

The mysteries of psychological assessment...



Dr Gill Green

EBAA Safety Conference, Cologne

29-30 November 2018

Agenda

- Meaning of EASA requirements
- What is psychological assessment?
- How it improves recruitment

Psychological assessment and EASA regulations

- Part of the recruitment process
- Adapted to the specific operational environment
- By an appropriately qualified assessor
- < 24 months before commencement
- Assessment accepted from other operators
- Non complex operations – different rules may apply

Important!

Not a clinical psychological evaluation of mental fitness, mental health or predisposition to mental health disorders or suicidal thinking/action

(this is performed within class 1 medical examination)

Why does this matter to you too?

In analyses of accidents, incidents and safety investigations....

Why does this matter to you too?

“Operational safety is compromised by a “lack of assertiveness, authoritative behaviour, poor decision making, or a lack of situational awareness” among flight crew members...”

(Thomas 2012)

(Burger, Neb & Hoermann 2003)

Why Psychological Assessment?

- “Reduce likelihood of negative interference of psychological factors with safe operation of the aircraft”
- Selects the best suitable pilots for the specific airline
- Examines the characteristics of the person, the job and organization

EASA: Pilot behaviours that matter

- Professional motivation
- Coping with social confrontation
- Information management
- Managing time pressure
- Frustration tolerance
- Self-discipline
- Self-criticism
- Safety motivation

What is assessed?

Role and Organisation Fit Role requirements. Organisational culture.

Individual's Profile Personality style. Preferences, motives, values & ethics. Situational awareness. Critical reasoning. Derailers

Leadership Signature strengths. Development areas. Track record. Performance and potential.

Cultural fit



What do we mean by personality?

- “...individual differences in characteristic patterns of thinking, feeling and behaving”
- Trait versus State

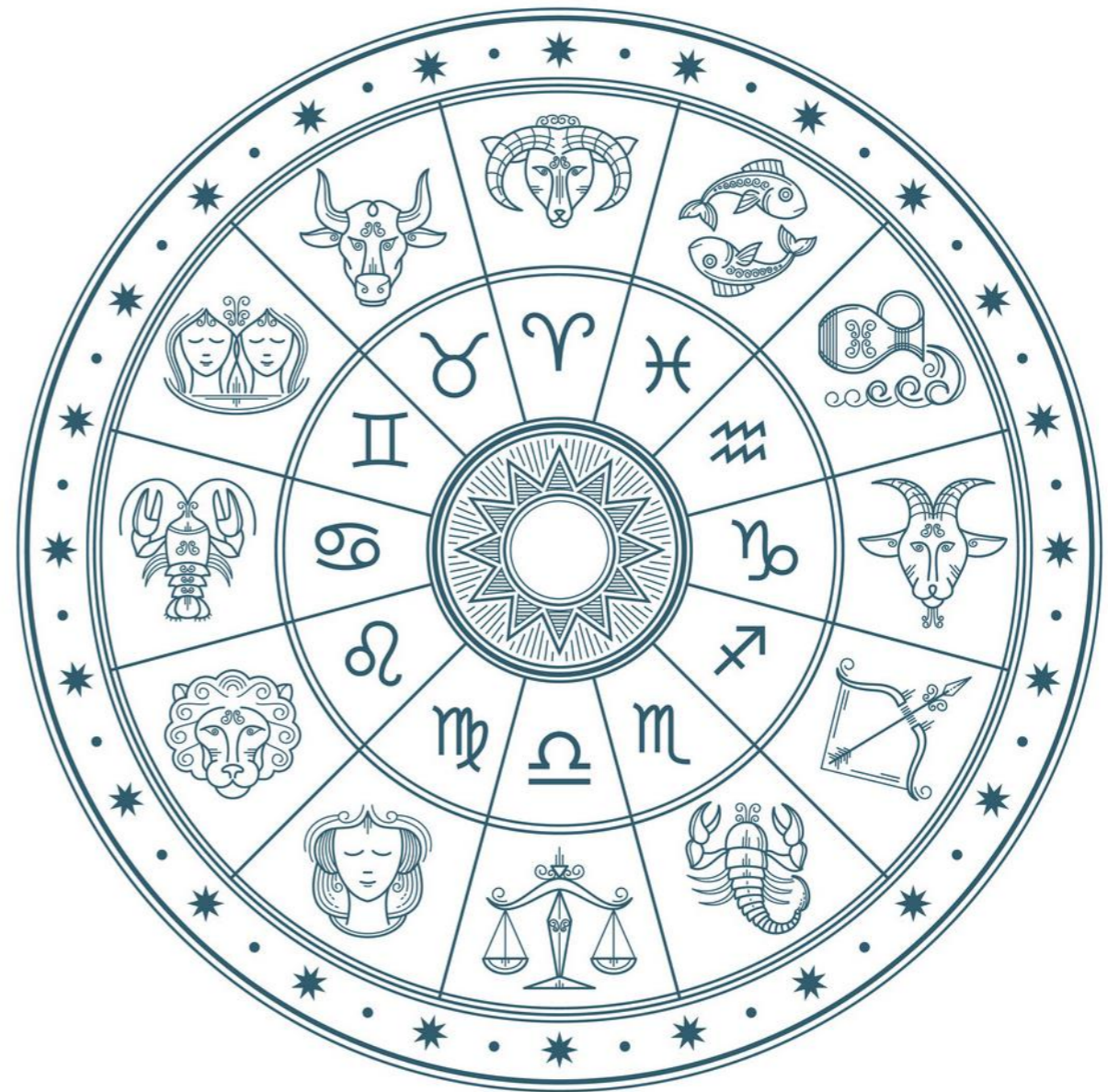
How does personality develop?

Nature & nurture



How is personality measured?

Astrology ?



How is personality measured?

Loner

Loner with
lack of drive

Aggressive

Graphology ?

Physical
Frustration

Sexually
very curious

Clannish
(Just 1 or 2
intimate friends)

Anti-Social
(lack of trust)

Socially
Selective

Healthy
Physical
Drives

Exaggerated
Sexual
Imagination
(Gullible)

How is personality measured?

Phrenology ?

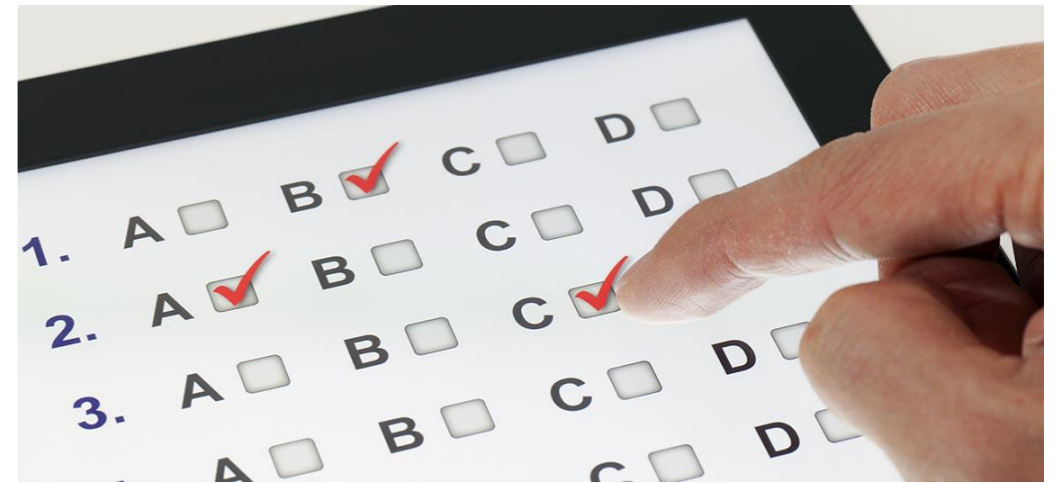


How is personality measured?

More credible and robust measures

- Competency based interviews
- Group activities
- Psychometrics

A quick word about psychometrics



- Questionnaire format
- Standardized
- Norm groups for comparison
- Only used as part of assessment suite
- Personality and cognitive functioning

'Big 5 model'

	Neuroticism	
	Extraversion	
	Openness	
	Agreeableness	an
	Conscientiousness	

'Big 5 model'

The pilot personality?

LOW	Neuroticism	emotional stability
	Extraversion	need for external stimulation / amount to which energy is directed outwards
	Openness	seek and appreciate new experiences, explore new and unfamiliar ideas
	Agreeableness	extent to which individual's actions and judgements can be influenced by others
	Conscientiousness	purpose and drive to accomplish goals

'Big 5 model'

The pilot personality?

LOW	Neuroticism	emotional stability
++	Extraversion	need for external stimulation / amount to which energy is directed outwards
?	Openness	seek and appreciate new experiences, explore new and unfamiliar ideas
?	Agreeableness	extent to which individual's actions and judgements can be influenced by others
?	Conscientiousness	purpose and drive to accomplish goals

New approaches

The SCARF model



Status

Certainty

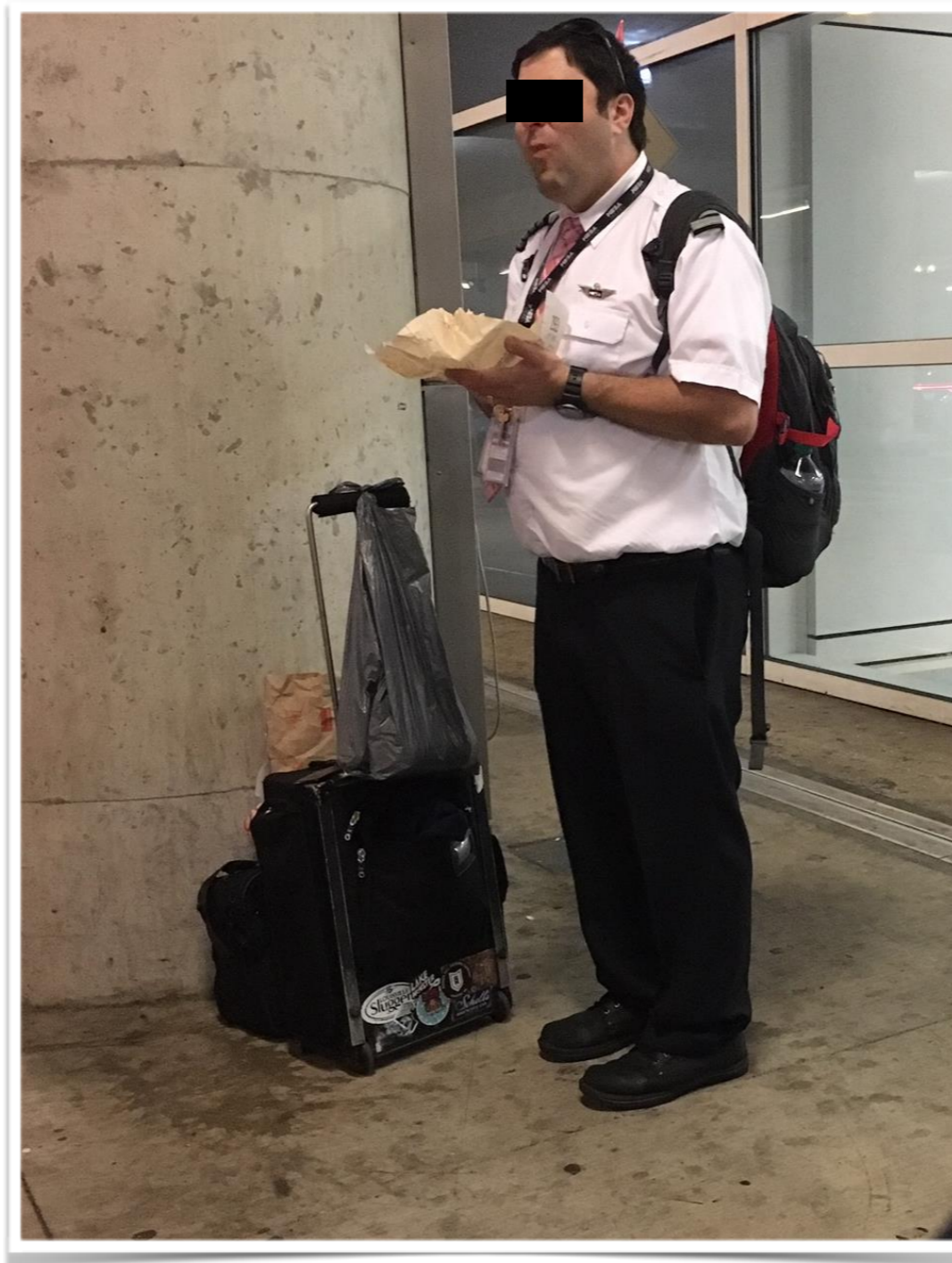
Autonomy

Relationships

Fairness

David Rock | UCLA

So what makes a good corporate pilot?



So what makes a good corporate pilot?

- What are the special demands of the role?
- What personality strengths are required?
- How do you assess for them currently?

'Big 5 model'

The corporate pilot personality?



Neuroticism	emotional stability
Extraversion	need for external stimulation / amount to which energy is directed outwards
Openness	seek and appreciate new experiences, explore new and unfamiliar ideas
Agreeableness	extent to which individual's actions and judgements can be influenced by others
Conscientiousness	purpose and drive to accomplish goals

Status

Certainty

Autonomy

Relationships

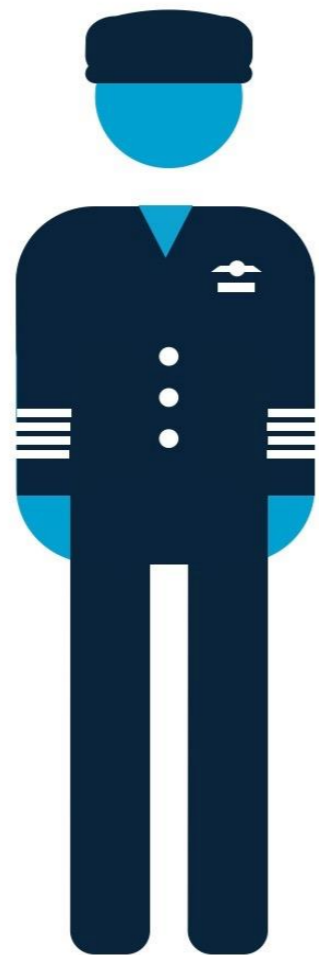
Fairness

Lessons from other industries


- 1/3 internal executive promotions are considered a failure
- The figure rises to 40-50% for externally recruited executives
- The cost of executive failure is upwards of 18 times total compensation

How does failure translate in your world?


So what makes a good corporate pilot?



If had interaction with Pilot

Satisfaction
Recommend
Travel Again  10-15%

So what makes a good corporate pilot?

 Flight Operations
Customer Service Initiative



Any Questions?

Thank You

Centre for Aviation Psychology
www.centreforaviationpsychology.com

gill@centreforaviationpsychology.com

Tel: +44 1934 714120