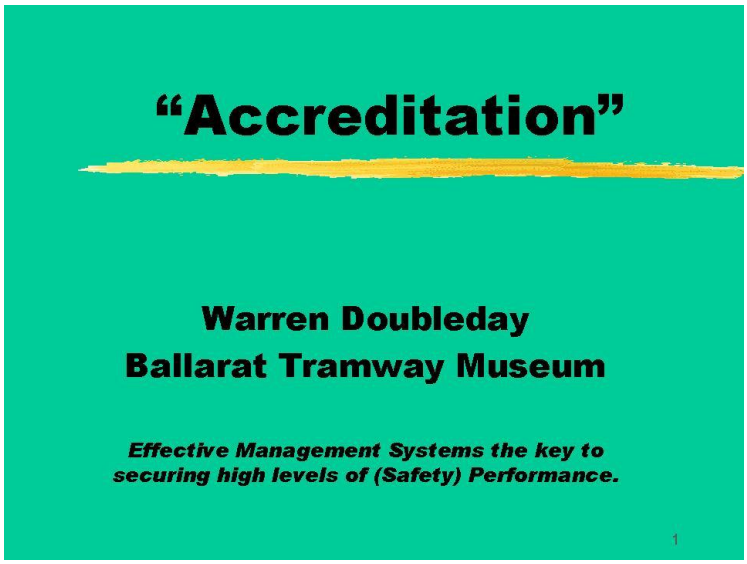
Slide 1 Accreditation



Thanks – trust that this meeting meets the *Meetings Industry Association of Aust* Accreditation or run by an *Accredited Meetings Manager*!

Review of accreditation in general
How many involved one way of the other?
How have we found it?
Has it been useful?
Could it have been done better?
Is it essential, or just another paper user?

Definition - Accredited – of person or organisation officially recognised, generally accepted, orthodox having guaranteed quality.

Slide 2 – Accreditation in General



Many type, for example
Childcare
Translators and Interpreters
International for Secondary schools,
Nurseries (gardens)
Security officer
GP's
Building Contractors
Lawyers
"Gatekeepers" – on line, e-commerce
Education
Media for sports events
Divers
Tourism
Nature and Ecotourism
Aged Care
Hospitals
Engineers
Sustainable energy
Sporting clubs – alcohol
Meat works
Graphic designers

Often QA based – a form of recognition – done the work
A stamp of approval – for customers to see

Many based around Risk Management

Many forms of risk – eg Security, Environmental, public issues, financial, property, safety

the process of risk management -
Identification
Quantification
Evaluation
Control

Can be legislative or voluntary in order to do business.

Rail Safety – concept started to be introduced in Aust in early 1990's - following that of the UK practices (Health and Safety Executive and HM Rail Inspectorate). National competition and break up of the state based systems. – Commonwealth Govt. – major reform process.

Museum Accreditation – formally in Vic, SA, informally in WA, starting in Qld -> national scheme?

Slide 3 – Rail Safety Nationally



NSW first with its own Act. Each state has its own legislation. Qld for example does not cover sugar tramways or electric tramways, largely based around QR and other railways that interface with QR – though this could be changing. In Victoria, excludes mining railways – Interconnecting railway.

OH&S – vs accreditation or not having it – seen as a standard.

AS4292 grew out of the need for some basis – each state did their own thing – not equal to a national based system

ATSB – powers expanded to take on rail – to provide for independence – Commonwealth Govt. – intends to legislate to give the ATSB the power to initiate its own investigations on the interstate system.

Meanwhile the road industry rolls on

Multiplicity of Bodies – Australian Transport Council – independent review of rail safety arrangements in Aust.
Intergovernmental Agreement on rail safety
Rail safety Committee of Australia
Rail safety Consultative forum
Accreditation Authorities group

- Many studies
- Confusion on who does what, - who inspects what and why
- Plenty of inquiries
- They are all trying to sort the mess out
- We have even the "break of gauge" mentality in rail safety
- Each state varies in the ways it does audits
- Working on a new version of AS4292, which will try to bring national standards together

ARTC (June 2001 in a media release) – "ARTC is hopeful that it will gain regulatory approval from the Victorian regulator to commence implementation, over the next 12 months of the national code on Victoria main line track"

Meanwhile the road industry rolls on

(not all the states do buses)



Slide 4 Internationally

Grew out from BR – always have had a system that grew from experience, but with more and more OH&S input – making it more and more complex.. Thatcherism > privatisation and the wish to avoid a monopoly industry, haste to complete the processes saw the growth of the need to make a system that could be sold, not necessarily safely operated. Question was not whether should privatise, but how and when.

Rail track grew out of the reasoning that by having a company who looked after the track it would be easier to privatise and find buyers for the train companies. This was contrary to advice by the rail bosses at the time.

Railtrack – separated in 1994 from rest of BR, which was sold off between Dec. 1995 and April 1997, just before the election. Although debts written off by treasury, rail track floated in 1996 for 1.9 billion pounds.

A series of disasters – culminating in Hatfield derailment – Oct. 2000, saw the financial failure of Railtrack, and its takeover by Govt. (bought it back cheap – like NZ did with Air NZ)

Plenty of track problems identified, public opinion of safety low, problems with EU rules, Govt loan facility to the railways, - EU opposed to state aid – complex problems in setting up a not for profit company – Network Rail.

Mixed up with safety – is the cost of new systems – BBC News of 22/4/02.
Now all mixed up with Potters Bar and on it goes.

The use of contractors for track maintenance – has led to major problems for Railtrack in control, training, management – including the word "contractorisation" – comes back to the quality of the management systems in place.

Canada – Transport Canada – rail Safety Directorate - operating rules, management systems, risk control strategies, safety audits, - compliance monitored by railway safety inspectors.

US – Federal Railroad Administration – federally mandated safety states, 400 inspectors out of 47 offices. Has various programmes, aimed at reducing fatalities – long history of private operation, but was highly unionised and controlled in other ways. Union (United Transportation Union) starting to push for higher controls, due to more problems. Can be fined in the US for violations – max $20,000.

NZ – Land Transport safety authority – rail service licences, for network, heritage and industrial operators – 1989 Act – auditing done by independent auditors – annually – LTSA reviews these audits. LTSA Act could be reviewed to cover the contracting out or selling of services (track, passenger services). Not just one primary operator Tranz rail any more. Set up a improved track monitoring system for example.

Slide 5 – Accreditation in Victoria



Initially applicable to PTC property only – not others though tried at the start.

Came from high – little process thought
"Just write down what you do" - little thought of risk management, change management or formal management.

Vic Act came – not has high handed as NSW, but quite some time before the Regs came out and there was some "consultation" at this phase – the infrastructure was being set up and at the same time, the system was being broken up.

Could do either to AS 4292 or to the Vic Rail Safety Guidelines or to ISO 9000 – which had its own problems – written around interstate heavy rail traffic and little thought given to Light rail or tourist rail operations – which are there specialties in many ways. – vary along a spectrum. Not necessarily fitted to resources available, or the scope of operations.

Little training for those involved – on both sides, especially tourist operators, though some thought given to fees etc. Realised that this had been imposed.

System prior to rail safety – Governor in Council, inspections, insurance, PTC kept an over view, but not applicable to all, the tramways, private operators on private land and Walhalla – on DNRE land.

Bus accreditation was more prescriptive – follow a set of rules, do this, set this up and will be OK – many more of them, 1600 – more black and white, more political influence, Victorian bus operators have some political clout.

Even the regulator has changed shape and name – staff changes, managerial changes and this will continue – tend to be reactive.

The efficiency or influence of the regulator when run by Govt depend on the amount of money allocated to them. Eg air safety – run down, lead to accidents and deaths – had to reinvent the wheel.

Slide 6 – MAP 1



UK – Museums and Galleries
US – American Association of Museums – funded by the museums themselves

Small fees charged for Registration stage – funded by the Minister for Arts

Large variety of museums registered – Museum of Victoria
Problems with multi campus institutions
Consultative, voluntary,

Problems with re-accreditation, change of the goal posts (changing industry standards) – applicable to all.

Has a small part time executive – about 8 days per week – two people, volunteers assessors, committee,

Other states looking at the process – Victorian more detailed than SA, and no cash prize at the end of it. Victorian scheme has linked in with Tourism accreditation, which is on a national basis.

Slide 7 – MAP II

What is Map? – see slide.



Slide 8 – Map III



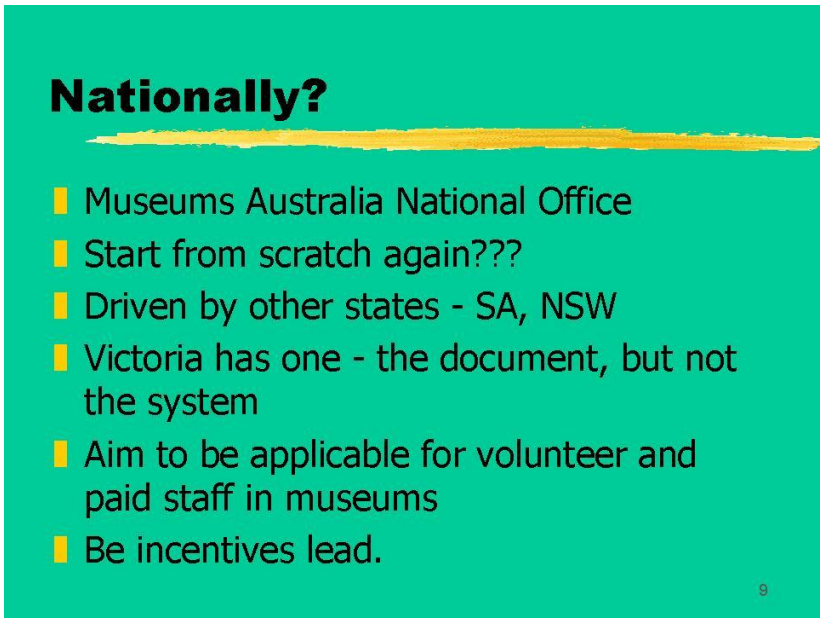
Registration and Accreditation – the various steps – see slide, headings.

Preventative conservation, -
So many little museums – all trying, but not knowing what they are doing and how to do it. Some very good country ones, some not so good.
One private museum in map – pottery.

Has come from within the industry – tying to lift standards – the big and the small. Inclusion of galleries, definition of a museum – very wide, zoos, gardens, archives partially included.

Rail based museums – uses rail safety accreditation documentation as part of the activation assessment. Some commonality – Disaster planning for a collection is different to incident planning / control.

Slide 9 – Nationally?



Move to national museum accreditation underway. Appears to be a restart in some aspects – state systems. Victorian scheme already approved under a National Tourism Accreditation approach. Likely to operated by Museums Australia. Problems of identifying funding to do the scheme, setting up the necessary state management system – still in early formative stages. Vic has the paperwork, but not necessarily a documented management system that can be used elsewhere. In Victoria, funding is provided by the Minister for Arts

Applicable to both Volunteer and paid staff in museums – watch the word "professional" in the language. Need to have some incentive to do it though, lifting you knowledge and self esteem is one, but other minor ones as well. In Victoria, required to have Tourism Accreditation to be advertised in Govt. sponsored advertising. At the moment, accreditation MAP is free in terms of an annual in Victoria, tourism not.

Slide 10 – Impact on Museums and us



Rail safety – was left to the individual operators with little guidelines other than a check list to consider and what the individuals on both sides thought was necessary. Write your own – "just write do what you do now", no risk analysis, little guidelines, no training from the regulator.

Heritage rail operators – had basic procedures and rules in position, but differed in rolling stock mtce, track maintenance etc. Very little training in the field, constant change in personnel, did not know much often.

Tramways – had their own rules etc, often based on an amalgam between MMTB and SEC – dependent on situation. Driver and crew training – OK, but tramcar maintenance, started off a bit hap hazard. The Act and Regs. came in from specific dates – had to be in position, - some time interim accreditation granted, left non – conformances. Sometimes over reaction by the regulator – all the normal problems

Museum – had a document which had been thought through to answer, had some design to it, could look at what others had done or sample policies. Offered a lot of training if needed to assist, was able to provide people to help you along.

Rail Safety – had non conformances but virtually had to issue accreditation, otherwise you stopped.

Museum – Do Not Meets – One DNM, sorry no go, use the Partially meet or not meet system. Discovered issues as they went along – eg the one about the ownership of the collection and its security in the long term.

Rail Safety – annual reviews with some intermediate check ups. Museum – every three years – send us an annual report.

Slide 11 - Documentation



Museum accreditation based on sound policies – eg collections, exhibitions, marketing, recognition of ethics. Keep the documentation simple, not too complex.

Over documentation – tendency to over write on what you do, set up too much paperwork to ensure things work, or not well structured documentation – supplementary documentation, changes here, means changes elsewhere. Needs to be constantly reviewed and checked to see if up to date.

Computers and word processors have allowed all this of course – imagine doing this with gestetners!

Doing the paperwork – records, who keeps, where, is it up to date, does it matter, trusting your fellow volunteer workers, training them in the processes and organisational safety culture.

Slide 12 – Impact of Events



Scienceworks accident/incident started the look at how safety and activation of museum objects was done in Victoria. Especially so at small engine events/gathering – safety officers.

Zanthus – human factors, but not well thought through in the first place?

Ararat – human factor again – showed up a number of control problems, problems with the Act with regard to evidence, change management processes, risk analysis – lead to formal change assessments being necessary – another element not thought of when the "Rail Safety System" set up by the regulators.

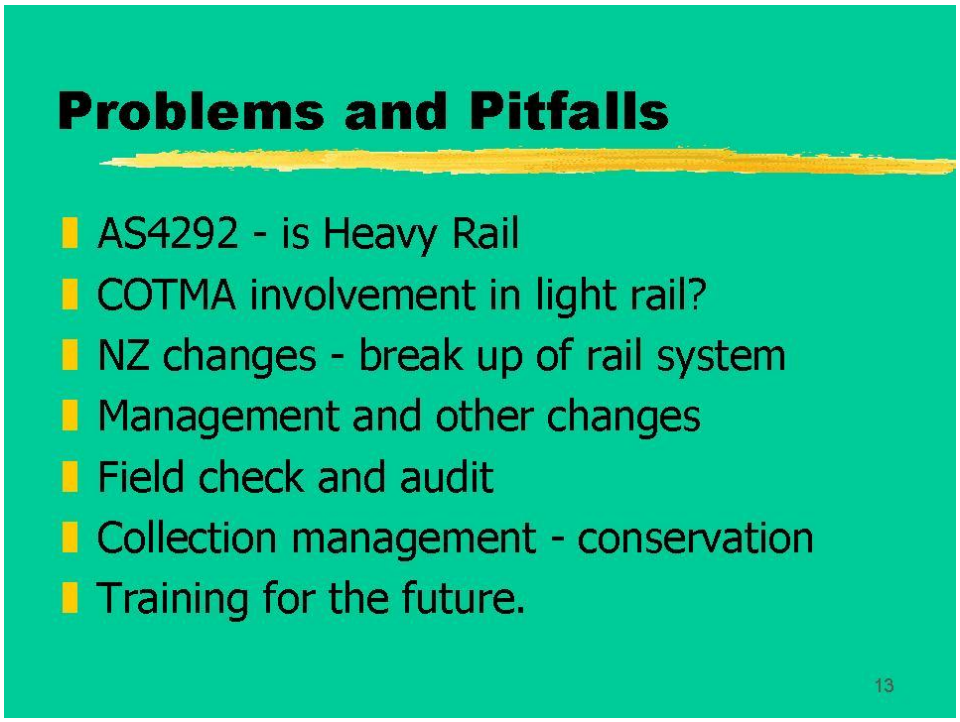
Footscray – showed up problems of health management – prescription drugs. Case of driver in the New York?, who died at the controls – wanted to keep working – no retirement age now – discrimination, often one society aim working across another society aim – and conflict not known or recognised until something happens.

Need for maintenance – the IP in the blue mountains and failed signals – the rules may be there, but humans have to work within the system and can be lulled into a false sense of security. But technology can be a problem too – eg sprinter rail cars and signals.

UK – Hatfield – led to reassessment of rail safety track maintenance problems – because organisation not well set up or managed. Vehicles do not seem to be a problem in the UK so far. Problems of passing signals at danger has been though – a lot of work done on this. Impact in Aust resulting from the findings of Hatfield?

A lot of incidents on tourist operations occur when people assist one another and not qualified for the task or supervised – assume they know what they are doing. Problem with allowing younger people to learn – have a assessment competency process and involve them – if none – then we don't have a future. Vigilance!

Slide 13 – Problems and Pitfalls



AS4292 – offers a big check list of items to be considered – follow it through, it will throw up most of the questions to be considered. It does not tell you what to do though or how to do it, just that you will need some process to do it. Not suited to light rail in many respects.

If a light rail part was prepared should COTMA be involved in the preparation? Federation of Rail organisations of New Zealand - new name. "Safety in Numbers" – no equivalent in Aust.

NZ undergoing change in the management of the infrastructure – break up of the operator, even back to government ownership perhaps? Maintenance out to contract – the regulator appears to have been watching things carefully.

Management changes – palace revolutions – can have big impact on your safety management system – nominated officers no longer in place – eg airlines. Do the new people know what they are doing?, have they been trained – problems of aging, succession planning. Patrick takeover of National Rail – needs to be managed and the right CEO in place. (Mayne – example – in Health – financial situation ruled, not the medical and the organisation went backwards business wise – doctors not on side)

Major problems have arisen between the states and lack of acceptance interstate, despite what the Act says.
Field checking and audits – just what are the standards – who set them – do they work, often not until the problem is found at a later date, after the incident. Are audits to paperwork based. Sometimes need to check that the CEO statements are

there but not just checking off the boxes, QA – management review – has to be seen as an improving process.

The UK situation sees a mix up between the need for safety, keeping costs reasonable, running the system, diverting traffic to roads (more accidents), European and Treasury, politics and technology – all to be balanced. Sometimes things get out of balance.

Collection Management – Depots storing tramcars are not exacting that of an art gallery or a location storing objects that deteriorate with temperature/humidity and the like. Work out in the open, stored at night. But the paperwork collection needs to be appropriately stored, so do the materials, if originals, on display – light and temperature.

Conserving the collection – need a conservation policy – how to do, most tramway museums seem to do this very well, though it may not be that formalised. Small items not so much in general, we need to better in maintaining our small items artefacts, paper and photos. Collection management is important in Museum Accreditation.

Training – we need to do this – we are getting older – volunteers are going to be a problem – cannot employ everyone. Must have some succession planning – "Responsible officer" – systems must be in place to support the position, if new or not qualified.

Museum industry (Vic. Is) generally good in this area – number of workshops, programmes to lead people to the outcome – professional development – California and Nevada state railroad museums good examples of training volunteers (docents) from scratch – pulling them from outside the rail industry.

Slide 14 – Where from here?



The new drug and alcohol changes – better thought through and implemented – at least some training and not just have to invent your own rules or processes. Followed the road traffic side for the police – but are they set up to handle it?

Poor implementation of new tourist railways – Tasmania, can lead to industry problems and poor cultures and problems within the industry – government knows of the stuff ups – funding problems.

Audits vs inspection – reporting – independence, professional responsibility – what's good for the big boys, should work for the little ones too, but does it?

Constant change of the goal posts – a problem in Museums and railways for management to keep up – volunteer burn out – but that is the subject of another paper.

Tourist railways – given the largess by government – toys for the big boys – but then left largely to their own devices – but then government brings in rules and takes them along poorly.

Insurance – big problems – TAC in Victoria – a balance – government sold out the GIO's, needed to change but – mis-balance between the legal side and the business side.

Incidents in the future will have impacts on the current status

Prescriptive Approach or Rules based versus the do it yourself approach looking only at check list. Both have advantages, eg the Building Code of Aust as an example, "Deemed to Comply" or "Performance Based"

All Accreditation is based on sufficient funding for the "regulator", from either government or the person who runs the scheme. Eg Air safety in Australia, saw a run down in the funding and simplification of the rules etc, until we started to see aircraft fall out of the sky. Achieving the right balance between the two is difficult.

Finally of course – await the next "neuve" management system.

OH! 'thee road transport industry keeps rolling along'