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Asia and Pacific Office

**Twenty-fourth Meeting of the Asia Pacific Regional Aviation Safety Team  
(APRAST/24)**

*(Bangkok, Thailand, 01 to 05 December 2025)*

**Agenda Item 5: ICAO/ Member State / Industry Presentations**

**TOWARDS A HARMONISED REGIONAL APPROACH TO CREW RESOURCE  
MANAGEMENT (CRM) IN THE ASIA-PACIFIC REGION**

(Presented by Association of Asia Pacific Airlines (AAPA) and supported by  
the Flight Safety Foundation (FSF))

**SUMMARY**

This paper introduces a regional initiative led by the Association of Asia Pacific Airlines (AAPA) to harmonise Crew Resource Management (CRM) training standards and oversight practices across the Asia-Pacific. The initiative, developed under the CRM Harmonisation Task Force (CHTF), brings together regulators, airlines, training organisations, academia, and the Flight Safety Foundation.

The paper highlights the continuing significance of human factors in regional accident data and the need for regulatory alignment in CRM. It invites the APRAST to:

- a) note the ongoing regional effort;
- b) review the technical elements developed to date; and
- c) provide guidance on APRAST's role in supporting the next phase of harmonisation.

**1. INTRODUCTION**

1.1 Human factors continue to be one of the primary contributors to serious incidents and accidents worldwide. Crew Resource Management (CRM) training remains a key safety defence, yet its interpretation and oversight vary widely across the region. With the introduction of Competency-Based Training and Assessment (CBTA) and Evidence-Based Training (EBT), this variation has become more pronounced.

1.2 The ICAO State of Global Aviation Safety Report (2025 Edition) highlights that the Asia-Pacific region accounted for 62.5 per cent of global fatalities in 2024, recording three fatal accidents and 185 fatalities — the highest of any ICAO region. The Flight Safety Foundation's Asia Pacific Centre for Aviation Safety (AP-CAS) Regional Safety Assessment (2024) similarly identifies *Loss of Control In Flight (LOC-I)* and *human factors* as leading risk categories, citing inadequate CRM application, procedural non-compliance, and limited integration of human-factors competencies as recurring contributors.

1.3 Recognising the persistent nature of these risks, the CRM Harmonisation Task Force (CHTF) was established by AAPA in July 2025 to assist in the development of a harmonised regional CRM framework aligned with modern training methodologies and AP-RASP objectives.

## 2. DISCUSSION

2.1 The CRM Harmonisation Task Force (CHTF) is a collaborative regional effort involving regulators, airlines, training organisations, academia, and the Flight Safety Foundation. The project runs from July 2025 to May 2026 through twelve structured meetings and aims to deliver a harmonised CRM framework and proof-of-concept materials by March 2026.

2.2 The CHTF addresses six priority areas that align with AP-RASP safety objectives:

- **Regulatory and Oversight Alignment:** Develops a common interpretation and application of CRM provisions across APAC States to enhance regulatory consistency and mutual understanding.
- **Curriculum Harmonisation:** Defines standard CRM modules covering Initial, Recurrent, Command, Instructor, and Joint CRM training.
- **Integration with CBTA and EBT:** Embeds CRM within modern competency frameworks, ensuring it is viewed as complementary rather than separate.
- **Instructor Qualification Standards:** Establishes clear, harmonised requirements for CRM instructors and examiners to support cross-State recognition.
- **Scenario-Based Learning:** Develops regional case studies and scenarios to contextualise CRM training using local operational data.
- **Collaborative Governance:** Introduces mechanisms for consultation, periodic review, and performance monitoring among States and industry stakeholders.

2.3 The initiative directly supports AP-RASP 2026–2028 objectives on harmonisation, oversight effectiveness, and organisational safety defences. It also contributes to capacity building across the region, particularly in States with developing training and oversight infrastructure.

2.4 The CHTF's formation responds to evidence that human-performance breakdowns remain a key underlying cause in regional accidents. According to the ICAO Safety Report (2025), the Asia-Pacific region has experienced a sustained increase in accidents and fatalities compared to other regions, while the AP-CAS assessment (2024) found that *crew resource management and procedural adherence deficiencies* were recurring factors in *Loss of Control In Flight* events. These findings reinforce the urgency for a unified CRM approach that integrates human-factors competencies within State-approved training and oversight systems.

2.5 As this constitutes a regional safety concern, and given APRAST's role as the technical body for regional safety implementation, APRAST's involvement is essential to ensure alignment, technical rigour, and eventual adoption under the appropriate APRAST Working Group. This will enable the CHTF's work to be channelled effectively for detailed technical coordination and follow-up. Such engagement would also strengthen regulator–industry collaboration and support the development of a clear, regionally consistent model for CRM implementation and oversight alignment.

### 3. ACTION BY THE MEETING

3.1 The Meeting is invited to:

- a) **note** the ongoing regional initiative to harmonise CRM regulatory interpretation and training practices;
- b) **Rreview** the technical workstreams and draft elements developed by the CHTF; and
- c) **provide guidance** on APRAST's role in supporting the next phase of the initiative, including technical coordination, proof-of-concept development, and alignment under the relevant Working Group.

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