**Naval Schools of Aviation Safety**

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**https://public.navy.mil/comnavsafecen/Pages/aviation/SAS/index.aspx**

**CREW RESOURCE MANAGEMENT**

***"Supporting Mission Effectiveness Through***

***Enhanced Aircrew Performance"***

January 2022 Revision

Curriculum Program Manager:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Unit:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

IMM Team Member(s):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Qualified (Q) – Item is recognized in compliance with the CNAF instruction.

Conditional Qualification (CQ) – The PM meets the intention of the item, but one or more areas of this item need improvement before it can be considered standard per the CNAF instruction.

Unsatisfactory (U) – Item does not meet requirements of the CNAF instruction.

Not Observed (NOB) – Item is not required by current instruction/not applicable to program

**PROGRAM MANAGEMENT**

At a minimum, the NATOPS jackets of the **CO (or OIC), XO, PM, (1) CRMI, (1) CRMF and (2) students of each designator** will be reviewed. NATOPS review of Section II, Part C: Enclosure (3), CNAF M- 3710/7, CRMI designation letter, and ground training extension letter; Section III, Part A (schools and courses): CRMF designation letter. Match logbook entries to CRM flight/simulator training documented on Enclosure (3).

**Program Manager (PM)**

1. **Does the PM have all current applicable instructions on hand?** Q CQ U

Ref: CNAFINST 1542.7D, para 8.g

Comments:

**Qualified** – The PM has not only the current CNAF instruction, but has developed and disseminated his/her own CRM T/M/S-specific SOP that addresses CRM initial, re-current and CRMF ground training and flight evaluation.

**Conditionally Qualified** – The PM has current CNAF instruction and a T/M/S SOP that addresses CRM requirements.

 **Unsatisfactory** – The PM does not have the CNAF and/or T/M/S-specific SOP instructions.

2. **Is the PM a graduate of the IMM’s CRM Instructor Course?**  Q CQ U

 Ref: CNAFINST 1542.7D, para 7.f

Comments:

**Qualified** – The PM has his/her certificate and is documented in NATOPS jacket.

**Conditionally Qualified** – The PM is either missing documentation in NATOPS jacket or is unable to produce his/her certificate. IMM is able to verify attendance via a class roster.

**Unsatisfactory** – The PM does not have a copy of his/her certificate. No proof of attending the CRMI course exists.

3. **Is the PM designated in writing by the Community Model Manager (CMM)?** Q CQ U

 Ref: CNAFINST 1542.7D, para 8.f.(1)

 Comments:

**Qualified** – PM designation is easily referenced and all designations of assistants (as needed) are easily referenced as well. Date of designation is prior to PM acting in the capacity of PM or CRMI.

**Conditionally Qualified** – Date of designation is after turnover with previous PM or after acting in the capacity of CRMI.

**Unsatisfactory** – PM does not have a designation letter, or cannot find his/her designation letter.

4. **Does the PM maintain the required number of designated CRMIs/Fs?** Q CQ U

 Ref: CNAFINST 1542.7D, para 7.e-f; Encl. (4)

 Comments:

**Qualified** – PM has more than the required number of CRMI/CRMFs to keep each subordinate unit healthy. All CRMI and CRMF contact info (across entire fleet) is easily referenced. Documents are typically in a turnover binder and include PRDs if applicable.

**Conditionally Qualified -**The PM has required number of CRMI per Encl (4).

 **Unsatisfactory** – PM does not have the required number of CRMIs and CRMFs.

5. **Does the PM maintain a current POC listing of all CRM Unit Level** Q CQ U

 **Managers (ULM) and local unit CRMI/CRMF including: name, command, phone number, email?**

Ref: CNAFINST 1542.7D, para 8.g. (8)

 Comments:

**Qualified** – PM establishes contact on a regular basis with ULMs (typically squadron NATOPS instructor). PM is aware of ULM’s PRD so as to ensure program continuity.

**Conditionally Qualified** – The PM has a list of ULMs but is either incomplete or has not been recently updated.

 **Unsatisfactory** – PM does not have a POC listing

6. **Does the CMM/PM conduct required annual assists for fleet** Q CQ U

 **activity CRM programs every 12 -18 months?**

 Ref: CNAFINST 1542.7D, para 8.g. (6)

 Comments:

**Qualified** – Assessments occur every 12-18 months (typically concurrent with NATOPS unit evaluation), a standardized checklist is used, results are debriefed with unit CO, CMM and results are forwarded to CRM IMM (enables IMM to keep a pulse on fleet CRM trends) Previous assessment results are easily referenced. Documents are typically in a turnover binder.

**Conditionally Qualified** – PM conducts assessments IAW CNAF instruction with standardized checklist but has not forwarded results to CRM IMM.

**Unsatisfactory** – One or more of the CNAF requirements are not met.

7. **Does the PM coordinate with the NATOPS model manager to attend** Q CQ U

 **NATOPS conferences and promote CRM integration into T/M/S procedures?**

 Ref: CNAFINST 1542.7D, para 8.g. (5)(7)

 Comments:

**Qualified** – Thorough and current CRM integration exists in community CRM/NATOPS procedures and publications. PM attends NATOPS conference, provided inputs and maintains notes of previous NATOPS conferences as it relates to community CRM issues addressed. Notes of previous NATOPS conferences are easily referenced.

**Conditionally Qualified** – PM attended NATOPS conference but no CRM considerations have been incorporated into NATOPS publications or SOPs.

**Unsatisfactory** – PM does not attend/provide inputs for the NATOPS conference.

8. **Does CMM/PM maintain copies of previous IMM assessments? Yes No**

Comments:

Copies of previous assessment reports and IMM completed checklists are easily referenced. Recommendations from previous visits have been fully incorporated into program.

**CRM Instructor (CRMI)**

9. **Are all CRMIs NATOPS qualified O-3/E-5 or above and have** Q CQ U

**successfully completed the IMM’s CRM Instructor Course,**

**designated as CRMF, and are designated by the CMM in T/M/S?**

 Ref: CNAFINST 1542.7D, para 15.f (1)

 Comments:

**Qualified** – Local CRM SOP addresses minimum requirements for qualification. CRMIs have course completion certificate, CMM signed designation letter, and IMM course date logged in NATOPS jacket. PM maintains copies of all CRMI designations and are easily referenced.

**Conditionally Qualified** – PM cannot produce certificate or designation letter for one or more CRMIs

**Unsatisfactory** – CRMI tracking, qualification and designation is not sufficient. Individuals have been acting in the capacity of a CRMI without proper documentation.

**CRM Facilitator (CRMF)**

10. **Have all CRMFs completed T/M/S syllabus and are designated** Q CQ U

 **by the unit level Commanding** **Officer to conduct CRM ground training**

 **and flight evaluations?**

 Ref: CNAFINST 1542.7D, para 7.e.

 Comments:

**Qualified** – Local CRM SOP addresses minimum requirements for qualification. PM maintains copies of all CRMF designations and are easily referenced in binder as well as NATOPS jackets. CRMF grade sheets clearly identify CRMI who conducted training.

**Conditionally Qualified** – Requirements set forth by CNAF are followed.

**Unsatisfactory** – One or more of CNAF requirements are not met.

**CRM Unit Level Manager (ULM)**

11. **Are all CRM ULMs (typically unit NATOPS Instructors)** Q CQ U

 **either CRMIs or CRMFs, O-2 or above, designated as the ULMs**

**by the unit level Commanding Officer?**

 Ref: CNAFINST 1542.7D, para 8.h.

 Comments:

**Qualified** – Local CRM SOP addresses minimum requirements for qualification. PM maintains copies of all ULM designations and are easily referenced. There is no gap in unit coverage and PRDs of ULMs are tracked.

**Conditionally Qualified** – ULM is in the process of obtaining CRMF or PM is missing ULM contact information.

**Unsatisfactory** – A unit does not have a ULM.

**Civilian Aircrew Members/Instructors**

12. **Are all civilian staff conducting CRM ground/simulator/flight**  Q CQ U N/A

 **training qualified** **as a CRMI or CRMF?**

 Ref: CNAFINST 1542.7D, para 7.i.

 Comments:

**Qualified** – PM has copies of all of civilian CRMI or CRMF designation letters and are easily referenced. Copies of civilian curriculum is easily referenced and in compliance with local CRM SOP.

**Conditionally Qualified** – Civilians have CRMF/CRMI designation letters in routing.

**Unsatisfactory** – Civilians are missing CRMF/CRMI designation letters and are conducting CRM training. Civilians are not using CMM approved ground training material.

**N/A** – Civilian aircrew members/instructors do not conduct CRM training.

13. **Are all civilians conducting flight training maintaining**  Q CQ U N/A

**CRM qualifications as applicable?**

 Ref: CNAFINST 1542.7D, para 7.d

 Comments:

**Qualified** – PM has documentation of civilians attending CRM initial and recurrent training. Civilians are maintaining currency in T/M/S or SBT. Documents are typically in a NATOPS jacket or turnover binder.

**Conditionally Qualified** – Civilian records are not centralized with the PM.

**Unsatisfactory** – Civilian qualifications are out of date or not present.

**N/A** – Civilians do not conduct flight training.

14. **Does the Program Manager maintain copies of civilian-** Q CQ U N/A

 **used CRM training for IMM review and concurrence?**

 Ref: CNAFINST 1542.7D, 8. (7).

 Comments:

**Qualified** – PM has assisted in developing CRM training used by civilians. All material has been approved by CMM. Training is updated frequently to match fleet CRM training, reflecting fleet trends and current issues.

**Conditionally Qualified** – PM has forwarded T/M/S specific CRM training material to contractors for addition to training, but has no documentation of current training material.

**Unsatisfactory** – Civilians do not use CMM approved training.

**N/A** – Civilians do not conduct CRM training.

15. **Does the Program Manager maintain a turnover binder?** **Yes No**

 Comments:

While not instructionally required, a PM binder or turnover binder can help ensure a CRM program in good health as PM turnover occurs (typically every 12 months).

16. **Is CRM ground and flight training documented correctly?**  Q CQ U

 Ref: CNAFINST 1542.7D, para 7.m, 9, Encl. (3)

 Comments:

**Qualified** – All training is documented correctly with specific tracking and training timelines. Tracking is typically accomplished using SHARP/TSHARP/MSHARP.

**Conditionally Qualified** – Tracking has small, correctable errors.

 **Unsatisfactory** – Training is not documented correctly or properly conducted in the appropriate timeline.

17. **Are extensions (when applicable) documented correctly?** Q CQ U N/A

 Ref: CNAFINST 1542.7D, para 7.k, 7.m, and Encl. (3)

 Comments:

**Qualified** – Documentation is accurate with specific training plan for expired individuals upon return from det/deployment.

**Conditionally Qualified** – Extension request was routed after expiration of qualification.

**Unsatisfactory** – No extension exists for expired aviators or is not requalified within the 90 day time frame.

**N/A** – Extensions are not applicable/extensions are not required at this time.

**TRAINING**

Review all media and training materials used for initial and refresher training.

1. **Have personnel who perform duties as aircrew in more than one T/M/S** Q CQ U N/A

 **aircraft received initial CRM in each T/M aircraft? Has full annual**

 **currency training been conducted in at least one T/M/S aircraft and**

 **modified re-currency training been conducted for all other T/M/S aircraft?**

 Ref: CNAFINST 1542.7D, para 7.g, (1)(2) Encl. (3)

 Comments:

**Qualified** – CMM approved CRM ground training for each T/M/S is available and documented appropriately. Annual ground/flight training occurs in only one T/M/S with a differences brief for all other T/M/S being a “best practice”

**Conditionally Qualified** – Initial and recurrent training occurred at a T/M level only.

 **Unsatisfactory** – Ground training material is not available in all T/M/S under the purview of a single CMM

 **NOB** – Unit maintains only one T/M/S.

2. **Does the PM ensure CRMF training is conducted by a CRMI?** Q CQ U

 Ref: CNAFINST 1542.7D, para 7.e (1)(2), and Encl. (2)16. Encl. (3)

 Comments:

**Qualified** – Local CRM SOP outlines CRMF training syllabus. PM has on hand or access to SHARP/TSHARP/MSHARP for CRMFs fleet-wide. Training is logged in Schools and Courses in NATOPS Jacket, logged properly in Enclosure (3), designation letter should cite CRMI who conducted training. CRMF tracking is correctly noted in NATOPS jacket. Documents are typically in a turnover binder.

**Conditionally Qualified** – Facilitator training is conducted by CRMI and documented in NATOPS jacket.

 **Unsatisfactory** – Facilitator training is not conducted by a CRMI or no training record exists.

3. **Does the PM maintain and disseminate a standardized CRM training** Q CQ U **program for his/her T/M/S units?**

 Ref: CNAFINST 1542.7D, para 8.f.g.

 Comments:

**Qualified** – T/M/S specific CRM SOP or instruction states specific requirements for training and instruction. PM disseminates regularly updated and customized T/M/S specific materials (Initial, Annual and CRMF) approved by CMM. PM takes feedback from ULMs to update the training material regularly.

**Conditionally Qualified** – PM has standardized briefs that are disseminated to the units with no feedback loop.

**Unsatisfactory** – PM does not provide or disseminate training materials to units. ULMs are not using CMM approved CRM training.

4. **Is the CRM Facilitator Course T/M/S-specific and include:** Q CQ U

 **CRM history, seven critical skills, CNAFINST 1542.7D program administration,**

 **facilitation and evaluation techniques, workload management & automation,**

 **teamwork, and threat and error management?**

 Ref: CNAFINST 1542.7D, para 7.e (1)

 Comments:

**Qualified** – Local SOP clearly states the requirements for CRMF qualification. CMM has approved the course and fleet-wide prospective CRMFs receive standardized training.

**Conditionally Qualified** – CRMF training is not a standalone syllabus. CRMF documentation in NATOPS Jacket Section III, Part A (Schools and Courses) and Enclosure (3) is not filled out properly.

**Unsatisfactory** – PM course does not meet requirements set forth by CNAF or no course exists.

5. **Do the prospective CRMFs conduct and grade a CRM flight** Q CQ U

**evaluation under the instruction of a CRMI?**

Ref: CNAFINST 1542.7D, para 7.e (1)

 Comments:

**Qualified** – Local CRM SOP outlines documentation requirements to ensure prospective CRMFs conduct and grade a CRM flight/simulator evaluation under instruction.

**Conditionally Qualified** – Encl (3) is filled out correctly but no further documentation exists to document CRMI conducting training.

**Unsatisfactory** – Prospective CRMFs do not conduct and grade a CRM flight or simulator event evaluation under instruction.

6. **Does the PM review and update the CRM curriculum to reflect** Q CQ U

 **current missions, aircraft configuration, integration of CRM**

 **behavioral skills, and current relevant HAZREPS / SIRS?**

 Ref: CNAFINST 1542.7D, para 8.g. (7)

 Comments:

**Qualified** – PM coordinates with CRMIs, CRMFs, and ULMs to provide updates to CRM curriculum. PM has developed a standard mechanism for incorporating changes.

**Conditionally Qualified** – CRM curriculum is not updated using any standardized method.

**Unsatisfactory** – Course is out of date or nonexistent and requires a review.

7. **Is CRM initial and annual ground training tailored toward** Q CQ U

 **various experience levels?**

 Ref: CNAFINST 1542.7D, para 7.c-d

 Comments:

**Qualified** – Curriculum is tailored to different experience levels. PM has documentation and examples to show the differences.

**Conditionally Qualified** – Curriculum for initial and annual is the same and meets the requirements for initial which is more comprehensive.

 **Unsatisfactory** – Curriculum for initial and annual is the same and does not meet the requirement for both levels.

8. **Is the PM collecting CRM trends from the fleet?** Q CQ U

 Ref: CNAFINST 1542.7D, para 7.c.(1)., para 8.g.(2)(6)

 Comments:

**Qualified** – Local SOP details mechanism for collecting and implementing fleet trends. PM has collected recent T/M/S CRM trends and incorporated them into the different levels of ground training.

**Conditionally Qualified** – PM has informal system for implementing fleet trends into ground training.

**Unsatisfactory** – PM does not collect recent trends from the community.

9. **Observe a local command’s CRM training:** Q CQ U

 **Initial Annual CRMF**

 Conducted by CRMI/CRMF: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 CRM history: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Seven critical skills: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 TEM: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CRM barriers/challenges: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 CRM integration/aircraft automation: Y/N \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 T/M/S-specific case study: Y/N\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Comments:

**Qualified** – Training in compliance with local SOP and CNAFINST 1542.7D. Group participation was encouraged and CRMI/CRMF facilitated good CRM discussion. Curriculum was CMM approved, current and relevant.

**Conditionally Qualified** – Curriculum met the CNAFINST 1542.7D minimum requirements. Group involvement was minimum.

 **Unsatisfactory** – CRMI/CRMF did not use CMM approved curriculum.

10. **Observe CRM evaluation being conducted (sim/flight):**

 Comments:

At this time, the IMM will tally the number of grades of the program management and training sections. To receive an overall grade of qualified (Q), there must be fewer than (2) conditionally qualified (CQ) items per section. Two or more CQ items per section, or one unsatisfactory (U) item in either section will result in an overall grade of CQ. More than one U item per section will result in an overall grade of U.

Program managers have 90 days from the completion of the assessment to correct any deficiencies, at which point the PM will coordinate with the IMM to re-assess the corrected items. Failure to correct any CQ or U items will result in the program maintaining its awarded overall grade until the next assessment cycle.

**Qualified** – The CRM program in place is in compliance with CNAF requirements.

**Conditionally Qualified** – The CRM program in compliance pending correctable deviations. Once corrected, the IMM will change the program’s status to “Q”

**Unsatisfactory** – Program is failing to meet CNAF requirements. Once deficiencies are corrected, IMM will re-assess CRM program.

**Program Management Sub Category**

|  |  |
| --- | --- |
| Number of Q |  |
| Number of CQ |  |
| Number of U |  |

**Training Sub Category**

|  |  |
| --- | --- |
| Number of Q |  |
| Number of CQ |  |
| Number of U |  |

Additional Notes:

Additional Notes Cont: