

# OpsX

Independent Advisory | Aviation Operations

## PHASE 1 — MOBILIZATION & SCOPING

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<b>Client</b>	[Airline Client Name]
<b>Programme</b>	IOCC Analysis & Requirements Solicitation
<b>Prepared by</b>	OpsX Consult - Engagement Lead
<b>Document Status</b>	FOR SPONSOR APPROVAL
<b>Version</b>	1.3 - Phase 1 Deliverable
<b>Date</b>	February 2026
<b>Classification</b>	Confidential - For Airline Client Use Only

*Prepared by OpsX Consult*

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## 01

# Signed Scoping Charter

*Establishing programme scope, governance, timeline, and boundaries*

## 1.1 Programme Identification

<b>Programme Title</b>	IOCC Analysis & Requirements Solicitation Engagement
<b>Airline Client</b>	[Airline Client Name]
<b>Engagement Lead (OpsX)</b>	[OpsX Engagement Lead Name], Senior Advisor
<b>Airline Programme Sponsor</b>	[Sponsor Name, Title]
<b>Airline Programme Lead</b>	[Lead Name, Title]
<b>Programme Start Date</b>	[DD Month YYYY]
<b>Target Phase 5 Completion</b>	[DD Month YYYY]
<b>Charter Version</b>	1.0 - For Signature
<b>Charter Date</b>	February 2026

## 1.2 Programme Objectives

This Requirements Solicitation engagement is commissioned to deliver the following outcomes for [Airline Client]:

- Produce a complete, auditable Requirements Traceability Matrix (RTM) that provides the definitive specification basis for the IOCC system selection process, covering all in-scope functional and operational domains.
- Establish a rigorous, evidence-based Current State Operational Baseline documenting how the IOCC currently operates at workflow task level, including all manual workarounds, system limitations, and pain points.
- Conduct a structured Gap Analysis comparing current state against desired future state, producing a Prioritized Gap Register that directly drives requirement classification and vendor evaluation weighting.
- Ensure all requirements are traceable to documented operational evidence, stakeholder statements, or regulatory obligations, and that every Critical and High-priority requirement has defined Acceptance Criteria.
- Deliver a vendor-neutral, technology-agnostic requirements specification that enables fair, auditable, and defensible evaluation of all responding vendors.
- Complete all five phases within the agreed programme timeline, with formal quality gate sign-off obtained before each phase transition.

### 1.3 Scope Boundaries

IN SCOPE — Confirmed Functional Domains & Boundaries	OUT OF SCOPE — Explicitly Excluded Areas
<ul style="list-style-type: none"> <li>Crew Planning &amp; Pairing Optimization</li> <li>Crew Rostering &amp; Bid Management</li> <li>Crew Training &amp; Qualification Tracking</li> <li>Crew Tracking &amp; Day-of-Operations Management</li> <li>FTL / FRMS Legality Management</li> <li>Crew Communication &amp; Self-Service Portal</li> <li>Operations Controllers / Flight Dispatchers (all shifts)</li> <li>Aircraft Scheduling &amp; Fleet Optimization</li> <li>Flight Tracking &amp; Monitoring</li> <li>Disruption Management (IROPS)</li> <li>Delay Management &amp; Reporting</li> <li>System Interfaces &amp; Data Integrations (Crew/Aircraft ↔ OCC ↔ External)</li> <li>All crew bases operated by [Airline Client] at programme commencement</li> <li>Regulatory frameworks: [Applicable CAA / FTL Regulation, e.g. EU-OPS, CAR-OPS, GCAA, etc.]</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Management &amp; Network Planning Systems</li> <li>Ground Handling &amp; Ramp Operations Systems</li> <li>Passenger Services &amp; Check-In Systems</li> <li>Maintenance, Repair &amp; Overhaul (MRO) Systems (except data interface requirements)</li> <li>Cargo Operations</li> <li>Catering &amp; Ancillary Services</li> <li>Fleet Acquisition or Financing Decisions</li> <li>HR / Payroll Systems (except data interface requirements)</li> <li>Any airline subsidiary or code-share partner operations not explicitly agreed in writing</li> </ul>

#### SCOPE CHANGE PROTOCOL

Any request to extend scope beyond the boundaries defined in this Charter must be submitted in writing to the OpsX Engagement Lead and the Airline Programme Sponsor. A formal Scope Change Request will be raised, assessed for timeline and resource impact, and must receive written approval from the Airline Programme Sponsor before any additional work commences.

### 1.4 Programme Governance

Role	Name / Organization	Responsibilities
<b>Airline Programme Sponsor</b>	[Sponsor Name]	Provides executive authority, escalation endpoint, and final sign-off at Phase 5
<b>Airline Programme Lead</b>	[Lead Name]	Day-to-day coordination, stakeholder access management, and document approval
<b>OpsX Engagement Lead</b>	[OpsX Lead Name]	Leads all elicitation, analysis, and documentation; accountable for deliverable quality
<b>OpsX Senior Advisor</b>	[OpsX Advisor Name]	Quality assurance, peer review of all requirements; independent challenge function
<b>IOCC Domain Leads</b>	[Names by domain]	Subject matter authority for each IOCC functional domain; approve domain-specific outputs
<b>IT / Systems Lead</b>	[IT Lead Name]	Technical authority for interface inventory, architecture, and non-functional constraints
<b>Regulatory &amp; Compliance Lead</b>	[Compliance Lead Name]	Authority on applicable FTL, CAA, and data protection obligations

### 1.4.1 Escalation & Decision Protocol

- Operational decisions (interview scheduling, document requests, minor scope clarifications): resolved between OpsX Engagement Lead and Airline Programme Lead within 48 hours.
- Scope or timeline decisions: escalated to Airline Programme Sponsor. Response required within 5 business days.
- Stakeholder non-participation or access disputes: escalated immediately to Airline Programme Sponsor for resolution.
- Phase gate approval delays: OpsX will issue a formal written notice after 5 business days. Continued delay beyond 10 business days will trigger a programme timeline review.

## 1.5 Programme Timeline & Key Milestones

#	Phase	Duration	Planned Start	Planned End	Gate Milestone
1	Mobilization & Scoping	1–2 weeks	[Start Date]	[End Date]	Scoping Charter Signed
2	Current State Discovery	2–4 weeks	[Start Date]	[End Date]	Baseline Report Approved
3	Gap Analysis	1–2 weeks	[Start Date]	[End Date]	Gap Register Approved
4	Requirements Elicitation & Documentation	2–4 weeks	[Start Date]	[End Date]	Draft RTM Completed
5	Validation & Sign-Off	1 week	[Start Date]	[End Date]	RTM Baselined & Signed

## 1.6 Deliverable Register

Deliverable	Phase	Target Date	Approval Authority
Signed Scoping Charter	1	[DD MMM YY]	Airline Programme Sponsor
Stakeholder Map & Interview Schedule	1	[DD MMM YY]	Airline Programme Lead
Document Review Log	1	[DD MMM YY]	OpsX Engagement Lead
Domain-Specific Interview Guides	1	[DD MMM YY]	OpsX Engagement Lead + IOCC Domain Leads
Phase 1 Completion Sign-Off	1	[DD MMM YY]	Airline Programme Sponsor
Current State Operational Baseline Report	2	[DD MMM YY]	Airline Programme Lead
Workflow Process Maps	2	[DD MMM YY]	Airline Programme Lead
Pain Point & Workaround Catalogue	2	[DD MMM YY]	OpsX Engagement Lead
System & Interface Inventory	2	[DD MMM YY]	IT / Systems Lead
Prioritized Gap Register	3	[DD MMM YY]	IOCC Director

Desired State Definition Document	3	[DD MMM YY]	IOCC Director
Draft Requirements Traceability Matrix (RTM)	4	[DD MMM YY]	OpsX Engagement Lead
Validated & Baselined RTM	5	[DD MMM YY]	All Phase 5 Signatories

## 1.7 Assumptions & Dependencies

- The Airline Client will designate a Programme Lead who has the authority to schedule stakeholder interviews and confirm document access within 5 business days of this Charter being signed.
- All stakeholders identified in the Stakeholder Map will be made available for interviews within the agreed engagement window. OpsX will provide a minimum of 5 business days' notice for all scheduled sessions.
- The Airline Client will provide OpsX with access to all relevant operational documents, system documentation, and regulatory correspondence listed in the Document Review Log within 10 business days of Charter signature.
- OpsX's role is that of an independent, technology-neutral advisor. No commercial relationship exists between OpsX and any IOCC system vendor. This independence must not be compromised by airline requests for vendor-specific guidance during the requirements process.
- Stakeholder interview recordings will be retained by OpsX in a secure environment for the duration of the engagement and deleted no later than 12 months post-programme completion, unless a longer retention period is required by contract.
- All programme documents produced by OpsX are the intellectual property of [Airline Client] upon final payment and programme completion. OpsX retains the right to use anonymized methodological learnings for internal quality improvement purposes.

## 1.8 Charter Sign-Off

### CHARTER APPROVAL — PHASE 1 GATE CRITERION

*By signing below, the Airline Programme Sponsor confirms that the programme scope, boundaries, governance structure, timeline, and deliverable register documented in this Charter are agreed and that OpsX Consult is authorized to proceed to Phase 2 fieldwork upon completion of all Phase 1 activities.*

AIRLINE PROGRAMME SPONSOR	OPSX ENGAGEMENT LEAD
<b>Name:</b>	<b>Name:</b>
<b>Title / Organization:</b>	<b>Title / Organization:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Date:</b>	<b>Date:</b>

## 02

## Stakeholder Map

Contact details, roles, domain focus, and confirmed interview schedule

The Stakeholder Map is the single most important planning output of Phase 1. It identifies every individual whose operational knowledge, decision-making authority, or system dependency makes them a material contributor to the requirements process. All stakeholder interviews must be confirmed before Phase 1 gate sign-off.

### PRIORITY KEY

Interview Priority Classification: P1 = Critical - must be interviewed before Phase 2 fieldwork commences. P2 = Important - must be interviewed within Phase 2.

All P1 interviews must be confirmed with dates before the Phase 1 gate sign-off is issued.

ID	Name & Title	Department	Domain Focus	Format	Priority	Date	OpsX Lead	Key Focus Areas
SH-001	<b>[IOCC Director / Head of Operations]</b> IOCC Director	Operations	All Domains	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Executive framing session - strategic priorities, ROI expectations, regulatory pressures
SH-002	<b>[Senior Operations Controller]</b> Senior Operations Controller	OCC	OCC — IROPS / Flight Tracking	Individual — 90 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	IROPS decision workflow, delay coding, manual workarounds in live ops
SH-003	<b>[Flight Dispatcher A]</b> Flight Dispatcher	OCC	OCC — Flight Planning	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Flight release processes, weather decision tools, fuel management workflow
SH-004	<b>[Flight Dispatcher B]</b> Flight Dispatcher	OCC	OCC — Flight Planning	Individual — 60 min	P2	[DD MMM] [HH:MM]	[OpsX Advisor]	Night shift operations, reduced-staff workflow differences
SH-005	<b>[Crew Planning Manager]</b> Manager — Crew Planning	Crew	Crew Planning & Pairings	Individual — 90 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Long-haul pairing logic, CBA rule sets, optimisation horizon, roster quality metrics
SH-006	<b>[Crew Rostering Lead]</b> Crew Rostering Supervisor	Crew	Crew Rostering & Bid Management	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Bid round process, fairness rules, exception handling, crew preference management
SH-007	<b>[Crew Tracking Supervisor A]</b>	Crew	Crew Tracking — Day-of-Ops	Individual + Observation	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Day-of-ops crew replacement workflow, sign-

ID	Name & Title	Department	Domain Focus	Format	Priority	Date	OpsX Lead	Key Focus Areas
	Crew Tracking Supervisor							in/out procedures, legality check processes
SH-008	<b>[Crew Tracking Supervisor B]</b> Crew Tracking Supervisor	Crew	Crew Tracking — Day-of-Ops	Individual + Observation	P1	[DD MMM] [HH:MM]	[OpsX Advisor]	Weekend/bank holiday crew management, fatigue call-out handling
SH-009	<b>[Crew Training Coordinator]</b> Crew Training Coordinator	Crew Training	Crew Training & Qualification Tracking	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Qualification expiry management, simulator scheduling, regulatory training reporting
SH-010	<b>[FTL / FRMS Compliance Officer]</b> FTL Compliance Officer	Safety & Compliance	FTL / FRMS — All Domains	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	FTL rule enforcement, FRMS approval status, near-miss reporting, regulatory correspondence
SH-011	<b>[IT Systems Administrator]</b> IOCC Systems Administrator	IT / Technology	All — Technical	Technical Workshop — 2–3 hrs	P1	[DD MMM] [HH:MM]	[OpsX Lead]	System architecture, interface inventory, API landscape, data flows, performance constraints
SH-012	<b>[Finance / Commercial Analyst]</b> Commercial Analyst	Finance	All — Commercial	Individual — 45 min	P2	[DD MMM] [HH:MM]	[OpsX Advisor]	Delay cost models, crew cost parameters, overtime rules, financial KPIs
SH-013	<b>[Regulatory &amp; Compliance Manager]</b> Regulatory Affairs Manager	Safety & Compliance	All — Regulatory	Individual — 60 min	P1	[DD MMM] [HH:MM]	[OpsX Lead]	CAA obligations, data protection requirements, SMS data needs, audit trail obligations
SH-014	<b>[Crew Self-Service Champion / Rep]</b> Crew Representative	Crew Operations	Crew — Self-Service	Individual — 45 min	P2	[DD MMM] [HH:MM]	[OpsX Advisor]	Crew-facing portal usability, swap request workflow, notification preferences
SH-015	<b>[IROPS Focus Group]</b> Multi-stakeholder Group	OCC + Crew	Cross-domain — IROPS	Focus Group Workshop — 2–3 hrs	P1	[DD MMM] [HH:MM]	[OpsX Lead]	Cross-departmental IROPS workflow, data handoff, decision authority, communication protocols

## 2.2 Interview Schedule Summary

Session Type	Count	Total Hours (Est.)	Phase Target	Scheduling Status
Individual Stakeholder Interviews (60 min)	10	10.0 hrs	Phase 1–2	Scheduling in progress — all to be confirmed before Phase 1 gate
Individual Stakeholder Interviews (90 min)	3	4.5 hrs	Phase 2	Scheduling in progress
Individual Stakeholder Interviews (45 min)	2	1.5 hrs	Phase 2	Scheduling in progress
Technical Workshop (IT / Architecture)	1	2.5 hrs	Phase 2	To be confirmed
IROPS Cross-Domain Focus Group Workshop	1	2.5 hrs	Phase 2	To be confirmed — max 8 participants
IOCC Process Observation (Gemba) Sessions	2	4.0 hrs	Phase 2	Requires IOCC access approval
<b>TOTAL</b>	<b>19 sessions</b>	<b>~25 hours</b>	<b>Phases 1–2</b>	<b>All P1 sessions to be confirmed at Phase 1 gate</b>

## 03

## Document Review Log

Complete inventory of reviewed documentation with gap analysis and Phase 2 actions

All documentation collected prior to Phase 2 fieldwork is catalogued below. Each document has been reviewed by OpsX against its completeness for requirements elicitation purposes. Identified documentation gaps are recorded and translated into specific actions for Phase 2 stakeholder interviews. The completeness assessment uses three classifications: **Complete**: document is current and sufficient; **Partial**: document exists but contains material gaps; **Incomplete**: document is absent, severely outdated, or insufficient to serve as a requirements source.

Doc ID	Document Name	Document Type	Date Reviewed	Domain Coverage	Completeness	Gaps Identified	Phase 2 Action Required
DOC-001	IOCC Standard Operating Procedures — Crew Tracking	SOP	[DD MMM]	Crew Tracking	Partial	Section 4 (crew replacement escalation) is missing. No documented process for fatigue call-out management. Last updated [Year] — does not reflect current FTL amendment.	Gaps to be addressed in SH-007 and SH-008 interview guides
DOC-002	IOCC Standard Operating Procedures — Operations Control	SOP	[DD MMM]	OCC — IROPS / Flight Tracking	Partial	IROPS decision tree references legacy system screen names that no longer exist. No documented delay reason code taxonomy. Section on aircraft swap approval authority is absent.	Gaps to be addressed in SH-002, SH-003 interview guides and IROPS focus group
DOC-003	Crew Planning System — User Guide (v[X])	System User Guide	[DD MMM]	Crew Planning & Pairings	Incomplete	Optimisation parameter documentation is absent. Rostering module user guide not included. API documentation not provided — required for interface requirements.	Request API documentation; gaps addressed in SH-005 and SH-011 sessions
DOC-004	Operations Control System — User Guide (v[X])	System User Guide	[DD MMM]	OCC — All Functions	Partial	Real-time flight tracking module documentation is version [X-2] — does not reflect current deployment. Integration documentation with crew system is absent.	Request updated documentation; gap to be addressed in SH-011 technical workshop

Doc ID	Document Name	Document Type	Date Reviewed	Domain Coverage	Completeness	Gaps Identified	Phase 2 Action Required
DOC-005	IT System Architecture Diagram (IOCC) — [Version]	Technical Architecture	[DD MMM]	All — Technical	Partial	Diagram does not show data flow direction or payload specifications. External system interfaces (Airport AODB, MET service, ACARS) are noted but not documented. No disaster recovery architecture shown.	Complete interface during SH-011 technical workshop
DOC-006	Delay & Disruption Post-Mortem Reports (12 months)	Operational Reports	[DD MMM]	OCC — All; Crew Tracking	Complete	Reports confirm recurring manual workaround for crew legality check (reported 23 times in 12 months). No structured root cause categorization applied — limits gap analysis traceability.	Use as primary evidence for process and functional gap identification in Phase 3
DOC-007	Collective Bargaining Agreement (CBA) — Pilot Group [Year]	Regulatory / Contractual	[DD MMM]	Crew Planning / Rostering	Complete	CBA contains 47 specific scheduling rules. Unclear which are currently enforced by system vs. manually monitored. Mapping to system capability required.	Develop CBA rule inventory; address in SH-005 and SH-006 sessions
DOC-008	Flight Time Limitation (FTL) Regulatory Framework — [CAA]	Regulatory Document	[DD MMM]	All Crew Domains; FRMS	Complete	Regulation references FRMS approval requirements — current system's FRMS approval status not confirmed in documentation. Reporting obligation schedules not mapped to system capability.	Address in SH-010 and SH-013 sessions; confirm FRMS approval status
DOC-009	Existing SLA Performance Records — System Availability (12 mths)	Performance Records	[DD MMM]	All — Technical	Partial	SLA data shows 3 unplanned outage events exceeding 2 hours in the review period. No documented RTO or RPO targets found. Planned maintenance downtime not segregated from unplanned.	Use to inform availability and resilience non-functional requirements
DOC-010	Data Protection & Privacy Assessment (GDPR / [Local])	Compliance Document	[DD MMM]	All — Data	Incomplete	Assessment predates current system deployment. Crew personal data handling obligations not mapped to system data fields. Data residency requirements for cloud deployment not documented.	Address in SH-013 session; may generate interface and non-functional requirements

Doc ID	Document Name	Document Type	Date Reviewed	Domain Coverage	Completeness	Gaps Identified	Phase 2 Action Required
DOC-011	Organizational Chart — IOCC Functions & Reporting Lines	Organizational	[DD MMM]	All	Complete	Chart is current. Authority matrix for IROPS decision-making is not shown — will be explored in SH-002 and focus group sessions.	Use to validate stakeholder map coverage; no further action required
DOC-012	CAA / Safety Management System (SMS) Requirements	Regulatory Document	[DD MMM]	All — Safety	Partial	SMS manual references data collection requirements that may necessitate specific IOCC system output formats. Requirements not currently documented.	Address in SH-013 session; likely to generate specific interface requirements

### 3.2 Documentation Gap Summary

Completeness Category	Count	Required Action Before Phase 2
Complete — No material gaps	2 documents	No action required. Use as primary Phase 2 evidence source.
Partial — Material gaps identified	8 documents	Gaps must be addressed through targeted interview questions in the relevant domain interview guides. All partial documents are cross-referenced in interview guide preparation.
Incomplete — Not sufficient as requirements source	2 documents	Escalate to Airline Programme Lead to obtain current versions or confirm unavailability. If unavailable, mark as evidence gap in Phase 2 baseline report.

### 3.3 Outstanding Document Requests

The following documents have been formally requested from the Airline Client and are pending receipt. Phase 2 fieldwork may commence in non-dependent domains while these are awaited; however, all documents must be received before the relevant domain interview sessions are conducted.

Document Requested	Requested From	Date Requested	Status
Crew Planning System — API Documentation	IT Systems Administrator	[DD MMM]	Awaited
FRMS Approval Certificate ([CAA])	FTL Compliance Officer	[DD MMM]	Awaited
Updated Operations Control System User Guide (current version)	IT Systems Administrator	[DD MMM]	Awaited
Current Data Protection Impact Assessment (DPIA)	Regulatory Affairs Manager	[DD MMM]	Awaited
Delay Reason Code Taxonomy / Codebook	OCC Manager	[DD MMM]	Awaited