Two Aussies Stateside

An Exploration of Professional Culture

Capt. Vaughan Leiper

MScTech (UNSW)

Line Check Pilot

Professional Standards Committee

Capt. Stuart Beveridge

BAv, MScTech (UNSW)

New Hire & New Captain Mentor

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A Common Language?

- ~~*Roster*~~ *Schedule*
- ~~*Sectors*~~ *Legs*
- ~~*Track shortening*~~ *Short-cuts*
- ~~*Bay*~~ *Gate*
- ~~*Aerobridge*~~ *Jetbridge*
- ~~*Disembark*~~ *Deplane*

Rule by default; Judgement by exception

Judgement by default; Rule by exception

“This is the way to get the outcome” vs. “This is th

“Here are the rules and procedures; off y

“Here’s the resources for you; work it out f

Topics for the bar

- ✓ Rules/procedures vs judgement

Preserve the capacity for good judgement during complexity: Captain as Pilot Monitoring (PM)

Original Article

Command and Control

The Influence of Flight Crew Role Assignment on Flight Safety in Air Transport Operations

Stuart D. H. Beveridge,[1] Simon T. Henderson,[1] Wayne L. Martin,[2] and Joleah B. Lamb[3,4]

[1]School of Aviation, University of New South Wales, Sydney, Australia
[2]Department of Aviation and Logistics, University of Southern Queensland, Brisbane, Australia
[3]School of Civil Engineering, The University of Queensland, Brisbane, Australia
[4]Atkinson Center for a Sustainable Future, Cornell University, New York, NY, USA

Abstract: Compared with other team settings, flight crew in air transport present a unique situation where the leader or supervisor regularly engages in active control. When the captain is assigned cognitively demanding pilot flying duties, the subordinate and often less experienced first officer must perform equally crucial monitoring and support duties. Using a systematic review methodology, this study reviews the reported effect of crew role assignment on flight safety outcomes. Our review identified 18 relevant studies and suggests crew performance factors linked to flight safety are affected by crew role assignment. Findings suggest a greater number of inherent obstacles may exist for optimal crew performance with the captain as pilot flying, raising the need for further specific research and policy review in this area.

Keywords: crew resource management, decision making, flight crew, monitoring, pilot in command

Over recent decades, research in the field of human factors has developed crew resource management (CRM) principles for incorporation into air transport operations, significantly reducing crew-caused accidents and continuing the industry's status as the safest transport system worldwide (Baker, Qiang, Rebok, & Li, 2008). Despite this ongoing progress, accidents and incidents continue to occur with crew-related factors featuring prominently in the causation chain, including some recent high-profile accidents (e.g., National Transport Safety Board [NTSB], 2010, 2014b). Inadequate monitoring, loss of situation awareness (SA), breakdown of crew coordination, and flawed decisions are most common among these crew-related factors in many (Baker et al., 2008; Khatwa & Helmreich, 1998; 2014).

nitoring (PM) has been the focus crew-borne risk to 13; Flight

encourage and facilitate junior crew (e.g., first officers) to bring the captain's attention to matters pertinent to safety (Bienefeld & Grote, 2012; Jentsch, 1997; NTSB, 2011b). While the latter effort has been prominently cited to mitigate cases of overlying cultural resistance to such behavior (e.g., Air Accidents Investigation Branch [AAIB], 2003; NTSB, 2014b), inadequate monitoring continues to pervade even progressive air transport crew cultures where CRM principles are well established and accepted (e.g., NTSB, 2010, 2011a, 2014a; Transportation Safety Board of Canada [TSBC], 2014). This may indicate that there are intrinsic obstacles that focused training and promotion alone cannot rectify.

Unlike, for example, the maritime transport domain where captaincy and helmsmanship have been long separated, by virtue of its more than 100-year history, the roles of pilot flying (PF) and aircraft captain have remained closely related, if not synonymous. Prior to World War II the pilot was generally the sole occupant or crew member f the aircraft and by default, therefore, the captain. as ancillary crew have been added by necessity, ely retained his or her status as the prime well as the physical flight path controller. sychologically (Casner & Schooler,

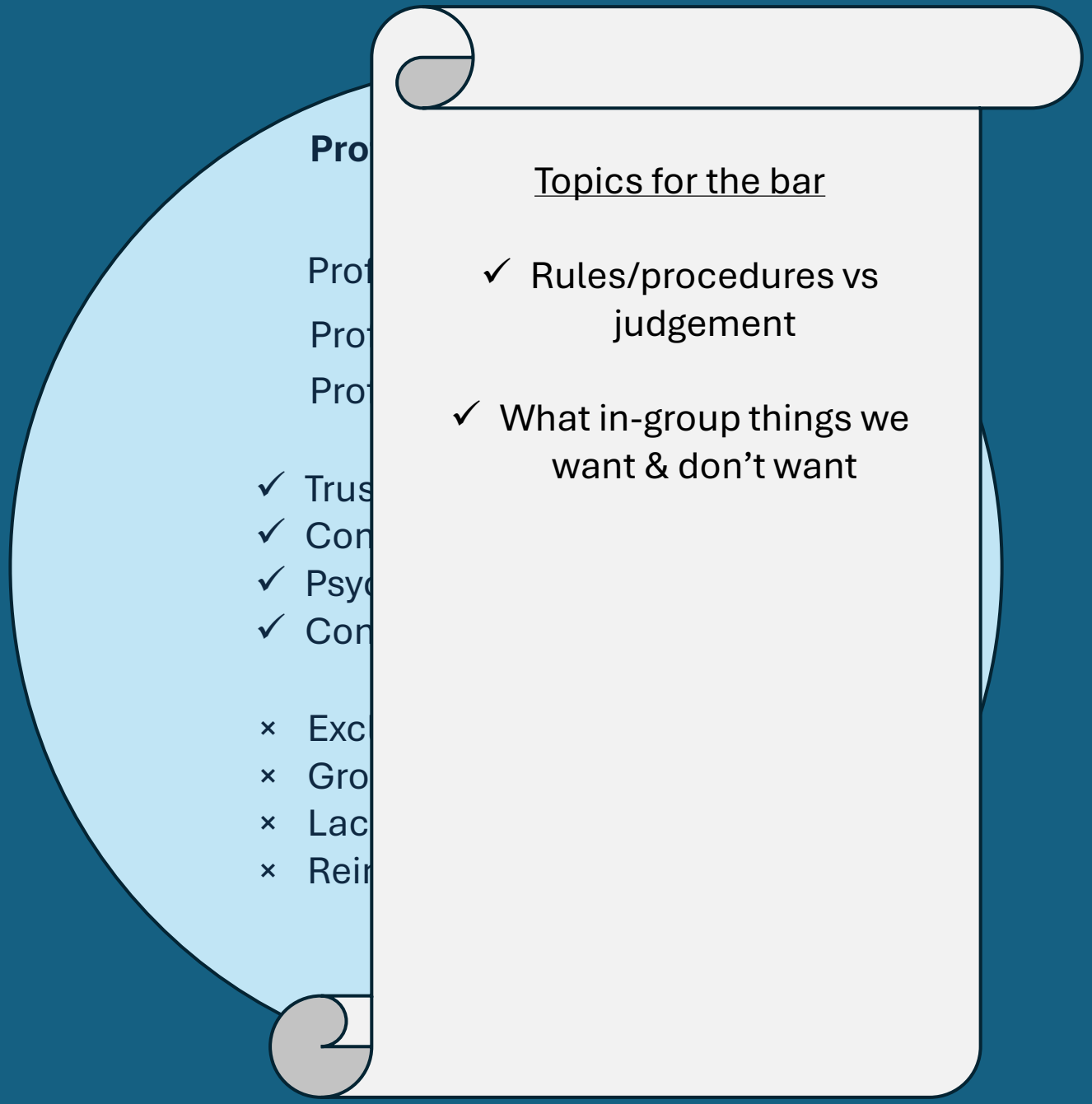
The Professional Bubble

PSA Flight 5342 (DCA) 2025

Jazz Flight 8648 (LGA) 2026

Alaska

The Professional Bubble



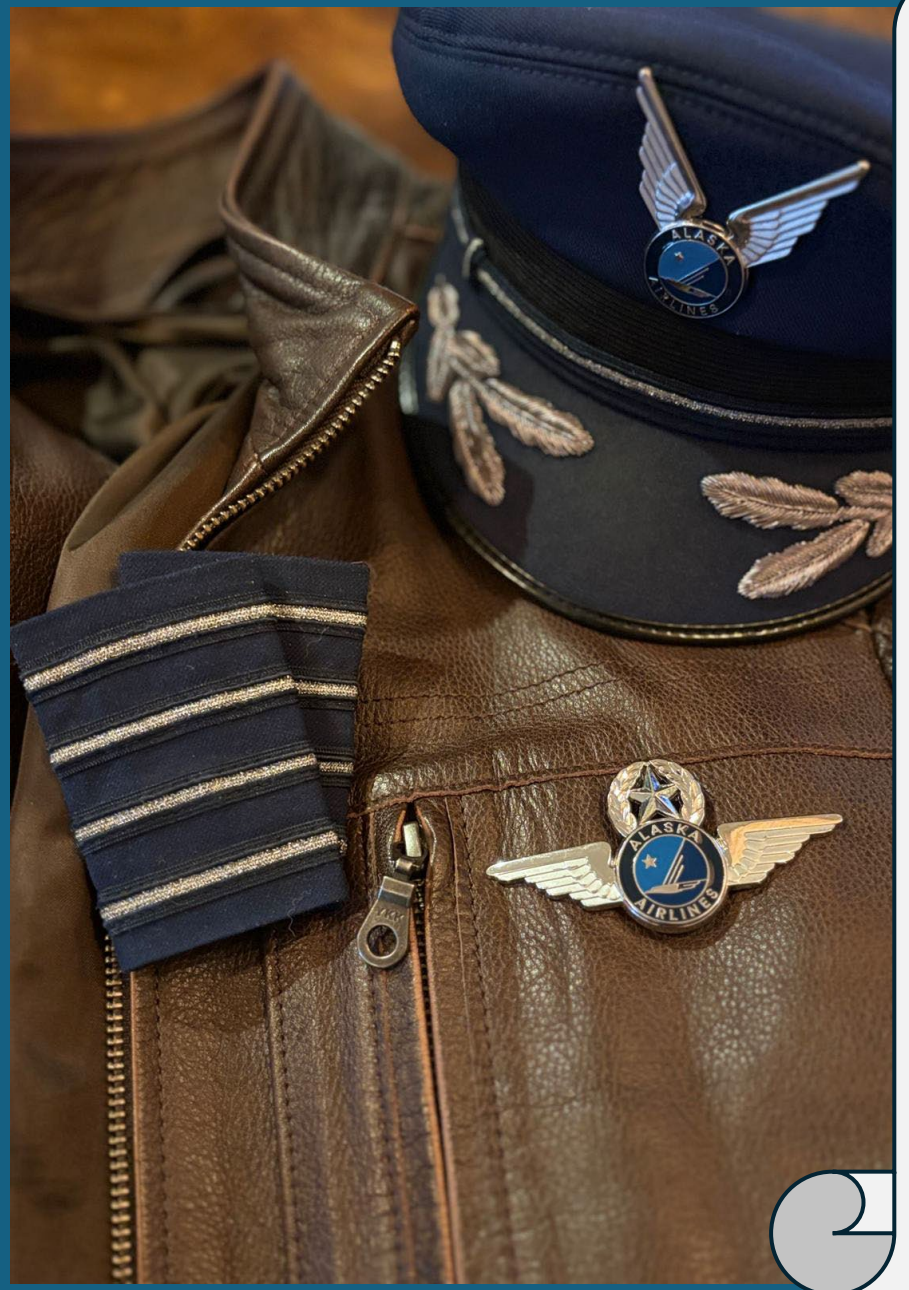
The Professional Bubble

Professional Standards

- ✈ CRM focused
- ✈ Peer to Peer
- ✈ Based on trust
- ✈ Not HR

Mentoring

- First 6-12 months
- Familiarize with resources
- Facilitate support & transition
- Captain mentoring to fine-tune judgement



Topics for the bar

- ✓ Rules/procedures vs judgement
- ✓ What in-group things we want & don't want
- ✓ How should we develop captains?

What makes a professional identity?

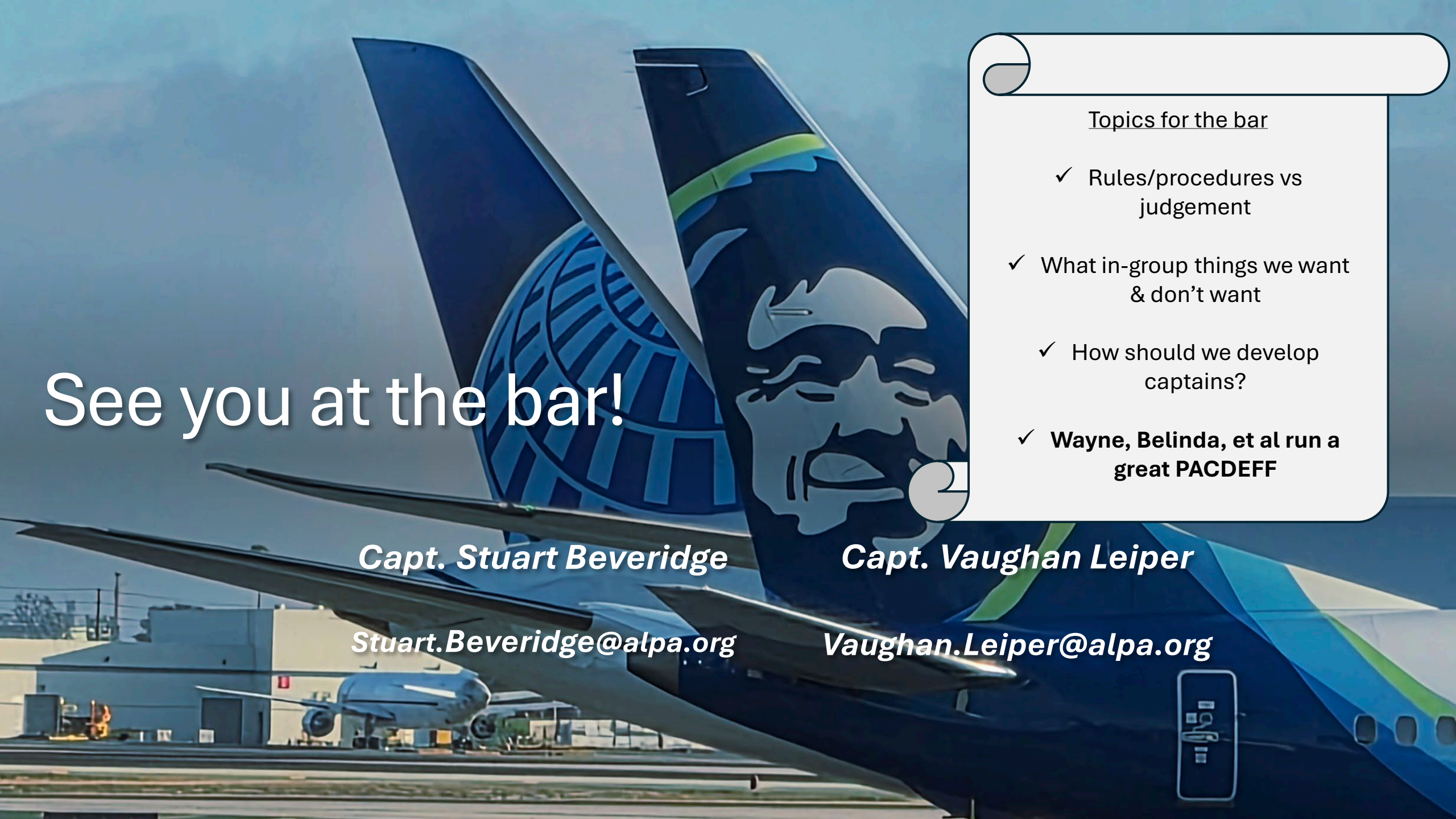
What do we want to foster?

Do other cultures affect it?

Would you accept peer regulation?

How would you encourage peer regulation?

How do we share experience?



See you at the bar!

Topics for the bar

- ✓ Rules/procedures vs judgement
- ✓ What in-group things we want & don't want
- ✓ How should we develop captains?
- ✓ **Wayne, Belinda, et al run a great PACDEFF**

Capt. Stuart Beveridge

Stuart.Beveridge@alpa.org

Capt. Vaughan Leiper

Vaughan.Leiper@alpa.org