



EAAP

EUROPEAN ASSOCIATION
FOR AVIATION PSYCHOLOGY

Worldwide Support



Enhancing your peer support programme:
Tips and tools from the field of
aviation psychology and applied human factors

Gunnar Steinhardt, Jenny Eaglestone & Michaela Schwarz

(Workshop 06 Nov. 2023 0900- 1200)

www.eaap.net



Introduction – Mentimeter questions



Part 1: Role of AVPSY/ AVHFS in PSP, regulatory framework, EPPSI



Part 2: PSP competencies and training



Part 3: PSP peer selection (nomination) tips & tricks



Interactive session: key success factors, challenges & PSP effectiveness



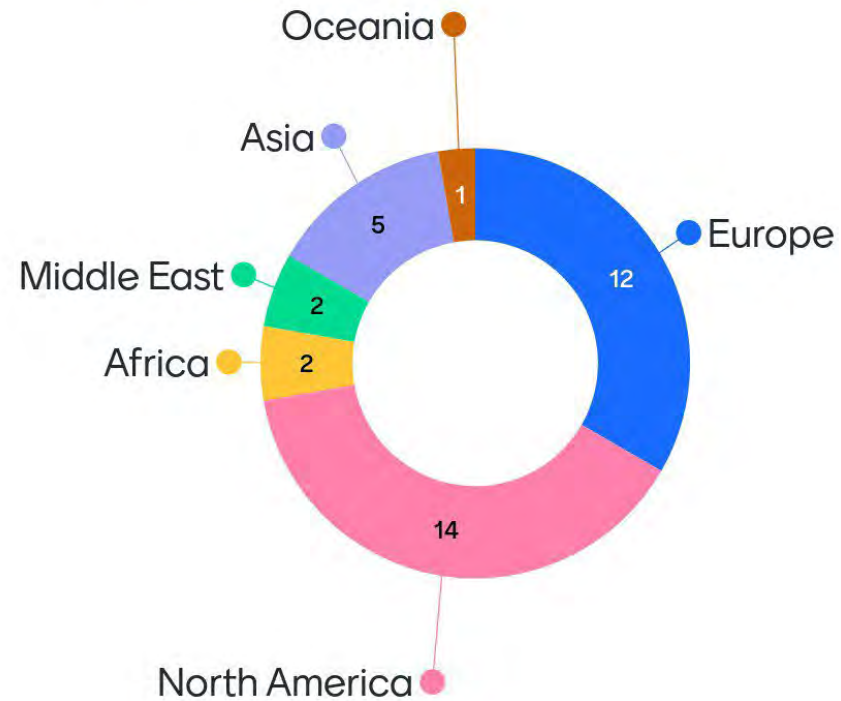
A few questions, just for you!

YES, I'M A
PSYCHOLOGIST.
NO, I CAN'T
READ
YOUR MIND.



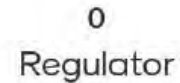
37 workshop participants - demographics

Where are you from?





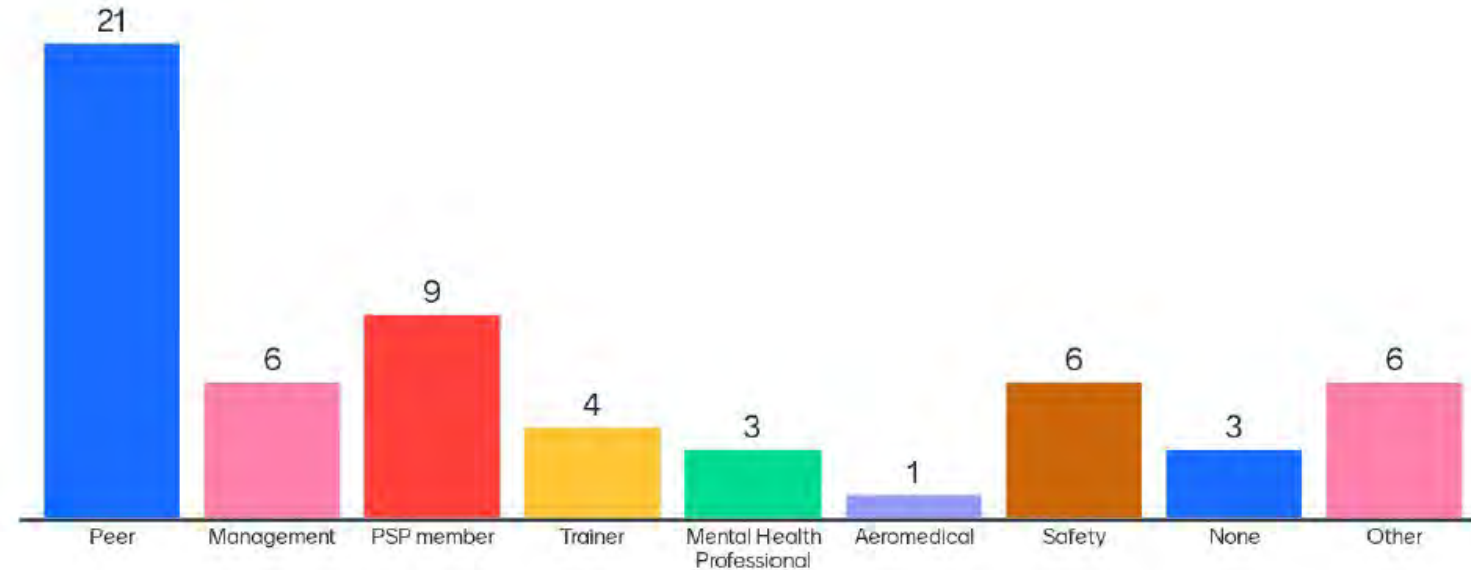
What is your professional background?



Cabin management, HR,
OH&S experts



What is your experience with Peer Support programmes?





Questions from participants

QUESTIONS RELATED TO ACCREDITED PEERS

- How to keep peers engaged
- Retaining PSP participants
- Ethics for peers/ [legal protection for peers](#)
- How to ensure they remain psychologically safe
- [How to prevent peer burnout?](#)

PSP COMMITMENT/ RESOURCES

- Getting industry support/ global support/ initiation
- EASA funding
- What are the cultural factors influencing PSP?

PSP EFFECTIVENESS

- How to you know PSP is working?
- What is the relapse rate of pilots?
- How to measure success?
- What has worked well within other PSPs?
- How to promote a PSP?

PEER SELECTION & TRAINING/ COMPETENCY

- How many peers in relation to size of company?
- Who should be the peers?
- Should new pilots be peers?
- How to recruit peers effectively?
- Boundaries between PSP and professional help
- Alternatives to MHP (if no MHP with aviation experience)
- [How to care but not carry the burden?](#)
- [How consistent/ uniform should peers ne?](#)
- [Competencies for PSP facilitators?](#)

PSP CONTENT/ CASES

- What are common questions around Peer support in your country?

PSP STRUCTURE

- [Is there a limit to confidentiality?](#)
- [When should the regulator be involved or aware?](#)
- [How much data is required?](#)
- [Is a gatekeeper necessary? Can you go direct from pilot to peer?](#)



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Enhancing Peer Support Programmes: The Aviation Psychologist's Perspective



Pilot Support & Development

... if you want to get things right in bad times, you need to build up trust and to promote in good times!



Pilot Support Programmes





Pilot Support Programmes

“After extensive research and surveys, it has been proven beyond doubt, that pilots are in fact only human.”

Dr. Ries Simons, European Society of Aerospace Medicine (ESAM)

(...NOT true for Maverick...)





Why do we need this to be joint effort?

Trust!



Mental Health Stigma



‘CAT.GEN.MPA.215 Support programme

- (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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

(b) participation of the representatives of those personnel covered by the support programme in the design, implementation and operation of the programme;

(c) a formal agreement between management and crew, identifying the procedures for the protection and confidentiality of the programme;

[REDACTED]

(h) involvement of persons with appropriate expertise when advising crews (for example, pilot peers with similar cultural backgrounds and professional staff with appropriate training in e.g. psychology, etc.);



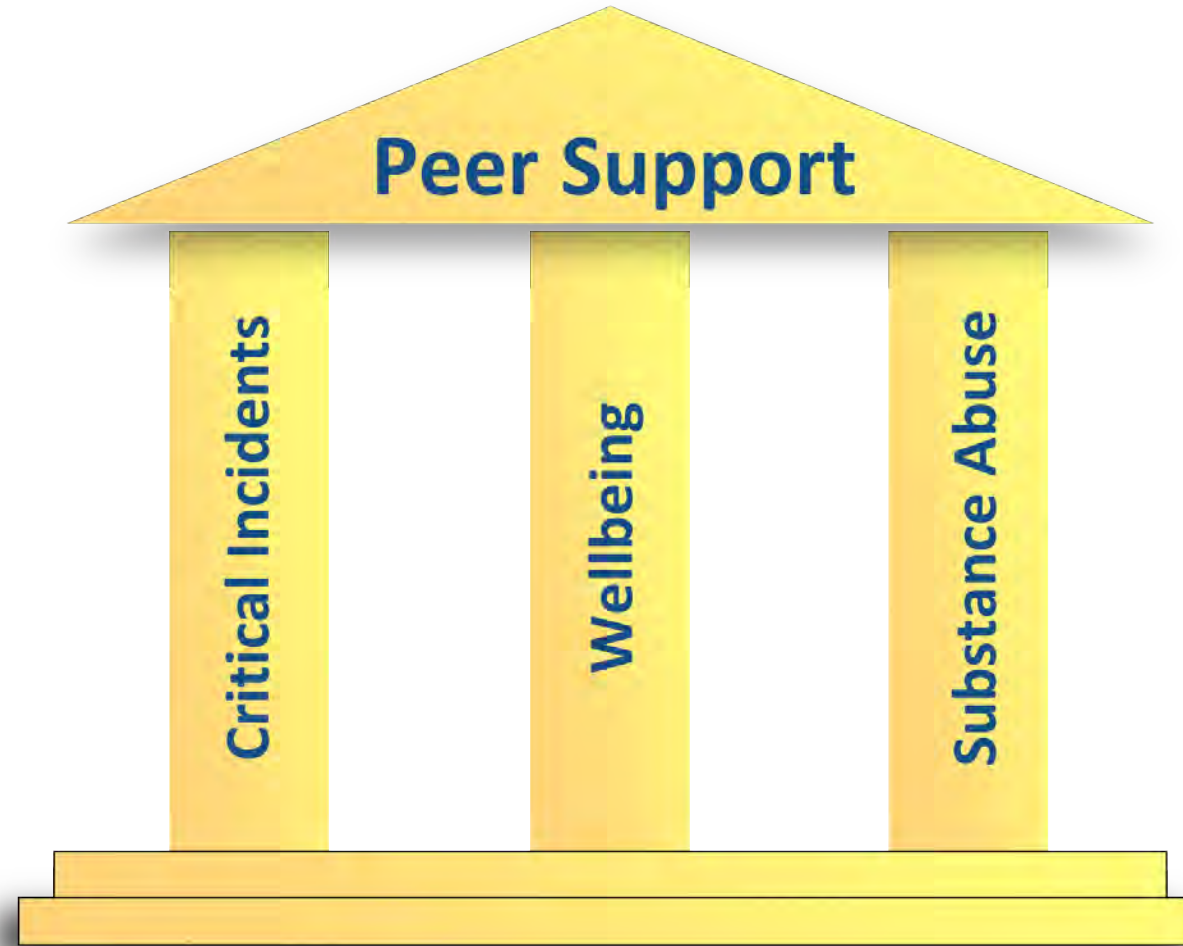
3. STRATEGIC PRIORITIES

Staff support programmes (SI-3012)

The EASA-led Task Force on Germanwings Flight 9525 identified a number of safety risks, including the need for pilot support programmes. However, humans throughout the aviation system need such support programmes. This has been highlighted in particular throughout the COVID-19 pandemic, where aviation professionals have worked under high pressure and often in isolating circumstances.



Areas of Peer Support





ICAO: Dimensions of Peer Support

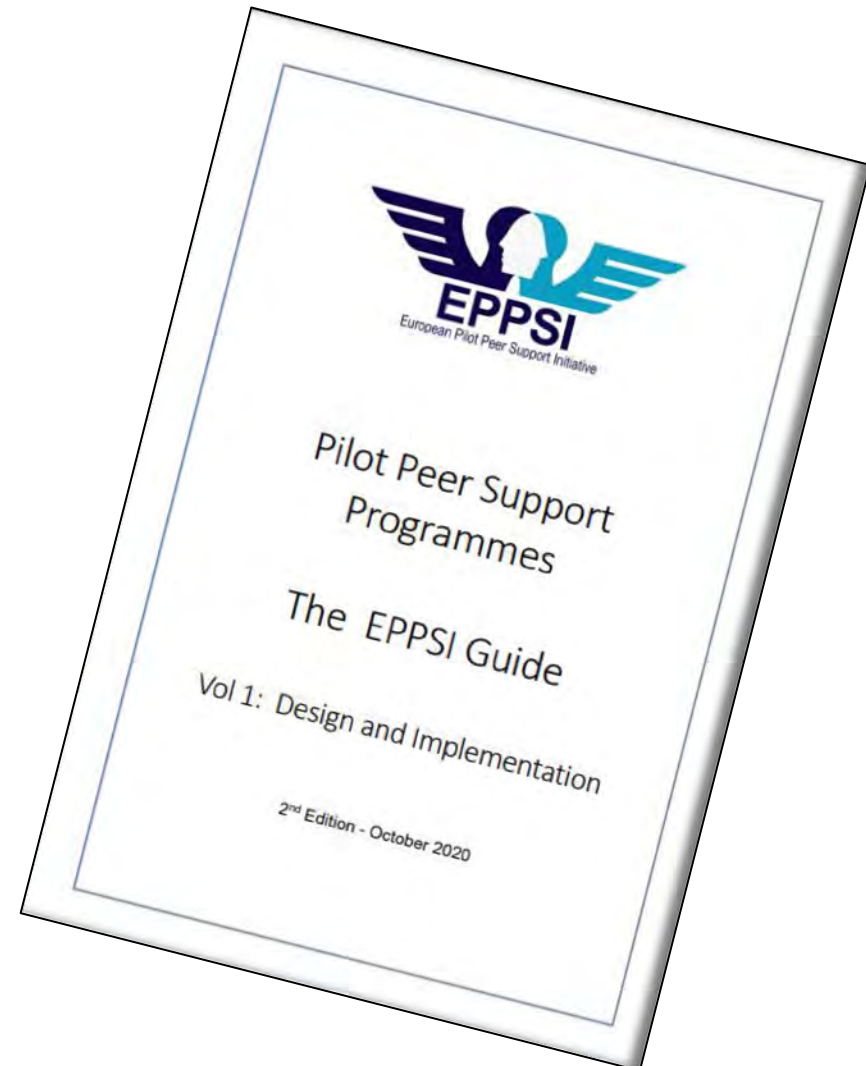




EPPSI Guide

EPPSI Guide 2nd Edition
October 2020

www.eppsi.eu



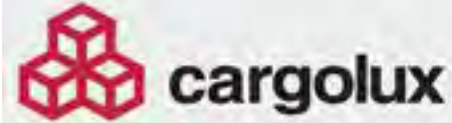
EPPSI Board Members



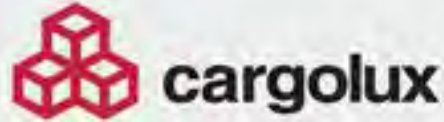
Dave Fielding (Secretary, ECA), Gunnar Steinhardt (EAAP), Paul Reuter (Chair, ECA), Dr. Gerhard Fahrenbrück (Stiftung Mayday), André Droog (EAAP), Dr. Ries Simons (ESAM); missing: Francesca Bartoccini (Mayday Italia), Prof. Rob Bor (EAAP), Hans Rahmann (Stiftung Mayday)



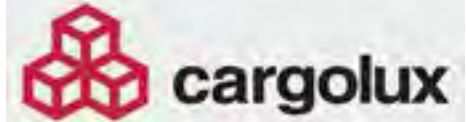
Pilot Support at Cargolux



**PSP Oversight
Committee**



Comité Mixte



Pilot Union

**Transparency through
information
& consultation**



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Cargolux's Approach to PSP

- Close cooperation between pilot reps. & management
- PSP Advisory Group since Jan 2018
- Intensive information campaign
- Stiftung Mayday as a PSP partner at Cargolux
- Design and implementation of a peer nomination process
- Nomination of peers in May 2018 (3 Captains, 3 First Officers)
- PSP presentation at Union Meeting in June 2018



Cargolux's Approach to PSP

Cont'd

- PSP presentation Join Committee June 2018
- 3-day training course for peers in September 2018 by Stiftung Mayday; additional stakeholders in attendance: Pilot Representative, Crew Planning, HR, Chief Pilot
- PSP presentation for NAA LUX October 2018
- PSP/ OM-A acceptance by NAA LUX
- Dedicated PSP intranet page online, PSP documents available on pilots' tablets, CISM flyer distributed to crews

Cargolux Pilot Peer to Peer Support active since March 2019!



Cargolux's Approach to PSP

And Now?

- PSP Advisory > PSP Oversight Committee (PSP OC) = Chief Pilot, Pilot Representatives, Aviation Safety, Peer Representative and Human Factors Manager as chair of the PSP OC
- Nomination of new peers by pilot community – from 5 to 7 peers (1% of pilots)
- Continuous peer training (yearly) – CISM pillars and (mental) well-being
- Continuous PSP coms to crews via various channels
- Initiative for 'Operational Debriefing' after 'incidents'
- Initiative to develop processes for 3rd Pillar 'Substance Abuse' with NAA LUX
- NAA LUX – implementation of 'Support Program Coordinators Forum (SPCF)' for all operators in LUX; exchange of best practices and joined initiatives

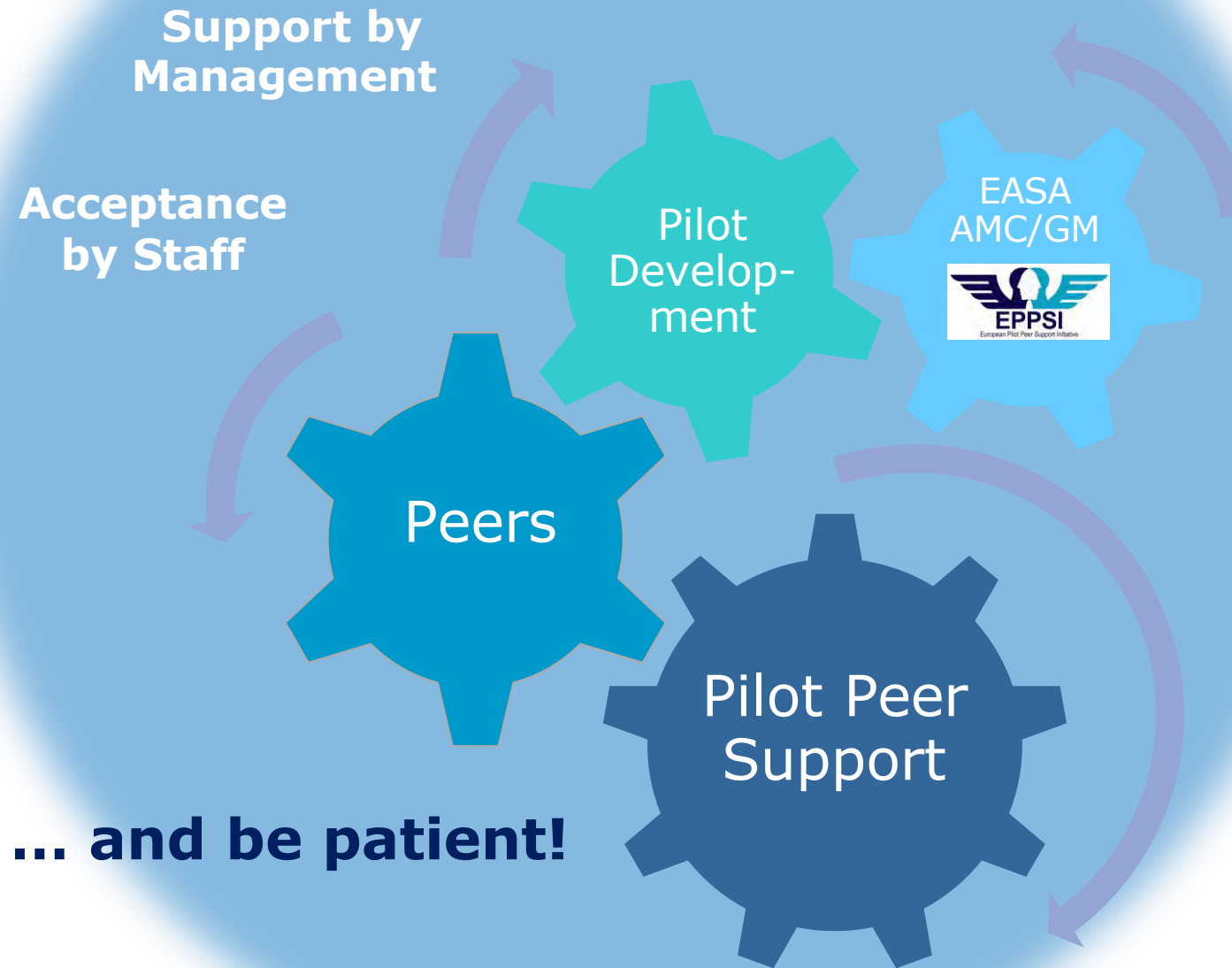
Holistic & Proactive Approach: Pilot Support & Development Programmes





Company Culture: TRUST!

**Holistic & Proactive
Approach:
Pilot Support &
Development
Programs**





Post COVID World

Staff leaving
company/industry

Loss of
knowledge

Loss of
competence

Strain on
training

Strain on
selection

Wellbeing issues

Loss of motivation

Normalisation of
deviance



Holistic & Proactive Approach: Pilot Support & Development Programmes

An holistic system is needed now, even
more than before!



Holistic & Proactive Approach: Pilot Support & Development Programmes

We have come full circle...
if you want to get things right in bad
times, you need to build up trust and
promote it in good times!



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PSP Competencies and training



PSP structure & paths

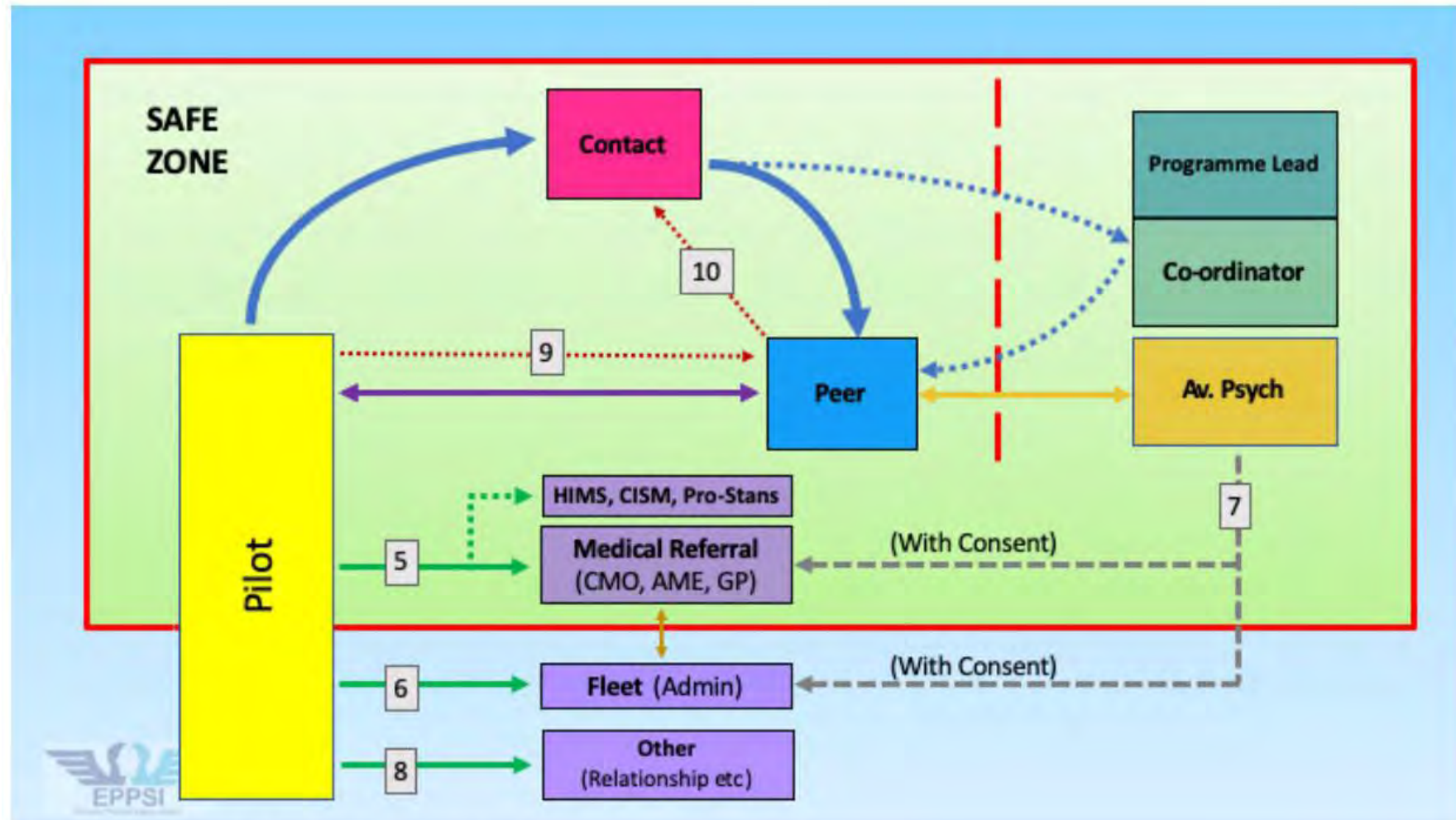


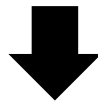
Fig. 4 Further Support process

Soure: Generic relationship diagram (EPPSI, 2nd Ed. Oct. 2020)

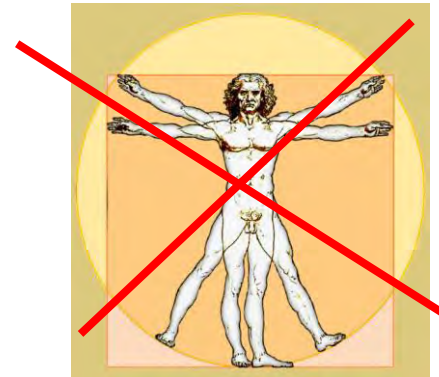


Changing roles (then and now)

Aviation Psychologist:



Human Factors Specialist:





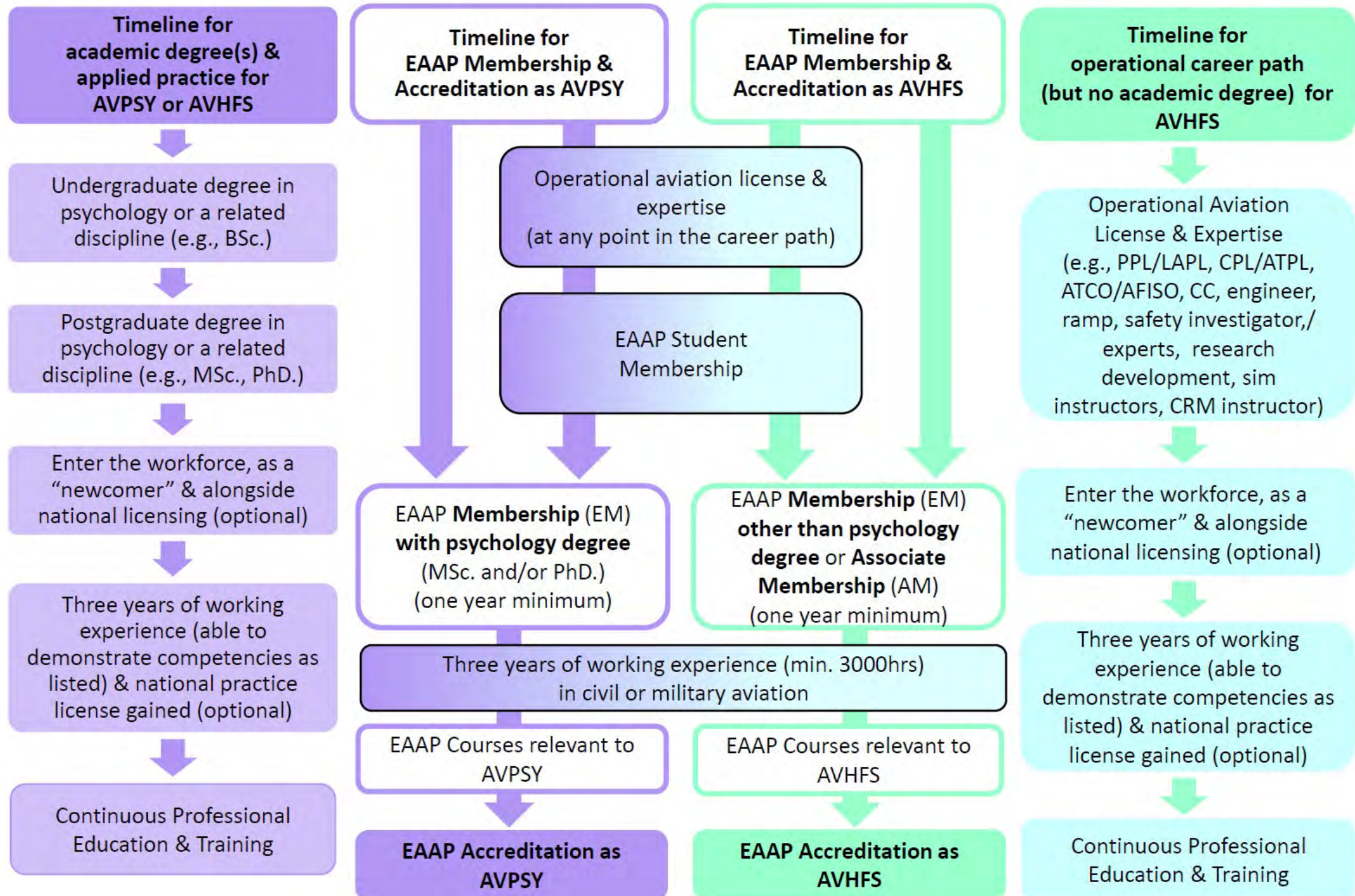
Some tasks & responsibilities

Aviation Psychologist:

- Pilot Peer Support Programs
- Comprehensive Mental Health Assessments
- Crisis intervention
- Fear of Flying Programs
- Selection of aviation personnel
- Ability testing
- Safety and Just Culture Programs
- Change Management
- And many more..

Aviation Human Factors Specialist:

- Usability engineering
- User experience (UX)
- Human-Machine-Interface
- User-centered design solutions
- Ergonomics
- Crew Resource Management Training
- Fatigue Risk Management Programs
- Human Factors Programs
- Human Performance & Safety
- Accident Investigations
- Risk Assessments
- And many more...





MHP Competencies – EASA GM

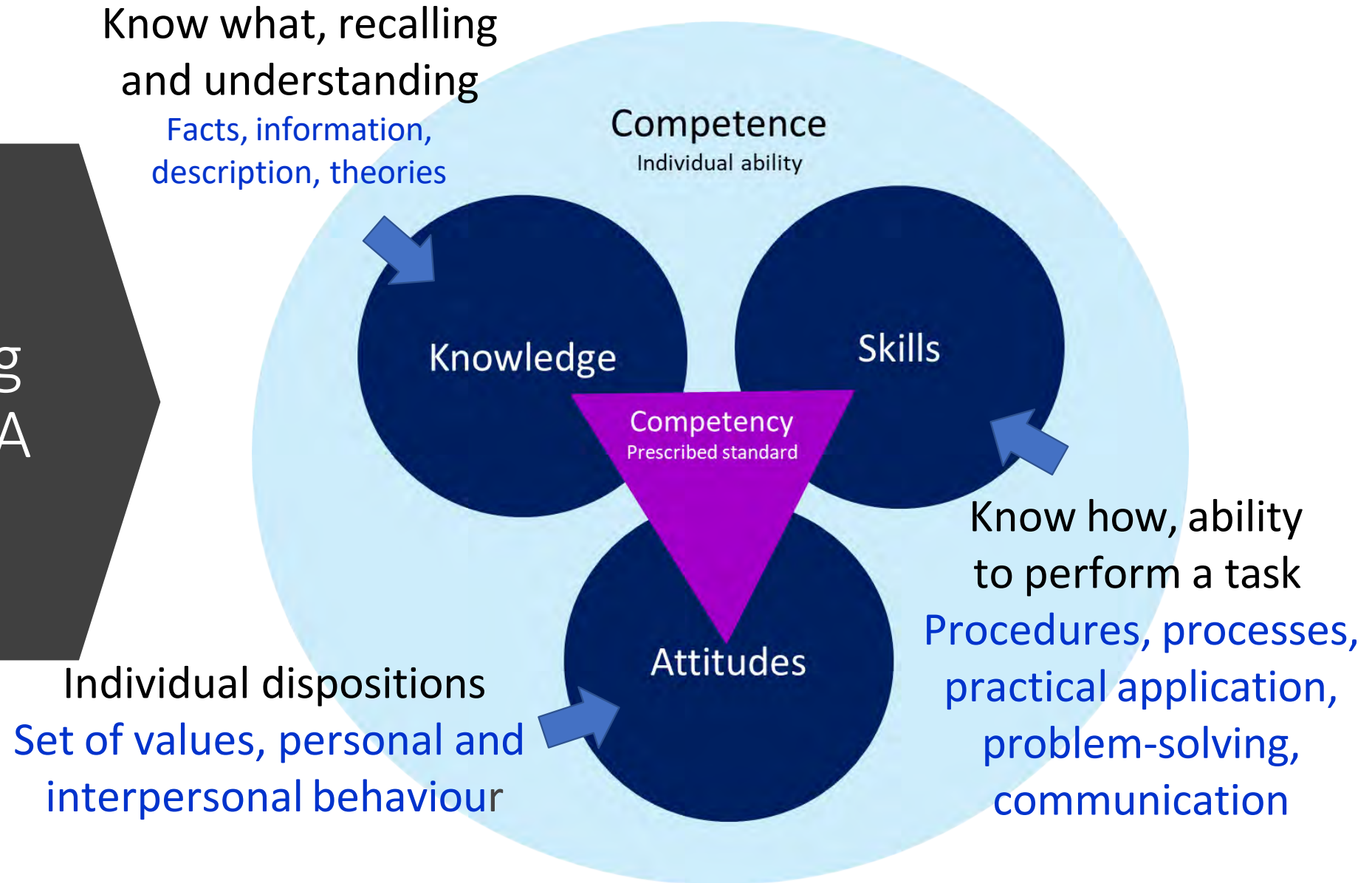
- Knowledge of the operator environment, working procedures, main safety risks
- Psychological first aid
- Legal requirements regarding data protection in the respective country (in Europe: GDPR) – cases when to disclose (if safety is at stake)

PLUS EPPSI recommendations:

- ✓ formal education and practice be knowledgeable and experienced in assessing, coaching and counselling clients with mental health issues
- ✓ access to and making professional use of AMEs, clinical psychologists, psychiatrists etc.
- ✓ being an effective trainer and teamworker



Underlying Model: KSA





Detailed AVPSY competencies regarding peer support

HANDBOOK ON AVIATION PSYCHOLOGY & HUMAN FACTORS COMPETENCIES

#	Title	Short Description	Knowledge	Skills	Attitudes
3.10	Peer Support	<p>Application of specific diagnostic knowledge and skills, counselling/therapeutic knowledge, theories, and techniques to support and help the individual in need.</p> <p>AVPSY: R (AoP) AVHFS: N/A</p>	<ul style="list-style-type: none">Knows principles of psycho-diagnostical assessment (interview, observations, battery of tests) and psychotherapeutic support.Tight collaboration (liaison) with AME and/or psychiatrist. <p>Peer Support: (trained to provide support in crisis):</p> <ul style="list-style-type: none">Knowledge of the most common psychological issues among aircrewKnowledge of the psychologist and psychiatrist jobs and their differencesKnowledge of the intervention in crisis; knowledge of the structure of peer support call.	<ul style="list-style-type: none">Demonstrates the application of psycho-diagnostic assessment and integration of the results.Decision making and plan of the treatment: further psychiatric interventions, diagnosis, psychotherapy/counselling/developmental support. <p>Peer Support:</p> <ul style="list-style-type: none">Demonstrates basic listening and counselling skillsDemonstrates the structure of the talk/call; application of the interventions in crisis, awareness, and the application of setting the boundaries.	<ul style="list-style-type: none">Being empathic.Being open-minded.Being flexible and tolerant.Having no prejudices, no judgment.Being calm and patient.Attention to details.Being self-aware.Continuous path of self-analysis and self-development.Self-confident.Practice mindfulness.

Source: Handbook on competencies for the endorsement of as aviation psychologist & aviation human factors specialist (2nd edition 16 June 2023)



Detailed AVPSYcompetencies regarding peer support

Source: Handbook on competencies for the endorsement of as aviation psychologist & aviation human factors specialist (2nd edition 16 June 2023)

Knowledge

- Knows principles of psycho-diagnostical assessment (interview, observations, battery of tests) and psychotherapeutic support.
- Tight collaboration (liaison) with AME and/or psychiatrist.

Peer Support: (trained to provide support in crisis):

- Knowledge of the most common psychological issues among aircrew
- Knowledge of the psychologist and psychiatrist jobs and their differences
- Knowledge of the intervention in crisis; knowledge of the structure of peer support call.



Detailed AVPSYcompetencies regarding peer support

Source: Handbook on competencies for the endorsement of as aviation psychologist & aviation human factors specialist (2nd edition 16 June 2023)

Skills

- Demonstrates the application of psycho-diagnostic assessment and integration of the results.
- Decision making and plan of the treatment: further psychiatric interventions, diagnosis, psychotherapy/counselling/developmental support.

Peer Support:

- Demonstrates basic listening and counselling skills
- Demonstrates the structure of the talk/call; application of the interventions in crisis, awareness, and the application of setting the boundaries.



Detailed AVPSYcompetencies regarding peer support

Source: Handbook on competencies for the endorsement of as aviation psychologist & aviation human factors specialist (2nd edition 16 June 2023)

Attitudes

- Being empathic.
- Being open-minded.
- Being flexible and tolerant.
- Having no prejudices, no judgment.
- Being calm and patient.
- Attention to details.
- Being self-aware.
- Continuous path of self-analysis and self-development.
- Self-confident.
- Practice mindfulness.



Deliverables

1. Full Handbook (1st edition)
 - 2nd edition (Dec 2022)
2. Venn diagram (overview)
3. List of competencies
4. Advice for Newcomers
5. Advice for Employers

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Exclusively for EAAP members:

- Continuous Professional Development (CPD) Database



HANDBOOK ON COMPETENCIES FOR ENDORSEMENT AS AVIATION PSYCHOLOGIST AND AVIATION HUMAN FACTORS SPECIALIST including Requirements for Continuous Professional Development

First Edition 14 December 2022



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APAHF in Practice

A Competency Framework for Aviation Psychologists and Human Factors Specialists in Aviation



Sonja Biede¹, Frederic Detaille^{2,3}, Tina Narotra (Balachandran)⁴, Katarina Petrovic^{5,6}, Hermann Rathje⁷, Alessandra Rea⁸, Michaela Schwarz⁹, and Anna Vereker¹⁰

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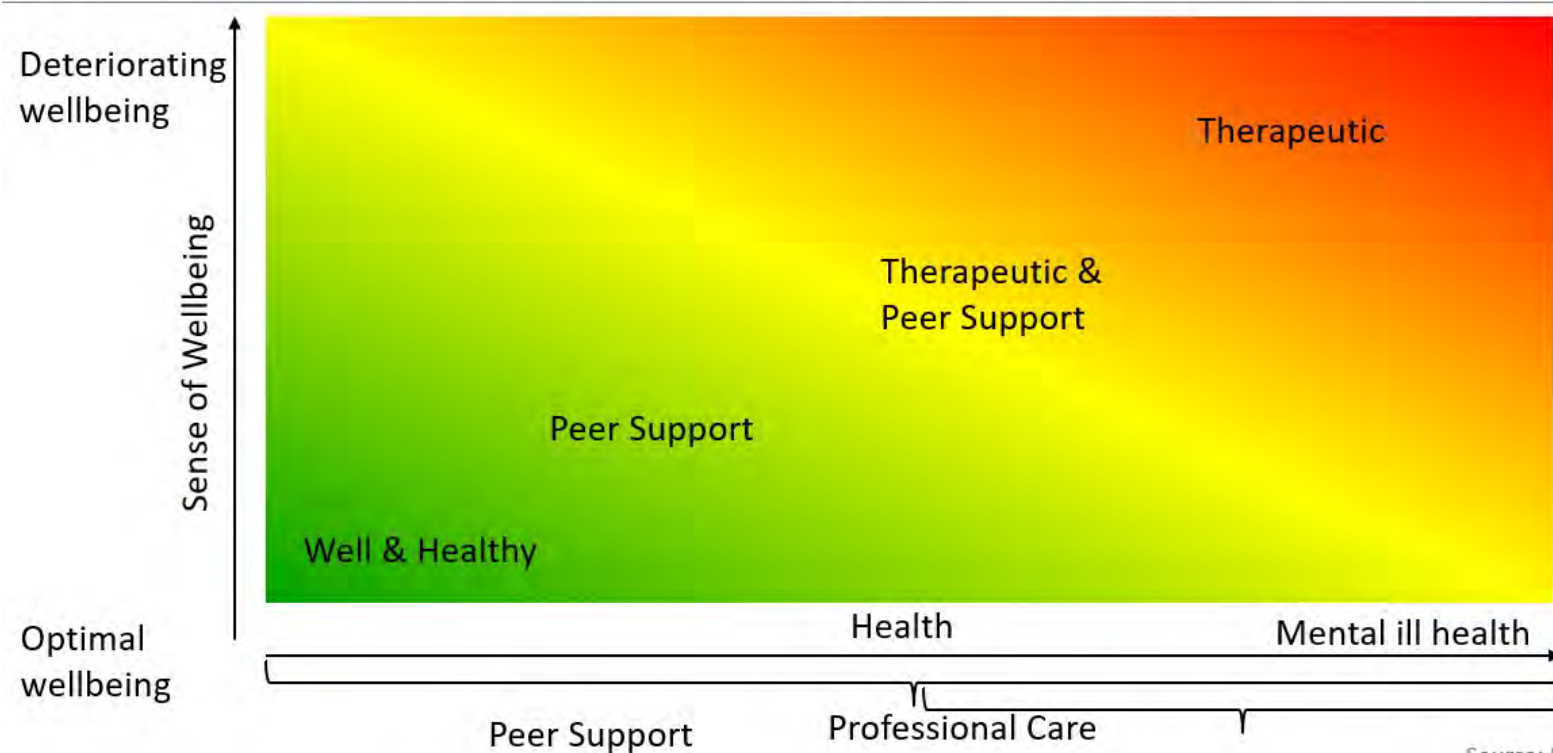
Abstract: Aviation psychology and human factors have made a significant contribution to aviation safety since the beginning of flying. Following the Germanwings tragedy in 2015, the professions have received extra attention from both governmental and aviation industry organizations. This paper reports on the development of a competency framework defining skills, knowledge, and attitudes for the endorsement of aviation psychologists (AVPSY) and aviation human factors specialists (AVHFS) based on input from 47 stakeholders and subject matter experts. The framework covers aviation domain knowledge, knowledge about humans, methodological approaches and tools, application practice areas, and common supporting skills and attitudes. Commonalities and differences between AVPSY and AVHFS are highlighted, and competency levels are discussed. Practical benefits of using the competency-based framework are emphasized for practitioners, employers, and universities or training organizations.

Keywords: aviation psychology, accreditation, competence, human factors, KSA



Training for all

Mental Health & Wellbeing Continuum



Source: ICAO State Letter Nov. 2019



Training needs?

Training content	Crew	Peer	MHP	Manager	OC	NSA	AME/ CMO	HR/ Legal
PSP rules & regulations	X	X	X	X	X	X	X	X
Data protection & confidentiality/ disclosure	X	X	X	X	X	X	X	X
Common psych. problems in aircrew/ working conditions	X	X	X	X	X		X	
Crew mental health & wellbeing	X	X	X					
PSP structure/ pathways to help		X	X	X	X		X	
Psychological first aid		X	X					
Providing peer support		X	X					
Mentoring, coaching, counselling		X	X					
Clinical diagnosis/ psych disorders			X					
PSP documentation		X	X	X	X	X		
PSP promotion		X	X	X	X	X		
Employment law			X	X				X
Other?								



Pilot Peer Support in Business Aviation (Executive Flying)



The nature of business aviation



Photosource: Courtesy of Mjet GmbH



ITALIAN BUSINESS AVIATION PILOTS OPINION ON WELLNESS AND PSYCHOLOGICAL SUPPORT: **A SUPPORT PROGRAMME PRE-INTRODUCTORY STUDY.**



Micaela Scialanga - Stefano Landolfi - Michaela Schwarz - Barbara Cordella



ΨTAPA

Italia - Associazione Psicologia Aviazione

FAMILIARITY WITH PSYCHOLOGISTS

- Yes, for myself
- Yes, for others
- Yes, for myself and others
- No, never

QUESTION: Have you ever contacted a psychologist other than the ones linked to renewing your medical fitness for your license?
(Choose with an x only one alternative: No, never; Yes, for myself and others, Yes for others, Yes for myself)

Airline pilots only
(pax and cargo)

N=353 pilots



Business pilots only

N=23 pilots



HELP SEEKING

- Talk with a trustworthy person
- Handle it myself
- Wait until things solve by themselves
- Seek professional help

QUESTION: When confronted by a problem or a difficult situation you most likely: (choose an alternative ticking it with an x).

Airline pilots only
(pax and cargo)

24% do not talk to anybody!



Business pilots only

51% do not talk to anybody!



- A peer trained by the Company
- A professional figure in the Company
- A professional figure outside the Company
- A trustworthy colleague
- Other
- I don't talk to anyone

QUESTION: If confronted by a personal problem that could impact your working activity you would contact: (tick with an x only one item)

Airline pilots only
(pax and cargo)



Business pilots only



WELL-BEING

Airline Pilot Sample (pax and cargo)

Very A lot A little Not at all

QUESTION: In your opinion well-being is:
(answer to each item by stating either: not at all, a little, a lot, very)



Business Pilots only

Very A lot A little Not at all



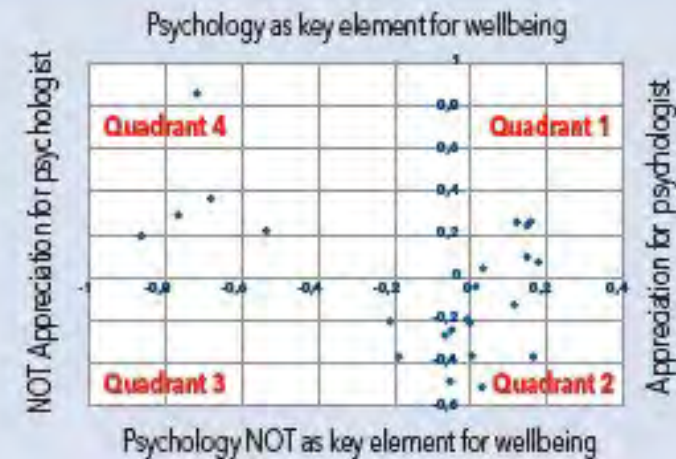
PSYCHOLOGICAL CULTURE

Business Pilots only



Multidimensional analysis
integrating: Multiple
Correspondence Analysis
(MCA) and Cluster Analysis (CA)

Quadrant	N	%
1	6	26,08
2	5	21,74
3	7	30,43
4	5	21,74



Main challenges from a business aviation peer perspective

telephone interventions
due to remote locations

anonymity of pilots
in small teams (family
operations)

calling in sick/ unfit for
duty reports

Business aviation
culture (fleet
structure, family
business)

fatigue

how to deal with
human feelings?

concerns to be able
to truly help

in the middle'
(between pilot and
AVPSY)

Relationship with
fellow pilots (fleet
structure)

when and how to
transfer to avpsych

how to measure
the effectiveness of
PSP

Confidentiality &
statistics

Source: based on feedback during PSP implementation in business aviation operators



Continuous Professional Development of PSP roles

- Regular Refresher training
 - Online vs. on-site (classroom- role plays)
 - Linked to existing trainings (CRM, first aid etc.)
 - Annual e-learning “Crew Mental Health”
- Peer supervision & experience exchange
 - Do’s and don’ts
 - What if...



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Choosing your support programme 'peers'



A few no-brainers to start with

- We need the best people
- Success of the programme depends on the quality of the Peers and your MHP
- Recruiting and selection the of right people takes time!





Who are the 'best people'? (KS AOs)

Knowledge

Basic mental health & company knowledge

Skills

Good listener
interviewing skills

Abilities

Analytical thinker

Other Characteristics

- Shows empathy
- Discreet & respectful
- Non-judgemental
- Knows their own limitations
- Desire to help people and asks for help when needed
- Prepared to learn and take part in intervision

and more.....



Who are the best people? (culture)





How do we find ‘the best people’?



- Depends on company and country culture
- Get your company recruiters and communication involved
- Be clear on what you are looking for?
- Look for ‘ordinary’ pilots (without managerial, training and checking or union roles)



Peer Selection

- EPPSI and IFALPA both promote a written essay in combination with an interview
- Get an aviation psychologist with selection experience involved!
- If you have to choose 1 selection method, then a **structured** interview can be a really good predictor of future performance
- Make sure the people involved are trained in the basics of selection

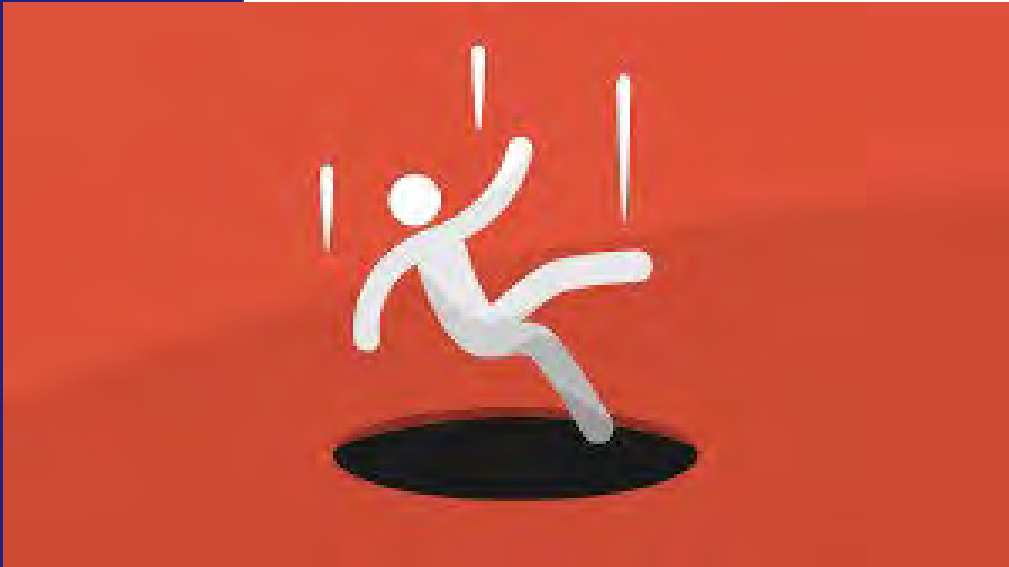




Pitfalls

Peers interested in position may be:

- recovering from their own issues
- (want to) be an amateur psychologist
- seeking to for instance control roster via PSP work
- see the position as prestigious



Are these the people you want?



What about your MHP?

Our advice: Accredited Aviation Psychologist with knowledge of clinical psychology

But that could be hard to find.....so what's the next best thing:

- Clinical psychologist with organisational fit and experience with 'high stress' professions
- Or a clinical psychologist with organisational fit who is willing to learn!



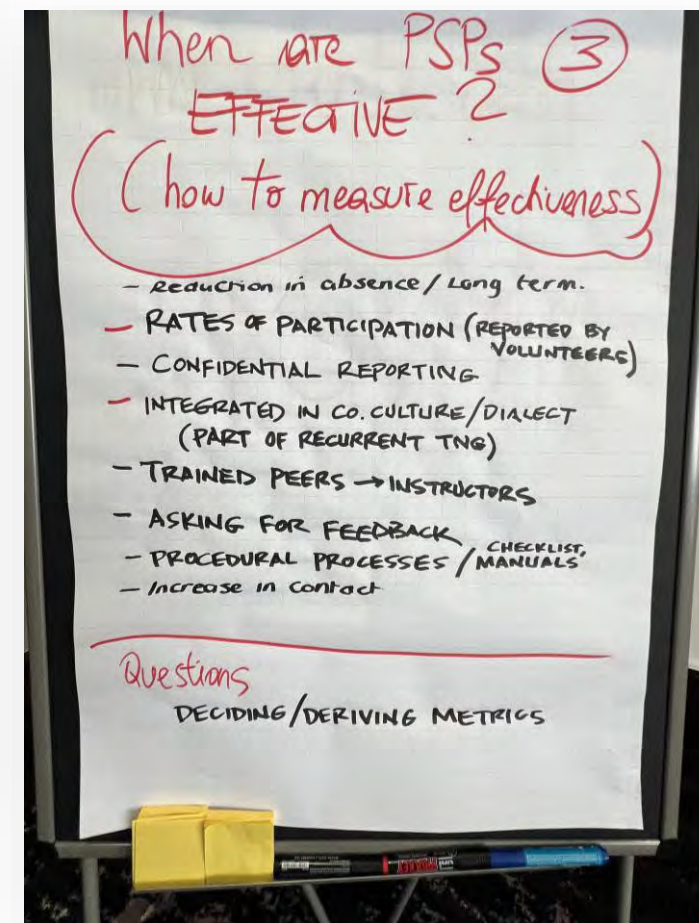
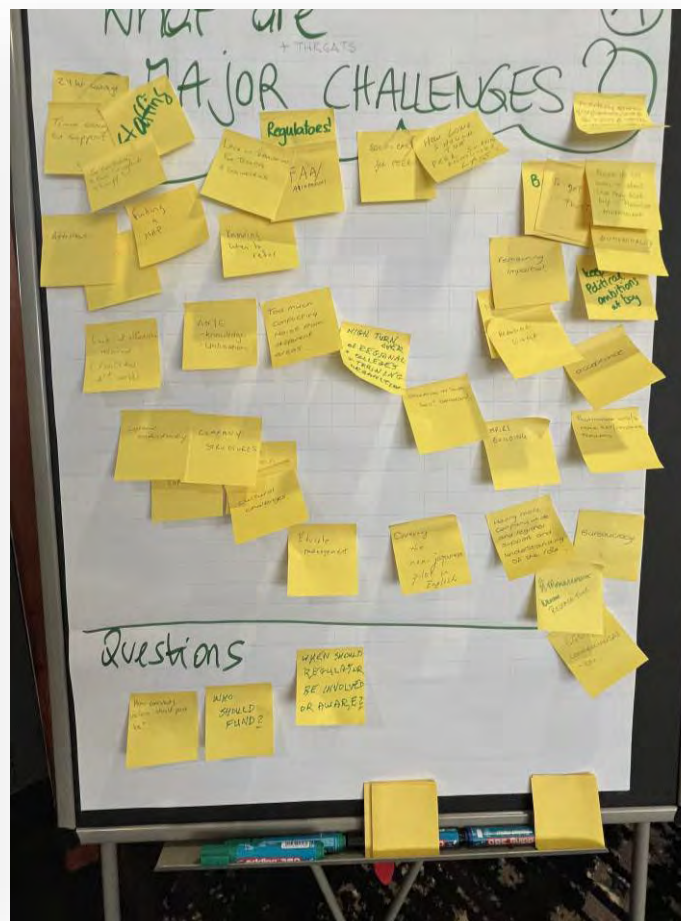
Choose your mental health professional
just as carefully as your personal

Interactive session: key success factors, challenges & PSP effectiveness





Interactive session: key success factors, challenges & PSP effectiveness





Q1: PSP success factors

PEER SELECTION

Process for volunteers, selecting good peers, peer accreditation, peer accountability, ensuring the correct numbers

TRAINING & AWARENESS

Formal training program & process, widespread awareness,

CONFIDENTIALITY
& TRUST

EFFECTIVENESS

Utilization of peers, low threshold to access PSP, testimonies of saved jobs/ medicals (pilots)

CULTURE

Just Culture & end user perception, creating a mental wellbeing culture from the start of the pilot career

PEER ENGAGEMENT & RETENTION

Peer supervision, women representation, cooperation & collaboration, NOT competition

MANAGEMENT COMMITMENT

Corporate management support, access to resources/ budget, formal company support





Q2. Major challenges/ threats

STAFFING/ RESSOURCES

24h coverage, time enough to support, finding a MHP, peers with the same mother tongue/ gender as pilot, money (3rd world), high turnover, AME knowledge

PEER PROTECTION

Safe-care for peers, rules on how long a peer support relationship should last

REGULATION

Lack of regs for tech ops, FAA aeromedical,

GAINING TRUST

keeping political ambitions at bay, remaining impartial, reducing stigma, negativity, gaining acceptance, assuring confidentiality, educate management

CULTURE

People do not want to admit that they need help, masculine environment, empire building, operation in silos, egos, commercialisation

STRUCTURE

Relationships with other EAP/wellbeing programs,

BUREAUCRACY

PEER PRINCIPLES/ MATCHING

Language barriers, gender differences





Q3. PSP Effectiveness

(HR) STATS

Reduction in absence/ long term sick leave,
decreased fluctuation, less drop-out rates,
increased employee satisfaction

TRAINING

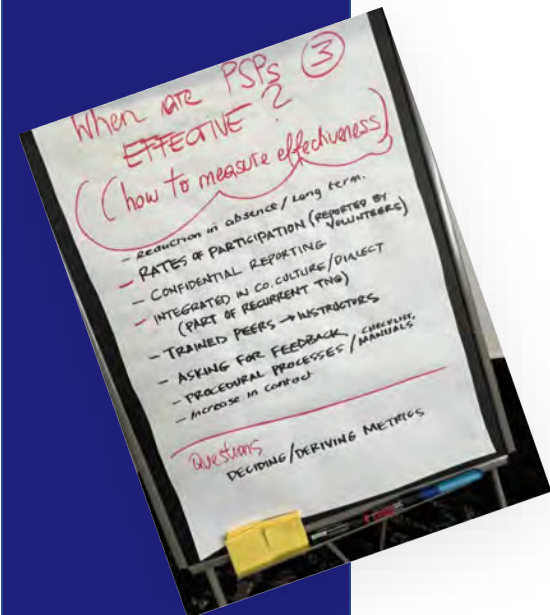
Trained peers & instructors
(multipliers),
reduced sim failures,
increased training success

PSP STATS

Feedback, rates of participation, number of trained peers/
instructors, number of contacts

SAFETY/ SMS

Number of confidential reports, number of incidents,
full integration in safety/company culture/dialect > part of CRM training



Thank you!



Jenny Eaglestone,
Michaela Schwarz &
Gunnar Steinhardt