

# Implementation of "new" CRM Training

- Perspective of a regional airline

November 8. 2016



# About me

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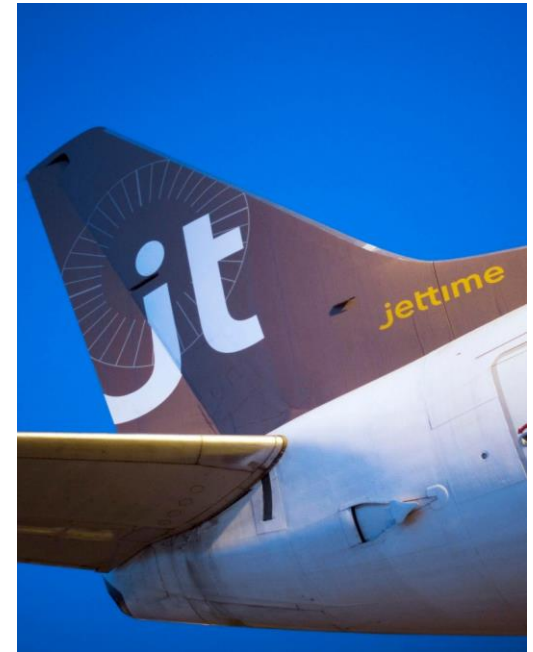
- FC ATR 72 – 600/500.
- TRI ATR, LTC, LCC.
- CRM Trainer.
- TKI, Emergency procedures and Teaching and Learning.
- Has held many administrative positions at Danish FTO/ATO's, HT, CTKI, CGI, QM.
- Certified Cessna Pilot Center representative.
- FI(A), FI(A)FI, ATPL instructor.
- Pre flying, I was an adult teacher with special in Transport and logistics.



# About Jet Time

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- Jet Time is the largest Danish-owned airline.
- Jet Time has a fleet of Boeing 737s and ATR 72s.
- Jet Time provides Charter flights, Cargo flights and ACMI.
- Jet Time operates in a very competitive market with high focus on economy.
- Staff situation is adequate to short due to high flow of employees (all other airlines are hiring).
- Jet Time is challenged by a generally low experience level (FOs and CAs).

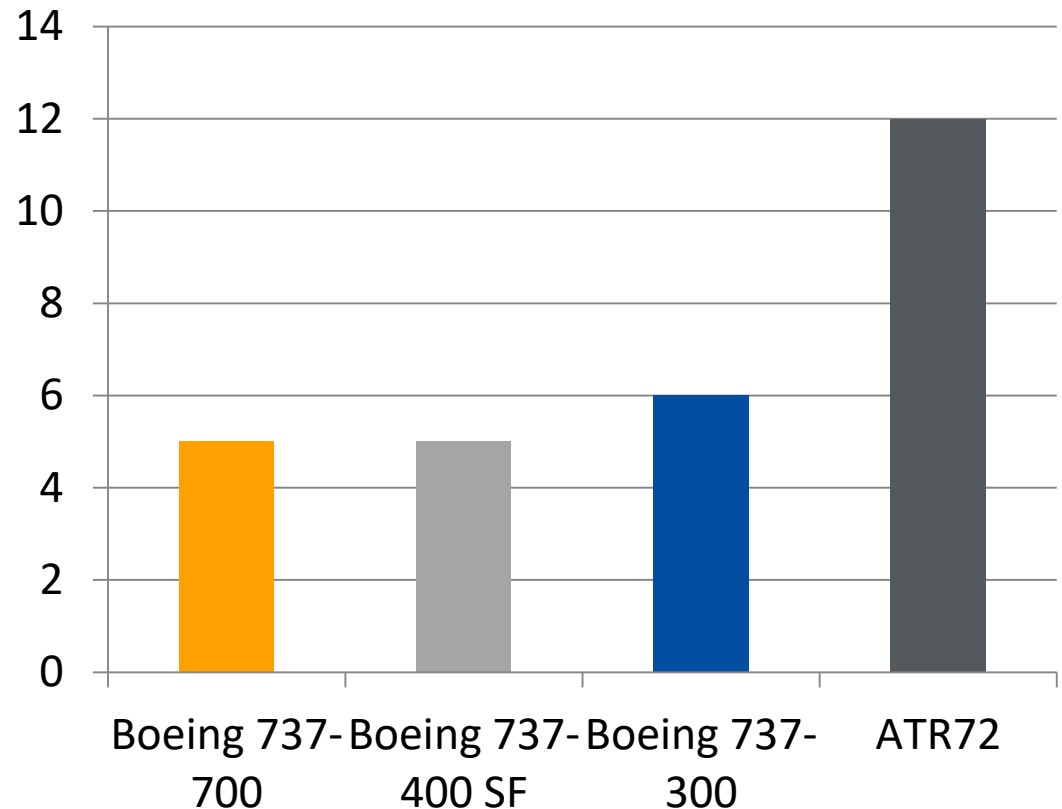


# Fleet 2016/17 - figure

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## A unified fleet:

- **Boeing 737-700/300:**  
Passenger
- **Boeing 737-400 SF:**  
Cargo
- **ATR72:**  
ACMI Production

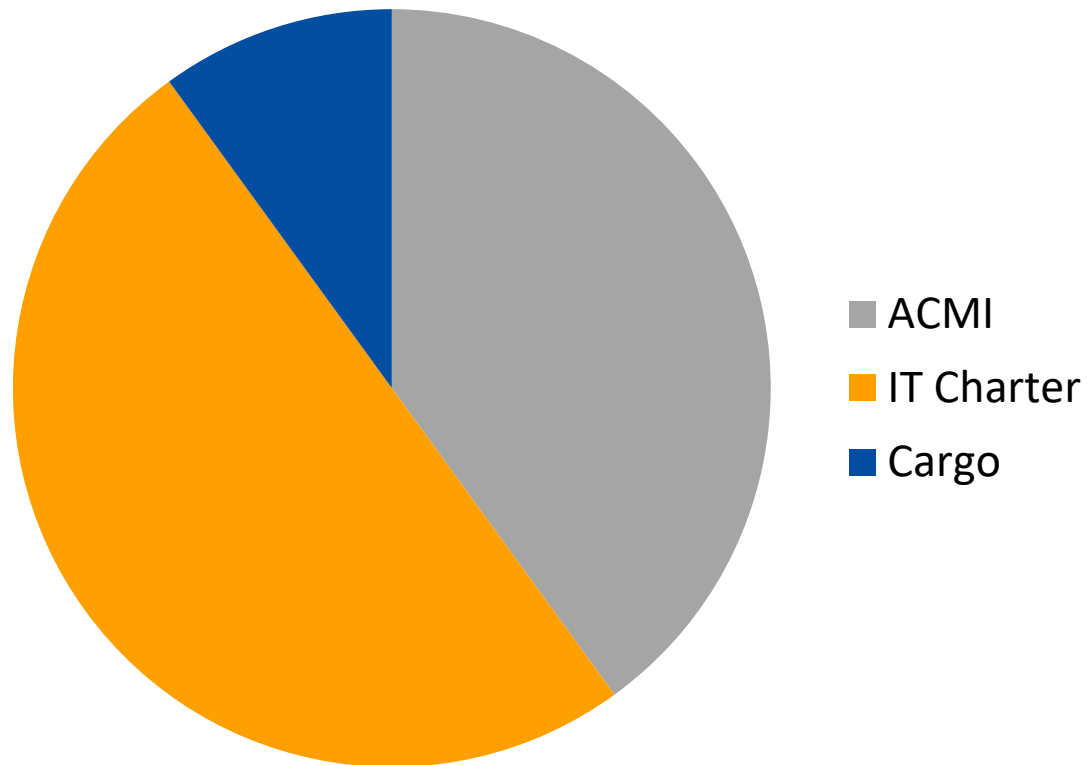


# Figures

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Jet Time's three primary business areas are:

- ACMI
- Cargo
- IT Charter



# CRM at JT prior to October 2016

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Class-based discussions, tuition of theoretical knowledge, group exercises and case studies from both own airline and foreign airlines with similar type of operation.

Mockup training focusing on emergency procedures and integration of CRM skills.

Some CRM elements were integrated into the emergency training i.e communication, unruly passengers etc.

Recurrent courses were planned each year following a 3 year cycle of the syllabus and by gathering all instructors/trainers for a five day session, covering all items of the two day recurrent program.



# New regulations, how do we implement them?

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- First action was to interpret the new terms, what was meant by "Resilience development", "Surprise and startle effect" etc.
- Next, we met for the annual recurrent course development, implementing the new syllabus, focusing on what is new and what is known. How do we merge the requirements for Flight, Cabin and technical crew into one combined training?
- All other courses must be amended or even re-designed to meet the new requirements. What does the calendar look like? When do we have our first initial CRM course, OCC etc.
- How many resources do we need for this and when/how can it be done?



# Amendment of Training Manuals and syllabuses

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- OM(D)
- OM(E)
- Three year cycle
- CRM manual
- Or do we need something completely new?





# New Training Objectives

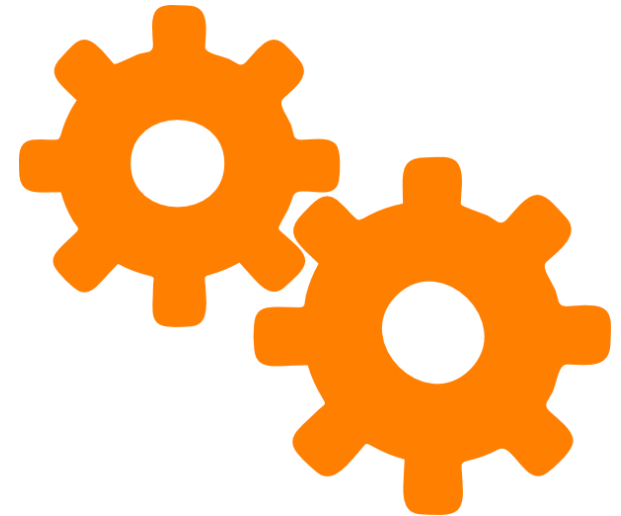
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*How do we actually train the "new stuff"?*

**Classroom:** The presentation has been updated according to the new syllabus.

**Mockup:** The mockup exercises are still an integrated part of our CRM and EMC training, now with focus on the new requirements for especially "resilience development" and "surprise and startle effect".

**Case-based studies:** The studies are now focused on communication and liaison between the different departments, Flight Deck, Cabin, Technical and Operations. All departments are represented at the recurrent courses, and hence we needed to involve all parties.



# Does it Work?

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## *How do we monitor efficiency?*

**Classroom:** Discussions seem to be more open and colleagues show genuine interest in all subjects.

**Mockup:** This is where we see if things work and whether or not the teamwork is effective. We have developed three scenarios for the Mockup, and they all incorporate Surprise effects in order to develop resilience and return to a safe state. The focus is especially on Cabin Crew actions. Flight Deck is trained similarly in the simulator.

**Case-based studies:** We have chosen cases from our everyday life with focus on communication between departments, so we can enhance the understanding of the struggles our actions put on other departments, i.e between Flight Deck and Technical.

**Monitoring efficiency:** Observers during the mockup exercises make notes of crew actions using the "NOTECHS" form. These notes form the base for the evaluation of the exercise. Trainers will focus on standards according to OM(A/E).

# Does the new CRM requirements meet our operational challenges?

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- Inexperienced crew members.
- Cultural differences.
- Frequent crew change.
- Frequent aircraft change.
- Short turnaround times with aircraft and / or crew change.
- Relocation to other stations before / after flight.
- Night Cargo operations.



# Next steps

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**Midterm standardization meeting for all CRM trainers with the following agenda:**

1. News from Berlin and Cologne.
2. Are we in compliance?
3. Training effectiveness.
4. Disciplinary actions taken during the fall.
5. Documentation of actions.
6. Course revision.
7. Other.



# Thank You!



**Jettime**