

A deeper insight into flight crew competencies



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EATS

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Think of someone you have flown with during your career
who was



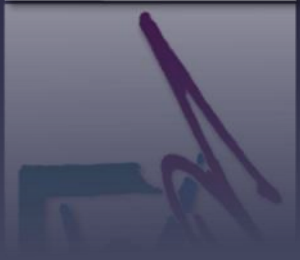
An exceptional pilot

Respected

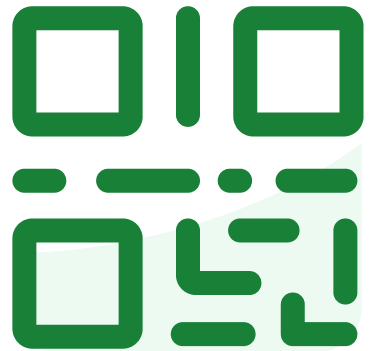
Professional

.... just a really good operator

Why were they so good?



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ⓘ Start presenting to display the joining instructions on this slide.

slido

In one or two words



Why were they so good?

You can make several responses

ⓘ Start presenting to display the poll results on this slide.

EXCEPTIONAL PILOT

- COMMUNICATED WELL
 - CLEAR + PRECISE
 - CALM + FOCUSED
 - DISCIPLINED
 - SAW BIG PICTURE
 - PRIORITISES
 - ✦ KNOWLEDGE
 - LISTEN
 - RELAXED
 - THINKING AHEAD
 - HONEST
 - SITUATION AWARENESS
 - ✦ SKILLS
 - POSITIVE
- EMPATHY
 - STRUCTURED
 - INCLUSIVE
 - HUMOUR
 - OPEN MINDED
 - TRUST
 - FOLLOW PROCEDURES
 - ASKED QUESTIONS

Role model

- + Work hard - get stuck in.
- + ~~Motivated~~ - self / others.
- + ~~Knowledgeable~~ skilled
- + ~~Time efficient~~ work - Prioritise
- + Able to see what others couldn't
- + clarity of thought - fair.
- + Calm in a crisis
- + Clear + specific
- + Respect others.
- + Patience - Task / People.
- + Calmed others - Smile / relaxed / encouraging
- + Interested in me.
- + Polite / Respected in their communications
- + Non-judgemental.
- + Confident in their own ability
- + Able to ask for help.
- + Empathy - Valuing others.
- + Listening / Supporting others.
- + Reliable - do as they say they will
- + Treat people equally
- + Sense of humor.

GOOD PILOT

- CALM / GOOD CREW MEMBER
- PRIOR PLANNING
- GOOD COMMS
- COCKPIT MANNER NOT GRUMPY
- POSITIVE UP BEAT
- FEEL PART OF THE TEAM.
- INCLUSIVE
- PART OF DECISION MAKING
- FEED BACK. / WORK LOAD MANAGEMENT
- TECH KNOWLEDGE
- HONESTY. INTEGRITY / HUMOUR
- MAKE YOU BETTER.
- GOOD ROLE MODEL:

PROFESSIONAL

- GIVE FEEDBACK
- COMMUNICATED WELL
- KNOWLEDGE
- DEMO SKILLS / ABILITY
- MOTIVATED
- SIMPLE, COMMON SENSE
- FRIENDLY
- OPEN TO INPUT
- GOOD SITUATION AWARENESS
- PATIENT
- WILLING TO SHARE INFO
- CONFIDENT
- EXPLAINED CLEARLY, DECISIVE
- SUPPORTIVE
- AMUSING
- FUN
- TOOK RESPONSIBILITY
- TRUST
- CALM
- SHOWS RESPECT
- INTERESTED IN OTHERS
- ADMITS MISTAKES
- APRAISED

GOOD OPERATORS

• ABILITY

• THINK, PLAN, + MANAGE

• CONFIDENT

• RESPECTS OTHERS

• LIKABLE

• CALM

• KNOWLEDGEABLE

• CURIOUS

• WILLING TO SHARE

• HUMBLE

• OPEN MINDS

• RELAXED

• AWARENESS OF

• FRIENDLY

LIMITS

• LISTEN

• HELPFUL

• ACCEPT HELP

• GOOD BODY LANGUAGE

KNOWLEDGE

FLYING SKILLS

COMMUNICATIONS

LEADERSHIP & TEAMWORKING

WORKLOAD MANAGEMENT

SITUATION AWARENESS

PROBLEM SOLVING & DECISION MAKING

LEADERSHIP

• REAL
COMES
IMAGE

3K QUESTION

• CALM

- TRUSTWORTHY + HONEST
- DEFENSIVE
- CONFIDENT - PRESENCE
- KNOWLEDGEABLE
- AWARE OF OWN GAPS IN KNOWLEDGE
- CHALLENGES
- OPEN
- UNDERSTANDS INDIVIDUAL MOTIVATIONS
- EMPATHY
- INSPIRES - LEAD BY EXAMPLE
- GOOD AT COMMUNICATING

• FRIENDLY

• CHARISMATIC

• GENEROUS

• CONSIDERATE

• COURAGE

• TRUST OTHERS LISTEN / CLEAR • VISION

- SET + ACHIEVE CLEAR OBJECTIVES
- DEVELOPING GOALS + DEVELOPING PEOPLE
- ALLOW PEOPLE TO DO THE JOB

- EMPOWERS PEOPLE - SET SCENE
- SELECTED RIGHT PEOPLE - CLEAR DIRECTION
- ENFORCES RULES + DISCIPLINE

LEADERSHIP & TEAMWORKING

- *Crew members :-*
- Agree and are clear on the team's objectives and member's roles.
- Are friendly, enthusiastic, motivating and considerate of others.
- Use initiative, give direction and take responsibility when required.
- Anticipate other crew members' needs and carry out instructions as directed.
- Are open and honest about thoughts, concerns and intentions.
- Give and receive criticism and praise well, and admit mistakes.
- Confidently do and say what is important to them.
- Demonstrate respect, empathy and tolerance for other people.
- Involve others in planning and share activities fairly, appropriate to abilities.

..... but what about other cultures ?

GOOD PILOT

- 비행 준비가 철저함. WELL PLANNED / CONSISTENT
- 안전/인종이 좋음 (다른 사람을 배려함) TAKES CARE OF OTHERS
- 비행을 잘 설명 EXPLAINS WELL
- 비행 기량이 좋음 사람 SKILLED / KNOWLEDGE
- 리더십을 보여주는 사람. LEADERSHIP / FRIENDLY
- 비행에 대해 좋은 습관을 가진 사람. GOOD ATTITUDE
- 편안함 / 느긋함 CALM RELAXED
- 노력함. 산전수전 APPLYING KNOWLEDGE
- 자기 관리에 철저한 사람 SELF CONTROL
- 실수를 인정하는 사람 ADMITS MISTAKES
- PROFESSIONAL, TREATED PEOPLE WITH RESPECT
- 긍정적인 사람 POSITIVE
- 꼼꼼한 사람 METICULOUS
- Team play (상호 관계가 좋음)
- 남의 말을 잘 듣는 사람 LISTENING
- 관용, 포용력이 좋은 사람 EMPATHY
- 평가가 공정한 사람 FAIR
- 겸손하고, 규율성이 좋은 사람 DISCIPLINED HUMILITY

KOREA

3

"GOOD PILOT"

- DEMOCRATICOS
- ASSERTIVO
- COSCIENZIOSO
- **EMPATICO**
- **CALMO**
- PROTEZIONISTE
- CORRETTO
- UMILE
- PUNTUALE
- **RISPETIOSO**
- COOPERATIVO
- COERENTE
- PREMIO A BANDOVIARE
- EQUILIBRATO
- EDUCATO
- SINCERO
- AUTOREVOLVE

ITALY

GOOD LEADER

- Dynamic / high spirit
- Reliable
- Strong willed
- Excellent decision maker
- Taking criticism
- Supportive & respects all
- Confident + Control emotions
- Analytical + knowledgeable
- Ask questions
- Good listener
- Clear + Simple
- Calm
- Give praise
- Care for others / safety
- Brave
- Solves problems
- Creative + innovative
- Well organised
- Open minded
- Results oriented
- Give guidance + advice
- Firm + FAIR
- Flexible + tolerant
- Always available
- Honest
- Takes input
- Willing to share knowledge
- Kept staff informed - os
- Kind
- Takes responsibility
- with the team
- Accountable
- Positive
- Delegates fairly to activities

AFGHANISTAN

GOOD LEADERSHIP

- ДРУЖЕЛЮБНЫЙ **FRIENDLY**
- ЦЕЛЕУСТРЕМЛЕННЫЙ ^{DOES WHAT HE SAYS}
- ОСТАВАЕТ МНЕНИЕ ^{ALTRUISTIC} СВОИХ ПОДЧИНЕННЫХ ^{LISTEN}
- ДОБРЫЙ ^{KIND,}
- ПУНКТУАЛЬНЫЙ ^{PUNCTUAL}
- КОМЕРЧЕСКИЕ НАВЫКИ ^{COMMERCIAL SKILLS}
- ОБЩИТЕЛЬНЫЙ ^{Makes decisions} ^{EASY GOING}
- ПОНИМАЮЩИЙ ^{UNDERSTANDING}
- ^{DEDICATED} ХОРОШИЙ СПЕЦИАЛИСТ ^{KNOWLEDGE + SKILLS}
- ^{FIRM + FAIR} НЕЖАДОБНЫЙ ^{GENEROUS}
- ^{ORGANISED} ^{Clear communication} КОМУНИКАБЕЛЬНЫЙ
- ^{INTERACTIVE WITH PEOPLE} ВЫБРАННЫЙ НАРОДОМ
- УМНЫЙ, - ^{CLEVER} **HONEST**

TURKMENISTAN

1. 明确了学习目标
2. 好的教学节奏
3. 好的点评
4. 亲和力
5. 条理性和逻辑性
6. 实践
7. 责任心和充分的教案准备
8. 形象 (包括外表及语音语调)
9. 语言组织能力和表达能力
10. 教师的知识面 (广、深、实)
11. 示范的机会
12. 诚实、耐心
13. 创造性
14. 与俱进

BEIJING

POOR LEADER

- Interfering
- Overconfident
- Poking around
- Under confident
- No empathy
- Indecisive
- No Respect 'my way or highway'
- Back stabber
- Rash 'Don't say no do'
- Abusive
- Risky / Macra
- Blames others
- Did not explain actions
- Start hurried
- Casual / lazy
- Inadequate to
- Inconsiderate

INDIA

VALIDATION

4 Phase Validation Process from 2003-2004 at Thomas Cook Airlines

ACTED
VIDEO
SCENARIOS

CRM
TASKS

REAL
SIMULATOR
VIDEOS

LINE
OPERATIONS

VALIDATION PROCESS

2004-2023

- Are the OBs relevant to their operations and culture?
- Do the OBs enhance flight safety in their operations?
- Are any OBs unclear, irrelevant or not observable?
- Are any OBs missing?
- Are the OBs workable in practice?

COMMUNICATIONS

- *Crew members :-*
-
- Ensures the *recipient* is ready and able to receive the information.
-
-

COMMUNICATIONS

- *Crew members :-*
-
- Ensures the *receiver* is ready and able to receive the information.
-
-

VALIDATION PROCESS

ITQI / EBT Working Group

2009-2011

*The ITQI/EBT Working Group during several meetings involving extensive industry consultation developed the Technical Competencies and also reviewed the LMQ Non – Technical OBs **with little amendment.***

..... and then they were changed.

LEADERSHIP & TEAMWORKING

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PROFESSIONAL

- GIVE FEEDBACK
- COMMUNICATED WELL
- KNOWLEDGE
- DEMO SKILLS / ABILITY
- MOTIVATED
- SIMPLE, COMMON SENSE
- FRIENDLY
- OPEN TO INPUT
- GOOD SITUATION AWARENESS
- PATIENT
- WILLING TO SHARE INFO
- CONFIDENT
- EXPLAINED CLEARLY, DECISIVE
- SUPPORTIVE
- AMUSING
- FUN
- TOOK RESPONSIBILITY
- TRUST
- CALM
- SHOWS RESPECT
- INTERESTED IN OTHERS
- ADMITS MISTAKES
- PRaised

LEADERSHIP & TEAMWORKING (ICAO/EASA)

- *Crew members :-*
- **Encourages team participation and open communication.** *How and what is being observed?*
- Use initiative and give direction.
- Take responsibility when required.
- Carry out instructions as directed.
- Give and receive criticism and praise well.
- Engage others in planning.
- **Consider input from others.** *Duplication of previous*
- **Address and resolve conflicts and disagreement in a constructive manner.** *How and what is being observed?*
- **Exercises decisive leadership when required.** *Covered in other competencies*
- **Applies intervention strategies to resolve identified deviations.** *Covered in other competencies*
- **Manages cultural and language challenges as applicable.** *How and what is being observed?*

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WORKLOAD MANAGEMENT

- *Crew members :-*
- Calm, relaxed careful and not impulsive, and considers implications of actions.
-
-

WORKLOAD MANAGEMENT (ICAO/EASA)

- *Crew members :-*
- **Exercises self control in all situations.** *Unclear and not pilot language*
-
-

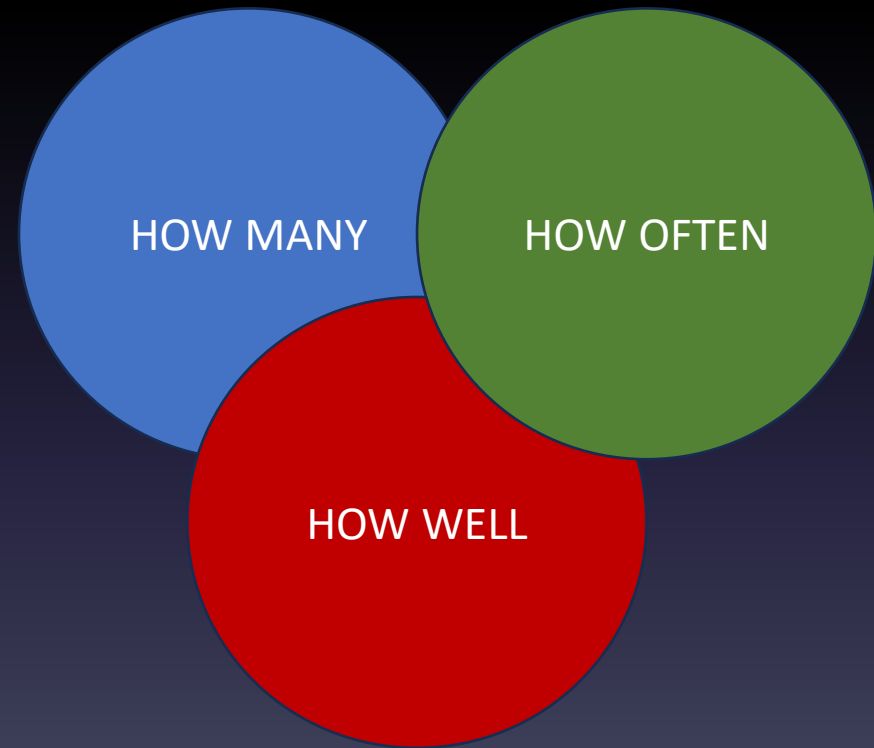
COMMUNICATIONS (ICAO/EASA)

- *Crew members :-*
-
- Ensure the recipient is ready and able to receive the information.
-
-

COMPETENCIES (EASA)

No of OBs

- KNO 7
- PRO 7
- COM 10
- FPA 6
- FPM 7
- LTM 11
- SA 7
- PSD 9





Great News !

You can change them back

ICAO Doc 9868

PANS Training

2.1.3 Organizations implementing competency-based training and assessment in a given aviation discipline *shall adapt* the corresponding competency frameworks provided in Parts II to IV to reflect their specific local environment, and requirements.

The most important thing

is that the

Competencies and OBs are right



Clear, understandable,
observable, agreed and validated
behaviours

Variable and
unreliable DATA



Many Thanks



Carey Edwards and Sarah Skelton

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EATS

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