



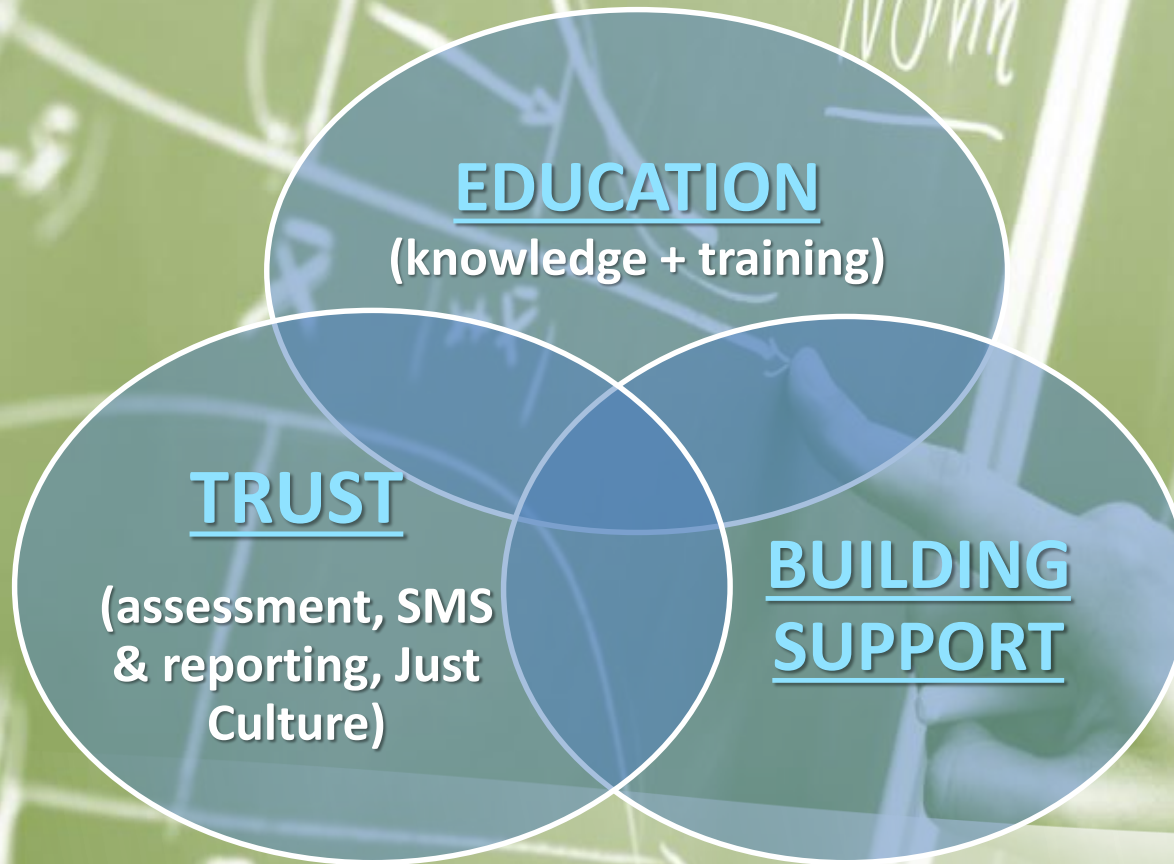
CRM Training – the flight crew perspective

Capt Jon Horne, ECA Vice-President
Also [@eu_cockpit](https://twitter.com/eu_cockpit)



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3 PILLARS OF CRM EFFECTIVENESS:



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3 PILLARS OF CRM EFFECTIVENESS:

EDUCATION



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EDUCATION: knowledge + training concept



Train the
trainer

New training
elements

Improving
training
methods

Compliance v.
competency
based



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Train the trainer



IMPROVEMENT IN TRAINING HOURS:

30 vs none, based on ICAO “Train the trainer” concept, Teaching and Learning course, etc



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New training elements

Resilience
development

Surprise and
startle effect

New
concepts

Require
new
techniques



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Improving training methods

Maximum
results

Minimum
classroom
times

No
classroom
minimum

EBT
concept



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Error, stress, and teamwork in medicine and aviation: cross sectional surveys

J Bryan Sexton, Eric J Thomas, Robert L Helmreich

BMJ 2000;320:745-9

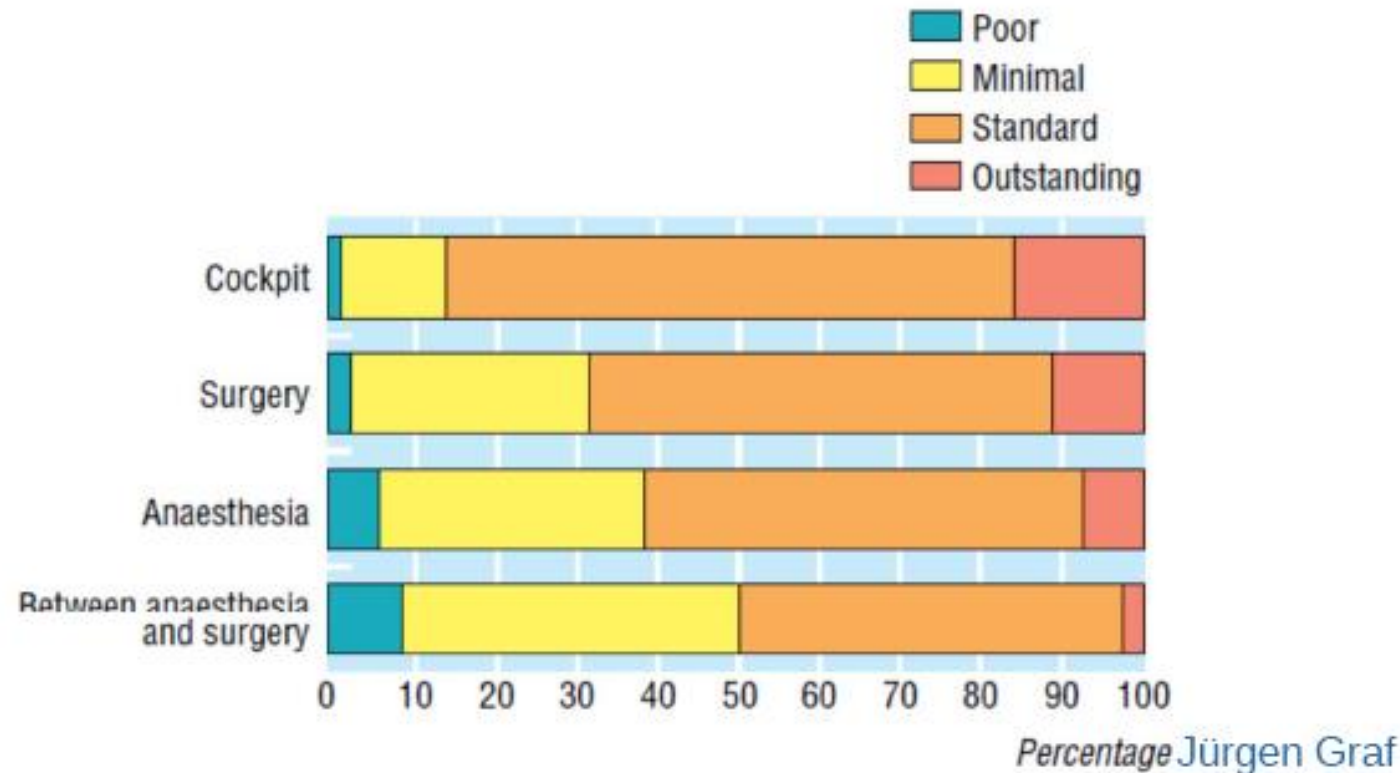


Fig 2 Trained observers' ratings of teamwork in aviation, surgery, anaesthesia, and between surgery and anaesthesia

Compliance v competency based CRM training



WHEN and WHY is a minimum required time frame desirable?
(initial or train the trainer training)

The dark side of Competency Based Training



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3 PILLARS OF CRM EFFECTIVENESS:

TRUST

(assessment, SMS &
reporting, Just
Culture)



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Assessment of non-technical skills

Behaviour that contributes to a technical failure

(technical failure being errors leading to an event requiring a debriefing)

Behaviour that results in an unacceptable reduction in safety margin



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Involvement of Flight Crew Representatives

Statement accepted by the RMT.0411 expert group

The **majority** of CRD responses supported it

Statement deleted in AMC:

In order to enhance the effectiveness of the program, this methodology should, where possible, be agreed with flight crew representatives



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3 PILLARS OF CRM EFFECTIVENESS:

BUILDING SUPPORT



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Adequate Personal Resource Management



Adequate CRM
entails **implicit**
Adequate Personal
Resource Management



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Peer Support structures



Designed to assist and support flight crew members

Help to overcome problems that might affect ability to perform duties

EPPSI: European Peer Support Initiative



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Regulatory proposal (draft IR and AMC)

New IR in CAT.GEN.MPA.215: Operator to enable, facilitate and ensure **access** to a support programme that will assist and support flight crew members in recognising, coping with and overcoming any problem which might negatively affect their ability to perform their duties. Such access shall be made available to all flight crew members.

4 AMCs on functioning of the support programme:

- enable self-declaration
- confidentiality and protection of data
- link to SMS
- training and education
- risks relating to fear of licence (wrt BEA report)

SUMMARY

EDUCATION (knowledge & training)

→ *Implement state of the art techniques into CRM training*

TRUST (assessment, SMS, reporting -Just Culture)

→ *Strengthen trust*

BUILDING SUPPORT

→ *Promote best practices and standardisation*



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Thank you!



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