

# FIJI AERONAUTICAL INFORMATION CIRCULAR



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ADM

This AIC replaces AIC 05/11.

## CREW RESOURCE MANAGEMENT TRAINING

### **1. Introduction**

- 1.1 Amendments to the International Civil Aviation Organization annexes to the Convention on International Civil Aviation (Annexes 1 and 6) have reinforced and introduced new standards relating to human factors, human performance, and crew resource management.
- 1.2 The purpose of this circular is to acquaint industry with the development of requirements for Air Operator's Certificate of Competency (AOC) holders to train their crews and maintenance personnel formally in the practical application of crew resource management (CRM) techniques.

### **2. The Requirements**

- 2.1 The requirements are a natural development from the human factors flight crew licence examinations introduced by the Authority's flight crew licensing office as the result of the Standards of ICAO Annex 1. They will bring the Republic of Fiji into line with the European, North American and Australian approach to the training of flight crew, cabin crew and maintenance personnel.

### **3. The Course - Definition**

- 3.1 This complex subject is referred to by a variety of names such as Flight Deck Management or Cockpit Resource Management. For the purpose of these requirements and to align the Authority with the Federal Aviation Administration (FAA) and the Joint Aviation Authorities (JAA), it will now be designated Crew Resource Management (CRM). The Authority's interpretation of CRM training for single and multi-crew is as follows: -
  - 3.2 Crew Resource Management Training is **not**: -
    - ◆ a quick fix that can be implemented overnight;
    - ◆ a training programme administered to only a few specialised cases;

- ◆ a scheme that occurs independently of other on-going training activities;
- ◆ a scheme where crews are given a specific prescription on how to work with others on the flight deck;
- ◆ another form of individually centred crew training;
- ◆ a passive-lecture classroom course;
- ◆ an attempt by management to dictate cockpit behaviour or to expose individuals' weaknesses.

## **GOOD CRM REQUIRES AN APPRECIATION OF HUMAN FACTORS**

### **3.3 Crew Resource Management Training **is** :-**

- ◆ a comprehensive scheme for improving crew performance;
- ◆ a scheme that addresses the entire crew performance;
- ◆ a scheme that can be extended to all forms of crew training;
- ◆ a scheme that concentrates on crew members' attitudes and behaviour, and their impact on safety;
- ◆ an opportunity for individuals to examine their behaviour and make individual decisions on how to improve teamwork, within the aircraft and with outside agencies;
- ◆ a scheme that uses the crew as a unit of training.

## **4. Applicability**

**4.1** Any pilot joining a company will not need to attend a course immediately; CRM matters will be addressed during any licence issue/ANR 45 checks. The Authority will expect that an appropriate course is attended before completion of the second base check. A statement in the training manual should reflect this.

**4.2** It is intended that all crew flying for the purposes of public transport, and maintenance personnel engaged in maintenance of such aircraft, will have attended a course on CRM, and thereafter a CRM refresher course every 24 months, whereas cabin crew shall complete a recurrency training program annually.

**4.3** Check captains will need to consider CRM aspects on all checks carried out; it will therefore be necessary for all check/training captains who carry out both licence renewal and ANR 45 checks to attend a CRM course.

## **5. CRM Course Acceptance by the Authority**

- 5.1 Any CRM course being arranged will need to be assessed by an appropriate CAAF inspector so that acceptance of course material and course presenter may be considered.
- 5.2 The structure of the course in most cases will be standardised; however, the syllabus should reflect the nature of the company operations as well as the crew operating procedures of those attending. Subjects to be included in the course are at the Annex to this Circular.
- 5.3 Ideally the CRM Initial course should be of 3 day duration but, providing the whole syllabus is covered, then a 2-day course may be acceptable. Refresher or renewal intensive courses for multi-crew and initial course for single pilot crew operations of one-day duration would be acceptable to the Authority. In any case since a large amount of material has to be assimilated it is essential that pre-course reading material is provided to help the trainees cover the complete syllabus in the time available.
- 5.4 Courses will fall into two categories: -
- (a) Courses restricted to staff employed by the operator; and
  - (b) courses available to other operators.

- 5.5 Operators of aircraft under 5700kg MAUW may use an "Online" CRM course that is approved by either CASA or CAA-NZ as meeting the requirements of CAAF.

## **6. Acceptance**

- 6.1 It will be necessary for each public transport operator to apply for a course acceptance. The operator may use a course provided by another operator if that course has already been accepted under the provision of paragraph 5.4(b). The need for individual operators to apply for their own course acceptance is a condition to ensure that the associated requirements are in place. It will be necessary to include policy statements in the company training manual giving:
- (a) Details of the courses that crews are to attend;
  - (b) how recurrent training is to be carried out;
  - (c) what company differences there are from the basic course if the course has been purchased from an outside agency;
  - (d) details of record keeping required; and
  - (e) procedures for new or freelance pilots (having attended previous courses).

- 6.2 Clearly the responsibility for satisfying these requirements lies both with the individual, check and training captains, and with the operator; the company's assigned Flight Operations Inspector should be consulted in the first instance.
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This Circular is issued for information, guidance and necessary action.

### **ANNEX**

With reference to "5.2 CRM Acceptance by the Authority", the subject matter included in the CRM course should cover the following:

- a) Definition of CRM
- b) Decision-Making Processes
- c) Human Performance Factors
- d) Human Error
- e) Stress
- f) Risk Management

The subjects listed above are the very minimum and Operators are encouraged to expand this to mirror the individual traits or characteristics of their operation.