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Our Ref: AIC 25-R01/24-1002

Safety recommendation: AIC 25-R02/24-1002

Addressed to: Kobio Aviation Limited

Date issued: 25 April 2025

Investigation link: AIC 24-1002

Action status: Issued

Introduction

On 19 October 2024 at 16:05 local time (06:05 UTC), the AIC was notified by NiuSky Pacific about an occurrence that had occurred on the same day at 15:00 local time (05:00 UTC). The occurrence involved a De Havilland Aircraft of Canada Ltd DHC-6-300 Twin Otter aircraft registered P2-KAL, owned by ASHE Aircraft Enterprises Limited, and operated by Kobio Aviation Limited.

The AIC immediately began gathering information pertinent to the occurrence and commenced an investigation into the occurrence.

Occurrence

On 19 October 2024, at 15:00 local time (05:00 UTC), a De Havilland Aircraft of Canada Ltd DHC-6-300 Twin Otter aircraft registered P2-KAL, owned by ASHE Aircraft Enterprises Limited, and operated by Kobio Aviation Limited, was conducting a VFR charter flight from Kairik Airport, Enga Province to Mt. Hagen Airport, Western Highlands Province, Papua New Guinea, when, during the take-off roll, it experienced a runway excursion and rolled into a drainage ditch which runs along the left side of the runway and impacted the embankment.

Safety deficiency description

There are no clearly defined CRM guidelines in the operators relevant manuals providing guidance to enhance safety, improve communication, promote teamwork, support better decision making, reduce task saturation, build situational awareness and improve crew response to emergencies and ensure flight crew are prepared to manage their responsibilities and maintain safety during critical stages of the flight which includes take off.

Recommendation number AIC 25-R02/24-1002 to Kobio Aviation Limited

The PNG Accident Investigation Commission recommends that Kobio Aviation Limited,

- a) *revise its relevant manuals to provide explicit and structured guidance on CRM, including crew roles and responsibilities, communication protocols, decision-making processes, leadership, and teamwork.*
- b) *Ensure that all flight crew are assessed during flight checks on CRM elements, should Kobio amend its manuals pursuant to part (a) specifically:*
 - 1) *Crew Communication*
 - 2) *Decision-making*
 - 3) *Leadership and teamwork*

Action requested

The AIC requests that Kobio Aviation Limited note recommendation AIC 25-R02/24-1002 and provide a response to the AIC within 90 days of the issue date and explain (including with evidence) how Kobio Aviation Limited has addressed the safety deficiency identified in the safety recommendation.



Maryanne J. Wal

Chief Commissioner

28 July 2025

Kobio Aviation Limited's response to Safety Recommendation AIC 25-R02/24-1002

On 4 August 2025, Kobio Aviation Limited provided a response to Safety Recommendation AIC 25-R02/24-1002, via email stating;

- Full CRM course covers all aspects including crew communication, decision making/leadership and teamwork provided by CTS.
- Rejected takeoff covered on Proficiency check for both pilots were completed successfully.

The AIC reviewed the above response along with copies of Kobio Aviation Limited's comprehensive CRM-ADM Course Syllabus, CRM-ADM Training Certificates for the accident pilots, and Pilot Proficiency Check records which include CRM assessment for both pilots. Based on this review, the AIC initially deemed the response partially satisfactory.

On 15 October 2025, the AIC advised Kobio Aviation Limited that the response required more explicit CRM content to fully address the deficiencies identified in the safety recommendation. Specifically, the AIC requested structured guidance on the following:

- Communication protocols between crew members
- Teamwork strategies beyond basic situational awareness
- Leadership principles extending beyond task-focused guidance
- Formal decision-making frameworks, including risk assessment, delegation, and shared decision-making processes

On 16 October 2025, Kobio Aviation Limited requested a meeting with the AIC to better understand the requirements for closing the safety recommendation. The meeting was scheduled for Wednesday, 22 October 2025.

Subsequently, Kobio Aviation provided additional documentation extracted from its *Training and Competency Manual* for AIC review, including:

- Appendix 1C – Specialised Training Courses, which includes CRM
- Appendix 6 – Specialised Training Requirements, covering CRM
- Appendix 8 – CRM Training, detailing course aim, duration, syllabus, and completion standards
- Appendix 14 – Upgrade Training, addressing technical and operational challenges such as perspective shift, control adaptation, cognitive load, and situational awareness. Key operational areas reinforced include clear take-off briefings, precise line-up checks, directional control during power application, and safe use of brakes and reverse thrust on unimproved strips. These measures ensure trainees develop competence, confidence, and readiness for command responsibilities, enhancing overall flight safety.
- Line Route and Aerodrome Check (DHC-6-300) and Pilot Proficiency Check Checklists, both of which cover CRM principles such as communication and teamwork, situational awareness, workload management/leadership, and problem solving/decision-making.

AIC Assessment of Kobio Aviation Limited Response

The AIC has assessed the response provided by Kobio Aviation Limited and notes that the corrective actions taken fully address the safety deficiencies identified in the safety recommendation.

The AIC has assigned this response a *Satisfactory* rating.

The AIC has recorded the status of the Safety Recommendation as: **CLOSED**



Maryanne J. Wal
Chief Commissioner

31 October 2025