Attachment 10

Operational Factors Group Chairman's Factual Report

DCA00MA030

Normal Procedures

Normal Procedures

Normal Procedures are used by trained flightcrews to ensure the aircraft condition is acceptable for flight and to properly operate the aircraft and its systems for each phase of flight. These procedures assume that all systems are operating normally and that automated features are fully used.

Before engine start, individual system lights are used to verify system status. After engine start, the MASTER CAUTION and system annunciator lights are used as the primary means to alert the crew to a non-normal system condition.

When an action is taken and associated indications are provided, it is the crewmember's responsibility to assure proper system response. If an improper indication is noted, first verify that the system controls are properly positioned. Then, if necessary, check the appropriate circuit breaker(s) and test the related system light(s).

Crewmember duties have been organized in accordance with an area of responsibility concept. Actions outside the crewmember's area of responsibility are initiated at the direction of the Captain.

All of the in-flight procedures in this chapter assume that the Captain is flying. If the First Officer is flying, the responsibilities are reversed. The pilot not flying will repeat all commands prior to execution. The Captain retains final authority for all actions directed and performed.

Each pilot will be in their seat in enough time before departure to review and prepare for the next leg in its entirety, i.e., fuel load, release, clearance, OPC, FMC set up, etc.

Pilots will have the appropriate Jeppesen taxi, departure, enroute, area, or approach chart before them or immediately available prior to taxi, takeoff, and during flight.

Both pilots will normally maintain traffic watch in visual conditions, with one pilot always maintaining traffic watch.

A standard convention is used in this manual to depict pilot callouts and radio calls. Where a specific set of words are to be used, they will be in bold print with quotations around the phrases, for example, "Final Descent Checklist Complete." Phraseology that is desired, but not required, will be depicted in bold lettering without quotations, for example, Start Number 1.

Priority 1: Safety

The most important decision making priority is ensuring the operation, or event, can be conducted safely. No priority at Southwest Airlines takes precedence over the well being of our people, Customers, and equipment.

Priority 2: Customer Relations

Southwest Airlines pilots have a responsibility to make the air travel experience pleasant and dependable. The importance of "word of mouth" advertising and repeat business cannot be overstated. Our Customers are the reason we are employed. This priority starts with professional performance and extends to the application of personal initiative to create positive passenger perceptions and demonstrate concern for the Customer. Pilots are expected to keep Customers informed and treat each Customer with respect, warmth, and friendliness.

Priority 3: Schedule and Cost Control

On-time performance is a significant factor in Customer perception of reliability and quality. Minimum time turnarounds and on-time arrivals/departures are crucial elements of the Southwest Airlines competitive strategy. On-schedule performance is, therefore a major priority for our flight operations. However, timeliness must always be balanced against the added cost required to regain on-time performance when the flight is behind schedule.

Cost control provides Southwest Airlines a competitive advantage that allows the continued expansion and stability of our work environment. Like safety, cost control is an underlying theme in standard operating procedures and must always be considered in operational decisions. Therefore, pilots must carefully consider the balance between schedule and cost when making the myriad of daily operational decisions. On-time performance decisions must always include reasoned consideration of costs.

Integration of operational priorities with procedural standardization is the key to safe and efficient high frequency operations. Operational standardization creates predictable performance that allows pilots to quickly recognize deviation from normal performance and apply appropriate corrective action. Nothing in this philosophy discussion should be interpreted as encouragement to routinely deviate from procedural standardization or practice "selective compliance" with procedures. Pilots are expected to follow standard procedures. Pilots are also expected to make the maximum contribution to product quality by application of operational priorities to on-scene decisions. Therefore, adjustments to procedural norms which do not distort operational priorities will sometimes be appropriate. Pilots should expect that when their leadership decisions can be demonstrated to be clearly based on application of operational priorities, they will be supported by the Company. Pilots who deviate from procedural norms should, however, expect their actions to be questioned and critiqued. They must also be prepared to accept personal responsibility for outcomes which are the consequence of their decisions.

Standardization and Coordination

Standardization and coordination are essential keys to safe and efficient operation of Southwest Airlines aircraft. Captains are expected to demonstrate disciplined use of standard procedures and ensure First Officers understand and use standard procedures. Captains are responsible for decisions affecting the conduct of their flight; however, they should use all available resources to assist them in making operational decisions. The Boeing 737 was not designed as a single pilot aircraft and should not be flown as if it were. Southwest Airlines First Officers have all previously been Pilots-in-Command and therefore should be treated as experienced pilots who are in training to be Captains at Southwest Airlines. First Officers are expected to remain vigilant and alert to ensure that the Captain has not overlooked anything of importance. Both cockpit crewmembers should consistently support each other in every phase of flight. Successful coordination depends on the sum of two intangibles: judgment and the ability of the flightcrew to adjust to the many varied personalities with whom they are required to fly. The duties, or specific acts required for each crewmember, may be definable. However, without smoothly functioning team precision, these varied duties can become elements of a confused situation, which can lead to adverse consequences.

In a two-pilot cockpit, change of aircraft control must be absolutely positive. There can be no doubt about who is flying the aircraft. Therefore, when aircraft control is transferred between the Captain and First Officer it must always be done with a statement that is acknowledged by the other pilot; e.g., **You have the aircraft. I have the aircraft.**

Organization

Events in this chapter are presented in the sequence normally encountered in daily operations. Supplemental procedures which apply to only one phase of flight will be included in this section. For example, battery start is included in the engine start section of Normal Operations. Supplemental procedures which could be used in more than one phase of flight will be found in the Supplemental Procedures chapter.