

NATIONAL TRANSPORTATION SAFETY BOARD

Office of Aviation Safety
Washington, D.C. 20594

February 17, 2021

Attachment 3 – Flight Crew Training Manual [Excerpts]

OPERATIONAL FACTORS/HUMAN PERFORMANCE

DCA18LA163

Crew Resource Management

The nature of training requires that pilots have a clear understanding of human factors in chapter 9 prior to training.

The “train the way you fly” philosophy requires that pilots have a good understanding of CRM and Delta Air Lines’ Threat and Error Management (TEM) model. TEM is integrated into every training program at Delta Air Lines. Pilots are expected to perform the following TEM actions during training:

- Conduct effective briefings to deal with expected threats
- Proactively identify threats and ways to manage them
- Identify errors and ways to manage them as they are detected, and
- Mitigate the consequences of an error after detection.

In addition to TEM strategies, pilots will use the following CRM tools during training:

- Situational awareness
- Decision making
- Planning
- Communication
- Workload management, and
- Professional management.

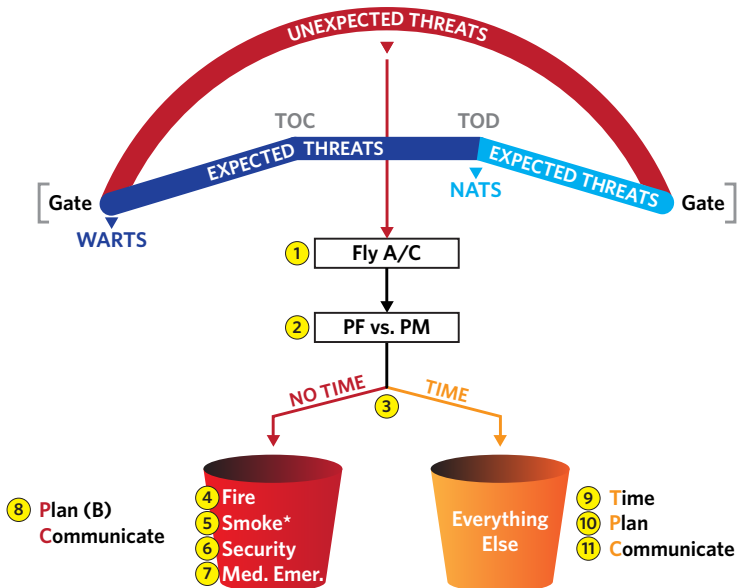
Flow Pattern Diagrams

Flow patterns are based on their respective procedure and follow the order of the aircraft-specific tasks listed in the procedure. Flow pattern diagrams are a visual training aid used to facilitate accomplishing the steps listed in the respective procedure.

Unexpected Threat Management Tool

Unlike expected threats that can be planned for in advance, unexpected threats can occur at any time from initial pushback from the gate to block-in at the destination. Generally, pilots react to these types of threats as they occur, using their CRM skills acquired from past experience or training. The goal of Delta TEM is to give pilots a CRM process to proactively handle these threats and manage resultant error. Properly utilized, this threat management process enables crews to know what to do to manage a threat before it occurs. The following TEM model orders crew CRM skills into a process that allows the crew to proactively manage both expected and unexpected threats.

Threat & Error Management Model



(1) Flying the aircraft is the top priority. After assuring aircraft control, stabilize the situation by accomplishing immediate action items (if applicable), offsetting from NAT tracks or WATRS routes (in case of engine failure), etc. Use of automation is highly encouraged.

(2) Decision Making, Workload Management - The captain should divide the flight deck and assign duties. Any one crewmember that attempts to fly the aircraft, respond to ATC and respond to a non-normal event (manage the threat) risks task saturation and creates the potential for error. Under normal circumstances, effective workload management might divide crewmember duties as follows:

- PF - Primary responsibilities are to fly the aircraft, listen, respond and adhere to ATC clearances. Maintain situational awareness through periodic communication with PM. Involve PM if any problems or difficulties are encountered.
- PM - Primary responsibilities are to maintain constant situational awareness, prioritize threats, manage the highest threat by building (expanding) a CRM team for input, create enough time to formulate a plan of action, communicate that plan as necessary and continue to actively monitor the PF as able.

The captain (as pilot in command) must make several decisions in the course of managing the threat (build the CRM team and solicit input, evaluate options, decide on where to land, etc.). This suggests that, under many circumstances, the captain should assume the PM role when faced with an unexpected threat. (Exceptions to this situation might include a low time first officer in mountainous terrain, an uncontrollable aircraft, etc.)

Additionally, extensive analysis in the simulator during LOEs confirms an increase in crew errors when the captain assumes the PF role and attempts to manage the threat while simultaneously controlling the aircraft. This is corroborated by an NTSB study from 1979-1994 which determined that in 81% of aircraft incidents during that time period the captain was the PF.

Note: Nothing expressed in the preceding paragraphs supersedes in any way the captain's emergency authority to take any and all action, including the assignment of PF/PM duties during non-normal situations, to provide for the safety of the passengers and crew. The captain should recognize, however, that attempting to manage a threat while controlling the aircraft increases the chance of error and he/she should consider further steps to mitigate these errors (e.g., creating more time to consider a plan of action, increased use of automation, remaining in protected airspace while dealing with the threat by entering holding, etc.)

**A330 Flight Crew Training Manual**

(3) Decision Making - After the captain assigns PF duties to the first officer, he or she must pause to determine the criticality of the highest threat before assigning a TIME or NO TIME designation. This may require expanding the team, such as contacting STAT-MD when evaluating the criticality of a medical event.

Note: ASAP data indicates captains may overlook this step, particularly in misdiagnosing a medical event as a medical emergency. Take the time to expand the team if necessary (i.e. contact STAT-MD for a medical event) before choosing a TIME or NO TIME threat management path.

NO TIME Threats - Include unexpected threats that are time critical in nature and usually require landing as soon as safely possible.

- NO TIME threats require that the captain have a plan of action in mind (Plan B) to enact as soon as the threat occurs.
- NO TIME threats may be aircraft specific. For example, a simple engine failure in a Cessna 150 would be considered a NO TIME threat where it is not in a A330. NO TIME threats listed here are common to all Delta aircraft. Individual fleets may consider additional NO TIME threats based on the needs of their particular type of aircraft.
- NO TIME threats may be flight segment specific and are not listed in the TEM model. Examples of these threats are engine failure on a WATRS route and rapid depressurization over critical terrain. Threats of this type and an intended plan of action (Plan B) must be pre-briefed by the crew prior to each applicable flight segment.
- Even during a NO TIME threat, TEM never has an aircraft land as soon as possible, but rather as soon as is safely possible.

(4) Fire - Fires of an unknown origin, intensity or disposition should always be considered a NO TIME Threat. Even fires that appear to be extinguished may have caused unknown damage to components and landing should not be delayed (exception, lavatory waste fire, etc.)

(5) Smoke - Delta policy allows for time to evaluate a smoke threat before determining the criticality of the threat. For example, the crew may elect to continue a flight if the smoke is from an extinguished lavatory trash bin fire. Refer to the QRH Checklist Instructions for Smoke/Fumes for further information.

(6) Security - Refer to the FOM, chapter 31, Security, Common Strategy.

(7) Medical Emergency - Delta policy is to contact STAT-MD to determine the criticality of a medical event. STAT-MD is to be considered primary guidance in the decision to upgrade a medical event to a medical emergency. An expedited landing or diversion to an alternate airport should not be commenced before contacting STAT-MD (unless contacting STAT-MD will delay landing at the destination airport). Refer to FOM, chapter 17.4 for further information.

(8) Plan (B) suggests that each captain have a plan of action in mind before an actual NO TIME event occurs. Captains should always have an emergency divert field in mind from takeoff through landing for each flight. Updates to this alternate destination should be made periodically throughout the flight as necessary due to location of the aircraft, suitability of the alternate airport (Refer to Airway Manual, OPS-6, Theaters & Airports) and weather.

Note: Although it is essential that captains always have a divert field in mind, the actual decision to divert and the most suitable alternate should be determined in conjunction with the dispatcher and STAT-MD (for a medical emergency).

Upon determining that an expedited landing must be made, the captain could use the following Plan (B):

“F/O you have the aircraft and the radios. Declare an emergency. Take the aircraft to (designated alternate airport), longest landing runway, 10NM final, 200kts. Go as fast as you are comfortable but no faster, and get my attention if you run into any problems or have any questions. Do you have any questions now?”

This plan exemplifies the CRM skills of workload management, decision making, planning and communication and allows the captain to focus on the threat at hand while maintaining critical Situational Awareness. Calmly communicated, this plan effectively manages the non-normal workload, ensures someone is flying the aircraft, is decisive, and sets the aircraft up for a stabilized approach. It is also a plan that can be proactively memorized by all captains.

Note: The preceding Plan (B) is used as an example only. It is only important that each captain have some plan of action in mind before encountering any NO TIME threats.

TIME Threats - Include any threat to safe operation of the flight that is not time critical in nature. Examples of these threats are medical events, most aircraft system malfunctions, deteriorating weather conditions, late runway changes, etc.

- TIME threats are not critical in nature and allow the crew time to fully evaluate a new plan of action.
- The vast majority of threats to crewmembers are TIME threats. Crews should recognize that very often they either have ample time or the ability to create additional time to effectively manage most threats to the operation.
- Misdiagnosing a TIME threat as a NO TIME threat (particularly upgrading a medical event to a NO TIME medical emergency without contacting STAT-MD) and rushing through a plan of action (i.e. non-normal checklists) are two of the most common errors crewmembers make.



A330 Flight Crew Training Manual

(9) Time - Create more time to consider a plan of action. Ways to create more time are often dictated by phase of flight and include:

- Slow down
- Request vectors
- Enter holding

Note: Crews must consider fuel load when creating time to make a plan.

(10) Plan - Expand your CRM team (other crewmembers, dispatch, STAT-MD, maintenance, deadhead crew, flight attendants, etc.) and use your onboard resources (QRH, Volume 1, ODM, etc.) to formulate a plan of action.

(11) Comm - Communicate the plan of action as necessary (2 in 2 out) meaning, communicate the plan to the flight attendants and passengers (2 in) and to ATC and the company (2 out).

Note: The captain must always maintain Situational Awareness, including during the implementation of the TPC model. Dynamic flight situations often present multiple threats which must be continuously considered and evaluated throughout the flight. It is possible that the TPC model will be interrupted and run again to address subsequent, more challenging threats.

Example: An engine fire (NO TIME) results in an expedited divert to a 10 mile final. The fire appears to be extinguished yet the crew finds itself unprepared to complete the approach (now the highest threat). The captain requests a 360-degree turn (TPC) to create time to prepare for the approach.