ENAIRE

A pledge from everyone (TRM)

8 July 2019

Training

TRM facilitators' course in Málaga in April 2019

The keys to TRM: teamwork and a positive attitude

Safety, Quality and Environmental Division

The **Team Resource Management (TRM)** concept seeks to promote positive attitudes and behaviours in terms of teamwork skills and human performance in ATC.

The challenge: to help reduce the number or minimise the impact of errors within the air traffic management (ATM) system.

TRM is based on *Cockpit Resource Management (CRM)*, which was developed in the United States more than 30 years ago in an effort to increase safety by improving teamwork, management and communications in the cockpit.

European Commission Regulation (EU) 2015/340 of 20 February 2015

The concept was later expanded to include the cabin crew and, in some cases, the *CRM* approach has even been extended to every aspect of a company. Over time, it was extended to the field of ATM, since it is affected by the same aspects as aviation in terms of team management and the direct impact that a shortage of these skills has on safety.

European Commission Regulation (EU) 2015/340 of 20 February 2015, laying down technical requirements and administrative procedures relating to air traffic controllers' licences and certificates, specifies the need to provide training on human factors to air traffic controllers.

At ENAIRE, we are pioneers

In 2013, long before this requirement was imposed, ENAIRE's Safety Division had already committed to Team Resource Management (TRM), believing that it goes far beyond satisfying a training requirement and that both its implementation and the resulting benefits are applicable to other professional groups.

The Safety Division realises that an essential tool for everyday safety is to be mindful of and help maintain operational skills, and it is precisely from this perspective that TRM is being implemented

at ENAIRE: cognizant that TRM cannot be taught, but rather given a forum in which safety-related attitudes and behaviours can be developed.

ENAIRE's ATC Training and Development Division is helping to implement this model by adapting the training processes with effective and innovative methodologies that are useful.

TRM sessions eschew traditional teaching concepts (class attendance) to focus on helping attendees to learn for themselves (participation) and to be involved in its implementation with a critical and open mind, both in oneself and in others.

safety. In other words, our goal at present is to make the leap to become a EUROCONTROL ORMA (Organisation Resource Management).

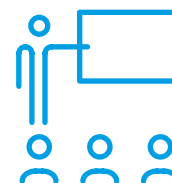## TRM makes the leap to other professionals who are not controllers

ENAIRE ha comenzado a incluir personal no ATC en los cursos TRM. Un ejemplo de colectivo óptimo para la implantación del TRM son los técnicos ATSEP, cuya actuación es fundamental para la garantía de la seguridad y la eficiencia del sistema. La experiencia ha dado como resultado la percepción de un gran interés por el tema y la identificación de la necesidad de hacerlo extensivo más allá del ámbito ATC.

16
courses taught
to TRM facilitators

TRM course in the Barajas Tower, February 2018

The figure of the facilitator

This model's success relies on the session leader: the facilitator.

The facilitator has to be someone with experience in the field of ATM, properly trained and able to guide and encourage participants to develop positive attitudes and their own ideas. To achieve such an ambitious objective, it is essential that the facilitator be perceived as a respectable professional who is committed to safety in the workplace and who is consistent in terms of their ideas and conduct.

CRM/TRM is no longer viewed as an exclusive subject for front-line operators (flight crews, air traffic controllers), but rather it is assumed that it should be extended to the entire organisation.

 Every ENAIRE professional plays a role that affects the efficiency of the system and has an impact on operational

The change occurred in the last facilitators' courses taught at ENAIRE's Control Centre in Madrid, in which twenty people took part, all of them with differing profiles and backgrounds (including two anaesthetists interested in incorporating CRM/TRM elements into their clinical training), and in the tower at Málaga.

The success of these seminars, the high level of participation and the synergies, fostered by the facilitators and generated in the group, illustrate how suited TRM is as a methodological technique. They also show its pedagogical effectiveness when providing training in complex environments (different backgrounds and high levels of knowledge and experience) from an integrated perspective based on a skills model that encompasses knowledge, abilities and attitudes.

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