Vueling EBT

May 2019

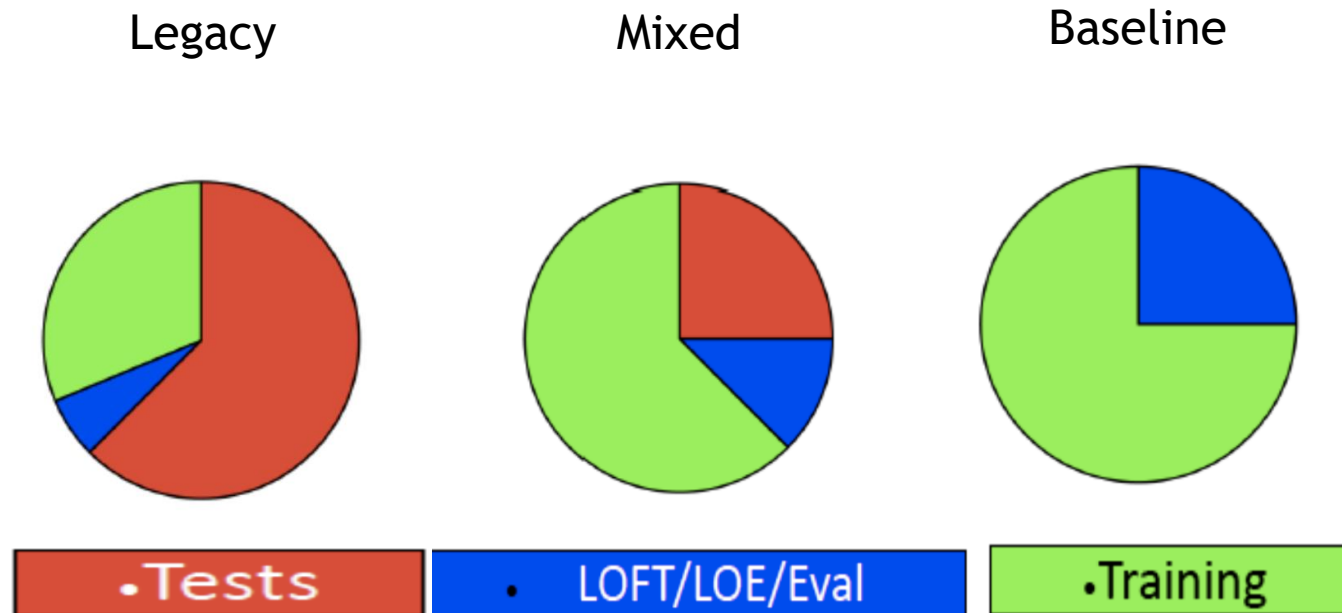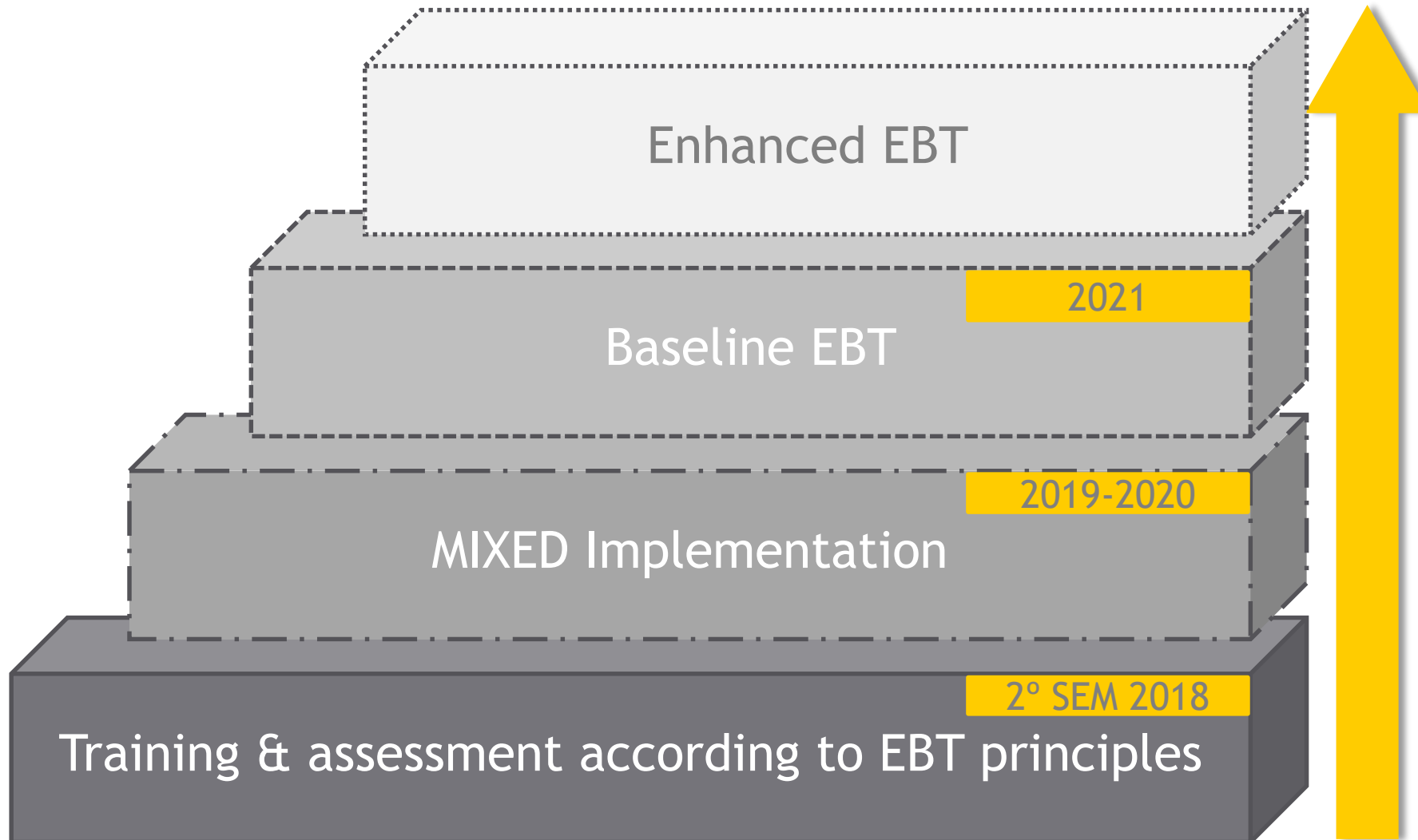WE ❤ vueling

More training in Vueling

**In order to improve safety by better and more training
(IAT Evidence-Based Training Implementation Guide)**

Legacy   Mixed   Baseline

.Tests   . LOFT/LOE/Eval   .Training

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Enhanced EBT

2021

Baseline EBT

2019-2020

MIXED Implementation

2° SEM 2018

Training & assessment according to EBT principles

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EVIDENCE BASED TRAINING PROJECT PLAN

N°	ITEM VUELING	EASA CHECK LIST	NAA "AESA" IMPLEMENTATION PLAN
1	Business Case Preparation		
2	Approval Business Case		
3	Arrange meeting with NAA: AESA	1	9.1
4	Inform Company TOP Management & Unions		
5	Implementation Plan Preparation	2	9.2
6	Arrange meeting with other operators		
7	Mixed EBT Gap Analysis	3	9.3.2
8	Implementation Risk Assessment	4	9.4
9	Selection/development of software		9.3.3
10	Establish Working Groups		
11	Approval Implementation Plan by NAA: AESA		9.3.1
12	Core Group Training		10.1 / 10.2
13	Develop a set of competences and observable behaviors	5	9.5
14	Develop an assessment and grading system or if already in use, adapt it as required.	6	9.6 / 10.3
15	Preparation of instructor + pilots guides		
16	Submit amended OM-D Part containing EBT Instructor training course (recurrent + standadization)	7	9.7 / 10.5
17	Development of training programs		
18	Instructor training and standarization course		10.6 / 10.7
19	Submit OM-D with mixed EBT		9.8 / 10.10
20	Inform Flight Crew start "Training & assessment according to EBT principles"		9.6.1 / 10.9
21	Phase "Training & assessment according to EBT principles"		
22	Submit an EBT training programme according to mixed EBT	8	10.4
23	Submit MOC & Risk Assessment 2SEM18		10.8
24	EBT mixed trainng programme approved in OM-D by NAA: AESA		9.8 / 10.10
25	Feedbacks from pilots		
26	Feedbacks from Instructors		
27	Submit analysis data to NAA		10.11
28	Inform Flight Crew start "MIXED Implementation"		9.6.1 / 10.9
29	Implement EBT Mixed implementation programme.	9	9.9 / 10.12
30	Phase "EBT MIXED"		

Timeline columns: 2017 (SEP, OCT, NOV, DEC); 2018 (JAN, FEB, MAR, APR, MAY, JUN, JUL, AUG, SEP, OCT, NOV, DEC); 2019 (JAN, FEB, MAR, APR, MAY)

Project plan

N°	ITEM VUELING	EASA CHECK LIST	NAA "AESA" IMPLEMENTATION PLAN	EVIDENCE BASED TRAINING PROJECT PLAN											
				2017				2018							
				SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1	Business Case Preparation			█	█										
2	Approval Business Case					█									
3	Arrange meeting with NAA: AESA	1	9.1			█	█								
4	Inform Company TOP Management & Unions					█	█	█	█						
5	Implementation Plan Preparation	2	9.2		█		█								
6	Arrange meeting with other operators					█	█	█	█	█	█				
7	Mixed EBT Gap Analysis	3	9.3.2			█	█	█	█	█	█	█	█	█	
8	Implementation Risk Assessment	4	9.4					█	█	█	█	█	█	█	█
9	Selection/development of software		9.3.3			█	█	█	█						
10	Establish Working Groups					█									

Project plan

N°	ITEM VUELING	EASA CHECK LIST	NAA "AESA" IMPLEMENTATION PLAN	EVIDENCE BASED TRAINING PROJECT PLAN									
				2017		2018							
				NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
10	Establish Working Groups			■	■								
11	Approval Implementation Plan by NAA: AESA		9.3.1		■								
12	Core Group Training		10.1 / 10.2			■	■						
13	Develop a set of competences and observable behaviors	5	9.5			■	■	■					
14	Develop an assessment and grading system or if already in use, adapt it as required.	6	9.6 / 10.3				■	■					
15	Preparation of instructor + pilots guides						■	■	■				
16	Submit amended OM-D Part containing EBT Instructor training course (recurrent + standadization)	7	9.7 / 10.5				■	■	■	■			
17	Development of training programs						■	■	■	■	■		
18	Instructor training and standarization course		10.6 / 10.7							■	■		
19	Submit OM-D with mixed EBT		9.8 / 10.10									■	■
20	Inform Flight Crew start "Training & assessment according to EBT principles"		9.6.1 / 10.9							■	■		

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Project plan

N°	ITEM VUELING	EASA CHECK LIST	NAA "AESA" IMPLEMENTATION PLAN	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
				2018								2019				
20	Inform Flight Crew start "Training & assessment according to EBT principles"		9.6.1 / 10.9	▰	▰											
21	Phase "Training & assessment according to EBT principles"					▰	▰	▰	▰	▰	▰					
22	Submit an EBT training programme according to mixed EBT	8	10.4			▰	▰									
23	Submit MOC & Risk Assessment 2SEM18		10.8				▰									
24	EBT mixed trainng programme approved in OM-D by NAA: AESA		9.8 / 10.10								▰					
25	Feedbacks from pilots					▰	▰	▰	▰	▰	▰	▰	▰	▰	▰	▰
26	Feedbacks from Instructors					▰	▰	▰		▰	▰		▰		▰	▰
27	Submit analysis data to NAA		10.11							▰	▰					
28	Inform Flight Crew start "MIXED Implementation"		9.6.1 / 10.9								▰	▰				
29	Implement EBT Mixed implementation programme.	9	9.9 / 10.12									▰				
30	Phase "EBT MIXED"											▰	▰	▰	▰	▰

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Application of procedures (APK)
Identifies and applies procedures in accordance with published operating instructions and applicable regulations, using the appropriate knowledge.
a) Identifies the source of operating instructions
b) Follows SOPs unless a higher degree of safety dictates an appropriate deviation
c) Identifies and follows all operating instructions in a timely manner
d) Correctly operates aircraft systems and associated equipment
e) Complies with applicable regulations.

Communication (COM)
Demonstrates effective oral, nonverbal and written communications, in normal and non-normal situations
a) Selects appropriately what, when, how and with whom to communicate
b) Conveys messages and information clearly, accurately, timely and adequately
c) Listens actively, patiently and demonstrates understanding when receiving information.
d) Adheres to standard radiotelephone phraseology and procedures
e) Correctly interprets non-verbal communication

Aircraft Flight path Management-Automation (FPA)
Controls the aircraft flight path through automation, including appropiate use of flight management system(s) and guidance
a) Detects deviations from the desired aircraft trajectory and takes appropriate action.
b) Contains the aircraft within the normal flight envelope.
c) Manages the flight path to achieve optimum operational performance
d) Selects appropriate level and mode of automation in a timely manner considering phase of flight and workload.
e) Effectively monitors automation, including engagement and automatic mode transitions.

Flight path Management-control Manual (FPM)
Controls the aircraft flight path through manual flight, including appropriate use of flight management system(s) and flight guidance systems
a) Detects deviations from the desired aircraft trajectory and takes appropriate action.
b) Contains the aircraft within the normal flight envelope.
c) Controls the aircraft safely using only the relationship between aircraft attitude, speed and thrust.
d) Maintains the desired flight path during manual flight whilst managing other tasks and distractions.
e) Selects appropriate level and mode of flight guidance systems in a timely manner considering phase of flight and workload.

Knowledge (KNO)
Demonstrates knowledge and understanding of relevant information, operating instructions, aircraft systems and the operating environment
a) Demonstrates practical and applicable knowledge of limitations and systems and their interaction
b) Demonstrates required knowledge of published operating instructions.
c) Demonstrates knowledge of the physical environment, the air traffic environment including routings, weather, airports and the operational infrastructure.
d) Demonstrates appropriate knowledge of applicable legislation.
e) Knows where to source required information.

Leadership & Teamwork (LTW)
Demonstrates effective leadership and team working
a) Creates an atmosphere of open communication and encourages team participation
b) Admits mistakes and takes responsibility
c) Gives and receives feedback constructively
d) Demonstrates empathy and shows respect and tolerance for other people
e) Engages others in planning and allocates activities fairly and appropriately according to abilities

Problem solving and decision making (PSD)
Accurately identifies risks and resolves problems. Uses the appropriate decision making processes
a) Seeks accurate and adequate information from appropriate sources.
b) Employ(s) proper problem-solving strategies
c) Perseveres in working through problems without reducing safety Applies essential and desirable criteria and prioritizes.
d) Uses appropriate and timely decision-making processes Makes decisions when needed, reviews and changes them if required.
e) Sets priorities appropriately

Situation Awareness (SAW)
Perceives and comprehends all of the relevant information available and anticipates what could happen that may affect the operation
a) Identifies and assesses accurately the state of the aircraft and its systems
b) Identifies and assesses accurately the general environment as it may affect the operation
c) Keeps track of time and fuel.
d) Maintains awareness of the people involved in or affected by the operation and their capacity to perform as expected.
e) Anticipates accurately what could happen, plans and stays ahead of the situation.

Workload Management (WLM)
Perceives and comprehends all of the relevant information available and anticipates what could happen that may affect the managing available resources efficiently to priories and perform tasks in a timely manner under all circumstances operation
a) Maintains self-control in all situations
b) Plans, prioritizes and schedules tasks effectively
c) Manages time efficiently when carrying out tasks
d) Offers and accepts assistance, delegates when necessary and asks for help early
e) Reviews, monitors and cross-checks actions conscienciously

Grading	OUTCOME (1)	HOW MANY (2)	HOW OFTEN (3)	WHAT LEVEL (4)
Poor	Unsafe	Any	Rarely	No Correctly
Standard -	Safe	Some	Occasionally	Minimum Acceptable
Standard	Safe	Most	Regularly	Adequately
Standard +	Safe	All	Regularly	Effectively
Good	Enhanced safety, effectiveness and efficiency	All	Always	Exemplary

Each word picture is thus constructed, according to the VENN methodology of grading, combining the four elements (1, 2, 3, and 4):
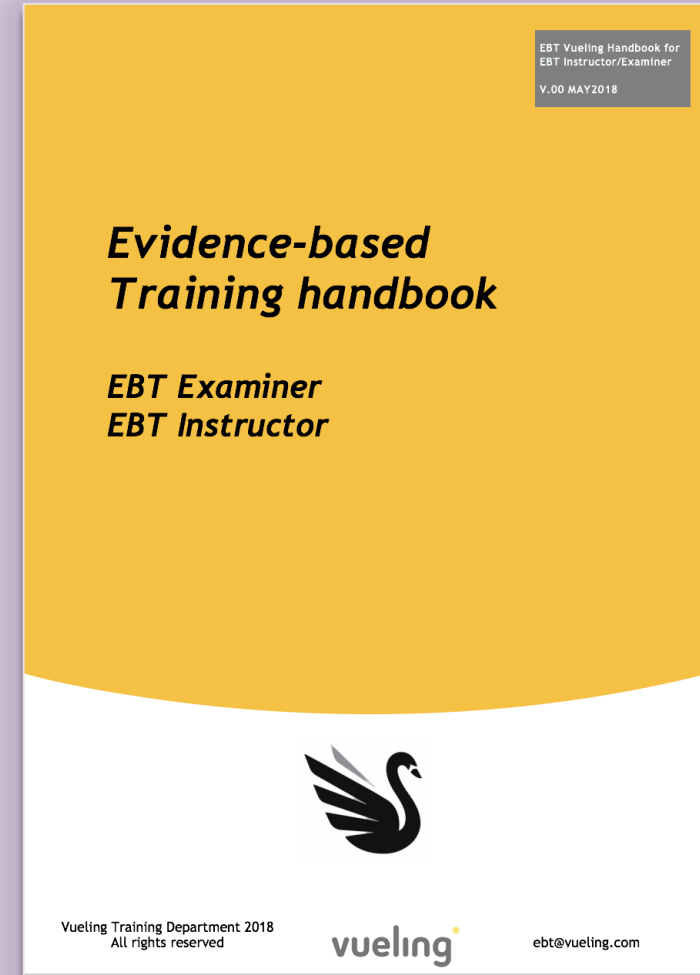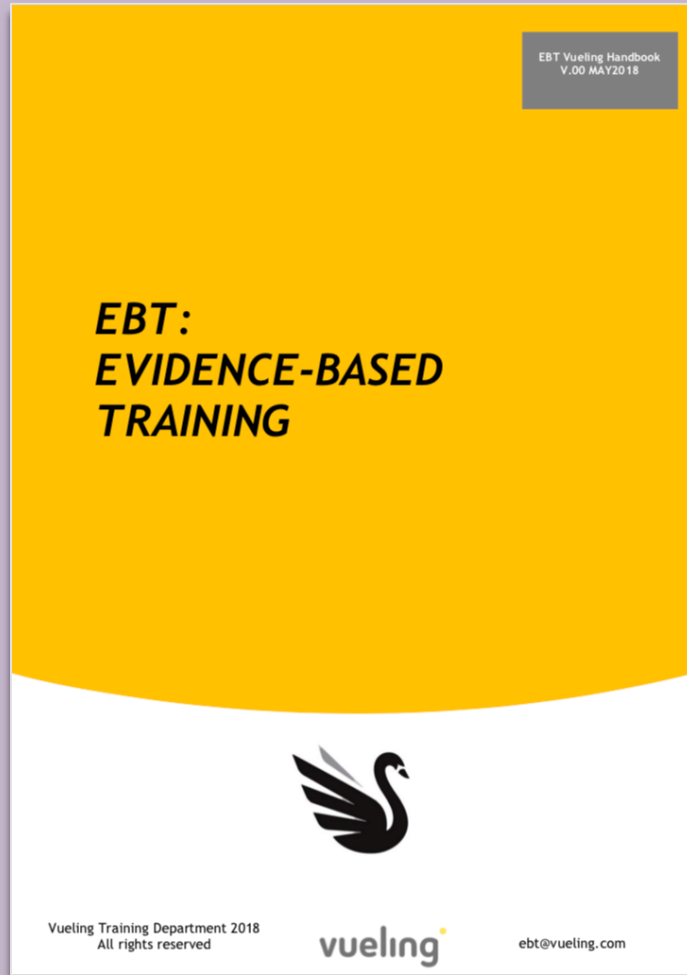
• OUTCOME (e.g. … which resulted in an unsafe situation.)

• HOW MANY (e.g. … any of the behavioral indicators when required…)

• HOW OFTEN (e.g. …by rarely demonstrating…)

• WHAT LEVEL (e.g. the pilot did not communicate effectively…)

Vueling Word Picture - V.00 APR 2018

(right side panel, partially obscured)

• Demonstrates appropriate knowledge of applicable legislation.
• Knows where to source required information.
• Demonstrates a positive interest in acquiring knowledge.
• Is able to apply knowledge effectively.

Leadership and Teamwork
Demonstrates effective leadership and team working.

• Understands and agrees with the crew's roles and objectives.
• Creates an atmosphere of open communication and encourages team participation
• Uses initiative and gives directions when required
• Admits mistakes and takes responsibility
• Anticipates and responds appropriately to other crew members' needs
• Carries out instructions when directed
• Communicates relevant concerns and intentions
• Gives and receives feedback constructively
• Confidently intervenes when important for safety
• Demonstrates empathy and shows respect and tolerance for other people1
• Engages others in planning and allocates activities fairly and appropriately according to abilities
• Addresses and resolves conflicts and disagreements in a constructive manner
• Projects self-control in all situations

Problem Solving and Decision Making
Accurately identifies risks and resolves problems. Uses the appropriate decision-making processes.

• Seeks accurate and adequate information from appropriate sources
• Identifies and verifies what and why things have gone wrong
• Employ(s) proper problem-solving strategies
• Perseveres in working through problems without reducing safety
• Uses appropriate and timely decision-making processes
• Sets priorities appropriately
• Identifies and considers options effectively.
• Monitors, reviews, and adapts decisions as required
• Identifies and manages risks effectively
• Improvises when faced with unforeseeable circumstances to achieve the safest outcome

Situation Awareness
Perceives and comprehends all of the relevant information available and anticipates what could happen that may affect the operation.

• Identifies and assesses accurately the state of the aircraft and its systems
• Identifies and assesses accurately the aircraft's vertical and lateral position, and its anticipated flight path.
• Identifies and assesses accurately the general environment as it may affect the operation
• Keeps track of time and fuel
• Maintains awareness of the people involved in or affected by the operation and their capacity to perform as expected
• Anticipates accurately what could happen, plans and stays ahead of the situation
• Develops effective contingency plans based upon potential threats
• Identifies and manages threats to the safety of the aircraft and people.
• Recognizes and effectively responds to indications of reduced situation awareness.

Workload Management
Manages available resources efficiently to prioritize and perform tasks in a timely manner under all circumstances.

• Maintains self-control in all situations
• Plans, prioritizes and schedules tasks effectively
• Manages time efficiently when carrying out tasks
• Offers and accepts assistance, delegates when necessary and asks for help early
• Reviews, monitors and cross-checks actions conscientiously
• Verifies that tasks are completed to the expected outcome
• Manages and recovers from interruptions, distractions, variations and failures effectively

(left column behind panel, partially visible)

• Demonstrates practical and applicable knowledge of limitations and systems and their interaction
• Demonstrates required knowledge of published operating instructions.
• Demonstrates knowledge of the physical environment, the air traffic environment including routings, weather, airports and the operational infrastructure.

Concordance

EVALUATION

A320 Day 2 - Evaluation	APK	COM	FPA	FPM	KNO	LTW	PSD	SAW	WLM	Reports
TRE1	-0,22	-0,05	-0,01	-0,03	-0,23	0,22	0,00	-0,07	-0,14	28
TRE2	0,14	0,62	0,27	0,25	1,00	0,12	0,13	0,19	0,11	42
TRE3	0,38	-0,02	0,42	-0,07	0,41	0,26	0,39	0,04	-0,21	28
TRE4	-0,07	0,27	0,33	0,19	0,18	0,12	0,16	0,35	0,16	31
TRE5	-0,26	-0,28	-0,35	-0,27	-0,24	-0,36	-0,18	-0,24	-0,22	42

TRAINING

A320 Day 1 - Training	APK	COM	FPA	FPM	KNO	LTW	PSD	SAW	WLM	Reports
TRI1	0,61	0,60	0,40	0,45	0,58	0,40	0,59	0,56	0,61	2
TRI2	1,10	0,10	0,23	-0,39	0,41	0,06	0,09	-0,10	-0,39	6
TRI3	0,11	0,40	0,10	0,15	0,48	0,00	0,49	0,26	0,31	10
TRI4	-0,39	-0,40	-0,60	-0,55	-0,42	-0,60	-0,41	-0,44	-0,39	5
TRI5	0,44	0,10	-0,27	-0,55	-0,25	0,23	-0,25	-0,10	0,11	6

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THANK YOU!
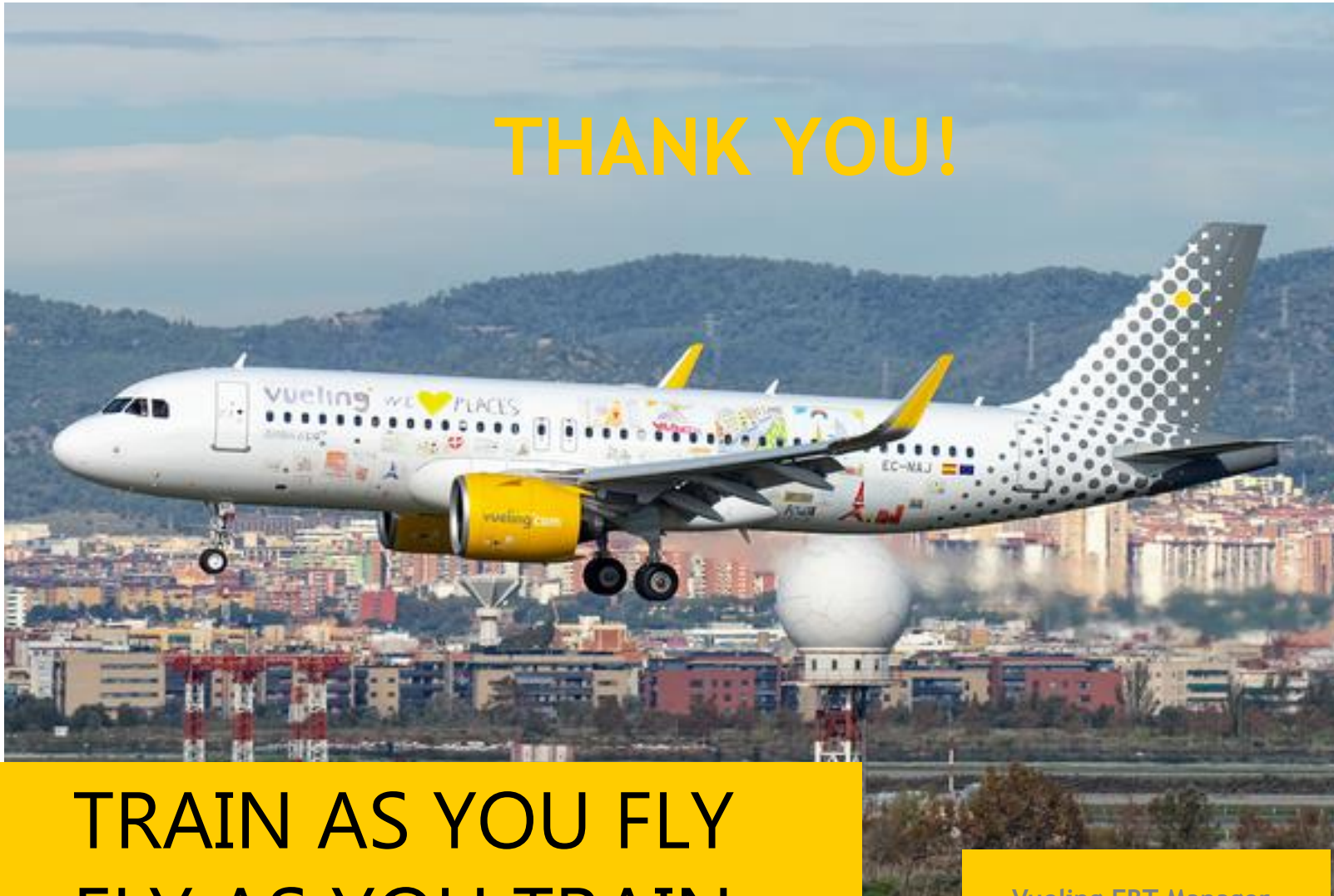
TRAIN AS YOU FLY
FLY AS YOU TRAIN

Vueling EBT Manager