

ATTACHMENT 6

to Operations/Human Performance Group Chairman's Factual Report

Company Response to Incident

DCA10IA001

O-LOH



Northwest Airlines Inc.
2600 Lone Oak Point
Eagan MN 55121
nwa.com

November 13, 2009

RECEIVED
NOV 18 2009
NWA-CMO

Mr. Vance Harris
Principal POI
Federal Aviation Administration
NWA Certificate Management Unit
2901 Metro Drive, Suite 500
Bloomington, MN 55426

Re: Corrective Action and Mitigation for Safety Related Events.

Dear Mr. Harris:

NWA continues to modify operational policies, procedures, and protocols to harmonize with DAL via the Phase of Flight process. NWA Flight operations are currently being conducted at Phase 4 of the 6 planned phases of transition. At this point, the flight deck procedure changes are largely complete.

Feedback from NWA pilots regarding the Phase of Flight continues to be open and honest. NWA Flight Operations managers continually scrutinize data from the ASAP, FOQA, AQP, and LOR programs along with pilot feedback via other protocols to identify safety and operational trends. Operational modifications in response to this feedback, and targeted communications are utilized to maintain the highest levels of flight operations safety.

At Phase 4, NWA and DAL operations became remarkably similar. While certificate management continues to reside with the individual airlines, the commonality of operations enables us to make decisions as a team, and communicate those decisions to line pilots as a single entity.

In light of recent events, the management teams deemed it important that NWA and DAL pilots receive a single, focused message regarding operational safety. In that regard, Captain Dave McNeill- NWA Chief Pilot and Captain Lynn Melin- NWA Director of Operations worked closely with senior Delta leadership to develop a common message for all pilots at both airlines. A brief summary of actions include:

- Flight Ops Director Briefing
 - Participated in Director Briefing on October 22, 2009
 - Confirmed tentative plan of action for immediate and long term mitigation.
- Immediate written communication via "All Pilot Letter"
 - "Back to Basics" refocus on safety bullet point provided to Chief Pilots, Line Check Pilots, and Training Instructors focusing on four main areas:
 - If in doubt, slow down or stop the operation
 - Threat and error management
 - Team expansion for quality decision making
 - Undetected complacency – don't let your guard down
 - Real Life Examples
 - Provided to Chief Pilots, Line Check Pilots and Training Instructors
 - Pulled from de-identified ASAP events
 - Phase of Flight oriented
 - Bullet points provided for discussion topics

- Informational packet detailing events.
- General Bulletin (Delta- N) and EFOC (Delta-S)
 - Published Sunday, October 25, 2009 on E-Crew, I-Crew, and NWA email.
- Chief Pilot Notification and Base Plan
 - Conference call held Friday, October 23, 2009 and briefed corrective plan of action.
 - Chief Pilots highly visible in crew lounges beginning Monday, October 26, 2009
 - Available everyday to answer questions and discuss safety focus with crews.
- Line Check Pilot Meetings
 - MSP and SLC emphasis on events and safety focus
- Expanded and Enhanced LOR
 - Slated to start November 1, 2009
 - Increased observations
 - Targeted discussion points of recent events emphasizing corrective measures.

In summary, the NWA management team is an active participant in decision-making, planning, and communication of a common safety related message to NWA and DAL pilots.

Sincerely,



Lyndi Klein
Managing Director
Flight Procedures, Training & Standards



BRIEFING PAPER

Topic Corrective Actions and Mitigation for Safety Related Events

Date October 27, 2009

- **Flight Ops Director Briefing**
 - Conducted Director briefing on October 22, 2009
 - Confirmed tentative plan of action for immediate and long term mitigation
- **Immediate written communication via "All Pilot Letter"**
 - "Back to Basics" refocus on safety bullet points provided to Chief Pilots, Line Check Pilots and Training Instructors focusing on four main areas:
 - If in doubt, slow down or stop the operation
 - Threat and error management
 - Team expansion for quality decision making
 - Undetected complacency – don't let your guard down
 - Real Life Examples
 - Provided to Chief Pilots, Line Check Pilots and Training Instructors
 - Pulled from de-identified ASAP events
 - Phase of Flight oriented
 - Bullet points provided for discussion topics
 - Informational packet detailing events
- **EFOB and general bulletin**
 - Published Sunday, October 25, 2009 on E-Crew/I-Crew
- **Chief Pilot Notification and Base Plan**
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