

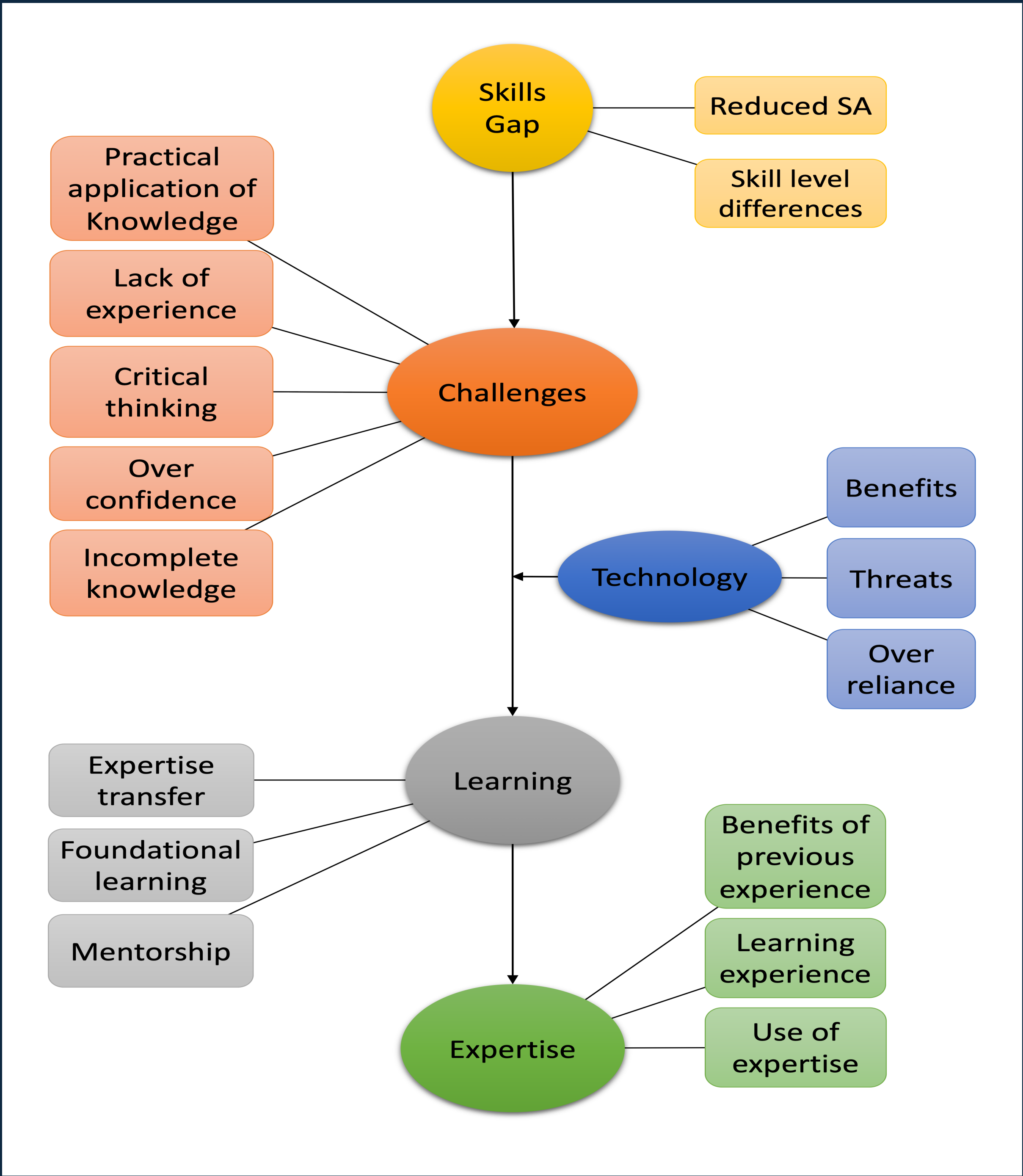
EXPERIENCE AND EXPERTISE: FROM THE FLIGHT DECK TO THE FLIGHT SCHOOL

Identifying and Addressing the Skills Gap in Novice Pilots

Fabio Davoli
School of Engineering

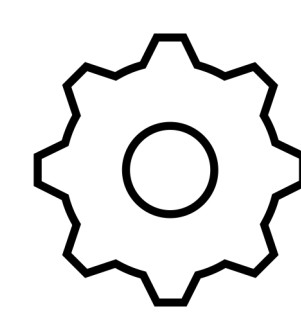


Better preparation for airline operations requires **deliberate expertise transfer**, **realistic practice**, and a culture where novice pilots actively learn from experienced captains



1. Introduction

- Novice pilots enter flight decks with limited experience
- Feedback from students and airline Captains suggests some underdeveloped skills and poor level of competence



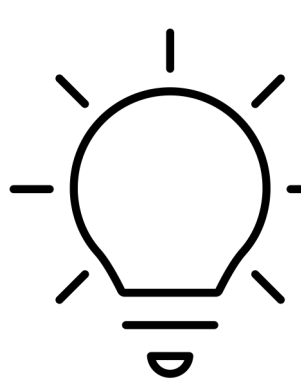
2. Methods

- 15 airline Captains (>5,000 flight hours each), frequently flying with inexperienced pilots (<1,500 flight hours)
- Semi-structured interviews (45–90 min) conducted online
- Thematic analysis following Braun & Clarke (2006) six-phase approach



3. Results

- Strong procedural performance coexists with weaker adaptive and non-technical skills (Fig. 1 & 2)
- Modern training appears not effective at developing tacit, adaptive expertise needed



4. Discussion

- The skills gap in novice pilots can be partially bridged through expertise transfer from experienced pilots (Fig. 3)
- Exposure to realistic operational scenarios enhances the quality of learning

Fig. 1 – Perceived strongest competencies · N=15

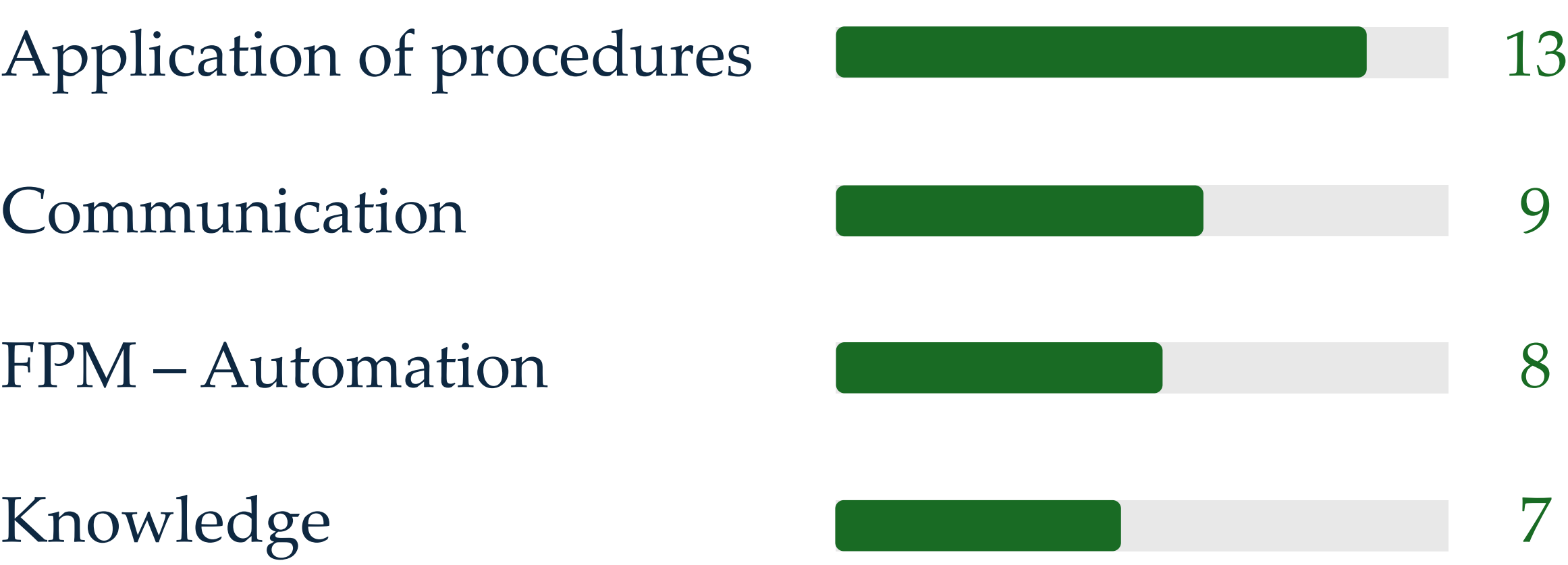


Fig. 2 – Perceived weakest competencies · N=15



Fig. 3 – The path to greater proficiency

