ROLES AND RESPONSIBILITIES FOR THE PROJECT ORGANIZATION TEMPLATE

<u>**Purpose**</u>

The objective of this document is to describe key roles and responsibilities for the A-CDM project organization

1. A-CDM steering committee

The A-CDM Steering committee is the Strategic Steering Board of the A-CDM implementation project. It is constituted of high-level management, preferably the Chief Operations Officers (COO) of the individual partners, or one level below the COO.

Note: The Steering Board can be an existing steering board monitoring multiple projects, in order to utilise existing human resources.

The steering committee will have access to performance review and operational expertise, which usually is available for the COO in charge:

- An internal **Operational Advisory Group may advise the steering committee.**
  - **The advisory board** should contain operational experts from the various partners, who are frequently gathering to align their recommendations to the Strategic Steering Board via the Project Manager, and are getting their information from independent consultations of project members, and formal progress reports from Project Manager and project team members.
  - Their recommendations must be based on the latest progress reports and documentation hence they should have access to all persons participating, and all documents that are being developed.

The A-CDM steering committee must define clear roles and responsibilities in the implementation phase for the A-CDM stakeholders, i.e. "**who**" is doing "**what**" and "**when**" in the implementation project. This is not to be confused with the "roles and responsibilities" of the stakeholders in the A-CDM process which are at an operational level.

2. A-CDM project manager

The Project Manager is the overall executive, responsible for the total project and all sub-projects under the umbrella of Airport CDM. The project manager has full mandate from the Strategic Steering Board, full budget control for projects and staff activities, and reports directly to the Strategic Steering Board.

The project manager collects progress reports from the project team members, and evaluates their functioning.

Note: The project manager may be occupied with his work full time, dependent on the size of the airport, amount of partners involved, project complexity, and number of projects needed.

The A-CDM project manager coordinates the following activities for the initiation of the project:

- Conduct initial familiarisation of Airport authorities (Top Management) and consultation with all stakeholders.
- Define clear objectives with stakeholders for optimal operations.
- Conduct gap analysis between current collaboration frameworks and the A-CDM.
- Conduct cost-benefit analysis for implementing the ACDM.
- Propose a governance structure for the ACDM.
- Propose a draft Memorandum of Understanding (MOU) between all stakeholders on information sharing.

Once the project is launched, the project manager will coordinate the development and implementation of the project management plan with the project team.

The project management plan shall be the basis document for all activities of the A-CDM project. All the work must be performed according to the description of work in the project management plan, in order to be transparent and clear to all.

3. A-CDM project team

The Project Team is responsible for implementing, all the activities necessary to implement the project management plan. The project team members report to the project manager.

The project team tasks include, not limited to:

- Define equipment requirements and training activities for the implementation of the ACDM.
- Propose a roadmap for implementation and performance establishment taking into account the assessment and mitigation of risks linked to change.
- Facilitate the signature of the mou (Memorandum of Understanding) to formalize the stakeholders' commitment to collaborate on the implementation of A-CDM.
- Conduct benchmarking at selected airports having implemented A-CDM to learn from best practices and avoid common mistakes.
- Conduct a safety assessment to identify and mitigate risks associated with A-CDM implementation.
- Define the A-CDM concept of operations (CONOPS) by describing collaborative processes (information sharing, decision-making, etc.);
- Monitor the implementation of the A-CDM solution by deploying a technical and operational procedures.
- Train A-CDM stakeholders, ensuring that all stakeholders are familiar with the new processes and tools.
- Conduct implementation tests to validate the proper functioning of the A-CDM before its full deployment.
- Define key performance indicators (KPIs) to assess the effectiveness of the A-CDM.

Key staff of the A-CDM project include:

- **Marketing and Communication staff:** internal and external, in order to continuously raise the awareness of the Airport CDM project. The staff includes operational experts and managers with personnel charisma and presentation skills, who can deliver the project needs and benefits to any internal, and external audience required, in order to achieve full support for the project from management, customers, governmental organisations, etc.

- **Team leaders** are the leaders of the individual activities or working Group. Examples of these activities can be one or multiple concept elements, validation activities, technical development, validation or statistical performance analysis, or other related work. the team leaders report to the project manager.

- **Supporting staff** such as secretary and accountancy will be available to the project team members and Project Manager, as needed, in order to achieve their tasks according to plan. Usually existing staff can be used however they should be instructed from a project point of view in order to get a clear project mandate for their effort.

- **Training staff** should be one of the key supporting staff bodies, as all personnel should be trained for new operational procedures or managerial consequences of airport partner interdependencies.