

Implementation of "new" CRM Training

- Perspective of a regional airline

November 8. 2016

Jettime

About me

- 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.



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About Jet Time

- 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).

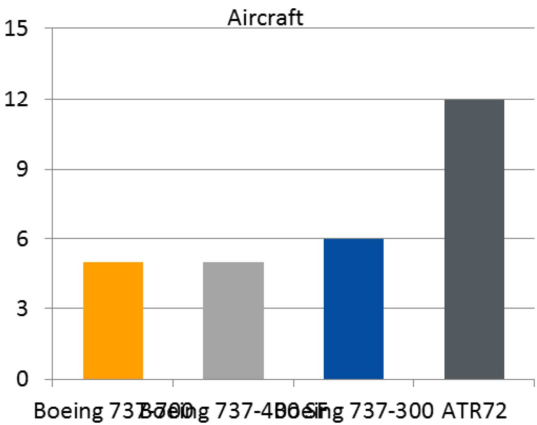


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Fleet 2016/17 - figure

A unified fleet:

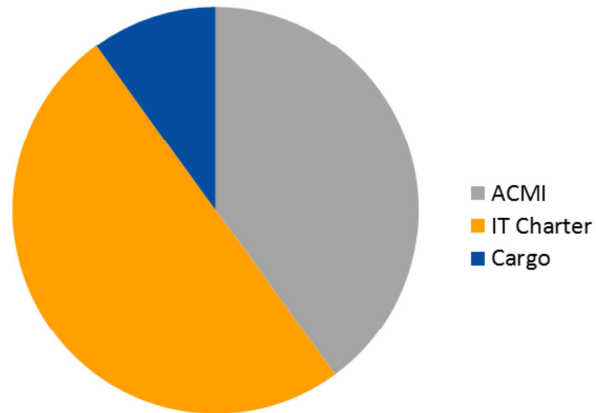
- Boeing 737-700/300:
Passenger
- Boeing 737-400 SF:
Cargo
- ATR72:
ACMI Production



Figures

Jet Time's three primary business areas are:

- ACMI
- Cargo
- IT Charter



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CRM at JT prior to October 2016

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.



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Traditional CRM course was mostly classroom based.

In the season 2015/16 we decided to introduce Mockup (full motion cabin simulator) due to a rather large flow of employees leading to a low experience level. We felt the need to improve our training to compensate for the lack of experience.

Introducing the Mockup gave us a unique opportunity to integrate CRM and general emergency procedures/recurrent into "one course". This gave the training a great lift and we continue to use this setup.

In order to improve standardisation we also introduced a five day workshop for all TKI's at Jettime dividing us into smaller groups with cross reference to each other in order to cover all required items of the syllabus and making the two day recurrent course into "one course"

The experience we have gained from these recurrent courses have now found its way into improving our other CRM courses at all levels.

New regulations, how do we implement them?

- 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?



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Not only interpreting but also define how and where to use these new terms. We also wanted to integrate these terms into the way we train these things on the flight deck, so not only our combined CRM courses needed to be re-thought, but all of them.

How do we integrate our technical staff into our CRM courses? What do they need and how do we interest them in "our flight related" courses?

We had already integrated our operational staff into the course due to some internal problems the previous year, especially internal communication problems and we hoped to improve the understanding of each others daily challenges, could we do the same with the technicians? It turned out we could.

During our five day workshop the CRM trainers went through the new syllabus and first priority was to create the annual recurrent course and still try to combine it with the emergency brush up course in the mockup. We came up with three training cases that incorporates Surprise and Startle effects and through these exercises we hope to develop Resilience.

Next step is to amend all courses and manuals, so we met with management to try to give an overview of how many resources is needed for this. We expect to be done by the end of November 2016.

Amendment of Training Manuals and syllabuses

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



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The OM(A) has not been forgotten here, but it has also recently been amended and a new revision is on its way.

We found that we also need to improve and redesign our lesson plans

New Training Objectives

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.



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Classroom and mockup has already been described.

The Case based studies during our annual recurrent course are now taken from our daily operation dealing with everyday challenges/problems across all departments. I made interviews with both technical department, Operations, cabin supervisors and FD training department to investigate where our challenges lie. The outcome from these interviews has formed the base for these cases which hopefully increase our internal communication and decrease everyday challenges. Accident related case studies are covered during Initial and OCC courses.

Does it Work?

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).



Up until now, we have not had a special documentation system to see if our CRM training was effective except for Line checks, release checks etc.

By introducing the mockup last season we saw the need to be able to "ground" or down grade cabin crew members who did not perform on a satisfactory level. FD is monitored during LPC/OPC and LC but introducing the mockup also gave us a new tool to give feedback to FD.

This season our TKI's/Trainers must give feedback and decide if crew members can continue their duties upon completion of the course. The focus is mainly on procedures and CRM during the excersises but also the observers "NOTECHS" form is used. If a crewmember fail to meet the required standard, then the individual will be interviewed by a supervisor and will be grounded untill a new course has been satisfactorilly completed. We have had some crew members failing this year and it seems like everybody has noticed this and join the course being prepared for it.

Again our experience level of CA's and FO's is quite low so by demanding more from them during our training it seems like our training effort to make everybody more effective works.

Introduction of a new electronic training management platform will give us a more powerfull tool to monitor our training effectiveness. Untill then we rely on our instructors judgement and standardisation meetings.

Does the new CRM requirements meet our operational challenges?

- 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.



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In an ideal world the simple answer would be yes, one crew, one aircraft, one leg (or alt least one day together), but given our different operational areas its not that simple.

Inexperienced crew members need more time to adapt and by facing frequent crew and/or aircraft changes during a day with short turnaround times we really need to train our crewmembers for these challenges. We see experienced FC's jump in ready for flight leaving crewmembers "Surprised and startled". We employ staff from diffent cultures and with different age, som very young causing some communication challenges.

All in all we are faced with a demand for "on time performance", focus on cost effectiveness and offcourse safety first. In a competitive market this put quite a pressure on the individual crewmember.

I believe that the requirements as a general meet our need, but as an operator we could use more flexibility in order to create CRM (and other) training which is more focused on "kind of operation" just as type related etc.

Next steps

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.



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Following an inspection from TRAFI of Finland giving us some findings we have come up with a plan for corrective actions. The Trainers involved in the course giving the findings have been "grounded" until they have participated in a new standardization meeting.

Starting next week, I will host a line standardisation meetings for all CRM trainers in Jettime in order to further improve our training effectiveness and follow up on the challenges we have met since the introduction of our new recurrent and OCC courses.

The agenda will look like the one above and my colleagues who attended the training convent in Berlin will give their input and suggestions from other operators.

Our first initial course will be held late november 2016, so we are also ammending our previous course in order to be compliant.

Thank You!



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