



Center For Airmanship Excellence White Paper

Airmanship Development

Support Organization

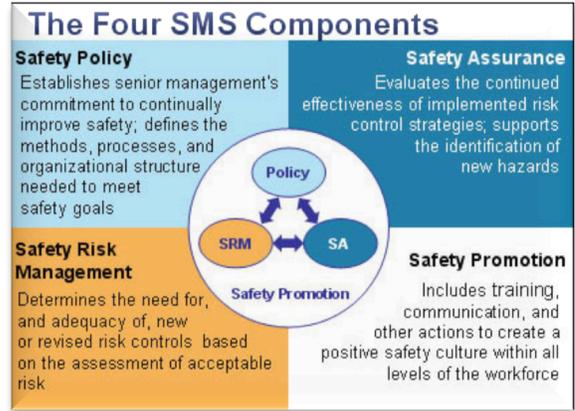
(ADSO)



INTRODUCTION The Center For Airmanship Excellence (CFAE) believes it is impossible to practice Airmanship 2.0 without the support of an Airmanship Development Support Organization (ADSO). There are several reasons for this, the top four are:

1. Shared decision making is crucial to the practice of Airmanship 2.0. It is said, “to err is human.” This is certainly also true with airmen as well as the general population. No pilot wants to make an error, but aviation-human-factors research has shown that approximately 75% of all aviation accidents are caused by human error. This stark fact is painfully manifested in the personal-flying community with poor go/no-go decisions. Personal flyers that practice Airmanship 1.0 make the critical go/no-go decision all by themselves. Airmen who practice Airmanship 2.0 make a joint go/no-go decision in collaboration with an FAA-certificated Flight Dispatcher. Airline and military pilots practice Airmanship 2.0 and always use a joint-decision-making procedure to make go/no-go decisions. This is a major factor in significantly reducing the occurrence of poor go/no-go decisions in airline and military flying. An ADSO incorporates a flight-dispatch function that provides the safety net of joint decision-making.
2. An ADSO has an Airmanship 2.0 culture. This culture is focused on safety, “flying right” and the enjoyment of Personal Flying 2.0. The structure of an ADSO, its culture and its policies and procedures all help airmen who practice Airmanship 2.0 to achieve and maintain airmanship excellence and sustain the enjoyment and utility of their personal flying.
3. Appropriate peer pressure is built into the Airmanship 2.0 culture that ADSOs incorporate into their operations. This structured peer pressure is both positive and negative. An ADSO recognizes and rewards proper behavior while improper behavior is greeted with disapproval. Positive peer pressure encourages members of an ADSO to pursue airmanship excellence, and it supports every member’s efforts to “fly right”.

4. A Safety Management Systems (SMS) is at the core of an ADSO's safety culture. The SMS includes a non-punitive safety-reporting system that encourages all members of the ADSO, and their support team, to openly share their safety-related experiences with the entire group through the SMS. The safety-team members who run the SMS are responsible for analyzing the safety hazards and trends that are reported to them by the members and the ADSO's Flight Operations Quality Assurance (FOQA) program, and for developing training, information campaigns and procedures that avoid, eliminate and/or mitigate the identified hazards and trends. The FOQA is a computer-based analytical tool that analyzes the data supplied to it by the Flight Data Recorders (FDRs) that are in every ADSO airplane and reports to the safety team potential hazards and trends. SMSs are used by the airlines and the military. They have proven to be very effective in improving the safety record of the organizations that use one.



ADSO CULTURE An Airmanship 2.0 culture is a prominent feature of the ADSO that supports airmen who practice Airmanship 2.0. This culture includes airmanship-development leadership, a Safety Management System (SMS) and a focus on safety. An Airmanship 2.0 Culture also consists of values, behaviors and artifacts that promote airmanship excellence.

The professional-pilot approach to an Airmanship 2.0 culture is conducive to airmanship excellence because professional airmen take pride in being an exceptional pilot. This is because airmen who practice Airmanship 2.0 are strongly motivated to “fly right”. This stimulus helps an ADSO with an Airmanship 2.0 Culture to work towards airline-like safety and operational efficiency. However, most pilot cultures include a strong negative component that is embodied in a near-universal sense of personal invulnerability. An Airmanship 2.0 Culture includes methods to identify and correct this dangerous attitude.



The majority of pilots who are members of an Airmanship 1.0 culture feel that their decision-making is as good in an emergency situation as it is in normal operations. They also believe that their personal performance is not adversely affected by their personal problems and that they don't commit more errors in situations of high stress. Research shows that these assumptions are simply not true. This misplaced sense of personal invulnerability can result in a failure to utilize best practices as countermeasures against error. An Airmanship 2.0 Culture turns these assumptions on their heads and designs its training-and-education programs to ensure that the airmen in the organization don't fall into this false thinking.

An ADSO provides the framework within which national, professional and organizational cultures operate. Its policies and procedures are chief determinants of the behavior exhibited by the members of that culture. The greatest leverage can be exerted to create and nourish a safety culture at the organizational level.

The robust and demonstrated commitment of all stakeholders in an ADSO is what is needed to achieve airmanship excellence. Policies that encourage open communication and action (instead of denial) as a reaction to problems and risks is also necessary. Before any organization can build a safety culture, all participants need to decide if they are prepared to take the actions that are required to achieve airmanship excellence, including those that are costly.

The basic conditions that must be met to have a reasonable chance of creating an Airmanship 2.0 Culture include trust, a non-punitive policy towards error acknowledgement and a commitment to action to lessen error-inducing conditions. The ADSO collects diagnostic data that reveal the kind of threats faced by the organization and the types of errors that occur within it. The ADSO then provides education and training in threat-recognition and error-avoidance-and-management strategies for the airmen in the organization. Training in evaluating and reinforcing threat recognition and error management for instructors and evaluators are also important in an Airmanship 2.0 Culture.

ADSO SUPPORT An ADSO provides many kinds of support for its members. For example, an ADSO tracks all of the ancillary requirements an airman must adhere to (i.e., periodic FAA medical examinations, training requirements and aircraft qualifications) and makes all of the arrangements that are necessary for the airman to stay in compliance with the applicable rules and regulations. Also an ADSO professional flight-planning team prepares a thoroughly researched flight plan for every flight an airman makes, thus reducing the preflight-preparation burden for the airman. Other support services provided by an ADSO that make personal flying safer and more enjoyable for its members are:

- The application of industry-best-safety practices to personal flying.
- Technically-advanced aircraft.
- Consolidation of demand that spreads the costs associated with modern safety systems and reduces the overall costs of flying.
- A commitment to safety and the enjoyment of personal flying.
- A formal safety culture.
- A professional safety-management system.
- A focus on airmanship development.

ADSO Support—continued:

- Modern safety features incorporated into all ADSO aircraft.
- Comprehensive airmanship training.
- Mentor Pilots.
- Airmanship challenges and rewards.
- A flight-operations-support team.
- Aircraft based at convenient local airports.

SUMMARY It is impossible to effectively pursue airmanship excellence on one's own. You must belong to an ADSO to enjoy continuous airmanship development. Shared decision-making, an Airmanship 2.0 culture, appropriate peer pressure and a professional safety-management system are key components of an ADSO. An ADSO provides many kinds of support for its members that make personal flying safer and more enjoyable.

YOUR NEXT STEP Have you decided yet that Personal Flying 2.0 is for you? If you have, the Center For Airmanship Excellence can help you to become fully qualified to take advantage of the many benefits it offers. Go to the Center For Airmanship Excellence's Website (www.airmanshipexcellence.org) for more information on how to get started on your Personal Flying 2.0 experience.

If you haven't made up your mind yet and you need more information to make such a life-changing decision, the Center For Airmanship Excellence has a wealth of additional information available to you on its Website (www.airmanshipexcellence.org), or you can contact the Center at info@airmanshipexcellence.org. Just let us know how we can help you.