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Pilot Assistance A GUIDE TO DEVELOPING AND IMPLEMENTING SUPPORT PROGRAMS;

FOR THE PILOTS BY THE PILOTS

Pilot Assistance Support programs for the pilots by the pilots.

IFALPA Pilot Assistance Manual | Contents

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IFALPA Pilot Assistance Manual | Introduction

Mission This manual is intended to assist pilot member associations to establish and enhance programs to assist pilots and enable operators and regulators to understand the development of these programs in order to endorse the establishment thereof.

Introduction Pilot Assistance is an over-arching term given to a unique advantages over and above Employee basket of peer support programs in which peers Assistance Programs (EAPs), offering safety and are trained as volunteers to support their fellow efficiency gains for airlines. pilots, offering referral to professional resources when appropriate, while upholding confidentiality Advantages of Pilot Assistance protocols. programs Pilot Assistance programs: This manual has been generated by pilot experts with many years’ experience with pilot assistance 1. Empower pilots to seek assistance, programs from across the globe. It provides offering them access to counseling, guidance and best practices for establishing and treatment, and rehabilitation, if needed; enhancing such programs. 2. Provide a confidential pathway to a safe resolution of issues; What is a Pilot Assistance Program? 3. Enable early management of problems In this manual, Pilot Assistance refers to a group through the use of peers; of programs which use peer support to share 4. Are efficient and cost effective because of experiences with a fellow peer or colleague on a their voluntary nature; topic that is causing distress or concern in a safe, 5. Are able to lower sick rates and non-punitive, environment. A Pilot Assistance absenteeism, while keeping staff program provides confidential peer-based support motivated and encouraged to deal with and assistance to pilots. It is an initiative in which problems, without the fear of losing their trained peer volunteers assist pilots with the goal license, job, and livelihood; of preserving careers and enhancing aviation 6. Allow the operator to retain employees safety. rather than losing highly skilled pilots and having to hire and train new ones; The benefits of Peer Support 7. Improve resilience to, and recovery from, Peer Support works because pilot volunteers significant events. speak a common professional language and share common work experiences. Pilots are often more Because of these advantages and more, Pilot willing to trust and confide in a pilot peer. Assistance programs enhance aviation safety. Because of this, Peer Support programs provide

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IFALPA Pilot Assistance Manual | Types of Programs

Types of Programs Pilot Assistance programs help support pilots to Substance Abuse and Dependence address issues in a number of areas. It is Program important to note that the type and makeup of The Substance Abuse and Dependence Program individual pilot assistance programs will depend coordinates efforts to implement and maintain on the needs of the Member Association and peer intervention and treatment programs. Such amount of resources available. Member efforts may include educating peer volunteers, Associations may need to develop their own airline representatives, and medical professionals programs based on their diverse national or responsible for working with airline pilots cultural issues. The various programs and their suffering the effects of chemical dependency with essential benchmarks are covered in detail in the the goal of getting such pilots medically recorresponding chapters. certified and returned to the line as soon as

possible. Member associations should consider that a holistic approach requires that the full Pilot Training Assistance complement of pilot assistance programs The Pilot Training Assistance program coordinates addressing medical licensure, critical incident efforts with their operator to develop and response, substance abuse, training assistance, implement mutually agreeable programs to assist professional standards, and wellbeing, be pilots who are experiencing difficulties in training implemented to the greatest extent possible to or line operations. The objective is for all pilots-inhelp reduce illness rates and absenteeism training to have access to and support from an experienced peer outside the normal group of Aeromedical training instructors, examiners, or check pilots if The Aeromedical program addresses aeromedical they are experiencing any training, pilot skill and medical-related issues to support pilots with deficiencies, or CRM difficulties. This program medical licensing issues or concerns. ensures that pilots receive the support and Critical Incident Response Program additional training necessary to overcome any training or skill difficulties in order to satisfactorily

(CIRP)

The Critical Incident Response Program ensures complete the training/checking event and return assistance and support is available to the pilot in to line operations.

the event of an accident or serious incident. The program provides guidance and data on critical incident stress management issues.

IFALPA Pilot Assistance Manual | Types of Programs

Professional Standards Pilot Wellbeing The objective of the Professional Standards The Pilot Wellbeing program supports the pilot program is to promote and maintain the highest during personal crises or stresses in their lives degree of professional conduct among pilots in which may impact relationships, health, or order to enhance the margin of safety in daily professional performance. operations. This program addresses problems of a professional or ethical nature involving pilots, as well as helps resolve pilot conduct that could affect flight deck safety and/or professionalism. A successful program allows peers to resolve conflicts that may occur between two pilots or between a pilot and a member of another employee group that may affect flight deck safety.

IFALPA Pilot Assistance Manual | Benchmarks for Success

Benchmarks for a Successful Peer Support Program Volunteer Selection and Training Pilot Driven The PSV selection and training forms an integral Although these programs may involve multiple part of the program's

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effectiveness. Where stakeholders and be multi-participant, they are appropriate, external expertise can be consulted

offered and run by pilots, for pilots. It is critical

to ensure the quality and caliber of the training that these programs are run by pilot groups and program. not by management, regulators, doctors, or other outside entities. Confidential Independent Scope of Confidentiality Pilot Peer Support programs act as an Confidentiality requires that any information independent, autonomous “port-of-call/ safe given stays within the program, regardless of its haven” dedicated to providing peer support to form or source. All information collected can only pilots. be used for the purpose for which it was obtained, specifically to provide support to pilots. Everyone Transparent involved needs to uphold confidentiality. This Pilot Peer Support programs need to operate with means peers and any consulting health trust and integrity for membership buy-in, and professional should: deliver clear protocols resulting in stakeholder

- Not share case related information with buy-in. anyone beyond the program. This Setting out the scope and limits of the proposed includes spouses/significant others and program, including the core values, structure, clergy. roles, limitations, and operating principles, and 2. Not keep notes, however, regular offering to include the stakeholders in the anonymized statistical reports (at least training, facilitates trust in the programs’ design yearly), may need to evaluate the and methodologies, encouraging confidence from effectiveness of the program. Care must stakeholders. be taken that the anonymized data does not inadvertently reveal individual case Protocols identities, particularly in small companies. Maintaining established protocols include
- Not engage in discussions or cell phone confidentiality agreements, peer support communications in a public area (e.g., volunteer (PSV) scope and limitation restroom or restaurant), even with team proclamations, and escalation procedures for members. cases where flight or pilot safety is at risk (an
- Not share an individual’s situation with example of escalation protocols for Peer Support other pilots as a means of helping them programs is included in Attachment A). Defining to understand their own situation or as these protocols in an open and transparent way an example in training. Aviation is a small for both participants and peers ensures all parties world and even without mentioning can build confidence in the program, while continuing to uphold confidentiality.
- IFALPA Pilot Assistance Manual | Benchmarks for Success

names, it may be possible to guess someone’s identity.

All information relating to a pilot is de-identified in volunteer discussion, review, or supervision. In cases where it is necessary to assist a pilot or their family, it will be done with the permission of the pilot.

Limits to Confidentiality, Disclosure of Personal Information It is understood that there are limits to confidentiality when safety could be compromised. This is to provide assurance to the employer that a pilot will not turn up for work should there be a known serious safety concern. There need to be clear protocols for escalation of such cases to protect the operation (an example of escalation protocols for Peer Support programs is included in Attachment A).

Pilot personal information will not be disclosed except when:

- It is subpoenaed by a court or tribunal.

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- There is serious risk of harm to themselves or others.
- Prior consent from the pilot has been obtained to: a) provide a written report to another professional or agency; or b) discuss the material with another person, e.g. a parent, employer, or healthcare provider.
- IFALPA Pilot Assistance Manual | Program Organization

Program Organization Note: The terminology used in The organization of the Pilot Assistance program can have a key various Member Associations may role in its ultimate success. This chapter provides guidance on the vary from those used in this section. structure of Pilot Assistance programs, responsibilities of key positions, legal frameworks, financing, program promotion, and record-keeping requirements.

Peer Support Program Mental Health Structure Professional Steering Committee The Pilot Assistance program Mental Health Steering committees are formed for each Pilot Professionals (MHPs) support the Pilot Assistance Assistance program and are made up of a group of program through the provision of specialist care. pilots who are subject matter experts in the area. These professionals include includes registered They provide oversight and direction for the counsellors, psychiatrists, psychologists and social program and the coordinators. workers. They must be well versed on the unique attributes of a pilot's medical certificate and be Coordinators Coordinators take care of the day to day currently licensed in their field of practice.

operation of specific aspects of a Pilot Assistance Member associations may choose to enter into a program and coordinate Peer Support Volunteer service level agreement with the medical (PSV) workload. Coordinator positions for each professionals selected for these roles (an example program should be filled by appointment of the of a psychologist Service Level Agreement is steering committee. There should be at least two included in Attachment B). positions to share the responsibilities and provide coverage in case one coordinator is not available.

Peer Support Volunteers Peer Support Volunteers (PSVs) are pilots who have demonstrated the attributes of empathy, thoughtfulness, understanding, compassion, and insight. Peer team members are selected based on their emotional maturity and ability to work with people. They are dedicated and caring people who are willing to volunteer their time and talents to assist their peers.

IFALPA Pilot Assistance Manual | Program Organization

Responsibilities • Coordination of calls and contacts to assign an available PSV who is best suited Steering Committee Steering committees co-ordinate and oversee the to the situation. application of the program's objectives, scope and • Assigning contacts so that PSV workload principles. The steering committees are is appropriately shared, responsible for policy, training, education, • Supervision of PSVs to prevent secondary resources, program review, and procedural trauma and burnout, implementation. • Liaising with program psychologist(s)/physician(s), or the Tasks operator where necessary, for the The steering committee: supervision of a case,

- Collating de-identified statistical data for
- Oversees the selection of PSVs to be trained, reporting to the steering committee
- Selects the aviation specialist psychologist(s) where appropriate, and or physician(s) to provide consulting services
- Arranging PSV initial and refresher where required, training modules.

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- Oversees the use of funding/resources provided by the participating organizations Pilot Assistance Program Mental Health (association and/or operator) to deliver the Professional/Physician program objectives, The Pilot Assistance program aviation specialist
- Provides a budget and annual audited mental health professional/physician is accounts of the dispersal of funds, responsible for;
- Reviews de-identified cases for educational purposes or to address complaints, • Working with cases referred through the
- Periodically reviews the program to ensure its Peer Support program, effectiveness, • Providing a referral where long term care
- Assesses the reasons for peer contact through is required, de-identified data to evaluate trends • Providing prompt, accurate and associated with the workplace environment, independent advice on aviation and psychological/medical matters,
- Addresses any public or media enquiries. • Providing consultation to the Pilot Assistance programs on changes to Meetings government laws, and/or regulator policy The steering committee meets as required to reviews for matters pertaining to aviation carry out the tasks. psychology/medicine, and
- Other mutually agreed matters which Coordinators may arise from time to time. Coordinators are responsible for
- The day to day operation of their respective Pilot Assistance program,
- IFALPA Pilot Assistance Manual | Program Organization

Legal Framework information needed to make an informed When implementing a Pilot Assistance program, it decision, notably in critical cases. may be beneficial for it to be a joint initiative Each peer support program needs to be compliant between the regulator, operator, and pilot with their country's laws pertaining to privacy, association. The systems need to be clear and etc. transparent. It is beneficial for the program to be endorsed at senior management levels, however Revenue and Expenditure such endorsement is not a requirement for the Each organization participating in a Pilot implementation of pilot assistance programs. Assistance program should commit to coverage of

its financial operations. ICAO Annex 1 Standard 1.2.4.3 became effective in July 2016 and will be applicable for States in Any funds received must be used to finance the November 2018, requiring Licensing Authorities to operation of the Pilot Assistance programs, implement “aviation-related health including where necessary; promotion....to reduce future medical risks to flight safety”. • Engaging the services of a qualified psychologist/physician,

- The FAA published its recommendations
- Responding to Peer Support program in June 2016 which provided information cases, on benchmark Peer Support programs
- Training PSVs, that Air carriers should use to develop
- Peer Support program committee pilot peer support programs. meetings, and
- EASA also recommended Peer Support

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- Developing a website, brochures, posters programs in their final report ‘Task Force and other initiatives aimed at educating on Measures Following the Accident of the aviation industry on pilot assistance Germanwings Flight 9525’ (5.2 programs. Organizational requirements for pilot support) state that: ‘The implementation Promotion of the Program of pilot support systems may benefit from To ensure that pilots are aware of the services being the result of a joint initiative from available and comfortable with the working of the both the operator and a pilot association, programs, the Pilot Assistance program should be contributing to buy-in from pilots.’ actively and regularly promoted both by management and by the Member Association. An Regulators should understand and support the important factor when promoting the program is Member Association’s approach to Pilot to reduce the stigma of seeking help. Assistance, including showing restraint before revoking licenses from individuals that openly Member Associations may find it useful to include seek assistance. the Pilot Assistance Program information in their airlines’ Operations Manuals, methods of Connections between different reporting systems agreement and emergency response procedures. should be established. The reporting loop should It might also be explored if assistance or support be closed to ensure that the participants in the system, including the regulators, get access to
- IFALPA Pilot Assistance Manual | Program Organization

from any National Health Services/ EAPs can be PSV’s regarding individual cases must be debeneficial to the Pilot Assistance Program. identified.

Website PSV’s should not keep notes on peers’ cases. The A Pilot Assistance program website should be reason for each contact should be de-identified developed for providing a medical/mental health and reported back to the Pilot Assistance Steering reference and educational tool for peers. Committee.

Records Trend analysis During committee meetings, minutes should be Any data collected must be de-identified of any taken. Care should be taken to ensure that case personal data or case specific information which related details which could identify a peer are not could be used for reverse identification. The data included. As confidentially is critical to the success is solely for the purposes of identifying trends of Pilot Assistance programs, any records kept (or with the view to improve workplace practices, emails sent) by individual committee members or monitor program effectiveness and develop training modules.

IFALPA Pilot Assistance Manual | Program Operations

Getting Started

- Gather a group of Peer Support Volunteers (PSVs): o advertise o interview o train the peers and airline management, if possible
- establish a method of notification/ communication channel
- establish a governing body (organizational structure)
- contract an MHP with aviation knowledge (not for running the structure)
- refer to existing IFALPA programs for guidance, help and experience

Note: For member associations with limited resources, additional support is available through IFALPA.

Program Operations stress, anxiety, low mood, and mental Peer Support Volunteer Selection health matters The following criteria are strongly recommended

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- Provides appropriate support and as standards for peer support volunteer (PSV) assistance with managing peer contacts. selection:
- The role and scope of the PSV's will be
- Integrity. defined by the following documents;
- Ability to maintain and handle o PSV confidentiality agreement confidential information. o PSV limitation of scope
- Respect for and by one's peers. o Escalation triggers and protocols
- Willingness to work as a team member. for referral to a mental health
- Commitment to attend initial and annual professional (MHP) or medical training and debriefing meetings. professional.
- Agreement to follow the established o Escalation triggers and protocols protocols and team standards. for stand down from duty when
- Maintain a nonjudgmental attitude. flight safety is at risk.
- Are expected to attend refresher training. A PSV abides by the PSV Role and its boundaries,
- Should decline any public comment on and: any case matters and refer to the
- Does not provide solutions, advice, Committee.

counseling, or treatment.

- Does not act on the behalf of the person in need.
- Provides an initial point of confidential contact for employees and employers with concerns about individuals regarding
- IFALPA Pilot Assistance Manual | Program Operations

Training • Limitations of PSV scope, All pilot peer support program personnel and • Role-play support calls, volunteers should be trained in accordance with • Grief and loss, and IFALPA-accepted training standards appropriate to • PSV self care. each program. Successful programs train not only Peer Support Volunteers but also other Member Member Association Pilots Member association pilots need to be trained on Association pilots, management, aeromedical what Pilot assistance programs are; with an examiners and health care professionals. Evidence understanding that the programs are nonshows that when management has a clear punitive, confidential, and offer a support understanding of how the programs work and network to the pilot with the aim of returning their effects, they are much more supportive. them to the flight deck. PSV Training The Principle of "Do No Harm" is still the simplest Management, AMEs and Health Care approach to support. The Peer is trained in such a Professionals

- Training on the suite of Pilot Assistance way as to be able to avoid this pitfall. The PSV programs. Training must be delivered by subject matter
- An understanding of pilot issues. expert instructors/facilitators. The list is not comprehensive, but the following areas should be • The role that they play in the Pilot covered: Assistance program.
- The skills required for initiating and directing a Peer Support call,
- Listening skills,
- Analysis of mental health and safety risk factors in aviation,

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- Understanding how the human mind and body responds to stressors and how mental health issues develop,
- The fundamentals of understanding substance abuse as a medical condition and industry-wide substance addiction programs,
- Conflict resolution process,
- Medical regulatory considerations (in particular, specific mental health aviation protocols),
- Trauma and stress management,
- Suicide prevention protocol,
- Legal frameworks,
- Confidentiality protocols,
- Case escalation triggers and protocols,
- IFALPA Pilot Assistance Manual | Program Operations

Case Handling Follow up and Monitoring All PSV interactions are required to be followed- Contact call Initiation up to completion. Follow-up should be Contact with an individual seeking or needing categorized as; assistance may occur through several means.

- Continuing; If the PSV senses progress,
- Self-Initiated. An individual may self-refer. then the assistance is fruitful and
- Company Initiated. A Company manager, beneficial and is worth continuing. concerned about a pilot, may suggest that
- Referred and Ongoing; If rumination and individual contact a Pilot Peer Support regression is evident, then consideration program. Alternatively, permission may should be given for referral to the Pilot be granted by the individual for the Peer Support Program Psychologist. PSV Company manager to call a Pilot Peer follow-up is still expected, but at a lower Support program and ask a Pilot Peer to level until "Completed" call the individual directly.
- Completed; Follow up is no longer
- Peer/Family Initiated. Family members, needed when it is felt that an assistance friends or work colleagues may express case has been successfully resolved concern about an individual's wellbeing.
- Long Term (30 days or more) Illness The PSV may report back to the Coordinator Outreach. A colleague who has been whether a peer contact is "Continuing," absent from work for an extended period "Referred and Ongoing" or "Completed." of time should be called to simply make contact and avoid undesired isolation.
- IFALPA Pilot Assistance Manual | Aeromedical

Aeromedical Mission Statement The aeromedical pilot assistance program provides information and resources on matters concerning pilot medical certification.

typically a pilot peer. It is important that this Introduction person have access to a network of medical The aim of the aeromedical pilot assistance professionals. program is to provide a resource for Members to access accurate medical information. This Some Member Associations have an onsite resource will be helpful in addressing and occupational medical professional to provide demystifying medical concerns and related advice. Others have an arrangement with medical licensing issues. A pilot's fear of losing their professionals who provide their

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services when medical can dissuade them from seeking medical needed as defined in a service level agreement. In advice. Having access to accurate advice, early all cases, access to the professionals is facilitated and in a non-jeopardy environment, can reassure through the focal contact person. pilots and encourage them to seek appropriate medical treatment. In addition, in the event that a pilot has lost their medical, the program can provide advocacy This section should be read in conjunction with and/or advice to support an appeal process to the following sections contained within this assist the member and their medical examiner in manual: presenting the best case for appeal. It is important

to note that the aim is to support, not to replace,

- Confidentiality and Legal Obligation the member's own AME in this process.
- Training
- General Peer Support Program Policy Principles
- The medical professionals concerned Terminology should have up to date knowledge in Medical Advisor: Any medical professional who their relevant medical area and its has relevant knowledge and expertise in aviation application to the aviation environment. medicine but does not have to be a current
- The objective is to provide prompt, aeromedical examiner (AME). accurate, and independent advice on What is Aeromedical Pilot Assistance? aviation medical matters. Aeromedical Pilot Assistance enables a pilot to • When appropriate, the program obtain proper and accurate aeromedical facilitates access to advice on the appeal information via a dedicated assistance program. process in case of suspension or revocation of a medical certificate. The common feature of all aeromedical pilot • The program should have access to local assistance programs is to have a focal contact and international aviation medical point for pilots seeking medical information. This research and aviation medicine does not have to be a medical professional and is colleagues for case comparisons.
- IFALPA Pilot Assistance Manual | Aeromedical
- The program should provide pilot input retains the responsibility for overall for changes in laws, and/or regulatory aeromedical management of the case. policy on matters pertaining to aviation • Pilots may seek a second opinion on a medicine. position taken by an AME. The professional only provides review and Training advice on the case. The focal contact person, typically a pilot peer, should have a working knowledge of their State's Conclusion aeromedical regulatory process. This should By way of providing aeromedical pilot assistance, include an understanding the obligations of a a Member Association can improve their licence holder concerning their medical Members' experience of dealing with the certification. In addition, they should have uncertainties which may arise when they believe completed the basic peer assistance training and their medical certificate is under threat. be familiar with the other pilot assistance programs.

Implementation When adopting the services of a medical professional, a proper vetting process should be used to ensure the expertise of the medical professional. A service level agreement outlining the roles and responsibilities of the medical professional may be useful when retaining such services.

Members may seek aeromedical advice in many circumstances, however three circumstances occur commonly:

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- Pilots may choose to seek aeromedical information anonymously, to guide their decision making. In this scenario, a peer may approach the medical advisor who should provide guidance to the peer, who will then advise the pilot towards safe decision making. The obligation remains with the pilot to fulfil their reporting requirements.
- Pilots may seek to appeal a position taken by the regulator. The aeromedical program may advise the pilot and AME on the appeal process and arguments that may be made. It is the pilot's AME who
- IFALPA Pilot Assistance Manual | Critical Incident Response

Critical Incident Response Program Mission Statement The mission of any Critical Incident Response Program (CIRP) is to lessen the psychological impact of on-the-job accidents or incidents on crewmembers, accident investigators, and their families to accelerate recovery from those events before harmful stress reactions damage job performance, careers, families, and health. The positive steps taken before and after an accident or incident will affect both short and long-term physiological and psychological health. CIRP-measures are not therapy, they are there to support healthy persons with normal reactions to abnormal, critical situations.

CIRP: Critical Incident Response Program - a Introduction program that is structured to provide aid and This manual is designed to help member assistance to any license holder involved in a associations set up CIRPs. It also serves as a critical incident. transparent guide for operators and regulators to understand the structure and procedures of a Crisis Management Briefing (CMB): An CIRP. intervention technique designed for use with large

groups. It is a meeting with a specific purpose of This section will start by introducing the providing practical, stress-diminishing information internationally agreed basic definitions for CIRP to a large group of people who have already based upon the International Critical Incident experienced, or who are about to experience, a Stress Foundation (ICISF) terminology. It will then distressing event. A typical duration is from ten to discuss the history, policy, principles, training thirty minutes. methods, and implementation.

Critical Incident Response (CIR): An organised, Terminology integrated response provided by a Peer Support
Critical Incident: Any occurrence which may team and accompanying Mental Health evoke stress reactions and possibly fear due to a Professional (if needed), implemented for the perceived threat to life or personal safety and duration of a crisis and continuing into a post which is experienced directly or indirectly. It may crisis phase. The response covers a spectrum of occur as a consequence of an incident, accident, interventions such as peer support conversations, or any other threat to a sense of safety defusing, debriefing, and crisis management
Critical Incident Stress: A physical, cognitive, debriefings. behavioural, or emotional reaction to a critical
Defusing: A group interaction designed to discuss incident, usually presenting as a characteristic set the crew's shared experience, while offering of symptoms. If not managed appropriately by the information, support, and stabilization so that the individual with or without support, it may have a crew members can cope with the effects of an long-term detrimental physical or psychological incident or accident. A defusing can be impact. accomplished from one to 12 hours, and as much
Critical Incident Stress Management (CISM): The as a week or two after the critical incident. A process of helping to mitigate the effects of stress. defusing is a small group assisted by one to three

IFALPA Pilot Assistance Manual | Critical Incident Response

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assigned peer support volunteer(s). An Employee assistance program (EAP): Corporate assessment is made regarding the necessity for a sponsored mental health/ emotional support Critical Incident Stress Debriefing. A defusing is a program. three-step process that lasts about one hour and

International Critical Incident Stress Foundation

must involve follow-up communications. (ICISF): A non-profit, open membership Defusings are confidential and do not involve foundation dedicated to the prevention and management personnel. mitigation of disabling stress.

Debriefing / Critical Incident Stress Debriefing Mental Health Professional (MHP): A vetted

(CISD): A seven-step process that is designed to psychiatrist, psychologist, masters-level counselor, mitigate long-term stress effects, promote rapid or other mental health professionals who is recovery and return to duty, and reduce the licensed and trained in the CISM process and has occurrences of stress trauma syndromes. This extensive background in, or exposure to, group debriefing usually occurs about a week after an processes, crisis intervention, post-traumatic accident or incident; however, it can be done stress disorders, and knowledge of critical incident weeks, months, or even years later. The CISD is stress management techniques. conducted by peer support volunteers and always includes a Member Association-approved mental One-on-One/ Individual Crisis Intervention: health professional. Debriefings are confidential Typically, this consists of two to three contacts and do not involve management personnel. CISDs with an individual. This is the most frequently are not operational debriefings (as used by used Critical Incident Stress Management (CISM) operators for logistical investigation or critique). technique and is often conducted over the phone. They are conducted to provide support to the individuals involved and to mitigate the long-term Outreach: Focuses on the crew rooms and bases effects of stress reactions. The CIRP debriefings and provides brief interaction with an airline's are concerned with discussing the crew's reaction pilots for a period of time following a major to the event and not the event itself. No records accident at their airline. This interaction is or notes are kept during debriefings. A typical designed to provide techniques to cope with the CISD lasts from 1½ to 3 hours. stress of the accident while continuing to work. It may include discussion of critical incident stress, Demobilization: A time when accident stress symptoms, and suggestions that may be investigators and/or emergency service personnel helpful during the following 24 to 72 hours, or rest, regroup, and gain information at the until a formal debriefing occurs. conclusion of their first shift working an accident or incident that involved exposure to a significant Peer Support Volunteer (PSV) (peer): Individuals traumatic event or disaster. It serves a secondary who act as support personnel to MA members function as a screening opportunity for peer and their families. They facilitate CISM functions support volunteers (PSVs) to ensure that such as defusing, CISDs, and one-on-ones. They individuals who may need assistance are also are involved in promoting the CIRP to the identified after the traumatic event. members at large. PSVs are typically MA member volunteers who enjoy a position of trust and respect with their peers. They report directly to the CIRP chair/coordinator or their designee.

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What is CIRP? pilots cope with stress reactions after a work- Aviation accidents and incidents often cause related event or incident. For the purposes of distress for those involved. In the aftermath of worldwide standardization of practice in delivery these events, crew members, accident of CIRP it is strongly recommended that all investigators, and their families are at high risk of programs align with ICISF procedures. developing critical incident stress or the more serious post-traumatic stress disorder. Principles

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- CIRP is strictly voluntary. No individual Critical incident stress is a normal reaction to an can be forced to take part in any way. abnormal event. Those working in aviation have • The goal is that no harm is done to those stress as a part of their daily work experience. who seek support. They may not recognize when excessive stress can • CIRP is not therapy. It is only there to be potentially damaging. The medical community support healthy persons with normal has acknowledged that in the aftermath of these reactions to abnormal, critical situations. accidents and incidents, adverse physiological and • All PSVs must complete an extensive psychological effects may be felt for months or training program with regular recurrent years. If left unresolved, these effects can have training. severely harmful health and career implications. • The jurisdiction of the program must These negative effects can have an impact on remain within the pilot group, separate aviation safety. from the operator.
- The program must be under constant What separates CIRP from other programs is the review and updated regularly. The postuse of PSVs rather than just mental health accident/ incident debriefing and analysis professionals (MHPs) to educate and support are used to inform the evaluation of the fellow pilots. Due to the unique nature of the program's effectiveness. aviation industry and the potential ramifications
- The program must ensure that PSVs have on careers and livelihood, crew members are proper assistance and resources available often reluctant to talk to a psychiatrist, for them to best provide support to their psychologist, or counselor. fellow pilots. Critical incident response programs have been • Clear and well-established methods of effective in preventing the onset of post-traumatic contact between pilots and the CIRP must stress in emergency medical service (EMS) be established. personnel, firefighters, police forces, and others. • The time frame for supporting crew or a The information contained in this section is license holder begins as soon as possible adapted from the Critical Incident Stress after the CIRP is notified. Management program developed by the • Use pilot-peers to work with the affected International Critical Incident Stress Foundation, pilot in order to create a safe, trustful Inc. (ICISF). culture with an understanding of the unique airline environment. Policy • Uphold confidentiality by not disclosing CIRP is an autonomous program which uses the information shared between the pilot and ICISF three-step or seven-step-process to help pilot-peer to management, regulators
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and/or other association members. No • Introduction to the MA's Critical Incident notes or records are kept.
Response Program course

- Employ an approach that supports the • Grief individual in overcoming any sense of loss • Peer assistance training or a listening of control or helplessness in witnessing or skills course surviving a critical incident. No MA PSV can be allowed to participate in a CIRP
- Provide continued support and intervention or be assigned peer support duties accessibility of available resources for the until he or she has completed the appropriate individual, as requested. training. PSVs must attend recurrent training at
- Offer other resources and assistance, if least annually. needed.
- CIRP should extend care to surviving Recommended Courses family members in the event of an It is recommended that PSVs take the following accident or incident. two-day courses in the order listed.
- Pilot-peers do not participate in providing support if they are personally/ closely Individual Crisis Intervention and Peer Support associated with those involved in the (ICISF/CIRP Approved Equivalent) incident. Topics covered in this course may include: Training Requirements and

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- Psychological crisis and psychological Qualifications crisis intervention Education of all program members is the
- Resistance, resiliency, recovery foundation of CIRP. CISM is a proactive approach continuum to minimizing the effects of trauma on an
- Critical incident stress management individual. Part of a proactive approach is to
- Evidence-based practice educate crewmembers on the effects of stress
- Basic crisis communication techniques and critical incident stress on their lives before an
- Common psychological and behavioral incident or accident occurs. With this awareness, crisis reactions the crewmember will be able to get back on the
- Commonly accepted techniques job in a shorter amount of time. It is very
- SAFER-Revised model beneficial to the individual if he or she is aware of
- Suicide intervention CIRP prior to an incident or accident.
- Risks of iatrogenic (induced inadvertently Peer Support Volunteer Training by a physician or surgeon or by medical Training for peer support volunteers (PSVs) may treatment or diagnostic procedures) include the following topics or the equivalent as “harm” accepted by the CIRP Group Chair/ Coordinator:

Group Crisis Intervention (ICISF/CIRP Approved

- Peer support techniques (mental health Equivalent) professionals exempt) Topics covered in this course may include:
- Group crisis intervention/basic critical incident stress
- Relevant research findings
- IFALPA Pilot Assistance Manual | Critical Incident Response
- Relevant recommendations for practice OR
- Incident assessment
- Any ICISF course
- Strategic intervention planning
- “Resistance, resilience, recovery” OR continuum
- Large group crisis interventions 3) Any course that covers associated topics
- Small group crisis interventions related to CISM or pilot assistance and is accepted
- Adverse outcomes associated with crisis by the CIRP chair/ coordinator.

intervention Training within this program should be in

- Reducing risks accordance with programs taught by the ICISF or
- Critical Incident Stress Debriefing (CISD) by ICISF-approved instructors. An exception may

be a CIRP Group chair/coordinator-approved ICISF offers a three-day course that combines the course. two courses above. It is called the GRIN Course and can be taken in lieu of the two-day courses Mental Health Professionals (MHPs) above to satisfy the training requirements. The Mental health professionals may be

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psychologists, GRIN Course is the most common method of psychiatrists, licensed or registered therapists, or completing the CIRP requirements. social workers trained in the critical incident stress

debriefing process as provided by ICISF or CIRP- Note: A PSV must have taken a course covering approved course trainers. A certificate is always individual crisis intervention and peer support in provided as proof of this training, do not hesitate order to do any individual peer interventions. to require this proof from an MHP. Additional Likewise, a PSV must have taken a course covering experience in grief counseling, crisis intervention, group crisis intervention in order to do any group acute stress disorder, post-traumatic stress interventions. If an ICISF CIRP Course is disorder, and general stress management accomplished outside the MA, then a review of techniques is also important. The MHPs provide MA procedures must be conducted by the MA CIRP services on an on-call basis as requested by the Chairman/ Coordinator with the peer. CIRP Group Chair/Coordinator or the CIRP Recurrent Training chairman. It is required that all PSVs attend recurrent The following qualifications are considered a training on an annual basis. If a PSV lets recurrent minimum for mental health professional training lapse, that peer will be deemed inactive participation: unless approved otherwise by the CIRP Chair/ Coordinator. 1) For defusings and debriefings, MHPs are

required to have completed the CIRP- Recurrent training may consist of: approved CISM training.

- Review of: 2) At least a master's degree in psychology, social work, psychiatric nursing, pastoral
- Individual crisis intervention and peer counseling, or mental health counseling. support, 3) Current employment in psychological or
- Group crisis intervention, and psychiatric services, crisis intervention
- Workplace death.
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service, social services, psychiatric nursing, • If the consultant participates in a defusing pastoral counseling, or other counseling or debriefing, that consultant may not services. self-refer if the individual being assisted subsequently requires professional Professional and recurrent training is counseling. recommended in the following areas: Such written commitments should be contained in

- Family support and advanced critical incident the written consulting agreements between the stress debriefing, crisis intervention, and governing pilot structure and the consultant. general stress, group process, communication skills, direct intervention strategies, and post- Implementation traumatic stress disorder. First steps
- Familiarity with aviation procedures,
- Gather a group of PSVs: operations, and work environment. o advertise
- Familiarity with local and regulator's accident o interview investigation procedures. o train the peers and airline Mental health professional responsibilities may management, if possible include: • establish a method of notification/ communication channel
- Assistance with debriefings. • establish a governing body
- Providing referrals for follow-up professional (organisational structure) support. Professional support requiring more • contract an MHP with aviation knowledge than six additional meetings should be (not for running the structure) coordinated through the Aeromedical • refer to existing IFALPA CIRP programs for Advisor/ clinical director/ lead MHP. guidance, help and experience

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- Assisting peer support volunteers in assessing the need for debriefings. Note: For member associations with limited
- Assisting the Critical Incident Response Team resources, additional support is available through in training and education, as required. IFALPA.
- Providing advice to Critical Incident Response Response to every day events Team members, as required. After notification of an event/incident a CIRP
- Attending periodic team meetings. chair/coordinator requests a PSV to follow up by It is good practice to only retain consultants who phone or in person. A PSV will not dispatch to an commit to the following conditions in writing: incident/accident site or provide CIRP/CISM services unless specifically authorized by the CIRP
- To adhere to CIRP's confidentiality chairman/coordinator. This follow-up uses the requirements; three-step process as covered in the CIRP training
- To assume liability for any legal actions for the PSV. brought against them arising from or in relation to any work performed on behalf of the CIRP Group; and
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Response to a major accident present in the area where pilots gather before and The CIRP chair/coordinator ensures that the after flights. If there is no such area, then a room response fits the nature and severity of the must be established by the MA for this purpose; accident or incident. CIRP/CISM services are the pilots need to be able to vent their thoughts provided to the accident investigation team for all and feelings in a safe, private area. major accidents. As with responses to everyday events, a PSV will not dispatch to an Peer Support Volunteers should be assigned to incident/accident site or provide CIRP/CISM each surviving crewmember and his or her family. services unless specifically authorized by the CIRP If the crewmember(s) do(es) not survive, Peer chairman/coordinator. Support Volunteers are still assigned to each family of the crewmembers. Do not leave out At no time will anyone self-dispatch to provide significant others. Contact them and provide CISM or CIRP services to another airline. guidance for counseling as well as a contact person within the MA and/or the company. One PSV is assigned to the Accident Investigation Team. This PSV should not have any other duties It also may be necessary to assign a Peer Support except to support the accident investigators. He Volunteer to the MA office. The MA officers and or she cannot be both a peer support volunteer staff will be impacted by the accident and the long and an accident investigator. During the field hours they perform. investigation, if the PSV feels the need for additional support, the request should be closely Peer Support Volunteers will be needed for the coordinated between the MA CVR group. It is strongly recommended that at Coordinator/Observer, the accident investigation least two PSV be available following the CVR board member, MA staff, and the CIRP review and transcription.

Coordinator. Conclusion PSV members assigned to support the Accident In the context of critical incident stress Investigation Team have a primary responsibility management, stress reactions are psychological to provide CISM services to the Accident and physiological changes that occur in a person Investigation Team. All other CISM duties will be who has been exposed to a stressful event. Often, secondary to their primary assignment and we as pilots may not recognize stress reactions in responsibility. Any CISM activity other than what ourselves and may even believe that we are is required to support the Accident Investigation immune to them because of our training and Team must be coordinated and approved by the experience. CIRP helps to mitigate stress reactions CIRP chair/coordinator or his/her designee. and aids the pilot in processing the event, leading to

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a successful recovery. For major accidents, peer support volunteers should be assigned to the pilot base and should be

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Additional Course Recommended for Chairs/Coordinators, Vice Chairs, or Experienced Peers

Advanced Group Crisis Intervention (ICISF/CIRP approved equivalent)

Topics covered in this course may include:

- Relevant research findings
- Managing complex group-oriented crisis interventions
- Nature and importance of incident assessment
- Strategic intervention planning
- Comprehensive, integrated, systematic, and multi-component CISM
- Concepts of enhanced group processes
- Significantly delayed interventions
- “Multiple incident CISD”
- Suicide or death of a colleague
- Small group crisis support sessions after a disaster

The prerequisites for this advanced course are the satisfactory completion of the group and individual courses or its three-day substitute and the approval of the CIRP chair/ coordinator. A minimum of one year’s experience is recommended before attending.

IFALPA Pilot Assistance Manual | Substance Abuse/Dependency

Substance Abuse/Dependency Assistance Mission Statement The aviation industry is safer when the identification, mutual support, and treatment of those who suffer the effects of substance abuse and dependency is promoted.

If proper referral is made to the appropriate professional resources and adequate follow up is provided, a pilot will likely return to flying.

designated management representative, and the Introduction Member Association peer coordinator. The objectives of a substance abuse/dependency assistance program are both preventative and Tripartite Team: The Tripartite Team consists of a remedial in nature. The program should be a properly trained Medical Consultant, a properly cooperative initiative and jointly administered by trained Flight Operations Management the Member Association and the employer. representative, and a properly trained Member Fundamental to the program is the recognition Association Peer Support Volunteer (PSV). that the ultimate responsibility for choosing prevention and treatment lies with the pilot. Principles

- Substance dependence is regarded as an The program has a preventative component in illness with characteristic features that that resources are available for those individuals include a level of denial; this makes it who find that they are making poor choices with difficult to detect or declare. regard to alcohol and/or drugs.

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- Substance dependence can be safely managed. The objective is the complete rehabilitation of a managed. Unidentified and unmanaged pilot who shows evidence of behaviour or work substance dependence presents an performance issues as a result of substance use or unacceptable risk to flight safety. abuse. The program is thus committed to a Achieving a stable, established recovery is professional system of identification, assessment, a desirable and safe goal. treatment, job reintegration, and follow up of • There are patterns of substance use such problems. which are non-dependent but have important safety implications, which may This section should be read in conjunction with indicate a need for assessment. the following sections contained within this • Peer-led intervention is an effective way manual: of combating denial and improving the

chance of successful recovery.

- Confidentiality and Legal Obligation
- Successful recovery from substance
- Training dependence relies upon acceptance of
- General Peer Support Program Policy the problem and a change in attitude together with the adoption of new Terminology Oversight Committee: The Oversight Committee behaviour patterns and coping consists of the approved medical consultant, the mechanisms. Establishing these changes
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commonly requires a prolonged period of Implementation time. Organizational Structure

- Unsafe patterns of substance use are best managed with an approach incorporating program should consist of an Oversight a combination of medical, psychological, Committee and Tripartite Team. counselling, and peer-support methods. In-patient residential care is preferred for Oversight Committee more serious cases as this is more likely This committee ensures that: to result in a successful outcome and to
- The objectives of the program are carried be acceptable to the regulator for reout. certification.
- Mutually acceptable personnel are
- The successful treatment of substance appointed to the Tripartite Teams. dependence in aviation personnel requires abstinence from mood-altering • Medical consultants, designated substances. management representatives, and PSVs attend both initial and recurrent training
- The maintenance of continued abstinence programs. is more likely to be achieved with close monitoring, frequent follow-ups, and • All treatment is of the highest standard intensive peer support. available, and consistent with the objectives of this program.
- Dependence is a condition with potential for relapse and ongoing follow-up is • Periodic reassessment of the program aimed at prevention and/or early occurs so that any deficiencies can be detection of relapse. identified, evaluated and rectified.
- Providing a pathway for rehabilitation of • Necessary coordination is made with the substance dependent individuals, proper regulatory authority.

appropriately monitored, best serves the Tripartite Team combined interests of aviation safety, This Team ensures that: organisational economics and individual health and well-being. • Line pilots are aware of this program, and

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- Successful models of managing substance the role of substance abuse/dependency use disorders rely on a collaborative prevention in the maintenance of their approach between the regulatory health. authority, aviation operators and • The principles and standards of the employee representatives. program are maintained for each individual case.
- The pilot in need of assistance is motivated to come forward.
- They play an active part in any intervention, Follow Up, or Tripartite Monitoring Program.
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Regulatory Approval Depending on the situation with each operator The operation of this Program is done with the and Member Association, the individual pilot may approval of those regulatory bodies responsible be responsible for certain aftercare rehabilitation for pilot licensing and Civil Aviation Medicine. costs. Appropriate voluntary disclosure, when necessary, is made to these authorities to enable the pilot's Rehabilitation expeditious re-licensing and return to work. The Should personal lifestyle problems adversely mandate of the program will be to advocate for affect a pilot's health, behaviour, or work each individual pilot throughout the relicensing performance, the following process should be process when appropriate. used to help ensure successful rehabilitation.

Regarding Disciplinary Action 1) Identification Information obtained through this program The individual pilot may be the best judge of should not be used to support disciplinary action. personal problems that have career implications. However, there may be instances where A program should encourage voluntary management has independent knowledge of an identification of those problems, and self-referrals incident and pursues disciplinary action. The (note: this does not mean self-diagnosis) for program does not seek to limit management's assessment purposes. Other normal methods of right to appropriate disciplinary procedures, nor identification are by physicians, supervisors or does it limit the individual's right to access any peer, and family members. collective agreement process.

- Referral and Assessment Investigations relating to disciplinary matters should, where appropriate, include a complete Each case should be assessed for possible medical, psychological, and social assessment. treatment by an appropriate expert resource. To Consideration should be given to any health be referred for assessment, the pilot must be problem identified as having affected behaviour referred by an Association/Employer agreed or performance. Doctor or an appropriate medical consultant.

Financial 3) Intervention Financial support for individual participants should a) Informal Intervention or Level 1 be administered in accordance with appropriate pilot disability/benefit plans or company medical This is simply an information meeting benefits when possible. with an individual, given in response to concerns raised by or about them. Any Member associations should endeavor to properly trained peer can conduct this establish an agreement with employers to assume intervention, and there are no the costs for initial rehabilitation treatment at a consequences for the party involved. mutually agreed treatment center. This should General education and awareness are the include a medical referral by a company approved core issues and it serves as a "heads up" doctor, and an assessment by a mutually agreed to the parties involved. Genetic factors, substance abuse professional for chemical health risks, legal, and licensing dependency.

IFALPA Pilot Assistance Manual | Substance Abuse/Dependency

implications, should be part of the 4) Treatment knowledge offered. Only mutually acceptable resource centers should b) Formal Peer Intervention or Level 2 be used for treatment. Their methods must maintain appropriate professional standards. This phase involves the coordination and consent of the Tripartite Team and the 5) Job

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Reintegration awareness of the Program's Committee. It Reintegration into the workplace is a critical phase is made after the team has reviewed of the rehabilitation process. In certain cases, the information about a pilot's behaviour, pilot may have to undergo medical reperformance, or health. If the team certification. Prior to beginning any retraining concludes that there is a developing program, a Tripartite Team member helps problem, the intervention is planned and coordinate the job reintegration. The retraining carried out by two members. program should take into consideration any need A Level 2 intervention is a formal or disability the pilot may have. intervention and conveys the concern

- Follow Up that has developed regarding substance abuse. The individual is expected, through An adequate follow up procedure is essential to their own choice and effort, to modify the success of the treatment. The Tripartite Team their behaviour, and/or seek assessment. should meet with the pilot following residential Formal notice is given that their behavior treatment and sign the formal tripartite is now the subject of discussion by the agreement. This is the document outlining the Tripartite Team, and that their behavior expectations of those participating in the and work performance will be monitored Tripartite Process. Samples of these agreements by the team are in the Appendices.

c) Formal Tripartite Team intervention or The Tripartite Team members should contact the Level 3 pilot before he or she returns to line duty to

ensure satisfactory completion of the At this level, the process is coordinated by rehabilitative process. the Program's Committee to ensure there is close support for the pilot in need of Note: Substance abuse cases should be monitored treatment. The Tripartite Team carries for not less than a two-year period after Return to out the actual intervention after it has Work. Monthly meetings should be scheduled been established that there is sufficient between the pilot and their Tripartite Team. These information to warrant the pilot being meetings would be in addition to any treatment removed from duty for appropriate follow up programs and can be increased in assessment. The outcome of an frequency at the request of the Tripartite Team or independent assessment determines the the pilot. next series of events.

IFALPA Pilot Assistance Manual | Substance Abuse/Dependency

Conclusion balance and quality of life in both personal and The substance dependency program aims to professional realms. Pilots who successfully facilitate the rehabilitation of an individual complete this program can continue their careers diagnosed with an addiction issue to restore and lead a healthy, well adjusted life.

Example After Care Agreement This example has been provided by ALPA-I and includes terminology specific to Canada. Member associations using this example should consider revising it to reflect the situation in their country.

After Care Agreement for Captain XYZ

- I understand that if I choose not to participate in this after care agreement, my decision will be communicated to the Regulator. The responsibility will be on myself to satisfy the Regulator of my medical condition for relicensing.
- I understand that should I agree to comply with this after care agreement and then not adhere to the conditions, I may not qualify for Disability Benefits and my employment may be affected
- Changes in this monitoring program can only be made with the express permission and consent of EVERY member of the Tripartite team

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- For the duration of this after care contract, I will abstain totally from using alcohol or any other moodaltering drugs. If I must take any prescription or non-prescription drugs I will advise the prescribing physician that I am being treated for a chemical dependency. I will also advise the Tripartite team physician of same.
- I will follow the recommendations of my treatment facility. This includes the after care program of that facility.
- I will make myself available for periodic drug and or alcohol testing to be done as required by the monitoring team at their discretion.
- I will arrange my schedule so as to be available for the monthly or otherwise scheduled Tripartite team meetings.
- In addition to the regular Tripartite team meetings, I will regularly communicate by telephone or in person with a member of the Tripartite team as requested.
- In the first 90 days of sobriety I will attend a total of 90 Alcoholics Anonymous (AA) meetings. (or an equivalent support program agreed to by the Tripartite team.)
- After my initial 90 days in the support program, I will attend a minimum of 3 meetings per week. If this becomes impractical due to my flying schedule, the monitoring team may authorize a monthly minimum of 12 support meetings.
- If there is a Birds of a Feather AA meeting available, I will attend this meeting as part of the above required weekly meetings schedule.
- I will keep a record of the AA/support meetings that I attend. If requested by the monitoring team, I will obtain a signature from the chairman or secretary at every meeting.
- IFALPA Pilot Assistance Manual | Substance Abuse/Dependency
- Within my first 90 days of sobriety, I will join an AA/support home group
- Within my first 90 days of sobriety, I will get an AA/support sponsor. My sponsor will be a member of my home group. With prior approval of my monitoring committee, my specified sponsor need not be a member of my home group. I will arrange for my sponsor to be in touch with a monitoring team to verify my participation in the AA program.
- Once the monitoring period as mandated by the Regulator, is over, I agree to totally abstain from the use of alcohol or other mood-altering drugs for the duration of my career.

I hereby agree to the conditions of this After Care Agreement.

Signed.....

Note: Should discipline be involved the following words should be inserted into para 2 of the aftercare agreement: 'I may not qualify for Disability Coverage. I will be subject to disciplinary action up to and including termination if warranted.'

IFALPA Pilot Assistance Manual | Pilot Training

Pilot Training Assistance Mission Statement Pilots are a highly experienced, expensive, skilled resource.

A Training Assistance Program allows examination, in an individualized manner, of pilot performance and to assist any pilots experiencing difficulty in establishing or maintaining their qualification or having difficulty

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progressing within the normal training syllabus. The aim is to provide support, facilitate their re-integration into the normal training syllabus and to ultimately attempt to eliminate ongoing or chronic performance deficiencies.

- A Pilot is not making required progress; or, Introduction
- A Pilot has not met the established It is recognized that not all pilots learn at the same performance standard during a Flight Check. rate or with the same learning techniques and there may be disparities in the experience level Some of the challenges when facing difficulties in and background of pilots entering the same training are related to outside issues rather than a training program. lack of skills. Difficulties in training may have

psychological impacts such as shame, lack of There should be a program in place to allow confidence and performance anxiety that affects training to be adjusted or extended beyond the pilot's professional reputation. planned training periods or training hours in all phases of initial, recurrent and requalification There are generally two entry triggers into the training if there is a belief that reasonable Training Assistance Program: progress is being made and there is a likelihood of success. 1) Through the Training Department referral

- Reactive: For example, the failure of a All pilots are motivated to succeed in training and Flight Check or an inability to progress in flight checks. A failed training or a flight check is the normal training syllabus. The program very stressful to the individual pilot and can be should establish standardized trigger expensive for the operator, who then has to points, after which a referral to the schedule and deliver remedial training. Remedial Training Assistance Program is training can sometimes result in a waste of mandatory. resources if it does not pay attention to
- Proactive, for example, anytime that an addressing the root causes for the failure. Instructor or Examiner arises a concern This program recognizes that training may place with an individual's ability to progress certain pilots under performance pressure which normally within the training program. may have detrimental effects on their career path. 2) Self-report This avenue for assistance exists to address the • Anytime an individual pilot feels that they following: have concern that their ability to progress normally may be affected, they are able
- A Pilot is experiencing difficulty in achieving the required performance standard; or,
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to contact the Training Assistance Principles Program. Develop a pilot-centered approach to training difficulties. The goal of this approach is to attempt This section should be read in conjunction with to ensure that the pilot is ultimately successful in the following sections contained within this training, checking, and in line operations. manual: This is best accomplished in a non-punitive and

- Confidentiality and Legal Obligation cooperative manner with the Pilot Association,
- Training Operator, and individual pilot all being involved.

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- General Peer Support Program Policy Any formalized program to address these issues must: What is Pilot Training Assistance? This program recognizes that there are differences • Be non-disciplinary in experience level, learning styles, and personal • . Be objective. circumstances of the pilots undergoing training. • Acknowledge that individual Occasionally, pilots are unable to complete the circumstance or a situation unique to the standard training program successfully. Training individual may affect their performance. difficulties or substandard training performance • Acknowledge that systemic and can be the cause of significant stress to a organizational issues beyond the scope of professional pilot. It is important for the this program may exist that are affecting individuals providing peer support to obtain their training. insight into the pilot's true situation. This is to • Be an avenue for pilots to openly discuss ensure that appropriate support is provided and, issues that may be affecting their ability if appropriate, a proper remedial training plan is to progress in training. developed. • Recognize that openness and honesty are important, and the success of this process Policy requires that pilots participate. All of the members involved in the Training Assistance Program must have an extensive Implementation background in Pilot Training. An effective Pilot Training Assistance program consists of members appointed by both Pilot Members are selected for their experience in Association and the Operator's Training multiple disciplines such as Instructing and Department. The process must be conducted in a Checking, Human Factors, Curriculum non-disciplinary manner. Development and Pilot Assistance. A typical case follows steps similar t the list below: The training assistance program offers skilled, confidential peer support to assist pilots to • The operator notifies the Training identify the root cause and resolve problems that Assistance Program of pilot experiencing are affecting the individual adversely and training difficulties. impacting their professional performance. • A member of the program reaches out to the pilot to support the pilot to identify
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and verbalise what their training needs • In the event of any further training may be. problems the case should be referred

- If a pre-set or predetermined "target" is back to the Training Assistance Program. met requiring a formal meeting, a meeting is scheduled with the Training Conclusion Assistance Program. By way of providing a formalized Pilot Training
- A report should be provided by the Assistance program, a member association can Training Assistance Program to the enhance the member's experience of dealing with company containing any the uncertainties which arise when they believe recommendations to modify training. their training progression is under threat.
- IFALPA Pilot Assistance Manual | Professional Standards

Professional Standards Mission Statement The underlying philosophy of the Professional Standards Program is that it is the responsibility of airline pilots to set and maintain professional standards that go beyond those set by the regulator and airline management as defined in an agreed Code of Ethics. This sense of responsibility and duty is what distinguishes and ennoble our chosen profession.

The Professional Standards mission is to protect and enhance the careers of professional pilots. Professional Standards deals primarily with pilot behavior in the workplace to ensure a safe and professional operating environment.

Code of Ethics and Canons The Code of Ethics defines the standards set by the profession. It is a living document defined by the Member Association. The Code of Ethics is the standard used by the Professional Standards

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Program and serves as the backbone for all Professional Standards Committee functions. A sample Code of Ethics is included in Appendix A to this section.

The Professional Standards Committees are the “Stewards” of The Code of Ethics.

The “Professional Ethic” as outlined within the Code and Canons becomes the primary moral code within our professional pilot population. It is best if this ethic is rooted in the pilots’ sense of obligation to the profession, rather than in a sense of obligation to the corporation. Corporations, owners, and management come and go during a pilot’s career. The profession and its duties remain. Basing pilot conduct on obligation to the profession, rather than obligation to the corporation, will ensure the highest standards are maintained, regardless of the corporate atmosphere at any given time.

handle these problems under strict Introduction confidentiality. The Professional Standards Committee promotes and maintains the highest degree of professional This section should be read in conjunction with conduct among pilots. A successful Professional the following sections contained within this Standards program will enhance the margin of manual: safety in daily flight operations, which is our primary concern and responsibility. It will also • Confidentiality and Legal Obligation protect and enhance the standing of the • Training profession. • General Peer Support Program Policy

Individual pilot volunteers make up the What is Professional Standards? Professional Standards committees and provide a The Professional Standards Committee: forum for pilots to come to with problems of a professional or ethical nature. Peer volunteers

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- Addresses problems of a professional or • Non-adherence to standard operating ethical nature involving pilots. procedures
- Crew coordination issues
- Resolves cases of pilot misconduct that affect flight deck safety and/or • Sexual harassment (within guidelines) professionalism. Examples of situations that ARE NOT handled by
- Resolves conflicts between pilots that Professional Standards include: may affect flight deck safety and/or professionalism. • CAA enforcement/violation cases
- Grievance matters
- Resolves conflicts between a pilot and a
- Substance abuse problems member of another employee group, or
- Medical related issues another individual, that may affect
- Legal issues flight deck safety and/or professionalism. • Proficiency situations
- Resolves conflicts arising out of conduct Principles perceived as reflecting unfavorably The primary components for all Professional upon the profession. The Professional Standards Committees are the concepts of Standards Committee will not, Neutrality, Confidentiality, and No Written however, take any action in disputes of Records. All three concepts are mandatory for a political nature within the pilot group any Professional Standards Committee. If any of or within the union. these critical concepts are not rigidly followed and complied with, the Professional Standards

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- Promotes the highest standards of Committee will lose credibility with the professional conduct through regular employee group and eventually collapse. communication with the pilot group.
- Neutrality Policy When the Professional Standards Committee is It must be emphasized that the Professional approached for assistance in a situation, it is Standards Committee is not the “Pilot Morals” or critical that the volunteer(s) handling the case “uniform policing” Committee. Any attempt to do so in a non-judgmental, non- accusatory, and make it so undermines the true purpose of non-confrontational manner. It is important to helping pilots conduct safe and professional fights. note that as Professional Standards volunteers Enforcement of uniform regulations and/or we do not pass judgment in terms of guilt or policies is strictly a function of management. innocence on an individual. Instead, we attempt Regardless of where a uniform compliance to determine what happened in each situation complaint originates, Professional Standards based on the descriptions given by the involved should not handle cases of this nature. parties to help those involved arrive at a mutually agreeable solution. It is vital that all Examples of situations that ARE handled by the involved parties be made aware of the role of Professional Standards Committee include: Neutrality in Professional Standards work and the fact that Professional Standards volunteers
- Cockpit managerial style (CRM) do not take sides in any case.
- Personality conflict
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Professional Standards volunteers should party must be a willing participant in resolving the always remain neutral towards any set of conflict since anonymity falls outside the presented facts and not allow personal Professional Standards’ approach toward judgments or preferences to interfere with the successful conflict resolution. The conflict is handling of a case. Additionally, personal between the reporting individual and the other feelings towards an individual based on past party, not Professional Standards and the two Professional Standards involvement should be parties. The Professional Standards Committee set aside so that each case can be handled on may provide the reporter with acknowledgment the merits of that case alone. that the case is being handled according to MA

- Confidentiality policy. However, no other details or actions The second prime component of the Professional should normally be revealed except in cases Standards Committee is confidentiality. It is where it is necessary to bring the reporter and the critical that pilots who approach Committee other party together for resolution. volunteers are assured that their complaints and problems will remain confidential. Pilots will not The Committee must be made up of people who approach the Professional Standards Committee are discreet and who can assure the pilots that without this assurance of confidentiality. what is said within the confines of Professional Maintaining strict confidentiality will promote Standards activity will remain confidential.

acceptance of and participation in the Please note that the Committee does not inform Professional Standards process. management about Professional Standards cases When the Professional Standards Committee is that are brought to our attention by sources other contacted for assistance, the procedure is to “go than management itself. In cases brought to confidential” by assuring the individual that Professional Standards by management, the only anything said will be held in the strictest response provided to management after a case confidence. We ask the involved individuals to has been handled is “The case has been resolved adhere to this confidentiality as well. Committee satisfactorily” or “We have been unable to resolve volunteers are encouraged to obtain an

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assurance this matter.” This policy includes not only ‘conflict’ of confidentiality from all involved parties; type cases but also ‘flight safety’ cases as well.

nothing will impede the Committee’s efforts to If the evidence in any case suggests that a pilot or solve a situation faster than an involved party any other employee is an immediate threat to talking about the situation in the crew lounge. flight safety, the Professional Standards Once the Committee member and individuals Committee member involved in the case should involved agree to this process, then the need-to- contact the Professional Standards Committee know rule must apply, i.e., the case must not be chairman as soon as possible. The Professional discussed with anyone (fellow Committee Standards Committee chairman should then members included) unless they have a need-toconsult with the MA Chairman. Additional know of the situation. resources, such as an MA Legal or Aeromedical It is the intent of the Professional Standards group may also be utilized. The MA Chairman, Committee to keep the names of individuals after coordination with legal and medical advisors reporting potential cases to the Professional where needed, takes appropriate action to ensure Standards Committee confidential. The reporting flight safety. Involving your MA Chairman in

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potential safety of flight issues is not considered a NEVER send any details whatsoever regarding any violation of confidentiality. Professional Standards case via e-mail. NEVER utilize e-mail to discuss a case with a fellow pilot

- Written Records that you are attempting to counsel, and NEVER The third and final prime component of all use e-mail to discuss a case with another Professional Standards Committees is the Professional Standards Committee volunteer. Do prohibition against keeping written records of not use e-mail to alert a fellow pilot that you, as a ANY Professional Standards activity. Professional Standards volunteer, need to speak To help ensure the confidentiality of the pilots with them. If your only available point of initial serves, Professional Standards is NOT allowed to contact with a pilot is through e-mail, ensure that generate or maintain written records of any your e-mail is as vague as possible, e.g., “Carl, Committee activity. Professional Standards please call me as soon as possible. Bill.” If a pilot Committee volunteers—especially those with contacts you via e-mail seeking Professional limited Professional Standards Committee Standards assistance, only obtain a contact experience—are encouraged to utilize a Case telephone number from the e-mail and then Receipt Checklist. This form is destroyed as soon delete the message. When you get the sender on as a case is cleared and not more than ninety days the telephone inform them that you did not read from its initial utilization. If Professional Standards their e-mail except to get the contact number. Be interacts with other entities (e.g., another MA sure to advise the sender that you are not allowed sharing office space) that have a desire to to conduct any Professional Standards business maintain any type of written contact with involved via e-mail due to confidentiality constraints.

parties (e.g., writing letters to involved WARNING: Professional Standards committee individuals) in a particular case, Professional members should NEVER discuss nor defend Standards must not participate in that case. casework or any other aspects of Professional To ensure the confidentiality of the work of the Standards work on internet forums, chat rooms or Professional Standards Committee, volunteers are any form of social media. It has been noted that instructed to rely ONLY upon their memories and our profession as Air Line Pilots has been to not keep any notes or written records blemished by slanderous comments, half-truths pertaining to any Professional Standards situation and condemning commentaries. DO NOT they may have handled. It is difficult for facts of a PARTICIPATE in these mentioned networks as they particular case to be recalled in a legal proceeding will draw you into debates that will diminish our by relying solely upon one’s memory, especially

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if creditability as a committee, possibly divulge case no written records of case activity exist. work information or place you outside of your unbiased position as a Professional Standards WARNING: E-mail should never be used to committee member. conduct any Professional Standards Committee business. Technology exists where even deleted e- REMEMBER: What is said by your hands on the mail can be retrieved long after the e-mail was computer via e-mail or in forums can be used deleted, and that electronic documentation against you, your case, your committee and your constitutes a written record that could be subject Member Association.

to subpoena.

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Implementation It is also important to communicate with the pilot Professional Standards chairman should be group. It is the responsibility of the Professional thought of as a manager. Except for sexual Standards chairman to either communicate with harassment situations, the chairman does not the pilot group directly or to designate this normally deal with individual cases but rather responsibility to a member of the committee. directs and oversees committee volunteers to Such communication is typically in the form of adequately deal with particular events. written articles for your MA's publications. The Professional Standards chairman must also ensure Regular dialogue between the chairman and a that the pilot group has an adequate means of senior flight operations representative, and contacting the Professional Standards Committee conversations with the supervisory departments and that all incoming communication is handled of other airline divisions (e.g., Flight Attendant expeditiously. Department senior managers) can do wonders for the promotion of the committee. The Professional The Professional Standards Committee is the Standards chairmen should also promote confessional for your pilot group. Professional Professional Standards at individual bases by Standards volunteers will hear anything and having regular dialogue with the base Chief Pilots everything ranging from the mundane to the and with local supervisors from other employee completely bizarre, and volunteers must thus be groups. The Professional Standards chairman chosen for their ability to maintain discretion and should be present at MA meetings to give short confidentiality regardless of circumstances. Pilots presentations on the role of Professional who have reputations for maturity, tact and strict Standards. adherence to standard operating procedures tend to make good Professional Standards volunteers. Budgetary development is another responsibility of the Professional Standards chairman. The two When handling cases, talk with all parties primary expenses are usually communications and involved. Be objective, discrete, thorough, neutral, training. and above all BE CONFIDENTIAL. Be sure to solicit

a guarantee of confidentiality with all involved

Ideally, all committee members are sent to an parties prior to discussing any part of a case with annual training seminar. any other party. Respect the rights and dignity of

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all parties. Approach the parties with an attitude Communication is a critical and is the ongoing of caring and concern for the individuals as well as responsibility of the Professional Standards for safety of flight and professionalism. Often, chairman. Days, or even weeks, may pass without management and/or the regulator gain any Professional Standards activity. If no intra- knowledge of the behavior independent of the committee communication occurs members may Member Association. In cases brought to the feel that their services to the committee and to MA's attention by management, the MA should the pilot group are not needed or important. only notify management as to whether or not the Therefore, it is crucial that the Professional case was successfully resolved. Nothing more Standards chairmen maintain regular contact with should be revealed to management about the volunteers, even if only to tell them that business case. is slow.

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Do not inform management about Professional Management skills to discuss issues openly and Standards cases that are brought to the directly and we do not hesitate when safety of Committee's attention by sources other than flight is involved. In those rare instances when our management itself. The chairman is the only personal CRM tools fail and personalities clash, we person with the authority to make exceptions to may bid around that person in the future, we may this rule. This includes "flight safety" cases. If in opt to ignore the situation and let it fester, or if doubt, committee members should contact their grievous, we may opt to take the issue to Professional Standards Committee chairman. management. There is a fourth alternative -- peer He/she will coordinate with the MA chairman. conflict resolution. This is the role of Professional Standards. Conclusion As professional pilots, we all understand the importance of using our Crew Resource

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Example Code of Ethics The following is an example code of a code of ethics and cannons provided by ALPA-I and includes references specific to ALPA. Other Member Associations may have their own Code of Ethics. Member Associations using this example should consider revising it to reflect the situation in their country.

Code of Ethics and Canons Preamble

The tenets of this Code shall apply to all members without regard to gender.

- An Air Line Pilot will keep uppermost in his mind that the safety, comfort, and well-being of the passengers who entrust their lives to him are his first and greatest responsibility. a) He will never permit external pressures or personal desires to influence his judgment, nor will he knowingly do anything that could jeopardize flight safety. b) He will remember that an act of omission can be as hazardous as a deliberate act of commission, and he will not neglect any detail that contributes to the safety of his flight, or perform any operation in a negligent or careless manner. c) Consistent with flight safety, he will at all times operate his aircraft in a manner that will contribute to the comfort, peace of mind, and well-being of his passengers, instilling in them trust in him and the airline he represents. d) Once he has discharged his primary responsibility for the safety and comfort of his passengers, he will remember that they depend upon him to do all possible to deliver them to their destination at the scheduled time. e) If disaster should strike, he will take whatever action he deems necessary to protect the lives of his passengers and crew.

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- An Air Line Pilot will faithfully discharge the duty he owes the airline that employs him and whose salary makes possible his way of life. a) He will do all within his powers to operate his aircraft efficiently and on schedule in a manner that will not cause damage or unnecessary maintenance. b) He will faithfully obey all lawful directives given by his supervisors, but will resist and, if necessary, refuse to obey any directives that, in his considered judgment, are not lawful or will adversely affect flight safety. He will remember that in the final analysis the responsibility for safe completion of the flight rests upon his shoulders. c) He will not knowingly falsify any log or record, nor will he condone such action by other crew members. d) He will remember that a full month's salary demands a full and fair month's work. On his days off, he will not engage in any occupation or activity that will diminish his efficiency or bring discredit to his profession. e) He will realize that he represents the airline to all who meet him and will at all times keep his personal appearance and conduct above reproach. f) He will give his airline, its officers, directors, and supervisors the full loyalty that is their due, and will refrain from speaking ill of them. If he feels it necessary to reveal and correct conditions that are not conducive to safe operations and harmonious relations, he will direct his criticism to the proper authorities within ALPA.
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- g) He will hold his airline's business secrets in confidence, and will take care that they are not improperly revealed.
- An Air Line Pilot will accept the responsibilities as well as the rewards of command and will at all times so conduct himself both on duty and off as to instill and merit the confidence and respect of his crew, his fellow employees, and his associates within the profession. a) He will know and understand the duties of each member of his crew. If in command, he will be firm but fair, explicit yet tolerant of deviations that do not affect the safe and orderly completion of the flight. He will be efficient yet relaxed, so that the duties of the crew may be carried out in a harmonious manner. b) If in command, he will expect efficient performance of each crew member's duties, yet he will overlook small discrepancies and refrain from unnecessary and destructive criticism, so that the crew member will retain his self-respect and cooperative attitude. A frank discussion of minor matters of technique and performance after the flight will create goodwill and a desire to be helpful, whereas sharp criticism and peremptory orders at the moment will result only in the breakdown of morale and an inefficient, halting performance of future duties. c) An Air Line Pilot will remember that his is a profession heavily dependent on training during regular operations and, if in command, will afford his flight crew members every reasonable opportunity, consistent with safety and efficiency, to learn and practice. He will endeavor to instill in his crew a sense of pride and responsibility. In making reports on the work and conduct of his crew members, he will avoid personal prejudices, make his reports factual and his criticisms constructive so that actions taken as a result of his reports will improve the knowledge and skill of his crew members, rather than bring discredit, endanger their livelihood, and threaten their standing in the profession. d) While in command, the Air Line Pilot will be mindful of the welfare of his crew. He will see to it that his crew are properly lodged and cared for, particularly during unusual operating conditions. When cancellations result in deadheading, he will ensure that proper arrangements are made for the transportation of his crew before he takes care of himself.

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- An Air Line Pilot will conduct his affairs with other members of the profession and with ALPA in such a manner as to bring credit to the profession and ALPA as well as to himself. a) He will not falsely or maliciously injure the professional reputation, prospects, or job security of another pilot, yet if he knows of professional incompetence or conduct detrimental to the profession or to ALPA, he will not shrink from revealing this to the proper authorities within ALPA, so that the weak member may be brought up to the standards demanded, or ALPA and the profession alike may be rid of one unworthy to share its rewards. b) He will conduct his affairs with ALPA and its members in accordance with the rules laid down in the Constitution and By-Laws of ALPA and with the policies and interpretations promulgated therefrom. Whenever possible, he will attend all meetings of ALPA open to him and will take an active part in its activities and in meetings of other groups calculated to improve air safety and the standing of the profession.

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c) An Air Line Pilot shall refrain from any action whereby, for his personal benefit or gain, he takes advantage of the confidence reposed in him by his fellow members. If he is called upon to represent ALPA in any dispute, he will do so to the best of his ability, fairly and fearlessly, relying on the influence and power of ALPA to protect him. d) He will regard himself as a debtor to his profession and ALPA, and will dedicate himself to their advancement. He will cooperate in the upholding of the profession by exchanging information and experience with his fellow pilots and by actively contributing to the work of professional groups and the technical press.

- To an Air Line Pilot the honor of his profession is dear, and he will remember that his own character and conduct reflect honor or dishonor upon the profession. a) He will be a good citizen of his country, state, and community, taking an active part in their affairs, especially those dealing with the improvement of aviation facilities and the enhancement of air safety. b) He will conduct all his affairs in a manner that reflects credit on himself and his profession. c) He will remember that to his neighbors, friends, and acquaintances he represents both the profession and ALPA, and that his actions represent to them the conduct and character of all members of the profession and ALPA. d) He will realize that nothing more certainly fosters prejudices against and deprives the profession of its high public esteem and confidence than do breaches in the use of alcohol. e) He will not publish articles, give interviews, or permit his name to be used in any manner likely to bring discredit to another pilot, the airline industry, the profession, or ALPA. f) He will continue to keep abreast of aviation developments so that his skill and judgment, which heavily depend on such knowledge, may be of the highest order.

Having Endeavored to his utmost to faithfully fulfill the obligations of the ALPA Code of Ethics and Canons for the Guidance of Air Line Pilots, a pilot may consider himself worthy to be called...an AIRLINE PILOT

IFALPA Pilot Assistance Manual | Wellbeing

Wellbeing Mission Statement Wellbeing is a fundamental component of mental health and includes any physical, psychological, social and emotional needs impacting professional performance. The Pilot Wellbeing program is intended to create a confidential environment for the individual pilot whose operational performance is at risk of being affected by any individual, relational and professional issues that are affecting their sense of mental and emotional wellbeing.

Introduction What is Wellbeing? Pilots cope with and manage operational and This program aims to ensure that pilots have a occupational stressors continually. Occurrences in safe, confidential and non-judgemental their personal and home lives may add to their opportunity to address their concerns without stress. These

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demands on pilots are often related fear of consequence. Pilots do not seek help and seldom mutually exclusive. The cumulative readily regarding their wellbeing for several effect is that they may cause distress, impacting reasons, such as fear of repercussions, failure to wellbeing and, possibly professional performance. recognise the crisis, stigmatisation etc. It is the responsibility of the wellbeing program to present This section should be read in conjunction with an opportunity and suitable environment for the following sections contained within this pilots to access support at these times. manual: Policy

- Confidentiality and Legal Obligation The Wellbeing Policy seeks to offer skilled,
- Training confidential and structured peer support for pilots
- General Peer Support Program Policy who are confronting a situation or circumstances that is causing them to feel overwhelmed, Terminology distressed and unsure of the path to resolving the Wellbeing: The working definition of wellbeing situation. The intention is to provide emotional used in this program refers to any physical, support, build resilience and facilitate finding psychological, social and emotional needs appropriate solutions. impacting professional performance. The policy is to create a supportive context for Pilot Wellbeing: Pilot wellbeing refers to the pilots to address any issue or circumstance that is impact of these stressors on individual's mood, adversely affecting their sense of wellbeing and sense of meaning and operational performance. impacting their operational performance. Wellbeing conversations are designed to address Wellbeing Model: The framework for discussions any topic that is not addressed by another form of needs to be structured and solution-focussed. peer support intervention such as the substance Combined with active and reflective listening skills addiction and critical incident response protocols. this framework can be applied to guide a discussion on any topic affecting a pilot's wellbeing and impacting their performance.
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Principles Training The principles and procedures of providing Training is integral to becoming a skilled peer. It is support for pilots to address circumstances that recommended that Wellbeing training involve a are affecting their wellbeing and professional mental health professional / mental health performance are summarised below. This process specialist who has experience in working with is aligned with international best practice. pilots.

- Wellbeing peer support is rooted in the The primary competencies for wellbeing principles of peer support, psychological conversations are: first aid, and active listening.
- active and attentive listening,
- The primary competencies are active and
- an understanding of trauma, reflective listening to guide a discussion
- psychological issues affecting pilots, and around options and resources towards solution. Where necessary, the peers • the ability to identify the need for referral support pilots to identify the need for to skilled intervention and role boundary;

more skilled assessment and intervention and addresses: and support them to seek such.

- The approach is resiliency based, viewing • Active and reflective listening skills, pilots as resourceful, healthy, whole and • Psychological first aid, able to recover. • Facilitating a structured, solution-
- The peer seeks to empower the pilot to focussed conversation, and take control over their circumstances and • Escalation and referral when requested or take responsibility to resolve their crisis. as needed, or if there are concerns They never take responsibility or control regarding flight safety. away from the pilot.

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- The peer role is short-term and Roles and Responsibilities It is imperative that the peer respect the supportive, not curative or therapeutic. In boundaries of their role to protect the pilot from this role, the peer abides by the two further harm; the peer from doing harm, and to protocols stipulated of peer support, protect the integrity of the program. namely, confidentiality and, escalation and referral. Role of peers
- Peers respond to requests for support
- To listen: Utilise active listening skills to and only intervene when invited. Support, facilitate conversations with pilot when sought, is always participated in regarding issues of concern voluntarily.
- To support the pilots seeking assistance
- The fundamental principle is ‘seek to do to find their own solutions and to identify no harm’. In this light, wellbeing steps to put into place towards resolution discussions are mentored and supervised
- Refer to health care professional when to ensure no harm is done to the peer or skilled intervention is necessary the person they are supporting.
- IFALPA Pilot Assistance Manual | Wellbeing
- Consult and debrief with the Team MHP • revising the framework to be used to when mental health or flight safety guide the discussion related concerns arise • identifying possible resources
- ensuring the self-care and wellbeing of Responsibilities of peers the peer
- Be mindful of the pilot’s ability to solve their own problem and that they seek Mental health professional (MHP) support voluntary Suitably qualified and experienced mental health
- Provide a safe, respectful and confidential professional, either psychologist or masters-level environment for a peer-to-peer social worker, preferably with experience as an conversation, building trust with the pilot aviation pilot. These MHPs will be trained to:
- Use active listening to empower the pilot
- understand the role of the peer and the to take responsibility for their own operation of the organisation, problems
- understand the organisation’s emphasis
- Explain the peer role and confidentiality and impact on wellbeing, during the initial discussion
- understand psychosocial safety risks in
- Do their utmost to safeguard aviation, confidentiality
- identify and handle possible threats to
- Seek skilled support when: flight safety, o the person is not progressing
- understand the impact of diagnosis for towards adequate resolution of pilots, and their circumstances within an
- understand the framework used to guide average of three conversations wellbeing discussions. o when the person requests professional support The contracted services of MHP should be
- Brief and debrief with a Mentor when engaged to assist as required with developing and handling a call integrating a collaborative approach to managing
- Attend recurrent peer team training and the wellbeing of pilots, an escalation and referral supervision process beyond peer intervention and a return to

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- Report any concerns related to personal duty assessment. or professional flight safety The responsibility of Mental health professional is Role of Mental Health Professional (MHP) to: It is recommended that mental health professionals be well versed in the rules and • advise and supervise the peer on how to regulations governing pilots. The Wellbeing support resilience and mental health in a program requires MHPs to understand how an specific situation, effective peer wellbeing intervention can • provide necessary resources or referral, successfully support a pilot. The role of the MHP is and to debrief the peer who is engaged in a wellbeing • act as a gate-keeper regarding mental discussion, this includes: illness or disorders that are impacting safety of flight.
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Where necessary, and with the consent of the It is recommended that peer discussions are program, act as an intermediary with operators thoroughly debriefed due to the intense nature of regarding very specific situations that have the these discussions. If there are concerns about the potential to impact flight safety mental health status of a pilot, the peer must consult with their MHPs involved with the team Implementation on how to provide immediate support and to Scope develop a strategy to refer onwards. Pilot Wellbeing programs may act as a first port of call for pilots who are facing circumstances or Establishing the Boundaries of the Contact It is essential to acknowledge that the pilot situations that are negatively impacting their reaching out for support at this stage may be in a wellbeing or who are concerned for the wellbeing crisis space and feeling that their circumstances of another. The process is confidential within the are beyond their control. It is important to scope of confidentiality, as detailed in the acknowledge that many pilots are highly skilled Benchmarks for a Successful Peer Support problem solvers and it takes significant courage to Program section. request support. To create a safe context for the Core Concepts in Peer to Peer Contact pilot, it is necessary to clarify the boundaries and The framework for wellbeing discussions consists the scope of peer support, including clear of five broad steps guidelines regarding record-keeping, reporting, confidentiality and the duration of the discussion.

- Establish the boundaries of the contact
- Listen and Clarify the Problem Depending on the size and experience level of the
- Explore Options peer team, to ensure that the discussions are
- Identify Solutions handled appropriately and within the peer's
- Encourage the pilot to take responsibility capability, the peer's engagement is guided and hold themselves accountable (to the through a briefing and debriefing discussion with peer) to act to resolve their problem a mentor peer. The debriefing is to explore how o including determining the next steps, the discussion went for the peer and not on follow up and/ or referral contents of the discussion.

Initiating Contact Peers are discouraged from engaging in informal Pilot wellbeing discussions can be accessed by peer support discussions while in/on the aircraft, several channels. Each program needs to decide it may be more suitable to defer the discussion to on several important aspects regarding referral by an appropriate time and place. Although the a concerned third party. aircraft often seems to present an ideal opportunity for peer discussions, it is necessary to

- Self-referral recognise that it is not a safe context free from
- Company referral stressors, interruptions, nor does it allow the peer
- Family or Friends to focus their attention fully on the pilot and their
- Long-term Illness: on a case by case basis needs. as requested to offer support without interfering

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Referral and Follow-Up continue for two further discussions or will ask the A peer negotiates with the pilot how to follow-up peer to refer the with immediate effect for on further needs for support and their progress. professional support. It is the pilot's prerogative to choose to follow up and report to the peer. Conclusion Pilots face significant stresses and demand which Escalation and Referral Policy impact their professional performance. To Should any peer or mentor have a concern mitigate the adverse impact of workplace regarding a pilot's mental state or flight safety this demands and stress, workplace peer support is a concern needs to be communicated immediately recognised form of support. Given the safety to the MHPs involved. critical nature of pilots' work, peer-driven

wellbeing programs are efficient and effective, If a pilot is not finding resolution within an having a positive impact in supporting a pilot to average of three contact sessions with a peer, the address circumstance that has the potential to peer must discuss the entire situation with their impact their performance. supervisor to determine whether the peer can

Avoiding Volunteer Burnout Programs are staffed and run by volunteers using their limited time and resources to fulfil a peer support role. To ensure that the peers can fulfil their duties, attend training days and avoid burnout and compassion fatigue, it is important that Industry ratify and support the work formally. Sponsorship, support and time in lieu of are ways to ensure sustainability of peer support.

Resources Available to Member Associations All program resources are available to member associations, to draw from and duplicate as necessary, in order to develop their own peer support programs. It is encouraged that the associations share all resources including knowledge, experience and lessons learned. Peer volunteers will assist globally where needed.

IFALPA Pilot Assistance Manual | Attachment A

Attachment A: Example Escalation Triggers and Protocols This example has been provided by the Australian PAN. Member associations using this example should consider revising it to reflect the situation in their country.

Referral to a Medical Health Professional PAN Support Volunteers' (PSV) primary task is to be available to aviation license holding Pilots and Air Traffic Controller Peers to assist with professional and personal issues.

Assistance is focused on peer support skills, the use of non-judgmental and empathic listening skills when interacting with peers.

Sometimes the PSV may consider assistance beyond this scope would be helpful.

In these cases, the PSV will:

- Discuss with the peer the area of concern.
- Suggest involvement of an appropriate medical health professional which may include, but not be limited to; the PAN Psychologist, GP, AME, Company Medical or Company EAP.
- If requested, assist the peer with accessing the appropriate services.

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If the PSV considers the peer's personal safety or the safety of others is at risk, the PSV will:

- Discuss and obtain guidance from the PAN Psychologist, if time permits.
- Discuss with the peer the need to seek professional advice and then assist or confirm that the peer has sought professional advice.
- When required, confirm that the peer's AME is informed.
- If the peer refuses to seek assistance from the appropriate medical professionals, inform the peer that Company Medical or other appropriate services will be informed of the health issue.

If the PSV considers that risk of personal injury is imminent, the member will maintain communication with the peer and seek immediate assistance from appropriate emergency medical services, including but not limited to Lifeline or Police and Emergency Services i.e. "111". When overseas, Flight Operations can provide rapid and appropriate support.

Ensuring Flight Safety When 'Fitness for Duty' is Compromised A Pilot or Air Traffic Controller's responsibilities with regard to "Fitness for Duty" is set out in the Civil Aviation Act 1990 Part 2 or CASR67 for Aircrew operating under an Australian AOC. These obligations may be further set out by individual airline's expositions/policies.

IFALPA Pilot Assistance Manual | Attachment A

It is primarily the individual license holders' responsibility to comply with these requirements but in rare situations a PAN Support Volunteer (PSV) may be alerted to a peer's inability to respond to this responsibility adequately or the peer's intent to ignore a serious breach of this responsibility.

In these rare cases the PSV will:

- Discuss his/her concerns and explain to the peer the need to be "unavailable" for duty, and the options available to do so.
- If the peer does not intend to comply, discuss the de-identified situation with another (ideally more experienced) PSV.
- If the PSV still considers "Fitness for Duty" is going to be compromised to the extent that personal or public safety is at risk, the member will discuss the situation with the peer again.
- If the peer still refuses to report his/her unavailability the PSV will explain his responsibility to inform the peer's Medical Examiner of the situation, and offer to do so on the peer's behalf.
- If the peer still refuses to report his unavailability the PSV is to do so on the peer's behalf, clearly stating to the peer, the Volunteer's intent to report.

If step 5 is reached, the PSV is to:

- Inform the appropriate senior Operations Manager of the PSV's concerns in a de-identified manner.
- Maintain confidentiality if at all possible and ascertain the Operation Manager's response.
- If it is possible, inform the peer of this response and again encourage the contact to report his unavailability, if required.

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- If the peer continues to refuse, then inform the contact that he will be identified to the appropriate senior Operations Manager.

Of note, the Australian PAN has never had to enact Step 5 actions in 20 years' experience

IFALPA Pilot Assistance Manual | Attachment B

Attachment B: Example Psychologist Service Level Agreement Member associations using this example should consider revising it to reflect the situation in their country.

Peer Assistance Consultant Psychologist

Service Level Agreement

Herein describes the Service Level Agreement between Peer Assistance and the undersigned consultant Aviation Psychologist. By signing this agreement, the undersigned agrees to deliver to the best of his/her professional abilities:

- Oversight of the Peer Assistance program including training, Peer Support Volunteer (PSV) supervision and case consultancy services for an initial referral contact;
- Prompt, accurate and independent advice on aviation psychological matters.
- When appropriate, advocacy pertaining to individual member's psychological issues with respect to the Regulator's medical requirements.
- Have access to local and international aviation psychology research and collegial sources for program enhancement.
- Provide advice on submissions to changes in government laws, and/or Regulator policy reviews on matters pertaining to aviation psychology.
- Other mutually agreed matters which may from time to time arise.

The Peer Assistance Committee will appoint the position of Aviation Psychologist.

The annual consulting fee of \$...... may be reviewed at the end of the calendar year. It shall be paid upon invoice, in four quarterly instalments. Other PAN associated costs of travel, including but not limited to reasonable accommodation and meals will be paid upon evidence of receipts by way of expense claim.

Either party to this Agreement may opt out of the Agreement in writing giving three (3) months' notice.

Consulting Aviation Psychologist Peer Assistance Co-ordinator

Signed: _____ Signed: _____

Name: _____ Name: _____

Date: _____ Date: _____

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