

Factual Report – Attachment 19

Horizon Air CRM Policy

OPERATIONAL FACTORS/HUMAN PERFORMANCE

DCA18IA081

Carriage of Narcotic Drugs, Marijuana, and Depressant or Stimulant Drugs or Substances14 CFR: 91.19(a) 121.15
CEME: H4 L2B

Unless authorized by a government agency, the Company does not operate any flight with knowledge that illegal narcotic drugs, marijuana, and depressant or stimulant drugs or substances are being carried onboard. If a pilot suspects an attempt to place any of these substances on a Company aircraft, either in revenue or non-revenue service, the Senior Vice President Operations, Director of Flight Operations, or Duty Officer shall be contacted immediately.

Smuggling and Contraband

CEME: E27K

Pilots shall not transport nor allow to be transported any contraband or smuggled article on which appropriate taxes/duties have not been paid. Any violation of this regulation shall subject the employee to termination of employment.

Loss/Theft of Crew Related Items

CEME: E27J F33

Pilots shall report the loss or theft of identification documents, credentials, uniforms, or flight related material to Flight Operations by completing and faxing a Flight Operations Irregularity Report (HA-148) form. Items that shall be reported lost/stolen are:

- Company identification badge
- Airport Authority SIDA badge
- Passport or birth certificate
- Pilot certificates
- Uniform or any Horizon Air logo items of the uniform
- Company-issued manuals

Pilot Cellular Phone Usage

Pilot and flightdeck ACM personal cell phones shall not be used for personal use when any of the following conditions exist:

- While performing any required crew duties as listed in the FOM, AOM, or FSM.
- When passengers are onboard.
- Within 20 minutes of departure (scheduled or anticipated).

Use of personal cell phones is authorized at Captain's discretion if necessary for Company/operational requirements. In this case, prior to cell phone use, the aircraft shall be stopped with the brakes set. Use of the cell phone may not compromise safety nor interfere with any required crew duties. All cell phones shall be off or in airplane mode prior to takeoff.

CAUTION:

The Captain shall ensure this requirement is communicated to the ACM, if applicable.

Crew Resource Management (CRM) Policy

CEME: Q10

CRM is the use of crew skills and available resources to achieve safe and efficient flight operations. Horizon Air recognizes the importance of and is committed to the use of CRM by its flight crews.

While safety of operation is always our highest priority, it must be recognized that we operate in a complex environment in which other, sometimes conflicting, goals are present. In this environment it is not possible to eliminate all risks. The role of CRM is to effectively assess and manage these risks.

CRM is a key component of the Company's threat and error management program. By first acknowledging system and individual fallibility, CRM serves as a countermeasure to identify threats and to avoid, trap, and minimize the effects of crew and system errors.

The following principles are fundamental to CRM:

- CRM is designed to strengthen the overall safety culture and to raise each crewmember's knowledge and skill in coping with a wide variety of operational challenges and situations.
- Effective CRM requires a high degree of both technical and human factor proficiency.
- CRM supports the command and authority of the Captain by enhancing the effectiveness of the total crew.
- Our operations occur in a team environment in which communication is critical to define individual roles and to create a shared understanding of status, goals, limits, and plans.
- CRM embraces all operational personnel. This team encompasses the flight and cabin crewmembers, dispatchers, air traffic controllers, maintenance, customer services, and others.
- To be effective, CRM shall be permanently integrated into all aspects of training and operations.

Contacting a Duty Officer

The Flight Operations Duty Officer is available 24 hours per day, seven days per week. To speak to the Flight Operations Duty Officer, contact Dispatch (██████████).

Command Recognition

Command Recognition is a Company-sponsored orientation program to introduce industry terms and concepts, discuss current events and challenges within the industry and Horizon Air, and bolster communications between the pilot group and corporate officers. Pilots who attend this event are paid the greater of four hours block hour credit or trips missed.

Age 60 Pilot Requirements

Requirements for pilots who have attained their 60th birthday:

- A pilot may serve in Horizon Air operations until attaining 65 years of age.
- There are no age-related pairing restrictions. A Captain and First Officer who are both between 60 and 65 years of age may fly together.
- A pilot who has attained 60 years of age shall have a First Class Medical Certificate. This certificate shall expire at the end of the sixth month following the month in which it was given.

25. Record any Notes, taxi routes, etc., as needed.
26. Record Out/Off/On/In times.
27. Record Departure and Arrival fuel amounts.
28. Record landing pilot.

Normal Crew Coordination – Systems Management

CEME: E1H

On Ground

On ground, the Captain is responsible to taxi the aircraft. The First Officer is responsible for ATC communications, Aircraft Systems Management and accomplishing flightdeck checklists.

In Flight

Generally, the PF is responsible to fly the aircraft, navigate, and call for required checklists. The PM is responsible for ATC communication, aircraft systems management, and accomplishing flightdeck checklists. Both pilots shall maintain awareness of the status of aircraft systems. If necessary, the PF directs the PM to adjust system status (e.g., "Select ice protection on").

NOTE:

At Captain's discretion, the Captain may manage the ICE PROTECTION panel and the First Officer may manage the AIR CONDITIONING panel.

Q400 Automation Policy

Consistent with Horizon Air's Philosophy of Automation, automation programming and briefings are accomplished during the most suitable phase of operation. Considerations for when these tasks are accomplished include the workload of the pilots and their ability to dedicate their attention to them together.

Both crewmembers are expected to understand altitude, course, and intercept clearances given by ATC and the method to be used to comply. If either pilot suspects a discrepancy between an ATC clearance and the automation method used to comply, he will alert the other pilot and the discrepancy will be resolved in order to prevent any clearance or airspace violations.

The following general policy describes the use of automation in the Q400 consistent with the Automation Policy in FOM section 2, Policy. For detailed description of Automatic Flight Control System (AFCS), HGS, and FMS procedures, refer to section 7, Supplementary Normal Procedures.

HGS

The Captain should use HGS below 10,000'.

Besides providing low-visibility takeoff and approach capability, the HGS is a significant asset for safety. The HGS optimizes symbology for full-flight regime use and includes inertial flight path and acceleration cues. HGS allows for extremely precise aircraft control while enhancing situational awareness and energy management. Use of HGS is considered standard operating procedure below 10,000' AFE.

- HGS is used for:
 - Monitoring the energy state of the aircraft, especially in adverse situations.
 - Tailstrike avoidance on takeoff and landing.
 - Outside visual reference for traffic and TCAS RA guidance.
 - Glidepath reference on all approaches, including visual approaches.
 - Precision guidance during low visibility takeoffs, approaches, and landings.
- HGS modes used are:
 - **PRI** mode for normal operations.
 - **IMC** mode may be used on any approach. On CAT I ILS approaches; it dampens localizer and glideslope fluctuations and provides HGS AIII guidance to minimums. The IMC mode may be used on any published glidepath, and any flap configuration.