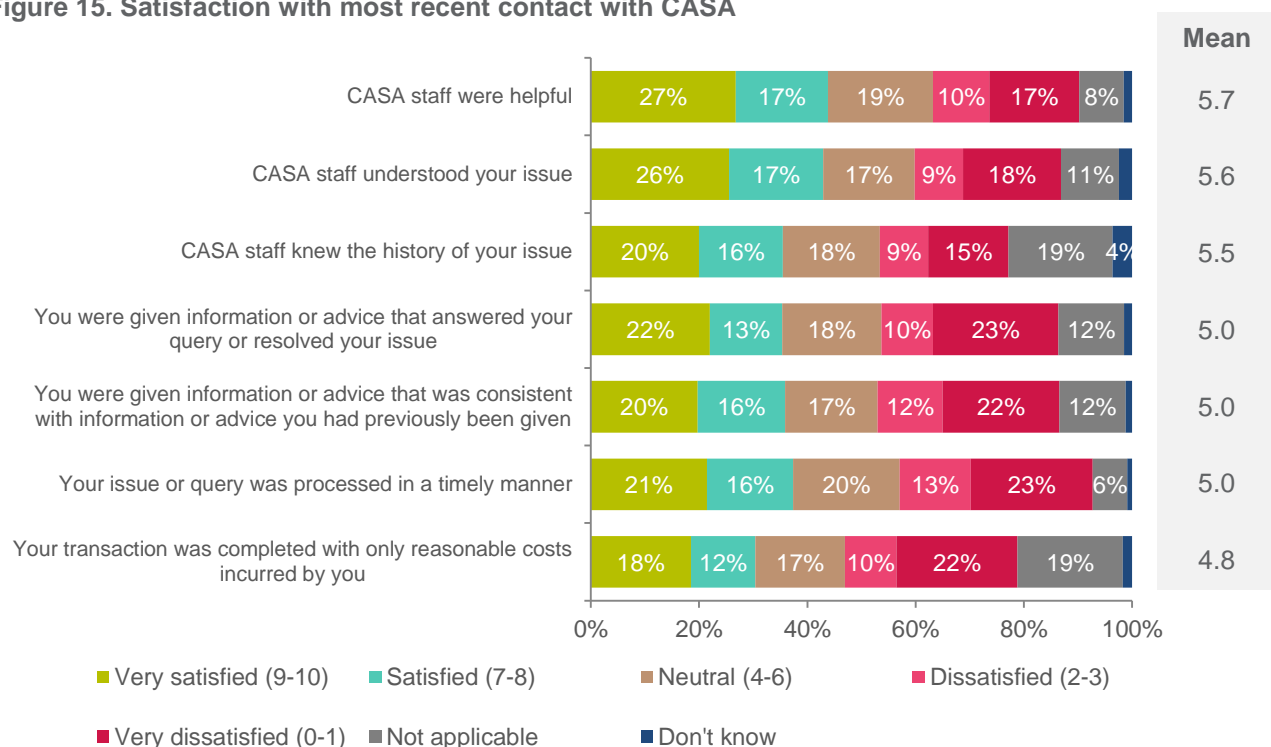
Survey respondents were asked how satisfied they were with their most recent interaction with CASA staff across a range of service attributes, with each attribute ranked on a 0-10 satisfaction scale. With regards to

their most recent contact, respondents were most satisfied with the helpfulness of CASA staff (27% very satisfied, 17% satisfied).

Average satisfaction ratings across all service dimensions were moderate, with the highest average rating recorded for 'CASA staff were helpful' (average satisfaction rating of 5.7 out of 10) and 'CASA staff understood your issue' (5.6 out of 10).

Conversely, there was less satisfaction that 'Your transaction was completed with only reasonable costs incurred by you' (4.8 out of 10) and 'Your issue or query was processed in a timely manner' (5.0 out of 10). This reflects the contribution of timeliness and responsiveness as observed earlier as key drivers of overall relationship satisfaction.

Figure 15. Satisfaction with most recent contact with CASA



QD4. During your most recent interaction with CASA staff, how satisfied were you that... Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

- ▶ Respondents in private flying (mean=5.7, n=150) were significantly more likely to rate their most recent contact with CASA as satisfactory or very satisfactory for the attribute 'You were given information or advice that answered your query or resolved your issue'.
- ▶ Licensed aircraft engineers (n=32) provided a significantly higher score for "Your issue or query was processed in a timely manner" (mean=6.7) and 'CASA staff were helpful' (mean=7.4).

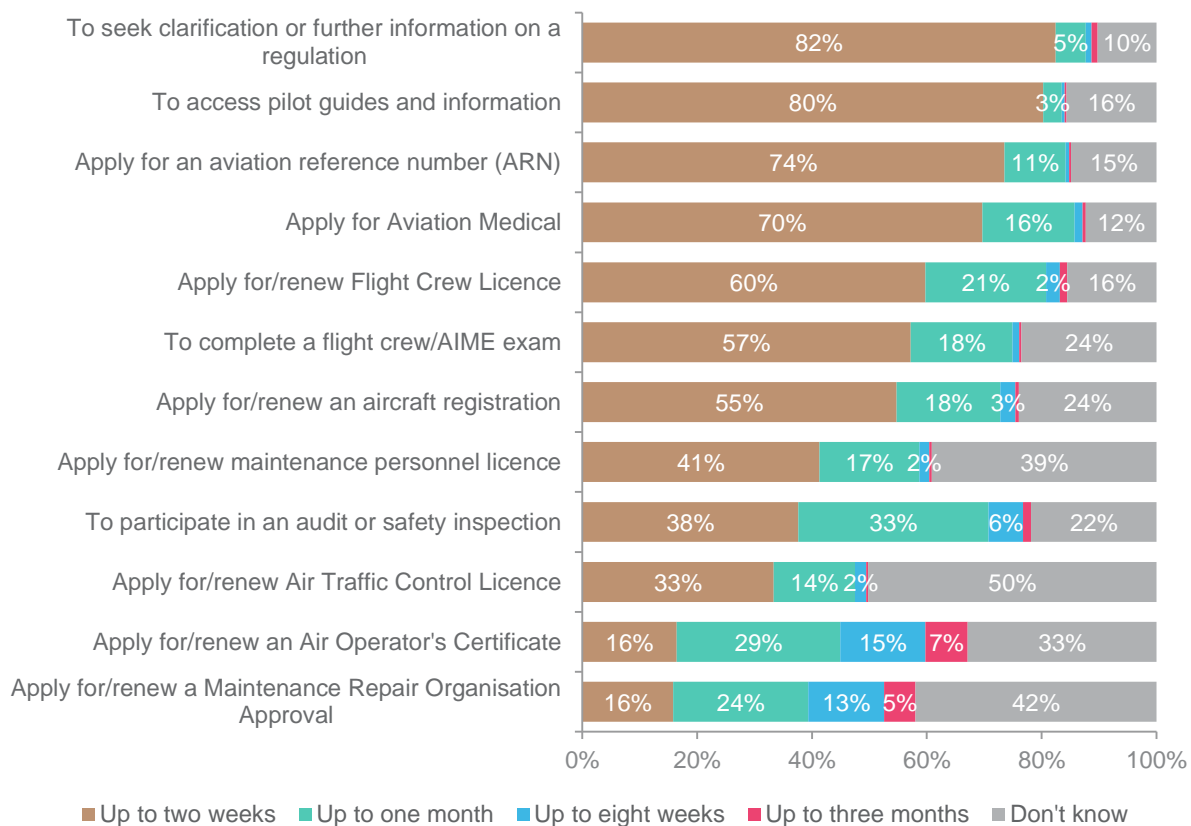
- ▶ Flight training groups (n=102) and air transport pilots (mean 3.9, n=52) were significantly less likely to record a high satisfaction rating on *'You were given information or advice that was consistent with information or advice you had previously been given'* (mean=4.1).
- ▶ By age, those aged between 60 and 69 (n=175) were significantly more likely to be more satisfied that *'You were given information or advice that was consistent with information or advice you had previously been given'* (mean=5.6).
- ▶ There were no statistically significant differences by gender, state or period in aviation sector.

5.4.5. Expectation for service delivery timeframes

Stakeholders were presented with a number of service interactions and asked what an acceptable timeframe would be for CASA to resolve or finalise the issue.

The vast majority of stakeholders expected most transactions or interactions with CASA to be resolved or finalised within a 2 week period, albeit it was evident in the findings that stakeholders did appreciate that more detailed interactions or transactions would require longer for CASA to process and finalise. However, the upper limit of time for nearly all transaction and interaction types was up to one month – very few respondents were accepting of longer time periods (with the notable exception being application for/renewal of an air operator's certificate and application for/renewal of a maintenance repair organisation approval).

Figure 16. Acceptable timeframes for specific CASA interactions



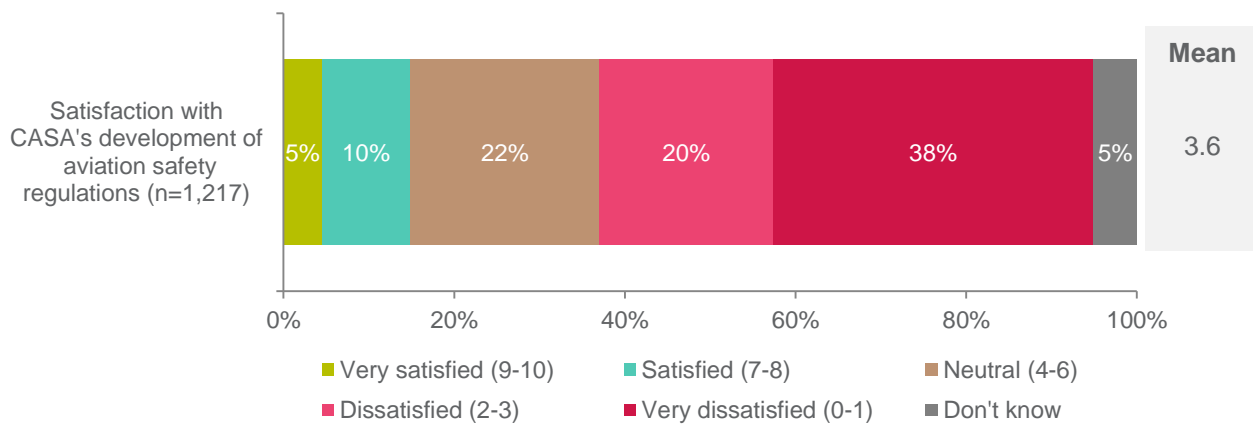
QD5. For each of the following possible interactions with CASA, please indicate what would be an acceptable timeframe for CASA to take to resolve or finalise your issue. Base: All respondents (n=1,217)

5.5. Development and reform of aviation safety regulations

Another key behaviour that was identified as supporting an improved relationship between CASA and industry stakeholders was CASA's development of aviation safety regulations. Survey respondents were asked to rate their level of satisfaction with the ways CASA develops aviation safety regulations on a scale of 0 to 10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'.

Approximately 6 out of every 10 respondents were dissatisfied with the way CASA develops aviation safety regulations (38% very dissatisfied, 20% dissatisfied), with a mean satisfaction rating of 3.6 observed across all respondents).

Figure 17. Satisfaction with CASA's development of aviation safety regulations



QE1. On a scale of 0-10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with the ways CASA develops aviation safety regulations? Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

- ▶ When looking by role in aviation, charter operators (79%, n=53) and those in flight training (73%, n=148) were significantly more likely to provide ratings of 'dissatisfied' or 'very dissatisfied' with safety regulation development than other groups.
- ▶ In contrast, Aerodrome services (17%, n=30) and recreational/private pilots (39%, n=87) were significantly less likely to be dissatisfied, as were those who had been in the sector less than or up to 3 years (36%, n=53).

5.5.1. Attitudes towards regulation development and implementation

To further explore stakeholder perceptions of CASA's regulation development role, a battery of statements were developed with respondents asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

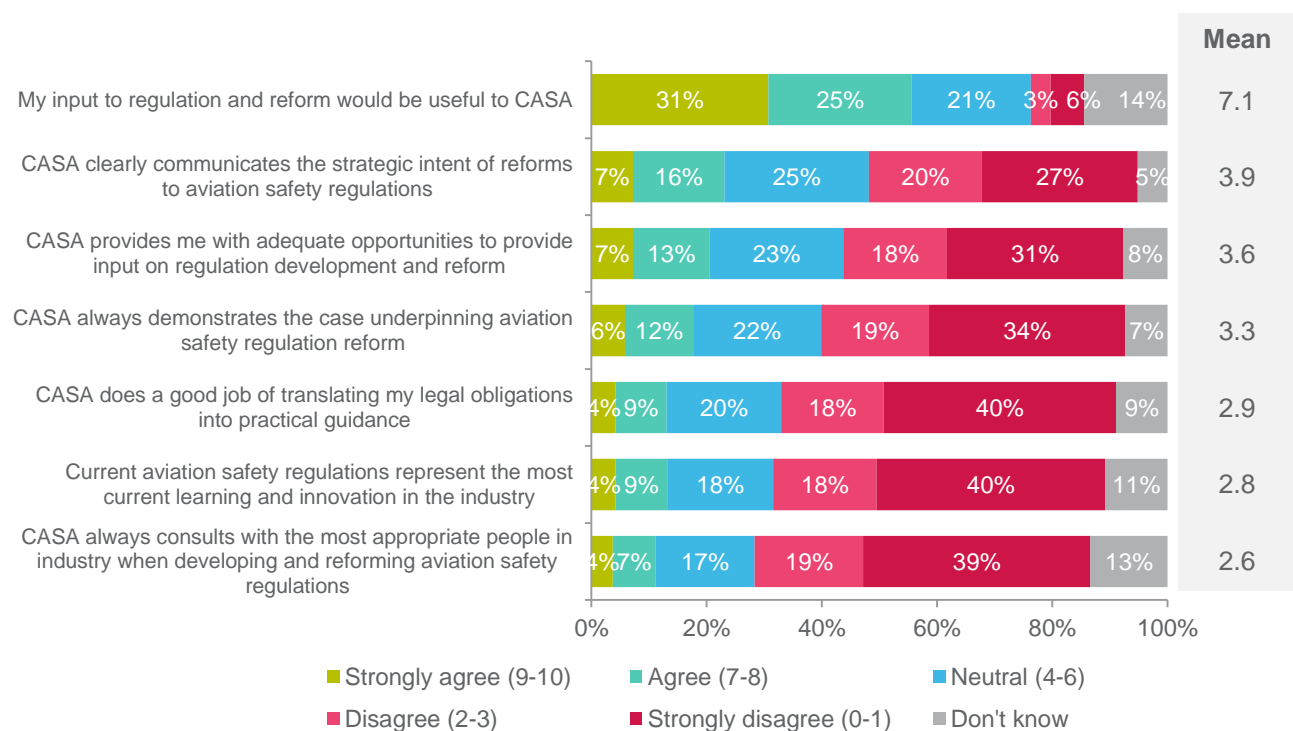
While most stakeholders agreed that their input to regulation and reform would be useful to CASA, the responses to all other questions were overwhelmingly negative and highlight a critical area of CASA's work that requires improvement. Specifically, stakeholders generally strongly disagreed that:

- ▶ CASA clearly communicates the strategic intent of reforms to aviation safety regulations (3.9 out of 10);
- ▶ CASA provides me with adequate opportunities to provide input on regulation development and reform (3.6 out of 10);
- ▶ CASA always demonstrates the case underpinning regulation reform (3.3 out of 10);
- ▶ CASA does a good job of translating my legal obligations into practical guidance (2.9 out of 10, with 58% expressing disagreement);

- ➡ Current aviation safety regulations represent the most current learning and innovation in industry (2.8 out of 10, 58% disagreement); and
- ➡ CASA consults with the most appropriate people in industry when developing and reforming aviation safety regulations (2.6 out of 10, 58% disagreement).

This feedback aligns strongly with the qualitative findings, where many stakeholders expressed frustration with this aspect of CASA's role.

Figure 18. Agreement with CASA regulation performance statements



QE2. On a scale of 0 to 10, where 0 is 'strongly disagree' and 10 is 'strongly agree', please indicate how much you agree with each of the following statements. Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ➡ By role, private fliers (n=173) rated significantly higher agreement for 'CASA *clearly communicates the strategic intent of reforms to aviation safety regulations*' (mean=4.4) and 'CASA *does a good job of translating my legal obligations into practical guidance*' (mean=3.4). However, the same group also scored significantly lower on 'my input to regulation and reform would be useful to CASA' (mean=6.3) when compared to the other role types.
- ➡ Those in aerial work (n=62) recorded significantly lower means against 'CASA *always demonstrates the case underpinning aviation safety regulation reform*' (mean=2.3), 'current aviation safety regulations represent the most current learning and innovation in the

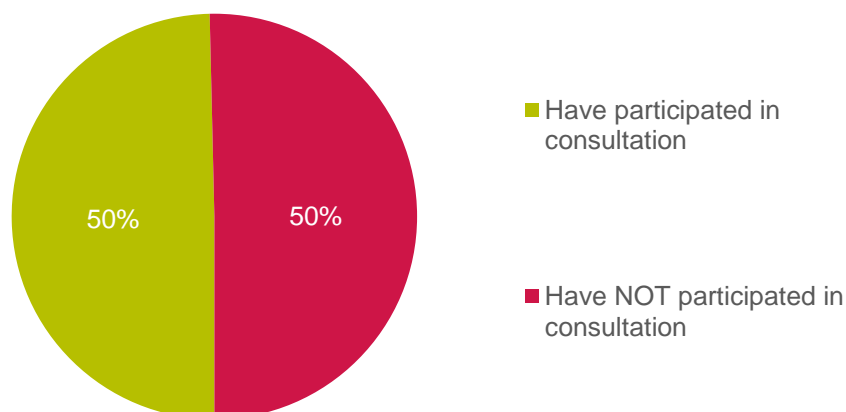
industry' (mean=1.9), and 'CASA does a good job of translating my legal obligations into practical guidance' (mean=2.0).

- Those in flight training roles (n=123) were significantly less likely to agree that 'CASA clearly communicates the strategic intent of reforms to aviation safety regulations' (mean=3.2), 'CASA does a good job of translating my legal obligations into practical guidance' (mean=2.0), and 'CASA provides me with adequate opportunities to provide input on regulation development and reform' (mean=3.0).
- Recreational and private pilots (n=42) were more likely to agree that 'CASA does a good job of translating my legal obligations into practical guidance' (mean=4.0).
- A difference in location was also seen, with those located in Queensland less likely to agree that that 'CASA clearly communicates the strategic intent of reforms to aviation safety regulations' (mean=3.3), 'CASA does a good job of translating my legal obligations into practical guidance' (mean=2.4), and 'CASA provides me with adequate opportunities to provide input on regulation development and reform' (3.1).
- There were no statistically significant differences by gender, age, or period in sector.

5.5.2. Participation in consultation

Survey respondents were asked if they had participated in any consultation on regulation development or reform over the past three years. Exactly half of all participants said they had been involved in this over the past three years.

Figure 19. Participation in regulation reform or development consultation



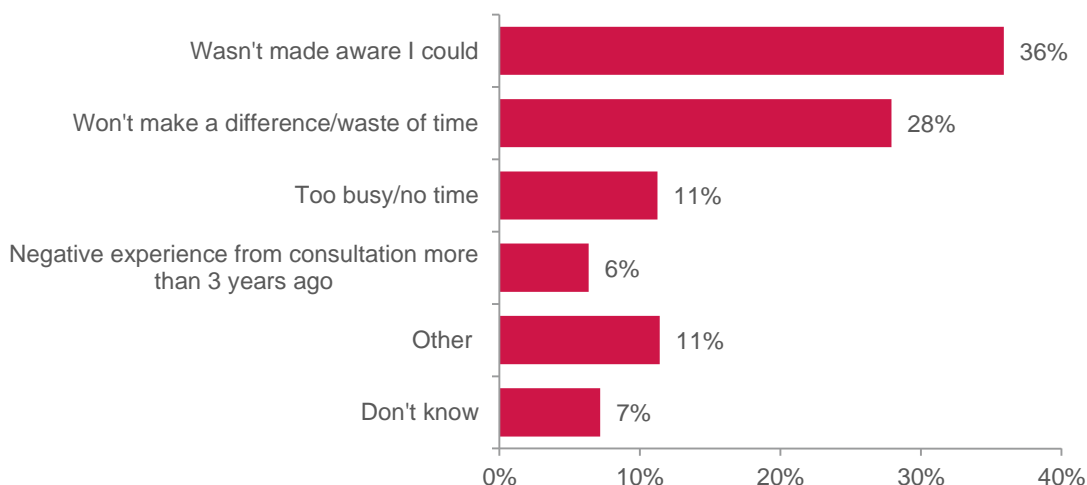
QE3. Have you participated in any consultation on regulation development or reform - including a face- to-face consultation session or safety session, or submitting written feedback – over the past three years? Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- By role in aviation, those in flight training (66%, n=148) and charter operators (68%, n=53) were significantly more likely to have participated in consultation.
- Recreational/private pilots (25%, n=87) were significantly less likely.
- Respondents who had been in the sector for less than 12 months – 3 years (17%, n=53) were also significantly less likely to participate.
- There were no statistically significant differences by age, gender or state.

For those who had not participated in any consultation on regulation development or reform, the main reason was that they were not aware that they could participate (36%). The second highest reason for not participating was a belief that it wouldn't make a difference/would be a waste of their time (28%).

Figure 20. Reasons for lack of participation in consultation



QE4. What is the main reason you have not participated in CASA led consultation over the past three years? Base: Respondents who have not participated in consultation over the past three years (n=613).

The following statistically significant differences were observed by sub-groups:

- By role, those in flight training (66%, n=148) were significantly more likely to have participated in consultation, while students pilots (12%, n=17) and recreational/private pilots (25%, n=87) were significantly less likely.
- When looking at consultation by period in the sector, respondents who had been in the sector for less than 12 months to 3 years (17%, n=53) were also significantly less likely to participate.
- There were no statistically significant differences by age, gender or state.

5.5.3. Factors that would encourage participation

Participants were presented with a range of factors and asked how important each of these would be in terms of encouraging them to participate in either face to face or written consultation with CASA (on a scale of 0 to 10, with 0 being 'very unimportant' and 10 being 'very important').

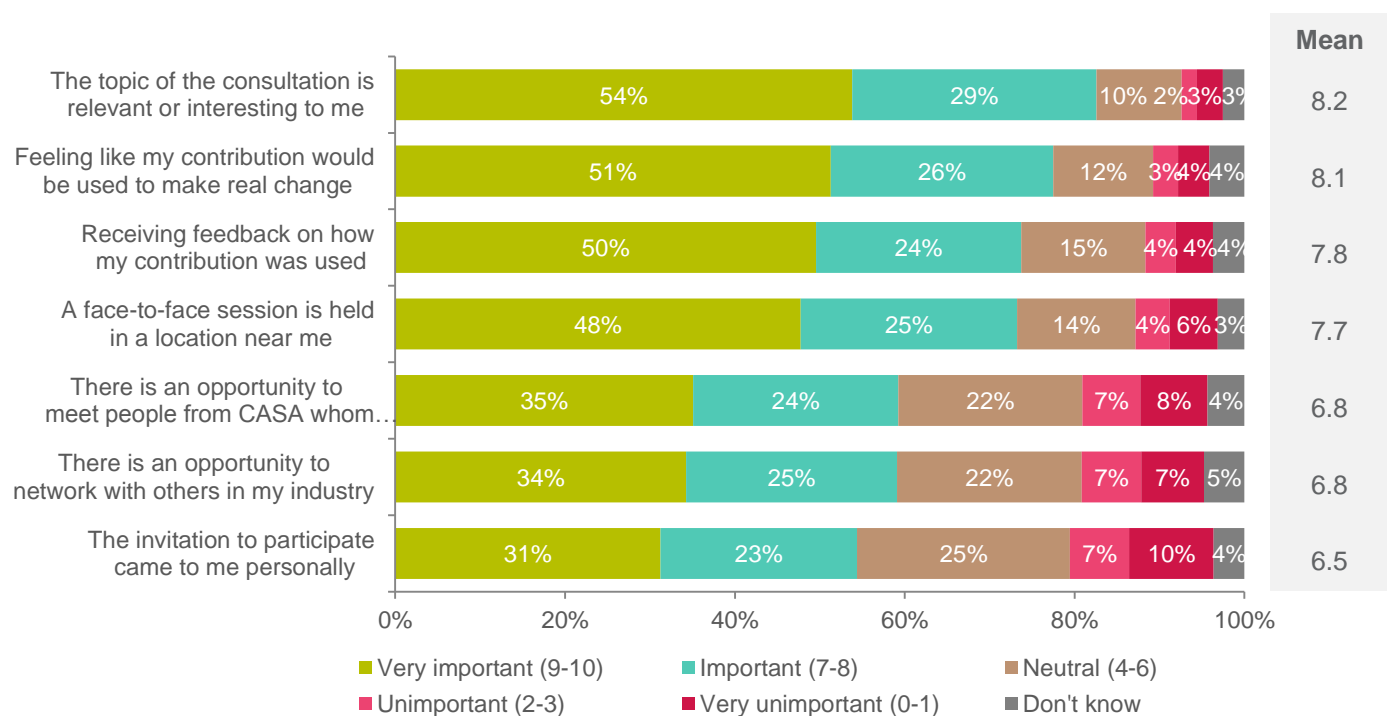
At least half of all respondents suggested that the following three factors would be very important in terms of encouraging participation in consultation:

- ➡ Relevant/interesting topics
- ➡ Feeling that contributions would be used
- ➡ Receiving feedback on how contributions are used

Just under half (48%) noted that holding a face to face session in locations close to respondents would be very important to increasing their participation.

There were no statistically significant differences by age, gender, state, primary role in sector or period in aviation sector.

Figure 21. Importance of factors to encourage consultation participation



QE5. On a scale from 0 to 10, where 0 is 'very unimportant' and 10 is 'very important', how important would each of the following factors be in terms of encouraging you to participate in face-to-face or written consultation with CASA? Base: All respondents (n=1,217).

5.6. Consistency of decision making

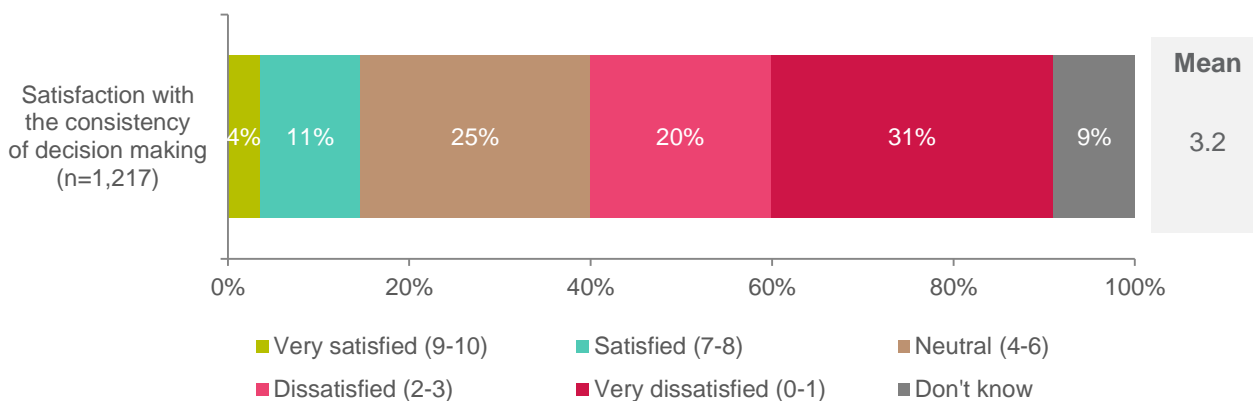
5.6.1. Satisfaction with consistency of CASA's decision making

Another key behaviour that was identified as supporting an improved relationship between CASA and industry stakeholders was to increase the perceived consistency of CASA's decision making (at least in situations where cases present as being similar in nature). Survey respondents were asked to rate their level

of satisfaction with the consistency of CASA decision making on a scale of 0 to 10, where 0 was 'very dissatisfied' and 10 was 'very satisfied'.

The mean satisfaction rating observed across all respondents was 3.2 out of 10, with almost a third of all respondents indicating they were very dissatisfied with this aspect of CASA's performance. Conversely, just 4% were very satisfied and 11% satisfied.

Figure 22. Satisfaction with consistency of CASA decision making



QF1. On a scale of 0 to 10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with the consistency of CASA's decision making? Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

- ▶ By role in the aviation industry, recreational and private pilots (34%, n=87) were significantly less likely provide a dissatisfied rating, and those in aerodrome services (40%, n=30) were significantly more likely to provide a satisfied rating.
- ▶ While only a small group, those in the industry 1-3 years (23%, n=35) were also significantly less likely to provide a dissatisfied rating.
- ▶ When looking by state, those located in Queensland (n=286) were significantly more likely to provide a dissatisfied rating at 61%.
- ▶ There were no statistically significant differences by age or gender.

5.6.2. Attitudes towards CASA's decision making

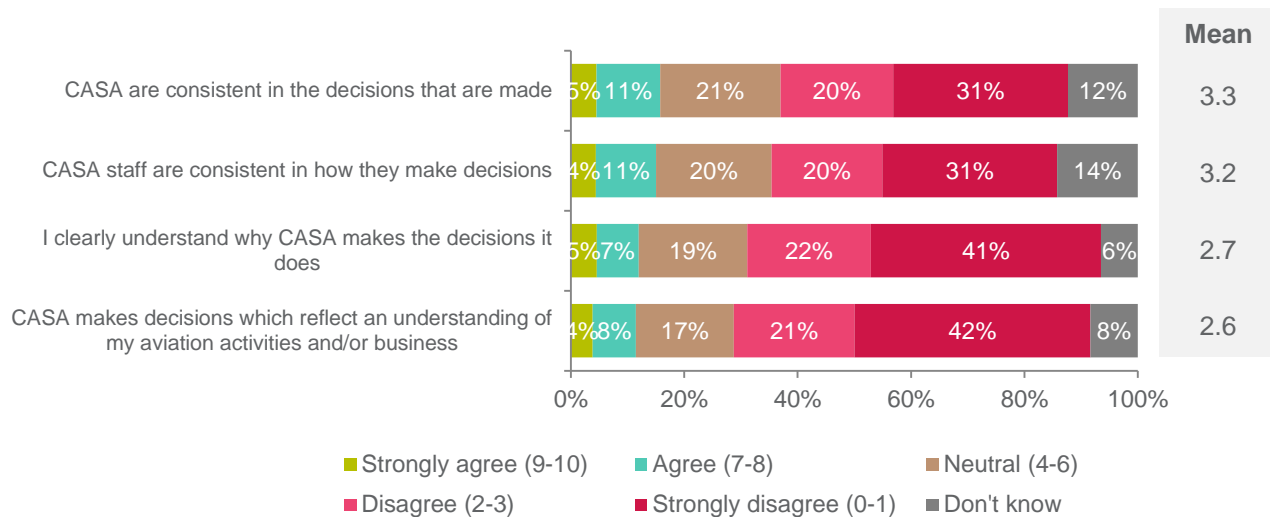
To further explore stakeholder perceptions of CASA's decision making, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The results from these questions indicate that stakeholders by in large disagree (with most strongly disagreeing) that:

- ▶ CASA are consistent in the decisions that are made (average agreement of 3.3 out of 10);
- ▶ CASA staff are consistent in how they make decisions (average 3.2 out of 10);

- They understand why CASA makes the decisions it does (2.7 out of 10); and
- CASA makes decisions which reflect an understanding of my aviation activities and/or business (2.6 out of 10).

Figure 23. Agree with CASA decision consistency statements



QF2. On a scale of 0 to 10, where 0 is 'strongly disagree' and 10 is 'strongly agree', please indicate how much you agree with each of the following statements. Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- Across primary role in the aviation sector, those in aerial work (n=71) recorded a significantly lower mean score of agreement with the statement 'CASA makes decisions which reflect an understanding of my aviation activities and/or business' (mean=1.6).
- Those located in Queensland (n=242) were significantly less likely to agree that 'CASA are consistent in the decisions that are made' (mean=2.7) compared to the other states.
- There were no statistically significant differences by age, gender or period in the aviation sector.

5.7. Safety reporting

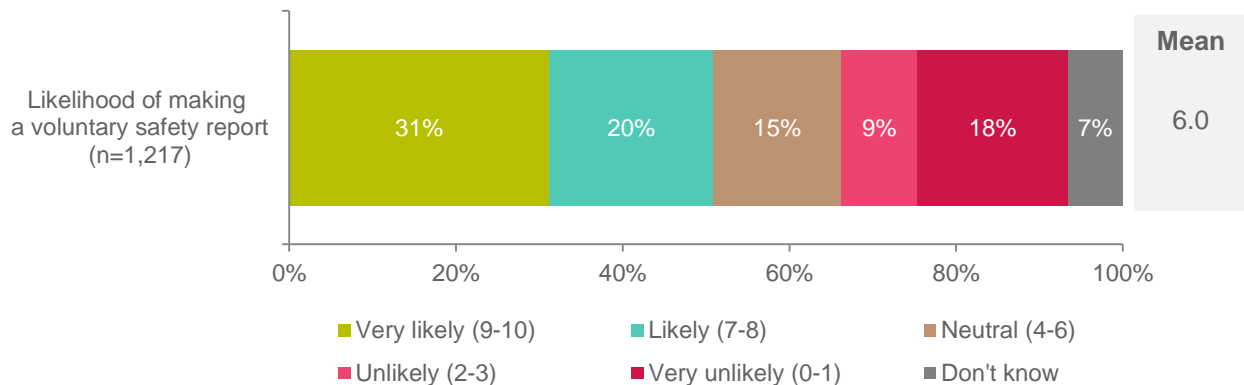
5.7.1. Likelihood of making a voluntary safety report

The final behaviour that was identified as driving an improvement in levels of trust between CASA and its stakeholders (which in turn should support a reduction in preventable aviation accidents and incidents) was for stakeholders to voluntarily disclose instances where regulations have been either inadvertently or deliberately breached.

To explore this, survey respondents were asked how likely they would be to make a voluntary safety report to CASA in situations of material non-compliance with safety regulations on a scale of 0 to 10, where 0 was 'very unlikely' and 10 was 'very likely'. Encouragingly, some 31% of respondents said they would be very

likely to report such an incident to CASA, with a further 20% indicating they would be likely to do so. At the other end of the spectrum, 18% of respondents indicated that they would be very unlikely to make a voluntary safety report, and a further 9% said this would be unlikely.

Figure 24. Likelihood of reporting situations of material non-compliance to CASA



QG1. On a scale of 0-10 where 0 is 'very unlikely' and 10 is 'very likely', how likely would you be to make a voluntary safety report (e.g. alert CASA voluntarily in the case of non-compliance with your regulatory obligations) in situations of material non-compliance with safety regulations? Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

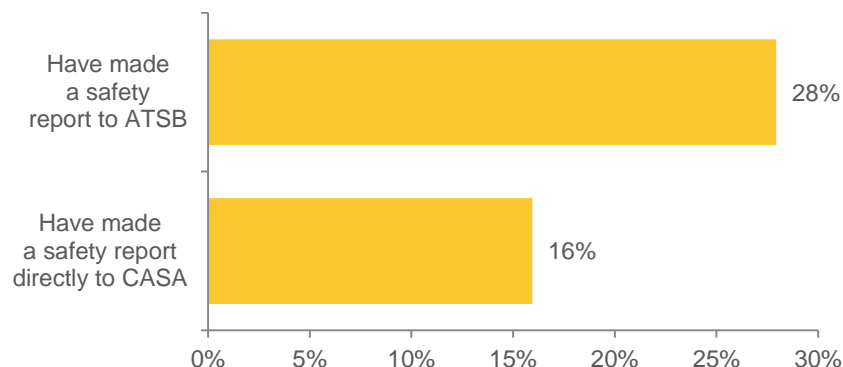
- ▶ When looking at differences across role types, those in maintenance organisations (38%, n=64) were significantly more likely to make a voluntary safety report.
- ▶ Conversely, by age, those in the 18-39 age group (n=205) were significantly less likely to make a voluntary safety report, at just 11%.
- ▶ There were no statistically significant differences by gender, state or period in sector.

5.7.2. Safety reports made in the last two years

A third (33%) of all respondents reported having made a safety report to either ATSB and/or CASA in the two years prior to the survey.

Just over a quarter (28%) had made a safety report to ATSB, while 16% had made a safety report to CASA over the same period (noting that some had made safety reports to both organisations).

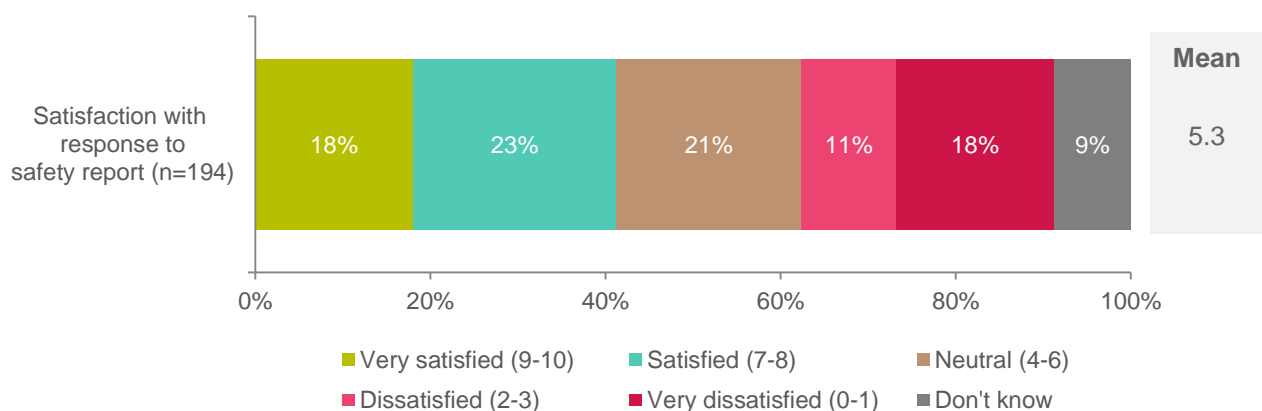
Figure 25. Incidence of safety reports made to CASA and/or ATSB in past two years



QG2. Have you made any of the following safety reports in the past two years? Base: All respondents (n=1,217)

Those that had made a safety report to CASA within the past two years were asked how satisfied they were with CASA's response on a scale of 0 to 10, with 0 being 'very dissatisfied' and 10 being 'very satisfied'. Of the respondents who had made a report to CASA, 23% were satisfied and a further 18% were very satisfied with the response they received. Conversely, 18% indicated they were very dissatisfied and a further 11% indicated they were dissatisfied with the outcome.

Figure 26. Satisfaction with CASA's response to safety report made



QG3. On a scale of 0-10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied were you with the response to your safety report made to CASA? Base: Respondents who made a safety report to CASA in the past two years (n=194). There were no statistically significant differences by gender or state.

The following statistically significant differences were observed by sub-groups:

- There were a number of statistically significant differences across role types. Charter operators (n=53) were significantly more likely to have made a safety report to ATSB (64%) and directly to CASA (45%), along with those in regular passenger transport (n=49), with 59% having reported to ATSB and 51% to CASA.
- Those in flight training organisations (n=148) were more likely to have made a safety report to ATSB (46%).

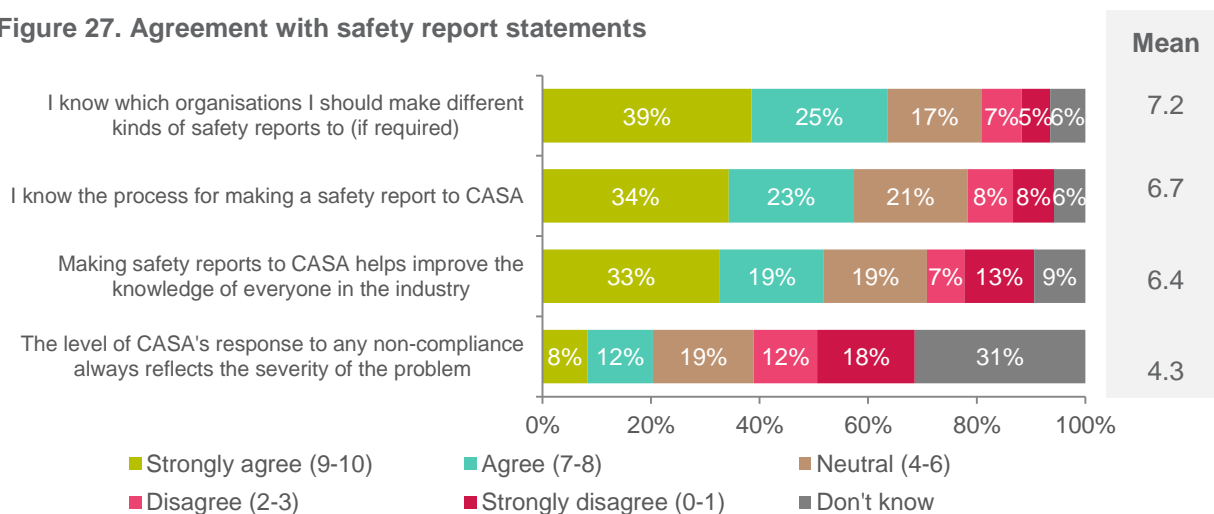
- ✦ Maintenance organisations (34%, n=64) and licensed aircraft maintenance engineers (33%, n=49) were significantly more likely to have made a safety report to CASA.
- ✦ In contrast, those in private flying (n=273) were significantly less likely to have made a report to both, with 10% having reported to ATSB and 3% having reported directly to CASA.
- ✦ Similarly, recreational and private pilots (n=87) were significantly less likely to have made a safety report to ATSB, at 8%.
- ✦ Differences between age groups were also recorded, with those aged 50-59 (n=301) significantly more likely in total to report at 40%, while those in the 60-69 age group (n=299) were less likely with a total of 25%.
- ✦ By period in sector, those who have been in the industry between less than 12 months to 3 years (n=53) were significantly less likely to report, with just 6% having made a safety report to ATSB and none having made a report to CASA.
- ✦ There were no statistically significant differences by gender or state.

5.7.3. Agreement with safety report statements

To further explore stakeholder attitudes towards making voluntary reports to CASA, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

The findings to these statements suggest that stakeholders are both generally (but not universally) aware of who they need to make safety reports to and how to do this. There was also recognition among most stakeholders that making safety reports to CASA helps improve the knowledge of everyone in the industry. There was a lower level of agreement observed with the statement '*The level of CASA's response to any non-compliance always reflects the severity of the problem*', with some 30% of stakeholders indicating a degree of disagreement with this proposition.

Figure 27. Agreement with safety report statements



QG4. On a scale of 0 to 10, where 0 is 'strongly disagree' and 10 is 'strongly agree', please indicate how much you agree with each of the following statements. Base: All respondents (n=1,217).

The following statistically significant differences were observed by sub-groups:

- ▶ The charter operator group (n=41) were more likely to agree that they *'knew the process for making a safety report to CASA'* (mean=7.8).
- ▶ Recreational and private pilots (n=44) provided a significantly high score for *'making safety reports to CASA helps improve the knowledge of everyone in the industry'* (mean=7.5); however, they also recorded a significantly low score for *'I know which organisations I should make different kinds of safety reports to (if required)'* (mean=6.1).
- ▶ Respondents in aerial work (n=57) were significantly less likely to agree that *'the level of CASA's response to any non-compliance always reflects the severity of the problem'* (mean=3.1).
- ▶ Private fliers (n=147) were less likely to agree that they knew *'which organisations I should make different kinds of safety reports to (if required)'* (mean=6.6) and *'I know the process for making a safety report to CASA'* (mean=6.1).
- ▶ By age, the only difference was that the 70 and over group (n=69) were more likely to agree with the statement *'I know the process for making a safety report to CASA'* (mean=7.5).
- ▶ Differences were also seen when looking at period in sector, with those who had been in the industry more than 40 years (n=199) rating significantly high levels of agreement with the statements *'I know which organisations I should make different kinds of safety reports to (if required)'* (mean=7.5) and *'I know the process for making a safety report to CASA'* (mean=7.7).
- ▶ There were no statistically significant differences by gender or state.

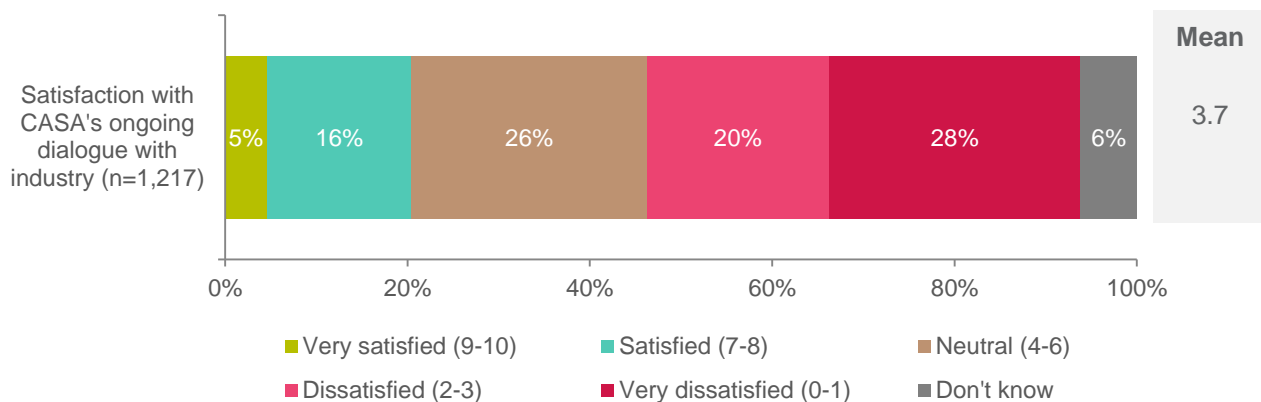
5.8. Dialogue with industry

5.8.1. Satisfaction with CASA's ongoing dialogue with industry

In developing the programme logic model for the project, it was identified that a behaviour required to improve the health of the relationship with industry stakeholders was for CASA to engage in ongoing dialogue with industry.

To provide a benchmark measure of how well CASA performs in this regard, survey respondents were asked to indicate how satisfied they were with CASA's ongoing dialogue with industry on a 0 to 10 scale, where 0 represented 'very dissatisfied' and 10 represented 'very satisfied'. An overall mean of 3.7 out of 10 was observed for this question, with close to half of all stakeholders surveyed indicating a degree of dissatisfaction with this aspect of CASA's performance (28% very dissatisfied, 20% dissatisfied).

Figure 28. Satisfaction with CASA's ongoing dialogue with industry



QH1. On a scale of 0-10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with CASA's ongoing dialogue with industry? Base: All respondents (n=1,217). There were no statistically significant differences by gender or state.

The following statistically significant differences were observed by sub-groups:

- ▶ By role in the sector, those in maintenance organisations (38%, n=64) were statistically more likely to record a 'satisfied' or 'very satisfied' rating regarding CASA's ongoing dialogue with industry.
- ▶ In terms of age, those in the 18-39 age group (11%, n=205) group were statistically less likely to record a 'satisfied' or 'very satisfied' rating. This was also true for those who had been in the industry between less than 12 months and up to 3 years (n=53) at 25% compared to other group ratings of 45-50%.
- ▶ There were no statistically significant differences by gender or state.

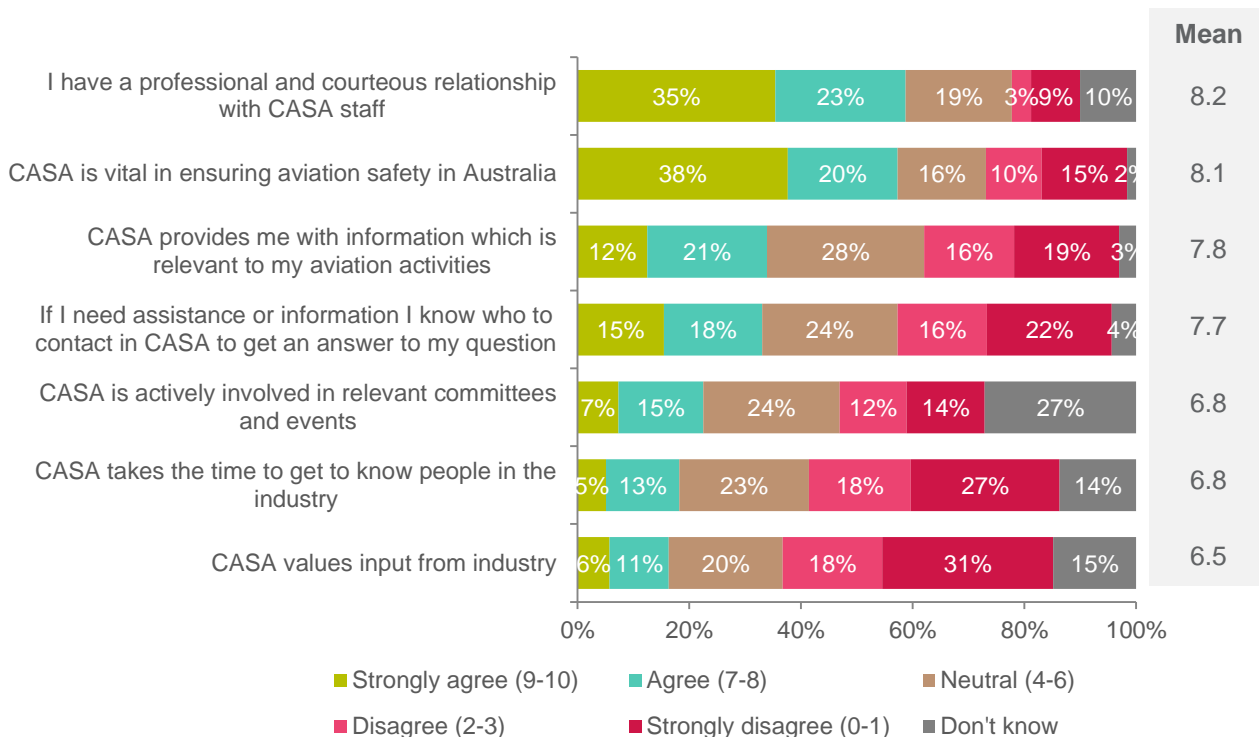
5.8.2. Attitudes toward CASA's dialogue with industry

To further explore stakeholder attitudes towards CASA's ongoing dialogue with industry, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

Encouragingly, just over one third (35%) of respondents strongly agreed that they had a professional and courteous relationship with CASA staff, while a further 23% agreed (mean rating of 8.2 out of 10). There was also reasonably strong agreement with the statement '*CASA is vital in ensuring aviation safety in Australia*' with an average agreement rating of 8.1 out of 10. The lowest level of agreement was observed for the statement '*CASA values input from industry*', with 31% strongly disagreeing and a further 18% disagreeing (average agreement rating of 6.5 out of 10).

These findings support feedback observed from stakeholders in the qualitative phase that showed while the role and function of CASA is acknowledged and respected by the majority of stakeholders, it is the way such roles are carried out that causes concern and warrants improvement.

Figure 29. Agreement with statements on industry dialogue



QH2. On a scale of 0-10, how much would you agree that... Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ✦ By primary role in sector, those in aerial work (mean=3.7, n=55) and air transport pilots (mean=3.7, n=54) were significantly less likely to agree that 'CASA provides me with information which is relevant to my aviation activities'.
- ✦ Commercial pilots (n=55) were significantly less likely to agree that 'CASA is vital in ensuring aviation safety in Australia' (mean=5.1).
- ✦ Air transport pilots (n=54) were less likely to agree with the statement 'If I need assistance or information I know who to contact in CASA to get an answer to my question' (mean=3.5).
- ✦ Private fliers (n=147) were more likely to agree that that 'CASA provides me with information which is relevant to my aviation activities' (mean=5.5).
- ✦ Regular passenger transport workers (n=33) were more likely to agree with the statement 'If I need assistance or information I know who to contact in CASA to get an answer to my question' (mean=6.3).
- ✦ Recreational/Private pilots (n=37) were more likely to agree that 'CASA provides me with information which is relevant to my aviation activities' (mean=6.0).
- ✦ By age, the only difference was that the 70 and over group (n=56) were more likely (mean=6.1) to agree with the statement 'CASA provides me with information which is

relevant to my aviation activities', while those aged 30-39 were significantly less likely to agree with this statement (mean=3.9).

- ▶ When looking by location, those in Queensland (n=198) were less likely to agree with the statements *'CASA is vital in ensuring aviation safety in Australia'* (mean=5.7), *'CASA provides me with information which is relevant to my aviation activities'* (mean=4.2), and *'CASA values input from industry'* (mean=2.8).
- ▶ There were no statistically significant differences by gender.

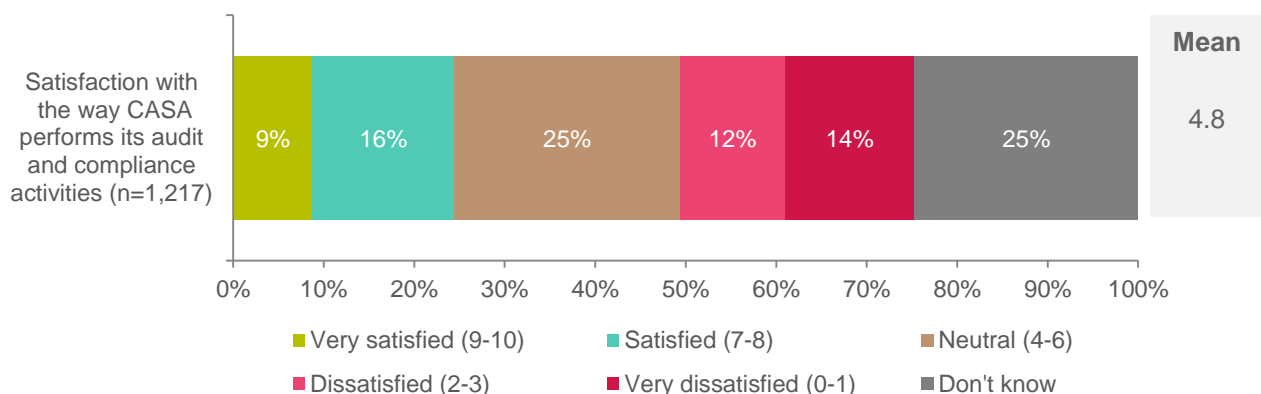
5.9. CASA's auditing roles and responsibilities

5.9.1. Satisfaction with how CASA performs its audit and compliance functions

Another key area of CASA's relationship with industry stakeholders that needed to be explored through the study was perceptions of how CASA undertakes its audit and compliance activities. The qualitative research highlighted perceptions that CASA could be overly punitive in its approaches, with an undue focus on finding fault and penalising people as opposed to working with stakeholders in a more collaborative manner to resolve the issue and have aviation operations continue in a safe manner.

Approximately one quarter of respondents were satisfied (16%) or very satisfied (9%) with the way CASA performs its audit and compliance activities. Roughly the same number of respondents was dissatisfied (12%) or very dissatisfied (14%), while 25% indicated they didn't know (most likely reflecting their lack of direct experience with CASA audit or compliance activity).

Figure 30. Satisfaction with CASA audit and compliance activity



Q11. On a scale of 0 -10 where 0 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with the way CASA performs its audit and compliance activities (e.g. ramp checks, etc.)? Base: All respondents (n=1,217).

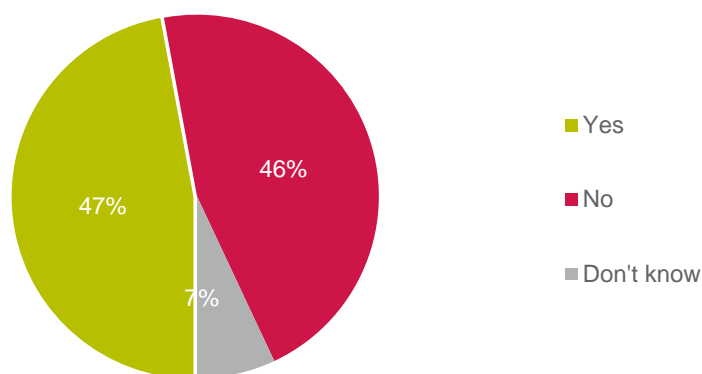
The following statistically significant differences were observed by sub-groups:

- ▶ Respondents in private flying (16%, n=273) were significantly less likely to rate their satisfaction with the way CASA conducts its audit and compliance activities as 'satisfied' or 'very satisfied', as were recreational and private pilots (10%, n=87).
- ▶ Conversely, those in maintenance organisations (42%, n=64) and aerodrome services (50%, n=30) were significantly more likely to provide a rating of 'satisfied' or 'very satisfied'.

5.9.2. CASA audit in the last two years

Just under half (47%) of the respondents surveyed suggested that they or their organisation had been subject to CASA audit activity in the two years prior to the survey.

Figure 31. Subject to CASA audit in past two years



Q12. Have you or your organisation been subject to any CASA audit activity over the past two years? Base: All respondents (n=1,217)

5.9.3. Attitudes towards CASA's auditing role

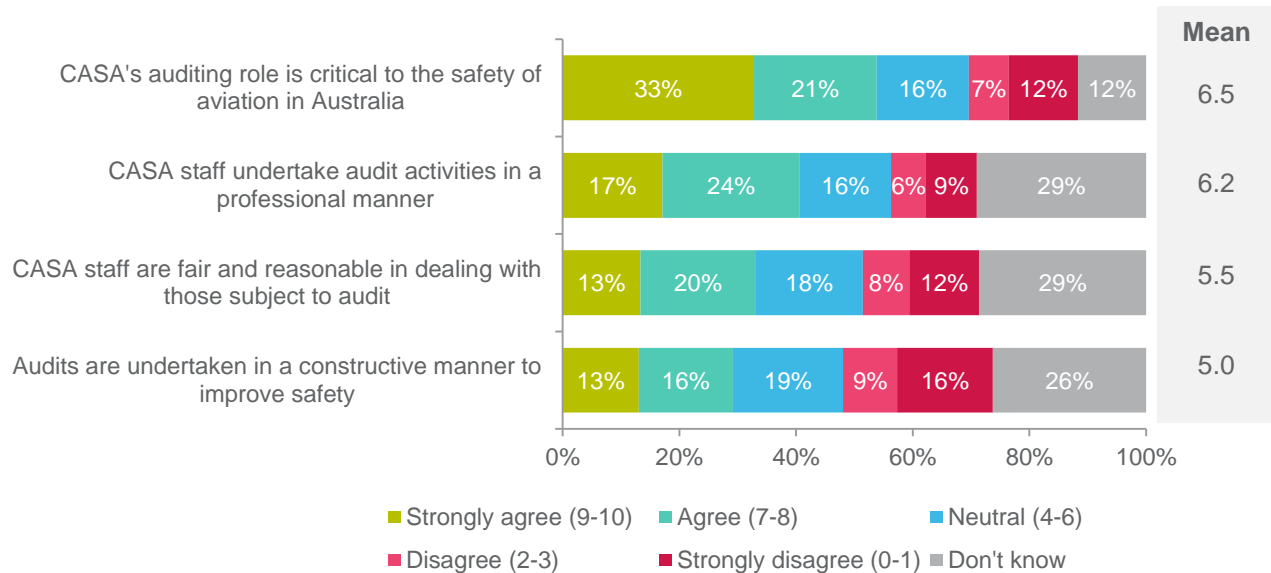
To further explore attitudes towards CASA's auditing role and how perform this, a battery of statements were developed and respondents were asked to indicate their level of agreement with each statement on a 0-10 scale (0 being 'strongly disagree', and 10 being 'strongly agree').

Encouragingly, average agreement scores were higher for this battery of statements than other aspects of CASA's role observed across the survey as follows:

- ▶ 'CASA's auditing role is critical to the safety of aviation in Australia' (average agreement of 6.5 out of 10, with 33% indicating strong agreement with this statement);
- ▶ 'CASA staff undertake audit activities in a professional manner' (average agreement of 6.2 out of 10);
- ▶ 'CASA staff are fair and reasonable in dealing with those subject to audit' (average agreement of 5.5 out of 10); and
- ▶ 'Audits are undertaken in a constructive manner to improve safety' (average agreement of 5.0 out of 10).

Interestingly, these agreement ratings were consistent across those who had been subject to audit activity over the past 2 years compared to those who had not been subject to an audit.

Figure 32. Agreement with statements on CASA audit activities



Q13. On a scale of 0 to 10, where 0 is 'strongly disagree' and 10 is 'strongly agree', please indicate how much you agree with each of the following statements. Base: All respondents (n=1,217)

The following statistically significant differences were observed by sub-groups:

- ▶ Multiple differences by role in the industry were found. Private flyers (n=114) were less likely to agree that 'CASA staff undertake audit activities in a professional manner' (mean=5.3).
- ▶ Maintenance organisations were more likely to agree that 'CASA staff undertake audit activities in a professional manner' (mean=7.5, n=59) and that 'CASA staff are fair and reasonable in dealing with those subject to audit' (mean=6.9, n=59).
- ▶ There were no statistically significant differences by age, gender or state.

6. Appendix A: Technical notes

6.1. Interpreting this report

6.1.1. Definitions

The following terms or abbreviations have been utilised throughout this report.

Table 1: Definitions

Term of abbreviation	Definition
CASA	Civil Aviation Safety Authority
ATSB	Australian Transport Safety Bureau

6.1.2. Percentages and averages

Percentages are generally rounded to whole numbers. Some percentages may not add to 100 percent due to rounding.

Some survey questions asked respondents to give a rating from 0 to 10. The classification used with **satisfaction** ratings was as follows:

- a rating of 0 or 1 is classified as extremely dissatisfied;
- a rating of 2 or 3 is classified as dissatisfied;
- a rating of 4, 5 or 6 is classified as neither satisfied nor dissatisfied;
- a rating of 7 or 8 is classified as satisfied; and
- a rating of 9 or 10 is classified as extremely satisfied.

The classification used with **agreement** ratings is as follows:

- a rating of 0 or 1 is classified as strongly disagree;
- a rating of 2 or 3 is classified as disagree;
- a rating of 4, 5 or 6 is classified as neither agree nor disagree;
- a rating of 7 or 8 is classified as agree; and
- a rating of 9 or 10 is classified as strongly agree.

Average ratings are rounded to one decimal place.

Note that average ratings **cannot** be translated into percentages. For example, an average rating of 7.3 out of 10 cannot be interpreted as meaning 73% of people.

6.1.3. Sorting of results

In all charts, rows are sorted from highest average rating to lowest.

6.1.4. Weighting

The results of this survey have not been weighted.

6.1.5. Tests of Statistical Significance

Tests for statistical significance have been conducted on particular subgroups of interest in this survey, including:

- ▶ Aviation sector primary role
- ▶ Age
- ▶ Gender
- ▶ Location
- ▶ Length of time in sector

Tests have been undertaken at a 95% confidence level. If there is a statistically significant difference between the result for a particular group and the result for the wider population, we can be confident that this difference has not occurred by chance, rather that it reflects a genuine difference among that group compared to the wider population.

6.1.6. Reliability

Respondents for this survey were selected from among those who have volunteered to participate in further CASA research from a previous self-select survey of aviation stakeholders, and those who chose to respond to an invitation to undertake the survey that was promoted across multiple CASA channels during the survey field period (including the CASA website, emails to stakeholders and social media channels).

Because the sample is based on those who initially self-selected for participation rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys and polls may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.

7. Appendix B: Interview Guide (Industry)

Interview Guide – General

1. PREAMBLE (5 MINS)

- Introduce interviewer and Colmar Brunton an independently owned market research company
- Explain purpose of market research and role of interviewer
- Mention there are never any right or wrong answers. Honest opinions that count
- Explain that the research is being conducted on behalf of the Civil Aviation Safety Authority (CASA)
- Explain role of audio-recording and that will only be used for research purposes and their privacy/confidentiality is guaranteed
- Discussion will run for about one hour
- Please mute mobile phones
- Any questions?

2. BACKGROUND (5 MINS)

- Let's talk about aviation – what is your role in the Aviation industry?
- How long have you been in that role?

3. ATTITUDES TO AVIATION SAFETY (15 MINS)

- What does the term “aviation safety” mean to you?
- Is this being managed well by the industry?
- Is it easy or difficult to ensure the safety of your aviation activities? How come?
- What helps us or supports us to operate in a safe manner?
- What barriers are there to operating in a safe manner?
- Most aviation stakeholders will agree that safety is paramount in aviation activities. In your experience, does this translate into appropriate behaviours? How come?
- Compliance activity (such as audit) shows that a small number of operators fail to comply with their regulatory obligations – why do you think this is the case? [PROBE – Ignorance, confusion, cost pressures].
 - ▶ Do you have empathy for this group? How come?
- Do you think most people comply willingly with their safety obligations, or more so in fear of audit?
 - ▶ How come?

- Are you aware of any instances where you or someone else has not complied with their safety obligations?
 - ▶ Why did that happen?
 - ▶ What did you/they do about it?
- Have you ever had an interaction with CASA about some non-compliance with regulatory obligations?
 - ▶ **(IF YES)** How did they become aware of the non-compliance?
 - ▶ What did you expect would happen?
 - ▶ What did you think would be a fair outcome?
 - ▶ What happened? Were you satisfied with what happened?
 - ▶ **(IF NO)** Would you report any non-compliance to CASA? Why/why not?
 - ▶ What do you think would happen if you reported non-compliance to CASA?
 - ▶ What would have to change to encourage you to report non-compliance more often?

4. CASA'S ROLE (10 MINS)

- What role does CASA play in terms of promoting and ensuring aviation safety?
 - ▶ How well do they perform this role? How come?
- What terms would you use to describe how CASA communicates with stakeholders such as yourselves? How come?
 - ▶ What does CASA do well in terms of communication?
 - ▶ Specifically, what aspects of their communication with stakeholders do they need to improve?
- How can CASA encourage stakeholders to voluntarily comply with their obligations – that is, see the value in operating in accordance with safety requirements as opposed to doing these to avoid penalties?

5. RELATIONSHIP WITH CASA (20 MINS)

- In the past 12 months, what interactions have you had with CASA? Have you sent emails, applied for a licence, made calls etc.?
- Tell me about your most recent interaction with CASA?
 - Did they contact you or did you contact them?
 - What was the purpose of the interaction?
- How satisfied were you that your issue was resolved?
 - What things helped it to be resolved?
 - What things got in the way?
 - What could have changed to have made the experience more positive for you?
- What would the ideal relationship with CASA look like for you? What factors would it need to include?

- I'd like you to imagine for a moment that it's 10 years into the future, and CASA has taken all of your ideas on board, and CASA has the ideal relationship with CASA.
 - What things happened to change this relationship?
 - Who made those changes?
 - What would that mean for your business?
 - What would that mean for aviation safety in Australia?

6. WRAP UP (5 MINS)

CLOSING

That's the end of the session. Thanks so much for your time, it has been greatly appreciated!

- Inform participants that the research is being conducted on behalf of CASA.
- State that as this is market research, it is carried out in compliance with the Privacy Act / information provided will only be used for research purposes.
- Remind them that you are from Colmar Brunton. Advise if any queries, call the Market Research Society's free Survey Line on 1300 364 830 or CBR on (Melb:1800 555 145/Syd:1800 888 683).
- Ask for any final comments?

8. Appendix C: Staff mini group discussion guide

CASA Relationship Health

Mini Group Guide – CASA staff

1. PREAMBLE (5 MINS)

- Introduce interviewer and Colmar Brunton an independently owned market research company
- Explain purpose of market research and role of interviewer
- Mention there are never any right or wrong answers. Honest opinions that count
- Explain that the research is being conducted for CASA to develop a relationship health questionnaire and our purpose is to work out the nitty gritty of what this means
- Explain role of audio-recording and that will only be used for research purposes and their privacy/confidentiality is guaranteed
- Discussion will run for about 90 minutes
- Please mute mobile phones
- Any questions?

2. BACKGROUND (5 MINS)

- To start, I'd like you each briefly introduce yourself...
- How long have you worked in this area of CASA?
- What are the good things about working in this area?
- What are some of the challenging things about working in this area?

3. RELATIONSHIP WITH INDUSTRY (10 MINS)

- How would you describe industry's relationship with your area of CASA?
- Would you say it is a generally positive or negative relationship? How come?
- Are there some industry sectors where the relationship is better or worse? How come?
- Has your area's relationship with external stakeholders improved or worsened over the past 12 months? How come?
- What are the things that external stakeholders would say this part of CASA does well?
- What things would external stakeholders likely say there is need for improvement?

- How does industry feel about CASA more broadly? What are the positive things? What are the negative things?
- Are these views or perceptions fair and accurate? How come?
- Are we making a positive contribution to the way industry feels about CASA? What are the positive things? Are there any negative things?

The Director (Mark Skidmore) recently announced CASA's change in regulatory policy.

I'd like to get your views on the principles the new philosophy is based on. How well do current internal policies and practices allow you/your team to...

- building trust and respect with industry?
- taking a risk-based approach?
- being consultative and collaborative?
- balancing consistency with flexibility?
- embracing a just culture approach?
- taking actions that are appropriate and in proportion to the circumstances?
- exercising discretion fairly?
- limiting CASA's role in support of punitive action where action may be necessary?

Overall, what impact do you feel this change in philosophy will have on CASA's relationship with industry?

- Is this a positive or negative move for the organization? How come?
- What will this change mean for your responsibilities, if any?
- Are there any challenges that will need to overcome if this change in regulatory philosophy is to be successfully introduced?

4. KEY BEHAVIOURS (60 MINS)

- There are a number of things that have been identified in both discussion with industry and senior executives within CASA that are important to optimise safe practices across the aviation sector.
- We'd like to get your views on some of these – not all of them may be directly applicable to your specific area – if that's the case we'll move on.
- Compliance with Aviation Safety Regulations
- Does CASA make it easy for industry participants to comply with their regulatory requirements? How come?
- Is this an area that is relevant to your role/section?

[IF YES]

- What are the challenges of making it easy industry stakeholders to comply with regulatory requirements?

- Do most industry stakeholders comply with their obligations based on your interactions with them?
- What are some of the barriers to industry stakeholders complying (that you are aware of)?
- What, if anything, can CASA be doing to help industry stakeholders comply with regulations?
- Does CASA generally make consistent decisions in relation to breaches of regulations?
- What needs to change if CASA is to perform better in this area?

Best Practice

- Does CASA identify best practice in relation to aviation safety and communicate this effectively to industry?
- Is this an area that is relevant to your role/section?

[IF YES]

- What are the challenges of identifying best practice in relation to aviation safety and communicating this effectively to industry?
- Do most industry stakeholders aspire to best practice from a safety perspective?
- What are some of the barriers to industry stakeholders aspiring to best practice (that you are aware of)?
- What, if anything, can CASA be doing to help industry stakeholders identify and adopt best practice from a safety perspective?
- What needs to change if CASA is to perform better in this area?

Service Delivery

- How well does CASA deliver services to industry stakeholders?
- Is this an area that is relevant to your role/section?

[IF YES]

- What are the challenges of providing timely and efficient service delivery to industry?
- How would industry stakeholders rate the service they receive from CASA?
- Is that a fair and accurate assessment? How come?
- What are some of the barriers to improving service delivery to industry stakeholders?
- What, if anything, can CASA be doing to potentially improve service delivery to industry stakeholders?
- What needs to change if CASA is to perform better in this area?

Development and Reform of Aviation Safety Regulations

- How well does CASA manage regulatory reform?
- Is this an area that is relevant to your role/section?

[F YES]

- What are the challenges of reforming aviation regulations?
- How would industry stakeholders rate CASA on its management of regulatory reform?
- Is that a fair and accurate assessment? How come?
- What are some of the barriers to improving the regulatory reform process?
- What, if anything, can CASA be doing to potentially improve service delivery to industry stakeholders?
- What needs to change if CASA is to perform better in this area?

5. RELATIONSHIP WITH CASA (5 MINS)

- I'd like you to imagine for a moment that its 3 - 5 years into the future, and CASA has the ideal relationship with industry.
- What has happened to change this relationship?
- Who made those changes?
- What would that mean for your role?
- What would that mean for aviation safety in Australia?

6. WRAP UP (5 MINS)

CLOSING

That's the end of the session. Thanks so much for your time, it has been greatly appreciated!

9. Appendix D: Quantitative survey

SURVEY INTRODUCTION

The Civil Aviation Safety Authority (CASA) is keen to improve service delivery and its relationship with the aviation community and needs your help to find out more about what industry is thinking.

We have engaged Colmar Brunton - an independent research organisation that conducts projects on behalf of the Government and other organisations – to undertake this survey on our behalf. Your contact details and any responses you give in this survey will remain confidential to Colmar Brunton. Your responses will not be personally linked to you or your organisation as they will be combined with all other responses and used only for research purposes.

The survey will take no longer than 15 minutes to complete, and this is your opportunity to influence how CASA interacts with all industry stakeholders into the future.

When completing the survey, please do not use the forward and back buttons in your browser.

Please click on “next” to enter the survey.

SECTION B: INDIVIDUAL PROJECT REQUIREMENTS

PART A. – OVERALL SATISFACTION WITH RELATIONSHIP

QA1 On a scale of 0 -10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied are you with your relationship with CASA?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QA2 Why is that?

QA3. Please rate how satisfied you are with the following aspects of CASA's performance on a scale of 0 to 10, where 0 is very dissatisfied and 10 is very satisfied.

CODE		Rating 0-10	Don't know
1	Operates with safety as its primary focus	0-10	98
2	Is efficient in its dealings with you	0-10	98
3	Actively helps stakeholders comply with regulations	0-10	98
4	Is responsive to your needs	0-10	98
5	Provides timely responses to queries or requests for information	0-10	98
6	Maintains an open and transparent relationship with you	0-10	98
7	Is innovative and open to new ideas	0-10	98

8	Shares information & knowledge willingly	0-10	98
9	Provides competent & capable staff	0-10	98
10	Understands you/your business/organisation	0-10	98
11	Respects your confidentiality	0-10	98
12	Works collaboratively with industry	0-10	98
13	Strives for operational excellence	0-10	98
14	Makes it clear who you need to contact within CASA	0-10	98
15	Builds a relationship of trust with you	0-10	98
16	Is openly accountable for its actions	0-10	98
17	Treats all stakeholders fairly and with respect	0-10	98
18	Strives to minimise administrative costs & charges	0-10	98
19	Takes actions that are appropriate and in proportion to circumstances	0-10	98
20	Balances consistency and flexibility	0-10	98
21	Behaves with strength and courage	0-10	98

PART B – COMPLIANCE WITH AVIATION SAFETY REGULATIONS

QB1. On a scale of 0 to 10, where 0 is 'very difficult' and 10 is 'very easy', how easy or difficult is it for you to fully comply with all aviation safety regulations relevant to your role or activities?

Very difficult										Very easy	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QB2. On a scale of 0 to 10, where 0 is 'not at all confident' and 10 is 'very confident', how confident are you in your ability to comply with all aviation safety regulations relevant to your role?

Not at all confident										Very confident	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QB3. Please indicate your level of agreement with the following statements.

CODE		Rating 0-10	Don't know
1	Regulations covering my activities are easy to understand	0-10	98
2	CASA explains the regulations and how they affect industry stakeholders in a clear and succinct manner	0-10	98
3	I have a sound understanding of all regulations governing my aviation activities	0-10	98
4	CASA themselves have a sound understanding of the regulations governing my activities	0-10	98
5	I can easily interpret how regulations affect the way I operate	0-10	98
6	CASA inspectors have a consistent understanding of regulations and apply rules consistently	0-10	98

7	Regulations play a key role in ensuring I operate safely	0-10	98
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PART C – BEST PRACTICE

QC1. On a scale of 0 to 10, where 0 is “never” and 10 is “always”, please indicate how much of the time you believe you are demonstrating best practice in your aviation safety activities.

Never										Always	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QC2. On a scale of 0 to 10, where 0 is “strongly disagree” and 10 is “strongly agree”, please indicate how much you agree with each of the following statements.

CODE		Rating 0-10	Don't know
1	I operate in excess of CASA's minimum safety requirements	0-10	98
2	I actively seek opportunities to operate as safely as possible	0-10	98
3	Australian aviation safety regulations and aviation safety best practice are closely aligned	0-10	98
4	If I find a new or better way to meet a specific regulation, I have a process I know I can use to share it with my colleagues or with others in the industry	0-10	98
5	CASA seeks to identify and promote safety best practice within the aviation community	0-10	98
6	CASA recognises and values industry knowledge, experience	0-10	98
7	CASA recognises and promotes safety best practice from other countries	0-10	98

PART D – SERVICE DELIVERY

QD1. On a scale of 0-10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied are you with CASA's service delivery?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QD2. How many times have you had direct contact with CASA staff over the past 12 months?

Enter number of times:	
None/no contact	99999

QD3. What was your most recent direct contact with CASA staff in relation to? (SR)

CODE	
1	Apply for/renew maintenance personnel licence
2	Apply for/renew air traffic control licence
3	Apply for/renew flight crew licence
4	Apply for aviation medical
5	Apply for/renew an air operator's certificate
6	Apply for/renew a maintenance repair organisation approval
7	Apply for/renew an aircraft registration
8	To seek clarification or further information on a regulation
9	Apply for an aviation reference number (ARN)
10	To access pilot guides and information
11	To participate in an audit or safety inspection
12	To complete a flight crew or aircraft maintenance engineer exam
13	Other (Specify)

QD4. During your most recent interaction with CASA staff, how satisfied were you that...

CODE		Rating 0-10	Don't know	Not applicable
1	Your issue or query was processed in a timely manner	0-10	98	97
2	You were given information or advice that was consistent with information or advice you had previously been given	0-10	98	97
3	CASA staff understood your issue	0-10	98	97
4	CASA staff knew the history of your issue	0-10	98	97
5	Your transaction was completed with only reasonable costs incurred by you	0-10	98	97
6	CASA staff were helpful	0-10	98	97
7	You were given information or advice that answered your query or resolved your issue	0-10	98	97

D5. For each of the following possible interactions with CASA, please indicate what would be an acceptable timeframe for CASA to take to resolve or finalise your issue.

CODE		Up to two weeks	Up to one month	Up to eight weeks	Up to three months	Don't know/ not applicable
1	Apply for/renew maintenance personnel licence	1	2	3	4	97
2	Apply for/renew Air Traffic Control Licence	1	2	3	4	97
3	Apply for/renew Flight Crew Licence	1	2	3	4	97
4	Apply for Aviation Medical	1	2	3	4	97
5	Apply for/renew an Air	1	2	3	4	97

	Operator's Certificate					
6	Apply for/renew a Maintenance Repair Organisation Approval	1	2	3	4	97
7	Apply for/renew an aircraft registration	1	2	3	4	97
8	To seek clarification or further information on a regulation	1	2	3	4	97
9	Apply for an aviation reference number (ARN)	1	2	3	4	97
10	To access pilot guides and information	1	2	3	4	97
11	To participate in an audit or safety inspection	1	2	3	4	97
12	To complete a flight crew/AIME exam	1	2	3	4	97

PART E – DEVELOPMENT AND REFORM OF AVIATION SAFETY REGULATIONS

QE1. On a scale of 0-10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied are you with the ways CASA develops aviation safety regulations?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QE2. On a scale of 0 to 10, where 0 is “strongly disagree” and 10 is “strongly agree”, please indicate how much you agree with each of the following statements.

CODE		Rating 0-10	Don't know
1	CASA clearly communicates the strategic intent of reforms to aviation safety regulations	0-10	98
2	CASA always demonstrates the case underpinning aviation safety regulation reform	0-10	98
3	CASA always consults with the most appropriate people in industry when developing and reforming aviation safety regulations	0-10	98
4	Current aviation safety regulations represent the most current learning and innovation in the industry	0-10	98
5	CASA does a good job of translating my legal obligations into practical guidance	0-10	98
6	CASA provides me with adequate opportunities to provide input on regulation development and reform	0-10	98
7	My input to regulation and reform would be useful to CASA	0-10	98

QE3. Have you participated in any consultation on regulation development or reform - including a face- to-face consultation session or safety session, or submitting written feedback – over the past three years?

CODE		
1	Yes	1
2	No	2

IF QE3=2, CONTINUE TO QE4 BELOW. OTHERWISE SKIP TO QE5 BELOW.

QE4. What is the main reason you have not participated in CASA led consultation over the past three years?

CODE	
1	Wasn't made aware I could
2	Too busy/no time
3	Won't make a difference/waste of time
4	Negative experience from consultation you were involved with more than three years ago
96	Other (SPECIFY)
97	Don't know

QE5. On a scale from 0 to 10, where 0 is "very unimportant" and 10 is "very important", how important would each of the following factors be in terms of encouraging you to participate in face-to-face or written consultation with CASA?

CODE		Rating 0-10	Don't know
1	A face-to-face session is held in a location near me	0-10	98
2	The invitation to participate came to me personally	0-10	98
3	The topic of the consultation is relevant or interesting to me	0-10	98
4	There is an opportunity to meet people from CASA whom I would like to meet	0-10	98
5	There is an opportunity to network with others in my industry	0-10	98
6	Feeling like my contribution would be used to make real change	0-10	98
7	Receiving feedback on how my contribution was used	0-10	98

PART F – CONSISTENCY OF DECISION MAKING

QF1. On a scale of 0 to 10 where 0 is "very dissatisfied" and 10 is "very satisfied", how satisfied are you with the consistency of CASA's decision making?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QF2. On a scale of 0 to 10, where 0 is "strongly disagree" and 10 is "strongly agree", please indicate how much you agree with each of the following statements.

CODE		Rating 0-10	Don't know
1	CASA staff are consistent in how they make decisions	0-10	98
3	CASA are consistent in the decisions that are made	0-10	98
4	I clearly understand why CASA makes the decisions it does	0-10	98
5	CASA makes decisions which reflect an understanding of my aviation activities and/or business	0-10	98

PART G – SAFETY REPORTING

QG1. On a scale of 0 -10 where 0 is “very unlikely” and 10 is “very likely”, how likely would you be to make a voluntary safety report (e.g. alert CASA voluntarily in the case of non-compliance with your regulatory obligations) in situations of material non-compliance with safety regulations?

Very unlikely										Very likely	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QG2. Have you made any of the following safety reports in the past two years?

CODE		Yes	No
1	A safety report to ATSB	1	0
2	A safety report directly to CASA	1	0

IF QG2 2=YES, CONTINUE TO QG3 BELOW. OTHERWISE SKIP TO QG4 BELOW.

QG3. (FOR SAFETY REPORTS TO CASA ONLY) On a scale of 0-10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied were you with the response to your safety report made to CASA?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QG4. On a scale of 0 to 10, where 0 is “strongly disagree” and 10 is “strongly agree”, please indicate how much you agree with each of the following statements.

CODE	Issue	Rating 0-10 – label 0 as strongly disagree and 10 is strongly agree	Don't know
1	I know which organisations I should make different kinds of safety reports to (if required)	0-10	97
2	I know the process for making a safety report to CASA	0-10	97
3	The level of CASA's response to any non-compliance always reflects the severity of the problem	0-10	97
4	Making safety reports to CASA helps improve the knowledge of everyone in the industry	0-10	97

PART H– DIALOGUE WITH INDUSTRY

QH1. On a scale of 0-10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied are you with CASA's ongoing dialogue with industry?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

QH2. On a scale of 0-10, how much would you agree that...

CODE	Issue	Rating 0-10 – label 0 as strongly disagree and 10 is strong agree	Don't know
1	CASA is vital in ensuring aviation safety in Australia	0-10	97
2	CASA takes the time to get to know people in the industry	0-10	97
3	CASA is actively involved in relevant committees and events	0-10	97
4	CASA provides me with information which is relevant to my aviation activities	0-10	97
5	CASA values input from industry	0-10	97
6	If I need assistance or information I know who to contact in CASA to get an answer to my question	0-10	97
7	I have a professional and courteous relationship with CASA staff	0-10	97

PART I – CASA's Audit Roles & Responsibilities

Q11. On a scale of 0 -10 where 0 is “very dissatisfied” and 10 is “very satisfied”, how satisfied are you with the way CASA performs its audit and compliance activities (e.g. ramp checks, etc.)?

Very dissatisfied										Very satisfied	Don't know
0	1	2	3	4	5	6	7	8	9	10	97

Q12. Have you or your organisation been subject to any CASA audit activity over the past two years?

CODE	
1	Yes
2	No
3	Don't know

Q13. On a scale of 0 to 10, where 0 is “strongly disagree” and 10 is “strongly agree”, please indicate how much you agree with each of the following statements.

CODE	Issue	Rating 0-10 – label 0 as strongly disagree and 10 is strongly agree	Don't know
1	CASA staff undertake audit activities in a professional manner	0-10	97
2	CASA staff are fair and reasonable in dealing with those subject to audit	0-10	97
3	Audits are undertaken in a constructive manner to improve safety	0-10	97
4	CASA's auditing role is critical to the safety of aviation in Australia	0-10	97

Part J - DEMOGRAPHICS

Now just a few questions to help us analyse our results...

ASK ALL:

QJ1 GENDER

QJ1. Please indicate your gender. Please select one. (SR)

Code	
1	Male
2	Female
96	I prefer not to answer

QJ2. Which of the following best describes your *current primary role* in the aviation sector? Please select one. (SR)

Code	
1	Aerial work
2	Charter operator
3	Private flying
4	Business aviation
5	Regular passenger transport
6	Sport aviation (including self-administered organisations)
7	Remotely piloted aircraft systems
8	Flight training including recreational, private and commercial pilot training organisations, and multi-crew training organisations
9	Student pilot
10	Recreational pilot/private pilot
11	Commercial pilot
12	Air transport pilot
13	Maintenance authority
14	Cabin crew
15	Air traffic controller
16	Aircraft design/engineering/building
17	Maintenance organisation
18	Maintenance training organisation
19	Licensed aircraft maintenance engineer
20	Aircraft maintenance engineer
21	Aerodrome services including ground handling, aviation rescue, and fire fighting
22	Aviation medicine
99	Other (SPECIFY)

QJ3. Are you an aircraft owner or operator of any kind?

Yes	1
No	2

IF QJ3 =1, GO TO QJ4 BELOW. OTHERWISE SKIP TO QJ5 BELOW.

QJ4. Please indicate if you are licensed to operate any of the following aircraft types. (MR)

CODE	
1	Fixed wing – jet
2	Fixed wing – twin engine
3	Fixed wing – turbo prop
4	Fixed wing – single engine
6	Fixed wing - piston
5	Fixed wing - light sports aircraft
6	Rotary – turbine (heavy)
7	Rotary – light helicopter
8	Hot air balloon
9	Glider
10	Gyrocopter/trike
11	Hang glider
12	Warbird
97	Other (SPECIFY)

QJ5. Which of the following age groups do you fall into? Please select one. (SR)

Code	
1	Under 18
2	18-24
3	25-29
4	30-34
5	35-39
6	40-44
7	45-49
8	50-54
9	55-59
10	60-64
11	65-69
12	70 years or older
13	I prefer not to answer

QJ6. Where are you based? Please select one. (SR)

CODE	
01	Sydney
02	New South Wales (other than Sydney)
03	Melbourne
04	Victoria (other than Melbourne)
05	Brisbane
06	Queensland (other than Brisbane)
07	Adelaide
08	South Australia (other than Adelaide)
09	Perth
10	Western Australia (other than Perth)
11	Australian Capital Territory
12	Northern Territory
13	Tasmania

14	I don't live in Australia
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QJ7. How long have you been operating or involved in the aviation sector for? (SR)

Code	
1	Less than 12 months
2	1 – 3 years
3	4 – 10 years
4	11 – 20 years
5	21 – 30 years
6	31 – 40 years
7	More than 40 years

QJ8. As part of CASA's efforts to further improve their communications with stakeholders, they are likely to want to engage with industry participants in the near future for additional research on a range of topics. Would you be willing to be contacted to participate in any future research activity undertaken? Even if you agree, participation would be voluntary and you would be under no obligation to participate even if contacted again in future if this didn't suit your circumstance at the time.

Are you willing to be recontacted and be invited to participate in future research projects undertaken by CASA?

Code		Instructions
1	Yes	CONTINUE
2	No	GO TO CLOSING SCRIPT

QJ9. Thank you for your willingness to potentially engage in us with future research projects. Please record your name and contact details below in order for us to contact you if such opportunities arise. This information will be separated from your responses to the survey to ensure your confidentiality.

Name	
Best phone contact no. (incl. area code if landline)	
Email address	

SECTION C: MANDATORY QMS REQUIREMENTS

CONCLUSION

Thank you, you have completed the survey.

As this is market research, it is carried out in compliance with the Privacy Act and the information you provide will be used only for research purposes. The research project is being conducted on behalf of the Civil Aviation Safety Authority.

For questions about the Market Research Industry as a whole, you can call the Market and Social Research Society's Survey Line on 1300 364 830.

If you would like to also share your views on CASA's Flight Plan 2030 initiative and other Safety Promotion activities, please visit CASA's [Have your say website](#).

Thank you for sharing your views.

Please click "SUBMIT" to send your responses.