Docket No. SA-538

Exhibit No. 20-B

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

FOM Excerpt – CRM Summary (2 pages)



UPS FLIGHT OPERATIONS MANUAL VOLUME 01 CREW RESOURCE MANAGEMENT SUMMARY

05-05

05.05.01 GENERAL

05.05.01.01 SUMMARY

Under the umbrella of Risk Management, CRM and TEM have become an integral safety component of operations at UPS. We will continue to train and educate our crewmembers on the importance and use of these tools. Risk Management has and will continue to be a key component to ensure that UPS maintains the safest and most profitable operation possible.

The following are suggested readings that can provide an expanded understanding of CRM and TEM. In the end sound judgment, standardization, following UPS policies and procedures, past experience and utilizing the CRM models defined and practiced in training will greatly improve your chances of successfully managing any eventuality you encounter in flight operations.

Aircraft Safety (Accident Investigations, Analyses and Applications), 2nd edition, by Shari Stamford Krause, PhD.

Emergency (Crisis on the Flight Deck) 2nd edition, by Stanley Stewart.

Human Factors in Multi-Crew Flight Operations, by Harry W. Orlady and Linda M. Orlady.

The Naked Pilot, The Human Factor in Aircraft Accidents, by David Beaty.