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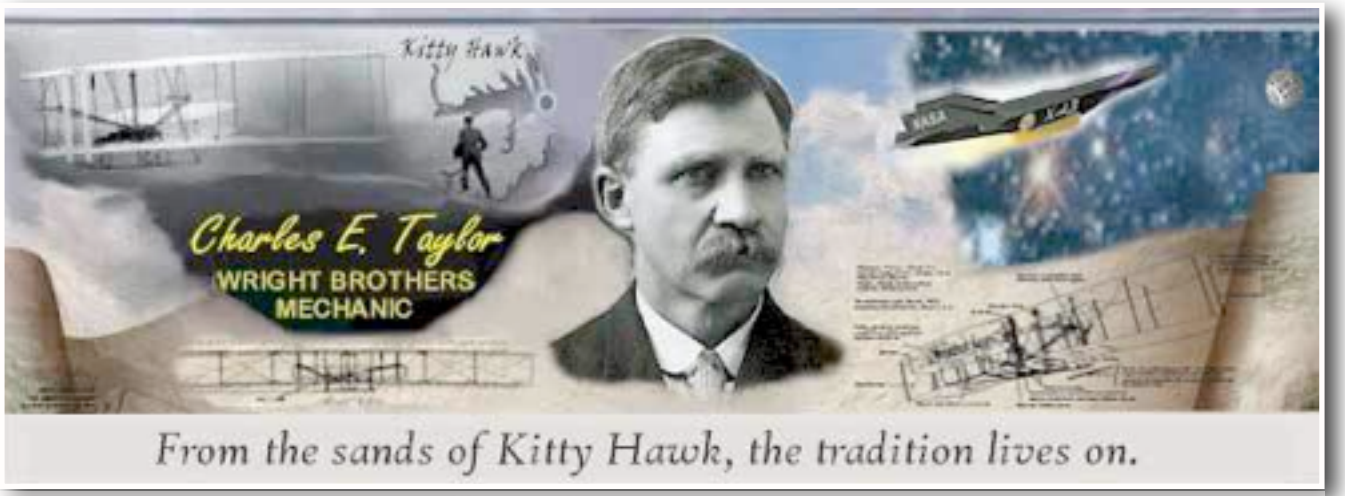

Hello all,

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In this weeks edition of *Aviation Human Factors Industry News* you will read the following stories:

Wrong-Airport Southwest Pilot Hadn't Flown to Branson

The captain of a Southwest Airlines Co. plane that landed at the wrong Branson, Missouri, airport Jan. 12 had never flown there, and the pilots didn't realize their error until they were on the ground, the U.S. National Transportation Safety Board said.

While the pilots programmed Branson Airport into their flight management computers, they saw a beacon at M. Graham Clark Downtown Airport and headed for it, the investigative agency said in an e-mailed statement.

"They confirmed that they utilized heavy braking to bring the aircraft to a stop and then advised the Branson Airport tower that they had landed at the wrong airport," the NTSB said in its first update following the incident.

Southwest Flight 4013, from Chicago's Midway Airport, landed about 6 p.m. local time with 124 passengers and a crew of five. The co-pilot had landed at Branson once, and that was in daylight, according to the NTSB.

The landing strip at the municipal airport is 3,738 feet long, compared with 7,140 feet at Branson Airport, according to aviation website AirNav.com. The airports are 7 miles (11 kilometers) apart and their runways point in a similar direction.

The Southwest landing echoed an errant nighttime landing Nov. 20 in Wichita, Kansas, when an Atlas Air Worldwide Holdings Inc. (AAWW) jumbo-jet freighter used a municipal airport instead of McConnell Air Force Base.

Pilots Suspended

Southwest declined to comment on the NTSB update, Brandy King, a spokeswoman, said in an e-mail. "We continue to work closely with the authorities and once we receive the final NTSB report, we will conduct a thorough review," King said.

A controller in the Branson Airport tower radioed the pilots to tell them they were about 15 miles from their intended destination, according to the NTSB.

The crew replied that they had the airport in sight. The controller then cleared them to land using visual rules. While navigation equipment would have shown the pilots the correct location of the airport, crews often fly the final few miles to a runway manually.

The pilots told investigators they didn't suspect anything was wrong because of the brightness of Downtown Airport's runway lights and its landing strip has a similar orientation to Branson's.

The pilots were suspended with pay pending the outcome of investigations by U.S. agencies and the carrier. The captain, who joined Southwest in 1999, has about 16,000 flight hours, according to the NTSB. The co-pilot began work at Southwest in 2001 and has flown 25,000 hours.

The safety board didn't provide information on the role of a Southwest dispatcher who was sitting in a third seat in the rear of the cockpit. Dispatchers work with pilots on flight plans, weather and fuel, and are permitted to ride in the cockpit.

Aviation weather, helicopter ops on NTSB 'Most Wanted' list

The National Transportation Safety Board's 2014 "Most Wanted" list of transportation safety concerns includes "General Aviation: Identify and Communicate Hazardous Weather," and "Address Unique Characteristics of Helicopter Operations" as two of 10 issues it says should get increased focus in the coming year.

In the 2014 Most Wanted List released Jan. 16, the NTSB states that, “The first line of defense in preventing a GA weather-related accident is the GA pilot. He or she makes the decision of when and where to fly the aircraft. Therefore, appropriate training on how to obtain and use the proper information to address hazardous weather is critical.”

Another “key line of defense,” the NTSB states, “is air traffic controllers who provide weather data to pilots prior to, and during flight.”

AOPA Foundation and Air Safety Institute President Bruce Landsberg said, “We are heartened that the NTSB has chosen to focus on how weather information is used by pilots today. We’ve seen some incredible advances in the weather information that is actually available to pilots in the cockpit and on the ground. Better use of this technology—and a better understanding of this information by pilots—will drive the accident rate down further.”

The board also recommends that the FAA have “infrastructure and protocols in place” that will better convey the pilot reports (pireps) that controllers receive concerning actual weather conditions observed by pilots.

The Most Wanted list notes that the NTSB has reached out to AOPA and other “various operator and user groups,” to examine how pilots can make better use of weather information, and that, “progress has been encouraging.”

“General Aviation Safety,” a topic that was on the 2013 Most Wanted list, has been reworked to focus exclusively on weather. The AOPA Foundation’s Air Safety Institute has considerable online courses and live seminars to help pilot increase their weather knowledge.

Regarding helicopter operations, the Most Wanted list states that, “helicopter operators should develop and implement safety management systems that include sound risk management practices, particularly with regard to inspection and maintenance.”

The Most Wanted List represents the NTSB's advocacy priorities. It is designed to increase awareness of, and support for, the most critical changes needed to reduce transportation accidents and save lives.

1) Address Unique Characteristics of Helicopter Operations
2) Advance Passenger Vessel Safety
3) Eliminate Distraction in Transportation
4) Eliminate Substance-Impaired Driving
5) Enhance Pipeline Safety
6) Improve Fire Safety in Transportation
7) General Aviation: Identify and Communicate Hazardous Weather
8) Implement Positive Train Control Systems

9) Promote Operational Safety in Rail Mass Transit
10) Strengthen Occupant Protection in Transportation

http://www.ntsb.gov/news/2014/140116.html

http://www.aopa.org/News-and-Video/All-News/2014/January/16/
www.airsafetyinstitute.org

FBO Mechanics: Critical GA Maintenance Needs Second Set of Eyes by John Goglia

GA accident rates remain at approximately 1,500 accidents per year with almost 500 annual fatalities

The general aviation accident rate remains stubbornly high despite numerous attempts to reduce it by the FAA, the NTSB, and various pilot and maintenance organizations. Among the problems found by the NTSB that contribute to GA accidents are maintenance mistakes to critical systems that subsequently fail in flight.

Up until recently, recommendations were generally limited to complying with the federal aviation regulations, manufacturer's recommendations, and maintenance best practices. But with the GA accident rate remaining at approximately 1,500 accidents per year with almost 500 annual fatalities, it was clear that more needed to be done.I have been pleased to see that one of the NTSB's recommendations to lower the GA accident rate is for maintenance technicians to have "a qualified person, other than the person who performed the maintenance, inspect the safety and security of critical items that received maintenance." For someone who spent 30 plus years as an airline mechanic used to the system of required inspection items — those items deemed so critical to safety of flight that a separately qualified inspector needed to sign off on them — this recommendation is a long time coming.

I know that as an RII-qualified inspector for a number of airlines, the requirement resulted in numerous occasions where mistakes were caught by virtue of having that second set of eyes. For a while, the air carrier industry was tracking the number of so-called re-works and they were alarmingly high.

It would not be surprising to find a high rate of re-works, if GA had a similar RII system and began tracking these numbers. Of course, air carriers are required by regulation to have RIIs, while GA is not. However, air carriers have learned the importance of those second sets of eyes and frequently add RIIs to their maintenance programs even when not required by the aircraft manufacturer or the FAA. So voluntary adoption of such a system by individual mechanics or FBOs could be a major step forward in aviation safety and preventing GA accidents caused by maintenance errors.

Aside from the emotional toll of being responsible for an aircraft accident, especially if it results in injury and death, there are clearly financial penalties from accidents. Even if insurance covers any ultimate liability, there are so many uninsured costs — especially time away from work answering to NTSB investigators and FAA inspectors, not to mention media attention and any lawsuits that may result.

Many of you are probably thinking that it's tough to find a second set of eyes when you work at a small company or for yourself. I know. I ran my own FBO at Logan International Airport for more than 12 years. Even with a dozen mechanics it would have been difficult to schedule a second set of eyes. But in retrospect there are a number of situations which, while not resulting in an accident, did result in problems that might well have been caught earlier by a second set of eyes.

Survey highlights belief in improving safety standards

Almost two-thirds of industry personnel believe aviation safety is improving, according the results of an extensive survey.

However, respondents cited concerns around a declining pool of expert employees, management style and priorities and complacency as threats to that improvement.

Flightglobal's advisory service Ascend carried out the survey of more than 2,000 professionals, working across all levels of aerospace and air transport.

Overall 60% of respondents believe safety has become better over the last five years, while only 31% think it has stayed still.Expectations for the next five years are broadly positive, too, with 52% of the opinion that safety will be enhanced, and only 13% convinced it will worsen.

Data from Ascend shows a general downward trend in the number of fatal passenger accidents each year.

Provided with 12 potential challenges to safety, participants were asked what level of threat each one represented.

Top of the list was the risk of fatigue among safety-critical employees like engineers, pilots and air traffic controllers, followed by a shortage of experienced personnel, complacency, airline management experience/attitude/culture and a lack of effective safety oversight.

Among 10 potential drivers for safety improvement, the most popular choice was management accountability for safety, shortly followed by new technology for aircraft and air traffic management, increased sharing of safety data and industry best practice.

Respondents were also keen to see a review of pilot training and a similar study into the safety effects of low-cost carriers' employment policies.

More than 20% of participants in the survey hold very senior management positions in the industry, including that of chief executive. Some 23% are team leaders or heads of department and 38% are qualified professionals.

Those working for airlines or in the aerospace manufacturing sectors make up the highest proportion, but maintenance, repair and overhaul providers and the insurance and finance industries are also represented. The questions were intended to reveal the perceptions of industry safety standards by those within it or serving it.

For more information, download the safety survey here

Doolittle Raider To Airmen: Training Is Key To Mission Success

Jimmy Doolittle's Copilot Offers Lessons To Current Airmen

While the Air Force is often celebrated for its use of technology and reliance on hardware, a Doolittle Raider's visit to Barksdale AFB in Louisiana on Dec. 30, 2013, re-enforced that the service's true strength stems from well-trained, innovative Airmen working jointly.

Retired Lt. Col. Richard Cole, who served as then-Col. Jimmy Doolittle's copilot during the April 1942 raid on Tokyo, spent the day meeting and sharing anecdotes with Airmen across Barksdale AFB. Throughout his visit, the soft-spoken 98-year-old projected humility as he recounted his role in the historic mission that provided a morale boost to the American public after the Japanese bombardment of Pearl Harbor, and continually emphasized that its success was due to the training and professionalism of the volunteer aircrews.

When asked by one Airman if he was nervous prior to the mission, which involved launching B-25 bombers from the deck of the Navy's USS Hornet, Cole said, "I was not worried about taking off at such a short distance. One reason was that we had a good training experience, the other thing is that I was flying with one of the best copilots in the world."

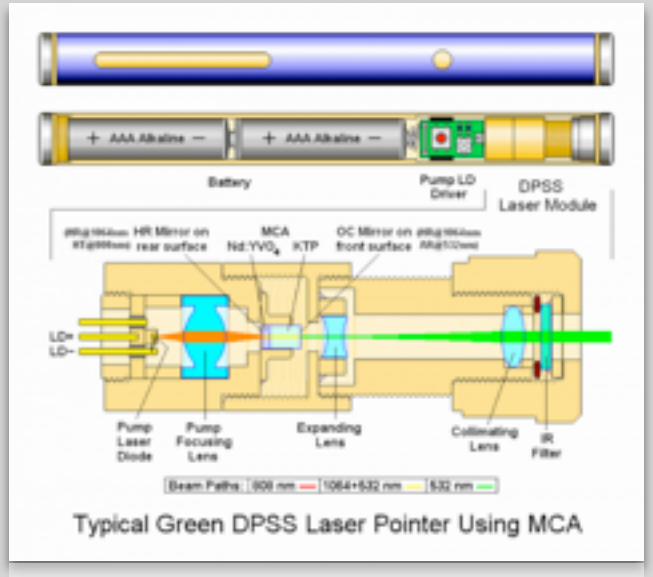
Cole's training prior to the mission included more than 60 hours of instruction at Eglin airfield in Florida, part of which was spent with a Navy pilot sent from Pensacola, FL to teach the aircrew how to accomplish a short carrier takeoff. "We had 498 feet to do this on a carrier," Cole said. "With that training we were able to go up to 31,000 pounds on the aircraft that we would be using."

The aircrews also received training in celestial and sea-based navigation and low-altitude flying. Ultimately, all of these skills would be employed by the crews during their mission, which explains why, when asked what advice he has for Airmen today, Cole said, "Get as much training as you can. Take advantage of it when the opportunity presents itself."

Cole's message was not lost on the Airmen here, many of whom lined up to shake his hand, take a picture or receive an autograph. "To be able to meet Cole is a once in a lifetime opportunity," said Capt. Garrett Houk, a weapons and tactics officer with the 96th Bomb Squadron, "The fact that, as a 26-year-old, he volunteered for a mission like that is amazing."

This type of fanfare is seemingly lost on Cole. As he looked across at the dozens of Airmen assembled to meet him, Cole said, "I feel that the Doolittle Raid still has meaning for us today. If there is a time that comes up in the future that some country wants to upset our form of government, independence and freedom, then we will be able to do something similar to prove our strength."

New Technology May Help Convict Laser Attackers



Typical Green DPSS Laser Pointer Using MCA

Even as the number of laser attacks on aircraft has shot up, convictions of the accused have been difficult to achieve. Now, as reported by Phsy.org. new, reasonably priced technology may help. In 2006, 384 laser attacks on flight crews were reported—that number shot up to 3482 in 2012 and, while all data has not collected for 2013, the number is expected to be above 4000. Supervisory Air Marshall George Johnson, currently seconded to the FBI, stated that a lack of basic knowledge regarding the nature and level of danger of lasers to flight crews has made it difficult for prosecutors to succeed in criminal actions. The tide may be turning as a result of a request by attorneys with the U.S. Attorney's Office for the Eastern District of California to Joshua Hadler of the Physical Measures Laboratory of the National Institute of Standards and Technology for help in prosecuting two defendants in a laser attack on a police helicopter in Fresno, Calif. Hadler put together a team that researched the intensity and effect of laser pointer devices.

They randomly purchased 112 laser pointers. In tests, the team found that 90 percent of green and 44 percent of red laser pointers exceeded the maximum energy output of five milliwatts allowed by federal regulations—some by as much as ten times. The team also developed a testing device that can be built with off-the-shelf parts for under $2000 and can measure the properties of a handheld laser and allow a calculation of the exposure to an aircraft at the time of the attack. For example, 100 microwatts per square centimeter can result in flash blindness that will probably last for minutes. The hard data helps prosecutors understand and then explain to a judge and jury the intensity and danger of a laser attack on an aircraft. In the Fresno case, the research by Hadler and his team and the device it developed helped convict the defendants.

http://phys.org/news/2014-01-judicial-laser-aircraft.html

Why Your Plane Is Safer in the Air Than It Is on the Ground

Cruising at several thousand feet is perfectly safe. But idling on an airport runway might not be.Flying is now safer than ever. In 2013 only 265 people died in airplane accidents—out of 31 million commercial flights worldwide. It's a record low, proving once again that you're safer on a plane than a car, a boat, or a horse. (Business jets had just 14 accidents in 2013, a drop from 34 in 2012, though fatalities increased by one.) With a 0.000009 percent chance of dying during your next red-eye, flying should be the least of your worries.

But sitting on the runway is an entirely different story.

Airport surface operations—the industry term for all that activity on the ground at an airport, which can include "runway confusion" and collisions on taxiways—account for some the deadliest airplane crashes every year,

according to the National Transportation Safety Board (NTSB).And we've been reminded of that lately by multiple, high-profile (though, thankfully, nonlethal) mishaps on the ground.

Recently, a Delta CRJ200 landed normally but then skidded off an icy runway at JFK International Airport in New York. In a bizarre occurrence, a Southwest pilot landed at the wrong airport miles from where the plane was supposed to land, in Branson, Mo. Luckily, no other aircraft were using the runway at the time.

But these accidents can be deadly. In 2006 47 passengers were killed when a pilot accelerated down the wrong runway in Kentucky. In 2008 gusty crosswinds sent a 737 spinning off the runway and into a ravine, causing 47 injuries.

Over the past 20 years airport safety operations have consistently appeared on the NTSB's “Most Wanted List,” a roster of their Top 10 safety priorities. We've always known that takeoff and landing are the most dangerous times of a flight; technically, "airport surface operations" includes those, plus these kinds of wrong-runway incidents and surface collisions. And recent mishaps suggest that high-profile airport incidents remain a serious concern. Although cruising at altitude is usually the longest phase of a flight, those critical moments before takeoff and after landing still result in a surprising number of accidents and fatalities.

"Safety of airport surface operations is an ongoing process," a spokesperson for the NTSB says via email. According to the spokesperson, technology is already playing an important role in that process. Pilot error accounts for the majority of runway incursions, but air traffic controllers and bad weather are similarly implicated. The NTSB has recommended that pilots undergo advanced flight-simulator training to prepare for crosswinds on the tarmac, and that air traffic controllers select runways that account for both current and developing weather conditions.

"[Safety] recommendations are the NTSB's avenue to address identified deficiencies in airport surface safety," the spokesperson wrote. These recommendations are typically sent to Federal Aviation Administration (FAA), the regulatory agency responsible for turning safety suggestions into new rules.

To combat confusion on the ground, the FAA has launched a campaign to add runway status lights to 17 airports by 2017. These prominent lights line airport surfaces and flash red when a runway is occupied or otherwise unsafe. Runway status lights provide visual cues that may prevent pilots from taxiing onto active runways and avert some airport surface disasters.

You are extremely unlikely to be involved in an airplane crash of any kind. But next time you're quaking in your boots at 40,000 feet, take some comfort in knowing that you're safer up there than you are down here.

http://dsc.discovery.com/tv-shows/curiosity/topics/big-question-what-are-odds-of-surviving-plane-crash.htm

http://www.ntsb.gov/safety/mwl1_2012.html

http://en.wikipedia.org/wiki/Comair_Flight_5191

http://www.nytimes.com/2008/12/22/us/22crash.html?_r=1&

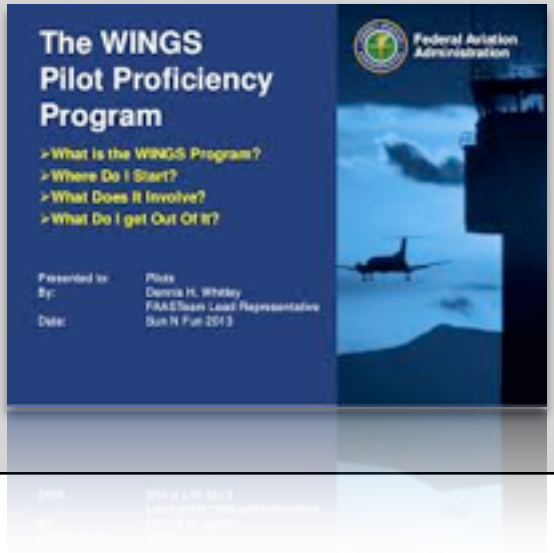
http://www.ntsb.gov/safety/mwl.html

http://www.1001crash.com/index-page-statistique-lg-2-numpage-3.html

http://www.faa.gov/air_traffic/technology/rwsl/

A Refresher On How WINGS works!

The objective of the WINGS Program is to address the primary accident causal factors that continue to plague the general aviation community. By focusing on this objective, we hope to reduce the number of accidents we see each year for the same causes. As you will see, it is not a simple “Award” program but is instead a true proficiency program, designed to help improve our skills and knowledge as pilots.



The WINGS - Pilot Proficiency Program is based on the premise that pilots who maintain currency and proficiency in the basics of flight will enjoy a safer and more stress-free flying experience.

https://www.youtube.com/watch?v=aVkIwLnrOEA

FAA Safety Briefing Focuses On New Technology In General Aviation

FAA has issued the January/February 2014 issue of FAA Safety Briefing. This issue explores the role technology plays in keeping general aviation safe and efficient. Articles discuss the benefits of emerging technologies, as well as the potential safety hazards of being too technologically focused.

Among the feature articles in this issue include:

- "The (Lost) Art of Paying Attention" - a look at how pilots can manage the attraction to technological distraction
- "New Technologies, New Procedures" - making the most of NextGen modernization options, and
- There's Light at the End of the Runway" - using data and technology to improve runway safety

Other features include an aviation road map to the information superhighway (p. 13), how to avoid automation bias (p. 12), and "Brushing Back the Dark," a look at latest in night vision technology

The issue's Jumspeat department explains the important balance of adopting, adapting, and being adept when it comes to integrating new technology, while Nuts, Bolts, and Electrons covers how to combat distractions in the workplace.

The link to the online edition is: http://www.faa.gov/news/safety_briefing/.

Delta Aircraft Maintenance in Denver Designated OSHA Voluntary Protection Programs Star Site

The U.S. Occupational Safety and Health Administration recently recognized Delta Air Lines' (NYSE: DAL) Technical Operations in Denver as its newest Voluntary Protection Programs Star site. Delta - the first major airline participant in the VPP program - now operates 15 airport and aircraft maintenance locations across the United States with the Star site designation. Additionally, Delta is one of only five organizations that is approved as a corporate participant in the Voluntary Protection Programs.

"We believe the ultimate foundation of dignity and respect for Delta people is the ability to work in a safe environment," said John Laughter, senior vice president - Corporate Safety, Security and Compliance. "I applaud the Denver TechOps team for their unwavering commitment to run a safe and reliable operation for our employees and customers."

Delta's Denver TechOps facility met the multipoint safety and health analysis and successfully completed an intensive on-site inspection by OSHA staff for VPP, which builds on the safety and health programs already in place with a focused safety management system that addresses management leadership and employee involvement, worksite analysis, hazard prevention and control, and safety and health training.

The airline began participating in the VPP program in 2001 when its 2.7 million-square-feet Atlanta Technical Operations facility became the first aircraft maintenance base in the industry to earn Star site status.

OSHA VPP is an initiative designed to recognize workplaces with outstanding safety systems and performance. Throughout the process, employees and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system and have achieved an exemplary record of occupational safety and health among their employees. Less than one percent of the 10 million work sites in the United States share this distinction.

Why Sleep Should Be Your #1 Resolution in 2014

Want a New Year's resolution that will help you stay healthy, productive and happy for 2014? It might sound too good to be true, but getting good quality sleep every day can help you achieve all these things.

Here are 9 reasons you should make sleep a top priority in 2014.

1. Maintain a healthy weight: Losing weight is always one of the most popular New Year's resolutions. So if you're hoping to drop a few pounds this year, remember to not only count calories - but also how much sleep you're getting.

According to several studies, chronic sleep deprivation may cause weight gain by affecting the way our bodies process and store carbohydrates, and by altering levels of hormones that affect our appetite.

2. Attractiveness: Need another reason to make sleep a priority? How about we appeal to your vanity: Research has confirmed that people are perceived as less attractive, sadder and even less healthy than when they are sleep-deprived as opposed to well-rested.

3. Sickness: No one likes getting sick. And one of the best ways to stay healthy and avoid that nasty cold this winter is to make sure you're getting enough shut-eye. Research has shown that sleep deprivation alters immune function, leaving our bodies more vulnerable to infection.

4. Cardiovascular health: Serious sleep disorders have been linked to hypertension, increased stress hormone levels, and irregular heartbeat. If you suspect that a sleep disorder may be preventing you from getting good quality sleep, talk to your doctor about setting up an appointment for a sleep disorder screening.

5. Mood: Let's face the facts: we all tend to get crankier when we're tired. In fact, research shows that sleep loss may result in irritability, impatience, inability to concentrate, and moodiness. Not only that, but too little sleep can also leave you too tired to do the things you enjoy.

6. Judgment: Could your judgment and decision-making be impaired when you're tired. The research suggests that it can be. For example, a review of 23 studies found that sleep loss was associated with risk-taking behavior (Womack, et al).
And another study found that sleep deprivation leads to poor decision-making even when subjects took high doses of caffeine or other stimulant countermeasures, such as modafinil (Killgore, et al).

7. Better Athletic Performance: Research on college and professional athletes has revealed that getting good quality sleep can significantly improve athletic performance, including: better hand-eye coordination, faster reaction times, and even faster recovery time from tough games and workouts.

8. Learning and memory: Want to learn a new skill in 2014? Then get your sleep. Sleep helps the brain commit new information to memory through a process called memory consolidation. In studies, people who'd slept after learning a task did better on tests later.

9. Safety: When people are not getting enough sleep, they become less safe. Whether it's increasing the chances of falling asleep on-the-job or behind the wheel, reducing your hand-eye coordination or impairing your judgment, being fatigued can lead to an increased risk for errors and accidents.
Have a happy and healthy 2014 and be sure to make sleep a top priority this year!

5 tips to motivate workers

Here's a simple truth: really inspired employees get a lot more done for your business and for your customers than employees who don't really care about the job they do. Uninspired employees don't necessarily telegraph the full extent of their disengagement, but that doesn't mean they don't pose a huge problem for American businesses today.

Think your business is immune? Don't bet on it. According to the Gallup Organization's 2013 State of the American Workplace report, only 30 percent of U.S. employees are engaged and inspired at work. This leaves 70 percent falling somewhere along the phoning-it-in to completely-tuned-out spectrum.

The good news is that employees want to be inspired, and they want to get good things done for great organizations. Here are 5 simple ways to help them.

1. **Paint an Inspiring Vision**

Whether you are a company founder, CEO, top executive, or senior manager, your job is to paint an inspiring vision of where your organization is heading. According to Jim Collins and Jerry Porras, coauthors of the bestselling book Built to Last, an effective vision has two parts: core ideology and envisioned future. Core ideology is the enduring character of your business, the glue that holds it together, and it includes your core values and your core purpose. Why does your company exist, and how does it do business? Envisioned future includes what Collins and Porras term "BHAGs" (big, hairy, audacious goals), the huge, inspiring kinds of goals that get people excited about coming to work. To get employees truly excited it's important to provide a vivid description of what the world will be like when the BHAGs are achieved.

2. **Connect People to the Vision**

Once you communicate the vision, explain to everyone exactly what their roles are in making it a reality. For example, if your vision is to bring clean, healthy drinking water to third-world countries, then everyone in your company needs to know how what they do helps to bring that about, from administrative assistants to product designers to salespeople to accounting and HR staff, right up to your board members. When your people understand what role they play in achieving your vision, they will feel a sense of personal pride and engagement that will help drive your business forward. It's your job to draw the dots and then help your people connect them.

3. **Build a Culture of Courage**

When your people are afraid to make mistakes, they will avoid taking any chances at all. Risk-awareness is good, up to a point, but a tight embrace of the status quo often results in organizations that can't respond to changes in the marketplace, and can't innovate. Competitors pass them by. The antidote is to first remove the sources of fear and then to build organizational courage. Instead of punishing or discouraging employees from taking risks or trying new approaches, teach, encourage, and expect it. Throw out your old fear-based culture and replace it with one where employees aren't afraid to take risks.

4. **Reward Accordingly**

Once you establish a culture of courage, put your money where your mouth is by rewarding employees who are courageous and who take smart risks. Even failure can be a positive thing, when your people learn lessons from these failures that help them ultimately achieve the organization's goals. Richard Zimmerman, the former chairman and CEO of Hershey Foods, famously established what he called “The Exalted Order of the Extended Neck,” a highly sought-after award for employees who were willing to take risks in pursuit of ideas they really believed in. Determine the best and most effective ways that you can reward smart risk-taking in your organization, and then do it--regularly, and in a way that is highly visible.

5. **Thank Them. A Lot.**

As your employees embrace your vision and step up to the plate by being courageous and taking risks, don’t forget to express your gratitude. Inspired, engaged employees are worth their weight in gold, and you should and must do everything possible to keep them happy--and on your payroll--for as long as you possibly can.

http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx

http://www.amazon.com/Built-Last-Successful-Visionary-Essentials/dp/0060516402/?tag=jf749973-20

Inspiration!

Gone West: WWII Fighter Pilot William Overstreet Jr.

Famously Flew Through The Eiffel Tower In Pursuit Of A German Plane

A WWII P-51 pilot who became famous for flying his airplane through the arches of the Eiffel Tower in pursuit of a German Messerschmitt Bf-109G during the war passed away on January 3, 2014 in Roanoke, VA. William Overstreet Jr. was 92 years old.

During the European liberation effort in 1944, Overstreet flew his P-51C 'Berlin' beneath the tower, a feat that was said to have lifted the spirits of the French Resistance troops on the ground in the occupied city. Overstreet was presented with France's Legion of Honor for his heroics in 2009 by the French ambassador to the United States.

Overstreet had been born in Clifton Forge, VA in 1921, and enlisted in the Army Air Corps and a fighter pilot shortly after the Japanese invasion of Pearl Harbor. The Roanoke (VA) Times reports that he had been awarded hundreds of medals during his military service in the 357th squadron of the U.S. Army Air Forces.

The U.K. newspaper The Times reports that Overstreet followed the Messerschmitt pilot under the tower as he continued to fire. The American pilot successfully shot down the German before escaping the city.

Overstreet's obituary said he returned from the war and worked briefly as General Manager of Charleston Aviation in West Virginia before returning to Roanoke and marrying Nita Brackens, who preceded him in death. He worked as an accountant in Roanoke until retiring at age 65.