



The Australian Warbirds Association Ltd

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FAST FOUNDATION AND PRINCIPLES

(Operating Policies and Procedures)

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Overview

The Formation and Safety Team (FAST) program was a product of perceived need within the warbird community to standardize and increase the safety of formation flying. Warbirds have flown formation for years; however, with the passage of time the original military-trained pilots retired from flying as non-military pilots began to fly these machines. They began a learning process for flying formation that was at times haphazard and occasionally without discipline. Further, each of the various warbird organizations created procedures and signals, which were unique to their own requirements and based on the experience of their membership.

In 1993, the first Warbird Operators Conference was held in Galveston, Texas and an historic event occurred; the various warbird organizations agreed to investigate and adopt a common national program for formation flying.

A committee was created composed of persons very interested and skilled in formation flight. The ad-hoc committee investigated the information available and came to the realization that the T-34 Association had created the *Formation Flight Manual* which could serve as the common standard. Further, the Darton Video, *Formation Flying, the Art* was available which visualized and provided instruction using the Formation Flight Manual procedures.

A meeting was held in Oshkosh to discuss the concepts. The committee members agreed they had formation flight expertise in fighter type aircraft, and thus the program was initiated and limited to low-wing, bubble- canopy, warbird aircraft. Following the Oshkosh meeting, notices were sent to all the organizations present at the Galveston meeting asking for active formation programs.

Five organizations: Canadian Harvard Aircraft Association, Confederate (now Commemorative) Air Force, EAA Warbirds of America, North American Trainer Association, and the T-34 Association responded with an agreement to participate. Two representatives from each of the five organizations were appointed by their management to serve on the permanent committee. The committee created an acronym, which became known as FAST and was charged with preparing the materials to implement the system of standardized formation flight.

Numerous check pilots were appointed throughout the United States and Canada, selected from the ranks of the signatories. They were tasked with providing a method to evaluate pilots and administer formation flight checks based on this new standard. Qualified committee members were selected to create the manuals needed and the entire committee thoroughly discussed and approved the final versions. A mission statement was prepared to serve as a focus for the committee. In 1995, the Valiant Air Command and the Yak Pilots Club (now the Red Star Pilots Association) joined FAST and adopted the program.

Throughout the FAST formative process, interested representatives of other organizations pursuing formation programs were invited and attended FAST committee meetings as guests. The liaison group, which became the "Joint Liaison Formation Committee," was specifically approved to use copyrighted FAST documents and manuals in the creation of their formation program and was given formal signatory status in 1997. The Fighter Group was also brought under the FAST umbrella as defined by their manual 2000.

MISSION STATEMENT

The mission of FAST is to facilitate and promote safe formation flying for pilots operating aircraft through a review of criteria to be utilized by its members to standardize formation flight performance evaluation.

Explicit in this process is the promulgation and use of adopted standards.

FAST Foundation Principles

1. The FAST program encourages and the signatory organisations are committed to providing inclusive venues of learning for the aspiring warbird formation pilot.
2. Formation flight is demanding and must be approached with professionalism and a safety-first attitude.
3. Attitude and flight discipline are core concepts of safe formation flight.
4. FAST is dedicated to the promotion of safe formation flight. Unsafe formation flying practices negatively impact our aviation community. All FAST formation pilots are encouraged to impart constructive criticism and positive counsel to any among us who demonstrates unsafe formation flying.
5. The Australian Warbirds Association has developed and will maintain training guidance for our specific aircraft and pilots. These training materials incorporate many Australian (primarily RAAF) standard operating procedures but are derived from the concepts, procedures and policies contained in the following, four-part FAST Intercontinental Formation Guideline:
 - *FAST Foundation and Principles*
 - *FAST Radio Communication and Visual Signals*
 - *FAST Formation Maneuvers Guide*
 - FAST practical test guides for wingman and flight leader
6. The FAST guideline, combined with AWAL's training manual and standard operating procedures (SOP) are considered the minimum requirement to qualify for a FAST formation credential.
7. The criteria used for pilot evaluation and credential issuance is demonstration of the knowledge contained in the FAST formation guideline documents and AWAL's training manual. This demonstration is performed using the FAST practical test guides and the *FAST Flight Evaluation Form*, appropriate to the competence level desired.
8. The FAST committee has created the guidelines and the tests to show compliance. The Australian Warbirds Association will, within the regulations governing general and formation flying in Australia as put forth by the Civil Aviation Safety Authority (CASA), accept FAST approvals issued by other signatory organisations (A formation-rated pilot belonging to one signatory organisation is approved by all the organisations with no further check rides needed. This does not eliminate the responsibility of the signatories and flight leaders to assure currency and aircraft-type-specific airman competency in addition to compatibility with other flight members).
9. A lead and a check pilot have an absolute right to determine who flies in their flight.
10. Excepting forums and training flying, AWAL-sponsored or promoted flying events will require all participants to provide credentials of formation flight competence and currency.
11. The FAST program is based on voluntary compliance and the integrity of all member formation pilots.

Formation Requirements

In order to participate in FAST formation flight, a pilot must be qualified with respect to the formation requirements. There are three levels of qualification: wing pilot, lead pilot, and check pilot. (Note: there are two additional qualifications for organizations that have a formal 2-ship credential program: 2-ship wing pilot and 2-ship lead pilot)

The wing pilot level is available to anyone who qualifies. The lead pilot level requires extensive experience as a wing pilot, as well as ability and aeronautical knowledge. Check pilot selection will be dictated by need as determined by the signatory organizations and the national FAST review committee. Check pilots are subject to review by the FAST committee for purposes of standardization, compliance and adherence to policy.

Listed below are the requirements for the various qualifications. These are considered the minimum to apply for the practical test.

Wing Pilot Qualifications:

- Private pilot's license
- 350 hours total time (or 250 hours with a commercial pilot's license)
- 10 hours formation time within the previous two years (military or civilian)
- Complete a ground school conducted by an AWAL-recognized formation organisation
- Current Flying Member of the Australian Warbirds Association
- Practical test recommendation by a current AWAL lead pilot
- Successfully complete practical test

2-Ship Wing Qualifications

- Private pilot's license
- 200 hours total time
- Logged at least five flights of formation instruction with a credentialed lead pilot
- Completed a formal ground and flight training program
- Current Flying Member of the Australian Warbirds Association
- Practical test recommendation by a current AWAL lead pilot
- Successfully complete practical test

Lead Pilot Qualifications

- Private pilot's license
- 500 hours total time (350 hours for current or former civilian, military or airline IPs)
- 30 hours logged formation time as a credentialed FAST wing pilot
- Demonstrated proficiency in each position of a 4-ship
- Complete formal FAST lead upgrade training program

- Current Flying Member of the Australian Warbirds Association
- Practical test recommendation by a current AWAL FAST lead pilot
- Successfully complete practical test

2-Ship Lead Qualifications

- Private pilot's license
- 350 hours total time (250 hours for current or former civilian, military or airline IP)
- 10 hours logged formation time as a credentialed FAST wing pilot
- Demonstrated proficiency in each position of a 2-ship
- Complete formal FAST lead upgrade training program
- Current Flying Member of the Australian Warbirds Association
- Practical test recommendation by a current AWAL FAST lead pilot
- Successfully complete practical test

Check Pilot Qualifications

- Commercial pilot plus one of the following:
 - Current or former CASA-designated ATO
 - Current or former military flight IP
 - Current or former airline check airman
 - Current or former flight instructor (to include holders of a CASA-issued Part 141.035 exemption for instructional purposes)
- 2,000 hours minimum flight time (military or civilian)
- 200 hours minimum formation time (military or civilian)
- 100 hours minimum logged as a credentialed lead pilot
- Current Flying Member of the Australian Warbirds Association
- Recommendation of the Australian Warbirds Association
- Recommendation of two other AWAL FAST check pilots
- Commitment to volunteer and serve the formation flying community
- Agree to abide by all AWAL and FAST formation policies and procedures

Wingman and Flight Leader Check Rides

The scheduling procedures for taking or giving a check ride are relatively simple. There are only a few steps in the process:

1. Review the recommendation ride document and determine if all the requirements have been met. If so, the check ride can proceed at the convenience of the check pilot and the applicant. (the recommending pilot and the check pilot cannot be the same individual).
2. The applicant and the check pilot perform the check ride. The check pilot will use the applicable practical test guide and AWAL's FAST flight evaluation form with the recommendation signed by a lead or different check pilot. The applicant must sign the release/hold harmless clause. If the check ride is unsuccessful, the check pilot will decline to

sign the flight evaluation form. If the check ride is successful, the check pilot will endorse the form. The applicant will send the FAST flight evaluation form to AWAL.

3. For single-place aircraft, it is intended that the applicant will demonstrate competence in a dual-control aircraft prior to the check ride.
4. All flight leader check rides will be performed in a 4-ship flight (no exceptions or waivers except for the 2-ship check ride that will result in 2-ship restricted credentials being issued).

For flight leader check rides, the check pilot can ride with the applicant or conduct the check ride from another aircraft in the flight. Conducting the practical test from another aircraft is strictly at the option of the check pilot. If this option is chosen, no other training or simultaneous check rides will be conducted during the flight unless there is another instructor or check pilot paired with the other student or applicant.

5. All check ride flight members will be at least FAST wing qualified (no exceptions or waivers). Note: A FAST current and qualified instructor riding back seat fulfills this requirement.
6. The successful evaluation forms are to be mailed to the appropriate persons listed. AWAL will, on a case-by-case basis, consider requests to honor other signatories' FAST check pilots for applicants who wish to earn signatory-specific formation pilot patches, provided the applicant is a member of both AWAL and the organisation from which the patch will be issued.

Waiver Policy

A waiver is an exception to the rule and is normally considered only if there is a compelling reason to do so.

If all the requirements for a check ride have not been met, and the check pilot feels the applicant is qualified, the check pilot can request, prior to conducting the check ride, a waiver of some of the requirements.

The waiver application will contain the applicant's qualifications and describe the premise of good cause. The waiver request will first go to AWAL for review. If approved, it will then be forwarded to the chairman of the FAST review committee (the FAST president). The chairman will confer with at least two other members of the review committee before granting or denying the request. The chairman of the FAST review committee will communicate the decision to the check pilot. Upon approval of the waiver, the check ride can be performed.

Currency

Formation flight is an art that deteriorates without practice. Thus, there is a requirement for currency for formation flight. AWAL will determine currency of formation-rated pilots and **WILL NOT ISSUE ANNUAL FAST FORMATION CREDENTIALS TO A PILOT UNLESS THAT PILOT IS DETERMINED TO BE CURRENT.**

Currency Records

The *Formation Proficiency Report* is the reporting form that lead and wing pilots use to record that they meet the FAST standard for safe, competent formation flight throughout the complete range of maneuvers, from takeoff to landing. Lead or check pilots are responsible for completing and endorsing the *FPR* for wing pilots. The wing pilot is then responsible for forwarding the completed *FPR* to AWAL. To complete an *FPR*, lead pilots must lead a flight with another lead or check pilot in the flight. The lead or check pilot flying in the wing position can endorse the *FPR* for the reporting lead pilot. As with wing pilots, the lead pilot is responsible for forwarding the completed *FPR* to his/her signatory organization. If a lead or wing pilot does not meet the FAST criteria for safe, competent formation flight, training is recommended and an *FPR* is not submitted for that pilot. Formation currency is determined to continue through to the end of the following calendar year after the date of the *FPR*.

MAINTAINING WING PILOT QUALIFICATION

A wing pilot can maintain continuous currency by flying at least once during each calendar year on the wing of a lead or check pilot, and documenting the flight by submitting a *Formation Proficiency Report (FPR)*. Active military pilots remain current and proficient by flying formation on most of their missions. They may submit an *FPR* to AWAL on this basis. AWAL and FAST recommend that all pilots fly formation as much and as frequently as possible to maintain their proficiency.

When a wing pilot submits a *Formation Proficiency Report* endorsed by a lead or check pilot during any given calendar year, the wing pilot's currency, and FAST credentials will expire on December 31st of the year following submittal of the *FPR*. As an example, an *FPR* submitted in April of 2015 will establish currency for the pilot through 31 December, 2016, and his/her FAST card credential would expire on that date as well. Once a wing pilot's currency has expired, a check ride with a FAST check pilot will be required to reestablish currency.

MAINTAINING LEAD PILOT QUALIFICATION

A lead pilot can maintain continuous currency by leading a flight at least once during each calendar year with either a lead or check pilot flying in the formation. The lead pilot wishing to maintain currency must be endorsed by another lead or check pilot in the flight on a separate proficiency report. An *FPR* submitted during any given calendar year will establish currency for the lead pilot through December 31st of the year following submittal of the *FPR*. As an example, an *FPR* submitted in April of 2015 will establish currency for the pilot through 31 December, 2016, and his/her FAST card credential would expire on that date as well. Once a lead pilot's currency has expired, a check ride with a FAST check pilot will be required to reestablish currency. A lead pilot reverts to wing pilot status if formation flight currency has only been in the wing position.

MAINTAINING CHECK PILOT QUALIFICATION

Check pilots must stay current as well. When a check pilot attends a check pilot meeting during any given calendar year, the check pilot's currency will expire on December 31st, two years after attending a check pilot meeting. As an example, a meeting held in July of 2015 will establish

currency for the check pilot through 31 December, 2017. The standardisation meeting will generally concern itself with assuring that the check pilots are adhering to the current standards and policies. It will also provide a discussion arena for improving check rides and problem solving.

In addition, for check pilots to maintain their credentials, they must provide a reasonable level of service to the formation flying community. Inactivity, lack of attendance at standardisation meetings and/or not adhering to FAST policies, procedures and standards will result in individual check pilots being removed from the check pilot roster of their own organisation and the FAST registry.

To maintain check pilot status, a check pilot must:

1. Attend at least one check pilot standardisation meeting every two years AND
2. Continue receiving AWAL's recommendation to serve as a check pilot AND
3. Meet at least one of the following additional requirements:
 - a. Conduct at least one check ride every two years OR
 - b. Give and report five hours of dual formation instruction annually OR
 - c. Lead a 4-ship at three demonstrations annually OR
 - d. Receive the recommendation and approval to continue as a check pilot by the FAST national review committee

AWAL is responsible for monitoring its check pilots' currency, competency, and credentials.

A check pilot may lose their qualification for gross violations of safety, non-adherence to FAST guidelines, loss of AWAL support, or as a result of decertification by the FAST review committee.

CHECK PILOT MEETINGS

There will be at least one and possibly as many as three check pilot meetings scheduled by the FAST president each year. These scheduled meetings will be held at any of the following venues: Sun-N-Fun, Oshkosh, or the National Warbird Operators Conference. Other check pilot meetings may be scheduled by any signatory organization, and may be conducted online, but they must meet the following criteria:

1. There must be at least six (6) check pilots (from any FAST signatory organization) present.
2. The agenda must include, but is not limited to, a discussion of the latest version of *FAST Foundation and Principles*
3. Minutes or notes of the meeting, including an attendance roster, must be forwarded through the check pilot's signatory organization to the first vice-president of FAST.

Appendix A

FAST SIGNATORY RESOLUTION AND AGREEMENT

Our organization, The Australian Warbirds Association (AWAL) is dedicated to safe standardised formation flying in the formation community and toward that goal we endorse and agree to the following policy set forth by the FAST BOD:

- 1) Formation flying credentials are a requirement for any pilot to perform or engage in formation flying in any event sponsored by our organisation.
- 2) Any formation flight pilot card issued by any signatory to FAST which is current will, within the regulations governing general and formation flying in Australia as put forth by the Civil Aviation Safety Authority (CASA), be considered acceptable to meet the requirement of formation flying competency and credentials. However, formation pilot credentials do not mandate or require that the individual be allowed to fly in an event or otherwise overrule the responsibility and jurisdiction of event management and policy or lead pilot's choices.
- 3) All training endorsed, sponsored or otherwise influenced by AWAL will be conducted utilising our training manual and the following FAST Intercontinental formation guidelines:
 - *FAST Foundation and Principles*
 - *FAST Radio Communication and Visual Signals*
 - *FAST Formation Maneuvers Guide*
 - FAST wingman and flight leader practical test guides
- 4) All AWAL formation policies will be in accordance with the *FAST Foundation and Principles*.
- 5) All AWAL check pilots will agree to conduct formation pilot evaluations using the current FAST guideline.
- 6) AWAL agrees to maintain accurate and complete formation pilot records for our membership and incorporate within that system a process to accommodate the filing of notices of pilot currency for members from other FAST pilots outside the organisation authorized to submit such notices.
- 7) AWAL will appoint two qualified individuals from our organisation to represent us on the FAST BOD.
- 8) AWAL agrees to issue a signatory or FAST formation pilot patch and credential to an applicant who successfully completes the necessary evaluation, by any FAST check pilot, provided the applicant is a current Flying Member of AWAL and performed the evaluation in accordance with the FAST guidelines. The cost of the patch and extra patches including FAST patches is to be borne by the applicant.
- 9) Membership in FAST is voluntary and may be rescinded at any time with 30 days written notice given to the current chairman of FAST.

Dated 22 February, 2015

Mark Awad
Chief Executive Officer
Australian Warbirds Association Ltd

Appendix B

POLICY REGARDING WING PILOTS

The wing pilot is the primary focus of the formation program. As such, it is up to the wing pilot to maintain currency and strive to improve. The primary emphasis of the FAST program is to improve and maintain a high level of competency and standardisation. While the check ride indicates an acceptable level of performance, the wing pilot should remember that the check ride is conducted to ensure the MINIMUM level of performance.

The spirit of the wing pilot has been captured by the following list of attributes. This list was taken from a Korean War combat squadron ready-room. It has been adapted to civilian use by deleting the direct combat reference. The new wing pilot should use this as a departure point for learning about formation.

I'm a new guy and I don't know enough to be anything else. I go where my leader goes. I do what my leader does. I do what I'm told to do. When the going gets tough, I move in a little closer and press on. If my leader gets in trouble, I stick with him. I watch him and try to learn from him because some day I want to be a leader.

I expect my leader to be experienced and capable. I expect him to go to the right place. I expect him to do the right thing. I expect him to let me know what I'm supposed to do.

When the going gets tough, I expect him to take care of me. When it's time to break, I expect him to break. If I'm in trouble, I expect him to stick with me. I expect him to teach me because I must learn to lead.

I AM GOING TO BE THE BEST POSSIBLE WING PILOT I CAN, AND SOME DAY, WITH HELP, I'M GOING TO BE THE BEST POSSIBLE LEADER.

Appendix C

POLICY REGARDING LEAD PILOTS

Responsibilities, general: Under the FAST program, the lead pilot is responsible for the safe conduct of all formation flight under their control. **They are responsible for the selection of the wing pilots to fly in their flight.** This implies that the lead pilot is familiar with the wing pilots' qualifications and experience level with respect to the mission to be accomplished, whether it is a local training flight or a demanding airshow. The lead pilot is charged with verifying each wing pilot's credentials (licenses, medical, and wing pilot qualification and currency) as well as their condition to fly and their currency and competency in type.

The FAST program has qualified all formation pilots to one set of standards, regardless of the aircraft in which the pilot performs the check ride. It is then incumbent upon the lead pilot to determine if a wing pilot is qualified and current to fly in the lead pilot's flight, in what might be a different type of aircraft.

Airshow promoters will rely heavily on the individual lead pilots to select only properly qualified pilots to fly in their shows, again demonstrating the importance of well qualified, responsible lead pilots.

TRAINING

For AWAL's formation program to succeed and continue, it is critical that there be a system to both train new formation pilots and to provide for maintaining the proficiency of all formation pilots. The lead pilots must provide this. While not required, it is desirable that a lead pilot have a background in flight training, such as a CFI, military flight lead, air carrier flight instructor, or a civil or military check airman.

Lead pilots are responsible for providing additional training as required, for recommending re-certification of wing pilots if necessary, and for recommending wing pilot and lead pilot applicants for flight tests.

LEADERSHIP

Leadership ability is the most important quality that must be evaluated in each FAST lead pilot. It is to this standard that all maneuvers and briefings will be evaluated. To qualify as a lead pilot, it is not enough to be a good wing pilot (although it certainly helps) or a good pilot. The lead pilot must possess those qualities that communicate to his/her wing pilots that he/she is both qualified and proficient in the lead pilot position as well as in all the skills necessary for the aircraft type being flown and the mission of the flight. The lead pilot must be able to demonstrate that he/she is not only in charge and responsible, but that he/she is also an individual that wing pilots are confident and comfortable in following and from whom they will readily obey directions and orders.

Decisions made by a lead pilot can literally involve life or death. Decisions that affect the safety of a flight of multiple aircraft must be made rapidly, and be based on a sound foundation of aeronautical experience and knowledge. To this end, the FAST requirements for a lead pilot are noticeably more stringent. To safely lead a formation of aircraft for which one is totally responsible, implies above-average knowledge of the aircraft, its systems and performance. A lead pilot must have a solid knowledge of the airspace and ATC environment, the wing pilots and their limitations and qualifications, all formation hand signals and procedures. He/she must possess exceptional situational awareness and apply operational techniques to smoothly and safely lead a flight.

The true test of a lead pilot is the application of leadership techniques and the ability to fly the aircraft in a manner that can easily and safely be followed by his/her wing pilots.

Appendix D

POLICY REGARDING CHECK PILOTS

The check pilot is the standard-bearer of FAST policy. Check pilots should be formation pilots of the highest standards, experience, qualifications and skills who are committed to the FAST program—this program is built on the foundation of standardization. They should have a strong background in flight instruction and, specifically, formation flight instruction.

The requirements for a check pilot are higher than those for other formation qualifications since they will literally determine the success or failure of the entire FAST program. In addition to being able to fly very well, they need to possess very good critical analysis skills to help determine the abilities of the candidates for the wing and lead ratings.

SELECTION & QUALIFICATION

The application and selection process for AWAL's check pilots will be initiated by AWAL's Technical Advisory Committee. Additional check pilot applicants will be nominated based on practical and geographical needs and then considered based on the nominee's qualifications.

Once AWAL's Technical Advisory Committee determines a candidate is qualified and willing to serve, the organisation will submit the candidate's application to the FAST review committee chairman for evaluation and approval.

The FAST committee will review the needs of the signatory, the overall needs of the FAST community, and the candidate's qualifications.

In the interest of standardisation, the number of check pilots will be kept to an absolute minimum and the certification of new check pilots should be based solely on need.

The position of the check pilot is NOT to be considered an additional "merit badge" that a formation pilot aspires to after becoming a flight lead. It is also not an honorary position that is bestowed upon formation pilots.

The check pilot must sign a statement that they will conduct ALL check rides in accordance with FAST guidelines.

Furthermore, they must have in their possession all the current FAST materials to include:

- AWAL's FAST Foundation and Principles
- AWAL's FAST Formation Manual
- FAST Radio Communication and Visual Signals
- FAST Maneuvers Guide
- Wingman and flight leader practical test guides
- Currency and check ride forms

It is critical that the check pilot understands all the aspects of the FAST program, including administrative details, check ride practical test guides, check ride forms, and formation proficiency reports.

The check pilots may be called upon to give rides in a variety of aircraft, and for a variety of organisations. This is considered to be a part of the process of improving the safety and ability to fly formation. It is the check pilot's responsibility to determine their competency in the aircraft presented for the check ride—if the check pilot does not feel capable, they are not obligated to perform the evaluation in that aircraft.

EXPIRATION OF CURRENCY OR CREDENTIALS

If an AWAL check pilot's currency or credentials expire for any reason, it is the organisation's responsibility to determine if and how the check pilot will be re-qualified.

Appendix E

BOMBER AND TRANSPORT AIRCRAFT

Definition of Bomber/Transport Aircraft:

Medium to large, multi-engine aircraft previously used in military capacities as bombers, transport aircraft, cargo aircraft, and/or multi-engine trainers. Examples include, but are not limited to: C-45/AT-11/Beech 18, C-46, C-47/DC-3, C-60/L-18, B-17, B-24, B-25, B-26, PV-2, DC-4, DC-6, DC-7, and Lancaster.

Provisions:

- Formation cards issued in bomber/transport aircraft will have a limitation stating that they are only valid in bomber/transport aircraft
- AWAL's Technical Advisory Committee will assess the qualifications of each pilot entering the bomber/transport program. Those without adequate prior experience will be directed to a two-track training program where they will qualify in smaller, single engine aircraft prior to transitioning to bomber/transport aircraft. Those pilots with adequate prior formation experience can, at AWAL's discretion, be directed straight to the bomber/transport program for qualification.
- Bomber/transport aircraft flown in formation must always have two current, appropriately rated pilots in the cockpit, with the second pilot also seated at a flight control station when the aircraft is so equipped.
- The pilot flying a bomber/transport aircraft in formation must hold a current Bomber/Transport FAST card or be flying under the supervision of a qualified formation instructor. The pilot not flying must be briefed by the pilot flying as to their duties with respect to the formation in addition to any normal flying duties and crew coordination activities.