Recent Articles

The following represent some recent articles over the last five years that pertain to ethical issues in the world of aviation. Some of the articles describe happenings in the aviation industry, and others describe ethical issues that arise while training our next generation of pilots. The articles on recent happenings should be relevant to all aviation students, but many are of particular interest to aviation management majors. The training articles would be good reads for aviation faculty and staff or flight operations majors who are seeking employment in the aviation training industry.


Scott Amey, general counsel of the Project on Government Oversight, said [Marion Blakey]'s actions fit the public's "worst fear" of government.

Blakey said she has not taken a direct role in any regulatory action that affects the AIA, which represents aircraft manufacturers and defense contractors. She said she was "taken aback and a little appalled, frankly" at issues being raised.

For federal executives at Blakey's level, the annual salary is $168,000, according to the U.S. government's "Plum Book." Blakey and the AIA haven't released her new salary, but federal tax forms indicate [John Douglass] made $531,653 in 2005.


After enduring the longest suspension ever for a defense contractor, Boeing's launch back into the Air Force rocket business was hardly the glowing event some officials had expected. On Mar. 4, acting Air Force Secretary Peter Teets lifted what was to be a three-month suspension of Boeing's rocket sectors 20 months after imposing it in 2003. Teets characterized the punishment as a $1-billion hit to Boeing's revenues. He recently praised strides the company had taken to clean up its act under CEO Harry C. Stonecipher. Boeing and the government signed an agreement to allow the Air Force to monitor the company's ethics.


When it comes to ethics, corporate officials must be focused on long-term gains, and not just quarterly results; making ethics a high priority starts at the top. An effective compliance program must be part of the fabric of a company's standards. Hopefully, the aerospace and defense industry has found religion
in ethics. For aerospace to keep its nose clean in the current environment of corporate scandals, this commitment for doing the right thing had better be deep and sustained.


[Duncan Smith] declined to comment yesterday on any arrangements he had with [Robert L. Ehrlich Jr.] or the ownership of Whirlwind. He referred all questions to Ehrlich's campaign committee.

Ehrlich campaign spokesman Paul E. Schurick said Smith and his family are longtime Ehrlich supporters who felt that the flight services would be a more valued asset than a cash donation.

Sinclair Broadcast Group is controlled by the Smith family, with four brothers - [David Paulson], Frederick, Duncan and Robert - sitting on the company's corporate board. All but Robert are also senior officials.


During a council workshop meeting, DMJM Aviation president John O'Connor and vice president Lee Tillotson discussed the issues raised and defended the company's ethical record.

AECOM Inc., DMJM Aviation's parent company, DMJM+Harris and DMJM H&N -- the sister firm with which DMJM Aviation is partnered in the Los Angeles airport project -- donated $50,000 to LA United, a political group formed by [James Hahn] to fight a 2002 ballot measure that sought to split Los Angeles into two cities.

O'Connor said DMJM also cooperated in the investigation of Shuster, who in 2000 admitted to House Ethics Committee charges that he had improperly accepted payment from DMJM and the Outdoor Advertising Association of America for a 1995-96 Christmas-season trip to Puerto Rico.


The dialog within aviation management education regarding ethics is incomplete without a discussion of corporate social responsibility (CSR). CSR research requires discussion involving: (a) the current emphasis on CSR in business in general and aviation specifically; (b) business and educational theory that provide a basis for aviation companies to engage in socially responsible actions; (c) techniques used by aviation and aerospace companies to fulfill this responsibility; and (d) a glimpse of teaching approaches used in university aviation management classes. The summary of this research suggests educators explain CSR theory and practice to students in industry and collegiate aviation management programs. Doing so extends the discussion of ethical behavior and matches the current high level of interest and activity within the aviation industry toward CSR. [PUBLICATION ABSTRACT]

Ethical hackers are being employed throughout the world to test the security of systems and networks by identifying vulnerabilities in them. A group of hackers, however, actually wants to use their hacking skills to fight computer crime. Ankit Fadia recently notified a website of a top Indian firm of an impending denial of service attack. Meanwhile, officials of the US Federal Aviation Administration confirmed that attackers penetrated an FAA system and were able to download unpublished information on airport passenger screening activities.


[Steve Joffrion] said Aviation Specialists violates the code of ethics by renting a plane at the airport, by giving flying lessons, renting a hanger and selling fuel and snacks at the airport.

[Mickey Marchand] and Aviation Specialists co-owner Jim Freeman said their contracts, both as management and as the proprietors of the company, are reviewed annually by the Office of State Civil Service and the director of the Governor's Office of Contract Review.

"I think his motivation is very sinister and to serve his small group of pilots' agenda," Marchand said of Joffrion's allegations.


Nonetheless, [Steve Shiver] and Aviation Director Angela Gittens have expressed their support for DAC. In a draft letter to county commissioners dated June 4, 2002, Shiver notes that he will recommend extending the company's contract for five years. "It is our intention to review the findings and recommendations of the [inspector general] and implement them as appropriate in setting the terms and conditions of the DAC contract extension," he wrote.

The report did note, however, that some of the gifts DAC gave to county elected officials and employees "may violate the provisions in the Conflict of Interest/Code of Ethics ordinance." The Herald found that DAC provided airport staff with at least 26 rounds of free golf, bought $100 sports luncheon tickets for an airport boss, gave former County Commissioner Pedro Reboredo a $171 laser pointer and picked up the tab for parties and numerous meals for county officials.

Turning to the larger picture, the IG compared DAC's rates to other airport consultants around the nation and found that in most ways they are comparable. But of concern were "the components that are provided for DAC at no cost, which should be factored into the agreement." The inspector general noted that the county paid $8.1 million in professional liability insurance premiums for DAC up to 1998, and has provided all the office space, computers, phones and other infrastructure, at a value of $450,000 a year.


In 2003, at DeLays urging, the legislature and Gov. Rick Perry redrew the congressional map in three special sessions. Democratic legislators tried to thwart the effort, at one point fleeing to Oklahoma to deny the legislature a quorum. The Ethics Committee rebuked [Tom DeLay] for using the Federal Aviation Administration to track down a private plane that was shuttling Democrats out of the state. Critics say the new map was drawn in violation of the Constitution and the Voting Rights Act. The
Supreme Court will hear one lawsuit, by Travis County and the city of Austin, that contends the redistricting violated the concept of one person, one vote by using 3-year-old census data, and making no effort to update that data to reflect more than 1 million new people predominantly Latinos who had entered the state from 2000 to 2003.

The federal courts had deemed the 23rd District a Latino opportunity district, but Latino groups have said that white voters gave Bonilla his razor-thin margin of victory in 2002 over a Latino Democrat. That year, the voting-age population of his district was 63 percent Latino and 33 percent non-Hispanic white.


If one quarter of red ink is all it will cost Boeing to finally put defense procurement and ethics scandals behind it, CEO James McNerney is more than willing to pay up. A one-time charge of $571 million for a settlement with the U.S. Justice Dept. helped send the company to a $160-million net loss for the quarter ended June 30. The expense, along with a separate $496-million charge for delays to the Wedgetail, an airborne early-warning system Boeing is developing for Australia, more than offset surging profits and margins in the company's commercial airplane business. The underlying scandal was over its hiring of a senior Air Force procurement official who gave the company preferential treatment. With its commercial aircraft business thriving, Boeing can afford to take the financial hit. The company delivered 97 airplanes in the second quarter, a 14% increase from a year earlier, and booked 311 new orders, boosting its commercial aircraft backlog to a record $142 billion. Operating earnings grew 51%, and the unit's margins reached 10.1%, up from 7.4% a year earlier. The picture was bleaker in Boeing's defense unit, which posted flat revenues and operating margins of just 4% due to the early airborne-warning program charge.


Dittmer presents lessons for a line chief in dealing with common aviation problems such as documentation and how much overtime one should work to meet schedule deadlines.


According to the introduction to a CBS 'Eye On America' report: 'Since 9/11, security has become a top concern at major U.S. airports, but there is still a huge gap in the air security net because for every commercial jet in the U.S. fleet, there are 30 private planes, a total of some 200,000 so-called general aviation aircraft. And as Bob Orr reports for 'Eye On America,' many of their airports have no security at all.'

Any thought that CBS was about to give a fair and accurate report about general aviation was quickly put to rest when it referred to the 200,000 airplanes currently registered to fly in U.S. airspace as 'so-called' general aviation.

AOPA President Phil Boyer said the report was 'far beneath what we used to expect from CBS.' Boyer accused CBS of getting the facts wrong. Be that as it may, I think CBS accomplished what it set out to do to: spread the idea that America would never be safe while private airplanes are allowed to fly.

Leslie Wayne (2006, June 3). Airbus Files Suit Contending That Boeing's Law Firm Has Conflict of
In a filing in Superior Court of the District of Columbia, Airbus contended that Boeing's legal counsel, Marco C. E. J. Bronckers, a partner in the Brussels office of Wilmer Cutler Pickering Hale and Dorr, had inside information on Airbus because Mr. Bronckers previously represented the company in commercial aviation trade cases.

The Airbus suit says that Boeing's representation by Mr. Bronckers and by Wilmer Hale violates rules of professional ethics and asks that Mr. Bronckers as well as the firm, which has represented Boeing for over two years, withdraw from the case.

The Airbus work done by Mr. Bronckers took place while he was at the Dutch law firm of Van Doorne & Sjollema, which was hired by Airbus in the late 1980's. "Airbus retained Mr. Bronckers to be a vital member of the Airbus legal team," the complaint said.


Freeman discusses the ethics to be observed by aviation reporters, taking the careers of Bob Woodward and Carl Bernstein as an example. Woodward and Bernstein have maintained the highest integrity by flatly refusing to reveal the source of their Watergate information.

Ethics in the aerospace industry has been an issue of enormous interest and growing concern in 2006 in the field of management. Despite each claim that lessons learned from the latest incident will somehow prevent future occurrences, there is always another disclosure of unethical behavior, small or large. Even without prosecution, the appearance of unethical behavior can cost millions of dollars, although the total cost is rarely adequately counted.


Long buffeted by takeover and merger rumors, Thales now faces a new ethics case that could damage its standing with investors, providing possible fodder for potential stalkers. In an interview in the Paris daily Le Monde on Sept. 26, Michel Josserand, the former head of Thales Engineering & Consulting, a Thales affiliate, accused the company of widespread corruption in negotiating domestic and export contracts. Josserand, who has since joined rival EADS - a potential Thales predator - charged that the scandals involve 1-2% of the company's annual sales of Eu10 billion.

Boeing is starting an office of special compliance to oversee its U.S. defense contract work as it awaits an Administrative Agreement to lift a contract suspension. Boeing's Office of Special Compliance will
be paid for by the company but report to the Air Force, in the case of the EELV contract, or other
government agencies, as required in the future.

Mike Hughlett, Tribune staff reporter (2005, March 8). Planemaker again seeking a new pilot ; After
another ethics departure, outsider may be the target ;[Chicago Final Edition]. Chicago Tribune,p. 3.1.

[James Albaugh], 54, was an executive at Rockwell Aerospace until it was acquired by Boeing in 1997.
He has headed Boeing's defense group since August 2002. Since then, defense has overtaken
commercial aviation as Boeing's largest business.

ID: 881797351).

Three months into the project, Crown's system failed its first crucial test, according to FAA documents.
The FAA noted 134 errors, FAA documents show. The agency ordered the company to fix the problems
quickly. When the system was tested again in 2004 at the agency's technical center in Atlantic City,
FAA officials did not see much improvement. It "failed to perform in providing easier user friendly
software as required," said an FAA document dated June 4, 2004, that summarizes the test results.
Crown officials did not dispute the test results.

Complicating oversight of the contract, [Debra Srite] said, is that she is based at the FAA's office in
Oklahoma City and Crown's project office was in Herndon. As is normal practice with other
government contracts, the FAA usually assigns a local technical representative to monitor a contractor's
work on site to confirm performance and the number of hours worked. In the Crown case, Srite said she
was the one legally responsible for overseeing the contract, but the FAA said the technical
representative in Herndon had been the one approving invoices.

This week, the FAA announced management controls for support service contracts, including ethics
training for FAA employees and a new conflict-of-interest clause that requires contractors to disclose
whether they plan to use employees who are relatives of current FAA employees. The FAA said it also
will require open bidding for all new support service contracts worth $1 million or more or for
modifications to existing contracts worth more than $1 million in new work. The agency's chief
financial officer will review any contract over $10 million and the FAA will require contracting officers
-- not their technical representatives -- to sign off on all invoices submitted by contractors.

Wendy Ruderman and Joel Bewley (12 September). Skydiving went on after deaths: Freefall
Adventures' owner said jumps continued on Sunday after two men died because of the skydivers' code
Dateline database. (Document ID: 1126009721).

In the last decade, eight skydivers -- including skydiving instructor [Paul Joseph Jr.] 3d and novice
Reed Michael Loeschke on Sunday -- have died at Cross Keys Airport, home of Freefall Adventures
Skydiving School. The school's two fatalities last year appear in line with other skydive schools across
the United States, where 27 people died in 3.2 million jumps.

Joseph, 30, who was licensed by the Federal Aviation Administration as a senior parachute rigger, had a
record of more than 5,000 jumps, [John Eddowes] said. He was a safety and training adviser in New
Joseph then pulled the handles to release his reserve chute. Eddowes said it appears that Loeschke kicked the bag containing the reserve chute as it deployed from the packing, sending it spinning and twisting the lines.


The Department of Aviation declined to specify whether [James Sachay] had secured the job for his son with the contractor, or if, outside of the conflict of interest, there had been any ramifications for taxpayers as a result of the ethics violation.


This study was a preliminary exploration of the value changes taking place in the United States since the September 11, 2001 terrorist attack on the World Trade Center in New York, which was a significant emotional event or cultural upheaval. Rokeach told us that "a person's total value system may undergo change as a result of socialization, therapy, or cultural upheaval . . ." (Rokeach, The Nature of Human Values, 1973, p. 37). The researchers explored the value changes of 500 aviation industry employees before the attack and 500 after the attack. The statistically significant research results showed a total of twenty-seven of thirty-six values changed. Before the attack respondents valued much higher self-esteem and self-actualization values like A Sense of Accomplishment and Self-Respect. After the attack respondents placed a much higher value importance on survival, safety and security values like A World at Peace, Freedom, Family Security, National Security, Mature Love, Salvation, and True Friendship. [PUBLICATION ABSTRACT]


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"Today's ruling is a triumph for fair competition and ethics over dishonesty and illegal behavior," said
Hawaiian President and CEO Mark Dunkerly. "Nobody benefits when a company like Mesa misuses confidential information to gain an unfair competitive advantage, then lies about it and destroys evidence. Mesa pretends that they are in Hawaii to help the consumer. As the evidence in this trial showed, the reality is that Mesa's intent was to drive local competition out of business and raise fares. We are pleased that the court laid out the facts for all to see."


Teele's brother, Terry -- a former top aide to Mayor Richard Daley -- continues to do business with [Christy Webber]. Last year, while city officials were considering Christy Webber's bid for the new airport contract, the firm hired Terry Teele to lobby City Hall.

[John Roberson] said he had no plans to inform the Ethics Board about any potential violation relating to [John Teele]'s oversight of Christy Webber's contracts before his tenure as aviation commissioner began. Roberson said he did not have proof that the firm employed the Teele parents during those years.

The city paid Christy Webber $158,000 for the emergency work at O'Hare in 2001 and 2002, Roberson said. Christy Webber also was a subcontractor for the company that did landscaping at O'Hare until last year.


The grand jury has already indicted three political operatives associated with [Tom DeLay] and eight companies for alleged corporate campaign finance violations. The donations were funneled through a political action committee that was founded with DeLay's help.

DeLay, while never charged with any crime, has walked close to the line in some of his political activities. Earlier this year, he was rebuked by the House ethics committee for appearing to link political donations to a legislative favor and improperly persuading American aviation authorities to intervene in a statewide redistricting dispute.

Interesting Books
The following books were found to be relevant to ethical issues in aviation.

**Safety Ethics: Cases From Aviation, Healthcare And Occupational And Environmental Health**
by Manoj S. Patankar, Jeffrey P. Brown, Melinda D. Treadwell
This book contains some good case studies relating to aviation safety.

**Aviation Instructor's Handbook: 1999** by Federal Aviation Association
This book is required reading for all flight instructors. The is the FAA's official guide to how flight instructors should act.

**Fundamentals of Aviation Law** by Raymond C Speciale
This aviation law textbook has some good parts to help students understand the need for honesty and truthfulness.

**Ethics in the Workplace: Tools and Tactics for Organizational Transformation** by Craig Edward Johnson
This book presents an interdisciplinary focus to the topic of ethics in the workplace. Several recent case studies are used in this book.

Designing And Executing Strategy in Aviation Management  by Triant G. Flouris and Sharon L. Oswald