



Challenges to the Implementation of FRMS

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NACC Flight Operations Subcommittee



INTRODUCTION

What is the NACC?

- Trade association founded by Air Canada, Air Transat, Jazz Aviation LP, and WestJet in 2008.
- Exclusively focused on issues of common concern to Canada’s largest passenger airlines.
- Seeks to promote the development of sound legislation and public policy with respect to air carrier passenger services in Canada and to engage with government and stakeholders in this respect.



NACC OVERVIEW

Facts and Figures

- Canada's four largest passenger airlines
- 50 million+ passengers annually between hundreds of locations in Canada and five continents
- 437 total operating fleet
- 43,000 full-time employees
- \$17 billion total revenues
- \$15 billion total expenditures
- \$19.6 billion total economic impact

AIR CANADA 

 air transat

Jazz

WESTJET 

IMPLEMENTING FRMS

FRMS is a controlled measure to go beyond an established prescriptive framework of Flight Time/ Duty Limitations and minimum rest requirements.

We believe this will remain so until there is a global cultural shift in regards to working conditions in our industry .



IMPLEMENTING FRMS

In addition, we **must consider** that regulatory authorities have at **best limited broad expertise** to assess the merits of an operators' submissions under FRMS.

One quickly appreciates the limitations of FRMS, at least for the foreseeable future until FRMS is second nature in practice.



PRIORITIES TO MOVE FORWARD

- Sound clear prescriptive regulations based on **science** and **operational experience**.
- Tripartite collaborative relationship between the **regulator**, **industry** and **professional associations**.
 - Scientific Foundation
- **Adoption of FRMS Operators Manual**



OUR CHALLENGE

Initial Education is Fundamental

- Buy- In Essential
 - CEOs and Senior Management
 - Regulators/Inspectors
 - Flight Crews



LEADING CHANGE IN FRMS

- 1. Establish a Sense of Urgency**
 - Identify crisis; potential risks
- 2. Form a Powerful Guiding Coalition**
 - Assemble those with the power to effect change
- 3. Creating a Vision**
 - Create the vision to help direct the change effort
- 4. Communicating the Vision**



LEADING CHANGE IN FRMS

5. Empowering Others to Act

- Change systems or structures that undermine the vision; encourage non-traditional ideas and actions

6. Planning for and Creating Short Term Wins

- Planning for visible performance improvements



7. Consolidating Improvements and Producing More Change

- Using increased credibility to change systems

8. Institutionalizing New Approaches

- Articulating the connections between behaviors and success of the programs, eg. FSAG

NEXT STEPS

Begin Education and Continue to Evolve

Accountability / Structure of the Flight Safety Action Group (FSAG)

- Gathering data/safety reports (shared)
- Industry providing opportunity for rest
- Crews use of scheduled opportunities .
 - Strategies/Mitigations
- Regulators active engagement with process/knowledge



Thank you.



National Airlines Council of Canada
www.airlinecouncil.ca