

G-CRM

Ground Crew Resource Management – Adjustment of a successful approach



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G.CRM

Why Crew Resource Management (CRM) and what is it?

- Before CRM was developed and implemented, investigators very often found out that cockpit crew members had excellent technical and aeronautical skills but didn't cooperate in a reasonable way to solve problems. A major issue was the hierarchy in the cockpit between captain and first officer/flight engineer. The captain didn't consider concerns or suggestions from the inferior. This climate created a lack of decision making in emergency situations. The system was extended to cover cabin crews as well.
- **CRM**-Training became mandatory for air crews and shall improve their non-technical skills to avoid human failure. It includes:
 - » **Cooperation**
 - » **Situational awareness**
 - » **Leadership behavior**
 - » **Decision making**
 - » **Mandatory briefings**
 - » **Communication**
 - » **Shared duties**

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Implementation of Crew Resource Management – basics of the system

- Perception that a systematic approach is necessary to tackle the human factors and the cooperation between individuals
- The implementation of CRM lead to a significant reduction of accidents and incidents (in the flight ops)
- No fingerpointing, root cause analysis and development of preventive actions.
- Just culture, a non-punative approach.
- CRM is mandatory for the flight ops but so far not common in the ground ops.

CRM is the enhancement of the human factors approach from the individual to teams or a whole workforce. It must be a part of the culture of the organisation. It is not a tool but a mind-set.

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**Airport Operation is
cooperation in a high risk
environment...**



**... The biggest challenge of the Ground Handling is
the HUMAN FACTOR (80% involvement)**

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Challenges in the Ground Handling



Different duties and interdependencies in the service delivery.



Difficult surrounding conditions

(i.e. weather, time pressure, high risk environment, operation of different GSE's)



A multitude of regulations, procedures & requirements of more than 50 airlines, the airport & regulators



Different nationalities, cultures and settings



Heterogenous levels of education and careers



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The goal of the G-CRM approach

The CRM-concept will be adjusted according to the special needs of the ground handling. The previous side-by-side co-existence of

1. Health & Safety
2. Regulations & Procedures (EASA, ISAGO & QM)
3. Values & Cooperation (culture)

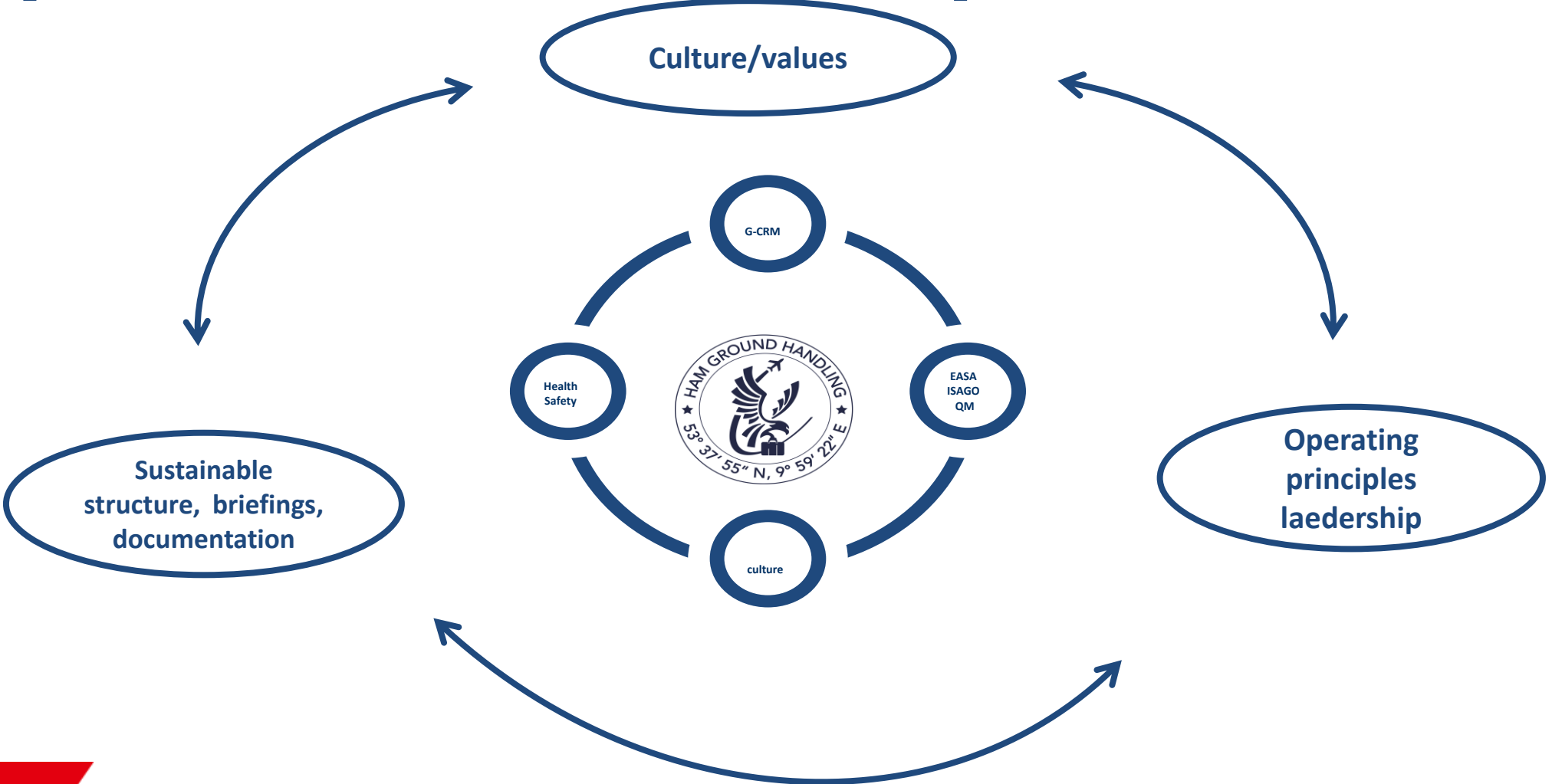
will be converted into an integral approach (G-CRM) for the organisation

The goal of **Ground Crew Resource Management** (G-CRM) is the efficient utilisation of all resources (human, equipment, procedures) to guarantee a safe and efficient turnaround, i.e. to create a High Reliability Organisation (HRO)



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Emphasis of a successful implementation



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Concept-pyramide

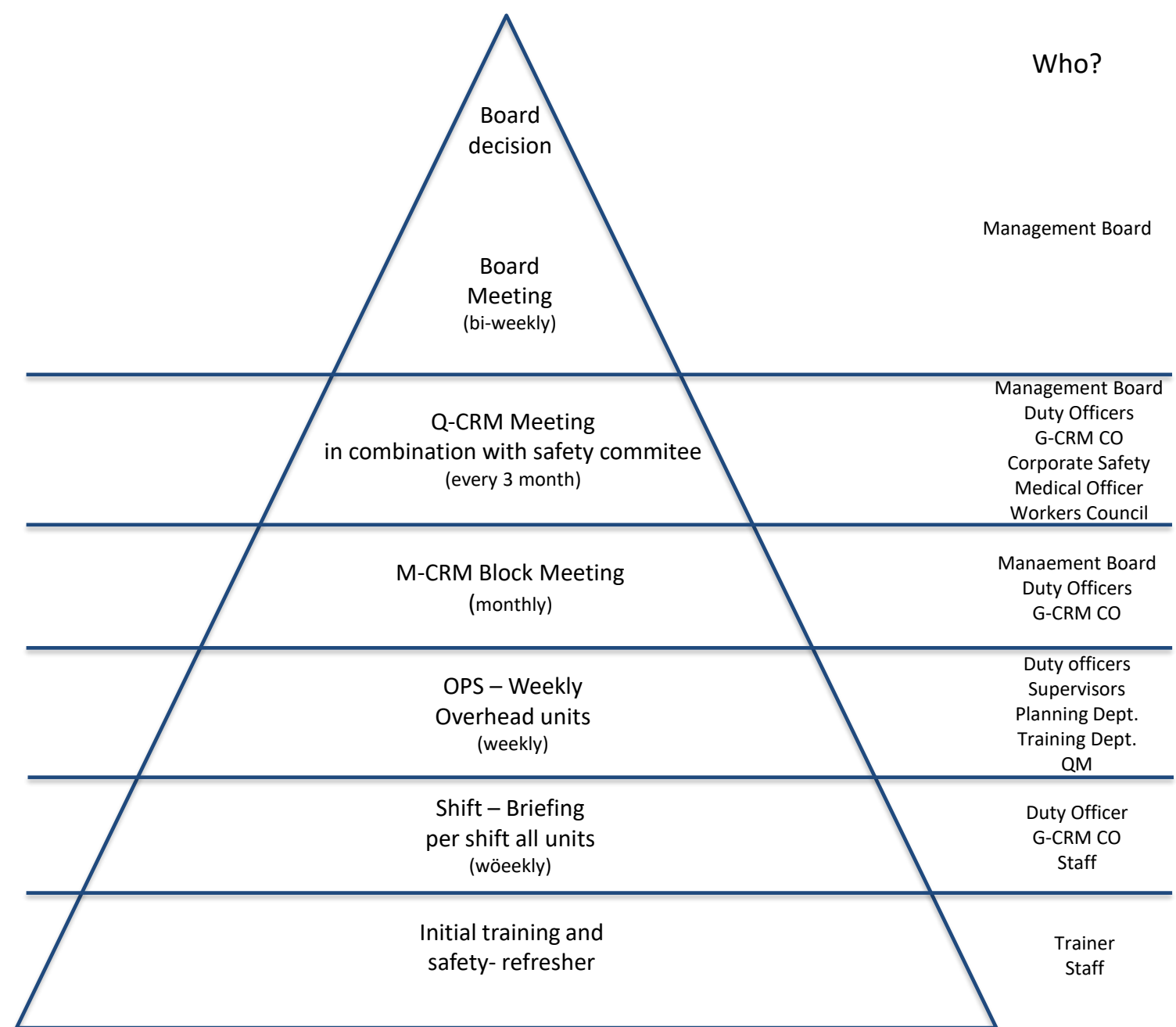
Who?

G-CRM must be an integral part of the operational doing as well as the management decisions

The G—CRM content will be aggregated and included in the decision making process

G-CRM aspects will be added to all topics that are due for decision.

The organisation learns to consider G-CRM aspects on all levels.



Thank you!

