



## **CIVIL AVIATION ADVISORY PUBLICATION**

### **CAAP 23**

### **CABIN CREW PROCEDURES**

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***GUIDANCE ON COMPILING PROCEDURES AND TRAINING  
PROGRAMMES FOR CABIN CREW***

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#### **1. PURPOSE**

This Civil Aviation Advisory Publication (CAAP) provides additional interpretative material and guidance for the compilation of procedures and training programmes for cabin crew. Crew Resource Management and other related cabin crew issues are also included.

Note: This CAAP is based on the JAR-OPS TGL N0. 3; 24 and 31.

#### **2. STATUS OF THIS CAAP**

This is the first issue of CAAP 23 – CABIN CREW PROCEDURES dated 01 January, 2005. It will remain current until withdrawn or superseded.

#### **3. APPLICABILITY**

This guidance material applies to all UAE private and commercial aeroplane operators, which utilise cabin crew either in or outside UAE territorial airspace.

#### **4. CONTENTS**

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**PART 1****OPERATIONS MANUAL****1. INTRODUCTION**

1.1 CAR-OPS 1 Subpart P requires that the Operations Manual should contain all instructions and necessary information for cabin crew to perform their duties, and therefore, the training programme for cabin crew members should comply with ALL applicable CAR-OPS requirements. This CAAP provides guidance for operators when compiling Operations Manual material related to cabin crew duties and in establishing cabin crew safety training programmes.

1.2 When operations are conducted utilising aircraft with special facilities or on special categories of flights (e.g. air ambulances or combi-aeroplanes), the appropriate additional procedures and training should be specified in the Operations Manual.

1.3 Headings used in this document do not in all cases reflect the actual headings of CAR-OPS 1/3.

1.4 The training syllabus for cabin crew should comply with the requirements of CAR-OPS 1 Subpart O and should also take into account the requirements of CAR-OPS 1 Subpart P.

1.5 It is important that operators refer to the appropriate Subparts of CAR-OPS 1, which specify the requirements which have to be complied with to meet the conditions of the Air Operator's Certificate/Authorisation.

1.6 This guidance document is organised into the following sections:

**PART A - CABIN CREW TRAINING AND CHECKING**

**PART B - SPECIMEN CABIN SAFETY PROCEDURES MANUAL**

- 1 - General
- 2 - Standard Operating Procedures
- 3 - Safety Equipment - General
- 4 - Emergency Procedures
- 5 - Aeroplane Type Specific - Systems and Equipment
- 6 - First Aid
- 7 - Survival, Search and Rescue
- 8 - Dangerous Goods
- 9 - Security (including acts of unlawful interference)

## **PART A - CABIN CREW TRAINING AND CHECKING** (CAR-OPS 1, SUBPART O)

### **1. Introduction**

1.1 A specific syllabus should be included in the Operations Manual for each type of training course.

1.2 The syllabus should include an indication of the duration of each training session and identify between practical and theoretical sessions. Adequate training time should be provided taking into account the number of trainees, the number of instructors, and the training methods and facilities to be utilised.

1.3 CAR-OPS 1 requires that checking is performed by personnel acceptable to the Authority. A list of such personnel should be readily available to the Authority and be included in the Operations Manual.

1.4 The Operations Manual should identify the facilities which are to be used for different parts of the training and instructors should be listed together with their areas of expertise if appropriate. When external training facilities and organisations are to be used they should be specified in the Operations Manual.

### **2. Senior cabin crew members**

(CAR-OPS 1.1000, 1.1045(a) Part D and Appendix 1 to CAR-OPS 1.1045 Part D)

2.1 CAR-OPS 1 requires that the syllabus for the training of senior cabin crew members, which is additional to all other cabin crew training, be specified in the Operations Manual. Senior cabin crew training should include the items specified in IEM OPS 1.1000(c) Senior Cabin Crew Training.

### **3. Initial training**

(CAR-OPS 1.1005 and 1.1045 Part D)

3.1 CAR-OPS 1 requires that a syllabus for initial training be specified in the Operations Manual and be approved by the Authority. (CAR-OPS 1.1045(a) Part D, Appendix 1 to 1.1045 Part D, and IEM OPS 1.1045).

3.2 CAR-OPS 1 (Appendix 1 to 1.1005) requires that initial training includes the following as a minimum:

- (a) Fire training and smoke training;
- (b) Water survival training;
- (c) Survival training;
- (d) Medical aspects and first aid;
- (e) Passenger handling;

- (f) Communication;
- (g) Discipline and responsibilities; and
- (h) Crew Resource Management.

#### **4. Conversion and differences training** (CAR-OPS 1.1010)

4.1 CAR-OPS 1 requires that the syllabus for conversion and differences training be specified in the Operations Manual and approved by the Authority. (CAR-OPS 1.1045(a) Part D, and Appendix 1 to CAR-OPS 1.1045 Part D).

4.2 CAR-OPS 1 (Appendix 1 to CAR-OPS 1.1010) requires that conversion training includes the following as a minimum:

- (a) Normal procedures;
- (b) Fire training and smoke training;
- (c) Operation of doors and exits;
- (d) Evacuation slide training;
- (e) Evacuation and emergency procedures;
- (f) Crowd control;
- (g) Pilot incapacitation;
- (h) Safety equipment; and
- (i) Passenger briefing/safety demonstrations.

4.3 CAR-OPS 1 (Appendix 1 to CAR-OPS 1.1010) requires that differences training includes items from para 4.2 above, as appropriate.

#### **5. Familiarisation**

(CAR-OPS 1.1012, 1.1035(a)(1) & Appendix 1 to CAR-OPS 1.1045 Part A, para 5.3.(ii))

5.1 New entrant cabin crew should participate in both an aeroplane visit and familiarisation flights.

5.2 Cabin crew operating on a subsequent aeroplane type should either participate in a familiarisation flight or participate in an aeroplane visit.

5.3 The conduct of aeroplane visits and the familiarisation flights must meet the requirements specified in AMC OPS 1.1012.

#### **6. Recurrent training**

(CAR-OPS 1.1015 and Appendix 1 to CAR-OPS 1.1045 Part D)

6.1 CAR–OPS 1 requires that the syllabus for recurrent training be specified in the Operations Manual and be approved by the Authority. (CAR–OPS 1.1045(a) and Appendix 1 to 1.1045 Part D).

6.2 The period of validity of recurrent training and the associated checking required by CAR–OPS 1 is 12 calendar months in addition to the remainder of the month of issue. (CAR–OPS 1.1015(c)).

6.3 CAR–OPS 1 (Appendix 1 to CAR–OPS 1.1015) requires that every year the programme of practical training includes the following:

- (a) Emergency procedures including pilot incapacitation;
- (b) Evacuation procedures including crowd control techniques;
- (c) Touch drills for opening normal and emergency exits;
- (d) Location and handling of emergency equipment, including the donning of lifejackets, portable oxygen and PBE;
- (e) First aid and the contents of first aid kits;
- (f) Stowage of articles in the cabin;
- (g) Applicable dangerous goods procedures;
- (h) Security procedures;
- (i) Incident and accident occurrence review; and
- (j) Crew Resource Management.

6.4 CAR–OPS (Appendix 1 to CAR–OPS 1.1015) requires that every three years recurrent training also includes the following:

- (a) Operation and opening of exits;
- (b) Demonstration of the operation of all other exits;
- (c) Use of fire extinguishers and Protective Breathing Equipment (PBE);
- (d) Pyrotechnics; and
- (e) Demonstration in the use of life rafts and slide rafts.

**7. Refresher training**  
(CAR-OPS 1.1020)

7.1 CAR-OPS 1 requires that the syllabus for refresher training be specified in the Operations Manual. (CAR-OPS 1.1045(a) Part D and Appendix 1 to CAR-OPS 1.1045 Part D).

7.2 Refresher training should not be substituted for the requirements of CAR-OPS 1.1015 (Recurrent Training) and is only applicable for a period of six months absence from duty ending with the expiry of the previous check.

7.3 CAR-OPS 1 (CAR-OPS 1.1020, 1.1025 and Appendix 1 to CAR-OPS 1.1020) requires that refresher training includes the following as a minimum:

- (a) Emergency procedures including pilot incapacitation;
- (b) Evacuation procedures including crowd control;
- (c) Operation and actual opening of all normal and emergency exits for passenger evacuation in an aeroplane or in a representative training device;
- (d) Demonstration of the operation of all other exits;
- (e) Location and handling of emergency equipment, including oxygen systems, and the donning of lifejackets, portable oxygen and Protective Breathing Equipment (PBE).

**8. Checking**  
(CAR-OPS 1.1025; AMC OPS 1.1025; Appendix 1 to CAR-OPS 1.1045 Part D, para (3))

8.1 The pass/fail criteria should be specified.

8.2 Procedures for resits should be specified.

**9. Training records**  
(CAR-OPS 1.1035, IEM OPS 1.1035; Appendix 1 to CAR-OPS 1.1045 Part D, para (4))

9.1 A specimen of each type of training record form should be included in the Operations Manual.

**PART B - SPECIMEN CABIN SAFETY PROCEDURES MANUAL****1. GENERAL****1.1 Foreword**

1.1.1 CAR–OPS 1.1040 specifies the general rules for Operations Manuals and requires that an operator ensures that all operations personnel have easy access to a copy of each part of the Operations Manual which is relevant to their duties. Additionally, an operator should supply cabin crew members with a personal copy of extracts from Parts A and B of the Operations Manual as are relevant to their duties.

1.1.2 This document contains guidance for operators on the cabin crew procedures that need to be addressed in the Cabin Safety element of the Operations Manual.

**1.2 Operations manuals to be carried**

(CAR–OPS 1.130 and 1.1040)

1.2.1 An operator should ensure that the current parts of the Operations Manual relevant to the duties of the crew are carried on each flight and that the parts of the Operations Manual which are required for the conduct of a flight are easily accessible to the crew on board the aeroplane.

1.2.2 The Operations Manual should comply with the requirements of CAR–OPS 1 Subpart P, as appropriate.

**1.3 Operations manual amendment and revisions**

(CAR–OPS 1.130, 1.1040(g), & Appendix 1 to CAR–OPS 1.1045 Part A, para 0.2)

1.3.1 The Operations Manual should be amended or revised so that the instructions and information contained therein are kept up-to-date. The operator should ensure that all operations personnel are made aware of any changes which are relevant to their duties.

1.3.2 Procedures for amendments and revision should be specified in the Operations Manual.

**1.4 Role of the Authority**

(Appendix 1 to CAR–OPS 1.1005(h)(3))

1.4.1 The Operations Manual should include information regarding the role of the Authority.

1.4.2 The Operations Manual should also specify the powers of Inspectors of the Authority, their identification documents and the types of inspections that they are empowered to conduct.

**1.5 Laws, regulations, procedures and operator's responsibilities**

(CAR-OPS 1.020, 1.145 and Appendix 1 to CAR–OPS 1.1005(h))



1.5.1 CAR-OPS 1 requires that the Operations Manual includes information regarding compliance with the law, regulations and procedures in those states in which operations are conducted and which are pertinent to the performance of their duties.

1.5.2 The Operations Manual should include information which provides an awareness of aviation regulations relating to cabin crew. (CAR-OPS 1.995(b)).

**1.6 Competence of cabin crew**  
(CAR-OPS 1.205 and 1.995(b))

1.6.1 An operator should ensure that all personnel assigned to, or directly involved in ground and flight operations, are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the operation as a whole.

1.6.2 An operator should ensure that each cabin crew member is competent to perform his duties in accordance with procedures specified in the Operations Manual.

**1.7 Cabin crew responsibilities and operating restrictions**  
(CAR-OPS 1.085 and 1.995(a) and (b))

1.7.1 CAR-OPS 1 requires that the Operations Manual specifies under what circumstances a cabin crew member should not operate.

1.7.2 An operator should ensure that each cabin crew member remains medically fit to discharge the duties specified in the Operations Manual.

**1.8 Duties and responsibilities of cabin crew**  
(Appendix 1 to CAR-OPS 1.1005(h) and Appendix 1 to CAR-OPS 1.1045 Part A, para 1.5)

1.8.1 The Operations Manual should specify the duties and responsibilities of cabin crew members.

**1.9 Cabin crew number and composition**  
(CAR-OPS 1.990 and Appendix 1 to CAR-OPS 1.1045 Part A, para 4)

1.9.1 An explanation should be provided for each aeroplane type in respect of minimum and normal cabin crew numbers and composition.

**1.10 Operation on more than one type or variant**  
(CAR-OPS 1.1030)

1.10.1 If cabin crew are to operate on more than one aeroplane type or variant, then all aeroplanes and/or variants should be specified.

**1.11 Chain of command**  
(IEM OPS 1.1000(c)2a)

1.11.1 The Operations Manual should specify the chain of command.

**1.12 Responsibility and authority of the commander**

(CAR-OPS 1.085(c), 1.090 and Appendix 1 to CAR-OPS 1.1045 Part A, para 1.4)

1.12.1 The Operations Manual should give information regarding the responsibility and authority of the commander and delegation of responsibilities to other crew members.

**1.13 Procedures for the use of vacant crew seats**

(Appendix 1 to CAR-OPS 1.1045 para 8.3.13)

1.13.1 CAR-OPS 1 requires that the Operations Manual specifies conditions and procedures for the use of vacant crew seats.

**1.14 Senior cabin crew members**

(CAR-OPS 1.1000(a), IEM OPS 1.1000 and Appendix 1 to CAR-OPS 1.1045 Part A, para 1.5)

1.14.1 The Operations Manual should specify the duties and responsibilities of senior cabin crew members.

**1.15 Minimum requirements for cabin crew (age and medical)**

(CAR-OPS 1.995)

1.15.1 The Operations Manual should specify the minimum requirements for cabin crew.

**1.16 Flight and duty time limitations and rest requirements**

(Appendix 1 to CAR-OPS 1.1005(h)(2) and Appendix 1 to CAR-OPS 1.1045 Part A, paras 4.1(d) and 7.1)

1.16.1 Flight and duty time limitations, and rest requirements pertinent to cabin crew should be specified in the Operations Manual.

**1.17 Occurrence and accident reporting**

(CAR-OPS 1.420 and 1.425, Appendix 1 to CAR-OPS 1.1045 Part A, para 11 (d), (e) and (f) and IEM OPS 1.1000(c)(5))

1.17.1 The Operations Manual should specify the procedures for reporting to the commander, accidents and occurrences which may have safety implications, together with any deficiencies and/or unserviceability of safety equipment and systems.

**1.18 Crew health precautions**

(Appendix 1 to CAR-OPS 1.1045 Part A, paras 2.3(a) and 6)

1.18.1 The Operations Manual should specify details of crew health precautions and include relevant regulations and guidance.

**1.19 Safety on the ramp**

(Appendix 1 to CAR-OPS 1.1045 Part A, para 8.2.2(h))

1.19.1 The Operations Manual should provide information on the procedures for ensuring safety whilst the aeroplane is on the ramp.

**1.20 Quality System**

(Appendix 1 to CAR–OPS 1.1045 Part A, para 3)

1.20.1 The Operations Manual should contain a description of the Quality System relevant to cabin crew duties.

**1.21 Common language**

(CAR–OPS 1.025)

1.21.1 The Operations Manual should specify the requirement for all crew members to be able to communicate in a common language.

1.21.2 An operator must ensure that all operations personnel are able to understand the language in which those parts of the Operations Manual which pertain to their duties and responsibilities are written.

**1.22 Terminology and definitions**

(Appendix 1 to CAR–OPS 1.1005(h)(4) and Appendix 1 to CAR–OPS 1.1045 Part A, para 0.1(d))

1.22.1 The Operations Manual should include a general knowledge of relevant aviation terminology, theory of flight, passenger distribution, meteorology and areas of operation, together with explanations and definitions of terms and words needed for the use of the Operations Manual.

**1.23 Physiological effects of flying**

(Appendix 1 to CAR–OPS 1.1005(e)(3))

1.23.1 The Operations Manual should include information on the physiological effects of flying with particular emphasis on hypoxia, time of useful consciousness, decompression and time zone changes.

**2 STANDARD OPERATING PROCEDURES****2.1 Foreword**

2.1.1 CAR–OPS 1.205 requires that an operator ensures that all personnel assigned to, or directly involved in ground and flight operations are properly instructed in, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of their duties to the operation as a whole. CAR–OPS 1.210(a) requires that an operator to establish procedures and instructions for each aeroplane type, containing ground staff and crew members' duties for all types of operation on the ground and in flight.

2.1.2 CAR–OPS 1.200 requires an operator to provide an Operations Manual in accordance with Subpart P for the use and guidance of operations personnel. Additionally, Appendix 1 to CAR–OPS 1.1010 requires that an operator ensures that all appropriate CAR–OPS 1 requirements are included in the training of cabin crew members.

2.1.3 The purpose of this section is to assist operators in identifying standard operating procedures likely to be required in order to conduct the safe operation of aeroplanes . The Cabin Safety element of the Operations Manual should specify all items detailed in this Chapter as appropriate to scale and scope of operation.

2.1.4 Specific individual cabin crew duties for each aeroplane type and variant should be expanded in Section 5, Aeroplane Type Specific, Paragraph 2 – Cabin Crew Duties.

## **2.2 Communication and co-ordination**

2.2.1 Information regarding the effective communication and co-ordination between all crew members.

## **2.3 Pre-flight safety briefing of cabin crew**

2.3.1 Establishment of Procedures (AMC OPS 1.210(a). Procedures for the pre-flight briefing of cabin crew and the provision of necessary safety information with regard to their specific duties.

## **2.4 Pre-departure safety equipment checks**

(CAR–OPS 1.290, 1.330, and Appendix 1 to CAR–OPS 1.1045, Part A, para 10.1)

2.4.1 List the survival equipment to be carried for the routes to be flown and the procedures for checking the serviceability of this equipment prior to take-off. Instructions regarding the location, accessibility and use of survival and emergency equipment and its associated check list(s) should be included.

## **2.5 Passenger embarkation and distribution**

(Appendix 1 to CAR–OPS 1.1045 Part A, para 8.3.15 and Appendix 1 to CAR–OPS 1.1005(f)(4))

2.5.1 Specify procedures covering:

- (a) Cabin preparation for flight, in-flight requirements and preparation for landing including procedures for securing cabin and galleys;
- (b) Procedures to ensure that passengers are seated where, in the event of an emergency evacuation being required, they may best assist and not hinder evacuation from the aeroplane;
- (c) Procedures to be followed during passenger embarkation and disembarkation
- (d) Procedures in the event of fuelling with passengers on board or embarking and disembarking;
- (e) Smoking on board; and
- (f) The importance of correct seat allocation with reference to aircraft mass and balance. Particular emphasis shall also be given on the seating of disabled passengers, and the necessity of seating able bodied passengers adjacent to unsupervised exits.

**2.6 Passenger briefing**

(CAR-OPS 1.285, 1.305 and Appendix 1 to CAR-OPS 1.1045 Part A, para 8.3.16)

2.6.1 The Operations Manual should specify the requirements for the briefing of passengers about safety related matters in normal and abnormal circumstances. Announcements are to reflect the aeroplane type operated, and the Operations Manual should specify the following passenger briefings:

- (a) Embarkation;
- (b) Pre-take-off safety;
- (c) Post-take-off;
- (d) Turbulence;
- (e) Pre-landing;
- (f) Post-landing;
- (g) Refuelling/de-fuelling; and
- (h) Transit.

**2.7 Assisting means for emergency evacuation (exit arming/disarming)**

(CAR-OPS 1.315)

2.7.1 Procedures to ensure that before taxiing, take-off and landing, and when safe and practicable to do so, an assisting means for emergency evacuation that deploys automatically, is armed.

**2.8 Cabin lights**

(AMC OPS 1.210(a)2b)

2.8.1 Specify the cabin lights and the procedure for the dimming of cabin lights for night take-offs and landings, if appropriate.

**2.9 Cabin crew at stations**

(CAR-OPS 1.310(b) and 1.1045 Part A, paras 8.3.10 and 11)

2.9.1 Requirements for cabin crew to be at their crew stations at specified phases of the flight should be specified in the Operations Manual. The Operations Manual should also specify the requirements for crew members to use their seat harness during specific phases of flight.

**2.10 Taxy, take-off, post-take-off, pre-landing, landing, and post-landing**

(Appendix to CAR-OPS 1.1005(h)(8) and AMC to Appendix 1.1005(7))

2.10.1 Details of cabin crew duties should include the following:

- (a) Procedures regarding cabin crew safety related duties during each of these phases of flight;
- (b) Taxi procedures should indicate that cabin crew are required to be readily able to reach their hazardous emergency station in order to carry out their individual duties and in particular the need for evacuation;
- (c) Instructions for cabin crew, whilst at their crew stations, to be particularly alert to potentially hazardous conditions, inside or outside the aircraft, during taxi, take-off and landing; and
- (d) Guidance to cabin crew for action to be taken in the event of abnormal conditions.

## **2.11 Transit (Appendix 1 to CAR–OPS 1.1045 Part A, para 8.2.2)**

2.11.1 Procedures for individual cabin crew during transit, control of passengers, instructions to passengers on any restrictions and the monitoring of passengers for compliance with any restrictions and instructions.

## **2.12 Flight crew drinks/meals (CAR–OPS 1.100)**

2.12.1 Procedures and precautions to be taken when serving drinks and meals to the flight crew.

## **2.13 Admission and supervision of visits to the flight crew (CAR–OPS 1.100 and Appendix 1 to CAR–OPS 1.1045 Part A, para 8.3.12)**

2.13.1 Procedures for the restriction, acceptance and supervision of visitors to the flight crew.

## **2.14 Refuelling with passengers on board**

(CAR–OPS 1.305, Appendix to CAR–OPS 1.305 and Appendix to CAR–OPS 1.1045 Part A, para 8.2.1(a) and (b) and Part A, para 8.3.15(d))

2.14.1 Procedures for re/defuelling with passengers on board pertinent to cabin crew should be specified in the Operations Manual.

## **2.15 Passenger disembarkation**

(Appendix 1 to CAR-OPS 1.1045 Part A, para 8.3.15)

2.15.1 Procedures for individual cabin crew during disembarkation to include control of passengers, instructions to passengers on any restrictions and the monitoring of passengers for compliance with any restrictions and instructions.

## **2.16 Securing of passenger cabin and galley(s)**

(CAR–OPS 1.320(b)(1), 1.325, Appendix 1 to CAR–OPS 1.1045 Part A, para 8.3.15 and Appendix 1 to CAR–OPS 1.1005(f)(3) and (f)(5))

2.16.1 Details of cabin crew duties should include the following:

- (a) Passenger Safety Belts (CAR–OPS 1.320(b)(1)). Procedures for the correct methods and use of each type of passenger restraint;
- (b) Position of Tray Tables, Seatbacks, Armrests, In-flight Entertainment Equipment, etc (CAR–OPS 1.285(b)(1)(ii) and (d)(1)(iii)). Procedures for the correct stowage and position of passenger tray tables, seatbacks, armrests, foot-rests, TV monitors, in-flight entertainment equipment and any other items of equipment that are required to be stowed and secured for take-off and landing;
- (c) Overhead Bins (Appendix 1 to CAR–OPS 1.270). Procedures for monitoring the amount of baggage being stowed in overhead bins and that such stowages are securely closed and secured for taxi, takeoff and landing;
- (d) Passenger and Crew Baggage (Appendix to CAR–OPS 1.270, 1.325 and Appendix to CAR–OPS 1.1045 Part A para 8.2.2(d) and Part A para 8.3.15). Procedures for ensuring that all cabin baggage is correctly stowed;
- (e) Exit and Escape Paths Unobstructed (CAR–OPS 1.325(a), 1.270 and Appendix 1 to CAR–OPS 1.270). Procedures for ensuring that exits, aisles and cross-aisles are unobstructed during taxi, take-off and landing;
- (f) Galleys and Galley Equipment (CAR–OPS 1.325(b), 1.270, Appendix 1 to CAR–OPS 1.270 and Appendix 1 to CAR–OPS 1.1045 Part A para 8.3.15). Procedures for ensuring the securing of all galley equipment, including the correct operation of restraint systems for specific items. Individual cabin crew duties should also be detailed in this respect;
- (g) Catering Supplies (CAR–OPS 1.270, Appendix 1 to CAR–OPS 1.270 and Appendix 1 to CAR–OPS 1.1045 Part A, para 2.2(d)). Instructions for the correct stowage of all catering items and supplies should be specified in the Operations Manual;
- (h) Electronic Equipment (CAR–OPS 1.110 and 1.285(b)(vi)). Procedures for the stowage of all electronic equipment, and this should specify that such appliances should be switched off before being stowed;
- (i) Toilets (Appendix 1 to CAR–OPS 1.1045 Part A para 8.3.15(a), Part A, para 8.3.11 and CAR–OPS 1.320). Procedures to ensure that toilets are unoccupied and appropriately secured for take-off and landing; and
- (j) Definition and Timing of Cabin Secure Check to Flight Crew (Appendix to CAR–OPS 1.1045 Part A, para 8.3.15(a) and Part B, para 2.1 and CAR–OPS 1.085(c)(7)). Procedures for completion of the cabin secure check and the procedures for the check to be passed to the flight crew.

### **2.17 Passenger seat allocation/restrictions**

(CAR–OPS 1.280, Appendix 1 to CAR–OPS 1.1005(f)(4), CAR–OPS 1.260 and Appendix to CAR-OPS 1.1045 Part A, paras 8.2.2 and 8.3.15)

2.17.1 Specific information on the procedures for the correct seating of passengers. The categories of passengers who are not to be seated in exit seat rows should be listed.

## **2.18 Unauthorised carriage**

(CAR-OPS 1.105)

2.18.1 Procedures for ensuring that no passenger or cargo is secreted on board the aeroplane .

## **2.19 Inadmissible passengers and refusal of embarkation**

(CAR-OPS 1.265 and Appendix 1 to CAR-OPS 1.1045 Part A, paras 8.2.2 and 8.2.3)

2.19.1 Procedures should be included in the Operations Manual to ensure that inadmissible passengers including those under the influence of alcohol and drugs are not carried in an aeroplane . The procedures for the refusal to carry such passengers should be specified.

## **2.20 Influence of alcohol and drugs**

(CAR-OPS 1.115, Appendix 1 to CAR-OPS 1005(f)(1))

2.20.1 Details regarding the management by cabin crew of passengers who become drunk or abusive in flight should be specified.

## **2.21 Endangering safety**

(CAR-OPS 1.120)

2.21.1 Procedures for dealing with passengers who may act in such a way as to potentially endanger an aeroplane or its occupants.

## **2.22 Carriage of special categories of passengers**

(CAR-OPS 1.260, 1.265 and Appendix 1 to CAR-OPS 1.1045 Part A, para 8.2.2)

2.22.1 Procedures for the carriage of special categories of passengers such as:

- (a) Children and infants;
- (b) Sick passengers;
- (c) Persons with reduced mobility (PRMs);
- (d) Passengers on stretchers;
- (e) Unaccompanied minors;
- (f) Prisoners in custody;
- (g) Deportees; and
- (h) Other special categories.



**2.23 Hand baggage**

(CAR-OPS 1.270, Appendix 1 to CAR-OPS 1.1005(f)(3) and Appendix 1 to CAR-OPS 1.1045 Part A para 8.2.2(c))

2.23.1 Information with regard to stowages, and the weight and size of permitted hand baggage.

**2.24 Smoking on board**

(CAR-OPS 1.285 and 1.335)

2.24.1 Specify where and when smoking on board the aircraft is permitted.

**2.25 Injury and death on board**

(CAR-OPS 1.425 and Appendix 1 to CAR-OPS 1.1045 Part A, para 11)

2.25.1 Procedures to be followed in the event of injury or death occurring on board an aeroplane .

**2.26 Dangerous goods**

(Appendix 1 to CAR-OPS 1.1005(f)(7), Appendix 1 to CAR-OPS 1.1015(b)(7), Appendix 1 to CAR-OPS 1.1045 Part A, para 9 and all of Subpart R)

2.26.1 Procedures for the carriage of dangerous goods.

**2.27 Live animals in the cabin**

(Appendix 1 to CAR-OPS 1.1005(f)(6))

2.27.1 Procedures for the carriage of live animals in the cabin should be specified in the Operations Manual.

**2.28 Portable electronic devices**

(CAR-OPS 1.110 and 1.285(b)(vi))

2.28.1 Procedures for ensuring compliance with any restrictions in respect of passenger use of electronic equipment together with the instructions to be given to passengers. Such procedures should relate to the different phases of flight.

**2.29 Carriage of weapons**

(CAR-OPS 1.065 and 1.070 and Appendix 1 to CAR-OPS 1.1045 Part A, para 9)

2.29.1 Procedures regarding the restrictions for the carriage of weapons and ammunition on board an aeroplane .

**2.30 General surveillance**

(AMC OPS 1.210 2(c) and IEM OPS 1.210)

2.30.1 Procedures for cabin crew surveillance which will include as a minimum:

- (a) Toilets;

- (b) Cabin and galley (including underfloor galleys);
- (c) Flight deck; and
- (d) Cargo areas.

### **2.31 Fire prevention** (IEM OPS 1.210)

2.31.1 Procedures to be carried out by cabin crew in order to prevent the occurrence of an in-flight fire. In addition to the general surveillance listed above, specific fire prevention procedures should also include as a minimum and where appropriate, the following:

- (a) Smoking restrictions which are followed by both crew and passengers;
- (b) Aeroplane electrical equipment (such as ovens, circuit breakers, etc) are only used for their intended purposes;
- (c) Fire detection systems (such as toilet smoke detectors) have not been disabled or tampered with.

### **2.32 Passenger and crew restraint** (CAR-OPS 1.730, 1.285 and Appendix 1 to CAR-OPS 1.1045 Part A, para 8.3.11)

2.32.1 Information regarding the procedures for the correct use of occupant seats and restraints systems, to include as a minimum and where appropriate:

- (a) Passenger seats (CAR-OPS 1.320(b));
- (b) Definition of infants (Appendix 1 to CAR-OPS 1.620(g)(a)(3)(ii));
- (c) Infant restraint devices (CAR-OPS 1.730(a)(3) and 1.320(b)(2));
- (d) Extension seatbelts;
- (e) Cabin crew safety harness (CAR-OPS 1.320(a) and 1.730(a)(5)); and
- (f) Flight crew safety harness (including observer's seat) (CAR-OPS 1.730(a)(4), 1.320(a)(1), Appendix 1 to CAR-OPS 1.1010(g), Appendix 1 to CAR-OPS 1.1015(b)(1), Appendix 1 to CAR-OPS 1.1020(a)(1) and Appendix 1 to CAR-OPS 1.1045 Part A, paras 8.3.11 and 8.3.14).

### **2.33 Turbulence** (Appendix 1 to CAR-OPS 1.1045)

2.33.1 Procedures which are to be followed in the event of air turbulence, which as a minimum should include:

- (a) Types of air turbulence (Appendix 1 to CAR-OPS 1.1045 Part A, paras 8.3.8 and 8.3.9);

- (b) Flight crew notification to cabin crew; and
- (c) Actions to be taken by cabin crew in respect of communication, crew and passenger security and cabin service activities (Appendix 1 to CAR-OPS 1.1045 Part A, paras 8.3.10 and 8.3.11, Appendix 1 to CAR-OPS 1.1005(f)(5) and Appendix 1 to CAR-OPS 1.1010(e)(2)(ii) and 1.280(c)(1)(ii) and (f)).

### **3 SAFETY EQUIPMENT**

(CAR-OPS, Subpart K, Appendix 1 to CAR-OPS 1.1010, Appendix 1 to CAR-OPS 1.1015, Appendix 1 to CAR-OPS 1.1020 and Appendix 1 to CAR-OPS 1.1045 Part B, para 10)

#### **3.1 Foreword**

3.1.1 The Operations Manual should contain full descriptions and details of the location, use and operation of each item of safety equipment carried on board an aeroplane which cabin crew may be required to operate. Illustrations or diagrams of the equipment together with the cabin crew pre-flight serviceability checks should be included where appropriate. Emergency equipment may include:

- (a) Fire extinguishers (CAR-OPS 1.790);
- (b) Fire axe/crowbars (CAR-OPS 1.795);
- (c) Protective breathing equipment (PBE)
- (d) Smoke goggles;
- (e) Fire gloves;
- (f) Torches (CAR-OPS 1.640); (CAR-OPS 1.780);
- (g) Oxygen (fixed and portable) (CAR-OPS 1.760, 1.775 and 1.770);
- (h) First aid kits (CAR-OPS 1.745 and 1.755);
- (i) Survival equipment (CAR-OPS 1.835);
- (j) Pyrotechnics (CAR-OPS 1.835);
- (k) Locator beacons (CAR-OPS 1.820 and 1.830);
- (l) Flotation equipment (infant and adult lifejackets, life cots, and life rafts) (CAR-OPS 1.825 and 1.830);
- (m) Megaphones (CAR-OPS 1.810); and
- (n) Non-mandatory or special equipment.

### **4 EMERGENCY PROCEDURES**

(CAR-OPS 1.210, Appendix 1 to CAR-OPS 1.1005, Appendix 1 to CAR-OPS 1.1010, Appendix 1 to CAR-OPS 1.1015, Appendix 1 to CAR-OPS 1.1020 and Appendix 1 to CAR-OPS 1.1045 Part B, para 11)

#### **4.1 Foreword**

4.1.1 The Operations Manual should contain information on the following emergency procedures:

#### **4.2 Emergency evacuation procedures**

(Appendix 1 to CAR-OPS 1.1045 Part B, para 11)

4.2.1 The duties of all members of the crew for the rapid evacuation of an aeroplane and the handling of the passengers in the event of a forced landing, ditching or other emergency.

#### **4.3 Definition of types of emergencies**

4.3.1 Definitions and descriptions of specific types of emergency situations.

#### **4.4 Crew co-ordination**

(CAR-OPS 1.1045)

4.4.1 Procedures for effective co-ordination and communication between all cabin crew and flight crew members for all emergency scenarios.

#### **4.5 Notification of emergencies**

4.5.1 Procedures to be followed in order to notify all crew members of any type of emergency situation.

#### **4.6 Initiation of evacuation**

4.6.1 Procedures to be followed for the initiation of an evacuation.

#### **4.7 Assistance of able-bodied persons (ABPS)**

(CAR-OPS 1.280, IEM OPS 1.280 and Appendix 1 to CAR-OPS 1.1045 Part A, para 8.3.15(b))

4.7.1 Details of the criteria for the selection of ABPs, content and method of briefing, and specific instructions for re-seating and any special instructions to ensure maximum effectiveness of ABPs.

#### **4.8 Brace positions**

(CAR-OPS 1.285(f) and Appendix 1 to CAR-OPS 1.1010(i))

4.8.1 Details of the appropriate brace position for both crew and passengers and the timing of the brace command.

#### **4.9 Crowd control**

(Appendix 1 to CAR-OPS 1.1005 and IEM to Appendix 1 to CAR-OPS 1.1005)

4.9.1 Procedures for passenger management during and after evacuation.

#### **4.10 Instructions for evacuation**

4.10.1 Details of the instructions to be given to passengers.

#### **4.11 Disabled passengers**

(Appendix 1 to CAR-OPS 1.1005(f)(4))

4.11.1 Procedures for the evacuation of disabled passengers should be specified.

#### **4.12 Unusable exits**

(IEM to Appendix 1 to CAR-OPS 1.1005(d) and Appendix 1 to CAR-OPS 1.1010(e)(1))

4.12.1 Definition of an unusable exit, whether unserviceable or unsuitable in the circumstances.

#### **4.13 Public address announcements**

(Appendix 1 to CAR-OPS 1.1010)

4.13.1 Public address announcements and instructions to be given to passengers in the event of all types of emergency evacuation, both planned and unplanned, as appropriate.

#### **4.14 Land evacuation and ditching**

(Appendix 1 to CAR-OPS 1.1045 Part B, paras 3.1(n) and 11.2)

4.14.1 Procedures in the event of both planned and unplanned emergencies and individual crew member responsibilities.

#### **4.15 Rejected take-off**

(Appendix 1 to CAR-OPS 1.1045 3.1 Part B, paras and 11.2)

4.15.1 Procedures in the event of a rejected take-off.

#### **4.16 Ground based emergency services**

(Appendix 1 to CAR-OPS 1.1005(b)(5))

4.16.1 Procedures of ground based emergency services at aerodromes.

#### **4.17 Pilot incapacitation**

(Appendix 1 CAR-OPS 1.1010(g), Appendix 1 to CAR-OPS 1.1015(b)(1) and Appendix 1 to CAR-OPS 1.1045 Part A, para 8.3.14 and Part B, para 3.1(a))

4.17.1 Procedures to deal with an incapacitated pilot inflight, including:

- (a) Use of the pilot's seat mechanism;

- (b) Fastening and unfastening of the pilot's seat harness;
- (c) Use of the pilot's oxygen equipment and administering appropriate first aid;  
and
- (d) Use of the pilot's checklist.

#### **4.18 Decompression**

(Appendix 1 to CAR–OPS 1.1010 (e)(2)(iii))

##### 4.18.1 Details of:

- (a) Rapid and slow decompression -full description including first indications;
- (b) The immediate actions required by cabin crew for oxygen and restraint;
- (c) Use of the Public Address (PA) - communication with crew and passengers;
- (d) The monitoring of passengers;
- (e) Actions to be taken when the aeroplane is level;
- (f) Check of passengers and cabin secure; and
- (g) Administering oxygen as appropriate.

#### **4.19 Fire**

(Appendix 1 to CAR–OPS 1.1005(b), Appendix 1 to CAR–OPS 1.1010(b) and Appendix 1 to CAR–OPS 1.1015(c)(3))

##### 4.19.1 Procedures and equipment required to enable cabin crew to deal successfully with any type of in-flight fire:

- (a) Theory of Fire and Smoke – In order for cabin crew to understand the principles of fire fighting, the Operations Manual should contain the basic theory of fire, which will include the principles of combustion and classification of types of fire and smoke.
- (b) Fire Source – The Operations Manual should stress the importance of locating and identifying the source of any aeroplane fire. Possible fire sources and high fire risk areas should be identified.
- (c) General Procedures – Details of the basic procedures for dealing with any in-flight fire. These will include as a minimum:
  - (i) The necessity to immediately locate and identify the fire source;
  - (ii) Appropriate techniques for attacking fires;
  - (iii) Communication with the flight crew;

- (iv) Communication and co-ordination with cabin crew; and
- (v) The provision of back-up equipment and crew members.
- (d) Control of Passengers – Procedures for the control, management and protection of passengers in the event of an in-flight fire.
- (e) Specific Fire Scenarios – Procedures for dealing with specific in-flight fire characteristics of the aircraft interior. These may include:
  - (i) Galley;
  - (ii) Underfloor;
  - (iii) Toilet;
  - (iv) Oven;
  - (v) Waste containers;
  - (vi) Overhead bins;
  - (vii) Freight;
  - (viii) Baggage;
  - (ix) Seat;
  - (x) Electrical;
  - (xi) Flight deck;
  - (xii) Lift;
  - (xiii) In-flight entertainment systems;
  - (xiv) Closet; and
  - (xv) Catering equipment/supplies.
- (f) Extinguishing Agents - Details of the extinguishing agents used on board the aircraft. The following should be included for each agent:
  - (i) Description of the design of extinguishers for immediate identification purposes;
  - (ii) The characteristics of the agent;
  - (iii) The limitations and restrictions;

- (iv) The methods of application, and
- (v) Suitable alternative agents and procedures.
- (g) Smoke and Fumes - Procedures to be adopted by cabin crew in the event of smoke or fumes in the aeroplane. These may include:
  - (i) Protection of crew and passengers;
  - (ii) Smoke removal procedures; and
  - (iii) Installation of smoke barrier or use of any other special equipment.

## **5 AEROPLANE TYPE SPECIFIC – SYSTEMS AND EQUIPMENT** (CAR–OPS 1.1010, 1.1045 and 1.1055)

### **5.1 Foreword**

5.1.1 The Operations Manual should contain details of all the following topics for each aeroplane type, and where differences occur, for each aeroplane variant.

### **5.2 Aeroplane description**

5.2.1 A general description of the aeroplane should be provided.

### **5.3 Cabin configuration**

5.3.1 A full description of the configuration of each variant of cabin. Details of the use and operation of individual fixed items of equipment should be provided. These items may include:

- (a) Safety equipment;
- (b) Crew and passenger seats;
- (c) Stowage areas;
- (d) Toilets;
- (e) Galley appliances including refrigerators, ovens, water boilers, control panels;
- (f) Water supply systems, sinks, drains, water shut off;
- (g) Curtains and partitions (CAR–OPS 1.735, Subpart K);
- (h) Lifts; and
- (i) Rest areas.

### **5.4 Cabin crew duties specific areas of responsibilities**



5.4.1 Minimum and normal cabin crew complement.

5.4.2 Cabin crew seating positions - minimum, normal and mandatory.

5.4.3 Standard operating procedures for cabin crew duties are included in Chapter 2. This should be detailed for each aeroplane type.

## **5.5 Location of equipment diagram** (CAR-OPS 1.055)

5.5.1 A diagram may be used for each variant of aeroplane showing the location of all items of safety equipment, both fixed and portable. This should be provided in the Operations Manual.

5.5.2 Safety equipment specific to the aeroplane type.

## **5.6 Electrical systems** (Appendix 1 to CAR-OPS 1.1045 Part B, para 12)

5.6.1 Details of the location, use and operation of electrical systems should be specified. These may include:

- (a) Normal lighting systems;
- (b) Emergency lighting systems to include floor proximity and external;
- (c) Galley systems power shut-off, appliance overheat/malfunction;
- (d) Circuit breakers;
- (e) Smoke detector systems;
- (f) Evacuation alarm systems; and
- (g) Any other alarm systems.

## **5.7 Oxygen systems** (CAR-OPS 1.770, 1.775 and 1.1045)

5.7.1 The Operations Manual should contain details of all types of oxygen systems on board the aeroplane. This should include:

- (a) Description of the cabin system and details of its location, use and operation;
- (b) Description of the flight deck system and details of its location, use and operation; and

- (c) Description of any supplementary oxygen systems and details of its location, use and operation.

5.7.2 Cabin crew duties in a decompression, specific to the aeroplane type.

## **5.8 Communication systems**

5.8.1 The Operations Manual should contain details of the aeroplane systems for communication. These should include the location, use and operation of:

- (a) Interphones;
- (b) Passenger address (CAR–OPS 1.695);
- (c) Crew call systems (CAR–OPS 1.685 and 1.690);
- (d) Passenger information signs;
- (e) Passenger call; and
- (f) Audio/video systems - In-Flight Entertainment (IFE).

## **5.9 Exits**

5.9.1 The Operations Manual should contain details of all the exits on the aeroplane. This should include for each type of exit in the cabin or flight deck:

- (a) Full description;
- (b) Location;
- (c) Operation from inside the aeroplane (CAR–OPS 1.1045);
- (d) Operation from outside the aeroplane (CAR–OPS 1.1045);
- (e) Operation of arming and disarming systems;
- (f) Use of door straps;
- (g) Use of slides;
- (h) Use of slide rafts; and
- (i) Use of ropes and any other assist devices.

## **5.10 Emergency situations/procedures**

5.10.1 Procedures specific to aeroplane type including:

- (a) Land evacuation - individual cabin crew duties;

- (b) Ditching - individual cabin crew duties;
- (c) Announcements/instructions in emergency evacuation;
- (d) Pilot incapacitation - seat mechanism and fastening/unfastening seat harness;
- (e) Fire scenarios specific to aeroplane type;
- (f) Smoke removal procedures;
- (g) Smoke barrier;
- (h) Brace positions applicable to seating configuration.

## **6 FIRST AID**

(CAR-OPS 1.005, 1.1015 and 1.1020)

### **6.1 Foreword**

6.1.1 The Operations Manual should specify the first aid objectives and contain specific procedures and information on the following aspects:

- (a) Physiology of flight including oxygen requirements and hypoxia.
- (b) Medical emergencies in aviation including:
  - (i) Choking;
  - (ii) Stress reactions and allergic reactions;
  - (iii) Hyperventilation;
  - (iv) Gastro-intestinal disturbance;
  - (v) Air-sickness
  - (vi) Epilepsy;
  - (vii) Heart attacks;
  - (viii) Stroke;
  - (ix) Shock;
  - (x) Diabetes;
  - (xi) Emergency childbirth; and
  - (xii) Asthma.
- (c) Basic first aid and survival including care of:

- (i) The unconscious;
  - (ii) Burns;
  - (iii) Wounds; and
  - (iv) Fractures and soft tissue injuries.
- (d) Artificial respiration and cardiopulmonary resuscitation.
- (e) The use of appropriate aeroplane equipment including first-aid kits and first-aid oxygen.
- (f) Other medical emergencies.

## **7 SURVIVAL, SEARCH AND RESCUE** (CAR-OPS 1.050 and 1.1005)

### **7.1 Foreword**

7.1.1 The Operations Manual should contain information on survival procedures appropriate to the regions of operation. Such information should include the following:

- (a) Search and rescue procedures;
- (b) Basic principles of survival;
- (c) Protection, location, water, and food;
- (d) Water survival;
- (e) Polar survival;
- (f) Desert survival;
- (g) Jungle survival; and
- (h) Survival first aid and hygiene.

## **8 DANGEROUS GOODS** (Subpart R and CAR-OPS 1.1045)

8.1 The Operations Manual should specify the procedures and requirements, pertinent to cabin crew, as required by CAR-OPS 1 Subpart R.

## **9 SECURITY INCLUDING HIJACK AND BOMBS** (Subpart S and CAR-OPS 1.1045)

## 9.1 Foreword

9.1.1 Operators should ensure that the Operations Manual reflects all the security requirements and procedures of the National organisation responsible for Aviation Security.

9.1.2 The manual should include specific security information relevant to cabin crew, regarding the following:

- (a) Security requirements;
- (b) Reporting acts of unlawful interference ;
- (c) Aeroplane search procedure check list; and
- (d) Flight crew compartment security.

## PART 2

### CREW RESOURCE MANAGEMENT - CABIN CREW

#### 1 Introduction

1.1 In order to assist operators, the content of this paper has been prepared to provide guidance on CRM training programmes for cabin crew. The material expands upon the regulations and accompanying guidance material in CAR-OPS 1, Subpart O.

1.2 Crew Resource Management (CRM) is the effective utilisation of all available resources (e.g. crew members, aeroplane systems, and supporting facilities) to achieve safe and efficient operation.

1.3 The objective of CRM is to enhance the communication and management skills of the crew member, as well as the importance of effective co-ordination and two-way communication between all crew members.

1.4 CRM training should reflect the culture of the operator, the scale and scope of the operation together with associated operating procedures and areas of operation which produce particular difficulties.

#### 2 General Principles for CRM training for Cabin Crew

2.1 Cabin crew CRM training should focus on issues related to cabin crew duties, and therefore, should be different from flight crew CRM training. However, the co-ordination of the tasks and functions of flight crew and cabin crew should be addressed.

2.2 Operators should provide combined training for flight crew and cabin crew, including briefing, as appropriate to Table 1, Columns (d), (e) and (f). This is of particular importance for senior cabin crew members.

2.3 Where appropriate, CRM principles should be integrated into relevant parts of cabin crew training.

2.4 CRM training should include group discussions and the review of accidents and incidents (case based studies).

2.5 Whenever it is practicable to do so, relevant parts of CRM training should form part of the training conducted in cabin mock-ups or aircraft.

2.6 The CRM training syllabi, together with CRM methodology and terminology, should be included in the Operations Manual.

2.7 CRM training should take into account the items listed in Table 1 and CRM training courses should be conducted in a structured and realistic manner.

2.8 The content of CRM for cabin crew should ensure that each training element in Table 1, Column (a) is covered in the context of cabin crew duties as specified in the Operations Manual

2.9 There should be no assessment of CRM skills. Feedback from instructors or members of the group on individual performance should be given during training to the individuals concerned.

2.10 The operator is responsible for the quality of all CRM training, including any training provided by sub-contractors/third parties (in accordance with CAR-OPS 1.035 and AMC-OPS 1.035, paragraph 5.1).

### **3 Introduction to CRM - (Introductory Course)**

3.1 An operator should ensure that a cabin crew member has completed an Introductory course before being first assigned to operate as a cabin crew member. Cabin crew who are already operating as cabin crew members in commercial air transportation and who have not previously completed an Introductory course, should complete an Introductory course by the time of the next required recurrent training and/or checking.

3.2 The training elements in Table 1, Column (a) should be covered to the level required in column (b), Introductory course.

3.3 The objective of the Introductory course is to provide cabin crew members with a basic knowledge of Human Factors relevant to the understanding of CRM.

3.4 The Introductory course should be conducted by at least one cabin crew CRM instructor.

### **4 CRM when joining an operator**

4.1 When a cabin crew member joins an operator, then the operator should ensure that the cabin crew member has already completed an Introductory course and also completes the operator's CRM training before the end of the validity period of the first check required by CAR-OPS 1.1015(c). Cabin crew who are already operating as cabin crew members with the operator, and who have not completed the operator's CRM training before, should complete the operator's CRM training by the time of the next required recurrent training and/or checking.

4.2 The training elements in Table 1, Column (a) should be covered to the level required in column (c) "CRM when joining an operator".

4.3 The operator's CRM training should be conducted by at least one cabin crew CRM instructor.

4.4 Cabin crew members from different operators may attend the same training provided that operations are similar, (see paragraph 1.4).

4.5 CRM when joining an operator may be combined with an Introductory course and/or Aeroplane Type Specific CRM.

### **5 Aeroplane Type Specific CRM -(Conversion Training)**

5.1 CRM should be integrated into all appropriate phases of the operator's conversion training on the specific aeroplane type.

5.2 The training elements in Table 1, column (a) should be covered to the level required by column (d), (Aeroplane Type Specific CRM).

5.3 The objective of Aeroplane Type Specific CRM is the application of the knowledge gained in previous CRM training on the specifics related to aircraft type, for example, narrow/wide bodied aeroplanes, single/multi deck aeroplanes, and flight crew and cabin crew composition.

5.4 Aeroplane Type Specific CRM may be combined with the Introductory course and/or CRM when joining an operator.

## **6 Recurrent Training (Annual)**

6.1 When a cabin crew member undergoes annual recurrent training, CRM training should be integrated into all appropriate phases of the recurrent training and may include stand-alone modules.

6.2 The training elements in Table 1, column (a) should be covered within a three year cycle to the level required by column (e) (recurrent annual training).

6.3 When CRM elements are integrated into all appropriate phases of the recurrent training, the CRM elements should be clearly identified in the training syllabus. The definition and implementation of this syllabus should be managed by a cabin crew CRM instructor.

6.4 When CRM training is provided by stand-alone modules, it should be conducted by at least one cabin crew CRM instructor.

6.5 The objective of recurrent CRM training is the application of the knowledge gained in previous CRM training to include realistic operational situations.

6.6 Recurrent CRM training should include areas as identified by the operator's accident prevention and flight safety programme (see CAR-OPS 1.037).

## **7 CRM Training for Senior Cabin Crew**

7.1 An operator should ensure that all elements in Table 1, column (a) are integrated into the training and covered to the level required by column (f) (senior cabin crew course). The senior cabin crew member should show ability to manage the operation and take appropriate leadership/management decisions.

## **8 Instructor Qualifications**

8.1 The operator should ensure that all personnel conducting relevant training are suitably qualified to integrate elements of CRM into all appropriate training programmes.

8.2 A training and standardisation programme for CRM instructors should be established.

8.3 Cabin crew CRM instructors should:



- (a) Have suitable experience of commercial air transport as a cabin crew member; and
- (b) Have received instruction on Human Factors Performance Limitations (HPL), and
- (c) Have completed an introductory course on Human Factors and CRM training when joining the
- (d) operator; and
- (e) Have received instruction in training skills in order to conduct CRM courses, and
- (f) Be supervised by suitably qualified CRM instructors when conducting their first CRM training course.

8.4 An experienced non-cabin crew CRM instructor may continue to be a cabin crew CRM instructor, provided that the provisions of paragraph 8.3 b) to e) are satisfied and that a satisfactory knowledge has been demonstrated of the nature of the operation and the relevant specific aeroplane types. In such circumstances, the operator should be satisfied that the instructor has a suitable knowledge of cabin crew working environment.

8.5 Instructors integrating elements of CRM into conversion, recurrent training, or senior cabin crew training, should have acquired relevant knowledge of human factors and have completed appropriate CRM training.

## **9 Co-ordination between flight crew and cabin crew training departments**

9.1 There should be an effective liaison between flight crew and cabin crew training departments. Provision should be made for flight and cabin crew instructors to observe and comment on each others training. Consideration should be given to creating flight deck scenarios on video for playback to all cabin crew during recurrent training, and to providing the opportunity for cabin crew, particularly senior cabin crew, to participate in Flight Crew LOFT.

10 Implementation of CRM: Table 1

10.1 The following table indicates which elements of CRM should be included in each type of training:

Training Elements (a)	Introductory Course (Paragraph 3) (b)	CRM When Joining an Operator (Paragraph 4) (c)	Aeroplane Type Specific CRM (Paragraph 5) (d)	Recurrent Training (Annual) (Paragraph 6) (e)	Senior Cabin Crew Course (Paragraph 7) (f)
<b>General</b>					
Human factors in aviation General instructions on CRM principles and objectives Human performance and limitations	in depth	N/R	N/R	N/R	overview
<b>From the perspective of the individual cabin crew member</b>					
Personality awareness, human error and reliability, attitudes and behaviours, self-assessment Stress and stress management Fatigue and vigilance Assertiveness Situation awareness, Information acquisition and processing	in depth	N/R	N/R	overview (3 year cycle)	N/R
<b>From the perspective of the cabin crew team</b>					
Error prevention and detection Shared situation awareness, Information acquisition & processing Workload management Effective communication and co-ordination within the cabin, including inexperienced cabin crew members, Cultural differences Leadership, co-operation, synergy Individual and team responsibilities, decision making, and actions Identification and management of the passenger human factors : crowd control, passenger stress, conflict management, medical factors	N/R	in depth for new cabin crew members overview for experienced cabin crew members	relevant to the type(s)	overview (3 year cycle)	reinforcement (relevant to the Senior cabin crew duties)
<b>From the perspective of the whole aeroplane crew</b>					
Effective communication and co-ordination between all crew members including the flight crew Decision making, leadership, delegation Specifics related to aeroplane types (narrow / wide bodies, single / multi deck), flight crew and cabin crew composition and number of passengers	N/R	in depth	relevant to the type(s)  in depth	overview (3 year cycle)	reinforcement (relevant to the Senior cabin crew duties)
<b>From the perspective of the operator and the organisation</b>					
Company safety culture, SOPs, organisational factors, factors linked to the type of operations Effective communication and co-ordination with other operational personnel and ground services Participation in cabin safety incident and accident reporting Case based studies (see note)	N/R	in depth  required	relevant to the type(s)	overview (3 year cycle)  required	reinforcement (relevant to the Senior cabin crew duties)

**Note:** In Column (d), if relevant aeroplane type specific case base studies are not available, then case base studies relevant to the scale and scope of the operation should be considered

## PART 3

### CREW TRAINING FOR EXIT OPERATION

#### General

A recently published accident report has identified differences between actual aeroplane door operation in the emergency mode with an active 'power assist' facility and the operation of the same type of door installed in a cabin simulator. It has been recommended that cabin door simulators accurately simulate all characteristics of the associated doors and that full instructions on the specific aeroplane door operating characteristics should be provided to flight and cabin crew during training and be repeated in the Operations Manual. Differences in door operating characteristics between actual aeroplane doors and the doors installed in cabin simulators can be of critical importance during an emergency evacuation, especially if an incorrect door operation procedure is used. In the worst case scenario, the crew member may not be able to effectively open a fully functional door or exit if incorrect or inadequate procedures have been specified in the Operations Manual and are repeated during training.

Consideration should be given to:

- (a) Retrospective modification to existing cabin simulators to address these potential problems, or
- (b) Acquisition of a cabin simulator that simulates accurately all characteristics of aeroplane door operation, and in the meantime,
- (c) Emphasising differences between the operating characteristics of actual aeroplane doors and cabin simulator doors during training (eg by use of video) and in the Operations Manual. This is especially important where it is recognised that a cabin door simulator cannot, or does not, exactly replicate the actual aeroplane door operating characteristics. Operations Manuals should be reviewed to ensure that information on aeroplane door operation is fully compliant with the procedures recommended by the relevant aeroplane manufacturer. In addition, Operators should provide full instructions to their flight and cabin crew, based on information provided by the aeroplane manufacturer, regarding door operating characteristics that might be expected when operating an aeroplane door in an emergency.

#### Reference documents:

Appendix 1 to CAR-OPS 1.945(a), 1.965(a)(3)(iii)(A), 1.1010(c), 1.1015(c) and 1.1020(a)

## PART 4

### LEGAL ISSUES

Any action by a Cabin Crew Member to control a disruptive passenger on board an aircraft can, in general, only be exercised under, and in pursuant to, the authority and direction of the Pilot-in-Command. Except as described below, Cabin Crew Members have no direct and independent authority themselves to initiate measures for the restraint and control of passengers. Similarly, Cabin Crew Members cannot, on their own authority, prevent undesirables from boarding the aircraft nor can they refuse carriage or disembark any person. These powers can only be exercised by the Pilot-in-Command directly or *by delegation*.

When immediate actions are necessary to protect the safety of the aircraft or of persons or property on board the aircraft, any crew member and any other person on board an aircraft may (without the authority of the Pilot-in-Command), take such reasonable measures including restraint. As he has reasonable grounds to believe, *such situations would be deemed to have been so critical, from a safety viewpoint that no time was available to obtain the authority of the Pilot-in-Command*, for instance:

- (a) to prevent a person from opening an aircraft door; or
- (b) to prevent bodily harm to any person on board an aircraft.

Should the Pilot-in-Command give a command to physically restraint a passenger, it would be prudent and practical for a non-involved crew member to be present as a witness, request witness statements from passengers and to make a report of the incident. This report should be attached to the Pilot in Command's Voyage Report.

Note: Criminal or civil proceedings could be brought against crew members for assault or false imprisonment if restraining measures are applied other than in good faith and in circumstances as described above. Crew members finding it necessary to act without the authority of the Pilot-in-Command, can expect to be protected by law provided the action can be proved to be reasonable and necessary in the circumstances. The interpretation of what is "reasonable and necessary" may be difficult for an individual CCM to determine. The use of immediate and direct measures to restrain a person will be rare and only employed when the safety of the aircraft or persons or property on board is at immediate risk.