

# Leadership, Command, and Mentoring

Presented to: BALPA Safety II  
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Date: February 2, 2021



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# References

- FAA Notice 8900.545
- FAA Order 8900.1, Volume 3, Chapter 19, Section 5
- FAA Order 8900.1, Volume 3, Chapter 19, Section 6
- FAA AC 121-42, Leadership and Command Training for Pilots in Command
- FAA AC 121-43, Mentoring Training for Pilots in Command



# Leadership and Command Training — **GROUND TRAINING.**

- Defining Leadership
- Attributes of Leadership.
- Roles and Styles of Leadership.
- PIC Authority and Responsibility.
- Air Carrier Policies and Procedures.
- Adherence to SOPs.
- Decision Making.



# Leadership and Command Training — **Facilitated Discussion.**

- Briefing and Debriefing Strategies.
- Decision-Making Exercises.
- Positive and Negative Leadership Experiences.
- Professional and Unprofessional Conduct.
- Reinforcement and Correction Skills.



# Leadership and Command Training— **Flight Training.**

- **Initial and Upgrade.** must include scenario-based training structured to incorporate CRM and leadership and command skills.
- **Recurrent.** Line-Oriented Flight Training (LOFT). The FAA recommends that scenarios for recurrent LOFT be based on actual events reported through SMS, ASAP, LOSA, or other event-reporting programs.



# Mentoring Training.

- **Definition of Mentoring.**
- **Objectives.**
- **Role of a Mentor and Developing Mentoring Skills.**
- **Structure and Boundaries for the Mentor–Protégé Relationship.**
- **Communication Considerations.**



# Mentoring Training.

- **Practical Exercises.** Role-playing exercises allow a mentor to practice interacting with a protégé under situations that might occur on the job.
- Example 1: Professionalism.
- Example 2: Resolving Interpersonal Problems.



# Additional Considerations

## Crew Resource Management (CRM).

- CRM is generally defined as the effective use of all available resources: human resources, hardware, and information.
- FAA AC 120-51, leadership is a factor in effective CRM.
- The FAA recommends completing the leadership and command ground training prior to completing CRM training with other crewmembers.





# Questions

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