

WEBVTT

1

00:00:00.000 --> 00:00:01.165

At Old Dominion University,

2

00:00:01.185 --> 00:00:03.645

but he's got a long history with aviation.

3

00:00:03.785 --> 00:00:05.365

Uh, prior to that, he was in the Navy.

4

00:00:06.105 --> 00:00:09.165

Uh, he was at Pax River. He was a safety director there.

5

00:00:09.865 --> 00:00:12.725

He has done five accident investigations.

6

00:00:13.355 --> 00:00:14.685

He's a test pilot with over 20

7

00:00:14.685 --> 00:00:15.765

years of experience doing that.

8

00:00:16.315 --> 00:00:19.405

He's had multiple commands, uh, operational squadrons,

9

00:00:19.505 --> 00:00:21.125

air wings, naval air stations.

10

00:00:21.635 --> 00:00:24.045

He's been an airline captain, a Czech Airman.

11

00:00:24.985 --> 00:00:26.725

He was a Navy flight instructor of the year.

12

00:00:27.195 --> 00:00:30.005

He's got over 15,000 hours and over 70 aircraft types.

13

00:00:30.715 --> 00:00:31.965

He's taught high school math.

14

00:00:32.665 --> 00:00:34.765

Uh, apparently he's a good musician as well.

15

00:00:35.665 --> 00:00:39.485

Uh, and he's got, uh, a long list of educational, um,

16

00:00:39.485 --> 00:00:42.045

accomplishments, including US Naval Test Pilot School.

17

00:00:42.385 --> 00:00:45.165

And as I said, he's currently an adjunct proce professor at

18

00:00:45.225 --> 00:00:46.325

Old Dominion University.

19

00:00:46.995 --> 00:00:49.685

He's gonna talk today about, uh, demanding safety first

20

00:00:49.685 --> 00:00:51.005

before the testing begins.

21

00:00:51.465 --> 00:00:54.045

So please give, please give a warm welcome to Ken

22

00:01:21.775 --> 00:01:22.775

Honor.

23

00:01:30.985 --> 00:01:32.805

I'm showing, tell things if necessary.

24

00:01:47.915 --> 00:01:50.805

Well, you can see the subtext of what my story is there,

25

00:01:50.895 --> 00:01:53.885

preventing the quarterback from wrecking his own

26

00:01:53.885 --> 00:01:55.125

motorcycle on the way to the game.

27

00:01:56.185 --> 00:01:58.805

Uh, today I'm gonna talk to you about, uh, the,

28

00:01:58.825 --> 00:02:00.285

the climate at the Naval Test Center

29

00:02:00.305 --> 00:02:01.445

in the, in the seventies.

30

00:02:02.225 --> 00:02:05.285

Uh, this predates what our previous book you talked about,

31

00:02:05.665 --> 00:02:08.925

but I was involved with the C one 30 e, C one 30,

32

00:02:08.985 --> 00:02:10.485

and then the follow on airplane.

33

00:02:13.995 --> 00:02:17.645

This is a tale of presumably the sharpest plane pilots in

34

00:02:17.645 --> 00:02:21.045

the world somehow running a foul of safe practices.

35

00:02:21.715 --> 00:02:23.765

It's a redeeming tale too, for it shows.

36

00:02:23.795 --> 00:02:27.085

Even an egregious accident environment can be turned around

37

00:02:27.185 --> 00:02:28.685

by determined leadership.

38

00:02:29.225 --> 00:02:32.325

We used to shoot for maybe 3.5 hours, uh, uh,

39

00:02:32.605 --> 00:02:35.125

accidents per 10, 10,000 hours, maybe four.

40

00:02:35.385 --> 00:02:36.845

If they got up to five, it was bad.

41  
00:02:37.705 --> 00:02:40.045  
Now, you can talk about the denominators small,

42  
00:02:40.065 --> 00:02:44.485  
but we had 69.0 accidents per 10,000 hours

43  
00:02:44.955 --> 00:02:46.685  
when we really had to really clamp,

44  
00:02:46.685 --> 00:02:48.205  
put the clamp on what was happening.

45  
00:02:49.225 --> 00:02:51.565  
We found out the safety slogans Do not a program

46  
00:02:52.425 --> 00:02:55.725  
safety program make like a mirror in the restroom.

47  
00:02:55.725 --> 00:02:57.045  
It says this,

48  
00:02:57.045 --> 00:02:58.925  
this is the person responsible for your safety.

49  
00:02:59.305 --> 00:03:01.685  
Or how about another one? This is the person

50  
00:03:01.685 --> 00:03:02.925  
that can prevent accidents.

51  
00:03:04.745 --> 00:03:06.405  
Our base safety officer was hidden

52  
00:03:07.185 --> 00:03:09.085  
in a small office down in Base Ops.

53  
00:03:09.865 --> 00:03:12.485  
He had less authority and influence than the

54  
00:03:12.485 --> 00:03:13.725

starter at the Golf shack.

55

00:03:14.505 --> 00:03:18.125

His impact was not felt, except in slogans.

56

00:03:19.125 --> 00:03:21.285

I started at TPS in June 71,

57

00:03:21.285 --> 00:03:23.765

completing eight months later in February 72.

58

00:03:24.545 --> 00:03:27.965

My first flight was in the Tango, three eight Alpha telon.

59

00:03:29.505 --> 00:03:30.845

The instructor was the chief pilot.

60

00:03:33.225 --> 00:03:35.125

Um, I pre flighted the airplane,

61

00:03:35.125 --> 00:03:37.165

bumped my head a couple times, crawling around

62

00:03:37.165 --> 00:03:41.405

underneath it, and told him that, uh, you know,

63

00:03:41.565 --> 00:03:43.925

I think my wife's ironing board is higher than this wing

64

00:03:43.925 --> 00:03:46.085

that, you know, I'm just saying it's pretty small.

65

00:03:46.645 --> 00:03:48.805

I have three kids and I think I've put 'em in planes

66

00:03:48.805 --> 00:03:50.525

that have more amusement rides

67

00:03:50.525 --> 00:03:52.045

that have more space than them.

68

00:03:52.045 --> 00:03:53.445

But, but we climbed aboard.

69

00:03:54.545 --> 00:03:56.165

And as we got in, he said that, by the way,

70

00:03:56.165 --> 00:03:57.445

we're not gonna use the afterburner

71

00:03:57.595 --> 00:03:59.525

because he uses a lot of fuel

72

00:03:59.525 --> 00:04:01.805

and I want to get a full one hour outta this flight.

73

00:04:04.945 --> 00:04:07.965

Um, the takeoff seemed to be uneventful.

74

00:04:08.305 --> 00:04:10.245

We went past the speed for, uh,

75

00:04:10.575 --> 00:04:12.685

check the speed at 2000 feet.

76

00:04:13.305 --> 00:04:16.205

We went down to past the next speed, uh, the,

77

00:04:16.225 --> 00:04:17.565

uh, V one speed.

78

00:04:18.105 --> 00:04:20.925

And pretty soon we were at the one's called Go, no go.

79

00:04:21.265 --> 00:04:22.565

Now, as you know, in the T 38,

80

00:04:22.585 --> 00:04:24.445

we didn't have a ejection seat.

81

00:04:24.865 --> 00:04:26.445

So I was a little concerned about that

82

00:04:26.605 --> 00:04:28.405

'cause I was used to being able to get out right away.

83

00:04:29.305 --> 00:04:32.125

At that time, uh, there wasn't an ejection seat, so you had

84

00:04:32.125 --> 00:04:33.365

to hook up something here.

85

00:04:33.385 --> 00:04:36.125

And then when you got airborne, uh, you hooked it up.

86

00:04:36.125 --> 00:04:37.965

And then when you came back in again, you unhooked it

87

00:04:37.965 --> 00:04:40.645

because if you ejected, bad things would happen to you.

88

00:04:42.105 --> 00:04:46.005

So passing a 130 knots on this 10, uh,

89

00:04:46.005 --> 00:04:47.205

I think it was 11,000 foot runway,

90

00:04:48.145 --> 00:04:52.405

the number one engine unwound, uh, immediately I said,

91

00:04:52.405 --> 00:04:53.725

God, I'm slowing down here.

92

00:04:53.725 --> 00:04:57.925

This isn't good. Um, I pulled number one back so

93

00:04:57.925 --> 00:05:00.965

that it wasn't a fir and shoved it over the, over the hump

94

00:05:01.025 --> 00:05:04.165

to get, uh, the full afterburner.

95

00:05:04.165 --> 00:05:06.445

So I got 30% power back after losing 50%.

96

00:05:07.345 --> 00:05:09.325

And the instructor in the back said, uh,

97

00:05:09.425 --> 00:05:10.685

of course he's from Britain, right?

98

00:05:10.685 --> 00:05:13.685

Sometimes you re you, you retreat to your own language.

99

00:05:14.205 --> 00:05:18.525

Reheat. Reheat. So that's what he had the afterburner on at.

100

00:05:18.625 --> 00:05:20.565

Uh, we re accelerated to 130.

101

00:05:21.205 --> 00:05:23.365

A lot of pavement going by a lot of pavement.

102

00:05:23.365 --> 00:05:25.005

There wasn't much wind. It was 90 degrees.

103

00:05:25.505 --> 00:05:27.565

The engines don't like hot, humid wear,

104

00:05:27.565 --> 00:05:28.845

whether it ucks it river.

105

00:05:28.865 --> 00:05:32.325

In June, uh, I, uh,

106

00:05:32.325 --> 00:05:34.445

lifted the nose at a hundred and, uh, 30.

107

00:05:35.185 --> 00:05:36.925

At 155, it came off.

108

00:05:37.545 --> 00:05:39.365



And there was a perimeter road there about

109

00:05:39.365 --> 00:05:40.685

as far as from here to that table.

110

00:05:41.025 --> 00:05:42.725

And as I went across it, I could see two

111

00:05:42.795 --> 00:05:44.045

cars sitting, waiting to cross.

112

00:05:45.185 --> 00:05:46.205

We had used the whole runway,

113

00:05:47.425 --> 00:05:49.165

but not to worry emergency landing.

114

00:05:49.305 --> 00:05:51.645

No, no, no, no. We gotta complete the flight.

115

00:05:51.665 --> 00:05:52.965

So we went up on one engine

116

00:05:52.965 --> 00:05:54.165

and we did all the maneuvers,

117

00:05:54.165 --> 00:05:56.045

saw the familiarization flight, and we,

118

00:05:56.345 --> 00:05:57.805

and, uh, took me, he says, wait.

119

00:05:57.825 --> 00:05:59.765

He said, we're not gonna go supersonic today.

120

00:05:59.765 --> 00:06:03.285

Thank you for that. But, uh, so, uh, he came back, he said,

121

00:06:03.285 --> 00:06:04.725

I'll take the airplane just, uh,

122

00:06:04.785 --> 00:06:06.485  
for 30 seconds to make the landing.

123

00:06:06.545 --> 00:06:07.605  
So I kept the speed up,

124

00:06:07.605 --> 00:06:09.485  
a hundred seventy five, one fifty five, twenty final.

125

00:06:09.785 --> 00:06:11.205  
And we came in. And, uh, he touched down.

126

00:06:11.205 --> 00:06:14.005  
And, uh, 15 seconds later, I felt the stick waggle.

127

00:06:14.005 --> 00:06:17.045  
He said, it's your airplane again, yank. So rolled in.

128

00:06:17.065 --> 00:06:20.005  
And we taxied in. Very interesting experience.

129

00:06:20.705 --> 00:06:22.965  
So I told him, I said, thanks a lot for your help today.

130

00:06:22.965 --> 00:06:24.245  
He said, well, next time we'll have two

131

00:06:24.245 --> 00:06:25.485  
engines and we'll go supersonic.

132

00:06:26.345 --> 00:06:28.685  
He said, by the way, I, I missed the target here.

133

00:06:29.005 --> 00:06:30.685  
I only got 0.9.

134

00:06:35.345 --> 00:06:38.245  
And right here it's 0.9 in Nolan.

135

00:06:41.875 --> 00:06:44.165

That was about 9,000 hours when I was in the Navy.

136

00:06:46.465 --> 00:06:47.885

So, uh, I'm very happy

137

00:06:47.885 --> 00:06:50.085

to be talking about the safety situation.

138

00:06:50.625 --> 00:06:53.245

Uh, and we, as we look at what's going on here

139

00:06:53.245 --> 00:06:56.805

with the next slide, um, let me go back here for a minute.

140

00:06:57.385 --> 00:06:58.765

The elephant's, uh, safe.

141

00:06:59.145 --> 00:07:01.645

The flight safety problem is really the elephant in the

142

00:07:01.645 --> 00:07:03.325

room, or it's in the, on the runway,

143

00:07:03.465 --> 00:07:06.445

or it's in the hangar on the test range or in the cockpit.

144

00:07:07.585 --> 00:07:12.005

Now, here, um, you get your job, uh, out in the,

145

00:07:12.065 --> 00:07:14.565

in the test divisions or in your workplace.

146

00:07:14.985 --> 00:07:17.925

And what do you want? You want a title, you want a job, uh,

147

00:07:18.105 --> 00:07:20.965

you want a project and you want money?

148

00:07:21.905 --> 00:07:24.485

Oh, geez, that last thing. So here's Dil.

149

00:07:24.485 --> 00:07:27.565

Here's, uh, Dilbert talking, Scott Adams, uh, to his boss.

150

00:07:27.745 --> 00:07:29.325

Uh, you're on vacation last week.

151

00:07:29.325 --> 00:07:31.445

So I made decisions about your project without you.

152

00:07:31.945 --> 00:07:32.965

Oh, what have you done?

153

00:07:33.425 --> 00:07:35.365

Oh, I've transferred your budget to another project.

154

00:07:36.485 --> 00:07:39.365

I need that money. Oh, can you wait

155

00:07:39.365 --> 00:07:41.805

until the other project manager goes on vacation?

156

00:07:43.325 --> 00:07:45.125

I had to do the EA six BNPE,

157

00:07:45.305 --> 00:07:47.325

and we had the money for the engines of the airframe

158

00:07:47.325 --> 00:07:48.565

and all that, but we had no money

159

00:07:48.625 --> 00:07:50.485

for the electronic warfare testing.

160

00:07:51.185 --> 00:07:52.405

I'd done that at China Lake.

161

00:07:52.705 --> 00:07:54.165

And so when I got to Patoxin,

162

00:07:54.425 --> 00:07:55.765

nobody wanted to do the project.

163

00:07:56.025 --> 00:07:58.205

So the a six programs fell in my lap.

164

00:07:59.315 --> 00:08:00.925

Okay, this is a brochure, you know,

165

00:08:00.925 --> 00:08:02.205

everything's gonna look hot

166

00:08:04.865 --> 00:08:05.925

School, Put this out.

167

00:08:05.985 --> 00:08:07.205

You know how great it is.

168

00:08:07.205 --> 00:08:08.845

You look at the sideburns of the people in here.

169

00:08:08.845 --> 00:08:10.325

It says a lot about the years it was.

170

00:08:11.025 --> 00:08:13.005

But in any case, uh, I was, uh, getting in

171

00:08:13.005 --> 00:08:14.885

and out of one of the test planes that day over,

172

00:08:15.105 --> 00:08:16.205

and they took that picture.

173

00:08:18.505 --> 00:08:20.245

Uh, it was a great time to be at PaTTAN River.

174

00:08:20.305 --> 00:08:22.485

We, uh, had, uh, great opportunities.

175

00:08:22.505 --> 00:08:25.365

The F 14 from Grumman, we had the S3 from Lockheed.

176

00:08:25.365 --> 00:08:28.885

We had the A seven A, B, C with TF 30 from, from vo.

177

00:08:29.145 --> 00:08:31.925

And uh, we had the A seven E had the TF 41

178

00:08:31.925 --> 00:08:33.245

engine from D Detroit Diesel.

179

00:08:33.245 --> 00:08:36.205

Allison had the harrier from, well, the Hawker Sigley.

180

00:08:36.205 --> 00:08:38.445

And it was then it was, uh, of course the McDonald Douglas.

181

00:08:38.545 --> 00:08:40.645

And finally we had a lot of Hilo updates and modifications.

182

00:08:41.185 --> 00:08:42.605

We also had a paper airplane.

183

00:08:43.345 --> 00:08:44.805

Uh, the Navy was running around trying

184

00:08:44.805 --> 00:08:46.045

to get the next airplane.

185

00:08:46.345 --> 00:08:50.605

It was called naif, the Naval Air Combat Fighter.

186

00:08:51.385 --> 00:08:55.445

Uh, well, um, we ran around with that big notebook, ran up

187

00:08:55.445 --> 00:08:57.285

to was and everything, but nothing was happening.

188

00:08:57.595 --> 00:08:59.845

Meanwhile, I did a lot of testing out at Edwards.

189

00:08:59.875 --> 00:09:01.365

It's a good place to do hazardous testing.

190

00:09:01.395 --> 00:09:02.805

They didn't like it at Lexington Park.

191

00:09:03.305 --> 00:09:05.085

And I was out there when they were doing the F 16

192

00:09:05.205 --> 00:09:06.245

F 17 fly off.

193

00:09:06.245 --> 00:09:08.925

And as you can see, the Air Force shows the F 16

194

00:09:09.065 --> 00:09:10.485

and the Navy was told, you know what,

195

00:09:10.485 --> 00:09:11.885

you want a Navy air combat fighter?

196

00:09:11.905 --> 00:09:16.245

You got the F 17. All of it's not big enough hold fuel.

197

00:09:16.245 --> 00:09:18.725

Doesn't, can't take carrier landing. Deal with it.

198

00:09:18.865 --> 00:09:20.245

So we enlarge it, strengthen it.

199

00:09:20.245 --> 00:09:22.325

You might know now it's the Hornet, the f and 18.

200

00:09:22.625 --> 00:09:23.925

We have a lot of versions of it.

201

00:09:24.075 --> 00:09:27.365

It's still been flying 25 or 30 years was a good choice.

202

00:09:27.715 --> 00:09:30.205

This is some of the testing. We did this in this case.

203

00:09:30.365 --> 00:09:31.725

I was at the Chinese Lake.

204

00:09:32.385 --> 00:09:33.765

Uh, China Lake is about, for those

205

00:09:33.765 --> 00:09:34.765

that are from other countries,

206

00:09:34.765 --> 00:09:36.565

we're 60 miles north of Edwards.

207

00:09:36.825 --> 00:09:39.285

So I had Navy, uh, I had been there as a test pilot.

208

00:09:39.505 --> 00:09:41.085

So I had Navy support there.

209

00:09:41.345 --> 00:09:43.445

And, uh, the fellow on my left is Terry.

210

00:09:43.745 --> 00:09:45.165

Uh, he had a little interesting

211

00:09:45.165 --> 00:09:46.765

experience, which I'll talk to you about later.

212

00:09:47.065 --> 00:09:50.245

The guy on the right was from LTV trying to explain why our,

213

00:09:50.545 --> 00:09:53.765

our navy, a sevens were flying, falling outta the sky

214

00:09:53.765 --> 00:09:56.165

and flaming out because of hot JP four.

215

00:09:56.805 --> 00:09:58.405

I did a dead stick landing into, uh,

216

00:09:58.405 --> 00:10:01.045



Maxwell Air Force Base one afternoon when it was a hundred

217

00:10:01.045 --> 00:10:03.725

degrees and they were not happy about it, okay?

218

00:10:03.725 --> 00:10:07.045

From the, uh, fly leaf of TPS history, uh, this is a book

219

00:10:07.045 --> 00:10:08.245

that I'll show you in the next slide.

220

00:10:08.635 --> 00:10:10.445

This is Admiral Pride talking about it.

221

00:10:10.705 --> 00:10:12.685

The priceless gift of intuitive discernment

222

00:10:12.685 --> 00:10:13.725

between cause and effect.

223

00:10:14.465 --> 00:10:16.885

All the truly great test pilots have had it.

224

00:10:17.465 --> 00:10:20.005

And in the safety realm, we had to try to figure out

225

00:10:20.005 --> 00:10:21.805

what was causing and what could we do about it.

226

00:10:22.705 --> 00:10:24.085

Uh, here's the book that I'm speaking of.

227

00:10:24.085 --> 00:10:26.085

Historical narrative and class data.

228

00:10:27.225 --> 00:10:28.965

Uh, typically has pictures of every,

229

00:10:28.975 --> 00:10:31.045

every different, uh, class.

230

00:10:31.465 --> 00:10:33.965

It was two a year and later.

231

00:10:34.105 --> 00:10:35.445

Um, we, uh,

232

00:10:35.595 --> 00:10:38.405

also had some in information about what happened with a class.

233

00:10:39.205 --> 00:10:41.485

Lighthearted things and some serious things.

234

00:10:41.995 --> 00:10:43.885

Lots of times it was people that lost their lives.

235

00:10:44.825 --> 00:10:45.925

But I bring it up

236

00:10:45.925 --> 00:10:50.725

because, uh, the, uh, when we got to school, they said,

237

00:10:50.725 --> 00:10:51.765

we've just done an analysis

238

00:10:51.765 --> 00:10:54.085

of the top student in this each class.

239

00:10:55.145 --> 00:10:57.365

And guess what? Disproportionately

240

00:10:57.365 --> 00:10:58.725

they're dead in a couple of years.

241

00:10:59.265 --> 00:11:00.925

What's going on? They say,

242

00:11:00.925 --> 00:11:02.085

do you have a target on your back if,

243

00:11:02.225 --> 00:11:04.485

if you're the best test pilot into your class,

244

00:11:04.865 --> 00:11:06.005

or the best NPE?

245

00:11:06.635 --> 00:11:08.485

They didn't have the answer for that at the time.

246

00:11:09.985 --> 00:11:11.285

So, uh, here's Edwards.

247

00:11:11.325 --> 00:11:13.485

I had some testing out there, and this was an A seven.

248

00:11:13.545 --> 00:11:14.805

You can see the probe on the front.

249

00:11:15.145 --> 00:11:16.525

Uh, we had one of our other, uh,

250

00:11:16.525 --> 00:11:19.365

persons today tell you about the 25,000 feet of runway

251

00:11:19.775 --> 00:11:22.325

after you got off the 15,000 feet of pavement.

252

00:11:22.865 --> 00:11:25.845

And, um, it was a, a great facility.

253

00:11:26.265 --> 00:11:28.085

We never had an accident at Edwards.

254

00:11:28.225 --> 00:11:31.325

We did te hazardous test of all types.

255

00:11:32.225 --> 00:11:35.205

But before we started the test, things did happen.

256

00:11:35.265 --> 00:11:36.925

And that was the gist of our story here.

257

00:11:37.155 --> 00:11:38.525

This is the bad news. The mishaps

258

00:11:38.525 --> 00:11:40.805

of TPS and then all the others.

259

00:11:41.045 --> 00:11:43.165

'cause there was a lot of other activities based

260

00:11:43.225 --> 00:11:44.365

at the test center.

261

00:11:44.745 --> 00:11:46.445

But the divisions were out there.

262

00:11:46.505 --> 00:11:47.805

So the school was one part.

263

00:11:47.985 --> 00:11:49.925

And then we had all the test division, flight tests,

264

00:11:49.925 --> 00:11:51.885

service tests, and weapons tests and all that.

265

00:11:53.595 --> 00:11:57.765

Some of these things may surprise you, remember,

266

00:11:57.765 --> 00:11:58.965

we're the best and the brightest.

267

00:11:59.345 --> 00:12:01.485

Uh, first was a helicopter crash, uh,

268

00:12:01.485 --> 00:12:02.765

in the water down by St.

269

00:12:02.765 --> 00:12:05.725

Mary's Airport. Two crew, uh, one army fatal.

270

00:12:05.905 --> 00:12:08.605

As you know, the Navy test pilot school does all the he

271

00:12:08.705 --> 00:12:11.325

rotary wing testing, uh, test pilots, training.

272

00:12:11.465 --> 00:12:13.365

So we had the na, we had the Army and the Navy

273

00:12:13.665 --> 00:12:15.525

and the Marine Corps and the Air Force.

274

00:12:16.265 --> 00:12:19.605

And we also had people from overseas and other countries.

275

00:12:20.285 --> 00:12:24.565

A glider two crew, one Navy fatal. March 71, uh, F eight.

276

00:12:24.605 --> 00:12:25.525

I was involved with this one,

277

00:12:25.785 --> 00:12:26.925

uh, doing part of the accident.

278

00:12:26.985 --> 00:12:29.725

Uh, Marine, uh, fatal. Flew into the water.

279

00:12:29.825 --> 00:12:32.725

We don't know what happened. Then we got a new director in

280

00:12:32.725 --> 00:12:36.325

71, normal rotation, and we had a glider crash.

281

00:12:37.545 --> 00:12:40.085

The, the director that just came was killed five months

282

00:12:40.085 --> 00:12:43.565

later practicing for an air show doing loops.

283

00:12:43.905 --> 00:12:45.965

And he went into the trees at the Bible loop

284  
00:12:45.965 --> 00:12:48.245  
and didn't, didn't, didn't survive.

285  
00:12:50.785 --> 00:12:51.965  
We have people that drive back

286  
00:12:51.965 --> 00:12:53.285  
and forth from Washington, Norfolk,

287  
00:12:53.285 --> 00:12:54.925  
where I live in Virginia Beach.

288  
00:12:55.865 --> 00:12:57.405  
The director got a mercy on him.

289  
00:12:57.425 --> 00:12:59.045  
He decided to fly from Washington

290  
00:12:59.785 --> 00:13:01.845  
in his light plane every weekend back

291  
00:13:01.845 --> 00:13:05.245  
and forth to Maryland Weathers band.

292  
00:13:05.625 --> 00:13:07.885  
He went anyway. He got in a squall.

293  
00:13:07.885 --> 00:13:09.525  
He landed on the wet grass down at St.

294  
00:13:09.525 --> 00:13:13.325  
Mary's Airport, uh, flipped upside down, hit trees

295  
00:13:14.065 --> 00:13:17.045  
and a plane destroyed, but not him.

296  
00:13:17.985 --> 00:13:20.885  
And then that was just before he did this air show thing.

297  
00:13:20.905 --> 00:13:23.685

So sometimes things just don't go right.

298

00:13:24.705 --> 00:13:27.485

Now, the T 38 a, uh, that one Navy fatal,

299

00:13:27.485 --> 00:13:30.485

we had the guy doing, um, proficiency flying.

300

00:13:30.585 --> 00:13:32.245

He just transitioned to jets.

301

00:13:32.625 --> 00:13:35.605

So he goes out at night, he's authorized to go out at night,

302

00:13:35.865 --> 00:13:38.645

fly one of these high speed penetrations to level off

303

00:13:38.645 --> 00:13:41.085

to fly into the airport over the water at night.

304

00:13:41.185 --> 00:13:44.525

No moon, he was over his limits.

305

00:13:44.525 --> 00:13:46.245

Unfortunately, he flew right into the water.

306

00:13:47.105 --> 00:13:48.365

I'd flown the plane just before that

307

00:13:48.385 --> 00:13:50.285

and they said, was there anything wrong with the gyro?

308

00:13:50.365 --> 00:13:51.565

I said, no. Was there supposed to be?

309

00:13:51.645 --> 00:13:52.765

I mean, it worked fine for me.

310

00:13:53.345 --> 00:13:54.805

So we never knew what happened.

311  
00:13:55.385 --> 00:13:57.965  
And they see and they foresee one air force fatal.

312  
00:13:57.965 --> 00:13:59.165  
He was out there doing something.

313  
00:13:59.225 --> 00:14:01.605  
He got too low, never rejected and flew into the water.

314  
00:14:02.445 --> 00:14:04.045  
T 38, A one fatal.

315  
00:14:04.505 --> 00:14:06.405  
Uh, this was another sad case,

316  
00:14:06.505 --> 00:14:07.805  
but I'll go through that later.

317  
00:14:08.425 --> 00:14:12.645  
No new director. January 75. Now it's a commander.

318  
00:14:12.825 --> 00:14:14.565  
We have to downgrade it.

319  
00:14:14.705 --> 00:14:16.605  
You know, there's some people arrest owner roars,

320  
00:14:17.225 --> 00:14:19.005  
and there's some people that pull on roars.

321  
00:14:19.105 --> 00:14:21.125  
And I think the decision was made to some

322  
00:14:21.125 --> 00:14:22.765  
of the senior officers running the things.

323  
00:14:22.975 --> 00:14:26.165  
Maybe they weren't pulling hard enough after this.

324  
00:14:26.515 --> 00:14:27.765



I'll show you what happens here.

325

00:14:27.765 --> 00:14:31.245

The TPS curriculum was lengthened from eight months to 11

326

00:14:32.905 --> 00:14:33.965

to alleviate workload.

327

00:14:34.025 --> 00:14:37.005

So intense it limited learning, driving everyone to a point

328

00:14:37.185 --> 00:14:38.965

or flight safety was hazard.

329

00:14:39.385 --> 00:14:41.445

That's from the same volume I showed you earlier.

330

00:14:42.685 --> 00:14:47.005

TPS subsequently flew 19,500 hours without an accident.

331

00:14:47.425 --> 00:14:50.085

And the guy at the helm each time was a commander,

332

00:14:50.625 --> 00:14:51.965

not a full force striper.

333

00:14:53.155 --> 00:14:54.845

Okay? Other significant events at the school.

334

00:14:54.845 --> 00:14:56.805

We had 11 TPS grads selected for space shuttle.

335

00:14:56.835 --> 00:14:58.405

Many of my friends were picked at that time.

336

00:14:58.865 --> 00:15:01.085

And then they had a navy was losing 11

337

00:15:01.085 --> 00:15:03.325

or 12 planes a year to uncontrollable flight.

338  
00:15:03.325 --> 00:15:04.805  
You know, getting in some kind of condition.

339  
00:15:04.805 --> 00:15:07.525  
They couldn't get out. So they started any spin program

340  
00:15:07.705 --> 00:15:10.005  
and they farmed this out to other places

341  
00:15:10.705 --> 00:15:13.205  
and took people on the west coast and east coast with 'em.

342  
00:15:13.425 --> 00:15:14.725  
And it was a very, very, uh,

343  
00:15:15.035 --> 00:15:16.565  
informative and helpful program.

344  
00:15:17.745 --> 00:15:21.445  
Uh, these are the, some of the other, this is the base.

345  
00:15:21.625 --> 00:15:25.325  
Now the whole base, T 38 flame out high alta.

346  
00:15:25.325 --> 00:15:28.885  
We know that you can have engine rollback. Uh, this is sad.

347  
00:15:29.785 --> 00:15:31.525  
Uh, he has no power,

348  
00:15:31.545 --> 00:15:34.125  
but the battery, he actually had a chase pilot in the area.

349  
00:15:34.665 --> 00:15:37.405  
Uh, you, you, you pitch over, you can't get the flaps up

350  
00:15:37.525 --> 00:15:38.605  
'cause it doesn't work on the battery.

351  
00:15:38.945 --> 00:15:41.285

So he'd get to two 20 or two 30 or two 40,

352

00:15:41.345 --> 00:15:42.765

but you know, that's too fast for the flaps.

353

00:15:42.765 --> 00:15:44.965

So he'd pull up and turn, try it again.

354

00:15:44.985 --> 00:15:46.965

But he never spooled the engines up properly.

355

00:15:46.985 --> 00:15:49.285

And he did this all the way

356

00:15:49.625 --> 00:15:51.525

and flew into the Chesapeake and was killed.

357

00:15:52.305 --> 00:15:55.885

So sad. Uh, by the way, he was a PhD from another service.

358

00:15:56.505 --> 00:15:57.965

Now we had a station P three pilot.

359

00:15:57.965 --> 00:15:59.205

He was showing off to his air crew.

360

00:15:59.465 --> 00:16:01.285

We were standing out there on the tip steps of the school.

361

00:16:01.285 --> 00:16:02.765

You know, it's time for the, the picture.

362

00:16:02.865 --> 00:16:04.725

And we're all standing there and we see something coming

363

00:16:04.845 --> 00:16:05.845

across the bay.

364

00:16:06.285 --> 00:16:07.165

A big airplane getting

365

00:16:07.165 --> 00:16:08.285

bigger and bigger and bigger and bigger.

366

00:16:08.685 --> 00:16:11.285

Suddenly it pulls up, it does some kind of an gerron

367

00:16:11.505 --> 00:16:13.245

and it goes in the water and kills everybody.

368

00:16:13.955 --> 00:16:16.285

What was that all about? It turns out this guy had done

369

00:16:16.285 --> 00:16:17.765

that out a lot with his crew.

370

00:16:17.985 --> 00:16:19.725

He showed you how he could do acrobatics.

371

00:16:20.065 --> 00:16:22.445

Now we just heard Jerry talk about flutter.

372

00:16:22.555 --> 00:16:25.845

This airplane prior to that was a Lockheed airplane,

373

00:16:25.955 --> 00:16:28.645

four engine transport that had such a flood problem.

374

00:16:28.665 --> 00:16:31.005

It, it flew apart and killed everybody in Indiana.

375

00:16:31.465 --> 00:16:35.405

So, uh, the fact that he ex you know, just violated all the,

376

00:16:35.865 --> 00:16:38.365

the, uh, he wasn't a test pilot, but it was just so sad.

377

00:16:38.515 --> 00:16:39.645

Okay, now we have a C one 30.

378

00:16:39.645 --> 00:16:41.725

We, he talked about the, uh, the new one, the E six.

379

00:16:41.965 --> 00:16:43.085

I was involved. I was a wing

380

00:16:43.085 --> 00:16:44.245

commander later with that program.

381

00:16:44.425 --> 00:16:46.845

But here we have, uh, the one 30

382

00:16:46.865 --> 00:16:48.685

and they're talking to people that we don't know,

383

00:16:48.705 --> 00:16:50.845

but they're well above our pay grade, suffice it to say.

384

00:16:50.845 --> 00:16:52.685

And they go out for eight or 10 hours and they circle.

385

00:16:53.105 --> 00:16:55.045

And so they can provide a communications link

386

00:16:55.045 --> 00:16:57.205

and they don't wanna lose that skipper didn't wanna lose

387

00:16:57.355 --> 00:16:58.685

even have for one day.

388

00:16:59.065 --> 00:17:02.365

So what did they do? They had a gauge that, think

389

00:17:02.365 --> 00:17:05.605

of the 800 you're gonna see tomorrow over in the hangar.

390

00:17:05.825 --> 00:17:08.285

Uh, now this is a fuel gauge, but don't touch this button

391

00:17:08.315 --> 00:17:10.325

because we have no fuel in the center tank.

392

00:17:10.805 --> 00:17:12.165

'cause there's a, there's a short in there,

393

00:17:12.165 --> 00:17:13.845

but you know what, we don't have time to fix it.

394

00:17:14.105 --> 00:17:15.125

So you don't do it.

395

00:17:15.125 --> 00:17:16.565

And then you're the a flight engineer

396

00:17:16.565 --> 00:17:17.645

next day and you don't do it.

397

00:17:17.645 --> 00:17:19.525

And then you tell him and then you tell him

398

00:17:19.785 --> 00:17:21.485

and somebody forgot to tell somebody.

399

00:17:22.225 --> 00:17:24.605

So they were coming back on June, January day.

400

00:17:24.645 --> 00:17:25.845

I was just flying the F four

401

00:17:29.805 --> 00:17:31.805

a hundred pages of my F four final report.

402

00:17:32.265 --> 00:17:34.085

It was my first day. You know,

403

00:17:34.085 --> 00:17:35.645

they give you four flights of six hours.

404

00:17:36.125 --> 00:17:38.045

I became the on scene commander of this crash.

405

00:17:38.505 --> 00:17:40.165

You know what they said? Too bad for you.

406

00:17:40.225 --> 00:17:41.645

You do everything in three hours now.

407

00:17:43.985 --> 00:17:46.045

So anyhow, on the climb out of 45 degrees,

408

00:17:46.115 --> 00:17:48.725

nose up a poopy suit on, it was 20 degree weather.

409

00:17:48.725 --> 00:17:49.765

It was was a Saturday. 'cause

410

00:17:49.765 --> 00:17:50.845

that's where I could get the F four.

411

00:17:51.055 --> 00:17:52.525

Never flown it before. And I'm going up

412

00:17:52.525 --> 00:17:53.685

and the guy, the tower says, Hey,

413

00:17:53.685 --> 00:17:54.885

did you see any flame out there?

414

00:17:55.145 --> 00:17:57.445

Did you see something on fire? I said, maybe the sun.

415

00:17:57.605 --> 00:17:58.645

I don't know. I'm not in Seattle.

416

00:17:58.825 --> 00:18:00.085

I'm not looking around very much.

417

00:18:00.665 --> 00:18:02.645

And, uh, but I said I did see something.

418

00:18:03.225 --> 00:18:06.085

Uh, so I pulled out burner and uh, to Sean.

419  
00:18:06.085 --> 00:18:08.805  
De got down close and there was a C one 30

420  
00:18:09.265 --> 00:18:11.085  
and it crash landed on Eastern shore

421  
00:18:11.265 --> 00:18:12.965  
and 11 little ants ran out of it.

422  
00:18:13.365 --> 00:18:15.685  
I said, Tara, I just saw 11 people, 11 souls.

423  
00:18:15.685 --> 00:18:17.325  
I see their thumbs up. It's all good.

424  
00:18:17.355 --> 00:18:20.605  
Well, you're the on scene commander. Uh, yes.

425  
00:18:20.705 --> 00:18:23.485  
But, uh, there'll be a helicopter route eventually you

426  
00:18:23.485 --> 00:18:24.645  
stay there until he comes.

427  
00:18:24.905 --> 00:18:27.125  
So I burned up all my fuel, went back and landed.

428  
00:18:27.195 --> 00:18:29.885  
That was flight 1 0 4 for the NPE.

429  
00:18:30.505 --> 00:18:32.325  
Oh, well they play hardball when you're

430  
00:18:32.325 --> 00:18:33.525  
evaluating something like that.

431  
00:18:34.105 --> 00:18:35.365  
Anyhow, they, no one was hurt,

432  
00:18:35.365 --> 00:18:36.845



but I got involved with that writing,

433

00:18:36.845 --> 00:18:38.005

writing that accident too.

434

00:18:38.435 --> 00:18:42.285

Okay, next one. Uh, this was sad as an A seven.

435

00:18:42.285 --> 00:18:43.885

You know, we, everyone likes to be air show,

436

00:18:43.905 --> 00:18:45.005

you know, everything's right.

437

00:18:45.305 --> 00:18:48.205

My friend Ben, who's a a class class leader, uh,

438

00:18:48.205 --> 00:18:49.485

he was picked to fly this thing.

439

00:18:49.485 --> 00:18:50.845

We're gonna behind a six

440

00:18:50.845 --> 00:18:53.205

and we'll plug the fuel and it's gonna be great.

441

00:18:53.825 --> 00:18:55.965

But some Dudley do right over the weekend, decide, you know,

442

00:18:55.965 --> 00:18:57.245

I think we ought to take some fuel outta this

443

00:18:57.245 --> 00:18:58.485

so they could really take on fuel.

444

00:18:59.185 --> 00:19:00.245

The crowd would know.

445

00:19:00.665 --> 00:19:02.085

So they sent over a defuel

446

00:19:02.085 --> 00:19:03.325

or a guy didn't know what he was doing

447

00:19:03.545 --> 00:19:05.725

to suck the fuel right out of the sum tank.

448

00:19:05.905 --> 00:19:06.965

That's the closest place.

449

00:19:07.705 --> 00:19:10.645

Now this plane was, so it only had about 150

450

00:19:10.705 --> 00:19:12.845

or 200 usable pounds in it that you get.

451

00:19:12.845 --> 00:19:14.165

The rest of 'em was all locked out.

452

00:19:14.165 --> 00:19:16.005

It was 10,600 pounds into fuel.

453

00:19:16.405 --> 00:19:17.405

I think it was probably down to about

454

00:19:17.405 --> 00:19:18.885

10,200 when he got the plane.

455

00:19:19.225 --> 00:19:22.005

So he takes off and he tries to plug the tanker

456

00:19:22.265 --> 00:19:24.045

and he can't get there 'cause it flames out.

457

00:19:24.145 --> 00:19:26.965

So he jumps out of the plane safely, thank God.

458

00:19:27.505 --> 00:19:30.725

But a lot of the crowd said, look at this demonstration.

459

00:19:30.865 --> 00:19:33.365

My guy say having a parachute, and they have an ejection.

460

00:19:33.435 --> 00:19:37.805

It's really great. Uh, now, uh,

461

00:19:38.005 --> 00:19:39.805

a four skyhawk in flight emergency.

462

00:19:39.805 --> 00:19:41.965

The pilot ejected. This guy had had two accidents

463

00:19:41.965 --> 00:19:43.005

somewhere else in the Navy.

464

00:19:43.245 --> 00:19:45.045

I I, I don't know what what they were,

465

00:19:45.545 --> 00:19:48.325

but he said on the radio, as he said, engine failed.

466

00:19:48.545 --> 00:19:51.885

I'm, I'm ejecting over the Chesapeake. Why me?

467

00:19:52.105 --> 00:19:54.605

God, yours truly answered the phone at the wrong time.

468

00:19:54.645 --> 00:19:56.485

I had to do that accident investigation as well.

469

00:19:56.915 --> 00:19:59.125

Then we had a skyhawk in flight emergency.

470

00:19:59.125 --> 00:20:01.285

The pilot, that's the one age three crashed.

471

00:20:01.285 --> 00:20:03.285

Good, good friend, uh, you know, he is the captain

472

00:20:03.285 --> 00:20:04.805

of the helicopters on the right side.

473  
00:20:04.865 --> 00:20:07.845  
And so he came down hard on the right side,

474  
00:20:08.465 --> 00:20:10.165  
got hurt, uh, badly.

475  
00:20:10.395 --> 00:20:12.485  
Took him up to Bethesda that says,

476  
00:20:12.785 --> 00:20:15.605  
and when he came back later, uh, I saw him,

477  
00:20:15.645 --> 00:20:16.685  
I said, Hey, how you doing Tim?

478  
00:20:16.745 --> 00:20:21.085  
He said, have we met? It was sad.

479  
00:20:21.835 --> 00:20:22.845  
Okay, then we had a five.

480  
00:20:23.245 --> 00:20:24.605  
He is one of the guys that flew the space shuttle.

481  
00:20:24.715 --> 00:20:27.885  
He's on short final with a, a five, six miles out

482  
00:20:28.405 --> 00:20:29.885  
a radar approach doing whatever.

483  
00:20:30.305 --> 00:20:32.725  
And, uh, something, one engine quit.

484  
00:20:32.725 --> 00:20:34.645  
He jumped out the plane went and drink.

485  
00:20:34.965 --> 00:20:36.405  
I didn't have that accident investigation.

486  
00:20:36.565 --> 00:20:38.685

I really don't know what went wrong on that one.

487

00:20:39.345 --> 00:20:41.485

And here's some more. We had an A seven.

488

00:20:41.485 --> 00:20:44.005

They went to the carrier and only certain

489

00:20:44.005 --> 00:20:45.045

people are allowed to go to the carrier.

490

00:20:45.065 --> 00:20:46.525

You think, well, there may be pilots.

491

00:20:46.525 --> 00:20:47.645

They know how to fly on a carrier.

492

00:20:47.955 --> 00:20:49.605

It's pretty specialized, really.

493

00:20:50.145 --> 00:20:52.565

So anyhow, he landed with an Annie Skid switch on.

494

00:20:52.565 --> 00:20:55.365

He was a fully instrumented a 70, all kinds of stuff

495

00:20:55.365 --> 00:20:56.525

for the weapons he was carrying

496

00:20:56.545 --> 00:20:58.125

to see if they could take an arrested landing.

497

00:20:58.505 --> 00:21:00.125

So he gets out, it clears the wires,

498

00:21:00.125 --> 00:21:01.765

starts taxiing five miles an hour.

499

00:21:01.825 --> 00:21:04.005

And if you, you've all done stuff with his, uh,

500

00:21:04.315 --> 00:21:05.765  
with the Annie Skid, uh,

501

00:21:05.785 --> 00:21:07.845  
you gotta have wheel spin up, no wheel spin up.

502

00:21:07.975 --> 00:21:09.405  
Taxis forward, the guy's giving him the whole

503

00:21:09.405 --> 00:21:10.605  
signal jumps outta the way.

504

00:21:10.605 --> 00:21:12.925  
The plane goes over the side. He ejected.

505

00:21:13.625 --> 00:21:16.285  
Uh, his, uh, ego was severely hurt.

506

00:21:16.705 --> 00:21:18.965  
Uh, Harrier Pilot, don't watch your hits.

507

00:21:18.985 --> 00:21:20.805  
We all know that if you're doing bombing

508

00:21:20.915 --> 00:21:22.125  
Ford firing ordinance.

509

00:21:22.125 --> 00:21:24.325  
Anyhow, he goes into shallow 10,

510

00:21:24.385 --> 00:21:26.285  
10 degree dive right in front of the school out there.

511

00:21:26.355 --> 00:21:28.205  
Same place some of these other accidents happened.

512

00:21:28.455 --> 00:21:31.885  
Tried to see his hits pulled, flew right into the water.

513

00:21:32.435 --> 00:21:34.605

Dead a four skyhawk.

514

00:21:34.665 --> 00:21:37.845

Oh, this was my f uh, fellow friend, my friend, uh, Terry.

515

00:21:38.425 --> 00:21:40.645

And he was the one I showed you early out at China Lake.

516

00:21:40.865 --> 00:21:42.085

Uh, he goes out with his wingman.

517

00:21:42.085 --> 00:21:45.245

They gonna do an A four M uh, it was a,

518

00:21:45.405 --> 00:21:46.885

a hydraulic accumulator.

519

00:21:46.995 --> 00:21:49.445

Instead of plugging a big hose into the front of this thing,

520

00:21:49.445 --> 00:21:51.485

we're gonna be independent with this device.

521

00:21:51.745 --> 00:21:53.405

We can pull up on a handle one time.

522

00:21:53.615 --> 00:21:54.645

It'll spin up the engine,

523

00:21:54.645 --> 00:21:55.805

it'll start and it's gonna be great.

524

00:21:56.465 --> 00:21:57.605

It was great. And the testing.

525

00:21:57.625 --> 00:21:59.445

But they had to go to high altitude testing.

526

00:21:59.985 --> 00:22:03.405

So they decided to go to Farmington, New Mexico, 7,500 feet.

527

00:22:03.405 --> 00:22:05.765

That's a good idea. Well, they stopped at, uh,

528

00:22:05.905 --> 00:22:08.205

Dayton on the way at right pat and got some fuel.

529

00:22:08.705 --> 00:22:10.685

And, and the one guy had his

530

00:22:11.245 --> 00:22:13.765

gyro tumble, this isn't good.

531

00:22:14.505 --> 00:22:16.285

We gotta get this done. I'm the chase pilot.

532

00:22:16.485 --> 00:22:18.445

I just won't say anything. So they go out

533

00:22:18.445 --> 00:22:19.845

to take off in formation

534

00:22:20.425 --> 00:22:22.565

and the chase pilot's got a jail that doesn't work,

535

00:22:22.825 --> 00:22:24.365

but he's gonna go all the way to New Mexico.

536

00:22:25.065 --> 00:22:26.725

And uh, it's just really good judgment.

537

00:22:27.425 --> 00:22:30.085

So they take off as the thin clouds

538

00:22:30.265 --> 00:22:32.885

and as he starts the roll, he says, geez, you know, I,

539

00:22:33.325 --> 00:22:34.645

I might lose the guy in the clouds.

540

00:22:34.825 --> 00:22:36.525



So instead of taking normal interval

541

00:22:36.825 --> 00:22:39.645

or staying on his wing, he decides to go

542

00:22:40.535 --> 00:22:42.085

about five seconds behind him.

543

00:22:42.425 --> 00:22:44.125

So the vortice is really great.

544

00:22:44.145 --> 00:22:46.605

At 140 knots, he raises the nose

545

00:22:46.825 --> 00:22:48.445

and suddenly the vortex hits him.

546

00:22:48.545 --> 00:22:50.125

And now he only has two wheels in the ground.

547

00:22:50.125 --> 00:22:51.285

The thing swing 60 degrees

548

00:22:51.285 --> 00:22:52.565

to the left goes off the up wings side

549

00:22:52.565 --> 00:22:54.325

of the one wing over the rough terrain of el

550

00:22:54.385 --> 00:22:56.405

or a mile, about a mile and mile.

551

00:22:56.645 --> 00:22:58.525

I guess it was about, uh, 5,000 feet.

552

00:22:58.585 --> 00:22:59.765

Missed the radar building.

553

00:23:00.115 --> 00:23:02.485

Fortunately didn't eject 'cause he broke the nose wheel.

554

00:23:02.825 --> 00:23:05.405

And uh, well you can see that that was, uh,

555

00:23:05.785 --> 00:23:06.965

you can think about head work

556

00:23:06.985 --> 00:23:08.085

and there's a whole lot of things.

557

00:23:08.185 --> 00:23:09.645

You're looking for a common thread.

558

00:23:11.945 --> 00:23:16.285

Anyhow, here's uh, uh, Dilbert that, uh,

559

00:23:17.475 --> 00:23:19.725

he's uh, now he's trying to find out the culture

560

00:23:19.865 --> 00:23:21.245

of his, of his company.

561

00:23:21.605 --> 00:23:24.365

I wanna make sure my project plan's consistent

562

00:23:24.365 --> 00:23:26.285

with our company culture, but I

563

00:23:26.285 --> 00:23:27.445

don't know what our culture is.

564

00:23:27.445 --> 00:23:28.565

Maybe you could describe it

565

00:23:29.065 --> 00:23:32.005

and the boss says, Hmm, maybe something about honesty.

566

00:23:32.995 --> 00:23:35.525

Dilbert says, no, I would've noticed that by now.

567

00:23:36.505 --> 00:23:39.365

So we have a culture. What's the culture in your workplace?

568

00:23:39.625 --> 00:23:43.325

We have morale. We have safety. And what's this? Bathrooms.

569

00:23:43.915 --> 00:23:46.645

Well, I found out over the years, even when if I was going

570

00:23:46.645 --> 00:23:47.725

to a company or going anywhere,

571

00:23:47.945 --> 00:23:49.965

if the bathrooms are cleaned in the furthest part

572

00:23:49.965 --> 00:23:52.925

of a hangar and they were cleaning it didn't say the Navy

573

00:23:52.975 --> 00:23:54.805

sucks or the Air Force is terrible, whatever.

574

00:23:54.985 --> 00:23:56.365

And that it's like the broken windows.

575

00:23:56.505 --> 00:23:58.125

You remember, uh, Giuliani who said

576

00:23:58.125 --> 00:24:00.205

that broken windows are not good in New York.

577

00:24:00.295 --> 00:24:02.125

We'll fix them and then we'll have more civility.

578

00:24:02.865 --> 00:24:04.645

Um, if you go to a place

579

00:24:04.645 --> 00:24:06.405

and they have good bathrooms, I wanna tell you

580

00:24:06.835 --> 00:24:08.005

that it has good morale.

581  
00:24:08.005 --> 00:24:10.485  
If it has good morale, they want to take care of the boss.

582  
00:24:10.585 --> 00:24:12.005  
And you're gonna have a safe environment.

583  
00:24:12.105 --> 00:24:13.765  
That's something you're not heard anywhere else.

584  
00:24:13.825 --> 00:24:16.085  
But I found it out in the Navy as an inspector general

585  
00:24:16.185 --> 00:24:17.805  
for dozens of dozens of outfits.

586  
00:24:18.005 --> 00:24:19.805  
I always went not to the place they wanted me to look.

587  
00:24:20.085 --> 00:24:22.605  
I went to the one, the furthest part of the hangar.

588  
00:24:22.675 --> 00:24:24.805  
Same way, when I went with Airborne Express three in the

589  
00:24:24.805 --> 00:24:26.845  
morning for an interview, I went all the way to the back

590  
00:24:26.845 --> 00:24:29.325  
of the hangar and went in the furthest back bathroom.

591  
00:24:29.325 --> 00:24:30.645  
And I went to the last stall

592  
00:24:30.905 --> 00:24:34.165  
and you could eat off the floor of that bathroom.

593  
00:24:34.705 --> 00:24:37.205  
So I knew they had good means. I'd heard it was good.

594  
00:24:37.665 --> 00:24:41.885

And I was there 15 years. Okay, what's the common thread?

595

00:24:41.885 --> 00:24:43.285

Control flight into terrain?

596

00:24:43.525 --> 00:24:46.245

Aircraft limits prop, proper training before the job.

597

00:24:46.645 --> 00:24:48.965

A lot of the people that I've talked about already in these

598

00:24:49.205 --> 00:24:50.725

accidents fit into this thing.

599

00:24:50.985 --> 00:24:52.325

But where's the common thread?

600

00:24:52.735 --> 00:24:54.165

Let's look at the bottom thing here.

601

00:24:56.045 --> 00:24:59.275

Maybe we need to heed Clint Eastwood's Dirty Harry character.

602

00:25:00.035 --> 00:25:01.875

A man has to know his limitations

603

00:25:04.115 --> 00:25:05.795

'cause these are the fixes we put in at the center.

604

00:25:05.795 --> 00:25:08.075

Younger leadership at TPS, uh,

605

00:25:08.145 --> 00:25:09.675

pest pilot on staff for six months.

606

00:25:09.825 --> 00:25:13.075

Quarterly, stand out for safety test plans, rigorous subject

607

00:25:13.075 --> 00:25:14.275

to competent supervision.

608

00:25:14.775 --> 00:25:16.395

And, uh, a monthly no newsletter.

609

00:25:16.495 --> 00:25:18.795

The forum, which I was one of the first editors,

610

00:25:19.135 --> 00:25:21.395

you are limited to two airplanes plus one project.

611

00:25:21.575 --> 00:25:23.715

No outside pilots could come in and fly airplanes

612

00:25:23.715 --> 00:25:25.555

unless they took the tests that dried up.

613

00:25:25.555 --> 00:25:26.995

They had no interest in coming down if

614

00:25:26.995 --> 00:25:28.115

they're gonna have to take tests for it.

615

00:25:28.255 --> 00:25:30.475

And finally, we have a lot of contractor folks here

616

00:25:30.655 --> 00:25:32.595

and original equipment manufacturers.

617

00:25:32.595 --> 00:25:34.595

We got more of those kind of specialists to help us

618

00:25:34.595 --> 00:25:36.635

with the sophisticated airplane.

619

00:25:36.895 --> 00:25:38.395

And that made a huge difference.

620

00:25:38.535 --> 00:25:40.635

And the test pilot school was curriculum.

621

00:25:40.635 --> 00:25:42.355

They were appraised for the safety process.

622

00:25:42.735 --> 00:25:45.955

And as I said, they went \$19,500 without an accident.

623

00:25:46.535 --> 00:25:49.035

So who's responsible for safety?

624

00:25:51.255 --> 00:25:54.395

The bottom line. Safety starts at the top.

625

00:25:58.055 --> 00:25:59.055

Any questions?

626

00:26:09.745 --> 00:26:10.475

Alright, thank.