



TOPS NEWSGRAM

INSIDE THIS ISSUE:

TOPS Educational Training to Discuss: "Safety Culture for Success"	2
Message from the Chairman	2
Is your Safety Program just another attempt at "Sheep Dipping?"	3
TOPS History	4
TOPS Membership	4

Dates to Remember:

- **September 1, 2006—All Audits are due to be submitted to the Audit/Membership Committee for review.**
- **November 1-2, 2006—TOPS/HTOC Meeting at Ritz Carlton Lake Las Vegas Resort**
- **December 31, 2006—Deadline for each Regular Member must submit 2 "Best Practices" to Executive Director.**
- **March 1-3, 2006—HAI's Heli-Expo in Orlando, Florida**

TOPS MEETING SET FOR NOVEMBER 1-2, 2006

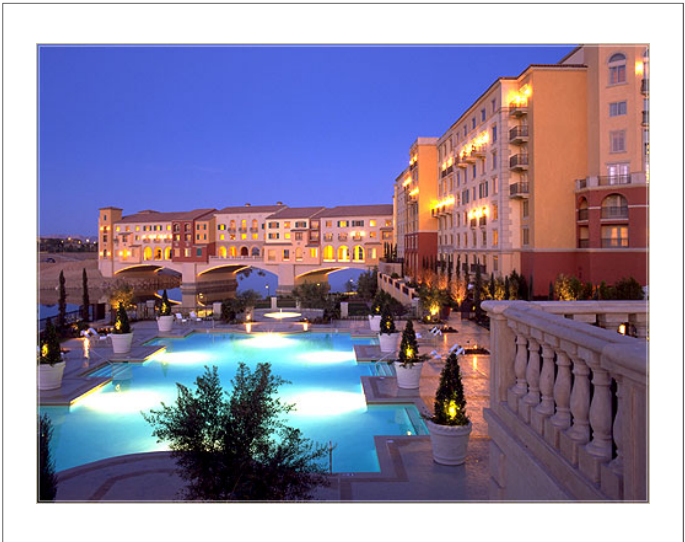
This year, the **Tour Operators Program of Safety** will be holding its' Fall meeting at the Ritz-Carlton, Lake Las Vegas Resort and Spa. The TOPS Board of Directors have chosen this lakeside setting for its mid year membership meeting, due to its peaceful atmosphere, allowing for a productive meeting and training session.

The **Helicopter Association International** will also be holding its Fall meeting of the Helicopter Tour Operators Committee at this property on November 1st, prior to the TOPS Training Session.



The AAA Five Diamond Ritz-Carlton, Lake Las Vegas provides the ultimate "other Las Vegas" experience in a relaxed, Tuscan-inspired resort setting, 17 miles from the Las Vegas Strip. TOPS has secured a special rate for all attendees of this meeting of \$249.00 per night for the nights of October 31st, November 1st and 2nd. This drastically reduced price is guaranteed for the first 30 rooms reserved for each night, so reserve your room early!

To make reservations, call (702) 567-4700 or (800) 241-3333 and reference Tour Operators Program of Safety. All reservations should be received by the Ritz-Carlton, no later than the October 1, 2006. Cancellations by individual attendees may be



Caption describing picture or graphic.

made without penalty until seven (7) days prior to their arrival date. Cancellations within seven (7) days of the meeting will forfeit all deposits on record.

**The Ritz-Carlton,
 Lake Las Vegas**
 1610 Lake Las Vegas Pkwy
 Henderson, Nevada
 89011
 United States
 Tel: (702) 567-4700
 Fax: (702) 567-4777

The Ritz-Carlton, Lake Las Vegas has a \$20.00 per room, per day Resort Fee. As a special consideration, this Resort Fee has been reduced to \$10.00 per room, per day for attendees registered for the TOPS meeting. Included

in this fee, are the following services: guest room high-speed internet access, morning coffee, intra-resort transportation, local and toll-free telephone calls, 24-hour computer access in the Business Center, \$20 gift certificate off \$100 purchase in The Ritz-Carlton Signature Gift Shop or at the Spa Boutique, and a daily newspaper.

For more information, on the TOPS events, please call Robert Butler at 562-755-5083. An agenda for the TOPS meeting will be published on the TOPS website at www.topsafety.org in October. For more information on the HTOC meeting, please call Ann Carol at HAI at 703-683-4646 or at her e-mail at ann.carroll@rotor.com.

“Helicopter operations have unique challenges that can be overwhelming when faced with business objectives, regulatory requirements, and a variety of personalities.”

TOPS Educational Training to Discuss: “Safety Culture for Success”

This years TOPS training session will be presented by Terry Palmer with FlightSafety International. This presentation will focus on recognizing and improving the “Safety Culture”

defined and examples of successful safety tools are demonstrated to reinforce the principles required to effectively manage operational risk.

mine the factors that will enhance safety procedures and ultimately, improve business performance.



FlightSafety International is the world's premier aviation training organization.

within the day-to-day business of a helicopter tour operator.

The success of any helicopter operation is dependent upon its ability to manage risk effectively. A solid Safety Culture is imperative to managing risk. The building blocks to a successful safety culture include all facets of the operation from top management to flight operation. This presentation explains the various roles each department plays in developing and maintaining a safe operation. Roles are

Helicopter operations have unique challenges that can be overwhelming when faced with business objectives, regulatory requirements, and a variety of personalities. The basic keys to a successful safety culture take all this into account. Identifying the risks and developing a safety plan includes the areas of human factors, training and operating procedures. The success of such programs in corporate aviation, regional airlines and offshore helicopter operations has been demonstrated. These operations will be discussed and various proven techniques will be explained as they relate to tour operations.

The commitment to safety will determine the ultimate success of the operation. In this presentation, we can evaluate the commitment and deter-

Terry Palmer, Manager of Rotorcraft Programs, Flight-Safety International, has been presenting aviation safety programs for more than 15 years. Terry is a member of the HAI Safety Committee and is active in developing new safety and training initiatives for EMS and Law Enforcement helicopter operations.

FlightSafety International is the world's premier aviation training organization. Over 75,000 pilots, technicians and other aviation professionals train at FlightSafety facilities each year. The company designs and manufactures full flight simulators for civil and military aircraft programs and operates the world's largest fleet of advanced full flight simulators at over 40 training locations.



MESSAGE FROM OUR CHAIRMAN...

We've all been able to get our audits completed during one of the busiest times of the year. Congratulations to all!

I would like to take this opportunity to inform our membership on the status of our Executive Director, Patrick (Paddy) Mallen. For the past three months or so, Pat has been receiving chemotherapy treatment for leukemia and is currently in remission and

recovering at home. He has another “chemo blast”, as he refers to it, scheduled about September 1st, but reports he is about 85% recovered in his physical rehab. Pat is planning to join us in Las Vegas for our fall meeting and we are all wishing him the best and looking forward to seeing him.

During Pat's recovery, the Board of Directors has asked

Robert Butler to fill the position of Interim Executive Director. Robert has stepped in and been very effective. He's worked closely with some of our Las Vegas members to plan our fall meeting, which I'm certain we will all find educational and enjoyable. I urge maximum participation from our members. Fly safe and see you in Vegas.

Paul Morris, Chairman

IS YOUR SAFETY PROGRAM JUST ANOTHER ATTEMPT AT “SHEEP DIPPING?”



Management is sometimes tempted to treat all employees in the same way, like sheep in a herd.

The use of a “Safety Program” is one of the cornerstones for the Tour Operators Program of Safety. Creating the program, implementing its guidelines, training all employees to those procedures, and monitoring its effectiveness are mandatory to insure managements’ objectives for operational integrity.

In our industry, many operators implement a “Safety Program.” After this process has been accomplished, the question that management must ask itself is: “Does the program work?” Most will say “Yes!” But let us look more closely. Management really needs to look at what is really going on in each part of the company; especially keeping in mind that each organization can have many different subcultures in them. Has management established a process to ensure that issues of safety discovered in one area of the company is identified and then disseminated throughout the other department is the company? Does “X” talk to “Y”? Then, more importantly, does management then use these lessons to update the Safety Program? If not, then what

we are talking about is a safety program that is actually “Organizational Sheep Dipping.” Running everyone through a program for safety then not taking the time to see if it is working at all levels of the companies many subcultures.

What is “Sheep Dipping?” Sheep Ranchers use Sheep Dip bathes to control ticks and other problems. With so many sheep, ranchers fill the bath with medicated water and run the whole herd through it thus treating every sheep at the same time. With a business, “Sheep Dipping” equates to the process of running all the employees through the same program, regardless of their area of employment or responsibilities.

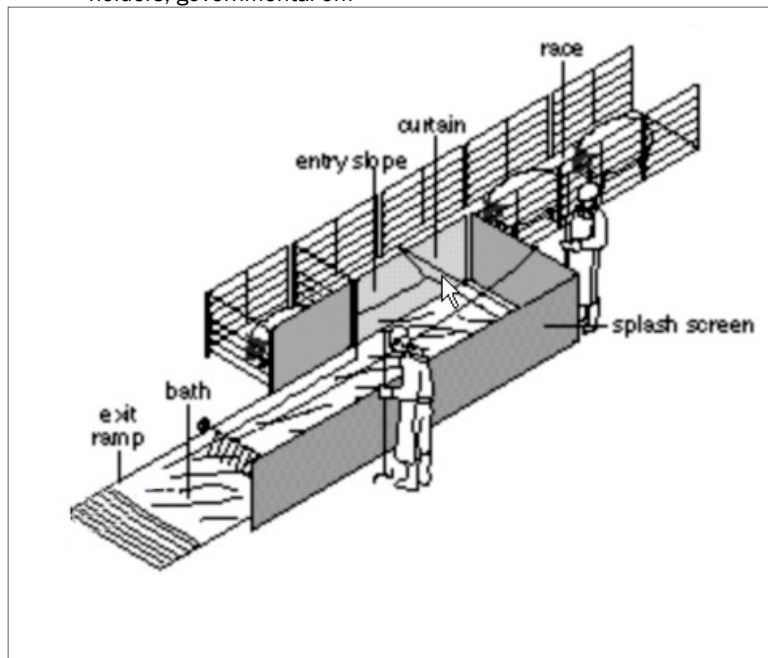
There are many reasons to fall victim to this type of management pitfall. Management may feel pressure from shareholders, governmental offi-

cial, or industry organizations to implement a safety program to qualify for a certificate or operational incentives. But even with an honest and genuine effort to implement a safety program, time and again, nothing changes; bad safety records, poor performance and the like will continue.

A “Culture of Safety” is a living and breathing environment. Participating in an organization, like the Tour Operators Program of Safety, can insure that any interested operator will have the tools (such as the mentoring program, networking opportunities, annual external audits, and annual training sessions) to insure that they will not fall into the mistake of Operational Sheep Dipping.”

Content for this article was based on research found at www.safetyculture.com

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Sheep Ranchers use Sheep Dip bathes to control ticks and other problems. With so many sheep, ranchers fill the bath with medicated water and run the whole herd through it thus treating every sheep at the same time.



Tour Operators Program of Safety

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“Attitudes and Behaviors are outcomes, they do not just suddenly appear!”

We're on the Web!
www.topsafety.org

TOPS History: In 1993, the need for safety programs specifically geared for the air tour industry became evident. Although helicopter tour operations had a good safety record, the flight-seeing industry was then experiencing growing pains. Accidents that may have been avoided, and media sensationalism that poorly depicted the helicopter tour industry, incorrectly portrayed the tour industry as unconcerned with public safety. Several leading providers of helicopter tours met informally during this time to exchange views on how to improve the situation.

Following discussions within the forum of the Helicopter Association International (HAI), a Helicopter Tour Operators Committee (HTOC) was formed. After several meetings of the HTOC, it was agreed that a program should be developed to serve the special needs of the helicopter tour operators, and to address the public's concern about helicopter tour safety.

The tour operators, in coordination with several of the standing committees of the HAI, drafted a detailed safety program that was to become the principal guideline for TOPS. This program incorporated the expertise and experience of those who know the industry best: the air tour operators and the manufacturers of the air tour equipment.

In 1995, a draft of the prospective TOPS Program of Safety was presented to and well received by the Federal Aviation Administration (FAA) and the National Transportation Board (NTSB).

TOPS was incorporated in January 1996 as an independent, non-profit organization, and the TOPS Program of Safety was implemented at that time. For the first time, there was an organization, TOPS, that was dedicated solely to further enhancing the safety of all aspects of helicopter tours.

The effectiveness of the TOPS Program of Safety is well proven by the statistics gathered since 1996. In a typical year, professional helicopter tour operators in the US fly some 100,000 tour hours, of which about 85,000 hours are flown by TOPS members. TOPS members have a cumulative safety record much better than that of general aviation at large. For example, during 2003, TOPS members experienced 1.13 accidents per 100,000 air tour hours, compared with 9.98 accidents per 100,000 flying hours for the civil helicopter fleet at large.

REGULAR MEMBERS

Blue Hawaiian Helicopters

Kahului, Maui
Waiholoa, Hawaii
Hilo, Hawaii

ERA Helicopters

Denali, AK
Juneau, AK
Seward, AK
South Denali, AK

Hawaii Helicopters

Kalului, Maui

Liberty Helicopters

New York City, NY

Makani Kai Helicopters

Honolulu, HI

Northstar Trekking

Juneau, AK

Papillion Helicopters

Grand Canyon, AZ
Las Vegas, NV

Sundance Helicopters

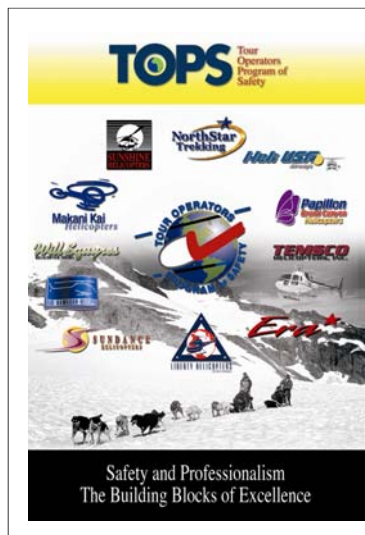
Las Vegas, NV

Sunshine Helicopters

Kahului, Maui
Hilo, Hawaii

Temasco Helicopters

Juneau, AK
Skagway, AK



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455 Agar Drive
Richmond, BC, Canada V7B 1A4

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4835 LBJ Freeway, Suite 480
Dallas, TX 75248

Air Chuck Inc 770-454-1130
2001 Flightway Drive
Atlanta, GA 30341

Air Cruisers 732-681-3527
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Belmar, NJ 07719

Air Pegasus Heliport 212-563-4442
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Bernardsville, NJ 07924

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230 Steiner Road
Lafayette, LA 70508

Altair Avionics 781-762-8600
63 Najatan St. Suite 300
Norwood, MA 02062

American Eurocopters 972-641-0000
2701 Forum Drive
Grand Prairie, TX 75052

Bell Helicopters 817-280-2107
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Mercer Island, WA 98040

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Global Aerospace 973-379-0890
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Short Hills, NJ 07078

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San Jose, CA 95124

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Bend OR 97708

Powell of Paoli & Assoc. 480-983-6535
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Apache Junction, AZ 85287

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