



NATIONAL TRANSPORTATION SAFETY BOARD

Office of Aviation Safety
Washington, D.C. 20594

April 7, 2020

Attachment 10 – PSA Airlines Flight Attendant Manual [Excerpts]

OPERATIONAL FACTORS

DCA20CA071



PSA Airlines, Inc.

Flight Attendant Manual

NAME: _____

EMPLOYEE #: _____

BASE: _____

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without PSA Airlines, Inc. prior written permission.

1.8 Crew Resource Management (CRM)

Crew Resource Management is the effective use of all resources including software, hardware and human-ware, to achieve safe and efficient flight operations.

- Software – Flight plans, checklists, manuals
- Hardware – Emergency equipment, galley supplies, a mechanic's tools, the aircraft
- Human-ware – Crewmembers, ATC, gate agents, mechanics, dispatchers, MedLink, passengers

Accidents may occur when there is poor communication, poor decision making, ineffective leadership or failure to use all available resources.

1.8.1 Communication.

The safe completion of the flight requires clear and effective communication between all personnel involved, including the captain, first officer, flight attendant(s), the Operations Control Center (OCC), Air Traffic Control (ATC) and Ground Operations. Policies and procedures are established to provide a standard for flight operations. When following the standard, our ability to detect an abnormality that could potentially cause a problem is increased. Guidelines are provided for emergencies to help each crewmember respond effectively.

Just as we follow a standard for operations, we must follow a standard for good communication. If effective communication skills are established during normal operation, each crewmember will be better equipped to handle an emergency situation. Before a critical situation is encountered, the team must be built by discussing your mission, what could go wrong and a plan to handle possible unusual or emergency situations. Each crewmember must strive to maintain a balance between their social and their operational focus.

1.8.2 Normal Operation.

Each crewmember must strive to maintain good communication throughout flight operations. During the flight, the flight crew communicates with the flight attendant(s) by utilizing a variety of cabin announcements and bell chimes, along with two-way communication through the interphone. Each crewmember should be familiar with the “normal” flight routine of other crewmembers so that he/she is able to detect when something is wrong or out of the ordinary.

Be aware of when the flight crew has a heavy task load such as during critical phases of flight (critical phases of flight are defined as taxi, takeoff, landing, all operation below 10,000 ft. except cruise and severe turbulence). Communication during these times should be limited to issues related to the safe operation of the flight, including:

- Responding to any call from the flight crew.
- A serious disturbance created by a passenger.
- An emergency situation of which the flight crew must be made aware.
- A problem with the aircraft doors, structure, or systems.

It is the responsibility of all flight attendants to keep the flight crew informed as to the condition of the cabin and passengers. If discrepancies are present, the flight crew should be notified. Accurately express all concerns clearly and concisely.

Dual Class – The FWD FA is responsible for direct communication with the flight crew and for maintaining communication with the AFT FA.

1.8.3 Emergency Situation.

During a critical situation communication must become as direct as possible. Clearly state the problem along with a recommended course of action.

Decision Making.

- Strive to accurately define the problem
- Gather information; use all of your resources (ATC, OCC, flight plan, passengers, etc.)
- Generate all possible solutions (brainstorm)
- Evaluate the solution
- Work together to make a decision

1.8.4 Situational Awareness.

During any situation there are certain “Red Flags” that we should be aware of:

- Ambiguity – two (2) or more sources of information that do not agree or are unclear.
- Distraction– to turn away from the original focus of attention.
- Fixation – the focus of attention on a single item, to the exclusion of all others.
- Overload – too busy to stay on top of everything.
- Complacency – lack of awareness of actual dangers or deficiencies.

- Improper procedures – departing from standard procedures.
- Unresolved discrepancy – failure to resolve conflicts.

Regaining Awareness.

- Recognize the problem
- Acknowledge personal limits
- Prioritize and delegate tasks
- Communicate information
- Actively monitor the situation

3.4.6 Crew Briefing.

Effective, two-way communication between Flight Deck and Cabin Crewmembers is mandatory to ensure safe and efficient flight operation. Effective communication is established through the Crew Briefing.

A successful Crew Briefing is one in which all crewmembers actively participate. The captain should set the tone by establishing open communication and safety guidelines for the trip. He/she should encourage questions and participation from the other crewmembers.

The Crew Briefing must be accomplished prior to each flight. If the entire crew is continuing from an earlier flight, the CA may brief the crew on the changes and then state “no other changes”.

The Crew Briefing should include:

Names (and Positions)

Emergency Procedures

Weather (General)

Door Entry Procedure (Interphone Inop during Flight)

Aircraft Specific Information (MELs)

Turbulence Considerations

Estimated Flight Time

Special Considerations (Ground and/or Aircraft Security Issues, Prisoners,
Law Enforcement Officers)

3.22 Turbulence Procedures

Turbulence, whether anticipated or unexpected, is a primary cause of FA and passenger injury onboard the aircraft. FA(s) can guard against injuries by:

- Securing articles that are not being used
- Requiring passengers to keep their seat belts fastened at all times while seated

Whenever turbulence is anticipated, the Flight Crew will turn on the Fasten Seat Belt sign and make an announcement advising passengers to remain seated with their seat belts fastened. The FA(s) should deliver the announcement if the Flight Crew does not. Always tend to your safety by taking the nearest seat and fastening your seat belt. Time permitting; the Flight Crew will notify the FA(s) via Interphone to be seated, when moderate to severe turbulence is anticipated. FA(s) may also initiate contact with the Flight Crew to discuss turbulence experienced in the cabin. Follow procedures based on the Turbulence Level Action Chart.

Turbulence Level Action Chart	
LIGHT: Bumpiness and momentary changes in altitude/attitude	
Characteristics: • Occupants may feel a slight strain against seat belts • Liquids shaking but not splashing out of cup • Little or no difficulty encountered in walking	
FA Procedures	Pilot Procedures
• Deliver <i>Fasten Seat Belt Sign On</i> announcement, if necessary • Continue service with caution • Discontinue service of hot liquids and remove hot liquids from top of carts • If Fasten Seat Belt sign is turned on, verify that passenger seat belts are fastened and infants/children are secured in child restraint systems, if applicable • If Fasten Seat Belt sign turned on, verify lavatories unoccupied	• Fasten Seat Belt Sign turned on at flightdeck's discretion • If Fasten Seat Belt sign is turned on, flightdeck may deliver announcement instructing passengers to return to seats • Notify FA(s) that Light Turbulence procedures are in effect and expected turbulence duration, if known

Turbulence Level Action Chart	
MODERATE: Rapid bumps or jolts; changes in altitude/attitude	
Characteristics: • Occupants feel definite strains against seat belts • Liquids splashing out of cups • Difficulty walking	
FA Procedures	Pilot Procedures
• Deliver <i>Fasten Seat Belt Sign On</i> announcement, if necessary • Discontinue service and stow carts • Secure galley equipment and carts • Sit down and secure seat belt • Remain seated until notified by the flightdeck or the Fasten Seat Belt Sign is turned off • Once flightdeck advises it is safe to resume duties, check for passengers/crew in lavatories/ cabin needing attention or assistance. Inform flightdeck of injuries or interior cabin damage	• Fasten Seat Belt Sign turned on • Deliver announcement instructing passengers and FA(s) to be seated • Notify FA(s) that Moderate Turbulence procedures are in effect and expected duration, if known • When Moderate Turbulence is no longer in effect, notify FA(s) when service may resume and turn off Fasten Seat Belt Sign

Turbulence Level Action Chart	
SEVERE: Large, abrupt changes in altitude/attitude	
Characteristics: • Occupants forced violently against seat belt • Items falling over or lifting off surface • Walking is impossible	
FA Procedures	Pilot Procedures
• Deliver Fasten Seat Belt Sign On announcement, if possible • Discontinue service immediately • Set brakes on all carts in present location; remove hot liquids from top of cart and place on floor • Sit down immediately and secure nearest seat belt • Remain seated until notified by the flightdeck or the Fasten Seat Belt Sign is turned off • Once flightdeck advises it is safe to resume duties, check for passengers/crew in lavatories/ cabin needing attention or assistance. Inform flightdeck of injuries or interior cabin damage	• Fasten Seat Belt Sign turned on • Deliver announcement instructing passengers and FAs to be seated • Notify FA(s) that Severe Turbulence procedures are in effect and expected duration, if known • When Severe Turbulence is no longer in effect, notify FA(s) when service may resume and Fasten Seat Belt Sign turns off

4.3.10 Child Restraint System (CRS).

For taxi, takeoff, landing, during turbulence or when the Fasten Seatbelt Sign is on, only CRSs and Aviation Child Safety Devices (ACSDs) certified for use in aircraft are permitted. FAA approved devices must have a label stating approval for use on aircraft.

Labels.

- The child restraint label must include the text: *“This child restraint system conforms to all applicable Federal Motor Vehicle Safety Standards”* *“this child restraint is certified for use in motor vehicles and aircraft.”* The label is printed in red.
- When an approved child restraint system for use on the aircraft with a worn off/unreadable label is presented, the parent must furnish a letter or document from the manufacturer that specifically ties the child restraint system (through detailed description or specific make and model number) to approval for use on aircraft.
- The labeling for an ACSD must include the text: “FAA approved in accordance with 14 CFR 21.305(d). Approved for Aircraft Use Only.”
- If manufactured outside the U.S., a car seat may be accepted provided it bears the label showing approval from a foreign government or U.N. approval, as designated by a circle surrounding the letter “E” followed by the number of the approving country similar to the following image:



Non-Approved Devices.

The following may not be used during taxi, takeoff, and landing and when the Fasten Seatbelt Sign is on:

- Any device without an approval label
- Booster seats with no approval label or shoulder harness
- Belt extensions that attach to the parent or the parent’s seatbelt
- Vest and/or harness type devices (with the exception of ACSD bearing FAA aircraft approval label)
- Any device that positions a child on the lap or chest of an adult

Devices PROHIBITED from use at all times:

- Backless booster seats and belts

Permitted Locations - Preferred location is a window seat.

- On all aircraft, CRS or ACSD may be placed in a window seat while the accompanying adult occupies the aisle seat
 - Other locations may be acceptable provided the CRS (not the child's feet) does not block the egress of any passenger to the aisle
- Responsible person must be seated in the same row
- CRSs may face FWD or AFT in accordance with instructions on the label

Prohibited Locations.

- CRSs and ACSDs are prohibited in emergency exit rows
- CRSs and ACSDs are prohibited FWD and AFT of an emergency exit row

When a parent or guardian uses a CRS or an ACSD, FAs are responsible to:

Step	FA Actions
1	Verify an approved label on CRS or ACSD (See <i>Labels</i> in this section)
2	Verify location of CRS or ACSD. (See <i>Permitted Locations</i> and <i>Prohibited Locations</i> in this section)
3	Verify the CRS or ACSD is properly installed by asking the parent or guardian if they have correctly installed the device and the child does not exceed the weight limit of the device. • The aircraft seatbelt must hold a CRS in place • The aircraft seat where a CRS is installed must be in the upright position at all times • If an ACSD is used the device must securely restrain the child — The ACSD must be secured to the seatback and underneath the tray table behind the seatback • FAs may assist if customer requests help • The use of an approved child restraint system cannot be prohibited if the customer has purchased a seat for the child. — If the CRS will not fit correctly in the assigned seat (e.g., base of CRS too large, AFT facing CRS too close to seatback) FAs must offer another available seat in the same cabin that will accommodate the CRS

Parent/Guardian's Responsibility.

Per FAR 121.311 children two years and older must be ticketed and must occupy a seat. Children may occupy an FAA approved CRS during taxi, takeoff, landing and any time the Fasten Seatbelt Sign is on.

If using a CRS the parent or guardian is responsible for ensuring:

- The CRS or ACSD fits the child properly
- The CRS or ACSD functions and is free of defects
- The CRS or ACSD is properly installed
- The child is properly restrained
- The child must occupy the CRS during taxi, take off, turbulence, and landing and any time the Fasten Seatbelt Sign is on
- They can reach and release the child from the CRS in an evacuation
- Only the child is removed in an evacuation, not the CRS

Approved CRSs for Children Under Age 18.

Some older children with physical challenges may use a properly approved CRS appropriate for that child's size and weight. In this case, the aircraft operator may not prohibit the use of the CRS.

Exemptions for Non-Approved Restraint Systems for Children with Disabilities.

Some children may require the support and security of non-approved restraint systems. When these conditions exist, the individual, his or her parent or guardian, or the aircraft operator (on the individual's behalf) may request an exemption to certain operating rules addressing the use of CRSs on aircraft.

- Upon application, the FAA will determine whether the exemption request will be granted in order to allow the use of any non-approved restraint system during all phases of flight.
- While not required, it is recommended that the parent/guardian have a copy of the grant of exemption available for the aircraft operator review when using a non-approved CRS on aircraft.

11.6.21 Turbulence.

This announcement is to be made when experiencing turbulence.

Dual Class – Either FA can deliver this announcement.

➔ *We are experiencing turbulence. Please return to your seat or take any open seat near you and fasten your seatbelt immediately.*

11.6.22 Turbulence Discontinuing Service.

This announcement is to be made when experiencing turbulence and service must be discontinued.

Dual Class – Either FA can deliver this announcement.

Due to turbulence, the service is suspended until conditions improve. Please remain seated with your seatbelt securely fastened.

11.6.23 Unscheduled Aircraft Swap.

Deliver if applicable.

Dual Class – FWD will deliver this announcement.

If you are continuing on this flight to __ there will be an airplane change here in __. Scheduled departure time is __. Please gather all of your personal belongings and proceed to gate __. Checked luggage will be transferred automatically.

11.6.24 Warm Weather Cabin.

Deliver once parked at the gate when local ground temperature is 80 degrees F or greater.

Dual Class – FWD will deliver this announcement.

To help keep the airplane cool, please lower your window shades and open air vents. If you are no longer using your reading light, please turn it off. Thank you for your assistance.