



International Civil Aviation Organization

MIDANPIRG/17 and RASG-MID/7 Meeting

(Cairo, Egypt, 15 – 18 April 2019)

Agenda Item 8: Any Other Business

**IMPLEMENTATION OF TEAM RESOURCE MANAGEMENT IN
AIR TRAFFIC MANAGEMENT (ATM)**

(Presented by the State of Qatar)

SUMMARY

This paper presents the initiative by the State of Qatar to implement the Team Resource Management (TRM) in Air Traffic Management (ATM) and the promotion of (TRM) training activities including coordination meetings in the MID Region to ensure such implementation.

Action by the meeting is at paragraph 3.

1. INTRODUCTION

1.1 Human factors and human performance affect all the safety topics discussed in this document. It is important to recognize that addressing human factors will bring safety improvements across all safety-related issues. Effective human performance is fundamental to operational safety in aviation and should not be considered in isolation but rather be integrated into all aspects of aviation including equipment and system design, procedures, training and competency. Human performance should also be addressed in future airspace concepts⁽¹⁾.

1.2 There is a need of TRM to be implemented, the subject of changes in team roles and functions is one of the items that should be addressed in TRM training of ATM personnel. Most of the training is aimed at individual controllers, be it in a simulator level or during on-the-job training.

1.3 After the successful introduction of Crew Resource Management (CRM) training programmes for last decades for aircrew, the feasibility of exporting this type of training to other aviation domains (e.g. maintenance, air traffic services) was considered.⁽²⁾

1.4 Through TRM we can make optimal use of all available resources – people, equipment and information to enhance the safety and efficiency of Air Traffic Management.

1.5 The main benefits of TRM are considered to be enhanced Threat and Error Management capabilities, continuity and stability of team work, task efficiency, sense of working as a part of a larger and more efficient team, increased job satisfaction; and improved use of staff resources.

¹ -GASP 2017-2019

² - ICAO 9683 -HUMAN FACTORS TRAINING MANUAL- first Edition.

1.6 In order to enhance Threat and Error Management (TEM) capabilities within ATM Organization, a TRM training should be introduced to operational staff in behavioural strategies. TRM training seeks to ensure the effective functioning of operational staff through the timely and proficient use of all available resources aimed at the safe and efficient flow of air traffic. Key objectives for TRM training are to develop the team members' attitudes and behaviour towards enhanced teamwork skills and performance in Air Traffic Management.

2. DISCUSSION

2.1 The practical benefits of enhanced team performance for both management and operational staff should be communicated as early as possible. This will develop the necessary commitment to develop and reinforce TRM through the organization.

2.2 The main objectives for TRM for operational staff should be the development of attitudes and behavior which will contribute to enhanced teamwork skills and performance in order to reduce team work failures as contributory factors in ATM related incidents and accidents.

2.3 The rapid development in the ATM systems and the global initiatives under the GANP and GASP frameworks should consider the TRM principals in order to ensure continuity and stability.

2.4 TRM should be a mandatory element in selection, training and licensing of operational staff accordingly situation awareness, decision making, communication, teamwork, leadership and stress managements should form the mandatory subjects of TRM training.

2.5 The implementation of TRM in ATM needs that RASG -MID should develop its own TRM Working Group/. These groups would be responsible for promoting TRM and undertaking the "ground work" necessary to ensure the successful adoption of TRM principles and practice. The existence of such group will also help to promote a stronger feeling of TRM ownership among the MID region States and help prevent any perception of TRM as having been devised and developed in isolation.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) note the content of this paper;
- b) consider the specific needs for the implementation of (TRM) in the (ATM), tools and information required by States to address the emerging safety challenges posed by lack of TRM implementation in (ATM) community; and
- c) consider the establishment of a TRM Working Group/Task Force/Team under the RASG- MID to follow-up the implementation of TRM within the MID Region.