EUROCONTROL GUIDELINES for CONTINGENCY PLANNING of AIR NAVIGATION SERVICES

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Achievement, Execution, Assurance and Promotion

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http://www.eurocontrol.int/ses/public/standard_page/sk_sesis_guidelines.html

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Planning

Achievement

Operational

POLICY

Concept

Promotion

Assurance

Execution

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Achievement

Verifies that detailed means of translating contingency measures into effective actions are in place.

Designed to:

- Test, exercise and validate.

- Ensure Human aspects (Licensing, Training).

- Ensure Security measures.

- Maintain overall preparedness.

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How do you test and/or exercise your Contingency Plans?

" Partially have been tested in practice but because of lack of personnel at the moment we don't do it regularly .."

" Contingency training takes place once a year…"

" .. Partly tested .."

" We do not test yet the Contingency Plans …"

" Phase 0-1 are simulated …"

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Achievement – Testing and Exercising

- Testing: is **usually** associated with technological procedures and/or business processes (e.g. cascade system, AG comms test)

- Exercising: is normally used for scenario-based events to examine decision-making abilities (e.g desk-top)

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Achievement - Testing and Exercising – General

- 'Live' testing/exercise - extremely difficult

- Testing/exercising national/local decision – no European standard

- People - skills, knowledge, management and decision-making

- Evaluation programme recommended (but not mandated)

- Prime objective - evaluate safety

- Apply principle of 'minimal difference'

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Achievement - Training

- Equipping people - right skills

- 'Failing' and 'Aiding' - personnel trained

- Directive 2006/23/EC – min training standards

- Distinction - Training for Emergency/Degrade Modes and Service Continuity

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Achievement - Training

- **Emergency/Degraded Modes of Operation**

  - All control personnel (ATCO, Sups ATSEPs etc) must be able to react to emergecny or unusual events.

  - Part of everyday operations and training

  - ESARR 5

  - EUROCONTROL Guidelines

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Achievement - Training

- **Service Continuity**

    - Dependent on contingency strategies/measures.

    - Extent of training **can only be decided at local/national level** - support of NSA.

    - No mandate - standards or specifications for Service Continuity training.

    - FAB?

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Achievement – Licensing

- Contingency - ATCOs operate only within privileges of licence.

  - Valid rating, rating endorsements and Unit endorsements.

- Cross-border services - suitable agreements, supported by NSAs.

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Achievement – Staff Relocation

- **Pros:**

    - Reduced training needs.

    - Independent from external commitments concerning staff provision

    - Cost-effective if internal and external sharing solutions agreed.

- **Cons:**

    - Logistical problems – transport, housing etc.

    - Costs unbearable if NO cost sharing solutions agreed.

    - Social difficulties – length of time away etc.

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Achievement - Critical Incident Stress Management

- Contingency scenarios stressful - consider CISM

- **EUROCONTROL Guidelines at:**

  - Human Factors Module – Critical Incident Stress Management - HUM.ET.ST13.30000-REP-01 released on 31 December 1997.

  - Critical Incident Stress Management User Implementation Guidelines released on 6 December 2005.

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Achievement - Execution (Documented Process)

Contingency Plans

- **Roles and responsibilities**

- **Facilities for control and response**

- **Predefined location(s) – crisis and contingency management centres**

  - **Available for immediate activation/use**
  - **Need resources - comms facilities – to manage and monitor.**

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Execution – Immediate Actions

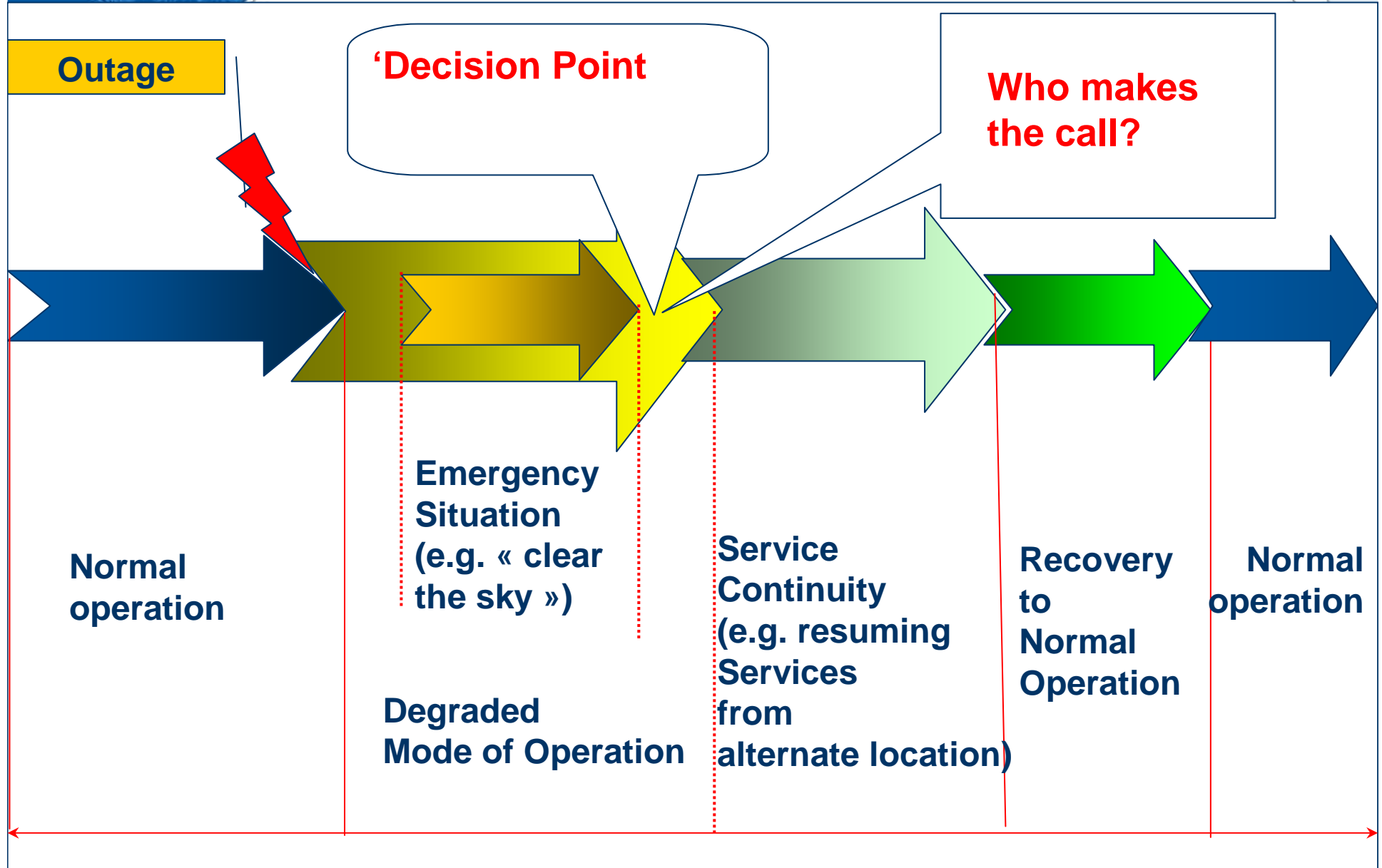**Contigency Framework Phase 1 - Immediate Actions**

- Dangerous situation – focus on safe handling of aircraft

- Use all technical means:
    - Secure actual traffic situation
    - Consider 'clear the skies'

- Prepare fall-back instructions - ensure smooth transition to follow up phases

- Identify the seriousness of the situation; duration other measures

- Inform others – neighbours (Aiding units), CFMU

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EUROCONTROL Guidance for Design
of Contingency Strategies
(based on 'Current Practices' and Common Failure Modes Considerations)

in support of
EUROCONTROL Guidelines for Contingency Planning
of Air Navigation Services

Edition 1.0

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Execution (Methods and Techniques)

- **Contain** – What can be done immediately to stop the problem getting worse?

- **Look** at the Contingency Plan - pre-planned response that fits this incident?
- **Communicate**

- **Assemble** a team

- **Assess the situation**

- **Predict** the likely outcom

- **Predict** a 'worst case'

- **Escalate** within the organisation

- **Execute** the response strategy

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Key Decision Point

Outage

'Decision Point

Who makes the call?

Normal operation

Emergency Situation (e.g. « clear the sky »)

Degraded Mode of Operation

Service Continuity (e.g. resuming Services from alternate location)

Recovery to Normal Operation

Normal operation

Execution (Methods and Techniques)

*Contain - Is there anything that can be done
immediately to stop the problem getting worse?*
*Look at the Contingency Plan
is there a pre-planned response
that fits this incident?*
Communicate
Assemble a team
Assess the situation
Predict the likely outcome
Predict a 'worst case'
Escalate within the organisation
Execute the response strategy
Evaluate the progress of the response against the likely
outcome
Review the effectiveness of the response as soon as
the situation allows

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Execution – Key Points

- Safety

- Transition – Emergency/Degraded Mode when to stop, who decides?

- Inform others:

  - Neighbours - potential Aiding Units

  - CFMU – see Guidelines

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Application - Assurance

2 Questions:

- *Are my plans feasible ?   Are we ready ?*

- Post Event Analysis (Practice or Real) – ASAP

    - Diaries/log books/checklists etc

    - ATC radar/voice recording

    - Other legal requirement

    - ESARR 2 Reporting?

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Application - Assurance

2 Questions:

- *Are my plans feasible ?*
- *Are we ready ?*

- Post Event Analysis (Practice or Real)

- Lessons identified - remedial actions

- Audits/reviews - Internal/External(NSA)

- Change management (process) - maintenance

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Promotion

- Debrief senior executive and other associated personnel

- Lessons learned dissemination

- Change management (culture)

- Awareness, however…

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Promotion – Awareness and Dissemination

Awareness:

Confidence

"Peace of Mind"

Disclosure:

Commercial

Security

"Need to know"

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Promotion – Contingency Planning Culture

- **Contingency Planning - NOT a 'one-off' event**

- **Affects all areas; it's everybody's business**

- **Contingency Planning part of the culture.**

- **Normal not abnormal**

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