


Oxford
aviation academy



Maritime Crew Resource Management



Applying aviation training and safety standards to the marine industry



“Oxford Aviation Academy is the airline industry’s first choice for pilot, cabin crew and engineering training, and for personnel services. Our reputation has been built up over many years and our success clearly demonstrates that we understand our clients’ needs and continue to meet or exceed them on every level.”

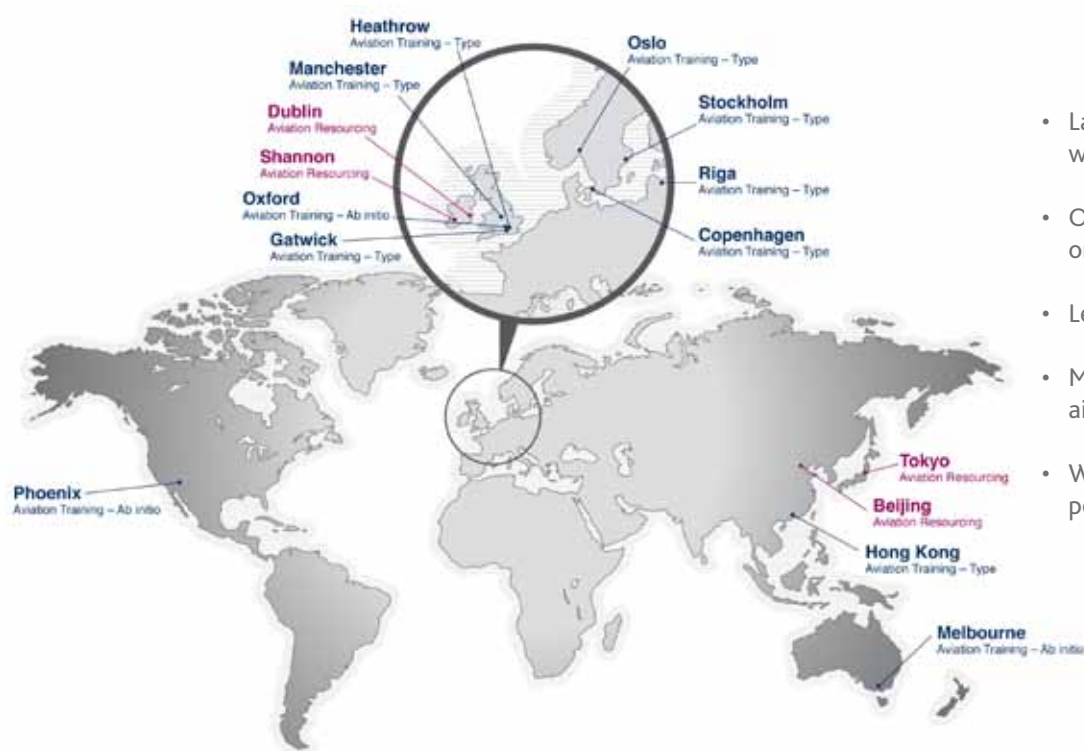
Maritime Crew Resource Management Training is an important market to us. We believe our experience and expertise in aviation training can be successfully applied to safety training in the marine industry.”

Brian Simpson
Group Chief Executive Officer
Oxford Aviation Academy

Introduction to Oxford Aviation Academy

Oxford Aviation Academy is one of the leading independent aviation training organisations in the world with 600 employees in 15 offices in 11 countries.

The world's leading independent provider of aviation training, personnel solutions and technical support services.



- Largest ab-initio training organisation worldwide
- One of the leading Type Rating organisations worldwide
- Leading provider of cabin crew training
- Maintenance training on a number of aircraft types
- World leader in the provision of aviation personnel to airlines

Total solution provider in training crew for commercial aviation from the start of their career through to captaincy and beyond.

Pilot training has been our core business for over 45 years and we have built a strong reputation for the highest standards in quality. We train the full spectrum of aviation personnel – from university graduates undertaking initial ab-initio training before airline employment, to airline pilots conducting specific aircraft type training, cabin crew and aircraft maintenance engineers.

In our ab-initio business we have trained over 22,000 pilots for 90 airlines (including British Airways, Qantas, Ryanair, bmi and SAS). Our training materials are recognized as the premier pilot training literature and are used by hundreds of organizations worldwide.

In our type training business we currently have over 400 airlines training their pilots and cabin crew with us. Our training centres operate 37 full flight simulators and are approved by EASA, HK CAD and CAAC.





Our reputation for the highest quality, professionalism and service delivery has been built over many years and is why airlines worldwide trust us with handling such a safety critical element of their operations.

Some of our customers include:

- Airbus
- Embraer
- British Airways
- Icelandair
- Ryanair
- Scandinavian Airlines
- Turkish Airlines
- Oman Air
- Avianca
- Air Astana
- Flyglobespan
- Vietnam Airlines
- Philippine Airlines
- Starflyer
- Nippon Cargo Airlines
- Xiamen Airlines
- Wizz
- Asiana Airlines
- Wideroe
- Eastern Airways
- Norwegian
- Kenya Airways
- bmi
- Qantas
- Flybe
- Monarch
- Air Philippines
- Malmö Aviation
- ANA
- Iberworld
- AeroSvit
- First Choice Airways
- Skymark Airlines
- Netjets
- Wings of Nigeria
- airBaltic
- Afriqiyah Airways
- Ukraine International
- JAL Express
- Tuifly
- Eurowings
- Thomas Cook
- Dragonair
- Qantaslink





MCRM

Maritime Crew
Resource Management

Applying aviation training and safety standards to the marine industry

The training of non-technical skills has for a number of years been viewed as a critical part of pilot training in the aviation industry. Crew or Cockpit Resource Management was introduced to the aviation industry 20 years ago where it has developed from a supplementary bolt-on training course to a core, critical and integral part of all training.

Human factors training in aviation now runs through all training and operations at all major airline training departments. Its importance is now clearly illustrated within the Advanced Training and Qualification Programme (ATQP) which is incorporated into European Aviation Safety Agency (EASA) training regulations. Airlines must give sufficient attention not only to technical training – which is taken as a given – but also to how people react and behave when faced with expected and unexpected problems.

The aviation industry has rightly held the accolade of being the de facto safety standard for the wider transport industry. This was the primary reason why MCRM was originally designed, developed and adapted by SAS Flight Academy (now part of OAA) in partnership with the Finnish Maritime Administration, Maritime Pilots Institute Netherlands, Norwegian Ship Owners' Association, Silja Line and the Swedish Maritime Administration for the marine industry.



What is the Oxford Aviation Academy MCRM course?

“The use and co-ordination of all the skills, knowledge, experience and resources available to the ships’ team, to accomplish or achieve the established goals of safety and efficiency of the passage”

Our training program deals with management in highly operational situations on board ship’s bridges, in engine rooms etc.

The way human beings interact, communicate and make decisions in such situations is very similar ... and so management errors are also similar.



Years of aviation research has proven that most accidents are caused not by technical errors but by crew management errors:

- Preoccupation with minor technical problems
- Failure to delegate tasks and assign responsibilities
- Failure to set priorities
- Inadequate monitoring
- Failure to use available data
- Failure to communicate intent and plans
- Failure to detect and challenge deviations from standard operating procedures.

Firstly in aviation and latterly in shipping and other highly operational environments, 'resource management' workshops have been used by professionals as a response to trying to deal with the issue of "human error".

MCRM is a rather simple name for a deep and comprehensive course. However, it is a course which is often misunderstood.

MCRM is NOT a technical or procedural training course. It does not train people how to do things nor is it a course to change personality ... we do however believe we can influence attitudes, which are a major part of behavior and personality.

MCRM is a course not only for the bridge team ... it is for everyone onboard and even for shore-based staff.



“Research has proven that most accidents are caused not by technical errors but by crew management errors”

MCRM is a course that aims to provide knowledge and a practical understanding of operative management skills. It shows not only what needs to be done but also why, and thereby generating a high level of acceptance of such management skills.

The course has students reviewing several accident and incident case studies at sea.



MCRM Module

Content

Human Performance and Limitations	Physical and psychological limitations on human performance and factors that can lead to loss of performance
Attitudes	Common hazardous and safe thoughts and understanding how attitudes affect behaviour
Situational Awareness	Factors that influence awareness, maintaining good awareness and spotting the signs of a loss in awareness
Cultural Awareness	The need for cultural awareness, different types of culture and how culture can affect behaviour
Communication and Briefings	Principles of good communication and the importance of briefings
Authority and Assertiveness	The need for a balance between authority and assertiveness and the dangers of extreme combinations
Challenge and Response	The importance of establishing a Challenge and Response environment
Short Term Strategy	When to apply a short term strategy and recognising the influence of risk and time on the decision making process
Workload	Recognise different workloads, the importance of pre-planning, problems at the start and during delegation and how to delegate correctly
Humans and Automation	Automation characteristics and dangers, people's attitudes towards automation and the importance of applying MCRM techniques to automation
Team State	Six Team, being able to recognise the "states" and the factors that affect them
Error Management	Types of errors (including "blunt" and "sharp end" errors), types of defences and countermeasures and a policy for responding to and learning from errors
Leadership Styles	Leadership styles, how to identify them and when to use them
Decision Management	Different categories of decision, how to classify decisions, influence of initial preference and hidden pressure on decision-making
Crisis Management	Reptile and Controlling brain functions in a crisis, identifying signs of stress, how stress degrades performance and how to manage a crew through crisis phases
Crowd Management	Important factors in managing a crowd in a crisis
Critical Incident Debriefing	How to conduct a critical incident debriefing

Our MCRM Training Co



We believe OAA MCRM system in the marine industry of years, it is recognised training by shipping org

MCRM Training

We have been running bespoke training courses for a number of years for major shipping companies who want OAA to train their employees on MCRM. A typical MCRM course is a four day course for 10-12 participants and incorporates computer based training (CBT), briefing sessions, group discussions and case study reviews. We can run a number of courses for a particular company over any period. Case studies are tailored for an individual company to their exact circumstances and requirements.

MCRM Refresher Training

We also provide MCRM refresher training for those who have already undertaken initial MCRM training. This is a shorter course – typically over 2 or 3 days - with new additional material incorporated into the course to enhance understanding of MCRM content.

urses

“We work closely with OAA MCRM Training customers to design and construct bespoke courses. We spend time aboard customer vessels and with management and crew to really understand a company’s specific safety issues to tailor a course program that meets their exact needs.”

Adam Cowburn
Chief Instructor, MCRM Training

is the best human factors training industry. Established for a number as the benchmark for crew resource organisations worldwide



Engine Resource Management (ERM)

This course specifically addresses the behaviour and attitudes which can lead to human error in control and engine rooms. Similar to accidents on the deck, research shows that the majority of engine room accidents – with both person and machinery damage – are related to human behaviour. The course is a 2 to 3 day course typically run for 10-12 participants and incorporates presentation based teaching from our instructors, case study analysis, situation / role play and group discussions.

MCRM Crisis and Crowd Management course

This course is an expanded version of the standard Crisis and Crowd Management modules within the OAA MCRM course with extended role play and a media module. The course meets STCW standards and is approved by the Swedish Maritime Administration.

MCRM Computer Based Training

Our in-house product support team at OAA authors and creates all of our interactive training materials ranging from training manuals and text books to CBT, distance learning and web-based tools. It is a unique and self-contained service offering complete training solutions.

Our CBT and other training materials associated with our MCRM courses are also available on licence worldwide

All of the above courses can be run at any of the OAA training centres worldwide (as per the map earlier in the brochure) or at the customer’s facilities.

Our instructors

OAA have a long established relationship with Safety Management System who have provided valuable technical input into the OAA MCRM course.

Adam Cowburn
Chief MCRM instructor



A behavioural Scientist with 20 years experience in analysis and training in aviation, shipping, medicine security and safety. Adam has 15 years experience in senior management positions ranging from CEO, deputy CEO (for a Nasdaq corporation) and HR director. He also has operative experience in security and safety environments. Adam is currently also a lecturer at Chalmers Technical University, Gothenberg and at the University of Lund.

Thomas Gunnarsson
MCRM instructor



A Master Mariner, Commander Royal Swedish Navy (retired) and a Master Swedish Icebreaker under both military and merchant navy manning. Thomas has 20 years experience in different operational positions at sea and in control centres ashore. He has previously held management positions in areas such as training, safety and operations in the Defence forces. Thomas is currently also a lecturer and course director at Swedish National Defence Collage and a lecturer at Chalmers Technical University, Gothenburg.

Our track record

Our customers select us with the knowledge that we have the leading human factors training material and some of the most knowledgeable and experienced instructors in the industry.

Some of our customers include:

*Chevron Shipping
Royal Caribbean International
Antwerp Maritime Academy
Scandlines A/S
Royal Swedish Navy
Singapore Polytechnic
ST Education*



*Canadian Coast Guard
Exmar Shipmanagement
Norwegian Training Centre Manila
SMS Trondheim
Split Faculty of Maritime Studies
Rauma Maritime College
Overseas Shipholding Group (OSG)*





Should you wish to
discuss any of the OAA
MCRM training courses or licencing
please contact:

Nick Wilcox
Sales Manager

Direct telephone: +44 (0) 1293 596709
Mobile: +44 (0) 7824 626 994
Email: nick.wilcox@oaa.com

Oxford
aviation academy

www.oaa.com



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