



The Race Management Sub-committee met at 09:30 – 18:00 hours on Saturday 7 November 2009 at the Paradise Hotel, Busan, Korea

Please refer to the ISAF website www.sailing.org for the details of the submissions on this agenda/referred to in these minutes.

1. Welcome & Introductions	1	14. Race Officials Reporting Systems	6
2. Minutes of the Previous Meeting	1	15. Seminar and Clinic Programme	6
3. Obituaries	1	16. Appointment of Seminar Instructors	7
4. Strategy and Development	1	17. Q&A Panel	7
5. Technology in Sailing	2	18. Racing Rules Submissions	7
6. Reports from Working Parties	3	19. ISAF Race Officials Uniforms	9
7. Payments to Race Officials	4	20. Race Officials Committee Agenda	9
8. International Race Officers Administration	4	21. Any Other Business	9
9. Guidelines of Principal Events	4	22. Summary of Meeting	10
10. Performance Reporting System	5	23. Race Officials Performance Investigations	10
11. Code of Conduct	5	24. Race Officials Commendations	10
12. Conflict of Interest	5	25. ISAF Race Officials Appointments	10
13. Major Events	5	26. RM Test	10

1. Welcome & Introductions

The chairman opened the meeting and welcomed the committee members.

2. Minutes of the Previous Meeting

(a) Minutes

The committee noted the minutes of the Race Management Sub-committee meeting of 8 November 2008. The minutes can be downloaded at www.sailing.org/meetings.

(b) Minutes Matters Arising

There were no matters arising not covered elsewhere on this agenda.

3. Obituaries

The committee respectfully noted the loss of the following International Race Officers during the period November 2008 and November 2009.

4. Strategy and Development

The committee discussed the following items with regard to Strategy and Development within the Race Officials Committee, its Sub-committees and the ISAF Race Officials:

(a) Conflict of Interest/fair play education, communication and policy

Recommend a matrix similar to a risk analysis Ross to progress with Jack Lloyd work.
Working party: Ross, HP Rafael, Qu Chun, Robin

(b) Recruiting and training more, and younger, race officials

Money is available, course instructions and committee members to identify future talent.
Working party: Nino, Tomasz, Stog and Ricardo to progress this issue and 4(c)

(c) Expanding seminar programme to under-served areas

Seminar programme for 2009 and seminar programme for 2010 attached as Appendix 1.
Underserved areas to be approached to hold clinics and seminars to provide world wide

Race Management Sub-committee Agenda (cont.)

service. Nino to progress.

- (d) Review of ISAF Race Management Policies
Generally the committee is happy with the policies. Need a higher visibility in seminars and on the web. Qu Chun to progress in the newsletter. Working party John, Nino, Ilker and Thomas
3 issues:
 - Reviewing the policies
 - Cooperation to work with classes
 - Presenting in newsletters.
- (e) 4 year plan for ROC and Sub-committees
Noted, Ross and Tomasz to progress.
- (f) Coordination between Sub-committees
Splitting subcommittees onto separate days allows observer attendance. Closer working relationships because of medal races- we are all part of the same team. Ross to progress.
- (g) Linkage with coaches and athletes
Need greater visibility with coaches and athletes commissions these are our customers. Ross, Ricardo, Qu Chun to progress
- (h) Relationship between ROC and Equipment Committee, and their respective Sub-committees
Ross to progress
- (i) Development of the Performance Reporting System
Ricardo to progress (Links with 6(m))
- (j) Meeting schedule of the ROC and Sub-committees for future conferences
See 4(f)

5. Technology in Sailing

- (a) Progress Report
Jim Capron gave an update of the work of the Technology Committee. They are working on three tasks:
 - (a) Universal regatta records
 - (b) On line application form – issues with this system were discussed. As we move forward, a more failsafe procedure is required to ensure all the paper work of each candidate is linked
 - (c) Tracking systems.

The first two were given priority this year; however work has progressed on tracking.
- (b) Tracking Systems and International Race Officers
Stog gave a presentation of the current thinking of tracking technology. Presentation attached.
The work falls into two parts:
Sports Presentation
Race management assistance
Recommendation is that we focus on Race management assistance and work with the technology working party to come up with hardware and software standards. Meeting arranged for 08 –11- 09
- (c) Submission 082-09

Race Management Sub-committee Agenda (cont.)

(d) Submission 088-09

(e) Submission 089-09

These three submissions were supported in principle, however it is felt that the technology has not yet been developed to a stage where all race management issues can be adequately addressed especially OCS and close finishing.

6. Reports from Working Parties

The committee received the following reports from the chairmen of the RMSC Working Parties:

(a) Race Management Manual – Ion Echave

Concern expresses about the delays in the updating of the manual. Ronnie McCracken gave an update of the standardization working party. Meeting held Friday with Ross, Stog, from RMSC. The proposal is that a general race officials section will be followed by specific discipline manuals. All of similar format. Ultimately all on-line. Ross, Tomasz and John to progress.

(b) Race Official Guide – John Parrish

Meeting to be arranged with Tomasz, Ross, Nino and John to progress.

(c) Seminar and clinics format – Helmut Jakobowitz, see items 15

(d) Seminars and clinics coordination – Nino Shmueli, progress was noted. See also items 4(c) and 15

(e) Develop plan for assessment of IRO candidates – Ross to progress

(f) Applications and renewals – Christophe Gaumont

The chairman acknowledged the work done by Christophe coordinating the applications and renewals process – See also 5. Frustrations were expressed about missing data in the electronic files which made the task a much longer process than it should have been.

(g) Develop system of communicating – Qu Chun

One newsletter has been produced. Conference items will provide items for next issue. Chairman expressed thanks to Qu Chun the production of the newsletter.

(h) Technology – Adrian Stoggall, see item 5

(i) Assembly of sample regatta documents and forms – Hans – Peter Hylander

HP reported progress. Collected and collated forms. Need to be put as link on website and as part of the race management manual. Also need to be translated into a variety of languages.

(j) Race formats – Tomasz Chamera

Tomasz reported that new ideas have shown up and others are appreciated but status quo appears OK

(k) Olympic Games, ISAF Events and World Cup Events – Chairman/ Tomasz Chamera
No Report tabled.

(l) Appointments – Chairman

Deferred until closed session. Difficulties were noted with the on line forms and linkage of the various documents to each application. This to be discussed with the Technology

Race Management Sub-committee Agenda (cont.)

working party and the office staff.

(m) IRO regatta reports and on-line performance reporting system – Ricardo Navarro, Ricardo tabled his report, this was noted and discussed. Attached as Appendix 2.

(n) Regulations, legal and liability, RRS, class championships, class rules and ISAF policies

Report noted further consultation to be made.

– Thomas Jorgensen

(o) Fair Play – Robin Wallace. Progressing

7. Payments to Race Officials

(a) Professional Race Officials

General discussion focused on the difficulty of being fair to all race management team. However there was consensus that when some officials are paid then all should be – at least as far as Race Officer, Judges and Umpires. Report from Spain relating to payment of officials is noted.

8. International Race Officers Administration

(a) Submission 028-09

The committee considered submission 028-09 from the Chairman of the Race Officials Committee and the Chairman of the Constitution Committee about the administration of Race Officials and made a recommendation to Race Officials Committee.

Reject

Being in the regulations keeps the checks and controls in the process

(b) Submission 117-09

The committee considered submission 117-09 from the Chairman of the Race Officials Committee about regulation 33 and the period for events and made a recommendation to Race Officials Committee.

Approve

(c) Submission 118-09

The committee considered submission 118-09 from the Chairman of the Race Officials Committee about regulation 33.11 and 33.14 and the reference forms for renewals and made a recommendation to Race Officials Committee.

approve

(d) Submission 123-09

The committee considered submission 123-09 from the Polish Yachting Association about regulation 33.14.1 and the requirement of events outside the country and made a recommendation to Race Officials Committee.

Approve

9. Guidelines of Principal Events

The committee reviewed and discussed the Guidelines of Principal Events document. ITOs at the ISAF events should be able to count their role as events for principal events when reapplying for IRO. Also Competition Manager and Field of Play Manager.

Race Management Sub-committee Agenda (cont.)

Application form requires minor amendment to facilitate this.

10. Performance Reporting System

- (a) Submission 125-09

The committee considered submission 125-09 from the Chairman of the Race Officials Committee about regulation 34 and the Performance Reporting System and made a recommendation to Race Officials Committee.

Approve

11. Code of Conduct

Noted and discussed. Recommended to be included in first general part of the combined manual.

12. Conflict of Interest

- (a) Update report
Report received see 4(a)

13. Major Events

- (a) America's Cup

Noted.

- (b) Volvo Ocean Race

Noted.

- (c) Olympic Sailing Competition
Report received from Charley

25 of the almost 100 applicants will receive letters in the next week or so for 18 places available (+ the PRO) (history suggests a pool of 25 is the correct number given some will become unavailable prior to the event) the remaining applicants will receive letters declining their offer of assistance.

- (d) ISAF Sailing World Cup

Noted.

- (e) Submission 086-09

The committee considered submission 086-09 from the Polish Yachting Association about regulation 17.3 and the requirements for the ISAF Sailing World Cup and made a recommendation to Race Officials Committee.

Approved with some dissention

because of the naming of the event and for some events the World Cup forms only part of the event.

- (f) Redress

The committee discussed the operation of redress at ISAF Sailing Events in general and in the Medal Race in particular.

Paper received for Olympic Redress Medal Race Redress Taskforce.

Support for points 1 – 5 and the first paragraph of 6. The remaining 3 paragraphs are recommended to be deleted

- (g) On the water Coaching

The issue was discussed and rejected by the committee.

14. Race Officials Reporting Systems

- (a) Online reporting system

The on line reporting system for applications has been used this year. See comments in 5, 6 (l)

- (b) Regatta Report Forms

Promulgation of the importance of completing these forms to be highlighted in a newsletter. See Appendix 2 for Ricardo report in summarizing the information in the reports.

15. Seminar and Clinic Programme

- (a) Future Conferences

Recommended that a conference for all current accredited IROs be held during 2010/11. Venue and format to be determined. Ross to progress.

To note the expenditure on the seminar/clinic programme in 2009 (previously circulated) and the budget approved by the Executive for 2010.

See also 4(c)

- (b) Seminars and Clinics 2009

Nino presented his ideas about changing the seminars structure. Day 1 review of part 3 of the rules. Test at the end of the day with 90% pass required.

After two days instruction focused on judgments. Followed by a test about judgments. Requires a technological solution The difference between a clinic and seminar was noted. Clinics, which are at a lower level, can be in native languages.

- (c) Plans for Seminars and Clinics 2010

Nino requested an instructor's seminar in 2010 for the race management seminar instructors to progress the changes we wish to make in the seminars. Effort shall be made to offer clinics and seminars in various venues around the world.

- (d) Entry System to ISAF Seminars and Clinics

Noted.

- (e) Seminar and Clinics Material

- (a) Current RM Test

Report from Nino – two tests with the office. 1 has 50 questions 80% pass required. Half about part 3 half about judgments test reasonable easy. 2nd test being reviewed will be harder.

Historical data about candidates, test mark and applications would be useful - Nino to progress.

In 2009 there were four clinics held for a total of 95 candidates and three seminars for 64 with 54 passing the test.

- (f) Budget

The committee noted the expenditure on the seminar/clinic programme in 2009 (previously circulated) and the budget approved by the Executive for 2010.

Race Management Sub-committee Agenda (cont.)

16. Appointment of Seminar Instructors

(a) Appointments of RM Seminar Instructors

Ricardo to assist with the clinic in Colombia with Luis so it can be delivered in Spanish. Written expression from interest from Ricardo Navarro and Kevin Wilson. Verbal expressions of interest have been received from Christophe Gaumont and Adrian Stoggall to become seminar instructors was noted. It is also noted that it is the responsibility of the ROC to appoint seminar instructors.

(b) RM Seminar Instructors

Current Instructors are

Luis Ormaechea (ESP), Nino Shmueli (ISR), Tomasz Chamera (POL), Helmut Jakobowitz (AUT), Ion Echave(ESP), Charley Cook (USA), Marinus Blickman (NED), Mark Pryke (AUS), John Parrish (NZL)

17. Q&A Panel

(a) Q&As published in 2009

It was noted that Ilker Bayindir represents the RMSC on the panel.

(b) ISAF Q&A Booklet

The committee noted the publication of the Q&A booklet.

18. Racing Rules Submissions

The committee considered the following submission proposing changes to the Racing Rules of Sailing:

<i>Number</i>	<i>From</i>	<i>about</i>
131-09	US SAILING	Rule 14
132-09	Chairman of Racing Rules Committee	Rule 18.2 (c)
133-09	US SAILING	Rule 18.2(c)
134-09	Chairman of Race Officials Committee	Rule 18.2(c)
135-09	US SAILING	Rule 18.4
136-09	Royal Yachting Association	Rule 32
137-09	US SAILING	Rule 32.1
138-09	Royal Yachting Association	Rule 45
139-09	Royal Yachting Association	Rule 62
140-09	Royal Yachting Association	Rule 67

Race Management Sub-committee Agenda (cont.)

142-09	Royal Netherlands Yachting Union	Rule 87 Change of Class Rule in NoR
143-09	Royal Netherlands Yachting Union	Rule 87 Changes to Class Rules - Permission by
144-09	Royal Netherlands Yachting Union	Rule 87 Change to Class Rules in NoR
145-09	Royal Netherlands Yachting Union	Rule 90 - Use of English Language
146-09	Chairman of Racing Rules Committee	Rule A5
147-09	Chairman of Racing Rules Committee	Appendix C, Rule C2.1
148-09	Chairman of Match Racing Committee and Racing Rules Committee	Appendix C- Urgent Change
150-09	Chairman of Racing Rules Committee	Appendix D, Rule D5.3
151-09	Royal Netherlands Yachting Union	Rule G1.2 Specification on Identification on Sails, Contrasting
152-09	Chairman of Racing Rules Committee	Rule J2.2(35)
153-09	Chairman of Racing Rules Committee	Appendices J, K and L
154-09	Hellenic Sailing Federation	Appendix L, 16.2
155-09	Royal Netherlands Yachting Union	Rule L24 Trash Disposal
156-09	US SAILING	Appendix L, Instruction 11.1
157-09	US SAILING	Appendix L - New Instruction 12.3
158-09	US SAILING	Race Signals, Abandonment Signals
159-09	Royal Netherlands Yachting Union	Protest Form - Protest Time Limit
160-09	Royal Netherlands Yachting Union	Protest Form - Race Officials Initials
161-09	Royal Netherlands Yachting Union	Protest Form - Protest Number
162-09	Federation Francaise de Voile	Definition Finish
163-09	Chairman of Racing Rules Committee	Definitions, Obstructions
164-09	Chairman of Race Officials Committee and Chairman of Racing Rules Committee	Definition Party
165-09	US SAILING	Definition Proper Course
166-09	Royal Yachting Association	New Case, Rule 15, Rule 16.1
167-09	Chairman of Racing Rules Committee	New Case, Rule 16.1, Rule 18.2,
168-09	Chairman of Racing Rules Committee	New Case, Rule 20.1
169-09	Royal Yachting Association	New Case, Rule 66

Race Management Sub-committee Agenda (cont.)

170-09	Chairman of Race Officials Committee	Case 112
171-09	Chairman of Racing Rules Committee	Call Book for Match Racing Call UMP 2
172-09	Chairman of Racing Rules Committee	Call Book for Match Racing Call UMP 18
173-09	Chairman of Racing Rules Committee	Possible Consequential Change to Match Racing Call UMP 30
174-09	Chairman of Racing Rules Committee	Possible Consequential Change to Match Racing Call UMP 34
175-09	Chairman of Match Racing Committee	Possible Consequential Change to Match Racing Call UMP 34
176-09	Chairman of Racing Rules Committee	Call Book for Match Racing New Call UMP 40
177-09	Chairman of Racing Rules Committee	Call Book for Match Racing New Call MR 40
178-09	Chairman of Racing Rules Committee	Call Book For Match Racing New Call MR 41
179-09	Chairman of Racing Rules Committee	Call Book for Match Racing New Call UMP 41
180-09	Chairman of Racing Rules Committee	Call Book for Match Racing, New Call UMP 42
181-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call E9
182-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call E10
183-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call E11
184-09	Chairman off Racing Rules Committee	The Call Book for Team Racing, New Call E12
185-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call E13
186-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call J8
187-09	Chairman of Racing Rules Committee	The Call Book for Team Racing, New Call J9
188-09	Royal Yachting Association	Team Racing Call L4

The recommendations can be found in the appendix.

19. ISAF Race Officials Uniforms

(a) Update report

To receive an update on the Race Officials Uniforms from the ISAF Competitions Manager

20. Race Officials Committee Agenda

To review the Race Officials Committee agenda and the ROC Sub-Committee

21. Any Other Business

A first discussion about a standard set of sailing instructions for all centerboard events so only those venue specific items are required to be issued on the days of the event. This already appears to

Race Management Sub-committee Agenda (cont.)

exist for some countries and some classes but standardization would be beneficial. John to progress – may need a submission for 2010.

22. Summary of Meeting

The meeting was closed to observers from the following item onwards

23. Race Officials Performance Investigations

To receive a report from the chairman regarding investigations undertaken in accordance with Regulation 34.

24. Race Officials Commendations

The committee considered recommendations for ISAF commendations

25. ISAF Race Officials Appointments

The committee considered applications for the appointment to IRO status, and the applications for renewal of status (previously circulated).

26. RM Test

See item 16

Appendix 1

2009 Race Management Seminar\Clinic Instructor appointments

Update:1.11.2009

Instructor	Malaysia 11-13.01 Clinic	Korea 23-25.02 Clinic	GBR 24-26.04 Seminar	Austria 25-27.09 Seminar	Argentina 2-4.10 Seminar	Belgium 23-25/10 Seminar	India 1-2/11 Clinic	Australia 23-25/11 Seminar
Luis Ormaechea (ESP)		X			X			
Nino Shmueli (ISR)			X					
Tomasz Chamera				X		X	X	
Helmut Jakobowitz (AUT)				X				
Ion Echave (ESP)						X		
Charley Cook (USA)			X		X			
Marinus Blickman								X

Race Management Sub-committee Agenda (cont.)

(NED)								
Mark Pryke (AUS)	X							
John Parrish (NZL)								X
Event							India Inter. Regatta	Sail Brisbane
Attended/pass	20	36	24/21	Defer to March 2010	17/14	23/19		

2010 Race Management Seminar\Clinic Instructor appointments

Update:01.11.2009

Instructor	Colombia 20-21.03 Clinic	Austria 03. Seminar	India Oct. Seminar				
Luis Ormaechea (ESP)	X						
Nino Shmueli (ISR)							
Tomasz Cammera		X					
Helmut Jakobowitz (AUT)		X					
Ion Echave (ESP)							
Charley Cook (USA)							
Marinus Blickman (NED)							
Mark Pryke (AUS)							
John Parrish (NZL)							
Ricardo Navaro (BRA)	X						
Event	South American Games		India Int. Regatta Mid. Oct.				
Attended/pass							

Race Management Sub-committee Agenda (cont.)

Appendix 2

Race Management Sub-committee Busan, Korea, Saturday 7 November 2009

WP: IRO Regatta Reports and On-line Performance Reporting System
This document has three sections:

- 1 – Statistics collected from reports received*
- 2 – Information from statistics*
- 3 – Conclusions/recommendations*

1 – STATISTICS: *For each question/topic of the report we tried to group the answers with percentages.*

Reports Received (Dec. 2008 to Sep. 2009):

<i>Reports</i>	
<i>Total received</i>	<i>127</i>
<i>Partial or duplicate</i>	<i>10</i>
<i>From 2006 events</i>	<i>3</i>
<i>From IJ's (not IRO)</i>	<i>1</i>
<i>Reports to consider for statistics</i>	<i>113</i>

Reports and IRO:

		<i>%</i>
<i>Total number of IRO's in ISAF</i>	<i>191</i>	<i>100,0</i>
<i>IRO with Reports</i>	<i>43</i>	<i>22,5</i>

Countries of the events:

<i>Regions</i>	<i>Number of Countries</i>	<i>%</i>
<i>Europe</i>	<i>17</i>	<i>56,7</i>
<i>Asia</i>	<i>4</i>	<i>13,3</i>
<i>Oceania</i>	<i>2</i>	<i>6,7</i>
<i>S. America</i>	<i>2</i>	<i>6,7</i>
<i>N. America</i>	<i>2</i>	<i>6,7</i>
<i>C. America</i>	<i>2</i>	<i>6,7</i>
<i>M. East</i>	<i>2</i>	<i>6,7</i>
<i>Africa</i>	<i>0</i>	<i>0,0</i>
<i>Total</i>	<i>30</i>	<i>100,0</i>

Grade of the events:

	<i>Events</i>	<i>%</i>
<i>Other International</i>	<i>54</i>	<i>47,8</i>
<i>World</i>	<i>24</i>	<i>21,2</i>
<i>National</i>	<i>18</i>	<i>15,9</i>
<i>Continental</i>	<i>14</i>	<i>12,4</i>

Race Management Sub-committee Agenda (cont.)

Unknown	3	2,7
Total	113	100,0

Classes Sailed: 36 classes - 420, 470, Techo293, Laser, 49er, 505, Fireball, 8M, Cadet, Match Race, Contender, Offshore, Dragon, Etchells, Europe, Finn, Tempest, Flash, Flying 15, Fórmula W., HC16, Hobie Tiger, J24, Knarr, Topper, Optimist, Pico, RS:X, Mirror, O. Jollen, OK, Splash, Star, 2.4, Swan45, Yngling.

Types of courses (More than one possible):

	Events	%
Windward/Leeward (some with offset or gate)	61	53,9
Trapezoid	44	38,9
Long Distance	25	22,1
Triangle	13	11,5

On the water judging/umpiring:

Judging	Umpiring	Events	%
Yes	No	47	41,6
No	No	41	36,3
Yes	Yes (including M.R. and T.R.)	18	15,9
No	Yes	2	1,8

Number of starts in which:

Signal used during a Start	Events	%
AP (before or after warning signal)	78	69,0
November shortly after start	32	28,3
Individual boats recalled	97	85,8
General Recall	60	53,1
I Flag invoked	38	33,6
Z Flag invoked	4	3,5
Black Flag invoked	58	48,7

Challenges, Successes and Failures in controlling premature starts:

Type of challenges	events	%
Nothing special or general comments	60	53,1
27 kinds of challenges	32	28,3
Blank answer	21	18,6

Solutions to race management problems:

Solutions	Events	%
No problems or general comments	50	44,2
Blank answer	41	36,3
20 types of solutions	22	19,5

Types of marks and ground tackle used...:

Race Management Sub-committee Agenda (cont.)

	Events	%
<i>Cylindrical</i>	22	55,0
<i>Tetrahedron</i>	15	37,5
<i>Geographical or fenders</i>	3	7,5
<i>General comments</i>	71	
<i>Blank answer</i>	3	

Unique/Interesting provisions in SI:

	Events	%
<i>Nothing special or general comments</i>	34	25,7
<i>Apendix L or LE or ISAF standards</i>	18	7,9
<i>15 different provisions</i>	18	15,9
<i>Blank answer</i>	42	37,2

Race management equipment helpful:

	Events	%
<i>GPS</i>	15	13,3
<i>Laser Range Finder</i>	12	10,6
<i>Blank answer or nothing special</i>	76	58,3

Use of start system set forth...:

<i>Did you use it?</i>	Events	%
<i>Yes - positive comments</i>	12	10,6
<i>Yes without comments</i>	17	15,0
<i>No</i>	40	35,4
<i>Gen. comments or blank answer</i>	40	35,4

Summary of request for redress:

	number	%
<i>Request for redress</i>	34	100
<i>Granted</i>	7	6,2
<i>Denied</i>	27	79,4

Matters: OCS, BFD, Charlie, November, Score, Check in/out, Damage.

2 – INFORMATIONS FROM REPORTS:

- 191 IROs in ISAF – 23 % with reports
- Events in 30 countries – Europe 57 %
- 48 % - Other International events
- 36 classes - all Olympic included
- 54 % - Windward-Leeward course
- 29 % - “N” shortly after start (at least one race)
- Start penalties: 49 % Black Flag, 34 % India, 4 % Zulu
- 29 % - With challenges or failures in controlling premature starts
- 71 % - ISAF standard SI
- Equipment helpful: 14 % GPS, 11 % Laser Range Finder
- 26 % - system set forth for starts, 11% with positive comments – no negative
- 6 % - Redress granted, main issues: OCS, BFD, ‘C’, ‘N’, Score
- 30 % of the answers are blank or not linked with the question

3.1 – CONCLUSIONS:

- Less reports than we should receive
- Questions with a wide range of answers possible, conducting it out of the point
- Lack of information for some items

3.2 - RECOMMENDATIONS:

- Encourage IROs to send reports
- Review the report
- Consider review or reinforce policies for starting penalties