

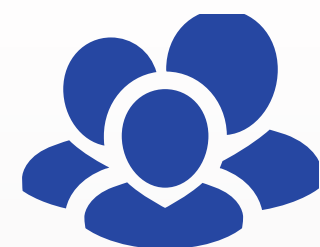
An Overview of an Airline CRM Program

Southwest 



Captain Lee Kinnebrew
Senior Director of Training and Standards

Our Operation



120 mil

Passengers



4,000

Weekday Departures



99

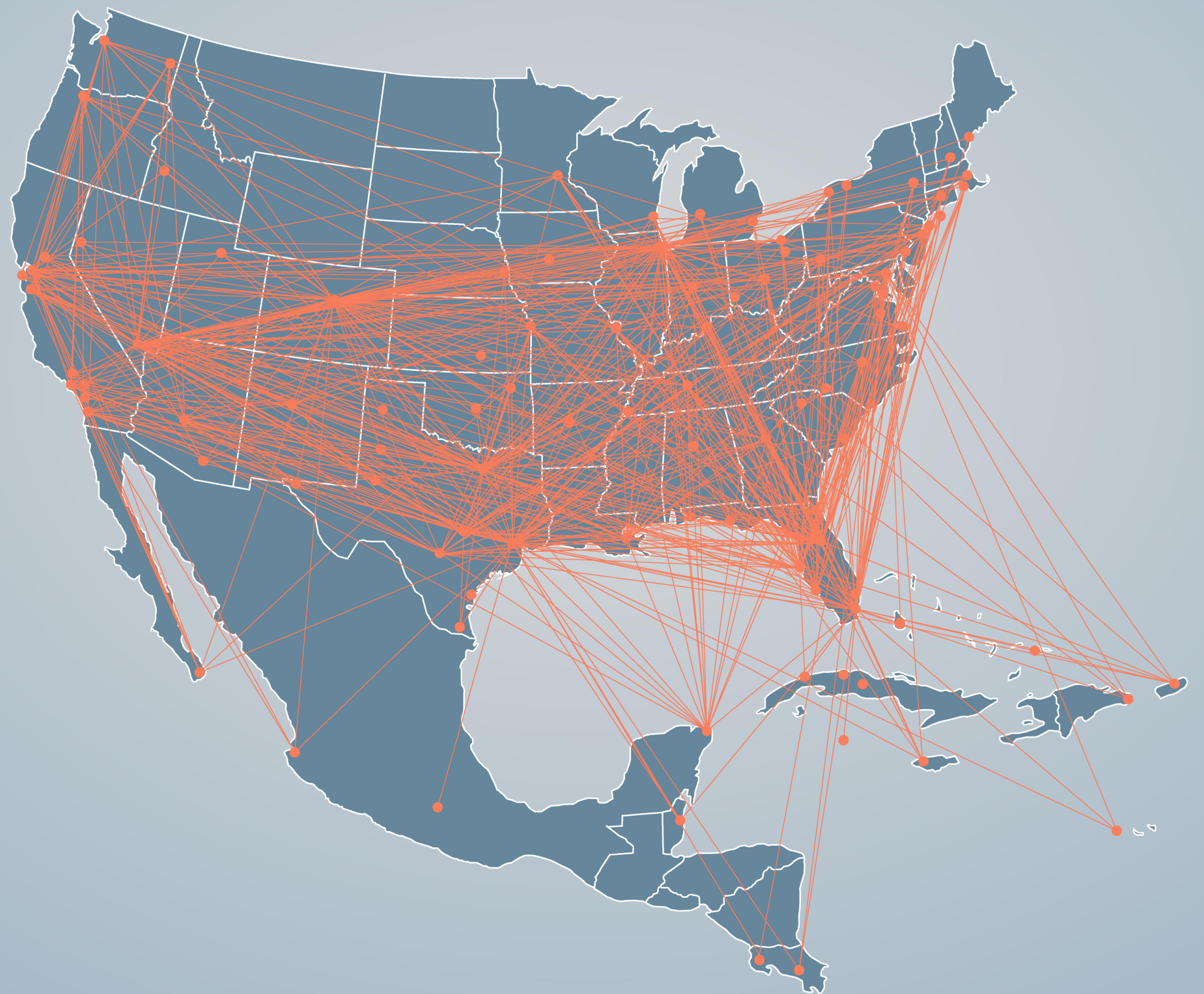
Destinations



9,000+

Pilots

**Increased scale means
increased complexity.**



When identifying a solution, there were a few equations we needed to solve.

- Train and evaluate soft skills
- Increase communication and coordination beyond the flight deck
- Compliment Advanced Qualification Program (AQP) integration
- Standardize CRM language

Risk Resource Management (RRM)

by Volant Systems



Identify risk

Communicate
mental models

Implement plans

Initiate actions

Avoid human errors

Manage pace

Coordinate efforts

Decide reactions

Access resources

Prioritize tasks

Domino model

Conform to policies

Recall procedures

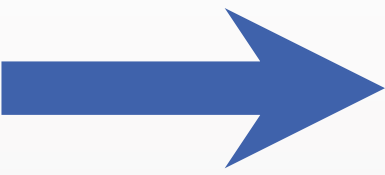
Swiss Cheese model

Replicate practiced
maneuvers

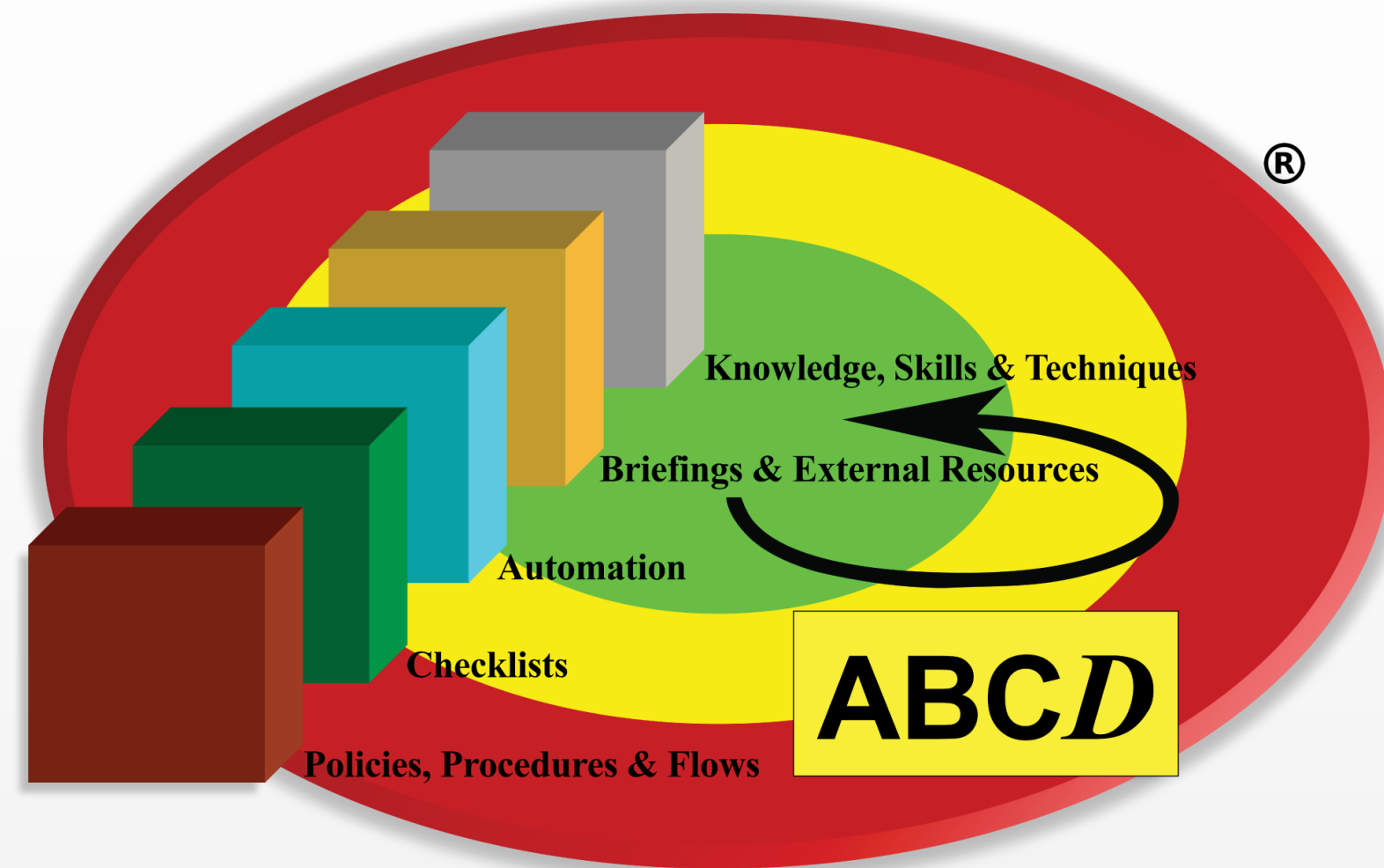
Retain composure

Listen for direction

Fly the plane

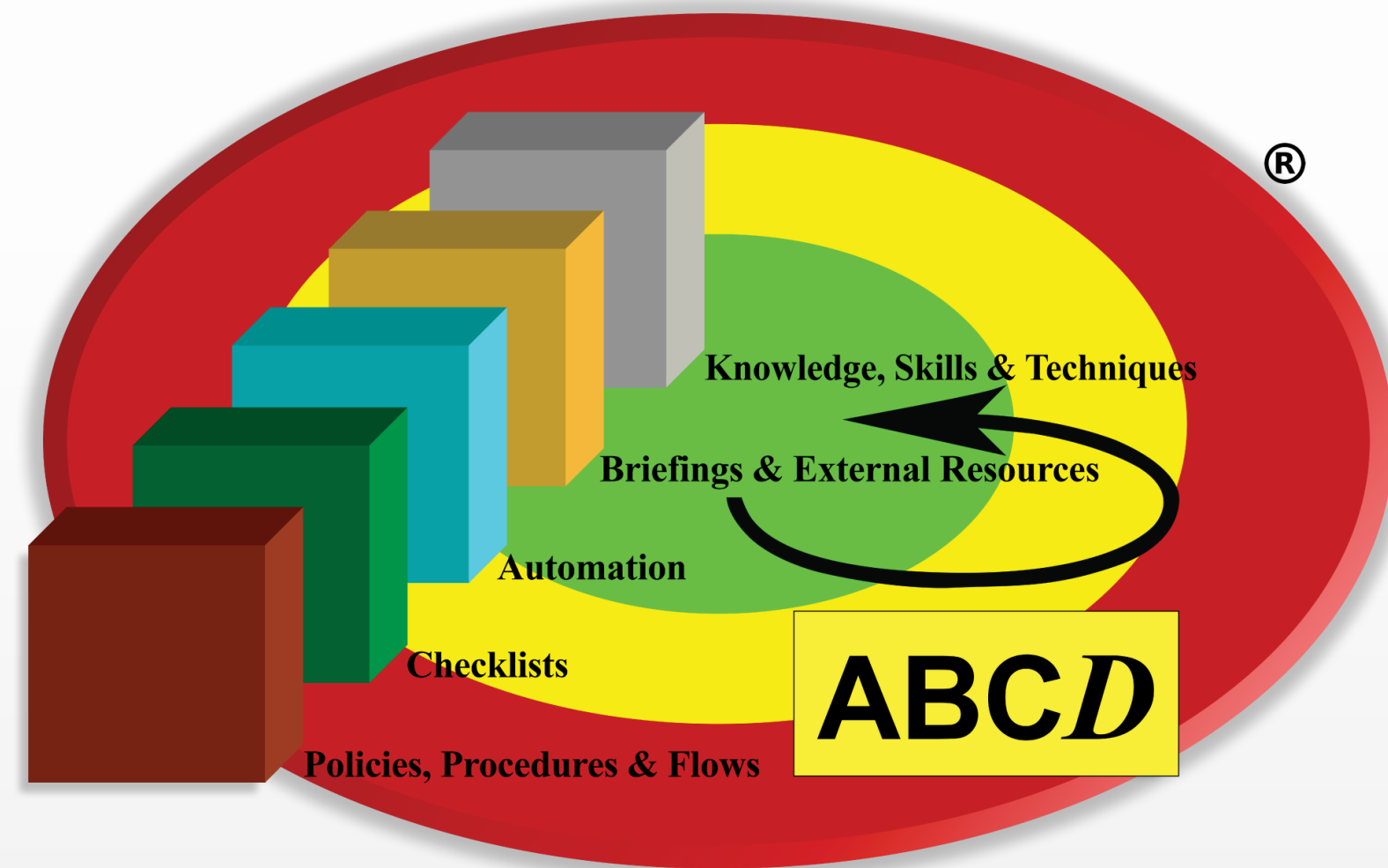


- 4 Principals of Risk Management
- ABCD*
- Factors Increasing Risk
- Red, Yellow, Green
- Resource Blocks



Four Principles of Risk Management

- 1 Accept **no** unnecessary risk.
- 2 Anticipate and manage risk by **planning**.
- 3 Accept risk when **benefits outweigh cost**.
- 4 Make risk decisions at the **right level**.



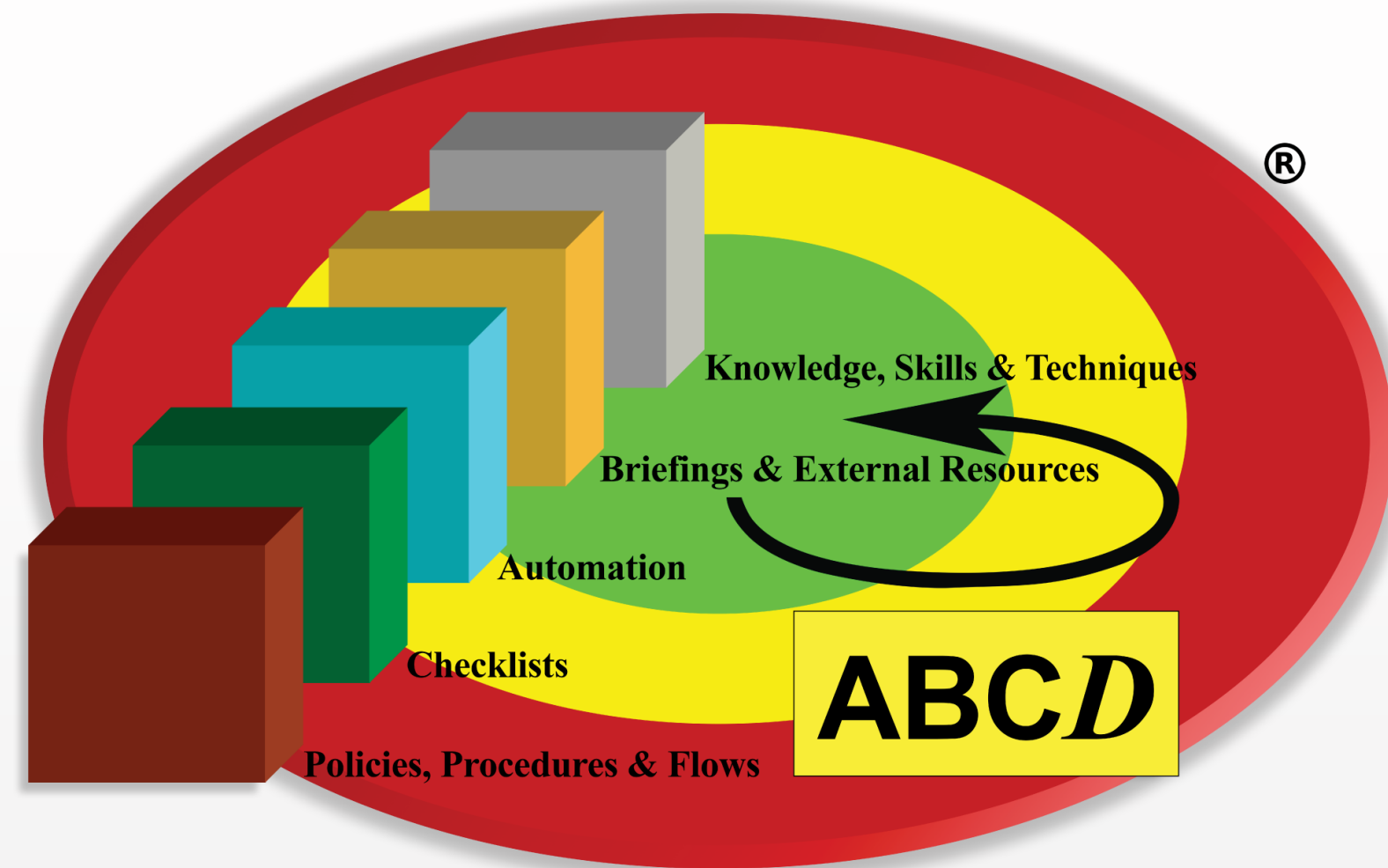
ABCD

Assess situational awareness

Balance decision making

Communicate

Do and Debrief active learning

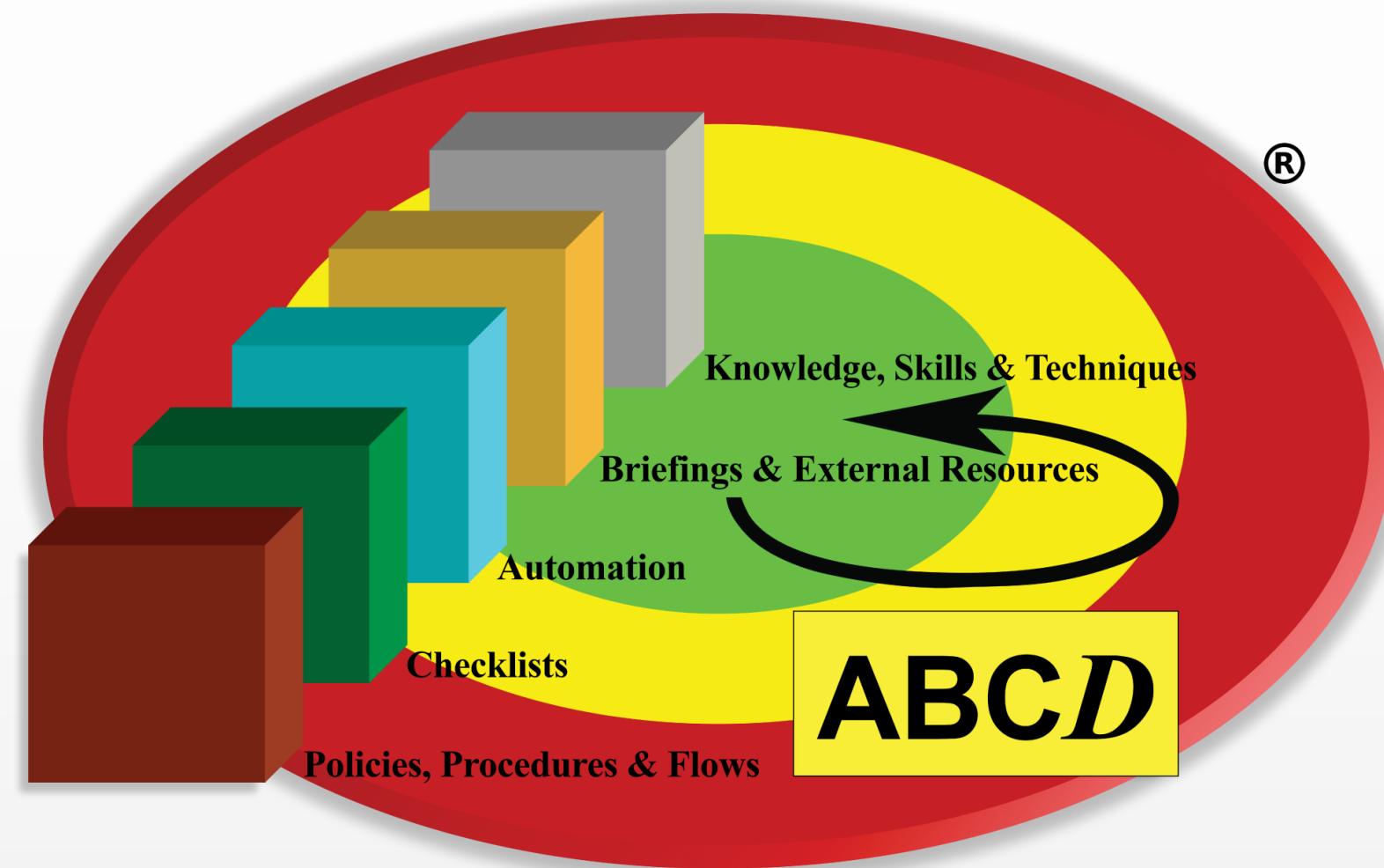


Factors Increasing Risk and Decreasing Performance

Task Loading

Additive conditions

Crew factors



Assessing Risk

The **Green**

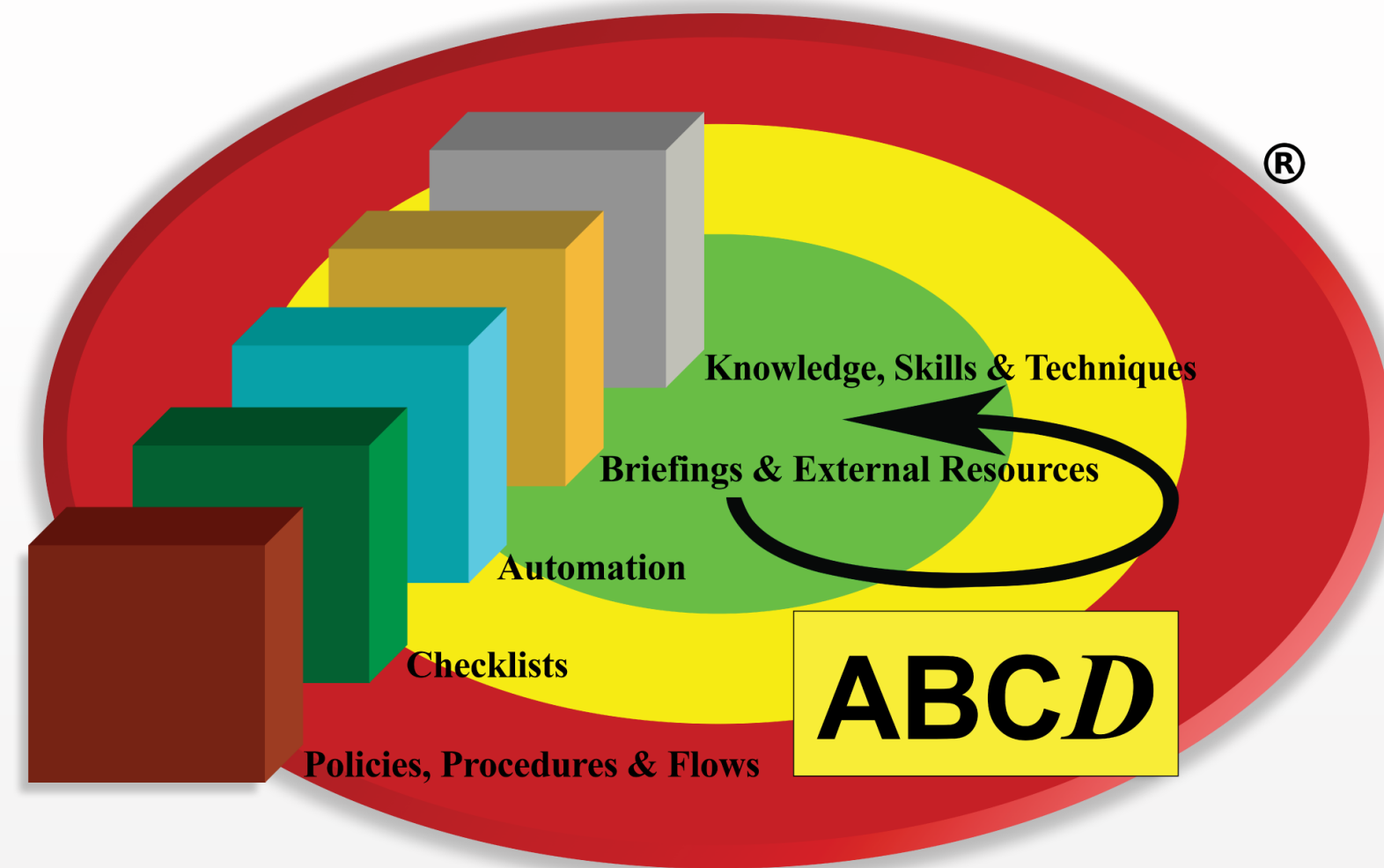
Proactive management anticipates problems and minimizes errors

The **Yellow**

Higher chance of errors “escaping”

The **Red**

High chance of serious error or operational failure



Use Resources to Improve Performance and Reduce Risk

Policies, Procedures and Flows

Checklists

Automation

Briefings & External Resources

Knowledge, Skills and Techniques

RRM



Created an
action-oriented
approach



Met our
operational
priorities



Provided **inclusive**
communication for
the entire crew



Expanded our
Pilot's **resource**
blocks

Integration





**I'm stressed
out.**



I'm in the red.

Scenario: Rejected Takeoff

When CRM becomes Culture

Q&A