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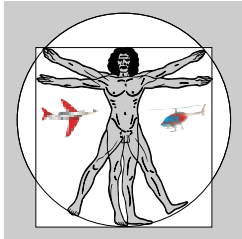
ETCETERA!

THE FACTS[®] TRAINING TEAM NEWSLETTER

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FUNCTIONAL CREWS

During Crew Resource Management (CRM) research, Human-Factors types identified behavioral markers of what they considered to be “highly functional crews.” The markers were eventually published as guides to help in developing training programs, and also as feedback aids.

They were not intended as checklists for evaluating individual crewmembers, nevertheless, they can be useful as an insight into a functional cockpit. As you read through the lists, informally gauge how well you and those with whom you fly compare. Rest assured it is not possible for any one individual to perfectly measure up. If truly brave, have your fellow crewmembers compare you to the list. Don't be surprised if you do well overall and yet find areas in need of attention.

Communications Processes and Decision Behavior Briefings

An effective briefing is interesting and thorough (“briefees” do not fall asleep). Coordination, planning, and problems are covered. The PIC is primarily responsible for briefings; other crewmembers must be involved and add meaningfully.

- (1) Briefings establish an environment for open, interactive communication. The briefer asks for questions or comments, answers directly, listens with patience, does not interrupt, or “talk over,” doesn't rush the briefing, and

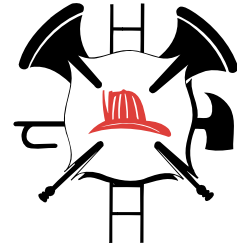
makes eye contact as appropriate.

- (2) Briefings are interactive, emphasizing the importance of questions, critiques, and the offering of information. Team is emphasized (“we” language used, participation and help encouraged).
- (3) Covers pertinent safety and operational issues.
- (4) Identifies potential problems such as weather, delays, and system malfunctions.
- (5) Provides guidelines for crew actions, division of labor and workload.
- (6) Includes Cabin Crews.
- (7) Sets expectations for handling deviations from SOPs.
- (8) Establishes guidelines for operating automated systems (i.e. when systems will be disabled and which programming actions must be verbalized and acknowledged).
- (9) Specifies PF & PNF duties and responsibilities for automated systems.

Inquiry/Advocacy/Assertion

Relate to crewmembers promoting the action they feel best, even when it conflicts with that of another or the group.

- (1) Crewmembers speak up, stating information with appropriate persistence until resolved.
- (2) A “challenge and response” environment is developed.
- (3) Questions are encouraged & answered openly and non-defensively.
- (4) Questioning of actions and decisions is encouraged.
- (5) Help is sought when necessary.
- (6) Status and programming of automated systems is questioned to con-



AVIATION FIREFIGHTING... NOT JUST ANOTHER DAY AT THE OFFICE...

As a new firefighter nearly 20 years ago, I was required to attend a rigorous training school for structural firefighters. We learned not only how to extinguish a fire, but also the “science” of fire as well. When I then switched over to an airport fire department, additional training was required. You would think firefighting is firefighting, right? Not so, when it comes to fighting fires on airplanes. Because of the materials involved, the ability of the fire to hide in unseen areas, the structure of your airplane and most of all the temperatures involved, aviation firefighting is just different.



Live fire drills w/ Jet Asia, Ltd.
Macau

(cont. on pg. 2)

(cont. on pg. 3)

(“Functional Crews” from pg. 1)

firm situational awareness.

Crew Self-Critique Regarding Decisions and Actions

Relates to effectiveness of the group and individual crewmembers in critiques and debriefings; areas covered include product, process, and people. Critiques may occur during, or after activities.

- (1) Critiques occur at appropriate times, may be high or low workload.
- (2) Deal with positive as well as negative aspects of crew performance.
- (3) Interactively involve the entire crew.
- (4) Critiques are a positive learning experience. Feedback is specific, objective, usable, and constructively given.
- (5) Critiques accepted objectively and non-defensively.

Communications and Decisions

Describes free and open communication, reflecting the extent to which crews provide necessary information at the appropriate time (i.e., initiating checklists and alerting others to developing problems). Active participation in the decision making process is encouraged and decisions clearly communicated and acknowledged. Questioning of actions and decisions is considered routine.

- (1) Operational decisions are clearly stated to other crewmembers.
- (2) Understanding of decisions and actions is acknowledged.
- (3) “Bottom Lines” for safety are established and communicated.
- (4) The “big picture” and “game plan” are shared within the team and others as appropriate.
- (5) Ideas, opinions, and recommendations are encouraged.
- (6) The atmosphere is one that invites open and free communication.
- (7) Initial and changed entries to automated systems are verbalized and acknowledged.

Source for this article:
AC 120-51D - CREW RESOURCE
MANAGEMENT TRAINING:
APPENDIX 1. CREW PERFORMANCE
MARKER CLUSTERS

Team Building and Maintenance Leadership/Followership Concern for Tasks

- (1) All available resources are used to accomplish the task at hand.
- (2) An acceptable balance is struck between respect for authority and appropriate assertiveness.
- (3) Actions are decisive when the situation requires.
- (4) A desire to achieve the most effective operation is clearly demonstrated.
- (5) A need for adherence to the SOPs is recognized and embraced.
- (6) A situation-appropriate, group-climate is monitored and adjusted (i.e. small talk only during low workload).
- (7) Effects of stress and fatigue are recognized and verbalized.
- (8) Time available for a task is well managed.
- (9) Demands from automated systems are recognized and managed.
- (10) When programming could reduce situational awareness or cause overload, level of automation is reduced.

Interpersonal Relationships / Group Climate

Relate to quality of interpersonal relationships and pervasive climate of the flight crew.

- (1) Crews remain calm under stressful conditions.
- (2) Crews are sensitive and adaptable to personalities of others.
- (3) Symptoms of psychological stress and fatigue are recognized in self and others (i.e. “tunnel vision”); help is unhesitatingly sought from the team.
- (4) The atmosphere is friendly, relaxed, and supportive.
- (5) During periods of low communication, crews check-in periodically.

Workload Management and Situational Awareness

Preparation/Planning/Vigilance

Relates to anticipation of contingencies and actions required to meet a challenge; excellent crews are “ahead of the curve” and generally seem relaxed. Appropriate attention is devoted to required

tasks and response to new developments is undertaken without undue delay. Casual, social conversation during low workload does not necessarily diminish vigilance.

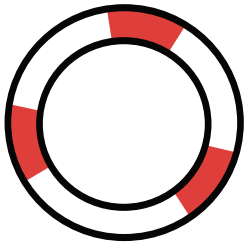
- (1) Crews demonstrate and express situational awareness.
- (2) “Model” of what is happening (situational awareness) is shared between crewmembers.
- (3) The aircraft (flight instruments & system displays) and ATC are actively monitored and relevant info shared.
- (4) Weather & traffic are monitored, and relevant information shared.
- (5) Tunnel vision caused by stress is avoided by asking for the big picture.
- (6) A continual awareness is present of self and others, for factors affecting vigilance, i.e. stress.
- (7) Crews remain “ahead of the curve” in preparing for planned situations or contingencies.
- (8) It is ensured that other crewmembers are aware of plans.
- (9) Appropriate crewmembers are included in planning.
- (10) Enough time is allotted before maneuvers to program automated systems.
- (11) Crewmembers are aware of initial FMS entries and of changes as they're made.

Workload Distribution and Distractions

Relate to time and workload management; how well crews prioritize tasks, share workload, and avoid distraction from primary activities.

- (1) Crewmembers speak up when overload is recognized in themselves or others.
- (2) Tasks are distributed efficiently (i.e. through the SOPs).
- (3) Workload distribution is clearly communicated and acknowledged.
- (4) Secondary factors such as social interaction are not allowed to interfere with duties.
- (5) Task priorities are clearly communicated.
- (6) Secondary tasks aren't allowed to interfere with primary flight duties.
- (7) Potential distractions from automated systems are anticipated and preventative action taken, i.e., a lower level of automation is selected.

Paul Hansrote
Instructor
FACTS® Training International



Ditching FACTS®

HOW MANY RAFTS ???

It seems to be the never ending question... *How many liferafts, and of what size, do I need to carry on my aircraft?*

As with most regulations, it is very easy to become confused when trying to read and interpret their meaning. Weeding your way through FAR Parts 91, 135, and 125 is tough enough, then throw Part 25 into the mix and WOW...!

Lets start with FAR Part 25 - Airworthiness Standards: Transport category airplanes. Many airplanes are certified for ditching under §25.801 which outlines the testing and structural requirements that must be met for such certification. Corporate sized airplanes certified for ditching include: Gulfstream II, III, IV, and V; Challenger 60x series; Global Express; Falcon 50, 900, and 2000; BBJ; and others.

If you fly an airplane that is certified for ditching the following apply:

FAR §25.1411(d)(1) - "The stowage provisions for the liferafts described in §25.1415 must accommodate enough rafts for the maximum number of occupants for which certification for ditching is requested."

Translation - The storage space onboard your airplane must be big enough to hold enough required rafts for the number of certified seats on your airplane.

FAR §25.1415(b)(1) - Unless excess rafts of enough capacity are provided, the buoyancy and seating capacity beyond the rated capacity of the rafts must accommodate all occupants of the airplane in the event of a loss of one raft of the largest rated capacity;

Translation - You must carry a minimum of two rafts, each with an overload capacity large enough to carry the number of people onboard at any given time.

If you fly an airplane that is NOT certified for ditching...

FAR §91.509(b) - No person may take off an airplane for a flight over water more than 30 minutes flying time or 100 nautical miles from the nearest shore unless it has on board the following survival equipment:

(2) Enough liferafts (each equipped with an approved survival locator light) of a rated capacity and buoyancy to accommodate the occupants of the airplane.

Translation - If you have 8 people on the airplane, you have to have at least an 8 person raft onboard.

FAR §135.167(a) - No person may operate an aircraft in extended over-water operations unless it carries, installed in conspicuously marked locations easily accessible to the occupants if a ditching occurs, the following equipment:

(2) Enough approved liferafts of a rated capacity and buoyancy to accommodate the occupants of the aircraft.

Translation - If you have 8 people on the airplane, you must have at least an 8 person raft onboard.

As you can see, the type of airplane that you fly determines which FAR you must look to for the number of rafts that you must carry onboard. If certified for ditching, PART 25 prevails; NOT certified for ditching, look to the operating regulations as your guide.

Mark A. Long
Facilities Director
FACTS® Training International

Links We Like!

www.craigslist.org

An unusual resource for just about everything (jobs, restaurants, classifieds, etc) for many major cities. Interesting to scan!

www.daybreakcoffee.com

A Connecticut coffee roaster with a great selection of coffees from around the world. They can custom grind and package coffee in pillow packets for your aircraft.

www.corporateflightservices.com

A new company providing freelance flight attendants for corporate aviation. They have standards! Flight Attendants MUST be FACTS® trained!

(“Aviation Firefighting” from pg. 1)

The bottom line in fire fighting on your airplane is this... You have to be good at what you do. It isn't enough to simply squirt the wet stuff at the red stuff! You must attack the fire aggressively (while still remaining safe) to get the fire out. Recently, during a training class in Macau, we were given permission to use the airport training facility and fight some “real” fire. Under the supervision of the Macau Fire Department, using their aircraft mockup, fires were started and extinguished using real fire extinguishers. The result is evident from the accompanying photographs... fire fighting is not easy!

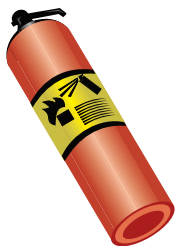


Fire gets out of hand quickly!

The most common mistake during the exercise was not getting close enough to the fire to properly fight it. Another mistake was deploying the extinguisher too early and essentially missing the fire. One of the unexpected results for the students was that the fire actually got bigger for a short time while they were trying to fight it. The extinguisher actually caused the fire to grow before putting it out! The students found out during this exercise that the only way they could get this particular fire extinguished was to work as a team.

The basic rules in firefighting on an airplane are simple. PREPARE, AIM, SQUEEZE, SPRAY. Have a back-up extinguisher ready. Call to your fellow crewmembers for assistance, and never leave the area. Remember, when is a fire officially out on your airplane? Only when you are on the ground and maintenance has gone through it and certified it ready for flight.

Brian Hayvaz
Director of Training Services
FACTS® Training International



Equipment FACTS®

YOU MUST USE IT!

An NTSB safety recommendation was released on January 4, 2002. ***I, for one, was very glad to see this recommendation because it specifically addresses a topic that comes up in virtually every FACTS® class.***

The vast wealth of misinformation regarding Halon and its uses and dangers can make for crewmembers choosing not to use it, possibly leading to a catastrophic end to an otherwise great flight.

Paraphrasing the NTSB safety recommendation... On Sept. 17, 1999, Delta #2030 experienced an in-flight fire and made an emergency landing. Shortly after takeoff several F/As detected a "sulphurous" smell and reported it to the flight crew. The Captain instructed them to check the lavatories, but they were unable to locate the source. Two off-duty F/As retrieved Halon extinguishers when they noticed smoke in the forward section of the cabin. A PAX in row 11 stated that his feet were hot, and he was reseated elsewhere. The individual's carry-on was scorched from sitting next to the vent on the floor. The F/As reported seeing a reddish-orange flickering glow coming from the vent. F/A #1 went to the Captain with these observations and asked him whether or not they should use the Halon. The Captain instructed her NOT to use the Halon, as he was concerned about spraying it in the cabin. Meanwhile, another flight attendant had already discharged a Halon fire extinguisher into the vent and observed that the glow was no longer visible. Thereafter the smoke began to dissipate and did not return indicating the fire had been extinguished by the Halon. When F/A #1 returned from the cockpit, she became alarmed that a Halon bottle had been discharged as the Captain had specifically instructed her not to do so.

During the investigation, it was determined that an insulating blanket in the cargo area had been placed adjacent to a static port heater. Electrical arcing from the heater ignited the blanket, and the smol-

dering became a self-sustaining fire that grew in size until the Halon was wisely used to put the fire out.

On August 8, 2000, about 1544 EDT, an AirTran flight operating as #913 experienced an in-flight fire and performed an emergency landing and evacuation at the Greensboro Piedmont-Triad International Airport. The fire substantially damaged the aircraft. Two PAX were injured from the smoke, and 8 PAX were injured in the evacuation. Shortly after takeoff, both F/A #1 and #2, seated on the forward jump seat, smelled smoke. F/A #1 went to the cockpit and saw smoke "everywhere". She said that the flight crew had on their oxygen masks. The Captain told her they were returning to Greensboro. She closed the cockpit door and returned to the cabin. She and F/A #2 reseated themselves in the business class section due to the accumulation of smoke.

F/A #1 reported that the smoke was so dense, she could not see the forward galley; however, neither flight attendant made any effort to locate the source of the smoke nor attempted to utilize any of the firefighting equipment available to them. The #1 flight attendant saw a large amount of electrical "arcing and sparking" and heard "popping noises" at the front of the cabin. She told investigators that she debated on whether or not to use the Halon extinguisher, but elected not to because she was unsure where to aim it.

An off duty AirTran pilot seated in first class also considered using a Halon extinguisher, but decided against it because he was concerned that the Halon "would take more oxygen away."

The investigation found that electrical arcing in the bulkhead behind the Captain's seat caused the fire. The arcing ignited interior panels, which continued to burn after the plane had landed and the passengers were evacuated. The ARFF personnel eventually put out the fire.

These two recent examples illustrate the need for widespread training on how Halon is to be used. It is without question, the primary firefighting agent aboard the aircraft. Halon does NOT remove oxygen from an environment. What it does is chemically disrupt the molecular process of a fire. The Halon gas will envelop the molecules of O₂ so combustion cannot continue. The result is a disruption of the fire triangle. Oxygen is still present and people are still able to breathe. However, those with certain pre-disposed health con-

ditions could experience breathing problems at high concentrations. (Over 8.5 lbs. discharged in a 10' x 10' x 10' space. – You don't even carry 8.5 lbs. on most corporate aircraft.)

Bottom line... if you are unfortunate enough to have a fire aboard, PLEASE grab the Halon, and remember...

You Must Use It!!!

Blain Stanley



("Lead, Follow, or..." from pg. 8)

lesser standards. Their chosen course allows them to do just the bare minimums (e.g.- training) to stay within their interpretation of the regulations. In other words... just getting by. At least until closely scrutinized.

Many of the "others" only do what they do because they must... because of regulation. Regulations, standards, and quality require attention, energy and effort, and money... If they weren't required, many of "those" would not maintain the minimum standards for safety and service. This is often evident in NTSB accident investigations.

Living by higher standards, because it's the right thing to do, is more costly. It sometimes clouds the issues when evaluating and comparing the "competition". However, this too must be kept in perspective. Just because it's "aviation" does NOT demand the costs be doubled and tripled. While a few leaders have survived overcharging, because they think they can... As is often the case in the free enterprise system, a more realistic, cost-effective competitor comes along taking over the leadership position... maybe not in size, but in quality, honesty, cost-effectiveness, and most important... customer service.

The end-users are continually trying to do more with less. It's just good business.

Reverting back a few paragraphs... Which do you associate and do business with... the leaders, the followers, or "those"?

*Douglas B. Mykol, ND
President
FACTS® / AirCare International*

2003 FACTS® TRAINING SCHEDULE

		FACTS® INITIAL	Food Handling / Galley Safety/ ACT Training	FACTS® RECURRENT
January				
Van Nuys, CA	VNY	6-9	9	9-11
Dallas, TX	DFW	13-16	16	16-18
Atlanta, GA	ATL	20-23	23	23-25
February				
Teterboro, NJ	TEB	3-6	6	6-8
Van Nuys, CA	VNY	10-13	13	13-15
Dallas, TX	DFW	17-20	20	20-22
Olympia, WA	OLM	24-27	27	27-01
March				
Teterboro, NJ	TEB	3-6	6	6-8
San Francisco, CA	SFO	4-7	7	
Van Nuys, CA	VNY	10-13	13	13-15
Dallas, TX	DFW	17-20	20	20-22
Charlotte, NC	CLT	17-20	20	
West Palm Beach, FL	PBI	24-27	27	27-29
April				
Teterboro, NJ	TEB	7-10	10	10-12
Van Nuys, CA	VNY	7-10	10	10-12
Dallas, TX	DFW	14-17	17	17-19
May				
Teterboro, NJ	TEB	5-8	8	8-10
Van Nuys, CA	VNY	5-8	8	8-10
Dallas, TX	DFW	12-15	15	15-17
Chicago, IL	ORD	19-22	22	
Olympia, WA	OLM	19-22	22	22-24
June				
San Francisco, CA	SFO	2-5	5	
Teterboro, NJ	TEB	2-5	5	5-7
Van Nuys, CA	VNY	9-12	12	12-14
Dallas, TX	DFW	16-19	19	19-21
West Palm Beach, FL	PBI	23-26	26	26-28
July				
Teterboro, NJ	TEB	7-10	10	10-12
Van Nuys, CA	VNY	7-10	10	10-12
Dallas, TX	DFW	14-17	17	17-19
August				
Van Nuys, CA	VNY	11-14	14	14-16
Dallas, TX	DFW	18-21	21	21-23
September				
Teterboro, NJ	TEB	8-11	11	11-13
Van Nuys, CA	VNY	8-11	11	11-13
Dallas, TX	DFW	15-18	18	18-20
Olympia, WA	OLM	22-25	25	25-27
West Palm Beach, FL	PBI	22-25	25	25-27
October				
San Francisco, CA	SFO	6-9	9	
Atlanta, GA	ATL	6-9	9	
Teterboro, NJ	TEB	13-16	16	16-18
Van Nuys, CA	VNY	13-16	16	16-18
Dallas, TX	DFW	20-23	23	23-25
Detroit, MI	DTW	27-30	30	
November				
Teterboro, NJ	TEB	3-6	6	6-8
Van Nuys, CA	VNY	10-13	13	13-15
Dallas, TX	DFW	17-20	20	20-22
December				
San Francisco, CA	SFO	1-4	4	
West Palm Beach, FL	PBI	8-11	11	11-13
Olympia, WA	OLM	8-11	11	11-13
Dallas, TX	DFW	15-18	18	18-20

OPTIONAL INITIAL & RECURRENT TRAINING DAY
 NOT REQUIRED FOR FACTS® CERTIFICATION



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InFlight Emergency Medical



Wet Ditching



Underwater Egress Training



Aircrew Combative Training



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FACTS®/SimuFlite Training Center, Dallas, TX
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CAUTION - STARK Survival Training is NOT for apathetic "been there - done that" aircrews!



**Helicopter Emergency Procedures
and Underwater Egress Training**

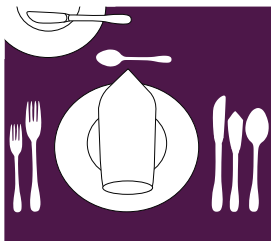
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- Fire & Smoke
- Survival



- Evacuations
- Ditching
- HEEDS



Service FACTS®

CAVIAR SERVICE... WITH STYLE

With caviar sales increasing... There are several serving "rules of thumb" to follow. The first rule for serving caviar on a corporate jet is to ensure that the caviar comes from a reputable company or caterer. This is not a time to be sparing with money... The caviar-savvy pallet will know the difference between a superior product and an off brand name. When ordering the expensive eggs, plan for a 2 ounce jar to serve 4 people. When serving larger groups, it is recommended to order multiple smaller containers rather than one large jar.

Why you ask? Well, caviar's biggest enemies are air and heat. It is imperative to keep the caviar in the refrigerator until you absolutely need to remove it. Just before departure, transfer from the refrigerator to the aircraft cooler. Never use dry ice or freeze the eggs, as this too will damage the product and cause the eggs to burst.



When serving caviar, remove from the cooler 10-15 minutes before serving and open immediately before serving. Caviar should not be left exposed to air more than 1 hour. Eggs exposed to air or heat will warm, causing the egg quality to quickly deteriorate.

Caviar connoisseurs serve the eggs "au natural," without garnish. The more daring and enthusiastic have more of an Ameri-

can attitude toward caviar, i.e. everything can be mixed and matched with anything.

Some service "set ups" you may want to have on hand include: Warm buttered toast, blinis, toast points, crème fraiche, sour cream, white onions, chopped eggs and a lemon. Some say these condiments should be saved for less expensive caviars, as they tend to alter the taste and distract from the pure flavor of caviar

Whether or not you have a serving set specifically designed for the fancy fish egg, it is best to suspend your serving bowl of caviar upon another bowl filled with crushed ice. For all but the most particular, it is perfectly acceptable to serve out of the original can... many feel it's a classy service style.



Avoid using silver bowls and utensils, as silver will oxidize, giving the eggs a metallic taste. Instead, use mother of pearl, gold, wood, plastic, malachite, amber, horn or tortoise-shell serving utensils and table ware.

The choice of complimentary drink is less of a problem... either well-chilled vodka or a glass of cool champagne. Your passengers will sit back and enjoy!!!!

*Traci Gross
Instructor
FACTS® Training International*



Security FACTS®

"THOSE SMALL SECURITY THINGS."

I'm currently on Active Duty and away from FACTS® Training and AirCare for a little while. I'm living in corporate housing and during a soak in the spa, I overheard some Flight Crew who were there doing some training at a local Safety Training Program.

They were talking about systems and aircraft. They discussed procedures and emergencies that they had practiced in the sims. The discussion went on about various flight things. At one point, they asked me about what I was doing down here, etc.

Due to the unit I am stationed with, and following standard Operational Security Guidelines, I gave some vague answers that seemed to satisfy them. I probably sounded like a jerk; however, YOU NEVER KNOW WHO YOU ARE TALKING TO!!!!

If I were a person ill disposed towards the aviation community, wanting access to information, all I had to do was buy a few drinks and carry on the conversation. This all goes to remembering not to discuss sensitive issues in front of strangers. How often do you hear detail you shouldn't be privy to?

We all like to be the center of attention, and crewmembers get lots of status in social gatherings. Who hasn't used the "I fly jets, drive the CEO of XYZ" line to make that first impression?

Just remember to play it safe... don't put yourself, your employer, their family, your family, or your career at risk.

*Jim Thurber
Contract Instructor
AirCare International*

FACTSFind Update

We are pleased to announce that an added enhancement to FACTSFind as of January 2003 is the FACTSFind Job Leads e-mail database. As we hear about job openings, we will post them on a website that only FACTS® grads may access. Each time the website is updated, we will e-mail interested FACTSFind candidates a link to access the latest information. Good Luck!

Andy Miller, ACCESS™ Coordinator



FROM THE PRESIDENT'S DESK

Lead, Follow, or ...

In most groups of professionals, there are several levels of participation - leaders, frontrunners, followers, and then there are "those".

The leaders may choose the initial course, the direction, blaze the trail, AND set the standards; but in fact, usually it is one leader that other "frontrunners" follow. The first to follow are also considered leaders. This is a good thing... It requires multiple leaders to balance an organization's choice of trail, direction, and standards and practices to live by. In professional groups, this is a result of "group dynamics". In the world of business, it is known as "competi-

tion". As the leaders blaze the trail... the needs and wants of the industry actually determine the path.

The leader and frontrunners have a much higher standard to uphold. We are expected to set the example for others. The needs of those we lead should come before *our* needs. The leaders must maintain their moral and ethical standards, NOT be tempted by greed, and NOT look to take advantage of their peers and clients. Their conduct must be becoming a leader. Personal and professional conduct is a direct reflection of their ability to lead others. Leadership is a 24-hour-a-day responsibility.

True leaders normally do not need the FAA, Congress, or the court system to tell them how to behave. You cannot legislate honesty, integrity, or morality. The decision to be ethical comes from the inside. Discipline from within, not from without. Leaders concentrate on doing the right thing.

Leaders and frontrunners must be truthful. Both in what they do AND what they tolerate in others. It is this "toleration" that often "lumps" the good in with the bad. IF a leader tolerates dishonesty, or marginal practices and behaviors, they become, and are, no better than the rest... the one-time leader is looked upon as guilty by association.

While the leaders and frontrunners do what they do because of their belief in doing the right thing... often times, the followers are following the set standards and regulations, solely because they must. They are either expected to do so by their peers, or regulated to do so, because of their peers. Some follow... because they don't have the talent, creativity, know-how, or finances to be a frontrunner... and some... because they have consciously chosen a parallel course, albeit a course with far

(cont. on pg. 4)



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