



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

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APAC CRM Survey

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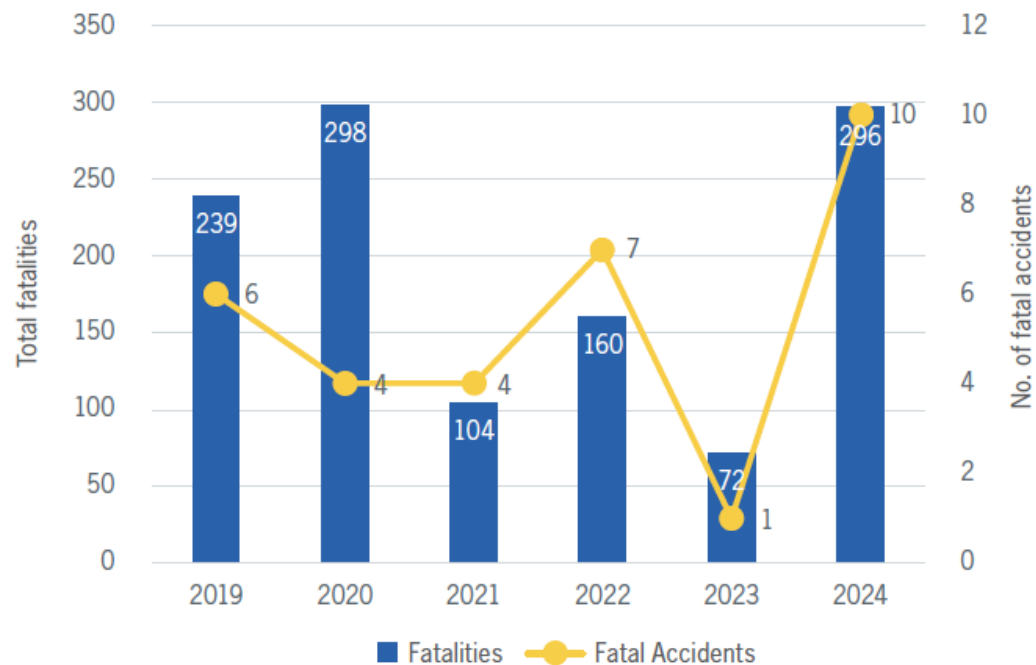


- Conducted in Jan 2025 – 25 responses. Revelations:
 - Large inconsistencies in CRM training design, delivery, instructor qualification and assessment including:
 - (a) CRM competency models with different behavioural frameworks: ICAO adopted, NO TECHS, locally developed.
 - (b) CRM training structure – from 2-hours recurrents to online to doing away with it altogether on the premise of having CBTA & EBT as a replacement.
 - (c) Instructor requirements – some needing formal endorsement to internal airline vetting.
 - (d) Assessment practices.
 - (e) Regulatory oversight

Backdrop

A Region Under Human-Performance Pressure

- APAC accounted for 62.5% of global fatalities (2024)
- Fatal accidents increased from 1 to 10
- All ICAO Global High-Risk Categories (G-HRCs) have HF-related implications



Human Factors at the Core for GASP Priorities

- CFIT, LOC-I, MAC, RE, RI are CRM-driven
- Breakdowns: includes SA, decision-making, monitoring

Ref: ICAO SR 2025

The Focus on APAC

Table 2. | Departures, accidents and fatalities by ICAO Region based on State of Occurrence in 2024

ICAO Region	Estimated departures (million)	Number of accidents	Accident rate (per million departures)	Fatal accidents	Fatalities	Serious injuries
APAC	12.37	23	1.86	3	185	78
ESAF	0.78	3	3.85	1	2	1
EUR/NAT	9.23	22	2.38	3	40	23
MID	1.40	2	1.43	1	1	1
NACC	11.10	37	3.33	1	6	24
SAM	1.95	6	3.08	1	62	6
WACAF	0.26	2	7.62	0	0	1
World	37.09	95	2.56	10	296	134

Ref: ICAO SR 2025

Why APAC Needs Harmonised CRM

- **Concern:** Varying CRM oversight and training standards across the region. (Ref: Sections 1.1, 2.1, 2.2.1)
- **Fragmented syllabus & assessment.** While States should not be too prescriptive, capacity building is needed for others to help raise the SEI scores. (Ref: Sections 1.1, 2.2.2, 2.2.3)
- **CRM is a low hanging fruit** but perhaps not given the attention or focus it deserves – something that has been around for many years and increasingly taken for granted by lack of oversight. (Ref: Introduction, Section 2.4)

The CRM Harmonisation Task Force (CHTF)

- **Who is included: multi-stakeholder** (Regulators, Airlines, ATO, OEM, FSF)
- **Target:** Deliver harmonised CRM framework
- **What has been achieved:** 12 planned meetings Jul 2025–May 2026 (6-completed). Draft manual being constructed.

Six Priority Workstreams

- Regulatory and Oversight Alignment
- Curriculum harmonisation
- Integration with CBTA and EBT
- Instructor Qualification Standards
- Scenario-Based Learning
- Collaborative Governance

Why Greater States Participation Matter

- Regulatory alignment enables harmonisation
- Supports oversight consistency
- Backbone of CBTA-integrated CRM

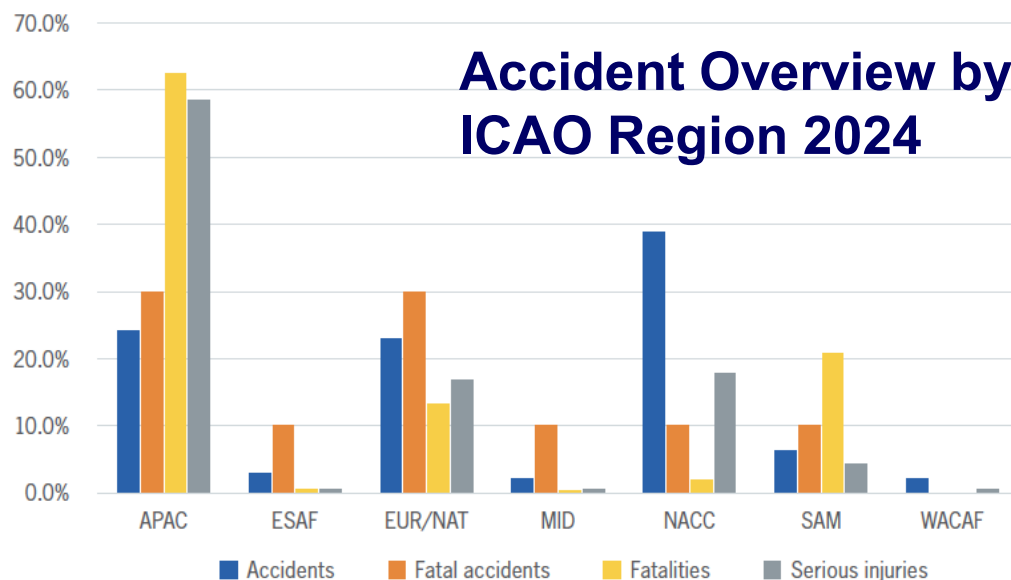
What Harmonised CRM Delivers

- Standardised expectations
- Greater consistency in instructor standards
- Better integration of CRM within CBTA/EBT
- Stronger HF defences

APAC Data Points to Growing Urgency

	APAC	ESAF	EUR/NAT	MID	NACC	SAM	WACAF
Traffic (%)	33.4	2.1	24.9	3.8	29.9	5.3	0.7
Accidents (%)	24.2	3.2	23.2	2.1	38.9	6.3	2.1
Fatalities (%)	62.5	0.7	13.5	0.3	2.0	20.9	0.0
Serious injuries (%)	58.2	0.7	17.2	0.7	17.9	4.5	0.7

Share of traffic, accidents and fatalities by ICAO Region based on State of Occurrence in 2024
 – Ref: Chart 17 ICAO SR 2025



- APAC carries one-third of global traffic (33.4%) yet accounts for a disproportionate share of safety outcomes
- The gap between traffic share and fatality share is the widest globally
- Compared with other regions, APAC’s fatal and serious-injury proportions far exceed its accident share

Issue Statement:

“There exists a significant opportunity to harmonise CRM practices in the APAC region across definitions, curriculum design, regulatory oversight, and implementation practices that could address future potential challenges to safety, interoperability and training efficiency.”

Action Items & Closing

- Note the ongoing regional initiative to harmonise CRM regulatory interpretation and training practices;
- Review the technical workstreams and draft elements developed by the CHTF; and
- 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

As of current and past data and experience, HF is the greatest contributor towards future safety trajectory and APAC's most immediate lever.

Questions



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