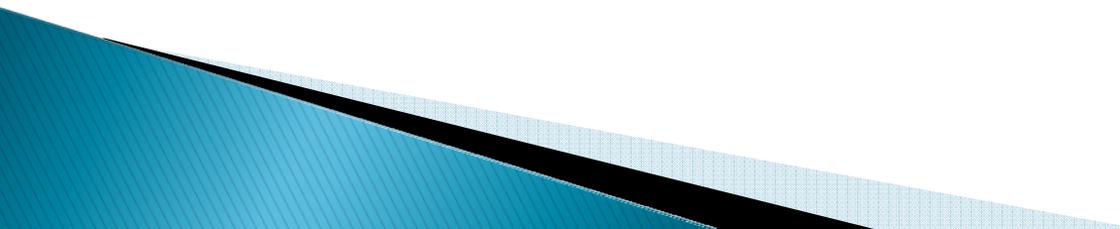


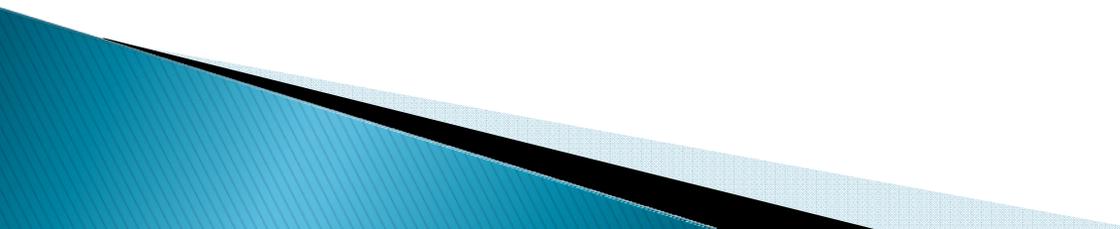
Professionalism: Role of the Captain

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My current affiliations

- Captain at Continental Airlines, currently staffed as Boeing 777 First Officer
 - Researcher at NASA Ames Research Center/San Jose State University in flight crew cognition and performance
 - Check Airman at OpenAir (Part 135)
 - Advisory council member at Professional Aviation Board of Certification
 - Representing and speaking for myself today
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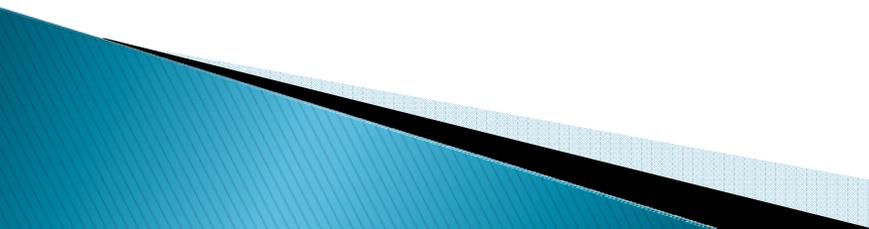
Context: No perfect flight

- Every flight has many opportunities for error
 - Jumpseat observations of routine flights show errors occurring as expected
 - Research indicates most errors related to human cognitive limitations and vulnerabilities
 - Intentions hard to assess, but most deviations are not intentional
 - Airline SOP systems anticipate errors and provide corrective trapping and correction functions
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What do professionals do?

- We take responsibility
 - For passenger safety
 - For our actions
 - We adhere to standards
 - Regulations
 - SOPs
 - We still make errors
 - Routine line operations & accidents
 - Surgeons, attorneys, academics, investigators...
 - We catch errors
 - Self correcting and accepting corrections by others
 - Striving to improve
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Unprofessional conduct

- Lapses can be continuing, or momentary but still deadly
 - Related to impulsive decisions, personal convenience, lack of knowledge?
 - Roles of personality, attitude, knowledge, soft skills
 - Roles of selection, certification, training, culture transmission
 - Can go both ways involving Captain and First Officer
 - Need both crewmembers involved and engaged in monitoring/challenging each other
 - Deviations not necessarily significant--or even bad
 - Keep the channels open
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Toward more professional conduct: It all comes together on the flight deck

- Training new Captains and First Officers
 - Recurrent CRM training, including simulator
 - Again: selection, certification, training, culture transmission
 - Captain authority and responsibility
 - Modeling, mentoring, managing
 - Airlines: talk professionalism, and then walk the talk
 - Regional airlines and experience base
 - Tough nut to crack: unstabilized approaches (not just a professionalism issue)
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