Flight Crew Support Programme Survey 2024

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Executive summary

The Irish Aviation Authority is required under Irish Aviation Act 1993, as amended by Air Navigation Transport Act 2022, to conduct a review of the effectiveness of aircraft operator's provisions concerning flight crew support programmes. The Act details certain criteria and considerations pertaining to the conduct of this review.

Two surveys were launched early in 2024, aimed at the two primary stakeholder groups: Irish AOC holders and aircraft pilots working for Irish AOC holders.

This report is based on the analysis of the data collected through these surveys.

During early 2023, EASA conducted a similar survey with European aircraft operators and crews which included, among other elements, a review on the effectiveness of the EU regulations pertaining to crew support programmes. The results of this review presented an opportunity to enable a comparative analysis, with the EASA evaluation report providing a useful reference source to review the Irish results with the wider EU data.

The response rate to the IAA survey by organisations and pilots compares favourably to the EASA experience in 2023, with 10 Irish AOCs and 181 pilots participating in the survey.

Chapter 2 of this report analyse the status of implementation of the crew support programmes by organisations as well as specific features of these programmes.

- All Irish AOC holders reported their crew support programmes as "operational" which compares favourably to the wider EU experience where 14% of responding AOC holders were still in the implementing/planning stage. The Irish operator implementation of the main crew support programme elements (e.g. governance, management, uses of peers, confidentiality, access etc) was largely similar to the wider EU experience.
- There was a very positive response from Irish AOC holders, on the added value and benefits of the crew support programmes, that was more positive than the wider EU response in most areas. Some challenges including implementing difficulties and gaining trust of crews were highlighted by organisations.

Chapter 3 of this report deals with the perceptions of organisations and pilots on the effectiveness of the crew support programmes in place. The questions used a Likert scale from strongly agree to strongly disagree and included a "Don't Know" option. The questions reflected the specific provisions identified in Section 65B of the Air Navigation Transport Act 2022.

- In general organisations were more optimistic in their overall assessment of effectiveness than the participating pilot respondents. These areas include adequacy of resources, accessibility, confidentiality, relief from duty and return to work, independence etc.
- In Chapter 3.2 'Pilot perception of the programme' 33% of crews selected the "Don't know" option, possibly indicating that organisations may need to do more to raise awareness of the crew support programme to its pilots and other staff that may be able to avail of these programmes.
- 24 (13%) pilot respondents had actually used the crew support programme in their organisations and the experience they reported was positive, 83% were satisfied and 4.2% were slightly satisfied with the confidentiality of the process.

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The report makes three recommendations, two of which are addressed to Irish organisations implementing crew support programmes:

- To do more to promote their existing crew support programmes to staff
- To survey their own staff on the effectiveness of the crew support programmes at the detailed level.

A third recommendation is made to encourage pilots to familiarise themselves with the crew support programme in place in their organisation and to help improve processes by reporting back any concerns they have with access or use of the programme.

The IAA would like to thank those organisations and pilot who took the time to participate in these surveys.

Flight Crew Support Programme Survey 2024

1. Introduction

1.2 Purpose of survey

The Irish Aviation Act 1993, as amended by Air Navigation Transport Act 2022, requires that the IAA conduct a review of the effectiveness of aircraft operator's provisions concerning flight crew support programmes.

In order to perform this review, the IAA conducted 2 surveys to collect data on the implementation and on the effectiveness of the crew support provisions as laid down in the EU regulatory framework, specifically Commission Regulation (EU) No 965/2012 of 5 October 2012 — Air Operations, CAT.GEN.MPA.215 Support programme.

An organisational survey was aimed at Irish AOC Holders with a separate complimentary survey issued to pilots working for Irish AOC Holders.

During early 2023, EASA conducted a similar survey with aircraft operators and crews which included, among other elements, a review on the effectiveness of the EU regulations pertaining to crew support programmes. The subsequent EASA report provided a useful reference source to compare the Irish results with the wider EU data.

In addition the results of these surveys will help to identify strengths and weaknesses in the crew support programmes currently in place for the benefit of organisations, pilots and the IAA oversight processes.

1.2 Scope of the evaluation

The scope of this evaluation includes the requirements relating to the support programme for pilots.

The regulations within the scope of the evaluation are:

— Regulation (EU) 2018/11395 (the EASA Basic Regulation) as amended.

— Air Operations Regulation, as amended by Commission Regulation (EU) 2018/1042, and more specifically CAT.GEN.MPA.215 'Support programme' and related AMC and GM.

—The Irish Aviation Act 1993, as amended by Air Navigation Transport Act 2022, section 65B.

1.3 Evaluation methods

A survey was used to collect data for the evaluation. The survey comprised of a customised questionnaire, designed for, and addressed to:

— Irish AOC holders.

— pilots working for Irish AOC holders.

Structure of the surveys
The surveys were structured in four parts:
Part 1: General information about the respondent
Part 2: Implementation of Crew support programmes using EASA survey questions
Part 3: Effectiveness of Crew support programmes with regard to Air Navigation Transport Act 2022.
Part 4: Final comments and submission

The surveys were launched over a four-month period to help maximise participation. They were launched on 2nd of February 2024 and were closed on the 31st May 2024.

1.4 Survey Respondents

During the period the survey was undertaken there were 14 Irish AOCs; 11 Fixed-wing AOCs and 3 Helicopters. One of the helicopter AOCs was granted in February 2024. The operator survey was completed by 11 respondents from 10 AOCs (9 fixed-wing and 1 helicopter), as presented in Table 1 below.

Table 1. Percentage of Irish AOC holders contributing to the survey.

	No. of Irish AOC holders	No. of AOC holder respondents	Percentage
Aeroplane CAT operator	11	9	81.8%
Helicopter CAT operator	3	1	33.3 %
CAT operator total	14	10	71.5 %

These percentages compare favourably with the corresponding EASA survey where 13.6% of Aeroplane CAT operators responded and 5.2% of Helicopter CAT operators responded.

The size of the operators based on numbers of pilots employed broke down relatively evenly between small operators (1-20 pilots), medium operators (20-100 pilots) and large operators (>500 pilots).

181 pilots responded to the survey and although this is a small percentage of the total number of pilots involved in the target group, it nonetheless provides a great deal of valuable information to support the analysis reported in the following chapters. It is also noted that 24 of the pilots that responded had actually availed of their operator's crew support programme, which gives useful feedback on the use of the programmes in practice.

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2. Implementation of support programmes.

2.1 Status of implementation

The operators were asked to rate the implementation status of their support programme using the following scale. Rating was mandatory.

In planning: Initial planning stage with essential decisions still to be taken. Considering options and designing the programme. Implementation expected in mid/long term.

Under implementation: Intermediate stage where earlier decisions are being executed. (Executing the plan, putting the elements in place [e.g. training, infrastructure, procedures]; try-outs.)

Operational: All planned solutions are effectively implemented. Solutions are in use and output is being produced.

All the responding operators (100%) replied that their support programmes are operational.
This compares favourably with the comparable EASA survey where 86% of the responding operators reported that their support programme is 'operational', while the remaining 14 % are in the 'implementation stage' (11%) or in the 'planning' stage (3%).

2.2 Barriers to implementation

In order to evaluate the challenges during implementation, operators were asked to rate the influence of constraining factors or barriers during their implementation process on a 5-point scale: 1 = no influence, 2 = slight influence, 3 = moderate influence, 4 = significant influence, 5 = very much influence.

Possible factors or barriers mentioned in the question were:

— low availability of (management) staff to conduct the implementation.

— low availability of suitably qualified mental health professionals (MHPs).

— low availability of peers.

— low availability of resources for training staff/professionals/peers (trainers/time/planning).

— national legislation issues.

— budgetary issues.

— COVID-19-pandemic-related difficulties.
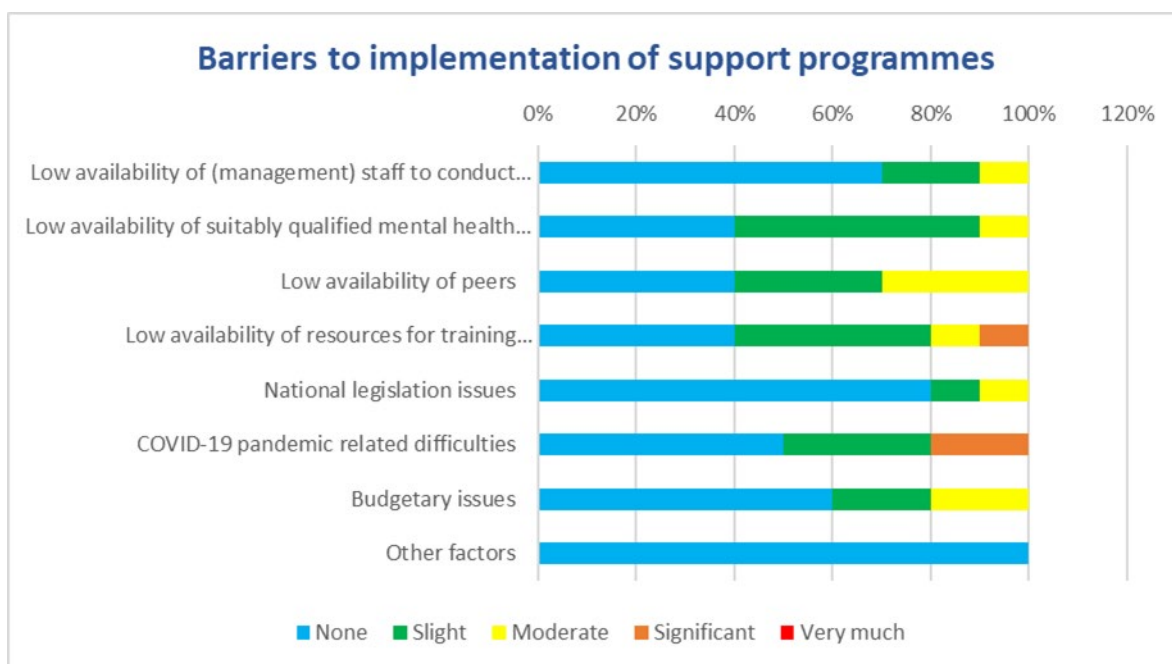
— other factors.

Figure 2. Barriers to Implementation of crew support programme

The Irish experience was consistent with the EASA Evaluation report with the following top three issues being shared.

- The low availability of resources for training staff/professionals/peers (trainers/time/planning).
- The low availability of suitably qualified mental health professionals (MHPs) and low availability of resources for training staff/professionals/peers (trainers/time/planning).
- The low availability of peers.

No barriers outside of those listed were identified in the survey responses. There was one comment on the many resources required for training, creating new procedures to deal with new challenges, while another said the measures were implemented in parallel with the return to normal operations post COVID-19.

Two of the constraining factors; 'Covid -19 pandemic related difficulties' and 'low availability of resources for training staff/professionals/peers (trainers/time/planning)' were classified as significant by 2 and 1 respondents respectively. Otherwise, all barriers for the progress of the implementation process were scored moderate or lower.

It is also noted that 'national legislation' was a more frequent selection by European organisations than was the case in the Irish survey.

2.3 Implementation of support programme elements

2.3.1 Involvement of peers and professionals

The operators were invited to report about the professionals active in their support programme. Figure 3 presents the reported frequencies by type of professional or peer.
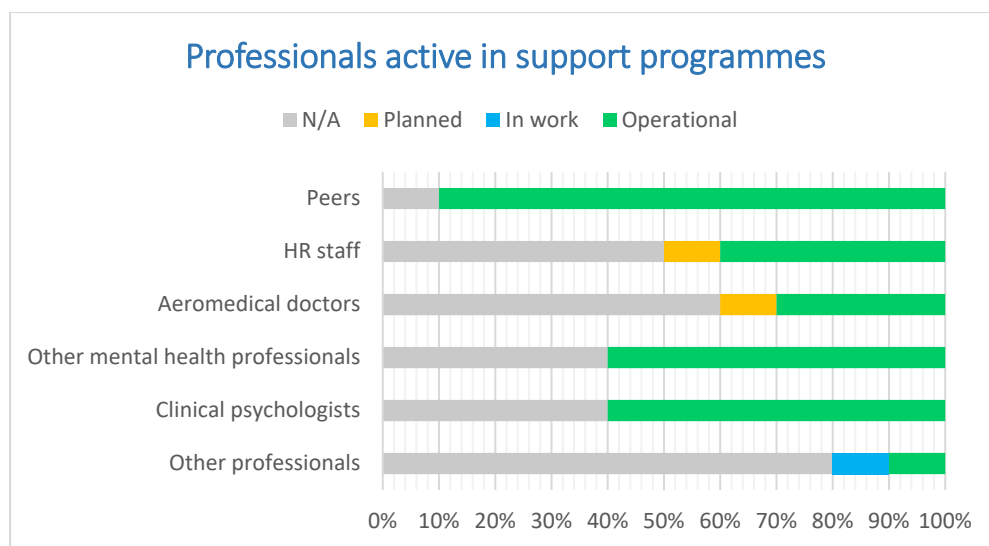
Figure 3. Professionals active in Crew support programme

Peers are reported to be active in 90% of the programmes in use.

Clinical psychologists are reported to be involved in 60% of the programmes in use, this is similar to proportion of other mental health professionals (MHPs) involved which also stands at 60%. HR staff are reported to be active in 40% of support programmes, while Aeromedical doctors were reported to be involved to a lesser degree at 30%. Other professionals were explained by some respondents to be in relation to a future consideration if and when required and also included professionals provided through the third-party crew support programme provider.

This is a similar pattern to the results in the corresponding EASA survey. A broader spectrum of professionals was referred to in 'Other professionals' responses to the EASA survey such as critical incident stress management personnel, general practitioners, crew resource management instructors and specialists from the safety management department.

2.3.2 Management of the support programme
In accordance with GM2 CAT.GEN.MPA.215 'Support programme' point (g), a support programme may be managed by staff *either* established within the operator or by a separate independent organisation.
GM5 CAT.GEN.MPA.215 'Support programme' offers the operator the possibility to 'contract the establishment of a support programme to a third party', which may be especially beneficial to a smaller operator.

The operators were asked to provide information on the management of their (peer) support programmes.
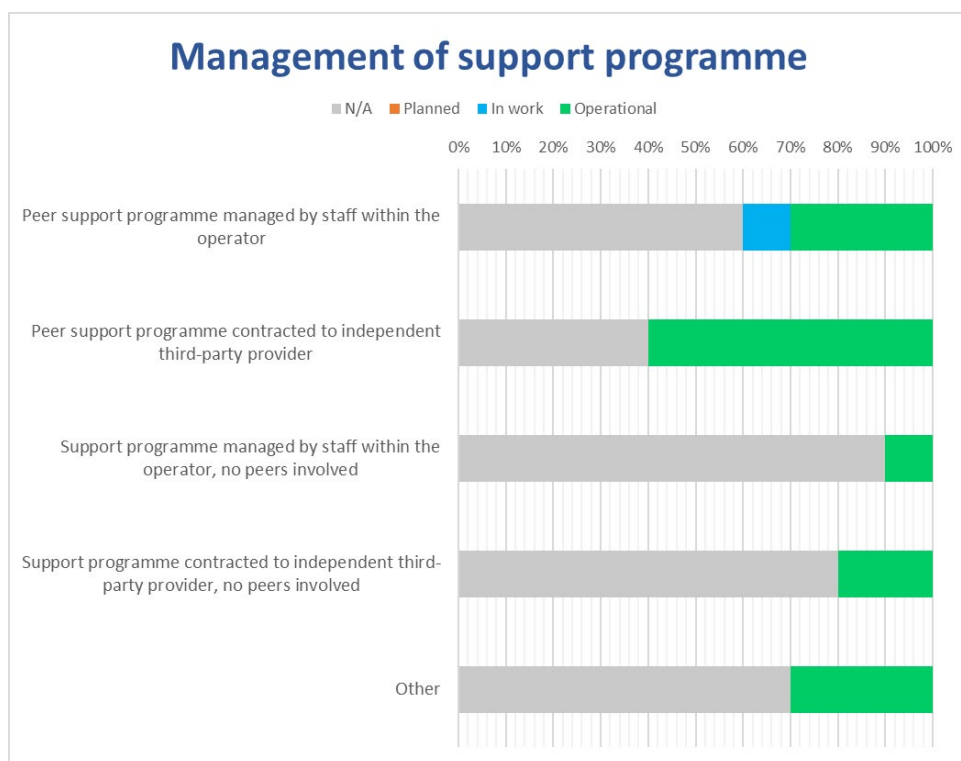
Figure 4. Management of Support Programme

"Peer support programmes contracted to an independent third-party provider" was the most commonly selected option chosen by 60% of operators. This is similar to the results from the EASA survey.

"Peer support programme managed by staff within the operator" was the second most common selected option by 30% of the operators choosing. This option was also the second most common selection by respondents to the EASA survey.

This survey question also addressed peer involvement in the management of the support programme, whether the support programme was managed by an independent third-party provider or by staff within the operator.   Three operators indicated that peers were not involved in the management of their support programmes.

The "other" option was selected in three cases to provide additional information addressing programmes that were 'independently contracted with peers from the operator', a 'programme managed by trained peers, assisted by a contracted Employee Assistance Programme' and 'program within a group of companies with peer support pilots from within the operator'.

2.3.3. Governance process

When asked 'Who will participate in the governance of the support programme?', the responding operators provided the answers as presented in the chart in Figure 5.

When compared to the EASA survey the most common processes were largely similar i.e. Safety Department management, support programme management and mental health professionals. In the

EASA survey 32% indicated Aero-medical examiner (AME) however there was no inclusion of AMEs in the Irish operator responses.
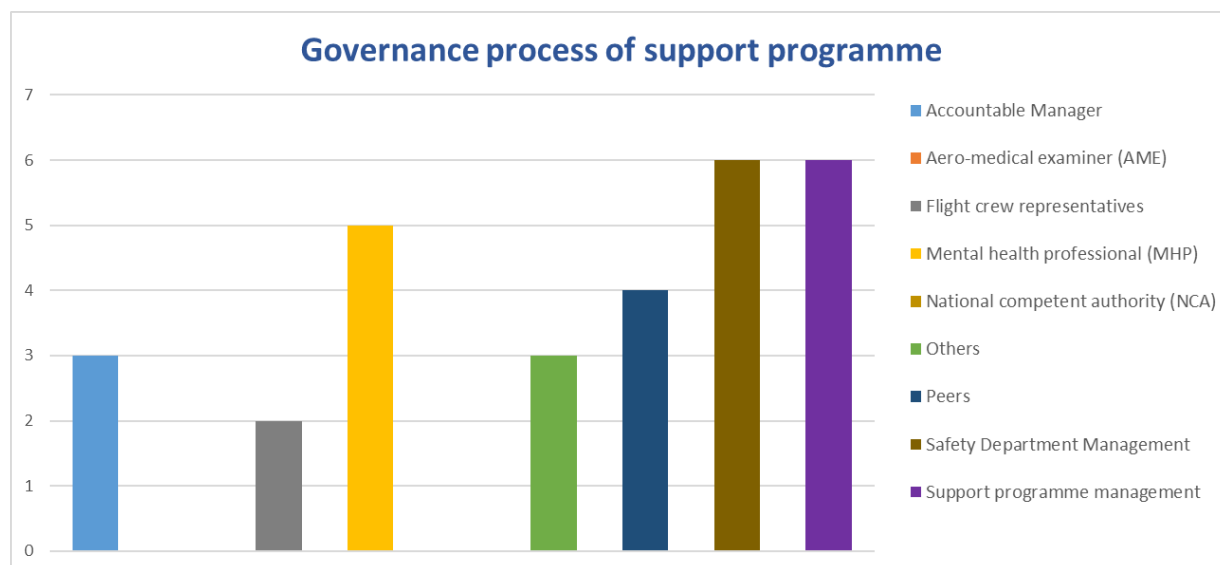

Figure 5. Governance process of support programme

2.3.4 Protection of confidentiality and personal data

CAT.GEN.MPA.215 'Support programme' point (b) specifies the following.

Without prejudice to applicable national legislation on the protection of individuals with regard to the processing of personal data and on the free movement of such data, the protection of the confidentiality of data shall be a precondition for an effective support programme as it encourages the use of such a programme and ensures its integrity.

GM2 CAT.GEN.MPA.215 'Support programme' specifies that trust in the programme can be facilitated by:

c a formal agreement between management and crew, identifying the procedures for the use of data, its protection and confidentiality;

d clear and unambiguous provisions on data protection[.]

When asked how their support programme ensures confidentiality and the protection of personal data, the responding operators reported as shown in Figure 6.

Protection of confidentiality and personal data
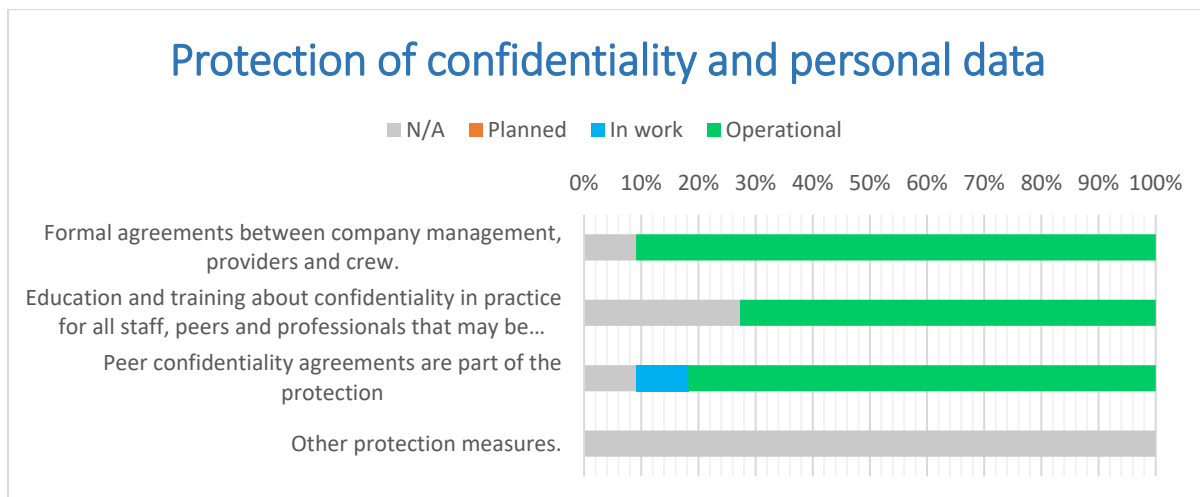
■ N/A   ■ Planned   ■ In work   ■ Operational

Figure 6. Protection of Confidentiality and Personal Data

From an operational perspective the most common mechanisms in that order were:

1. Formal agreements between company management, providers and crew (90.9%)
2. Peer confidentiality agreements are part of the protection (81.8%)
3. Education and training about confidentiality in practice for all staff, peers and professionals that may be involved (72.7%)

2.3.5 Link to the management system

AMC3 CAT.GEN.MPA.215 point (b) specifies the following. *A support programme should be linked to the management system of the operator, provided that data is used for purposes of safety management and is anonymised and aggregated to ensure confidentiality.*

Operators were asked 'Have you implemented the link between the support programme and the Safety Management System of the AOC?' The responses of the operators with a programme in use is shown in Figure 7.

Link to the management system
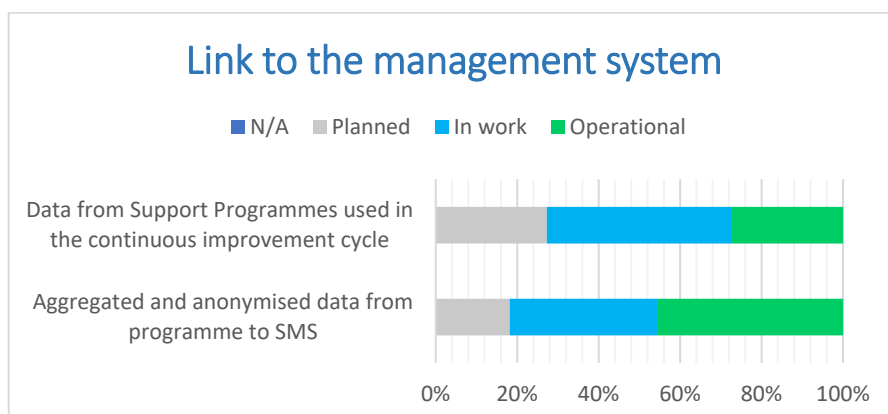
■ N/A   ■ Planned   ■ In work   ■ Operational

Figure 7. Link to AOC holder Management Sysytem

The implementation of the link to the safety management system has not been completed to the same degree as achieved for the other elements. Aggregated and anonymised data from programme linked to the SMS is operational for 45.5% of respondents otherwise it is planned or in work for the other respondents.

Data from Support Programmes used in the continuous improvement cycle is operational with 27.3% of respondents.

2.3.6 Access Facilities

GM1 CAT.GEN.MPA.215 'Support programme' point (b) specifies that the support programme 'should be easily accessible for flight crew'.

Figure 8 shows the response of the operators with operational support programmes to the question, 'How is the access to your support programme organised?'
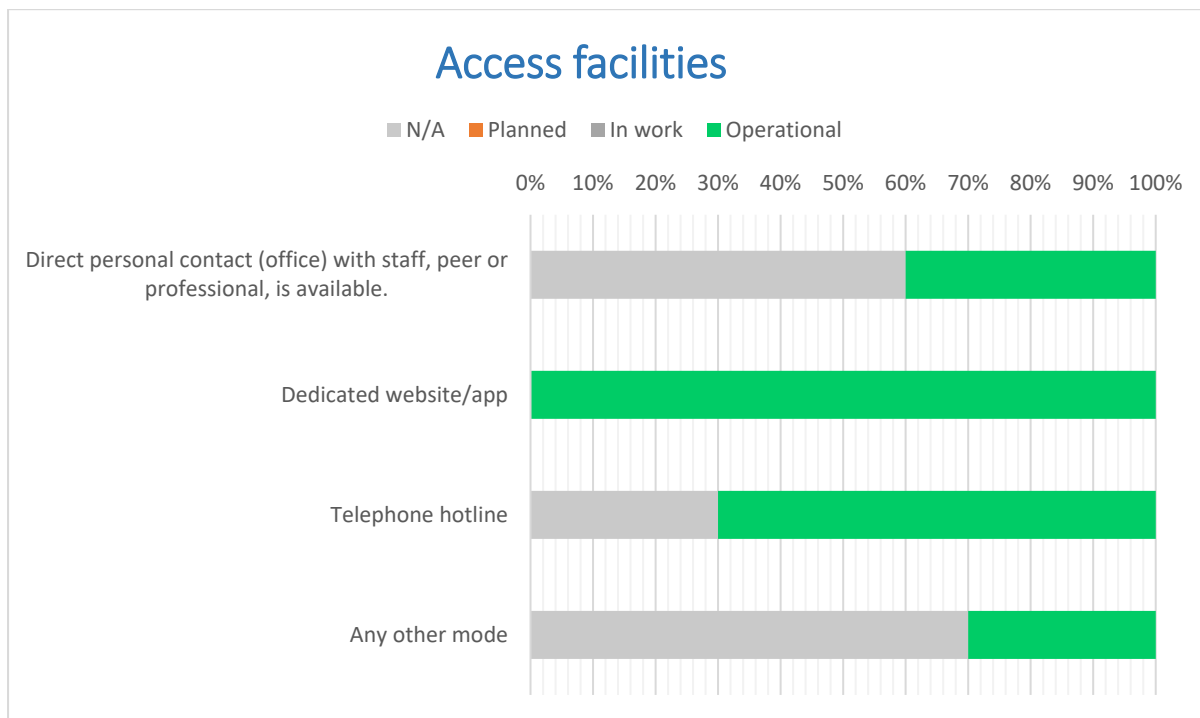

Figure 8. Access Facilities

Access via 'dedicated website/app' (100%) was the most frequent mode among the responding operators, with 'telephone hotline' (70%) the next most frequent option and then 'direct personal contact (office) with staff, peer or professional' (40%). 'Other' included 'email for call back', 'direct (phone) contact to peers' and 'Website lists contact / programme details, crew emails contact to enrol'.

The EASA survey results showed 'direct personal contact (office) with staff, peer or professional' as the most prevalent operational response with 'telephone hotline' and 'dedicated website/app' in second and third place.

2.3.7 Temporary relief from flight duties

AMC1 CAT.GEN.MPA.215 'Support programme' reads as follows.
PRINCIPLES GOVERNING A SUPPORT PROGRAMME
The access to a support programme should:
a enable self-declaration or referral in case of a decrease in a flight crew's medical fitness with an emphasis on prevention and early support; and
b if appropriate, allow the flight crew to receive temporary relief from flight duties and be referred to professional advice

Operators were asked, 'Has your organisation implemented a policy in regard to allowing the flight crew to receive temporary relief from flight duties when recommended by support programmes?' The responses received are depicted in Figure 9 below.
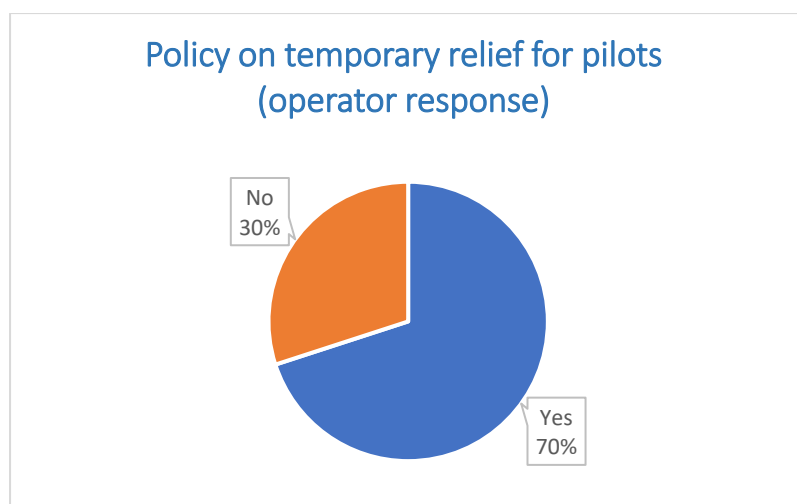

Figure 9. Policy on temporary relief for pilots (operator response)

This compares to 88% in the EASA survey results who reported that they have implemented this part of the regulation.

When these operator responses are compared to the responses to the same question in the pilot survey, the results were similar, as depicted in Figure 10 below.
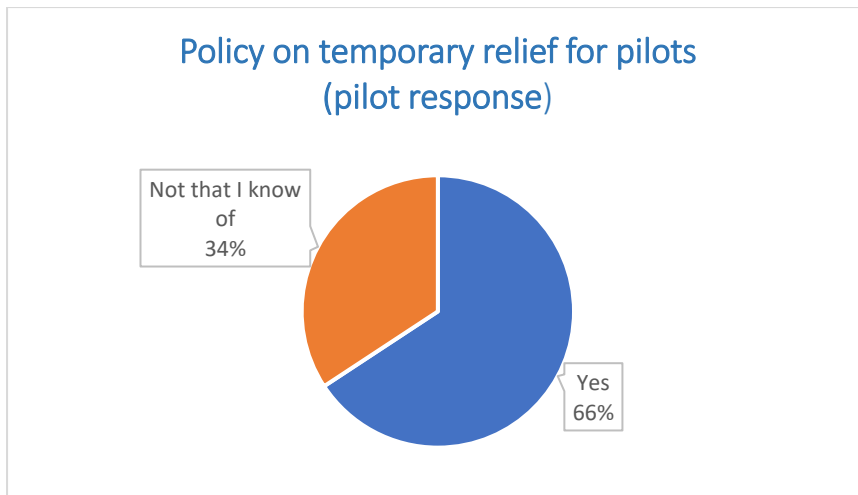
Figure 10. Policy on temporary relief for pilots (pilot response)

2.3.8 Loss-of-licence policy

AMC3 CAT.GEN.MPA.215 Support programme (a)(6) specifically mentions the 'management of risks resulting from fear of loss of licence' as one of the minimum requirements of a support programme.

As a support programme is meant to be a tool in the management of these risks, the question in the survey was similarly structured to the EASA survey and asked if the operator has implemented any specific policy to manage the risk resulting from the fear of loss of license.
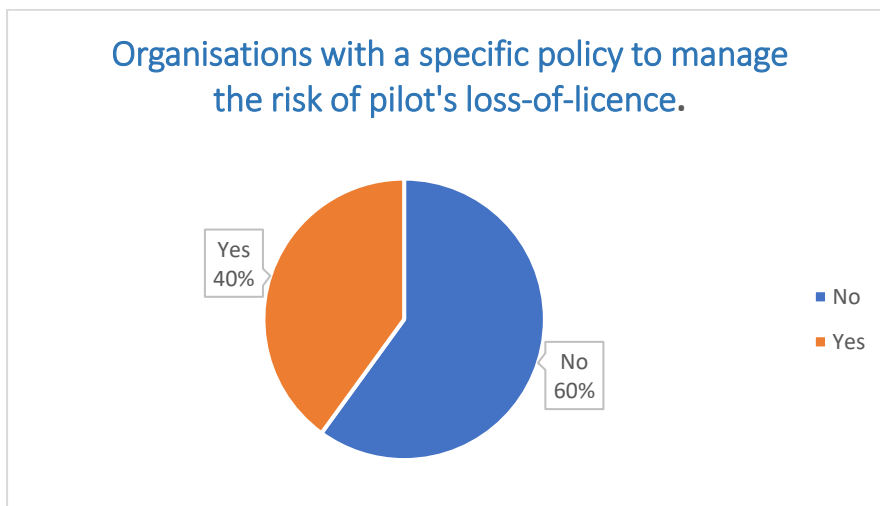

Figure 11. Organisations with a specific policy to manage the risk of pilot's loss-of-license

Based on a more in-depth review of the responses, it appears to be more common for the larger companies to have loss of licence provisions in place. This is a similar outcome to the EASA survey.

In parallel to the operator survey, the question about any specific loss-of-licence policy was asked in the crew survey: 'Does your operator have a specific policy in regard to the management of risks of a pilot's loss of licence?' The response by crew is in Figure 12.
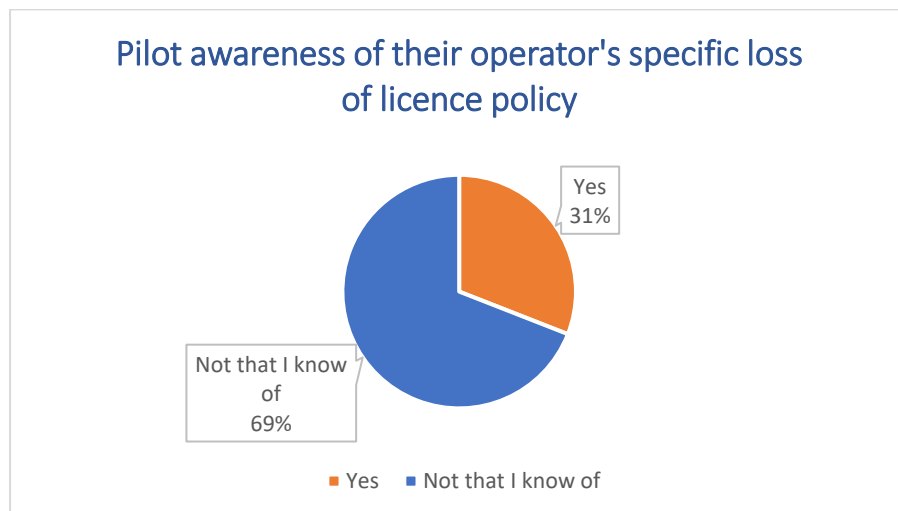

Figure 12. Piot awareness of their operators' specific loss-of-licence policy

Of the pilot responses, 31 % confirm that such a policy is in place in their company, and 69 % report that they are unaware of any such provision.

2.4 Added value, benefits and drawbacks

2.4.1 Added value

When the operators were asked to respond to the following statement, 'the added value of a support programme is clear', the response was as presented in Figure 13.

Overall, there was 100% agreement from the responding Irish operators as to the added value of a support programme, with 40% strongly agreeing. This is an even more emphatically positive response when compared to the EASA survey response where 73% expressed agreement with the statement.
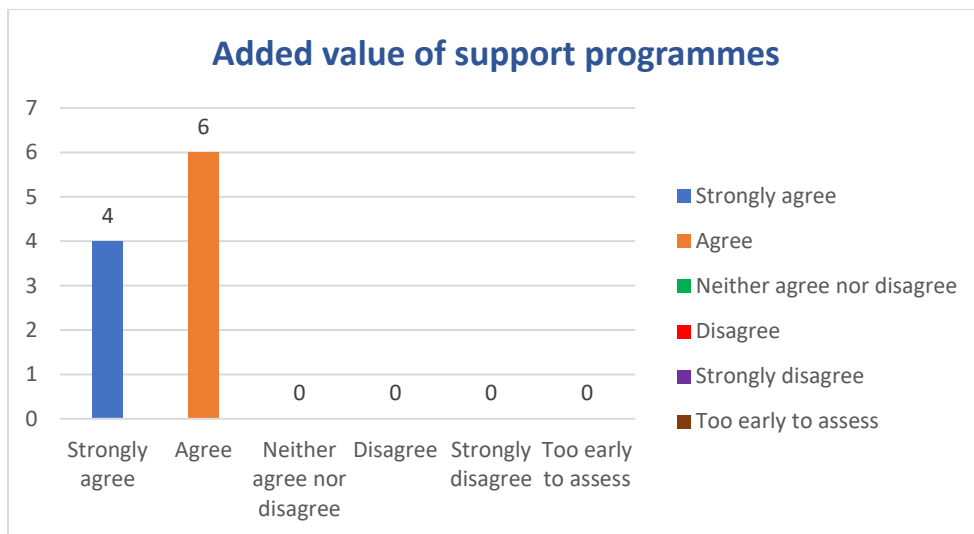
Added value of support programmes

Figure 13. Added value of the crew support programme as perceived by the operators.

2.4.2 Benefits of support programmes as viewed by responding operators

When asked about the benefits they see in the implementation of the support programme, the responding operators answered as presented in Figure 14.

All responding Irish operators were positive about the appreciation of the programme by crew, this is even more resounding than the 60% responding positively in the EASA survey. In the Irish survey 80% report seeing more openness about mental health issues within the company. This compares with 52% replying positively to this aspect in the EASA survey. Among the responding Irish operators 60% believe their crew support programme fulfils a need that was felt which compares with 37 % in the EASA survey.

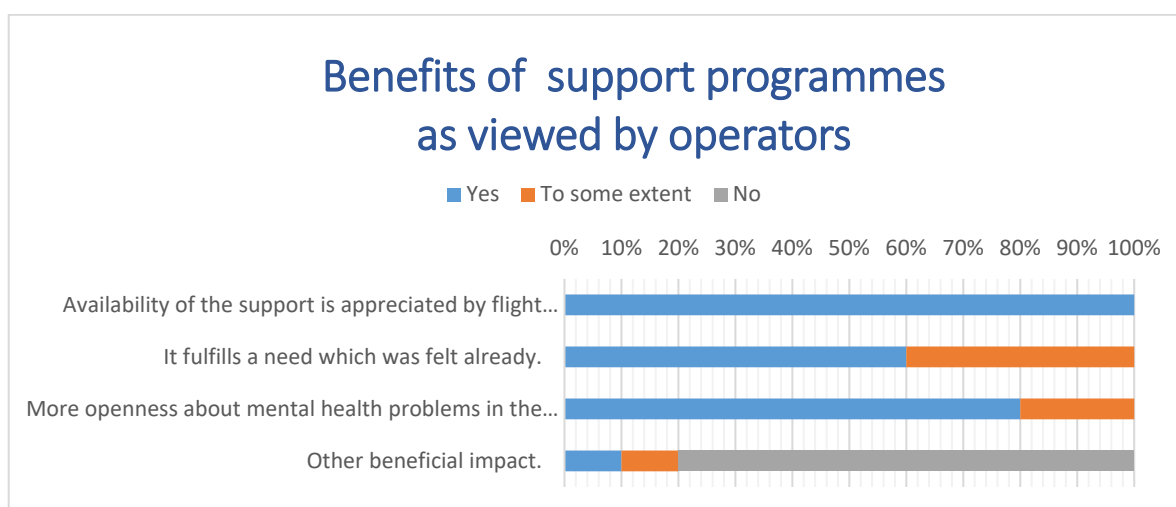**Benefits of support programmes as viewed by operators**

Figure 14. Benefits of support programmes as viewed by operators

2.4.3 Drawbacks as perceived by the responding operators

When asked about the drawbacks they see in the implementation of a crew support programme, the responding operators answered as presented in Figure 15.
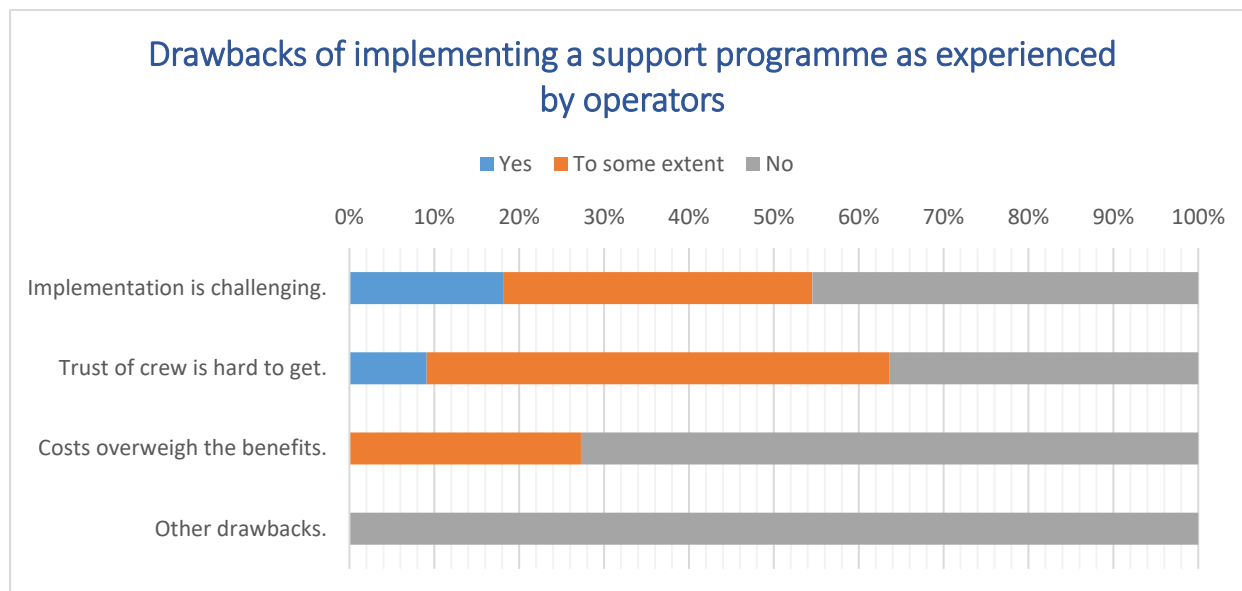

Figure 15. Drawbacks of implementing a crew support programme as experienced by operators

'Implementation is challenging' was the most identified drawback, with 18% responding 'yes' and 36% replying 'to some extent'. 'Trust of crew is hard to get' was replied to in the affirmative by 9 % with another 54.5% selecting 'to some extent'. No Irish respondent expressed full agreement with the costs overweighing the benefits however 27% responded that the costs overweigh the benefits 'to some extent'. A majority of 73% replied that costs do not overweigh the benefits. 'Other drawbacks' was scored as 'no' by all participants and there were no further comments provided in the follow-up option. The Irish responses are largely similar to the EASA survey responses albeit slightly more positive in the Irish case.

3. Opinions on crew support programmes.

This part of the report presents the results of the opinions of the organisations and pilots on crew support programme aspects addressed in Section 65B of the Air Navigation and Transport Act 2022.

It includes.

(i) the use of the programme by pilots.

(ii) the pilots' perception of the programme.

(iii) the protection of confidentiality.

(iv) the promotion, by accountable managers of recognised organisations of aircraft crew members, of the use of the programme and trust in it.

(v) the access and referral to professional advice as necessary, including referral to mental and psychological health professionals.

(vi) confidential arrangements for the temporary cessation of duty.

(vii) the process for returning to work.

(viii) resourcing.

(ix) accessibility, including online access.

(x) the selection and training of peers.

(xi) the independence of peers from management or supervisory functions or any other conflict of interest.

In respective of items (iv) through to (xi) we asked the same questions from organisation and pilots in order to compare and contrast their perceptions of the programme.

3.1   Use of the programme by pilots.

The pilot survey asked, "Before this survey, were you aware of any support programme made available to crew?" The results are presented in Figure 16.

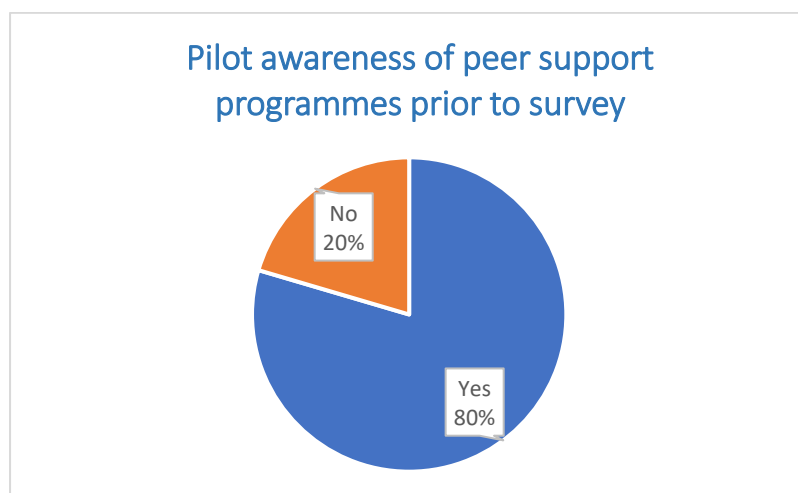

Figure 16. Pilot awareness of their operator's support programme

The survey also asked, "Have you ever made use of your operator's support programme?" The responses as presented in figure 17 below, indicate that 13% of respondents (i.e. 24 respondents) had made use of their operator's support programme.
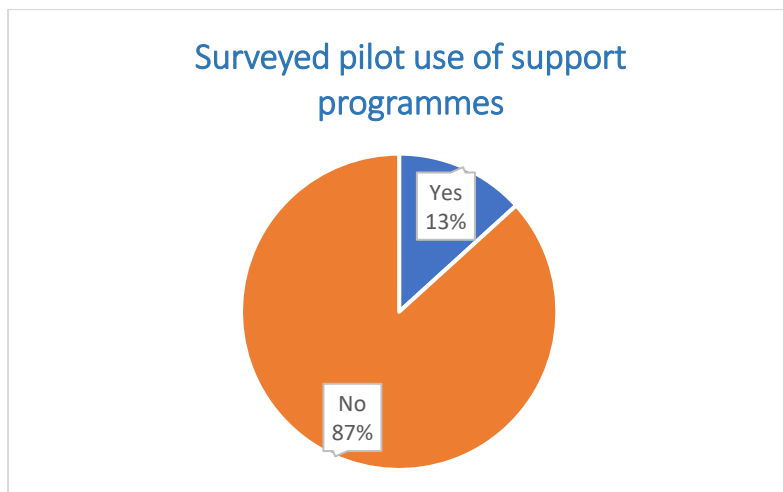
Surveyed pilot use of support programmes

Figure 17. Surveyed pilot use of the crew support programme

3.2 Pilot perception of the programme.

Survey participants were asked if in their opinion their operator's peer support programme delivers good quality support. 33% responded that they didn't know, 20.5% neither agreed nor disagreed. A total of 38.5% either agreed or strongly agreed while 7.5% either disagreed or strongly disagreed. Figure 18 provides details of the replies to this question.

Pilot perception of operators' support programme

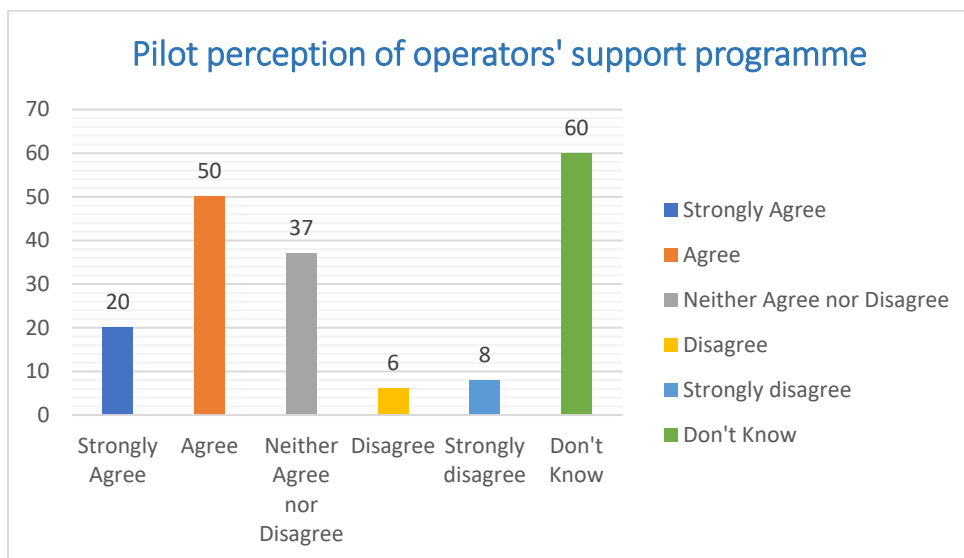Figure 18. Pilot Perception of Operator's crew support programme

Pilots who had used their operator's support programme were asked how satisfied they were with the following aspects: ease of access, quality of the actual support received and confidentiality of the process. 24 respondents indicated they had used their operator's crew support programme and provided more detailed answers. The results are shown in Figure 19.
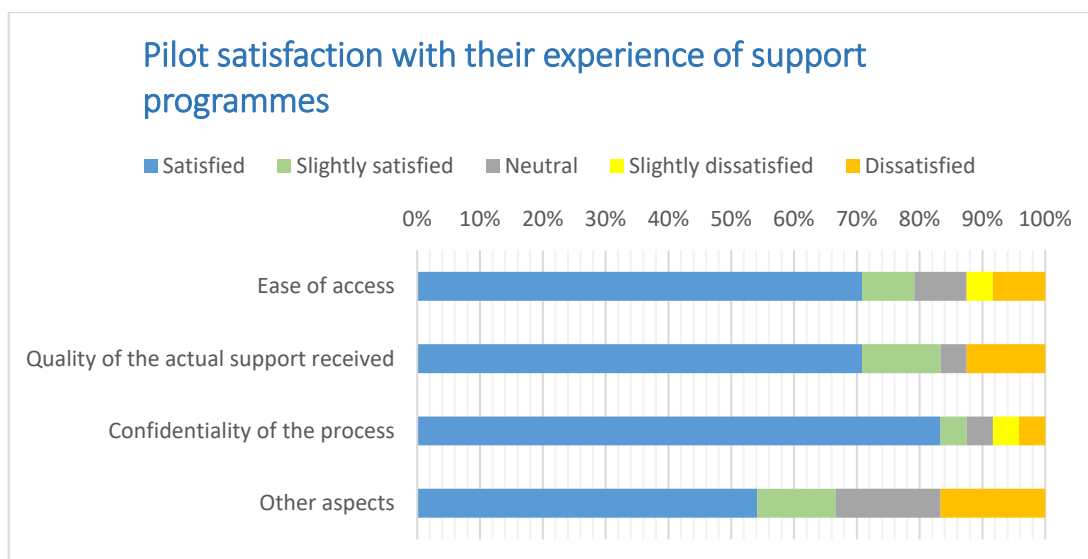
Figure 19. Pilot Satisfaction with Experience of crew support programme

3.3 Protection of confidentiality.

One of the aspects outlined in the preceding figure 19 regarding the survey question on crew support programme was confidentiality of the process. Of the pilots who had used their operator's crew support programme 83% were satisfied and 4.2% were slightly satisfied with the confidentiality of the process.

This is a high level of satisfaction with the confidentiality of the process by respondents who have experience in the use of the operator's crew support programme and provides an indication that the confidentiality mechanisms provided by organisations (Ref Chapter 2.3.4 Figure 6. Protection of Confidentiality and Personal Data) are working in practice for those that have actually used the programme.

3.4 Promotion by accountable managers of recognised organisations of aircraft crew members, of the use of the programme and trust in it.

Pilot participants were asked, "In my view, my operator's accountable manager promotes the use of support programmes by Pilots and seeks to generate trust in the programme?"

Their responses are presented in figure 20 below, along with the operator survey results from the corresponding question posed in the operator focused survey in figure 21.
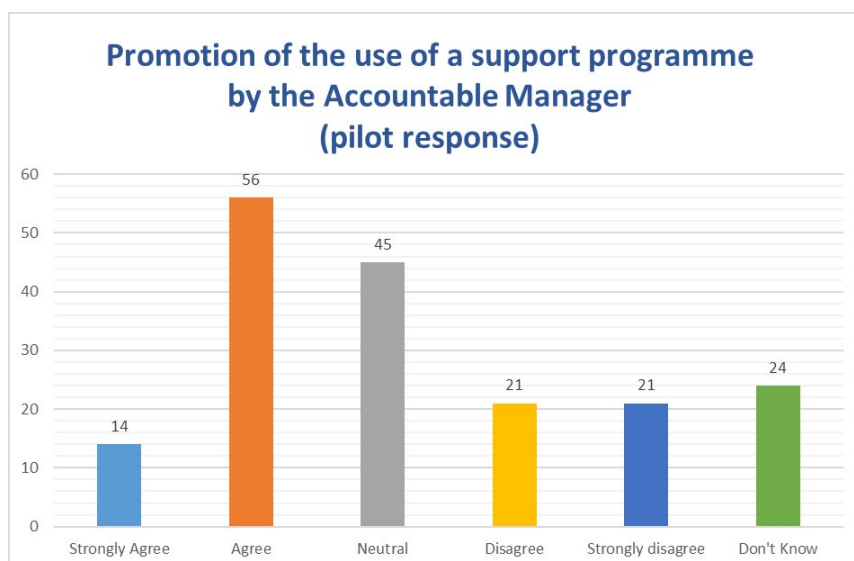
 Figure 20. Promotion of the use of a support programme by the Accountable Manager (pilot response).
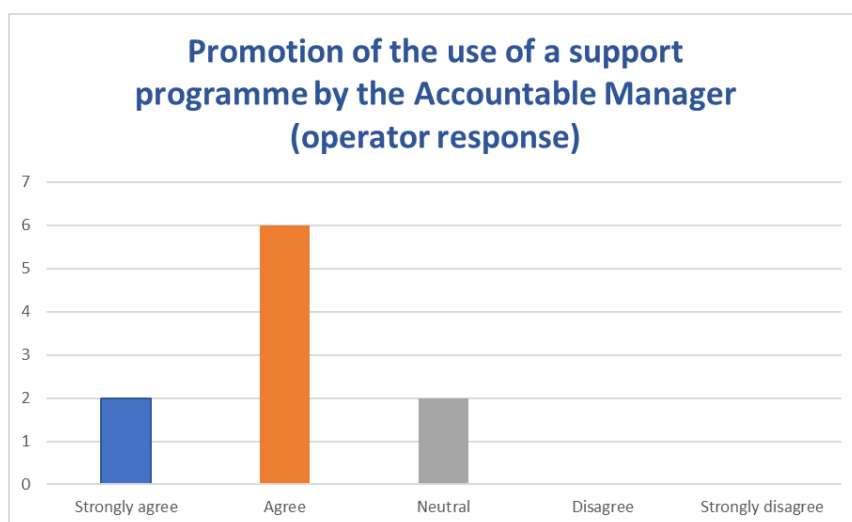
 Figure 21. Promotion of the use of support programme by the Accountable Manager (operator response).

According to figure 20 the neutral opinion was almost a quarter at 24.9%, while the "don't knows" accounted for 13.3%. 38.7% of pilot respondents either agreed or strongly agreed with the statement while 23.2% either disagreed or strongly disagreed with the statement.

The operator responses to the equivalent question show that most operators agreed with the statement with some neutral replies. There was no disagreement expressed.

In summary, while 80% of responding airlines 'strongly agreed' or 'agreed' 39% of responding pilots 'strongly agreed' or 'agreed'. The results indicate that operators have a stronger perception of the level of promotion of the use of their organisation's support programme than the perception of pilots.

3.5 Access and referral to professional advice as necessary, including referral to mental and psychological health professionals.

Both surveys asked participants if they believe that their operators provide effective access and referral to professional advice as necessary, including referral to mental and psychological health professionals.

The results are presented in figure 22 for the pilot survey and in figure 23 for the operator survey.
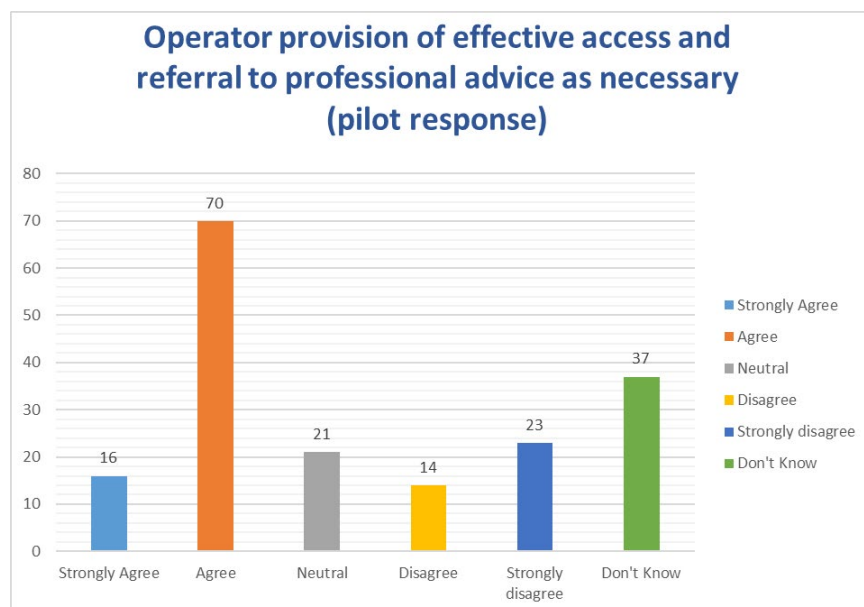

Figure 22. Operator provision of effective access and referral to professional advice as necessary (pilot response).
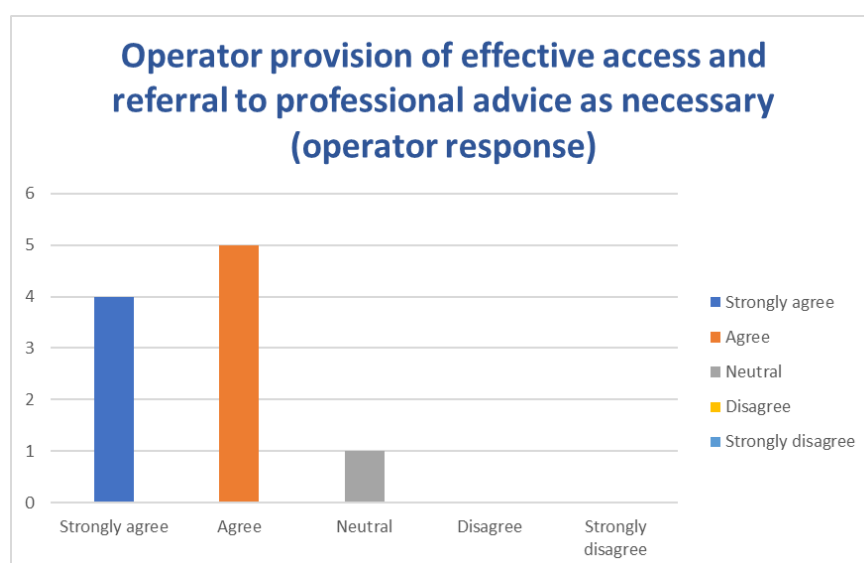

Figure 23. Operator provision of effective access and referral to professional advice as necessary (operator response)

Figure 22 illustrates that 38.5% of responding pilots 'agree' and 9% strongly agree with the statement that the operator provides effective access and referral to professional advice as necessary including referral to mental health to and psychological health professionals. 12.5% 'strongly disagree' and 7.5% 'disagree' with the statement.

The operator survey posed the corresponding question, "my organisation provides effective access and referral to professional advice as necessary, including referral to mental and psychological health professionals." Most operators agreed with this statement with some neutral replies, there was no level of disagreement.

These results seem to indicate that operators appear to be more aware of their provision of effective access and referral to professional advice as necessary, including referral to mental and psychological health professionals than is the case for the pilots participating in the survey.

3.6 Confidential arrangements for the temporary cessation of duty.

The surveys asked if their operator's support programme included effective and confidential arrangements for the temporary cessation of duty, The breakdown of the results for the pilot replies are presented in figure 24 and the operator responses in figure 25.
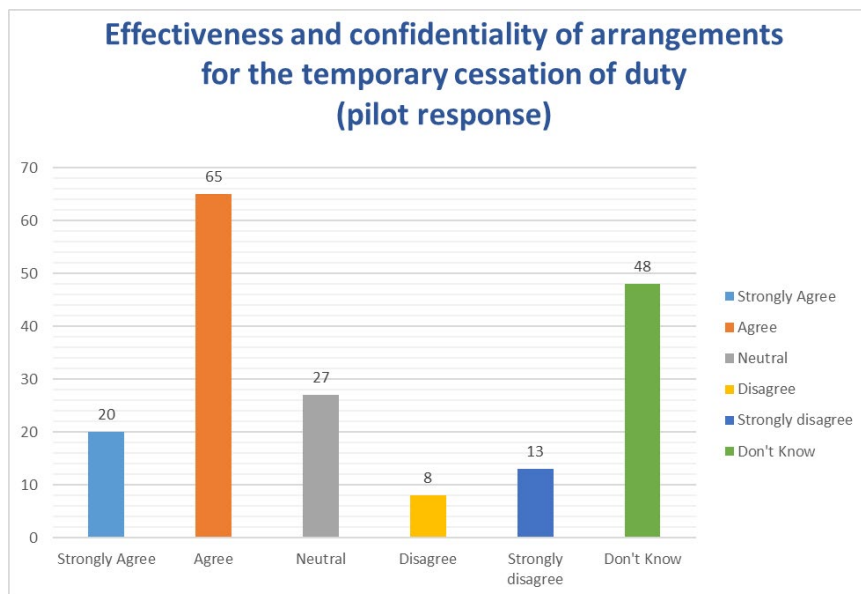

Figure 24. Effectiveness and confidentiality of arrangements for the temporary cessation of duty (pilot response).

Effectiveness and confidentiality of arrangements for the temporary cessation of duty (operator response)
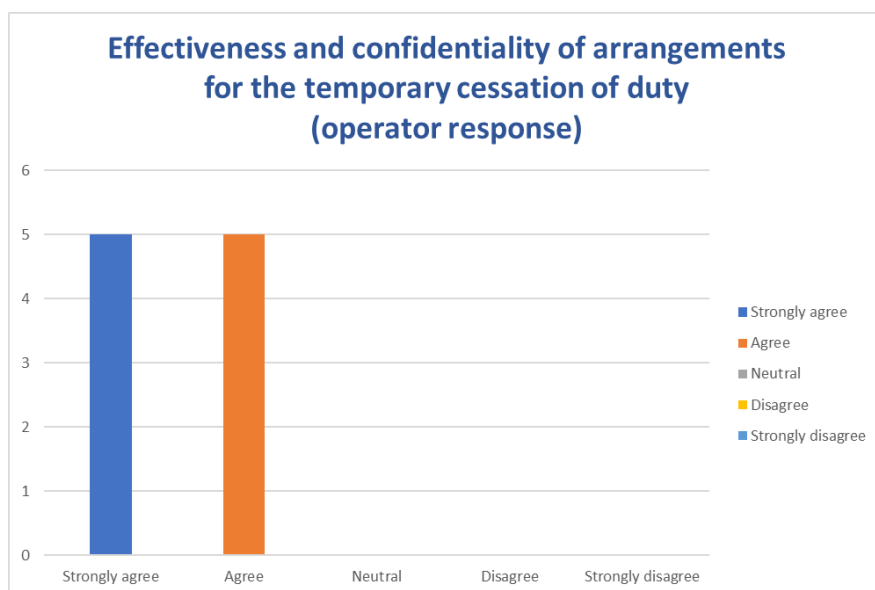
Figure 25. Effectiveness and confidentiality of arrangements for the temporary cessation of duty (operator response).

The pilot responses show that 47% of respondents either agreed or strongly agreed with the attitudinal statement posed, 15% were neutral while there were 26.5% don't knows. 11.6% either disagreed or strongly disagreed with the statement.

The corresponding question posed in the operator survey, resulted in all operators agreeing with this statement, also there were no neutral responses and no level of disagreement.

Comparison of these results from both surveys seem to indicate that operators are more aware of their provision of effective and confidential arrangements for the temporary cessation of duty than the awareness expressed by the pilots participating in the survey.

3.7   The process for returning to work.

Both sets of survey participants were asked about the effectiveness of the operator's process for returning to work following temporary cessation of duty. The graphs for the pilot survey and operator survey results are presented in Figures 26 and 27.
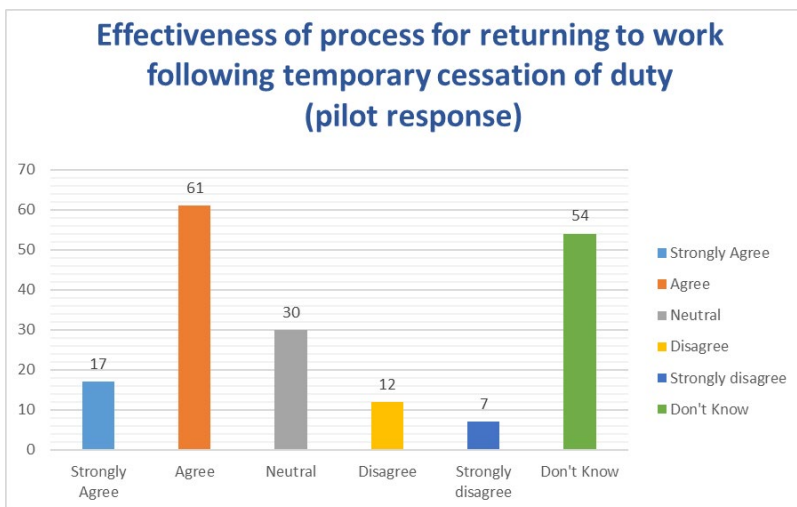
Figure 26. Effectiveness of process for returning to work work following temporary cessation of duty (pilot response).
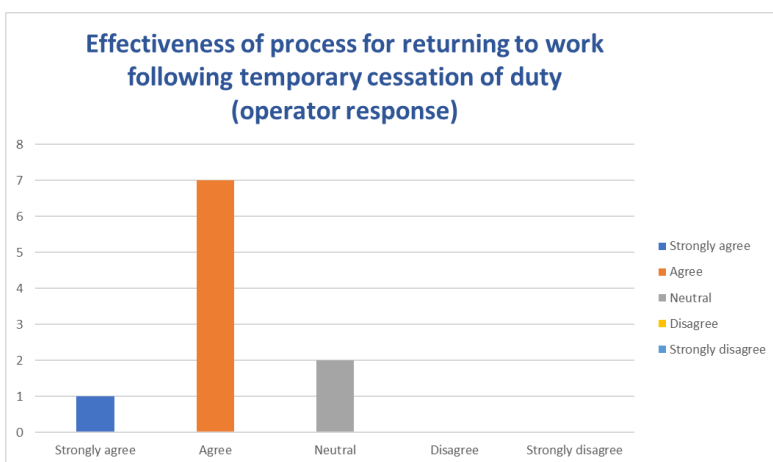
Figure 27. Effectiveness of process for returning to work following temporary cessation of duty (operator response).

Amongst the pilot survey responses 30% indicated that they didn't know, while 16.5% were neutral. A total of 43% either agreed or strongly agreed while 10.5% either disagreed or strongly disagreed.

The operator survey results indicated that most operators agreed with this statement with some neutral replies, there was no level of disagreement.

These results seem to indicate that operators have a stronger perception of the effectiveness of their crew support programme process for returning to work following temporary cessation of duty than the perception expressed by the pilots participating in the survey.

3.8 Resourcing.

The surveys asked pilots and operators if they believed their organisations have adequate resources to implement an effective crew support programme. A detailed breakdown of replies is given for the pilot survey in Figure 28 and the operator survey in Figure 29.
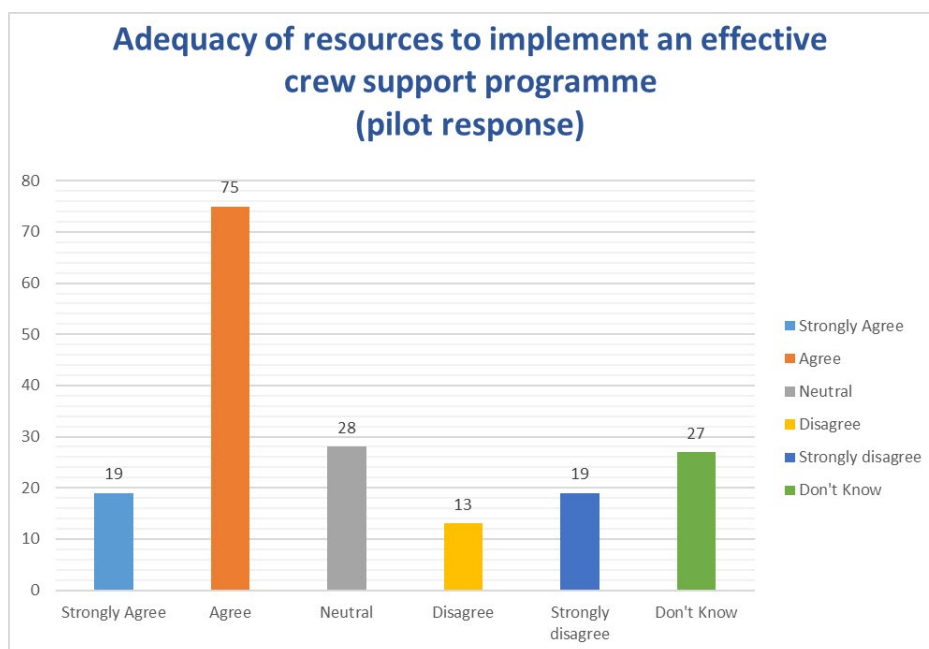
Figure 28. Adequacy of resources to implement an effective crew support programme (pilot response).

Figure 29. Adequacy of resources to implement an effective crew support programme (operator response).

The pilot survey replies indicate a high level of agreement with 52% either agreeing or strongly agreeing with the statement. There were 17.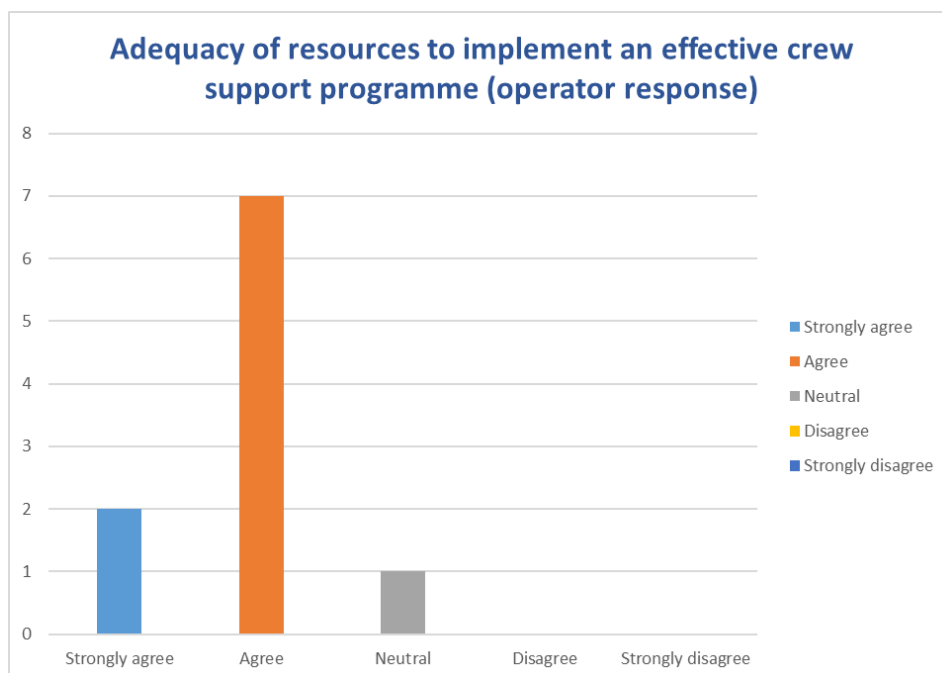5% of respondents who either disagreed or strongly disagreed with the statement while 30.5% indicated thet they 'didn't know' or were 'neutral'.

Flight Crew Support Programme Survey 2024

The following corresponding question was put forward in the operator survey, "my organisation has adequate resources to implement an effective crew support programme." Most operators agreed with this statement with some neutral responses, there was no level of disagreement.

Comparison of these results from both surveys indicate that 90% of operators believe that they have adequate resources to implement effective support programmes, while just over half of the responding pilots agree with this statement and the remainder disagree, don't know or were neutral.

3.9 Accessibility, including online access.

The pilot survey asked the following attitudinal question, 'I believe that my operator provides effective accessibility to the crew support programme, including online access.' Figure 30 presents the results of the responses to that question.
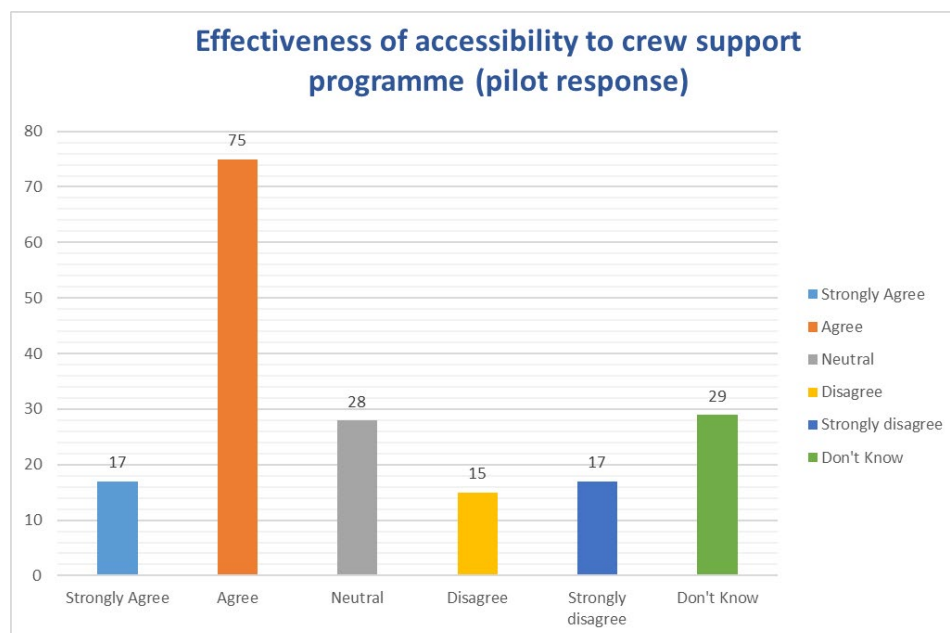
Figure 30. Effectiveness of Accessibility to the crew support programme

The pilot responses show a high level of agreement with 51% either agreeing or strongly agreeing with the question. There were 17.5% of respondents who either disagreed or strongly disagreed with the statement while 31.5% indicated thet they 'didn't know' or were 'neutral'.

The operator survey posed the equivalent question, and all responding operators expressed agreement, indicating that they all believe they provide effective accessibility to the crew support programme.

3.10   The selection and training of peers.

Taking the selection and training of peers into consideration the surveys asked attitudinal questions in regard to the effectiveness of procedures for the selection and training of peers for the crew support programme. The results from the pilot survey replies are presented in Figure 31 and the operator survey responses are presented in Figure 32.
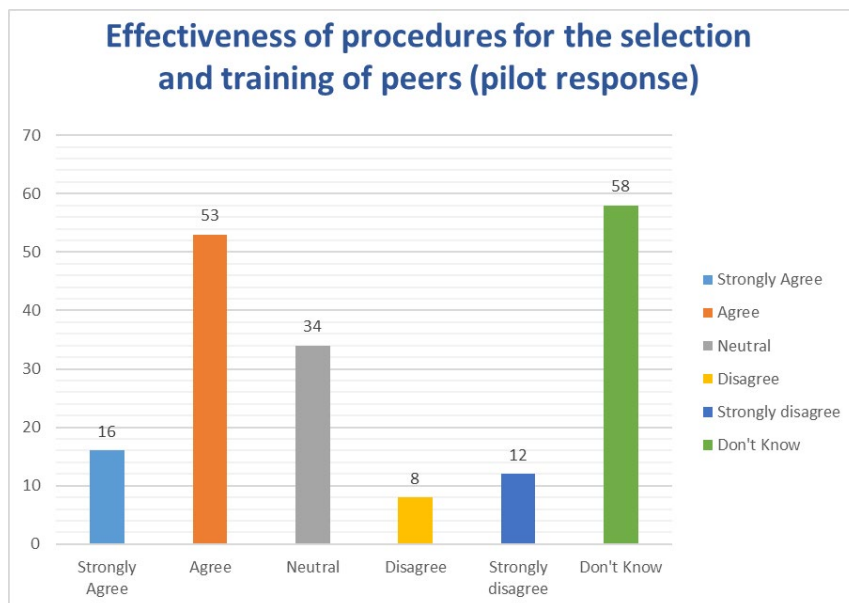
Figure 31. Effectiveness of procedures for the selection and training of peers (pilot response).
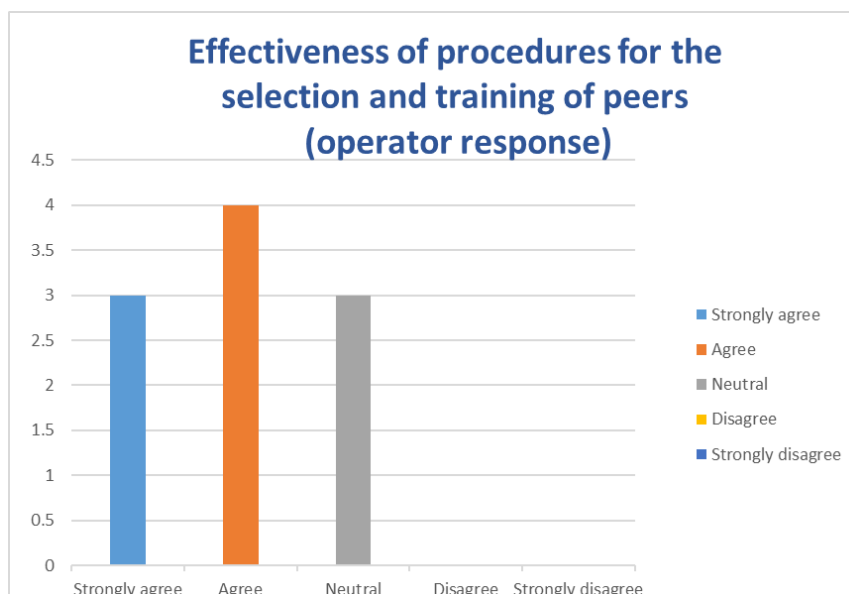
Figure 32. Effectiveness of Procedures for the Selection and Training of Peers for the crew support programme (operator response).

According to the pilot survey Figure 31, 'Don't know' was the highest pilot response at 32% with another 19% remaining neutral. 38% of respondents agreed or strongly agreed while 11% disagreed or strongly disagreed.

The operator survey posed the following equivalent question, "my organisation has effective procedures for the selection and training of peers for the crew support programme." Most operators agreed with this statement with some neutral replies, there was no level of disagreement.

These results indicate that operator's perception of the effectiveness of their procedures for the selection and training of peers for the crew support programme is better than the perception expressed by the pilots participating in the survey.

3.11 Independence of peers from management or supervisory functions or any other conflict of interest.

In order to ascertain the independence of peers, both surveys posed attitudinal questions regarding the independence of peers from management or supervisory functions or supervisory functions or any other conflict of interest. The response results from the pilot survey are presented below in Figure 33, with the corresponding operator survey response presented in Figure 34.
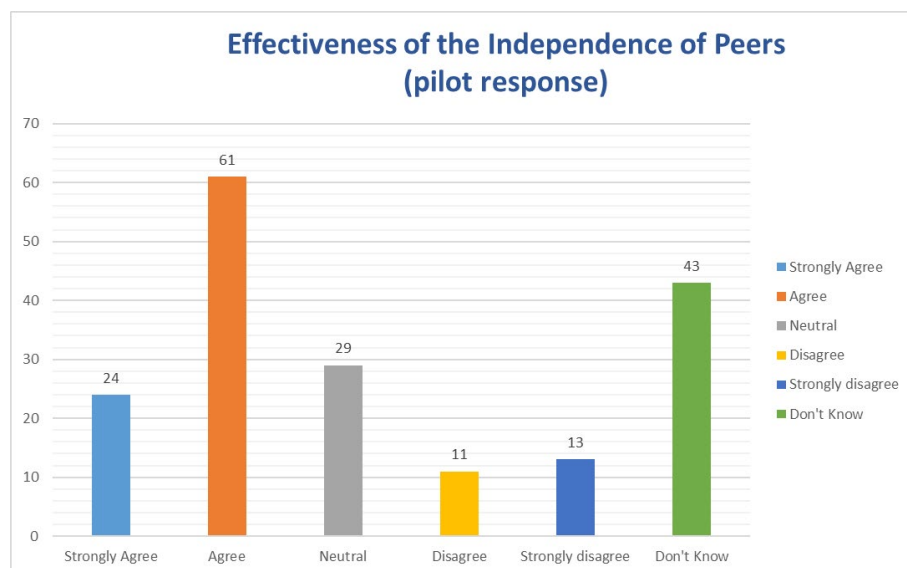
Figure 33. Effectiveness of the Independence of Peers (pilot response).

Effectiveness of the Independence of Peers (operator response)
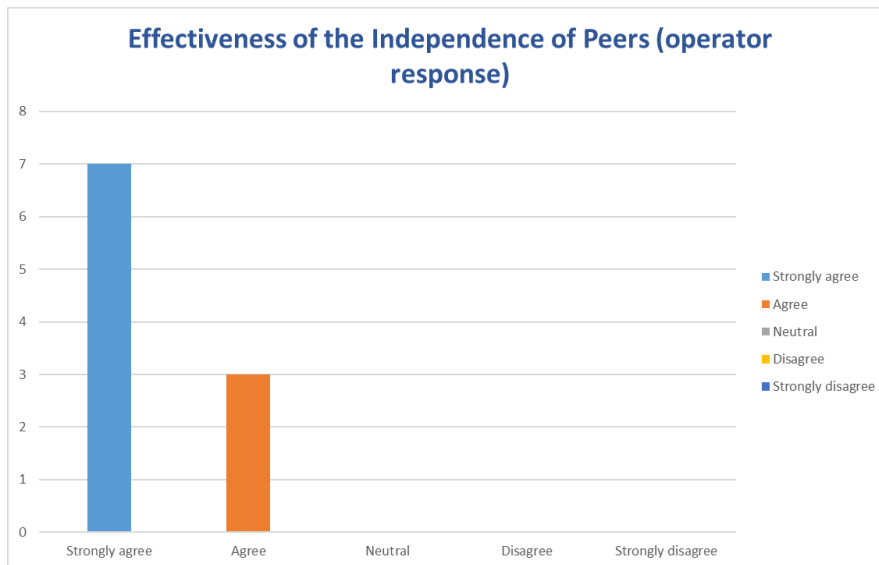
Figure 34. Effectiveness of the Independence of Peers (operator response).

The pilot survey responses show that 47% either agreed or strongly agreed with the statement while 13% either disagreed or strongly disagreed. It also outlines that 24% didn't know and 16% expressed a neutral opinion.

All responding operators to the corresponding question in the operator survey expressed agreement (70% strongly agreeing and 30% agreeing), indicating that they all believe they provide effective independence of peers from management or supervisory functions or any other conflict of interest in the crew support programme.

4 Conclusions.

- The response rate to the survey by organisations and pilots compares favourably to the EASA experience in 2023, with 10 Irish AOCs and 181 pilots participating in the survey.

- All Irish AOC holders reported their crew support programmes as "operational" which compares favourably to the wider EU experience where 14% of responding AOC holders were still in the implementing/planning stage.

- The Irish operator implementation of the main crew support programme elements (eg governance, management, uses of peers, confidentiality, access etc) was largely similar to the wider EU experience.

- There was a very positive response from Irish AOC holders on the added value and benefits of the crew support programmes that was more positive than the wider EU response. The challenges highlighted by organisations included implementing difficulties and gaining trust of crews.

- In general organisations were more positive in their assessment of effectiveness of many of the aspects of the crew support programme in place than was the view held by the pilots who responded to the survey. These areas include adequacy of resources, accessibility, confidentiality, relief from duty and return to work, independence etc. There was also a high level of "Don't Know" responses in the pilot responses that would indicate a lack of awareness among pilots of the details of the crew support programmes available to them.

- 24 pilot respondents had actually used the crew support programme in their organisations and the experience they reported was largely positive.

5 Recommendations

The following recommendations are made following the analysis of the results of this survey:

Recommendation 1:

Organisations should raise the level of awareness among their pilots, and other staff impacted, on the details of the crew support programmes in place, and work with crews to ensure the continued effectiveness of the programme.

Recommendation 2:

Organisations should consider undertaking staff surveys within their own organisations to ascertain the effectiveness of their own support programmes in meeting the needs of their crews.

Recommendation 3:

Pilots are encouraged to familiarise themselves with the crew support programme in place in their organisation, and to help improve the process by reporting back any concerns they have in respect of access or use of the programme.

6 Appendices

An online survey was used to collect data for the evaluation. The survey comprised of a customised questionnaire, designed for, and addressed to:

— Irish AOC holders.

— Pilots working for Irish AOC holders.

Both survey questionnaires are appended to this report.

Flight Crew Support Programme Survey for operators

Please return by **8th March 2024**

Introduction

Purpose of the survey

The Irish Aviation Act 1993, as amended by Air Navigation Transport Act 2022, requires that the IAA conduct a review of the effectiveness of aircraft operator's provisions concerning flight crew support programmes.

In order to perform the review, the IAA is conducting a survey to collect data on the implementation and on the effectiveness of the crew support provisions as laid down in the EU regulatory framework, specifically Commission Regulation (EU) No 965/2012 of 5 October 2012 — Air Operations, CAT.GEN.MPA.215 Support programme.

This organisational survey is aimed at Irish AOC Holders. A separate complimentary survey is being issued to aircraft pilots working for Irish AOC Holders.

During early 2023, EASA conducted a similar survey with aircraft operators and crews which included, among other elements, a review on the effectiveness of the EU regulations pertaining to crew support programmes. The subsequent EASA report provides a useful reference source to compare the Irish results with the wider EU data.

By participating in this survey, you will help to identify strengths and weaknesses in the crew support programmes in place, that will help us to identify necessary actions to ensure the programmes are the best they can be. This data will form an essential part of a report that the IAA will publish on the IAA website.

Structure of the survey

The survey is structured in four parts:
Part 1: General information about respondent
Part 2: Implementation of Crew Support programmes using EASA survey questions
Part 3: Implementation of Crew support programmes with additional questions arising from the Air Navigation Transport Act 2022.
Part 4: Final comments and submission

It is expected to take approximately **30 minutes** to complete this survey. Questions marked with an Asterix (*) must be completed before moving to the next Part.

Confidentiality and Data Protection

Please note that the data collected from the surveys will be treated with utmost confidentiality. The data will be aggregated in the report that will avoid the possibility to recognise any organisation or person who answered the survey. Any information which will be used for the purpose of the report will be de-identified to ensure the confidentiality of the respondents. Personal data will be processed in accordance with the General Data Protection Regulation (EU) 2016/679 (GDPR).

Deadline for response

The survey deadline is **30th April 2024**, after which date the survey will be closed.
We would like to thank you in advance for your time and efforts in replying to this survey.

Part 1: About your organisation

The information requested in this Part is to support the assessment of the survey and for follow-up on specific comments as necessary. The data collected if for the purpose of this survey only and will not be released or used for any other purpose.

1. Name *

2. Position *

3. Organisation *

4. Email *

5. Please identify your role as a respondent *

○ Commercial air operator (CAT aeroplane)

○ Commercial air operator (CAT helicopter)

○ Other

6. If other, please specify

7. If needed could we contact you for further clarification? *

○ Yes

○ No

8. Please specify your type of organisation *

○ Complex operator

○ Non-complex operator

9. Please specify your number of flight crew *

[   ]

10. Were flight crew support programmes in use in your organisation before the entry into force of the Commission Regulation (EU) 2018/1042 in February 2021? *

○ Yes

○ No

11. Since when have you had the implementation? *

[   ]

12. Please rate the implementation stage of your support programme.

In planning: Initial planning stage with essential decisions still to be taken. Considering options and designing the programme. Implementation expected in mid/long term.
Under implementation: Intermediate stage where earlier decisions are being executed. (Executing the plan, putting the elements in place [e.g. training, infrastructure, procedures]; try-outs.)
Operational: All planned solutions are effectively implemented. Solutions are in use and output is being produced.

○ In planning

○ Under implementation

○ Operational

Part 2 - Implementation of CAT.GEN.MPA.215 Support programme

CAT.GEN.MPA.215 reads:
(a) The operator shall enable, facilitate and ensure access to a proactive and non-punitive support programme that will assist and support flight crew in recognising, coping with, and overcoming any problem which might negatively affect their ability to safely exercise the privileges of their licence. Such access shall be made available to all flight crew.
(b) Without prejudice to applicable national legislation on the protection of individuals with regard to the processing of personal data and on the free movement of such data, the protection of the confidentiality of data shall be a precondition for an effective support programme as it encourages the use of such a programme and ensures its integrity.

13. Which of the following possible constraints, if any, have influenced the ease of progression of the implementation of the support programme and to what extent? *

	None	Slight	Moderate	Sig
Low availability of (management) staff to conduct the implementation	○	○	○	
Low availability of suitably qualified mental health professionals	○	○	○	
Low availability of peers	○	○	○	
Low availability of resources for training staff/professionals/peers (trainers/time/planning)	○	○	○	
National legislation issues	○	○	○	
COVID-19 pandemic related difficulties	○	○	○	
Budgetary issues	○	○	○	
Other factors	○	○	○	

14. If other, please specify

15. Please provide information about any COVID-19 pandemic related difficulties

16. Please provide information about your organisation's support programme *

	N/A	Planned	In work
Peer support programme managed by staff within the operator	◯	◯	◯
Peer support programme contracted to independent third-party provider	◯	◯	◯
Support programme managed by staff within the operator, no peers involved	◯	◯	◯
Support programme contracted to independent third-party provider, no peers involved	◯	◯	◯
Other	◯	◯	◯

17. If other, please specify

18. With respect to your organisation's support programme, are there issues with implementation that you want to share?

19. Please provide information about your support programme's third-party provider. *

	Only peer support	Only non-peer support
Support programme foundation	○	○
Mental health services provider (nonprofit/ for-profit)	○	○
Pilot representative body	○	○
Other kind of provider	○	○

20. Please specify the other kind of provider

21. Who will participate in the governance of the support programme? *

- ☐ Accountable Manager
- ☐ Safety Department Management
- ☐ Flight crew representatives
- ☐ Support programme management
- ☐ Peers
- ☐ Mental health professional (MHP)
- ☐ Aero-medical examiner (AME)
- ☐ National competent authority (NCA)
- ☐ Others

22. If "others", please specify

23. How is the access to your support programme organised? *

	N/A	Planned	In work
Direct personal contact (office) with staff, peer or professional, is available.	○	○	○
Dedicated website/app	○	○	○
Telephone hotline	○	○	○
Any other mode	○	○	○

24. If there is any other mode, please specify

25. With respect to flight crew access, are there issues with implementation that you would like to share?

26. Does the support programme grant access to concerned family, colleagues and friends to report concerns? *

○ Yes

○ No

27. With respect to this aspect, are there issues with implementation that you would like to share?

28. Does your support programme allow other categories of personnel (cabin crew, maintenance staff, other sensitive personnel, managers) to benefit? *

○ Yes

○ No

29. Which other categories of personnel can benefit?

	Yes	No
Cabin crew	○	○
Maintenance staff	○	○
Other sensitive personnel	○	○
Managers	○	○
Other	○	○

30. If other, please specify

31. Please explain why you would consider extending the support programmes to the above additional categories.

32. Which communication channels do you use to promote the support? (Please choose the options that apply.) *

	Yes
Website / App	○
Names and photos of peers in printed communications	○
Posters	○
Presentations by senior management	○
Awareness education and training for crew	○
Attention to availability of support is given in CRM- and safety training	○
Attention to support is given in debriefings by instructors	○
Other	○

33. If other, please specify

34. Has your organisation implemented a policy in regard to allowing the flight crew to receive temporary relief from flight duties when recommended by support programmes? *

○ Yes

○ No

35. Could you please provide more details to your answer.

36. Has your organisation implemented any specific policy to manage the risks of a pilot's loss of licence? *

○ Yes

○ No

37. Which measures does your organisation use? *

○ Insurance against a loss of licence

○ Other policy options

38. Please provide as much detail as possible, e.g. whether it depends on contract.

[ ]

39. Has your organisation implemented a policy in regard to offering motivating alternative positions to flight crew in case a return to in-flight duties is not possible? *

○ Yes

○ No

○ Partially

40. If 'partially' or 'no', what are your considerations? *

[ ]

41. How does your support programme ensure protection of confidentiality and personal data? *

	N/A	Planned	In work
Formal agreements between company management, providers and crew.	◯	◯	◯
Education and training about confidentiality in practice for all staff, peers and professionals that may be involved	◯	◯	◯
Peer confidentiality agreements are part of the protection	◯	◯	◯
Other protection measures.	◯	◯	◯

42. If other, please specify

43. With respect to this aspect, are there issues with implementation that you would like to share?

44. Have you implemented the link between the support programme and the Safety Management System of the AOC? *

	Planned	In work
Aggregated and anonymised data from programme to SMS	◯	◯
Data from Support Programmes used in the continuous improvement cycle	◯	◯

45. With respect to this aspect, are there issues with implementation that you would like to share?

[   ]

46. In which areas can your programme provide support? *

	N/A	Planned	In work
Critical incident response	○	○	○
Pilot-training assistance	○	○	○
Pilot well-being	○	○	○
Professional conduct issues	○	○	○
Substance abuse and dependence	○	○	○
Aeromedical	○	○	○
COVID-19 pandemic related support	○	○	○
Other kinds of support	○	○	○

47. Please specify the COVID-19 pandemic related support that you provided.

[   ]

48. Please specify the other kinds of support that you provide.

[   ]

49. Please provide information about the professionals involved in the support programme. *

	N/A	Planned	In work
Peers	○	○	○
Clinical psychologists	○	○	○
Other mental health professionals	○	○	○
Aeromedical doctors	○	○	○
HR staff	○	○	○
Other professionals	○	○	○

50. Please specify the other professionals

51. Could you give the (approximate) number of the following expertise - Peers *

52. Could you give the (approximate) number of the following expertise -(Clinical) psychologist *

53. Could you give the (approximate) number of the following expertise - Other mental health professionals *

54. Could you give the (approximate) number of the following expertise - Aeromedical doctors *

55. Could you give the (approximate) number of the following expertise - HR staff *

56. Could you give the (approximate) number of the following expertise - Other expertise *

[ ]

57. With respect to professional involvement, are there issues with the implementation that you would like to share.

[ ]

58. Could you please indicate the average annual numbers of crew using the support programme you implemented as follows:
a) Self Referrals: 2020/2021/2022/2023
b) Referrals to professional help: 2020/2021/2022/2023
c) Referral to professional help and temporary relief from flight duty: 2020/2021/2022/2023
d) Return to flight duty after follow-up: 2020/2021/2022/2023 *

[ ]

59. The added value of a support programme is clear. *

◯ Strongly agree

◯ Agree

◯ Neither Agree nor disagree

◯ Disagree

◯ Strongly disagree

◯ Too early to assess

60. What do you see as being the benefits of the implementation of the support programme? *

	No	To some extent
Availability of the support is appreciated by flight crew and other crew as well.	○	○
It fulfills a need which was felt already.	○	○
More openness about mental health problems in the company, less stigma felt.	○	○
Other beneficial impact.	○	○

61. If other, please specify

62. Do you have any further comment about the benefits of the support programme?

63. What do you see as being the drawbacks of the implementation of the support programme as you
may have experienced? *

	No	To some extent
Implementation is challenging.	○	○
Trust of crew is hard to get.	○	○
Costs overweigh the benefits.	○	○
Other drawbacks.	○	○

64. If other drawbacks please specify

65. Do you have any further comment about the drawbacks of the support programme?

Part 3: Implementation of flight crew support programmes - Additional Questions

These additional questions derive from specific provisions under Article 65b of the IAA Act (as amended in 2022).

66. The accountable manager in my organisation promotes the use of support programmes by flight crews and seeks to generate trust in the programme. *

   ○ Strongly agree

   ○ Agree

   ○ Neutral

   ○ Disagree

   ○ Strongly disagree

67. Please expand as necessary

   [ ]

68. My organisation provides effective access and referral to professional advice as necessary, including referral to mental and psychological health professionals. *

   ○ Strongly agree

   ○ Agree

   ○ Neutral

   ○ Disagree

   ○ Strongly disagree

69. Please expand as necessary

   [ ]

70. My organisation's support programme includes effective and confidential arrangements for the temporary cessation of duty *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

71. Please expand as necessary

[   ]

72. My organisation's support programme includes an effective process for returning to work following temporary cessation of duty *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

73. Please expand as necessary

[   ]

74. My organisation has adequate resources to implement an effective crew support programme. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

75. Please expand as necessary

76. My organisation provides effective accessibility to the crew support programme, including online access. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

77. Please expand as necessary

78. My organisation has effective procedures for the selection and training of peers for the crew support programme *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

79. Please expand as necessary

80. My organisation's crew support programme effectively ensures the independence of peers from management or supervisory functions or any other conflict of interest. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

81. Please expand as necessary

[   ]

82. My organisation's crew support programme effectively ensures the independence of peers from management or supervisory functions or any other conflict of interest. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

83. Please expand as necessary

[   ]

Part 4: Closing Remarks

Thank you for taking the time to complete this survey

84. Provide any additional comments you wish to add

Flight Crew Support Programme Survey for Pilots

Introduction

Purpose of the survey

The Irish Aviation Act 1993, as amended by Air Navigation Transport Act 2022, requires that the IAA conduct a review of the effectiveness of aircraft operator's provisions concerning flight crew support programmes.

In order to perform the review, the IAA is conducting a survey to collect data on the implementation and on the effectiveness of the crew support provisions as laid down in the EU regulatory framework, specifically Commission Regulation (EU) No 965/2012 of 5 October 2012 — Air Operations, CAT.GEN.MPA.215 Support programme.

This survey is aimed at aircraft pilots working for Irish AOC Holders. A separate complimentary organisational survey is being issued to Irish AOC Holders.

During early 2023, EASA conducted a similar survey with aircraft operators and crews which included, among other elements, a review on the effectiveness of the EU regulations pertaining to crew support programmes. The subsequent EASA report provides a useful reference source to compare the Irish results with the wider EU data.

By participating in this survey, you will help to identify strengths and weaknesses in the crew support programmes in place, that will help us to identify necessary actions to ensure the programmes are the best they can be. This data will form an essential part of a report that the IAA will publish on the company's website.

Structure of the survey

The survey is structured in four parts:
Part 1: General information about respondent
Part 2: Implementation of Crew Support programmes using EASA survey questions
Part 3: Implementation of Crew support programmes with additional questions arising from the Air Navigation Transport Act 2022.
Part 4: Final comments and submission

It is expected to take approximately **20 minutes** to complete this survey. Questions marked with an Asterix (*) must be answered before moving to next Part.

Confidentiality and Data Protection

Please note that the data collected from the surveys will be treated with utmost confidentiality. The data will be aggregated in the report that will avoid the possibility to recognise any organisation or person who answered the survey. Any information which will be used for the purpose of the report will be de-identified to ensure the confidentiality of the respondents.

Personal data will be processed in accordance with the General Data Protection Regulation (EU) 2016/679 (GDPR).

Deadline for response

The survey deadline is **30th April 2024,** after which date the survey will be closed.

We would like to thank you in advance for your time and efforts in replying to this survey!

Part 1: About you

The information requested in Part 1 is to support the assessment of the survey and for follow-up on specific comments as necessary. This data is collected for the purpose of this survey only and will not be released or used for any other purpose.

1. Name *

2. Position *

3. Organisation *

4. Email *

Part 2: Crew Support Programmes Implementation - EASA Questions

The Questions in this Part of the survey are identical to questions asked by EASA in a similar survey they issued to EU flight crews in 2023, and will provide an EU baseline against which to compare the Irish data.

5. Before this survey, were you aware of any support programme made available to crew? *

○ Yes

○ No

6. Please name the support programme(s) you already knew of: *

7. To what kind of support programme does your operator enable and facilitate access for you? *

○ Peer support programme

○ Support programme not using peers

○ The support programme is not available yet

8. Please expand, as necessary

9. How did your operator inform you about its support programme? *

○ Educational/promotional material

○ By the instructor during a training course

○ Periodical crew communication

○ Other channel of communication

○ My operator did not yet inform me

10. Please expand, as necessary

11. Does your operator's policy make it possible for crew to receive temporary relief from flight duties when recommended by the support programme *

○ Yes

○ Not that I know of

12. Could you please provide more details to your answer?

[   ]

13. Does your operator have a specific policy in regard to the management of risks of a pilot's loss of licence? *

○ Yes

○ Not that I know of

14. If possible, please provide more detail on your company's policy.

[   ]

15. In my perception, support programmes may be especially helpful in cases of: *

○ Critical incident events

○ When you may need pilot training assistance

○ Professional conduct issues e.g. a conflict with a colleague

○ Problematic use of alcohol or drugs

○ Mental health concerns caused by e.g. stressful life events, private issues, personal financial worries

○ Fear of losing my licence

○ Health issues causing me to worry

○ Other

16. If other, please specify

[   ]

17. In case I might need it, I would prefer help from: (please choose option that applies most) *

- ◯ Support programme provided by my operator not involving peers

- ◯ Peer support provided by my operator

- ◯ I would go and look for support independent of my operator and colleagues

- ◯ It depends on what kind of help I could use

- ◯ I don't know

18. The added value of my operator's support programme is obvious to me: *

- ◯ Strongly Agree

- ◯ Agree

- ◯ Neither Agree nor Disagree

- ◯ Disagree

- ◯ Strongly disagree

- ◯ Don't Know

19. If disagreement, could you please explain your answer?

20. In my opinion, my operator's peer support programme delivers good quality support. *

- ◯ Strongly Agree

- ◯ Agree

- ◯ Neither Agree nor Disagree

- ◯ Disagree

- ◯ Strongly disagree

- ◯ Don't Know

21. If disagreement, could you please explain your answer?

22. In my opinion, my operator's support programme not involving peers delivers good quality support. *

○ Strongly Agree

○ Agree

○ Neither Agree nor Disagree

○ Disagree

○ Strongly disagree

○ Don't Know

23. If disagreement, could you please explain your answer?

[   ]

24. In case I might need it, I have enough trust in my operator's support programme to go and make use of it: *

○ Strongly Agree

○ Agree

○ Neither Agree nor Disagree

○ Disagree

○ Strongly disagree

○ Don't Know

25. If disagreement, could you please explain your answer?

[   ]

26. Have you ever made use of your operator's support programme? *

○ Yes

○ No

27. If yes, please specify

○ Peer Support Programme

○ Support Programme not using peers

28. Please provide more details on the type of the support programme you used, as necessary

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29. If you have made use of your operator's support programme how satisfied were you with the:
*

	Satisfied	Slightly satisfied	Neutral	Slightly
Ease of access	○	○	○	
Quality of the actual support received	○	○	○	
Confidentiality of the process	○	○	○	
Other aspects	○	○	○	

30. If other, please specify

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Part 3: Flight Crew Support Programme Implementation - Additional Questions

These additional questions derive from specific provisions under Article 65b of the IAA Act (as amended in 2022). The purpose of the questions in this section is to establish respondents own perception of the effectiveness of the support programmes implemented by their operators.

31. In my view, my operator's accountable manager promotes the use of support programmes by flight crews and seeks to generate trust in the programme. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

32. Please expand as necessary

[   ]

33. I believe that my operator provides effective access and referral to professional advice as necessary, including referral to mental and psychological health professionals. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

34. Please expand, as necessary

[   ]

35. I believe that my operator's support programme includes effective and confidential arrangements for the temporary cessation of duty *

- ○ Strongly agree
- ○ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree
- ○ Don't know

36. Please expand, as necessary

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37. I believe that my operator's support programme includes an effective process for returning to work following temporary cessation of duty *

- ○ Strongly agree
- ○ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree
- ○ Don't know

38. Please expand as necessary

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39. I believe that my organisation has adequate resources to implement an effective crew support programme. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

40. Please expand, as necessary

[   ]

41. I believe that my operator provides effective accessibility to the crew support programme, including online access. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

42. Please expand, as necessary

[   ]

43. I believe that my operator has effective procedures for the selection and training of peers for the crew support programme *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

44. Please expand, as necessary

[ ]

45. I believe that my operator's crew support programme effectively ensures the independence of peers from management or supervisory functions or any other conflict of interest. *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

○ Don't know

46. Please expand, as necessary

[ ]

Part 4: Closing Remarks

Thank you for taking the time to complete this survey.

47. Provide any additional comments you wish to add

Microsoft Forms