EAAP

EUROPEAN ASSOCIATION
FOR AVIATION PSYCHOLOGY
Worldwide Support

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SAFETY FORUM
KNOWLEDGE, SKILLS AND EXPERIENCE FOR SAFE OPERATIONS
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10th ANNUAL SAFETY FORUM

Pilot Support & Development: A Holistic Approach to Promoting (Psychological) Wellbeing and Resilience

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EAAP President

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Safety Manager, Luxair

Where we are coming from

[…] Research indicates that 85% of all aviation accidents and serious incidents involve human error, and over 60% of these accidents have human factors as their primary cause.[…]

Where we are coming from

Stiftung Mayday

Mental Health Stigma

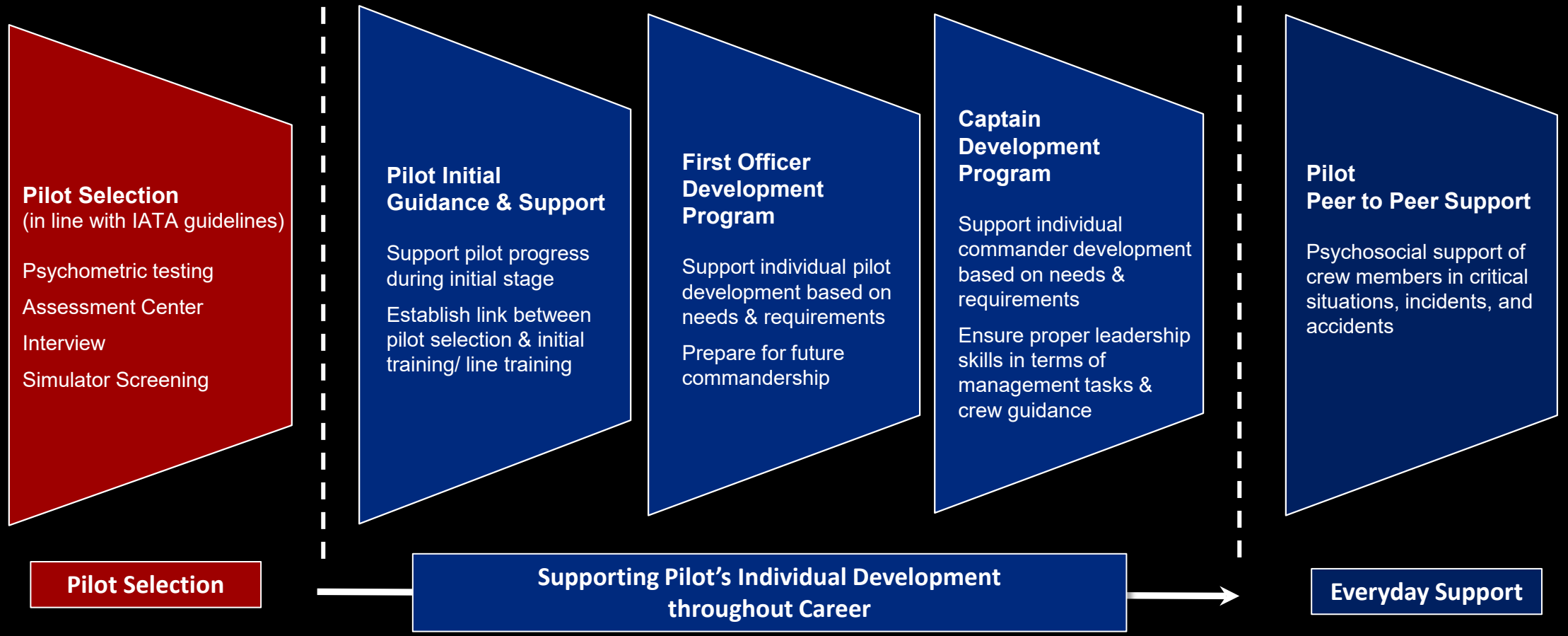
Affected pilots are often hesitant to report psychological / emotional issues

… and to seek corresponding support and guidance

… if you want to get things right in bad times, you need to build up trust and promote in good times!

How to Get There?

Cornerstones of a Holistic Approach to Pilot Support and Development



Initial Pilot Guidance & Support

- Initial guidance for pilots joining the operator
- **One-on-one with Aviation Psychologist**/ Human Factors Manager & **confidential**
- In-depth **reflection on selection results**
- Link pilot's experienced progress & actual performance with previously **identified strengths** as well as recognized **areas for further development**
- **Supporting growth** and enhance personal **resilience**
- Opportunity for additional **coaching** & support if required
- Establishing a **trustful relationship** to lower the barrier for future request(s) for support
  - **promote Pilot Support Program**

First Officer Development Program

- Implement a three-step program, given that First Officers develop specific needs and requirements which are likely to change throughout their career path, while following a **peer-centered approach**.

1. **In the beginning of their career path:**
   - Initiating an open **exchange on beneficial** as well as **on critical experiences;**
   - **Open dialogue with FLT OPS and Safety Management**.

First Officer Development Program

- Implement a three-step program, given that First Officers develop specific needs and requirements which are likely to change throughout their career path, while following a **peer-centered approach**.

2. At the middle of their career path:

- Open exchange with FLT OPS and Safety Management cont'd;
- Providing **additional insights into other relevant departments**;
- **Addressing issues on complacency** > ensuring **learning attitude** > **enhancing personal growth**.

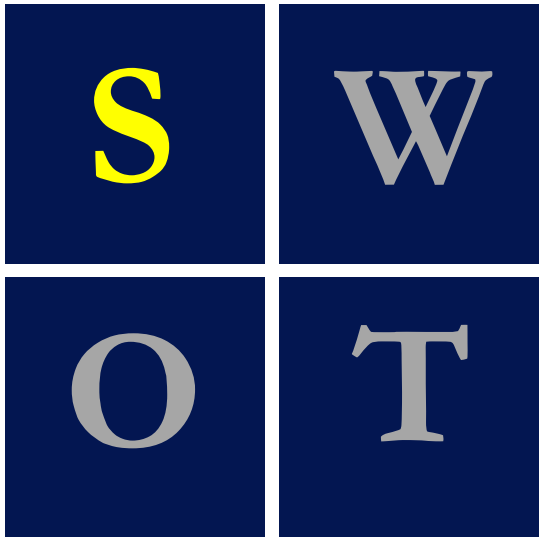
First Officer Development Program

- Implement a three-step program, given that First Officers develop specific needs and requirements which are likely to change throughout their career path, while following a **peer-centered approach**.

3. **In the final phase of their career path**:
   - **Expanding on existing skills** for the future role of Captain;
   - Enabling direct exposure and a **closed feedback loop by fellow pilots and instructors**;
   - FLT OPS to address their **expectations**; **developing strategies to cope with upcoming demanding situations**.

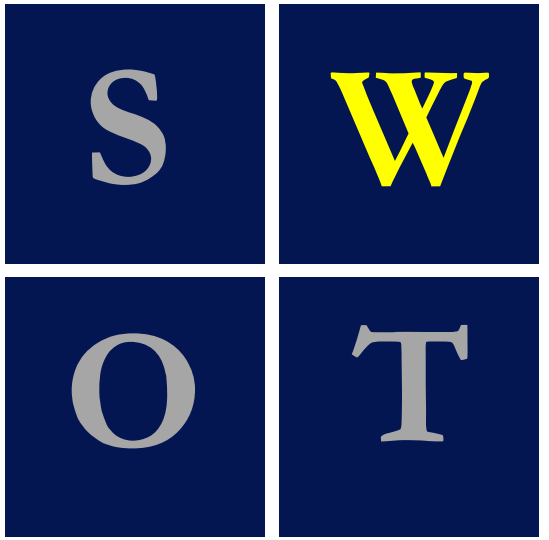
Holistic Approach: Summary of Strengths

- Enhance pilot competencies through **individualized development programs**
- Enhance safety through **psycho-social support (peer-to-peer)**
- Identifying need for '**coaching**' support
- Reduce crew **absenteeism / presentism**
- Encourage desirable pilot development as well as **identify 'critical' trends**
- **Bridge the gap** between **management** and **pilot community**
- **F/Os ready for captaincy** when required
- **CPTs ready for management tasks & crew guidance**



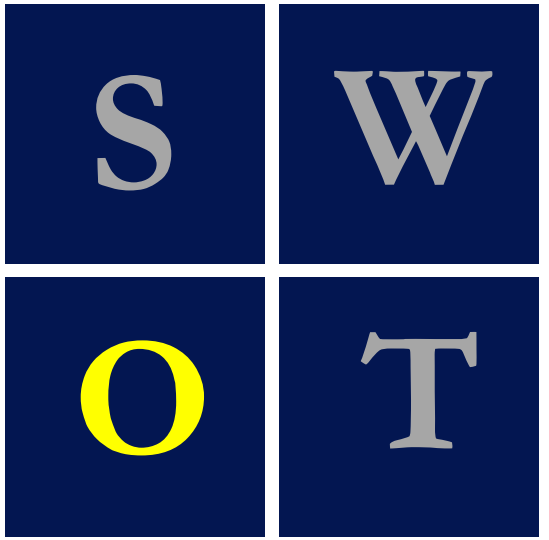
Holistic Approach: Summary of Weaknesses

- **Investment** needed
- Implementation of **process is time consuming**
- **Difficult** to prove **effectiveness** of **development schemes/ peer support programmes**



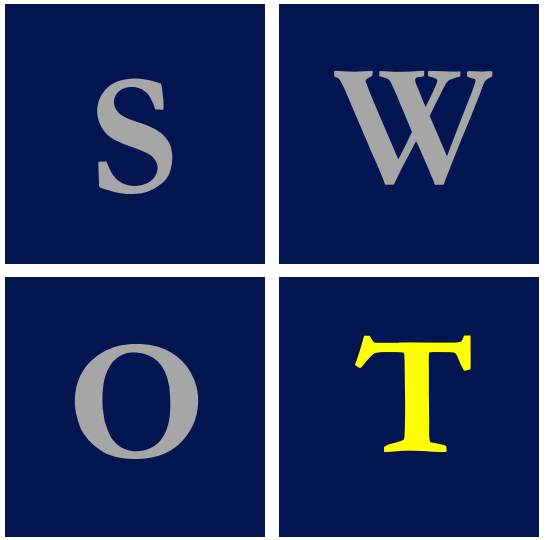
Holistic Approach: Summary of Opportunities

- **Anticipating EASA recommendations**
- **Positive influence on company (safety) culture** and atmosphere
- Support **trustful relationship** between management & pilot community
- Integration into **SMS without compromising confidentiality**
- Integrating/**benefit from aviation psychology/ human factors expertise** into fight operations > hire an Accredited Aviation Psychologist!



Holistic Approach: Summary of Threats

- **Low acceptance** by crew community
- **Poor concepts**/ weak realisation of programmes
- **No clear commitment by management**
- No clear or **weak guidance by regulator**
- Implementation of **concept needs time**



Quality of Trust!

Needs Broader Perspective!

The heart of the matter:

Trust takes years to build, seconds to break, and forever to repair.

It's not only about Trust, it's also about Quality!

Components of a Holistic System

Components of a Holistic System

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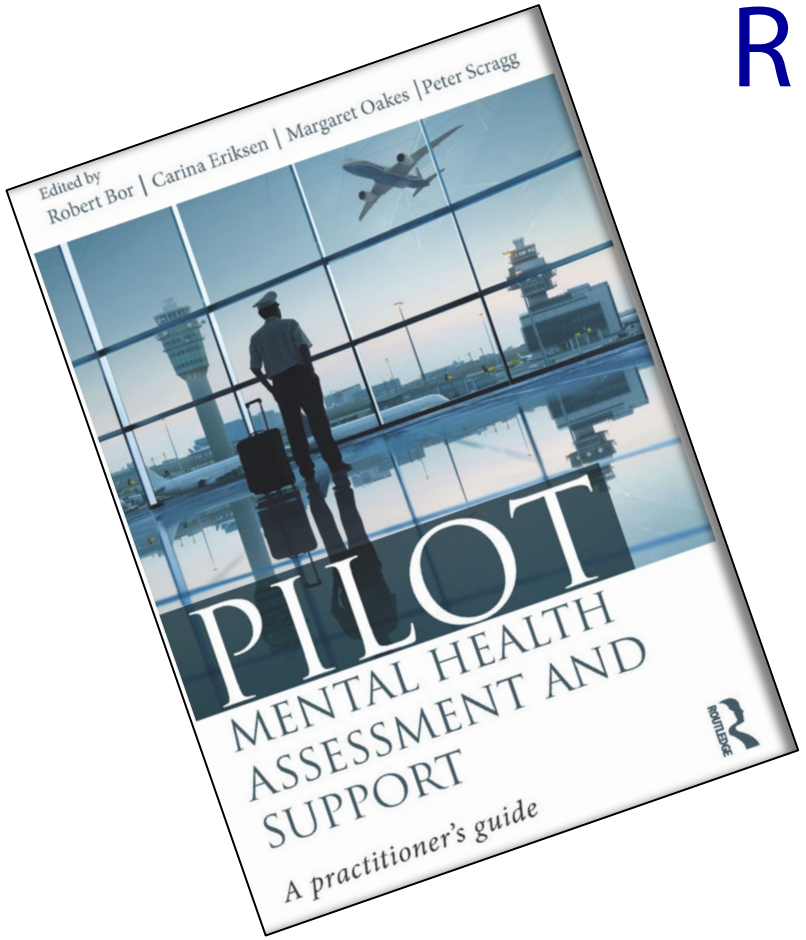
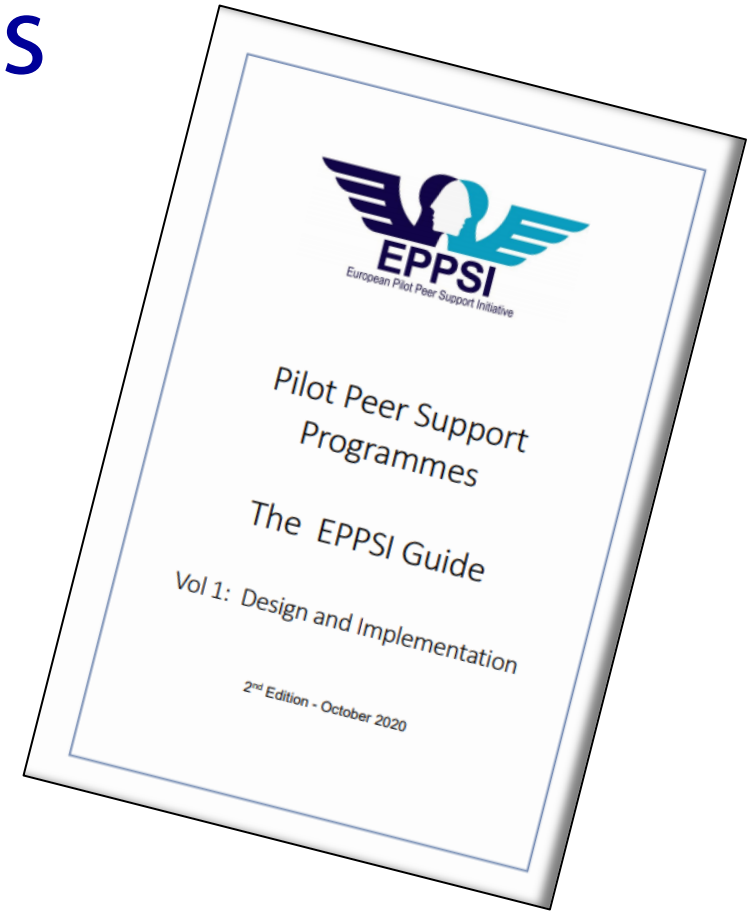
… and a healthy dose of patience!

References



Chapter 20, Peer-to-Peer support and development programmes for pilots: time for a holistic approach
Gerhard Fahnenbruck and Gunnar Steinhardt



EPPSI Guide 2nd Edition
www.eppsi.eu

Coming Full Circle

If you want to get things right in bad times, you need to build up ***quality trust*** and ***promote*** in good times!

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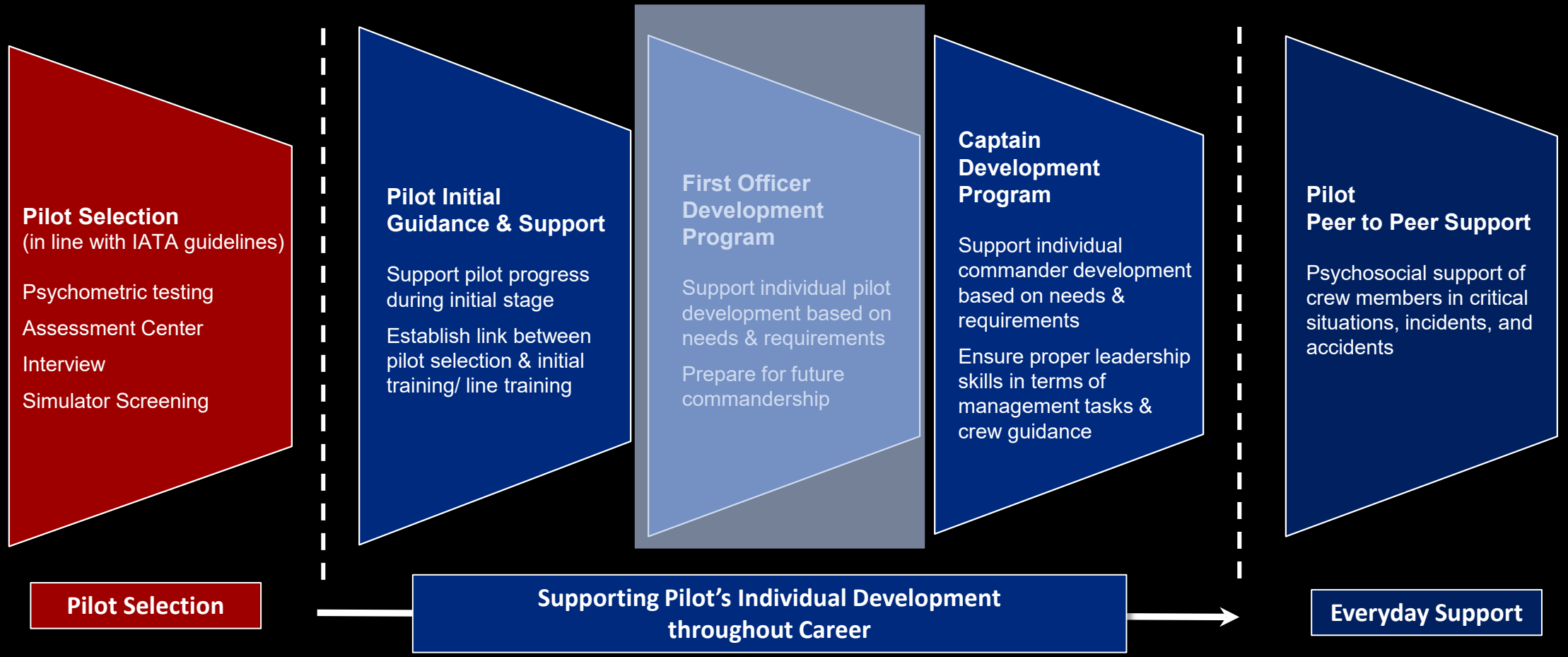
EAAP34 Members & Delegates, GIB RWY 27, 29.09.2022

Cornerstones of a Holistic Approach to Pilot Support and Development



Pilots' Competencies

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Communication

Definition

Communication between Flight Crew Members may be either social or functional/operational. Both aspects serve a useful purpose, the former helping to built teamwork and the latter being essential to the task of flying an aircraft.

Requirements

- Use the same channel of communication
- Share information actively
- Clearly state plans and intentions
- Assure that information given is received
- Assure understanding
- Actively ask for feedback
- Accept appropriate criticism
- Provide constructive feedback when appropriate
- Listen actively
- Express uncertainties and ambiguities
- Ask for proposals and openly listen to counter-proposals
- Show respect for other people's feelings and opinions

Leadership

Definition

A leader is a person who is able to motivate the crew to act towards achieving a common goal. To reach this common goal as a crew the leader acts through the use of example and persuasion. The leader understands the goals and desires of the crew as well of each involved individual. Leadership involves teamwork, and the quality of a leader depends on the success of the leader's relationship with the team.

Leadership skills should also be developed by junior crew members. These skills are essential in aircraft operations where First Officers are sometimes called upon to adopt a leadership role throughout the normal performance of their duties.

Leadership

Requirements

- Take the lead of the crew as commander
- Adopt a leadership role as a First Officer if required
- Advocate own position
- Encourage crew to be assertive
- Take views and opinions of others into account
- Establish and communicate tasks
- Achieve common understanding of tasks
- Take initiative to ensure involvement and task completion
- Control the outcome, if necessary, correct or adjust strategies
- Ensure SOP compliance
- Manage by objectives
- Delegate tasks
- Motivate crew through appreciation and, when necessary, offer support
- Give compliments when tasks are completed successfully
- Address and manage conflicts within the crew if appropriate

Operational Competencies 2

Aircraft Control 4
Knowledge / Use of Systems and Automation 6
Knowledge of / Adherence to Procedure 8

[Inter]Personal Competencies 10

Communication 12
Teamwork 14
Leadership 16
Workload and Stress Management 18
Situation Awareness and Decision Making 20

Case Studies 22

Dear colleagues,

Luxair Luxembourg Airlines prides itself with a strong company safety culture. We nurture it through our standards, our procedures, our trainings and, above all, through our philosophy on "how we do things".

In your hands you now hold our 'Philosophy on Operational & [Inter]Personal Competencies', in short 'Pilots' Competencies'. The philosophy regroups all important areas of expertise essential to a safe and successful flight operation. As a foundation of our company safety culture, it is published in our OM-A. This philosophy also sets the criteria of our CRM assessment program.

The aim of this booklet is to present these competencies and their related requirements in a clear, transparent and understandable way. All requirements are deliberately presented in positive terms to emphasize on "what to do" and not "what not to do". The philosophy was developed with the help of your valuable feedback, ideas and comments received in various trainings. Thank you very much for your effort!

We constantly need to adapt it to the fast changing environment we operate in. Therefore, we welcome any input you can provide to contribute to this challenging task. Let us live our philosophy, let us talk about it, let us exchange our opinions and feed it with our on-the-job experiences.

In good cooperation,

Daniel Colling
Postholder
Flight Operations

Georges Fleischhauer
Postholder
Crew Training

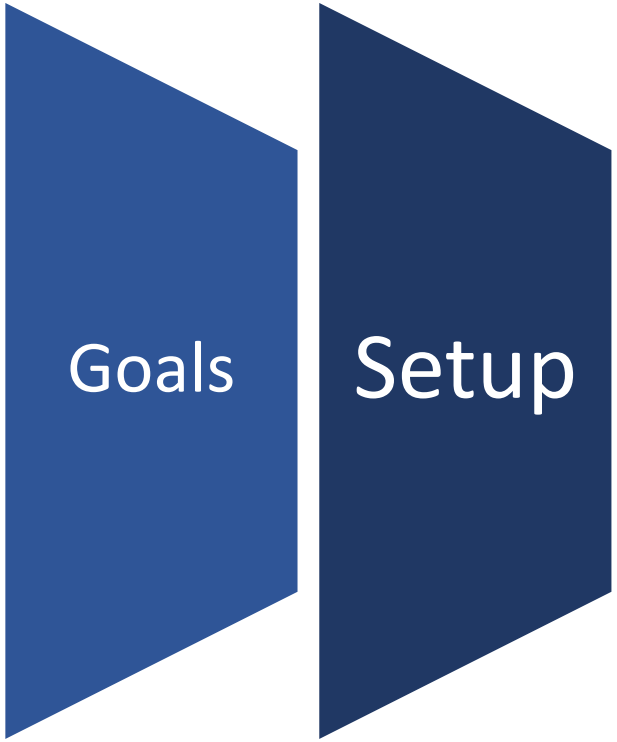
Gunnar Steinhardt
Human Factors
Manager

Co-Pilot Development Scheme

Goals

- **Provide detailed individual feedback** to all Luxair Co-Pilots concerning their performance according to our Operational and [Inter]Personal Competencies;
- Address Co-Pilots' **beneficial qualities** and identify areas of their competencies where **further development** is possible;
- **Provide feedback** to foster further development and improved performance in regard to future commandership;
- Provide a **continuing, fair, and non-punitive Co-Pilot Development process**.

Co-Pilot Development Scheme



- TRIs/LTCs use the **Co-Pilot Development Form** to provide feedback;
- Data will be collected **ONLY during normal line operations;**
- Data will be collected and an individual **Co-Pilot Profile Sheet** will be created;
- All Co-Pilots **evaluate their own** performance by using the Co-Pilot Development Form.

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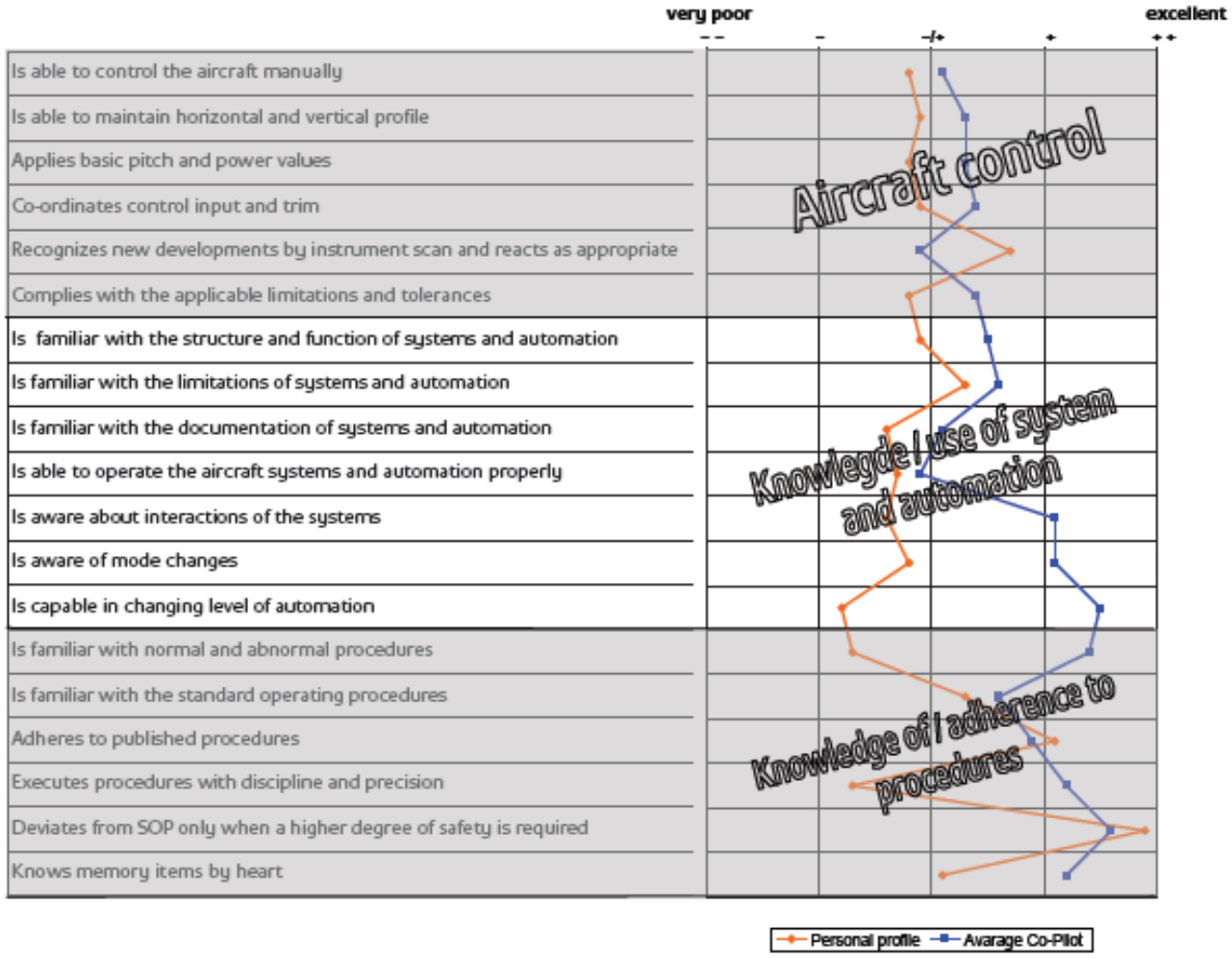
Operational Competencies - personal profile

Pilot (3-letter-code):_____ **Date:**_____



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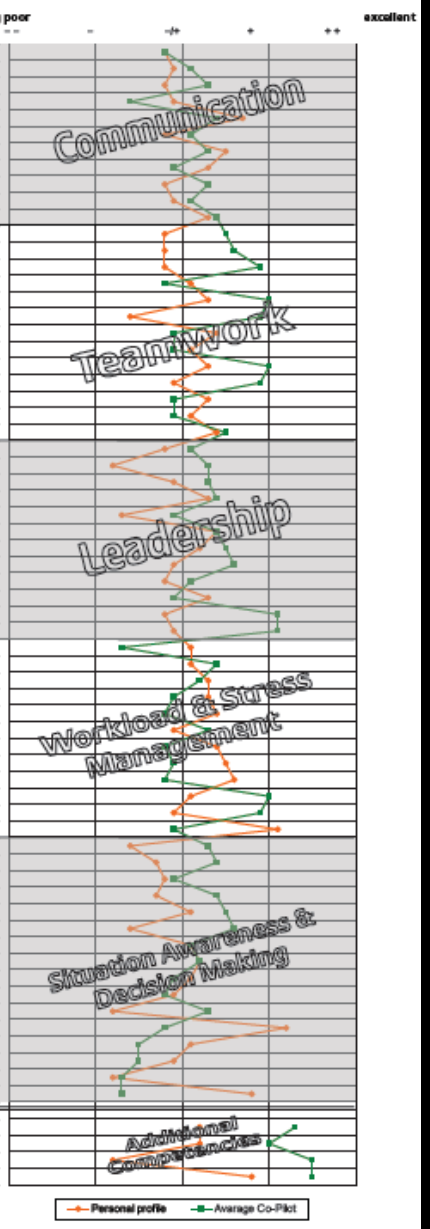
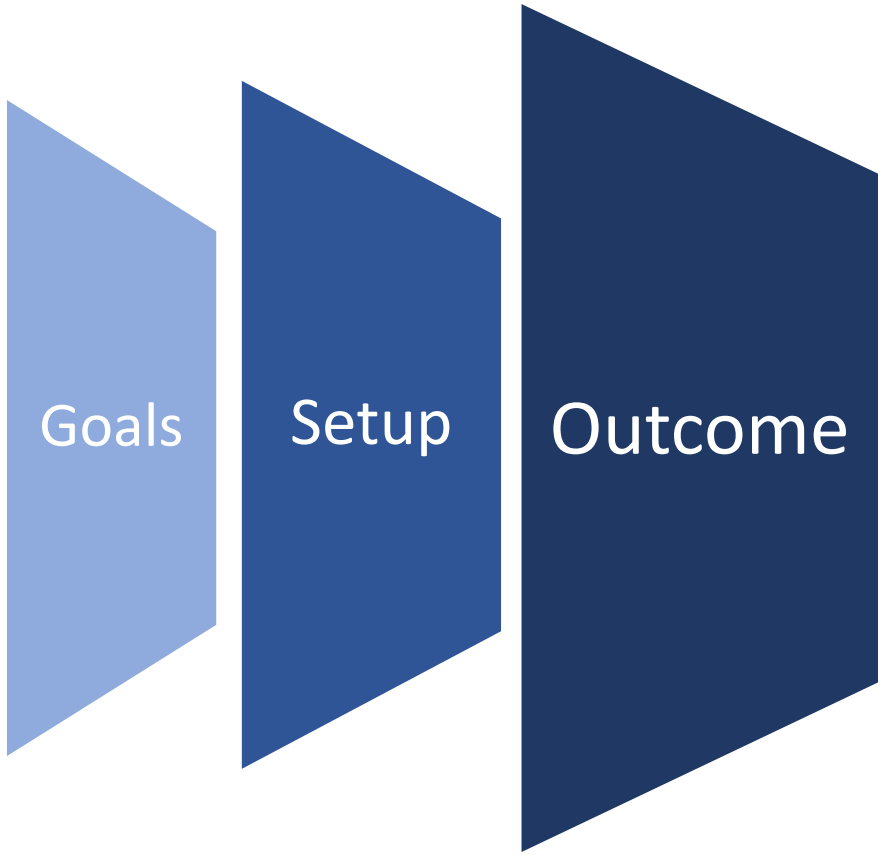
[Inter]Personal Competencies - personal profile F/O

Pilot (3-letter-code):_____ Date:_____

	very poor --	-	-/+	+	++ excellent
Shares information actively					
Clearly states plans and intensions					
Assures receival of given information					
Assures understanding					
Asks for feedback actively					
Accepts appropriate criticism					
Provides constructive feedback when appropriate					
Listens actively					
Expresses uncertainties and ambiguities					
Asks for proposals and listens to counter-proposals openly					
Shows respect for other people's feelings and opinions					
Ensures redundancy					
Is aware of own role/position and it's dedicated tasks and responsibilities					
Supports others actively					
Encourages others to co-operate					
Pursues crew objectives					
Supports the team with own strength					
Allows others to balance own weak-points					
Adopts assertive behaviour					
Seeks ideas and opinions from others					
Addresses and manages conflicts actively					
Concentrates on what is right rather than who is right					
Considers personal condition of others					
Shows respect and regard to the view of others					
Adopts a leadership role as a First Officer if required					
Advocates own position					
Encourages crew to be assertive					
Takes views and opinions of others into account					
Establishes and communicates tasks					
Achieves common understanding of tasks					
Takes initiative to ensure involvement and task completion					
Controls the outcome, if necessary, corrects or adjusts strategies					
Ensures SOP compliance					
Manages by objectives					
Delegates tasks					
Addresses and manages conflicts within the crew if appropriate					
Plans ahead					
Prioritises tasks					
Delegates workload					
Ensures appropriate time management					
Involves other crew member in high workload situations actively					
Asks for support early					
Offers assistance actively					
Communicates when encountering unexpected situations					
Communicates when stressful situations appear					
Is aware of different stressors					
Is aware of signs of stress					
Pays attention to colleague in regard of signs of stress					
Gathers information and identifies problem					
Reviews causal factors with other crew member					
Develops a mental plan for course					
Plans course of action based on all available information					
Confirms selected course of action					
Considers and shares risks for course of action					
Monitors and evaluates current status relative to the mental plan					
Projects ahead and considers contingencies					
Gains feedback to review the accuracy of own mental model					
Uses checklists, procedures and written information					
Uses automation effectively					
Speaks up when Situational Awareness is breaking down					
Acts with respect to time available					
Asks crew members for options					
Listens to input from all crew members					
Adopts multi crew co-ordination concept					
Applies uniform regulations according OM/A					
Is punctual for all duties					
Executes pre-flight duties according OM/A and OM/B					
Handles company material with care and performs all up-dates					

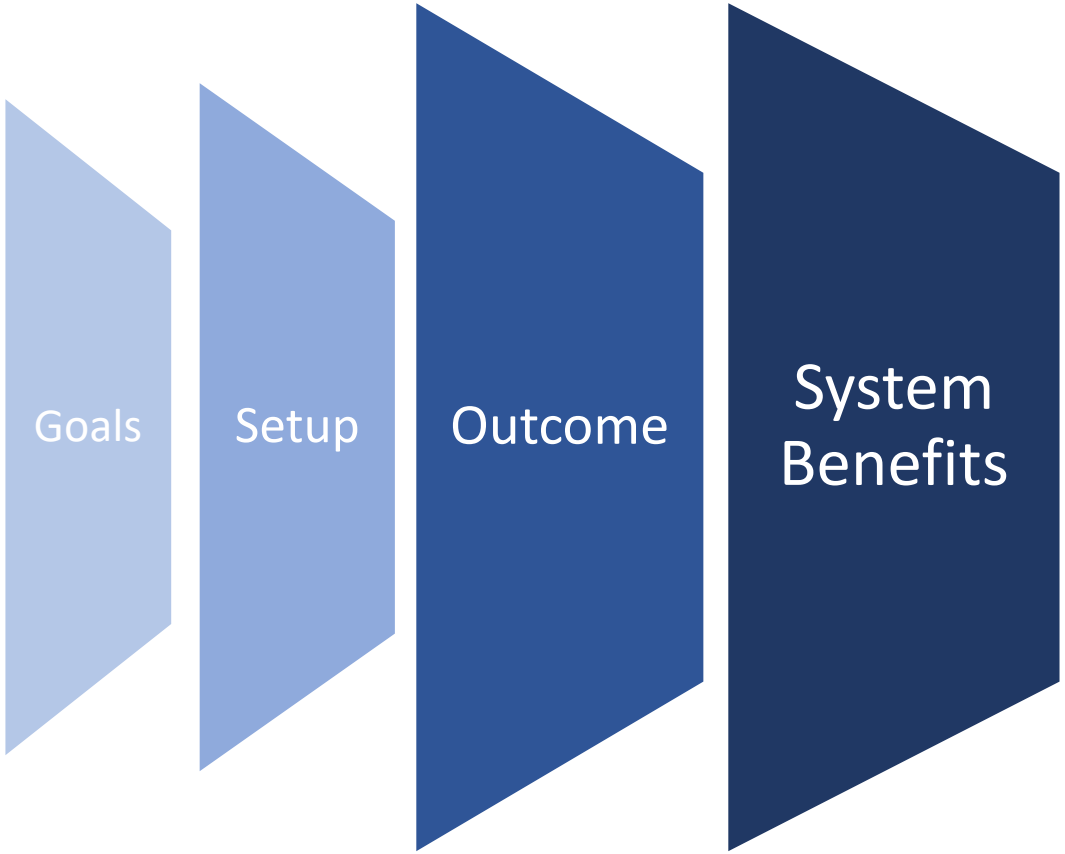


Co-Pilot Development Scheme



- **Distribution** of Individual Pilot Profile Sheet to all **Co-Pilots** and **Fleet Chief & Deputy;**
- Fleet Chief meets with the individual Co-Pilot to **discuss the results** and
  - Addresses beneficial qualities;
  - Identifies areas of Co-Pilots' competencies where further development is possible;
  - Develops strategies together with the candidate to define how and where to improve performance;
  - Provides feedback on further development regarding future commandership.

Co-Pilot Development Scheme



- Identification of **training benefits** and **needs** in general;
- **Instructor standardisation** by structured data;
- **Long term support** based on aggregated data;
- **Proactive approach** to support company **safety culture.**

BUT THERE IS MORE ...

Post COVID World

Staff leaving company/industry

Loss of knowledge

Loss of competence

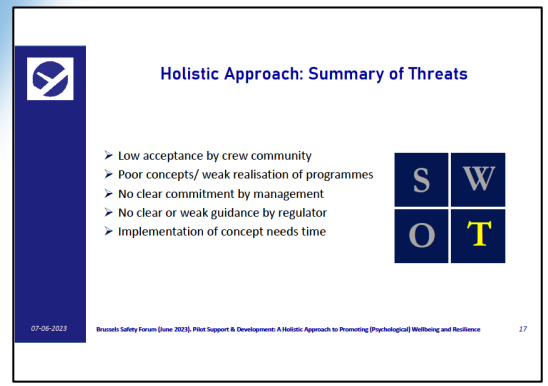
Strain on training

Strain on selection

Wellbeing issues

Loss of motivation of staff

Normalisation of deviance



Now, even more than ever before a holistic system is needed.

Thank you!

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