


## **Senate Commerce Committee Nominee Questionnaire, 116<sup>th</sup> Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

## A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):  
Michael "Mike" Edward Graham.
2. Position to which nominated:  
Board Member, National Transportation Safety Board.
3. Date of Nomination:  
January 9, 2019
4. Address (List current place of residence and office addresses):  

5. Date and Place of Birth:  
August 21, 1963; Albuquerque, NM.
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).  
Spouse: Lori Priddy Graham; Owner of Designing IHS, LLC; Executive Director of 100<sup>th</sup> of the 19<sup>th</sup> Foundation  
Son: Matthew Thomas Graham (28 years old);  
Son: Zachary John Graham (25 years old).
7. List all college and graduate degrees. Provide year and school attended.  
BSME, University of New Mexico, Albuquerque, NM, 1986.
8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.  
*All previous employment relevant to nominated position.*
  - (a) Naval Aviator / Fleet Pilot - F/A-18, A-7E / Flight Instructor F/A-18 - U.S. Navy;  
NAS Lemoore, CA, NAS Beeville, TX, NAS Whiting Field, FL, & NAS Pensacola, FL;  
1986 - 1995;

Division Leader, Training Officer, Avionics/Armament Division Officer, Naval Air Training and Operation Procedures Standardization (NATOPS) Evaluator, Navy Occupational Safety and Health (OSHA) Officer, Assistant Safety Officer, Scheduling Officer, Drug and Alcohol Program Manager, Communication Security (COMSEC) Officer.

(b) F/A-18 Aircrew Instructor / Subject Matter Expert - Boeing/McDonnell Douglas;  
St. Louis, MO;  
1995 - 1997;  
Integration Engineer and Operational Analyst.

(c) Director, Flight Operations Safety, Security & Standardization -Textron Aviation, Inc. (Cessna/Hawker/Beechcraft);  
Wichita, KS;  
1997 - present;  
Demonstration/Transportation/Production Flight Test & Delivery Pilot, Oversees Managers of Air Safety Investigation, Airport Operation and Control Tower, Training Supervisor.

9. Attach a copy of your resume.  
See Attachment 1.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.  
None.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

(a) Air Charter Safety Foundation: Chairman July 2018 - present, Vice Chairman July 2017 – July 2018, Board of Governors 2013 - present.

(b) National Business Aviation Association Safety Committee, Single Pilot Safety Working Group Lead, 2015 – present.

(c) General Aviation - Information Analysis Team, 2017 - present.

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization,

private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

(a) Air Charter Safety Foundation, 2012 - present, Chairman, Vice Chairman, Member

(b) National Business Aviation Association Safety Committee, 2012 - present, Single Pilot Safety Working Group Chairman, Member

(c) General Aviation - Information Analysis Team, 2017 - present, Member

(d) Westwood Presbyterian Church, 2015 - present, Member

(e) Eastminster Presbyterian Church, 2001 - 2015, Member

(f) Ninnescah Sailing Association, 2004 - 2009, Member and Junior Sailing Chair

(g) Republican Precinct Committeeman, 2018 – Present, Precinct 514

(h) American Legion Post 4 Wichita, KS, 2017 - present, Member

(i) Team RWB (Red, White & Blue), 2018 - present, Member

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

Republican Precinct Committeeman – No debt.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the

campaign, including the candidate, year of the campaign, and your title and responsibilities.

Republican Precinct Committeeman, 2018 – March 2019, Precinct 514 Wichita, Sedgwick County, KS.

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years.

No donations over \$500.

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

(a) U.S. Navy (1986 – 1995)

- a. Navy Achievement Medal for OSHA Safety Program
- b. Joint Meritorious Unit Commendation
- c. Southwest Asia Service Medal w/ Bronze Star
- d. National Defense Service Medal
- e. Armed Forces Expeditionary Medal
- f. Battle “E” Award
- g. Sea Service Deployment Ribbon (2<sup>nd</sup> Award)
- h. Top Eleven Award (Air Wing 11) for best landing grades on USS Abraham Lincoln (2 Awards), 1991

(b) McDonnell Douglas

- a. Quality Achievement Award, McDonnell Douglas, 1997

(c) Cessna Aircraft Company

Leading Edge Award (3 Awards), Cessna Aircraft Company, 2001, 2005, 2006.

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

*Presentations:*

2019 Air Charter Safety Symposium, March 12, 2019, NTSB Training Center, Ashburn, VA, “ACSF Year-in-Review & Challenges Ahead”.

National Business Aviation Association – Business Aviation Convention & Exhibition (NBAA-BACE) Single Pilot Safety Standdown, October 15, 2018, Orlando, FL, “Moving from Safety Awareness to Safety Performance: Balancing Business and Flying Priorities”, Panel Moderator and Presenter.

FAA InfoShare, September 20, 2018, New Orleans, LA, “Aviation Safety Action Program (ASAP) Reported Wake Turbulence Event.”

2018 Air Charter Safety Symposium, March 13, 2018, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) Panel Discussion”.

FAA InfoShare, March 22, 2013, Baltimore, MD, “Flying in/out of an Uncontrolled Airport”.

Twin Cessna Flyers Fly-In Convention, Tucson, AZ, May 18, 2017, “Single Pilot Accident Data and Safety Issues”.

FAA InfoShare, April 20, 2017, Pittsburg, PA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”.

2017 Air Charter Safety Symposium, March 7, 2017, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”.

18. List digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

Facebook: Mike Graham, Dormant,

<https://www.facebook.com/profile.php?id=100011424901210>

Twitter: Mike Graham@0989295, Dormant,

<https://twitter.com/gra0989295>

LinkedIn: Mike Graham, Active,

<https://www.linkedin.com/in/mike-graham-3a2918146/>

DailyMile: Mike G., Deleted,  
<http://www.dailymile.com/people/citationdude#ref=tophd>  
Strava: Mike Graham, Active.

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.  
None.

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I started my career in service to my country in the U.S. Navy and spent 9 years in that capacity. If confirmed, it would be an honor and privilege to serve my country again as a Board Member of the NTSB. My entire career has been in aviation, with the majority of it in the safety field. As a safety professional, my mandate is to serve my squadron or flight department by managing the risks of the operation and reducing them to an acceptable level to complete the mission. Advising Congress on programs that will do this nationwide in all modes of transportation will be my focus.

The safety roles I held in my professional career have been organized similar to the NTSB, as an entity embedded in the organization but independently reports outside the organization to ensure accuracy and transparency with no conflicts of interest. Like the NTSB, I worked with all departments and their leaders to advise them on their operational risks, make safety and policy recommendations, highlight awareness, and collaborate between functional departments and the industry to ensure safe operations for all.

I bring unique experience to the Board as a Director of Safety. With my dual experience as an Original Equipment Manufacturer with a large flight operation and as a military flight operations officer with a safety focus and operations in the high-risk environment of an aircraft carrier. My extensive experience and training in Safety Management Systems (SMS) can be implemented across all modes of transportation. An SMS is the most effective way of mitigating risk while maximizing resources.

I'm not a lobbyist, an academic, or a policy institute advisor. I'm an operator who has been managing the risks of its operations by following the rules and regulations in order to complete the company's mission. I lead by

example and strive to have organizations not just meet minimum standards, but be world class in their performance. I work within the industry to come up with best practices and steer meaningful change in the interest of safety. You can expect for me to do the same at the NTSB, if confirmed. That is my promise to Congress, the President and the American people.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

If confirmed, I will abide by the legislative mandate of the NTSB. I will work closely with the Chairman, Board Members and the staff of the NTSB to regularly evaluate and ensure the effectiveness and accountability of the department. This includes being a good steward of the budget provided by Congress and meeting all requests and deadlines of Congressional committees.

My management training and experience started early in my aviation career in the U.S. Navy. Besides being a Division Leader in Attack and Strike Fighter aircraft, I managed and led an avionics/armament division for a deployed fleet squadron. I also served as Training Officer for the West Coast F/A-18 Fleet Replacement Squadron and Assistant Safety/OSHA Officer for over 600 personnel.

As a military contractor, I helped lead a major avionics effort to deliver critical design changes for the new Strike Fighter F/A-18 E/F aircraft. I led the avionics integration effort as liaison between software engineers and the U.S. Navy Flight Test and Weapons School Community. The result was a quality product within price and on performance, while reducing schedule and technical risks to the production aircraft's software development.

As Director of Flight Operations Safety, Security & Standardization at Textron Aviation, I am responsible for the safe and secure operations of all domestic and international flights conducted in support of the largest general aviation (GA) manufacturer in the world. During my time as Director, I successfully led the aviation safety, security, and standardization efforts in merging two iconic aircraft companies, Cessna and Beechcraft, into one company with 9 separate and unique flight departments.

I currently direct the Safety Management System (SMS) for all flight operations which includes several hundred personnel. In addition, I also oversee two operating airports, a control tower and the largest and most active aircraft accident air safety investigator department, second only to the NTSB.



Additionally, I collaborate across the aviation industry to promote safety and awareness among single pilot operators, the charter industry and general aviation. As Chairman of the Single Pilot Safety Working Group of the National Business Aviation Association's Safety Committee, Chairman of the Air Charter Safety Foundation, and member of the General Aviation – Information Analysis Team (GA-IAT), I work with other industry experts to reduce the accident rate of single pilot, charter and GA operators, providing best practices, awareness, training, tools and resources for these operators. I am passionate about safety.

22. What do you believe to be the top three challenges facing the department/agency, and why?

(a) *Effectively Influencing Accident Rates for All Modes of Transportation.*

Determining probable cause of an accident is important so we can categorize the event. This is also important for tracking and determining trends of accident causation. If our strategy is to truly decrease accident rates in all modes of transportation, then we need to determine all the underlying factors behind the accident.

The only way to do this is to determine the human factors that attributed to the cause of the accident and understand these issues. I feel the NTSB should focus more time and effort on the human factors of an accident. Many of the recent NTSB accident reports are void of human factors analysis of the accident. More thorough analysis is required and should be supported in the accident analysis and causation report. This analysis includes a better understanding in four areas: People, Environment, Actions and Resources.

Future investigations and reports should include thorough analysis of the physical, physiological, psychological and psychosocial factors of those involved in the accident. The environment is important but not just the physical but the organizational environment that they subjected to. Their actions need to be better understood for making a determination of accident causation, as well as the resources they are provided (or not provided) and how they interact and use these resources. Until we determine the drivers behind the accident and address these human factors, we cannot significantly decrease accident rates.

(b) *Data Downloads, Analysis and Sharing.*

The NTSB is severely undermanned in its data lab. Major accidents are given priority and are thoroughly analyzed quickly. However,

the majority of accidents are non “Go Team”, and their data drives are not downloaded or analyzed for as long as a year after the accident or not at all. The lack of personnel in the lab is evident, but so is its capability of the technology used.

Many of the Party Members to an accident currently have the capability to download accident data on-site and the ability to start analyzing it immediately, but they are not always allowed to do this. Removing this hindrance would help the Investigators-in-Charge begin to pinpoint possible accident causes earlier in the investigation. It also would give the Party Members the ability to address areas of concern in their products quicker and formulate fixes or warnings to the industry faster, helping to avert another accident in this area. Eventually, when the NTSB Data Lab gets to analyzing this accident at a later date, they will be able to confirm the accuracy or inaccuracy of the data.

(c) *Unmanned Vehicles.*

Technology advances in unmanned vehicles is progressing quickly and will soon inundate the transportation industry. Many modes of transportation have already adopted unmanned transportation vehicles and they are growing at an exponential rate. The NTSB needs to get ahead of this and become experts in the field quickly.

Integration of these vehicles with manned vehicles will be an issue, but so will the analysis of technical short falls in the unmanned vehicles. This has the potential for causing accidents. The NTSB needs to expand the staff of experts in the design, programming, integration and fail-safe systems of unmanned vehicles. The investigators have already worked on a few of these accidents, but no one can fully appreciate the risk of unmanned vehicle accidents, with how fast they are progressing and the increased numbers of vehicles coming online.

## B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

I have no financial arrangements, deferred compensation agreements or other continuing dealings with business associates, clients or customers. I have a retirement account created by my current employer, Textron, Inc. which is a defined contribution plan. I will also continue to participate in Textron, Inc.'s defined benefit pension plan. The benefit value will be established upon my resignation from Textron. Both plans are described in Part 3 of my Executive Branch Personnel Public Financial Disclosure report.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. I agreed to take those actions that are outlined in my letter to the DAEO; a copy is enclosed. These commitments constitute my ethics agreement as identified in the ethics regulations.

Upon my confirmation, I will resign from my position with Textron, Inc. Because I will continue to participate in this entity's defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc. to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). For a period of one year after my resignation from Textron Inc., I also will not participate

personally and substantially in any particular matter involving specific parties in which I know Textron, Inc. is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will also resign from my positions with the Air Charter Safety Foundation and the National Business Aviation Association. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

My spouse is the sole owner of Designing IHS, LLC. As long as my spouse is an owner of the company, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Designing IHS, LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C § 208(b)(1). I also will not participate personally and substantially in any particular matter involving specific parties in which I know a client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. I agreed to take those actions that are outlined in the letter to the DAEO; a copy is enclosed. These commitments constitute my ethics agreement as identified in the ethics regulations. I am not aware of any other potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Governmental Ethics and the NTSB's DAEO to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with

the terms of an ethics agreement that I have entered into with the NTSB's DAEO and that has been provided to this Committee. Pursuant to that agreement:

- As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.
- Upon confirmation, I will resign from my position with Textron, Inc. I hold stock in Textron, Inc. I do not hold stock options or restricted stock. If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests, including Textron Inc., I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1). In that event, I understand I also may be directed to divest my interest in Textron, Inc., and will do so within 90 days of such order.
- I also participate in Textron, Inc.'s defined benefit plan. Because I will continue to participate in this entity's defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc., to provide this contractual benefit, unless I first

obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). For a period of one year after my resignation from Textron Inc., I also will not participate personally and substantially in any particular matter involving specific parties in which I know Textron, Inc. is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

- Upon confirmation, I will resign from my positions with the Air Charter Safety Foundation and the National Business Aviation Association. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).
- My spouse is the sole owner of Designing IHS, LLC. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Designing IHS, LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I also will not participate personally and substantially in any particular matter involving specific parties in which I know a client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).
- If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.
- I will meet in person with the NTSB's DAEO during the first week of my service in the position of Board Member in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305.

- Within 90 days of my confirmation, I will document my compliance with the ethics agreement by notifying OGE in writing when I have completed the steps described in the ethics agreement.
6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None.

## C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
  - a. Provide the name of agency, association, committee, or group;
  - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
  - c. Describe the citation, disciplinary action, complaint, or personnel action;
  - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No.



5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

#### **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.

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(Nominee is to include this signed affidavit along with answers to the above questions.)

**F. AFFIDAVIT**

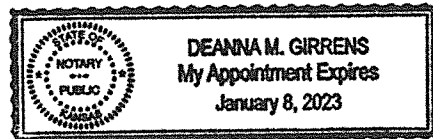
Michael E. Graham being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Michael E. Graham

Signature of Nominee

Subscribed and sworn before me this 30 day of April, 2019.

Deanna M. Girrens  
Notary Public



# MICHAEL E. GRAHAM

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## OBJECTIVE

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An executive level position with the National Transportation and Safety Board that allows me to employ my decades of experience to contribute to US National transportation safety and security.

## FLIGHT QUALIFICATIONS

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### RATINGS & CERTIFICATIONS

Airline Transport Pilot: Airplane MEL  
CE-500, CE510S, CE-525S,  
CE-560XL, CE-680, CE-750  
Commercial Pilot: Airplane SEL  
FAA First Class Medical

### AIRCRAFT FLOWN

#### Civil

CE-750, CE-700, CE-680/A  
CE-560XL, CE-560  
CE-550, CE-525C/B/A  
CE-525, CE510, C208  
BE-76, BE-250  
C172, C182, C206

#### Military

F/A-18 A, B, C, D  
A-7E, TA-7C  
TA-4J, T-2C, T-34C  
CE-530, L-39, PT22

## EXPERIENCE

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### DIRECTOR, FLIGHT OPERATIONS SAFETY, SECURITY & STANDARDIZATION

Textron Aviation, Inc (Cessna/Hawker/Beechcraft), Wichita, KS

Sep 1997 – Present

Responsible for the safe and secure operations of all domestic and international flights conducted in support of the company. Flight departments supervised include Demonstration, Transportation, Training, Pro-Ownership, Production Flight Test & Delivery across 3 divisions, Engineering/Experimental, and Defense. Direct the Safety Management System (SMS) and its certification. Direct all safety and security initiatives, develop and promote a positive safety culture, and ensure all flight operations personnel operate in a standardized manner. Direct and manage threat risk assessments for all international flight operations. Direct and manage daily operations at two company airports and a control tower. Supervise the largest general aviation Air Safety Investigation Department.

**Production Flight Test / Delivery / Demonstration Pilot** - Evaluate production aircraft for acceptance and delivery to clients; deliver new and used aircraft to clients; perform post-maintenance and ferry flights; provide technical and professional assistance to the new aircraft and advanced design teams; and demonstrate the features and benefits of the Cessna Citation X, Sovereign, Excel/XLS/XLS+, Ultra/Encore+, Bravo, CJ, Mustang and Caravan aircraft to prospective clients, ensuring safe, comfortable, and timely demonstrations. My efforts resulted in countless aircraft demonstrations and hundreds of satisfied customer deliveries.

**Safety, Compliance & Training Supervisor** – Responsible for planning, developing, implementing and conducting safety and training programs for all department pilots. Developed and implemented a Safety Management System (SMS) within the Production Flight Test Department. This system allowed Textron Aviation to minimize the risks of flight testing while maximizing resources.

### F/A-18 AIRCREW INSTRUCTOR / SUBJECT MATTER EXPERT

Boeing/McDonnell Douglas, St. Louis, MO

Mar 1995 – Sep 1997

Instructed Fleet Naval Aviators in the use of proprietary simulators/software and developed new courseware for U.S. and foreign military pilots. Evaluated F/A-18 E/F proposed designs, and led/managed Proprietary Programs as Operational Analyst and Lead Integration Engineer. Worked closely with an integrated product team to develop a design that solved concerns of fighter aircraft target cueing. The data produced by this process enabled the customer to make informed decisions on performance vs. price and lessened both the schedule risk and technical risk to the production aircraft's software development.

### NAVAL AVIATOR / FLEET PILOT – F/A-18, A-7E / F/A-18 FLIGHT INSTRUCTOR

U.S. Navy, VFA-125, VA/VFA-94, VA-122, VT-25/26/2

Jun 1986 – Mar 1995

As a carrier based Naval Aviator, advanced from Ensign to Lieutenant Commander while accumulating 1800 accident free hours. As a Division Leader, led Combat Air Patrol (CAP) missions over Iraq and Kuwait in support of Southern Watch. The capstone of my Navy career was the two highly successful operational deployments, flying the F/A-18 Hornet in Desert Storm and the A-7E Corsair during Westpac '89 - '90. Instructed all phases of student training in flying the F/A-18 aircraft. Collateral duty responsibilities included managing personnel, coordinating training and safety programs. Never lost an aviator or aircraft to enemy action or accident under my command.

# MICHAEL E. GRAHAM

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**Training Officer:** Scheduled and tracked all academic, simulator and flight events for 70 replacement pilots and 40 instructor pilots. Helped graduate over 300 Fleet Pilots who served aboard aircraft carriers around the world. Implemented a new "Instructor-Under-Training (IUT)" syllabus that reduced required sorties by 50% to expedite training of qualified instructors and ease manning shortfalls. Was handpicked to develop the first ever F/A-18 Aircrew Coordination Training (ACT) syllabus for fleet-wide implementation. Personally, trained the first select group of ACT Instructor Pilots.

**Avionics / Armament Division Officer:** Led over 50 personnel during transition and training from the A-7E to the F/A-18C. This was accomplished in the shortest turnaround time ever seen by the Navy with the onset of Desert Storm.

**Naval Air Training and Operation Procedures Standardization (NATOPS) Evaluator:** One of two Instructor pilots who served as the model manager for all Navy and Marine F/A-18s. Evaluated all F/A-18 Standardization Pilots.

**Navy Occupational Safety and Health (OSH) Officer:** Created and implemented OSH program for 600 squadron personnel. The program contained the most comprehensive training and tracking system ever seen by Wing, Safety School and Industrial Hygiene Auditors. The Wing adopted this program as the model for all squadrons.

## ADDITIONAL LEADERSHIP ROLES

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### AIR CHARTER SAFETY FOUNDATION:

Board of Governors, 2012 – Present; Vice-Chairman, 2017 – 2018; Chairman, 2018 - Present

### NATIONAL BUSINESS AVIATION ASSOCIATION:

Safety Committee, 2012 – Present;  
Chairman of Single Pilot Safety Working Group, 2016 – Present

### FEDERAL AVIATION ADMINISTRATION:

General Aviation Safety Information Analysis Team, 2017 - Present

## EDUCATION

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### UNIVERSITY OF NEW MEXICO:

B.S. in Mechanical Engineering, 1986

### TEXTRON AVIATION:

Building Leadership Capabilities, October 2007  
Developing Leadership Excellence Course, September 2008  
Six Sigma Green Belt Certified, February 2010

### UNIVERSITY OF SOUTHERN CALIFORNIA:

Aviation Safety Management Systems Course, January 2009

### U.S. DEPARTMENT OF TRANSPORTATION, TRANSPORTATION SAFETY INSTITUTE:

Basic Aircraft Accident Investigation Course, April 2018

## AWARDS

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### UNITED STATES NAVY:

*Top Eleven Award* (Air Wing 11) for best landing grades on USS Abraham Lincoln - two times - 1991  
*Navy Achievement Medal* for Occupational Safety and Health program - 1993

### MCDONNELL DOUGLAS:

*Quality Achievement Award* 1997

### CESSNA AIRCRAFT:

*Leading Edge Award* - 2000, 2005, 2006

### BOY SCOUTS OF AMERICA:

*District Award of Merit, White Buffalo District*- 2008