

Vitae

Captain Robert E. Norris (Ret)
Aviation Consulting Services
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EMPLOYMENT HISTORY

Aviation Consulting Services President	Mar. 1992	Present
United Airlines Flight Officer	May 1966	May 1993
Flight Simulation Owner/operator	Aug 1985	Feb 1992
Hughes Aircraft Company Member of the Technical Staff - Consultant	May 1967	May 1968
Member of the Technical Staff	Dec 1955	May 1966
United States Air Force Radar Technician	Aug 1951	Jul 1955

PROFESSIONAL EXPERIENCE

Aviation Consulting Services - Programs offered: practice Captain Board Interview Preparation, Crew Resource Management, (CRM) and International Operations Seminars, Career Counseling and Guidance. Provide litigation support to attorneys in the field of aviation along with consulting services, reports, and available for depositions and expert testimony if necessary. Areas of expertise are:

- General aviation and airline ground and flight operations;
- Evaluation of general aviation and flight crew training, qualifications, evaluation and checking;
- Hiring practices including selection, pay scales, union contracts, wrongful termination and discrimination;
- Flight crew and general aviation “Standard of Care” dictated by: Federal Aviation Regulations (FARs), International Civil Aviation Organization (ICAO), and flight school, airline and company policies and Standard Operating Procedures (SOPs);
- Review of aircraft accidents that are attributable to “pilot error” i.e., flight planning, preflight inspection, weather factors, flight conduct and pilot qualifications and experience or other errors that may be the proximate accident cause;
- Provide statement of flight crew employability and development of earnings model;
- Evaluation of Crew Resource Management (CRM) programs;
- Aviation Consulting Services can provide additional expertise in the areas of flight test, NASA, airport management and military operations with our team of associated aviation professionals.

United Airlines: From June 1979 - June 1981 served as a Flight Manager Technical on DC-8 and DC-10 Aircraft and on the Captain's Interview Board. Specific operational responsibilities included developing, maintaining and monitoring the proficiency of flight officers assigned to me to assure competency and legality in the fulfillment of their specific duties; conducting enroute proficiency flight checks, remedial training, annual and probationary oral reviews and Domicile Duty Flight Manager responsibilities. In 1982 assigned to the UAL Flight Center as a Flight Instructor, FAA Examiner and Line Check Airman for the DC-10 and B757/B767 aircraft. Returned to the line in 1985 as captain and Initial Operating Experience (IOE) captain for transitioning pilots.

In 1975 served as Program Manager for United Airlines Technical Proposal for the National Aeronautics and Space Administration (NASA) Aviation Safety Reporting System (ASRS). The ASRS would provide a non-punitive reporting system to facilitate critical examination of the National Air Transportation System. The ASRS consisted of the development/use of computer hardware/software to store and process Aviation Safety Reports.

During 1968 served as Program Manager for United's B-737 Two vs. Three Crew Complement Study, which was the most extensive crew workload evaluation study to date in the Airline Industry. As program manager I was responsible for the design and implementation of the research effort and manager of the thirty-three-member project task force.

Flight Simulation: Owner and operator of a FAA 141 and VA approved flight school, twenty-six aircraft, five simulators, and staff of eight with forty full time flight instructors. FAA approved repair station, FAA Part 135 Charter and designated flight school for Embry-Riddle University flight training program.

CATS: Development of a nation-wide (150 sites) FAA Computerized Aviation Testing program (CATS); one of the three industry firms offering computer testing for all required written examination for pilots and mechanics.

Hawker De Havilland Pilot Trainer: U.S. distributors of the Australian Hawker Pilot Trainer, a sophisticated, state-of-the-art flight training device configured and programmed to represent a variety of aircraft from a single-engine primary trainer to commuter propjets and airline turbojet aircraft.

Hughes Aircraft Company: Five years experience as an engineering psychologist in the areas of research and human engineering; responsible for the test planning and data analysis for the development of the TOW Heavy Assault Weapon. Previous assignments at Hughes included: development of human engineering design criteria applicable to rendezvous, docking, and attitude control systems for space vehicles; laboratory experiments for evaluating various types of operator controls and system parameters for the AN/ASU18 Radar Fire Control System; development of training programs and training aid hardware for the F-106 Flight Simulator.

Five years experience in operating and maintaining the equipment of the Cockpit Research Facility, which consisted of: analog computing, display and monitoring systems; implementation of airframe and system equations, and evaluation of the verbal and statistical data obtained.

FLIGHT EXPERIENCE

Over 20,000 hours with an Airline Transport Pilot Certificate rated for Airplane Multi-engine Land, Sea with Commercial Privileges; Flight Engineer, Reciprocating and Turbojet Powered; General Aviation and Airline Flight Instructor, Airplanes, Instruments and Multi-engine; type rated in DC-8, DC-10, B-737, B-757, and B-767, Aircraft Dispatcher.

SERVICE EXPERIENCE

Completed four years of domestic and overseas active service with the Air Force; while on active duty served as a Radar Technician on F-89 and F-94 Aircraft.

COMMUNITY INVOLVEMENT

Past Chairman of the Board of Directors, San Mateo County Transit District
Served as Vice-Chairman of the San Mateo County Airport Land Use Committee
Served as Vice Mayor for the Redwood City (eight years as an elected official)
Task Force Member of California State Lands Commission
Delegate Bay Conservation and Development Commission
Delegate to the Association of Bay Area Governments
Past Commander, San Francisco County Sheriff's Air Squadron

EDUCATION

Bachelor of Science in Professional Aeronautics – Embry-Riddle August 1982

PUBLICATIONS

How to Take Over Your Local Government (for Fun & Profit???): a practical “Political Science” do-it-yourself manual for aspiring elected office seekers, a guide to local politics. This publication has found its way into many City Halls and is being used as a supplemental text in numerous colleges.

Airline Career and Interview Manual (11th edition): provides the information that aspiring airline pilots need to understand to become a competitive applicant for an airline job. The book gives insights into common problems and mistakes pilots make when planning for and pursuing an aviation career. The book also contains standard general knowledge test, practice interview questions, license requirements, and a listing of colleges and universities with aviation programs.

Flying Jets: Aircraft and Simulators (5th edition): a manual developed from the experience of an airline instructors that provides the fundamentals for successfully transitioning from piston to jet aircraft. Complete with the basic rules and techniques for flying jet aircraft with illustrations, profiles, and appendices that support the text.

IFR-SEL Training Manual: the training manual developed for the Elite PC-based Flight Simulator to provide a detailed, step-by-step orientation of IFR procedures and fundamentals to the pilot who wishes to earn an instrument rating.

The Pilot’s Airline Technical Interview Reference Manual: a comprehensive technical review manual for pilots. Topics include meteorology, aircraft systems, aerodynamics, flight simulation and evaluation, piloting techniques, management/operational concerns, and medical factors.

Solo: To Fly – To Climb: an autobiography of the author’s flying and mountain climbing adventures.

Aviation Technological Articles

Oct	2007	Aerodynamics at Work: Understanding aircraft design
Nov	2006	The Digital Pilot: Balancing computerization and human factors in flight
Aug	2006	Sleepless in the Skies: Understanding how fatigue affects pilot performance
June	2006	Summer Flying: Its not all Sunny Skies
Aug	2004	The Invisible Obstacle: Understanding/coping with wind shear
April	2004	Flying the Numbers: Understanding V Speeds
July	2002	Fighting Icing
June	2002	Fatigue Factors
May	2002	Lessons to be Learned
April	2002	Fuel: The Life Blood of Flight
Mar	2002	Voices in the Sky: Air Traffic Controllers
Feb	2002	Cold Comfort: Understanding winter flight operations
Jan	2002	PAX Talk: Effective cockpit communications
Dec	2001	Aircraft Security
Nov	2001	Aircraft an accidents: Understanding the role of the NTSB
Sept	2001	Tired Issues: Understanding airline tire technology and safety
Aug	2001	The Do's & Don't of Airline Interviews
July	2001	Summer Weather Operations
Jun	2001	The Right Stuff
May	2001	Emergency Evacuations
Apr	2001	Flight of Passage: Understanding IOE
Mar	2001	Rising to the Challenge: Understanding the Role of Capt. As a Leader
Feb	2001	Abort! Abort: Managing a Rejected Takeoff
Jan	2001	Cabin Crew Contributions: Understanding the Role of Flight Attendants
Dec	2000	Flight Testing: Understanding the Role of Airline Test Pilots
Nov	2000	Aerodynamics at Work: Understanding Aircraft Design
Oct	2000	Aerodynamics Revisited
Sept	2000	Weather Revisited
Aug	2000	The Glass Cockpit Proficiency Check: Part 2
July	2000	The Glass Cockpit Proficiency Check: Part 1
June	2000	Maintenance Support
May	2000	Decisions: Landing or Go-Around
April	2000	Dangerous Goods
Mar	2000	The Ideal First Officer
Feb	2000	Air Rage: The threat is real
Jan	2000	Control Issues: Understanding flight control systems
Dec	1999	Strength in Numbers: Understanding your union's role
Nov	1999	Every Pilot's Best Friend: Understanding the role of the dispatcher
Oct	1999	Aircraft Amperage, Aircraft Systems: Understanding basic electrics
Sept	1999	Invisible Strength, Aircraft Systems: Understanding basic hydraulics
August	1999	Air Care: Aircraft Systems Pressurization
July	1999	This Side Up: Understanding unusual attitude recovery
June	1999	Go With The Flow: Basic aerodynamics factors in flight
May	1999	Airline Interviewing: Preparing for a jet simulator check ride
April	1999	Flying Safely: A product of pilot attitude

March 1999	Weather Wise: Applying operational meteorology
Feb 1999	CAT: Recognizing clear air turbulence
Jan 1999	Probation Perspective: A Flight Manager's Perspective
Dec 1998	Cockpit Culture and CRM : Understanding your workplace
Nov 1998	World Wide Wings: Understanding international operations
Oct 1998	Airport Operations: Airport Environment demands extreme caution
Sept 1998	Jet Set: Understanding jet engine technology
July 1998	The Air Up There: High altitude can effect your health
April 1998	The Ideal Captain
March 1998	FOG
Feb 1998	Know Your Regulations
Jan 1998	Airframe Icing
Dec 1997	Flight Maneuvers Part II
Nov 1997	Flight Maneuvers Part I
Oct 1997	The Simulator Check Ride
Aug 1997	Wind Shear
July 1997	Thunderstorms
June 1997	Holding Patterns
May 1997	Frontal Activity
April 1997	Hydroplaning: Keep your wheels rolling
March 1997	Brief This Approach!
Feb 1997	Coffin Corner (High-altitude meteorology
Jan 1997	V Speeds: Flying the Numbers
Nov 1996	See and be Seen TACAS II

All of the above articles were written for the *Airline Pilot Careers*, an aviation pilot career publication, with a global distribution.

A regular contributor to the *INFLIGHT*, a monthly publication of general aviation and commercial aviation business interest.

CIVIL AVIATION TRAINING, Issue number 4, THE AIRLINES FACE TCAS An international training publication for both **FAA** an **ICAO** training.

FLEARLESS FLIGHT, *Christian Science Sentinel*, June 23, 1997 an issue dealing with common fears of flying.

Aviation Consulting Services

Expert Witness Professional Fee Schedule

Retainer.....\$1,500
Document Review, Research, Consultation and Report Preparation... \$225/hr
Deposition, Court Testimony, \$1,500 per day.....\$1,500
Statement of Employability – Earnings Model – flat fee..... ... \$3,000
Travel Days.....\$600/day

Law Firm.....
Attorney Contact.....
Phone No.....FAX.....
E-mail.....
RE.....
.....
Case File No.....

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Robert E. Norris Depositions and Trial Testimony (2000-2009)

April 9, 2008 David Solomon v. Delta Airlines, Inc Deposition
 Superior Court, County of Los Angeles, California
 Case No. YC055047

February 15, 2008	William L. Hoeper v. Air Wisconsin Airlines District Court, County of Denver, Colorado Case No. 05CV9967	Trial
October 2, 2007	William L. Hoeper v. Air Wisconsin Airlines District Court, County of Denver, Colorado Case No. 05CV9967	Deposition
October 29, 2007	Brian Wootton-Woolley v. Bayshore Eye Assoc. 333 rd Judicial District Court, Harris County, Texas Cause No. 2006-35550	Deposition
January 15, 2007	Kahaulopua v. Perry, Kong Enterprises First Circuit Court, Hawaii Civil No. 03-1-2019-10 (RKOL)	Arbitration Hearing
January 4, 2007	Kahaulopua v. Perry, Kong Enterprises First Circuit Court, Hawaii Civil No. 03-1-2019-10 (RKOL)	Deposition
August 22, 2006	Hollis v. Hillard Court of Common Pleas, Wayne County, Ohio, Case No. 96-DR-0633	Court Hearing
April 20, 2006	Palmer v. Meester Superior Court of California, County of Stanislaus Case No. 332246	Deposition
Jan. 13-14, 2004	Hubbard v. Pacific Flight Services Superior Court of California, County of Butte, Case No. 125831	Trial
Sept. 15, 2003	Lynn Tasker v. American West Airlines, Inc. US District Court of Arizona No. CIV-01-2159-PHX-PGR	Deposition
June 10-12, 2003	Charter Aviation, Inc. v. Pacific Valley Aviation Superior Court of California, County of Colusa, Case No. CV22422	Trial
May 27, 2003	Hubbard v. Pacific Flight Services Superior Court of California, County of Butte Case No. 125831	Deposition
Nov. 6, 2002	Lance Cleaver v. County of Monterey Superior Court of California, County of Monterey Case No. M55628	Deposition
May 8, 2000	Mary Cummings v. Department of the Navy US District Court, District of Columbia Case No. 1:98CV01183	Deposition