



An Outline of Air Niugini Non Technical Skills (NTS) Training





We are Here !





This is where we really are !!!





What I am going to talk about

- **A little about myself and the CRM Team.**
- **A little about Air Niugini.**
- **A lot about our NTS programme and the challenges of NTS training in a different culture.**
- **A little of our opinion of current NTS training.**
- **A little about our opinions of the future directions of NTS.**



A little about me and the Air Niugini CRM Team



Air Niugini
em i PNG!

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Air Niugini CRM Classroom Training

- Operates under both Part 121 and Part 141.
- Instructors required to hold a minimum of Australian Certificate 4 in training and assessment or recognised equivalent .
- Instructors are required to hold an approval to run specific courses from the National Training council of P.N.G.
- Minimum 3 year company experience preferred before becoming a CRM instructor.
- Instructors are assessed on their instructional techniques on an annual basis.



Air Niugini at a Glance

- Formed as the National Carrier of Papua New Guinea in 1973. as a collaboration of Papua New Guinea Government Qantas, TAA and Ansett.
- First Aircraft Fokker F27 and Douglass DC 3,
- Has operated Boeing 707 Fokker F28 and DeHavilland Dash 7.
- Since 1978 has been a 100% owned Business unit of PNG National Government.
- Now Flys over 1 million passengers per year.
- Now employs around 2000 people including 180 Pilots and 250 Cabin crew.



Air Niugini Current Fleet



x 8



x 6



x 3



x 3



Air Niugini at a Glance

- Operates both RPT and Charter Services in support of the Mining Industry .(All under Part 121 rules.)
- Flies to 21 Domestic Destinations.
- Flies to 9 International Destinations including Sydney, Brisbane, Cairns, Nandi, Honiara, Manila, Singapore, Hong Kong and Tokyo.
- Also operates a Falcon 900 ex executive Jet mainly dedicated to charter to the National Government.



Air Niugini at a Glance

- **Delivery of 2 more Dash 8 Q 400 in April and June 2012.**
- **Proposed introduction of 1 x B 737/800 and 1 x B 737/700 2nd half 2012 .**
- **Proposed Dash 8 100/200/300 replacement programme with initially ATR 42-500 then 600.**
- **Scheduled deliveries of Boeing 787's as 767 replacement from December 2014.**



History of Air Niugini CRM/NTS Training

- **1988/9 Air Niugini Pilots attend the Australian Airlines Air Team Management courses in Melbourne.**
- **1990 a decision is made to invest in the development of a purpose built CRM course for Pilots.**
- **Initial 3 x 2 day CRM course for Pilots developed by Professor David Lawson from Interactive trainers of the UK and introduced in 1991.**
- **One Day yearly recurrent courses introduced 1995**
- **1995 Initial course modified to two 3 day courses taking place over 2 years.**

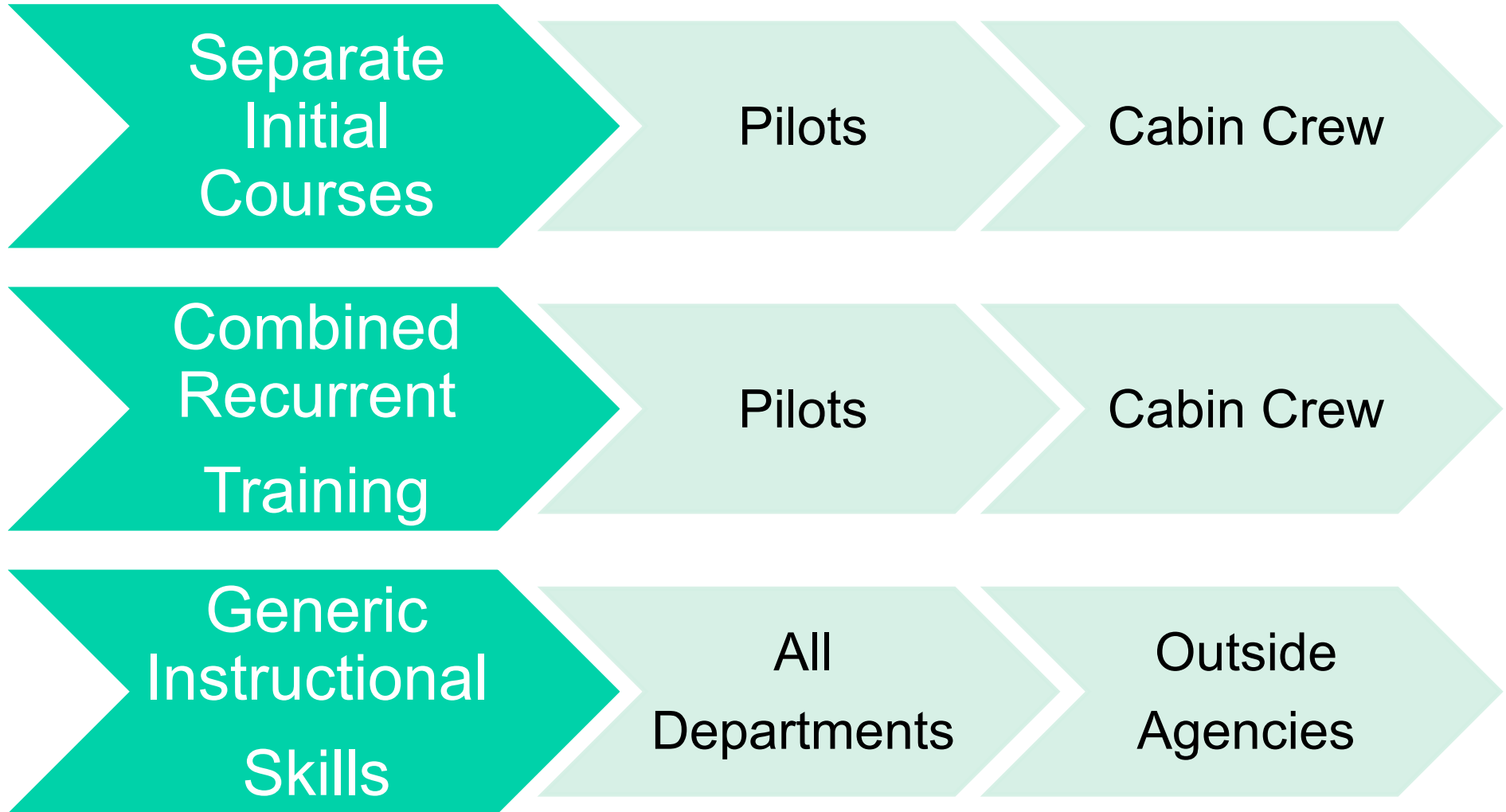


History of Air Niugini CRM/NTS Training

- **1995 2 day Cadet Pilot Headstart CRM programme developed and implemented.**
- **Specific 2 day Command upgrade CRM course introduced in 2004.**
- **Initial Cabin Crew CRM courses introduced in 2007.**
- **2008 combined Pilot Cabin Crew CRM recurrent training started.**
- **2008 Generic Instructional Skills (GIT) course implemented.**
- **2009 Maintenance Resource Management (MRM) commenced.**



Current Air Niugini CRM/NTS Courses





Current Air Niugini CRM/NTS Courses

Maintenance
Resource
Management

Engineers

Now run and
facilitated by
Engineering
Training

Head Start
Programme

National
Cadets

Course
Currently not
run



Initial Pilots Course Outline

Module 1 and 2 (3 days)

Day 1

- Introduction (What CRM is for, What is TEM , Reasons Model and Legal Requirements), Statistics (Home Study), Effective Communications.

Day 2

- Information Management & Decision Making

Day 3

- Speaking Up Effectively, The SHELL Concept, Stress and Stress Management , Exam and Review



Initial Pilots Course Outline

Module 3 (3 days)

Day 1

- Teamwork ,Rushing Interruptions and Distractions

Day 2

- Conflict and Conflict Resolution ,Leadership , Atmosphere. And Fatigue and Fatigue Management

Day 3

- Situational Awareness, Air Niugini TEM, CFIT (Controlled Flight into Terrain) Risk Reduction and ALAR (Approach and Landing Accident Reduction.) , exam and Review



Initial Cabin Crew Course Outline

(2 days)

Day 1

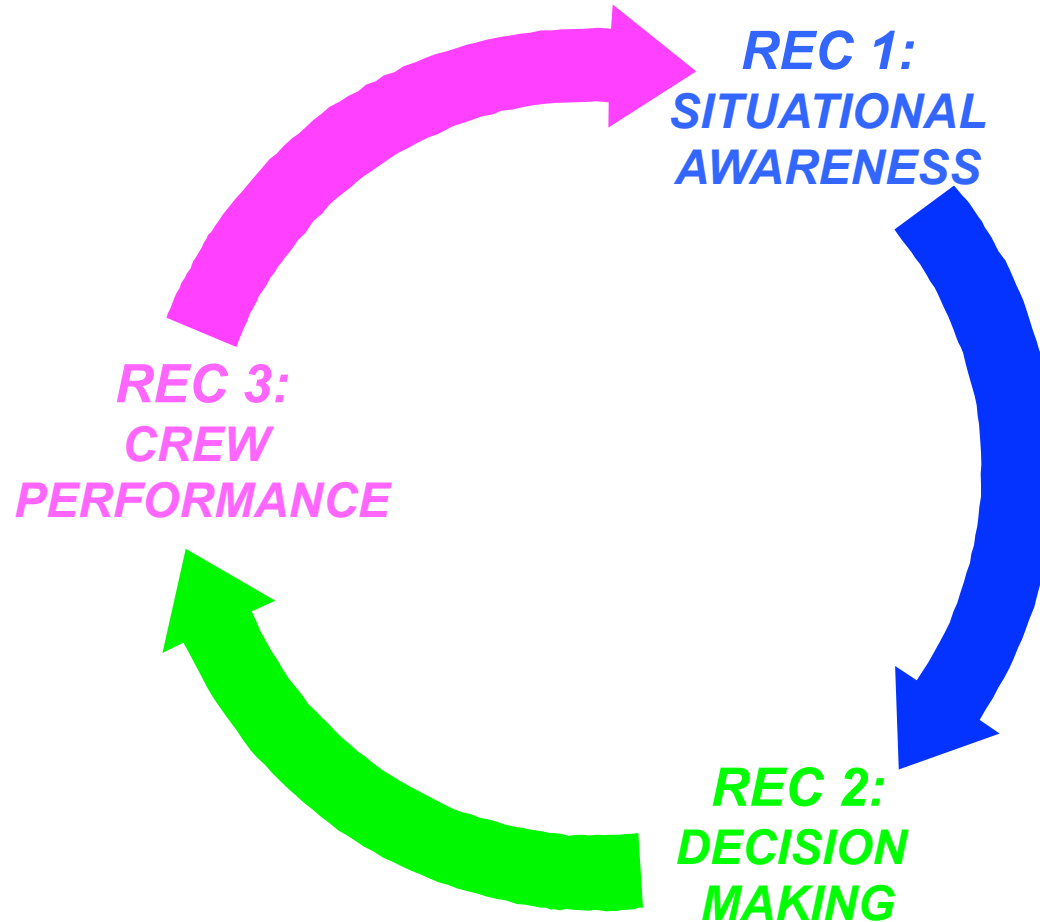
- Introduction to CRM, Should we tell the Captain, Communications, Information Management & Decision Making, Leadership and Teamwork

Day 2

- Stress, Conflict, Atmosphere & Speaking up, Interruptions, Distractions & Rushing Situational awareness, Fatigue and Fatigue Management, Chain of Events & Error Management, Exam, CRM exercise and Review



Recurrent Training Pilots and Cabin Crew





Recurrent Training Pilots and Cabin Crew

- **One Day Annual requirement.**
- **Basics refreshed.**
- **New subjects or concepts introduced each recurrent.**
- **Combined for most of the Day.**
- **Last session is Pilot Technical specific .**
- **Holistic Assessment.**



Other Courses

Generic Instructional Skills (GIT)

- 2day Course.
- Teaches skills in Lesson Planning and Delivery, Assessment and Debriefing.
- Specific third Day run for CRM, Flight or Cabin Crew Instructors by the specific department

MRM (Run by Engineering training)

- Initial course is 2 days and basically the Cabin Crew Programme with and engineering focus
- Recurrent training required every 2 years 1 day course



Other Courses

Command CRM

- **2day Course.**
- **Specific upgrade course for Captains.**
- **Focus's on aspects of command particularly Leadership, Situational awareness, Teamwork and legal responsibilities.**



Other Projects

Air Niugini LOSA project 2011

- Supervised and DATA analysis by the LOSA collaborative.
- Many of the CRM team were involved as flight deck auditors.
- Implementation and integration of Air Niugini LOSA data to Modify our current NTS courses during 2012.



Other Projects

Planned Introduction of CRM for Ops and Dispatch Staff 2012

- Initial course is 2 days basically following the Cabin Crew Programme with an operations focus
- Recurrent training with the Pilots and Cabin Crew

Fatigue Risk Management System (FRMS)

- Involved in the development and implementation of a FRMS from the ICAO implementation guide July 2011.
- Development and implementation of a training and assessment programme for Pilots, Cabin Crew, Crewing and Operations staff.



Challenges for NTS/CRM Skills and Training at Air Niugini

- **Cultural and Ethnic Differences.**
- **Language Barriers**
- **Lower education Base of the Cabin Crew.**
- **Low education base of other staff.**



Challenges for NTS/CRM Skills and Training at Air Niugini

- **Poor Infrastructure.**
- **Poor Communications.**
- **Pilots, particularly Captains expected to exercise greater level of operational control compared to other airlines.**
- **Senior Management belief that CRM /NTS training is only for operational staff and not for them.**



Solutions to Air Niugini's NTS training Challenges

- **Plenty of Time Resource given by the company to NTS training of Pilots and Cabin Crew.**
- **Having the Peer Group(i.e. Pilots and Cabin Crew) as Classroom instructors and making sure that they are respected and experienced.**
- **Don't lose sight of the Basics of CRM/TEM.**
- **Ensure that the basics are refreshed and practiced in recurrent training .**



Solutions to Air Niugini's NTS training Challenges

- **Developing a culture of Personal Responsibility for the implementation of effective Non Technical Skills.**
- **Ensure that Cabin Crew and Pilots understand that non technical skills are as important as technical skills and can be practiced.**
- **Give the CRM Tools so that they can be practiced.**
- **Have serious assessment of Non Technical Skills.**



Solutions to Air Niugini's NTS training Challenges

- **Promote the fact that effective NTS is not just for safety but is also to ensure that the company runs more efficiently and there is a better workplace environment.**
- **Show that effective NTS skills can be used outside the workplace.**
- **Effective communications is the key.**
- **Last but not least Pilots and Cabin Crew are required to CRM current to be able to fly (i.e. must have completed CRM training during the calendar year)**



The Future, what we need to do better

- **A better connection still needs to be made between the classroom and what happens on the line.**
- **Training of Check Pilots and Check Cabin Crew in to how to assess NTS during checks**
- **An assessment system for NTS during route, simulator and line checks that is easy to use and is Valid Reliable and Fair.**
- **An assessment system for Pilots and Cabin Crew that increases the weight of use of effective NTS skills in passing a simulator, route or line checks**



What we need cautious of

- ★ Too much training.
- ★ Jumping on the latest band wagon .
- ★ Forgetting the Basics of NTS. (The human condition does not change)
- ★ Losing touch with practicality.
- ★ Becoming an industry (or law) on to ourselves.



Are there any questions

