



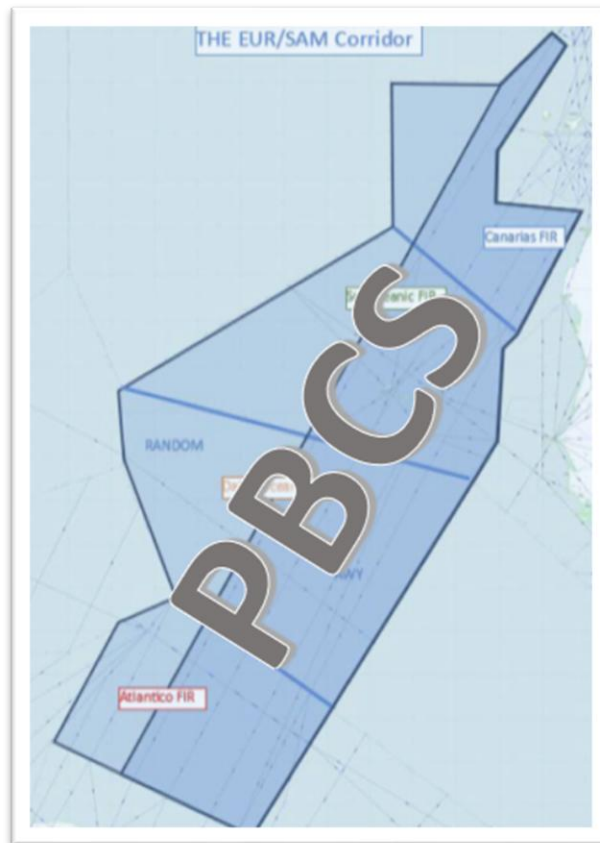
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SAT/IMG 7 & SAT/SOG 7 – WP/08C APP A

PBCS Monitoring and Reporting Guidance Initial Phase (EUR/SAM Corridor)

South Atlantic Area



Prepared by CARSAMMA, ARMA and SATMA

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RECORD OF AMENDMENTS TO SAT DOC00# – PBCS MONITORING AND REPORTING GUIDANCE

Amendments to this document are approved by the South Atlantic Steering Group (SAT SG). The space below is provided to keep a record of such amendments.

The SAT SG confirmed that approval of changes to this document is the responsibility of the SAT SOG and SAT IMG.

DATE	Amendments to the SAT PBCS MONITORING AND REPORTING GUIDANCE containing the following changes:

1. INTRODUCTION

- 1.1. Performance Based Communications and Surveillance (PBCS) concept is intended to improve safety and maximise operational benefits. PBCS allows the adoption of diverse and emerging technologies for communication and surveillance supporting ATM operations. Its application provides communication and surveillance data links that meet suitable performance specifications so air traffic services in Oceanic/Remote Continental airspace could be provided by Air Traffic Service Providers (ATSPs) in safety conditions.
- 1.2. The present PBCS Monitoring and Reporting Guidance sets policies and procedures for efficient and smooth liaisons among the involved stakeholders. Those participating organisations also need the competence and capability to participate in a successful monitoring program and to ensure that the data and the established mechanisms of coordination lead to the appropriate actions.
- 1.3. The data sharing between the participating organisations and the response to the data provided are fundamental to a successful regional monitoring program which should be built on coordination and cooperation between all parties. Likewise, this guidance establishes the process before the implementation of performance-based operations reliant on surveillance or communications standards.
- 1.4. This document is a starting point for the PBCS Monitoring and Reporting in the SAT Area. The **Initial Phase**, the first one, is focused exclusively on the EUR/SAM Corridor when/where PBCS would be required to reduce the separation as specified in the PANS-ATM. Therefore, the new separation methods shall be applied to aircraft transiting the EUR/SAM Corridor based on agreement by the member Air Traffic Service providers under the coordination of the EUR/SAM Corridor Implementation Team (ESCIT). Afterwards, in accordance with future operations, the PBCS Monitoring and Reporting shall be extended to whole SAT Area as it needed.
- 1.5. This guidance has been developed aligned with NAT Doc 011 – PBCS Monitoring and Reporting Guidance (in the North Atlantic Region), guaranteeing the seamless PBCS operation between both zones. Although the monitoring and reporting guidance could be very similar, a new guidance is needed for SAT Area due to level of maturity in the implementation of PBCS, the operational concept without data link mandate as well as involved stakeholders in the SAT have required it. In addition, there is another relevant difference like the responsible to determine the non-compliance performance report.
- 1.6. Regarding the Operator, in the present context, the PBCS Charter allows them to validate the agreement between the operator and the Communication services provider (CSP) for compliance with RCP/RSP required for PBCS operations. The charter is hosted on the website www.FANS-CRA.com, where operators, ATSPs and CSPs can subscribe. The inclusion of PBCS capability in the filed flight plan indicates that the relevant aircraft equipment is approved and serviceable and that the operator is eligible to be applied the new expected separations.
- 1.7. The ICAO Doc 9869 – Performance-based Communication and Surveillance Manual provides the reader guidance on the establishment of a PBCS monitoring program, with detailed guidance in Appendix D for compilation and handling of the data to support monitoring at local level.
- 1.8. To support the outlined reporting process, this document includes a global flow diagram (see Figure 2), which represents the reporting flow that enables the monitoring system to function.

1.9. For ease, the PBCS regional monitoring is divided into three phases:

- **PHASE 1 LOCAL PBCS MONITORING AND REPORTING (ATSP):** This phase covers initial monitoring and reporting by the Air Traffic Service Provider (ATSP) at a local level. The ATSP is mainly responsible for collecting and analysing performance data and sharing it with the appropriate Regional Monitoring Agency.
- **PHASE 2 - REGIONAL PBCS MONITORING AND REPORTING (RMA):** This phase describes the regional monitoring requirements and the mechanism to achieve the global reporting. The designated RMA is responsible for gathering the PBCS data reported by ATSPs and preparing the global non-compliance performance report. The designated RMA is also responsible for transmission to, either the States within their region of responsibility, or to other RMAs for transmission to States within their own regions of responsibility.
- **PHASE 3 - ACTIONS AND GUIDANCE FOR STATE OVERSIGHT AUTHORITIES:** This phase covers the State Oversight Authority's role regarding the management of non-compliance reports. The State Oversight Authority/National Safety Aviation Authority is responsible for overseeing of all airframes registered in their respective states and ensuring that their performance meets the required standards.

2. SCOPE

- 3.1. The PBCS Monitoring and Reporting Guidance, in its initial phase and in accordance with SAT IMG Decisions SAT IMG/02-1 and SAT IMG/04-3, shall apply exclusively to PBCS operations within the Canaries FIR, Sal Oceanic FIR, Dakar Oceanic FIR, and Atlantico FIR.
- 3.2. During the ESCIT08 meeting, it was determined that the initial scope shall be extended to encompass the entirety of the involved FIRs. This extension shall avoid unnecessary segregation of PBCS data and traffic flows and shall enable effective local monitoring.
- 3.3. The Abidjan sector, which is part of the Dakar Oceanic FIR (GOOO), shall be excluded from the scope of the initial phase. In addition, cross-border traffic with other ATS providers shall not be included within this scope during the initial phase (e.g. traffic between Atlantico FIR and the Abidjan sector, Cayenne FIR, Piarco FIR, etc.).
- 3.4. Figure 1 below illustrates the newly agreed extended scope, including the initial scope (EUR/SAM Corridor). The figure also identifies the area in which a structured system of ATS airways is implemented (depicted in dark blue) and the area in which operations are conducted based on random routes (depicted in light blue). The present guidance document shall apply to both areas.
- 3.5. The scope described in the present version of the PBCS Monitoring and Reporting Guidance shall be periodically reviewed and progressively extended in line with operational developments, with the objective of supporting the implementation of PBCS throughout the entire SAT Area, as operationally required.

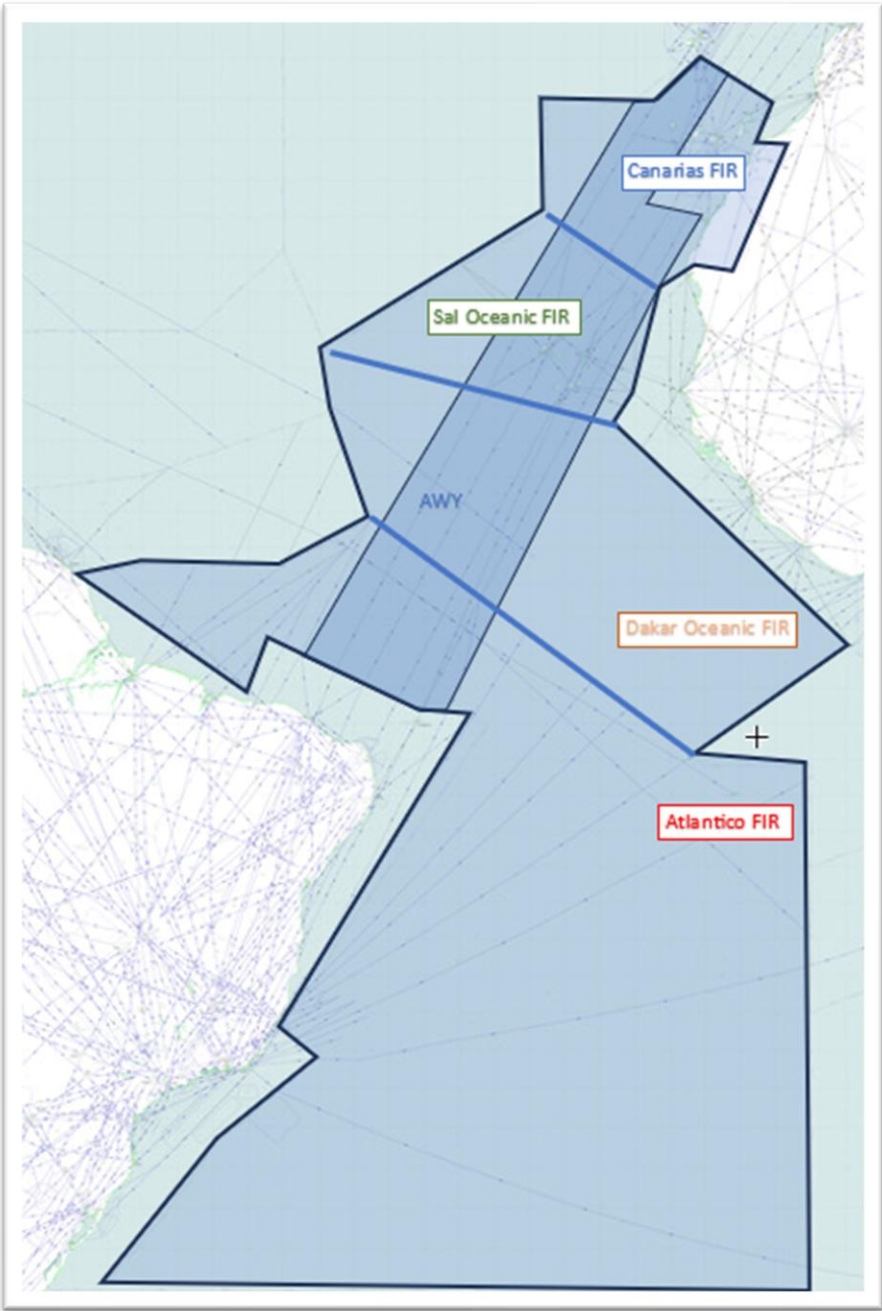


Figure 1. Scope PBCS Monitoring and Reporting Guidance - Initial Phase

3. PHASE 1 - LOCAL PBCS MONITORING AND REPORTING (ATSP)

- 3.1. ICAO Doc. 9869 Performance-based Communication and Surveillance Manual provides the reader with guidance on establishing a PBCS monitoring program. In fact, its appendix D provides detailed guidance in on compiling and handling the data to support monitoring. Each ATSP is responsible for performing data collection and performance monitoring and analysis.
- 3.2. In accordance with the scope, in the initial phase, the ATSPs responsible for providing the LOCAL PBCS Monitoring and reporting are: ENAIRE (Canarias FIR), ASA (Sal Oceanic FIR), ASECNA (Dakar Oceanic FIR) and DECEA (Atlantico FIR). Later PBCS Phases are foreseen in the SAT AREA, and the according ATSPs will share the PBCS data accordingly with its area of responsibility.
- 3.3. Every ATSP responsible for the local monitoring program should develop and document a process for compiling and analysing data measuring Actual Surveillance Performance (ASP) and Actual Communication Performance (ACP) and preparing reports monthly.
- 3.4. The local PBCS monitoring and reporting phase shall be conducted in accordance with the following key premises.
- 3.5. The ATSP shall take into account all airframes monitored for ASP and/or ACP performance within the area of interest defined in the scope of this guidance material (refer to Figure 1).
- 3.6. The monthly data sets shall be filtered to exclude PBCS data corresponding to periods in which network outages or performance degradation have been identified. Notwithstanding the above, the ATSP shall submit to the designated RMA a local PBCS service availability monitoring report, in accordance with its established reporting procedures. A recommended template for this report is provided in Table 1 below.

PBCS monitoring report – service availability				
ANSP/CTA	ANSP1/CTA1		Month YYYY	
Specification	(RCP240/RSP180)	Application	CPDLC/ADS-C	
CSP Notification	CSP (name)	Outage type	Start time	Duration (minutes)
YYYYMMDDHHMM	CSP1	STATCOM	YYYYMMDDHHMM	19
YYYYMMDDHHMM	CSP2	VHF	YYYYMMDDHHMM	5
.....

Table 1. Template for service availability local PBCS monitoring report

- 3.7. For the purpose of PBCS capability assessment, an additional flight plan report shall be generated, organized by aircraft registration and date. The report shall include all airframes equipped with ASP and/or ACP that operated within the area of interest during the period under assessment. Only traffic meeting the eligibility criteria for PBCS separations shall be included. The report shall be consistent with, and structured to support, the subsequent templates required in this document. An example of a recommended reporting template is provided in Table 2.

Not filed the identifiers corresponding to the appropriate RCP and RSP specifications						
ANSP/CTA				Month YYYY		
3-Letter Operator ICAO CODE	4-letter ICAO Aircraft Type designator	Aircraft Registration	24-bit Aircraft Address	FLIGHT PLAN		Count
				RSP 180	RCP 240	

Table 2. Template for flight Plans with registered PBCS performances.

3.8. The ATSP shall produce a report listing all airframes, identified by aircraft registration, for which ASP and/or ACP performance has been observed. The report may be prepared as a single consolidated document, as illustrated in Table 3, or as separate reports for RCP and RSP. In either case, the report shall include, as a minimum, the aircraft registration, the number of reports analysed, and the applicable performance benchmarks (95% and 99.9%), as follows:

- For communications (CPDLC)-RCP:
 - Actual Communication Performance (ACP),
 - Actual Communication Technical Performance (ACTP)
 - And Pilot Operational Response Time (PORT).
- For ADS-C data reporting -RS:
 - Actual Surveillance Performance (ASP).

Next table presents a suggested template for this report.

PBCS monitoring report by Aircraft												
Colour Key		ANSP/CTA				Month YYYY						
Meets criteria												
Under criteria but above 99.0%												
Under criteria												
				Specification/Application RSP180/ADS-C				Specification/Application RCP240/CPDLC				
3-Letter Operator ICAO CODE	Aircraft Registration	24-bit Aircraft Address	4-letter ICAO Aircraft Type designator	ADS-C downlink Message Counts	95%		Transaction counts (WILCO received)	95% RCP 240 benchmark		99.9% RCP 240 benchmark		95% PORT RCP
					ASP <=90 sec End-to-End	ASP <=180 sec End-to-End		ACP <=180 sec End-to-End	ACTP <=120 sec Network	ACP <=210 sec End-to-End	ACTP <=150 sec Network	
AAA	XX-XXX	-	TYPE	-	95,6%	99,2%	-	99,5%	97,9%	99,9%	100,0%	96,1%
BBB	YY-YYY	-	TYPE	-	98,9%	100,0%	-	99,5%	97,9%	99,9%	100,0%	100,0%
CCC	ZZ-ZZZ	-	TYPE	-	97,0%	96,5%	-	99,5%	97,9%	99,9%	100,0%	92,5%

Table 3. Template for PBCS local monitoring per Aircraft ID

3.9. During Phase 2 analysis (Regional PBCS monitoring), the ATSP may be required to provide additional information, such as the type of communication, the station name, and, where applicable, the associated CPDLC message. Table 4 presents a suggested template for this report.

PBCS monitoring report by Aircraft ID										
Colour Key				ANSP/CTA			Month YYYY			
Meets criteria				3-Letter Operator ICAO CODE	Aircraft Registration	24-bit Aircraft Address	4-letter ICAO Aircraft Type designator			
Under criteria but above 99.0%										
Under criteria				AAA	XX-XXX	-	TYPE			
Specification/Application RSP180/ADS-C					Specification/Application RCP240/CPDLC					
ADS-C downlink Message Counts	TYPE	RSP 180 benchmark		Transaction counts (WILCO received)	TYPE	95% RCP 240 benchmark		99.9% RCP 240 benchmark		95% PORT RCP
		ASP <=90 sec End-to-End	ASP <=90 sec End-to-End			ACP <=180 sec End-to-	ACTP <=120 sec Network	ACP <=210 sec End-to-End	ACTP <=150 sec Network	
-	SATCOM	95,6%	96,5%	-	SATCOM	99,5%	97,9%	99,9%	100,0%	96,1%
-	VHF	98,9%	98,9%	-	VHF	99,5%	97,9%	99,9%	100,0%	100,0%
-	HF	97,0%	96,5%	-	HF	99,5%	97,9%	99,9%	100,0%	92,5%
-	SV	97,0%	96,5%	-	SV	99,5%	97,9%	99,9%	100,0%	92,5%
-	SH	95,6%	96,5%	-	SH	99,5%	97,9%	99,9%	100,0%	96,1%
-	VS	98,9%	98,9%	-	VS	99,5%	97,9%	99,9%	100,0%	100,0%
-	VH	97,0%	96,5%	-	VH	99,5%	97,9%	99,9%	100,0%	92,5%
-	HV	97,0%	96,5%	-	HV	99,5%	97,9%	99,9%	100,0%	92,5%
-	HS	97,0%	96,5%	-	HS	99,5%	97,9%	99,9%	100,0%	92,5%
Total	All	98,9%	98,9%	Total	All	99,5%	97,9%	99,9%	100,0%	96,1%

Table 4. Template – PBCS Monitoring report per Aircraft ID

3.10. Each ATSP shall submit the PBCS local monitoring monthly/quarterly report to the concerned RMA no later than the third week of the month following the reporting period, in accordance with applicable regional agreements on format and scope.

3.11. Each ATSP shall appoint a Point of Contact (POC) for this phase, hereinafter referred to as *Phase 1 Local PBCS Monitoring and Reporting*. The designated POC shall bear full responsibility for ensuring the timely and accurate submission of all required deliverables. Furthermore, the POC shall act as the primary liaison for any additional PBCS-related information requests issued by the involved RMA.”

3.12. Additionally, this section presents the most observed causes for poor performance in the NAT region to be considered, reviewed and completed in the future with specific circumstances (from SAT OPS Bulletin). Those issues, extracted from NAT Doc 011, provided in the non-compliant reports, map to the following common causes:

- a) **Delayed reports around VHF/SAT transitions** – This note is used when ADS-C or CPDLC messages are observed with delays when there is mixed media usage in the sequence of messages before, at or after the delayed messages (ex.: VHF-VHF-SAT-VHF-SAT).
- b) **Delayed reports via HF media** – This note is used when delayed ADS-C or CPDLC reports are observed to be delivered via HF data link (HFDL) or near reports delivered via HFDL. Check whether this appears to be a SATCOM failure with one flight or a period during the flight, or more continuous, intermittent use of HFDL. There is a potential issue with airframe media priority settings.
- c) **Delayed reports due to Inmarsat satellite-to-satellite transition or satellite network problems** – This note is used when ADS-C or CPDLC messages are observed with delays, and it is noticed that there is a switch sequence between different or same Inmarsat satellite paths (Ex.: XXF/XXH/XXF/XXH). One known area where this occurs in the NAT is at 30W longitude. If multiple airframes are observed with this same issue around the same

time, there may be a network-related issue and the ATSP may want to file a report to the FANS-CRA/DLMA.

- d) **Delayed reports due to Iridium avionics (airframe) or satellite network problems** – This note is used when ADS-C or CPDLC messages are observed with delays via Iridium satellite paths (IG1, IGW1). If multiple airframes are observed with this same issue around the same time, there may be a network-related issue and the ATSP may want to file a report to the FANS-CRA/DLMA.
- e) **Reported on only VHF and/or HF** – This note is used when delayed ADS-C reports or CPDLC messages are observed via VHF and/or HF only (no SATCOM). This might indicate that the SATCOM unit is defective or became unavailable during the flight. Check whether this issue is observed during one flight, part of one flight only, or it is an ongoing problem. If the problem is not observed on subsequent flights, the issue may have been addressed.
- f) **Poor ACP due to high PORT** – This note is used when it is found that the delayed CPDLC transactions are caused by long Pilot Operational Response Time (PORT).
- g) **Airframe data link connection problems detected** – This note is used when it can be identified that delays happened during periods when disconnections and reconnections have been performed. Check whether this appears to be a problem with one flight or a period during one flight, or whether it is an ongoing problem. If the problem is not observed on later flights, the issue may have been addressed.
- h) **Delays related to a specific VHF station** – This note is used when delayed ADS-C reports and CPDLC messages are observed via a specific VHF ground station. If multiple airframes are observed with the same issue, the ATSP should file a report to the FANS-CRA/DLMA as a VHF station issue.
- i) **FMS time before ATC uplink time** – Clock setting not synchronised with GPS - This note is used when it is found that the FMS response time is earlier than the ATC uplink time. According to airframe manufacturers this happens when the aircraft clock is set manually and is not synchronised with a GPS source.

3.13. Finally, the ATSP responsible for the local monitoring program might choose to prepare a list of all airframes observed with ASP and/or ACP performance below the 95% (priority) and 99.9% benchmarks for RSP180 and RCP240, respectively. If this ATSP collects, non-compliance reports for either ASP or ACP based on 40¹ or more data points, then it may choose to take additional courses of action as described below, to follow up on non-compliance.

- Where the ATSP has established a point of contact with the airframe operator, either by means of their own list of contacts or through a regional contact list, the ATSP may contact and report directly to the operator. In this event, the ATSP must inform to Regional PBCS Monitoring (involved RMA).

¹ This figure, 40, is not the same as the one used in the NAT Region and which will be reviewed in accordance with post-implementation activities. This reference is explained in greater detail later in Phase 2; however, it has yet to be established for the SAT Area.”

- Following extended periods of unexplained underperformance or where an operator chooses not to engage, the ATSP may choose to escalate and highlight the non-compliance directly with their own state, or the state of the operator. In this event, this action would subsequently be expected from the State Oversight Authority. It would be recommended that all involved RMA are informed about it.
- In any case, this activity does not preclude the conduct of the established local PBCS monitoring and reporting activities.

4. PHASE 2 - REGIONAL PBCS MONITORING AND REPORTING (RMA)

- 4.1. The agency designated to establish and disseminate non compliance performance reports shall normally be the RMA responsible for the ICAO region in which the non compliance has been observed. However, during the initial PBCS implementation phase, ARMA, CARSAMMA and SATMA shall act as the responsible RMAs for the execution of a preliminary activity, namely the collection and consolidation of information reported by the ATSPs under the framework of Phase 1 Local PBCS Monitoring and Reporting.
- 4.2. This activity shall include the definition of the information criteria required to determine flight non-compliance, as well as the reporting periodicity to be applied, taking into account a regional perspective within the EUR/SAM Corridor.
- 4.3. ARMA, CARSAMMA and SATMA should establish agreements with involved ATSPs that detail the practical aspects of PBCS data, either standard reports or new ones, delivery timelines, templates, and Point of Contacts.
- 4.4. RMAs should be responsible for the receiving and collating the supplied PBCS, and performance data will ensure that each reported airframe is assigned to either a State of Operator or State of Registry, as applicable.
- 4.5. ARMA, CARSAMMA and SATMA shall establish the processes, documentation and communication channels necessary to facilitate the collation and onward transmission of non-compliance data to other RMAs or to State Oversight Authorities, as applicable.
- 4.6. ARMA, CARSAMMA and SATMA should prepare the PBCS reports, based on the received reports from ATPS as follows:
- Monthly/quarterly report with the airframes that have not filled the identifiers corresponding to the appropriate RCP and RSP specifications. Operators must file the correct ICAO Flight Plan annotations in Items 10 and 18 accordance with AIP's State and common IAC's PBCS implementation in the EUR/SAM corridor.
 - Trimonthly/biannually global report based on consolidated data from all FIRs within the EUR/SAM Corridor, where it is categorised as the non-compliant and compliant airframes. The RMA responsible for the regional monitoring program shall prepare a list of all airframes observed with ASP and/or ACP performance below the 95% (priority) and 99.9% benchmarks for RSP180 and RCP240, respectively. If this RMA collects non-compliance reports for either ASP or ACP based on a referenced limit or more data points, it may require additional data to ATSP or follow-up on non-compliance process. This activity in the initial phase involves that there is a unique actor to categorise based on a more holistic view of each aircraft's performance.
 - The starting point shall be 40 (referenced limit), which allows the airframe to be categorised as "compliance" a "non-compliance" in accordance with other PBCS monitoring. If required, the assigned RMA shall review and establish a new referenced limit of data points. This activity shall agree with the rest of RMAs and ATSP.

4.7. When the RMA establishes an airframe-like non-compliance, an agreed standard template should be used to require more data to ATSP. The template is defined in the previous phase, and it includes:

- a) important identification details, such as where the non-compliant performance was observed, the airframe type and aircraft ID.
- b) period to be provided.
- c) standard 95%/99.9% or 85%/95% RCP240/RSP180 Benchmarking
- d) where possible, a local report that provides details of the root cause and recommendation for corrective action.

4.8. The final non-compliance report shall be transmitted to another RMA or directly to the State Oversight Authority /National Safety Authority in its area.

5. PHASE 3 - ACTIONS AND GUIDANCE FOR STATE OVERSIGHT AUTHORITIES

- 5.1. This phase is global, and its scope could extend beyond the SAT Area. For this reason, this phase has been basically extracted from NAT DOC 011 but readapted in accordance with the previous phases.
- 5.2. State oversight authorities should designate a point of contact for any required follow-up action, make those contact details available to RMAs, and create an email inbox for the purposes to receive and process the PBCS non-compliance performance data received from the RMA.
- 5.3. The State Oversight Authorities should maintain a list of contacts from registered operators in their respective states. The contacts should be responsible for PBCS operations.
- 5.4. It is recommended that an airframe that is not performing to the required PBCS standard should not continue to file PBCS identifiers for an extended period. Oversight Authorities recognise the benefits of working with industry to identify and rectify PBCS compliance issues. This facilitates a cooperative working arrangement between the operator and the State Oversight Authority. Enforcement should be an action of last resort.
- 5.5. On receiving a non-compliance performance report, the State Authority should ensure that the operator is approved/authorised to file PBCS identifiers for the subject airframe. If no approval has been granted, then the state should require that the operator not file PBCS identifiers in their flight plan.
- 5.6. The data transmitted to the State Oversight Authority by the RMA will be categorised as non-compliance where enough available data points are available, and the data indicates non-compliance. To this end further action is required by the State Oversight Authority.
- 5.7. Depending on the data, the State Oversight Authority may engage in a choice of actions:
- a) Inform to the RMA, which may choose to monitor the data provided and retain the data for trend analysis.
 - b) Contact the operator directly to understand the actions being undertaken to improve performance. Exceptionally, they may choose to take formal enforcement action for the operator. Although this remains a tool within their toolbox, it should be fully justified.
- 5.8. The path that the State Oversight Authority decides to take in each instance will depend to a large degree on what the data is guiding them to do.
- 5.9. To aid their decision making, a State Oversight Authority may choose:
- a) For all airframes where the report indicates that the cause has been identified and suitable recommendations made, no action is required.
 - b) For airframes where the report indicates non-compliance, if the performance presented suggests that ASP or ACP are both greater than 85%, the state may choose to monitor the operator's recovery action plan. Depending on the response, from the operator, the State Oversight Authority may recommend that the airframe not file PBCS identifiers in their flight plan until a satisfactory recovery action plan has been accomplished by the operator.

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- c) Where a state identifies performance between 85% and 95% for three contiguous reporting periods, the state should require that the operator does not file PBCS identifiers in their flight plan until completion of a satisfactory recovery action plan.
 - d) Where the data suggests that the performance of an airframe is variable and no specific trend in its performance can be ascertained, the States can use the data provided with less than 100 data points to investigate further. Where performance between 85% and 95% is reported for six non-contiguous months in a rolling twelve-month period, the state should require that the operator does not file PBCS identifiers in their flight plan until a satisfactory recovery action plan is completed.
 - e) Where an airframe's performance is reported to be less than 85% for any reporting period, the State Oversight Authority should require that the operator does not file PBCS identifiers in their flight plan until completion of a recovery action plan acceptable to the State Authority.
 - f) If performance is not seen to improve to the required levels once the recovery action plan is complete, , the operator will need to conduct further investigation. Recovery actions should be agreed upon between the State Oversight Authority and the operator of the non-compliant airframe.
 - g) If the recovery action plans do not improve performance to the required level following 12 months of substandard performance, the State Oversight Authorities may choose to revoke the approval for that airframe and the operator will need to seek reapproval for that airframe to be able to file PBCS identifiers in their flight plan again. This formal enforcement action should be a last resort.
- 5.10. The State Oversight Authority shall inform the RMA about the final decisions.

6. GLOBAL PICTURE – PBCS MONITORING AND REPORTING PROCESS IN SAT AREA

6.1. This guidance is proposed as a means by which a common set of parameters may be applied either regionally or globally to give all of those involved in the monitoring programmes a means to ensure a consistent and repeatable process for the transmission and response to PBCS non-compliant performance data. It will also allow airspace users who fly in multiple FIRs and regions to gain confidence that any identified non-compliance will be managed consistently, transparently, and proportionately.

6.2. The success of a monitoring program, whether local, regional or global, relies on confidence that those contributing to it are applying a similar set of rules and triggers for action.

6.3. Next figure summarizes the expected PBCS Monitoring and reporting process in the initial Phase in the SAT Area (EUR/SAM Corridor).

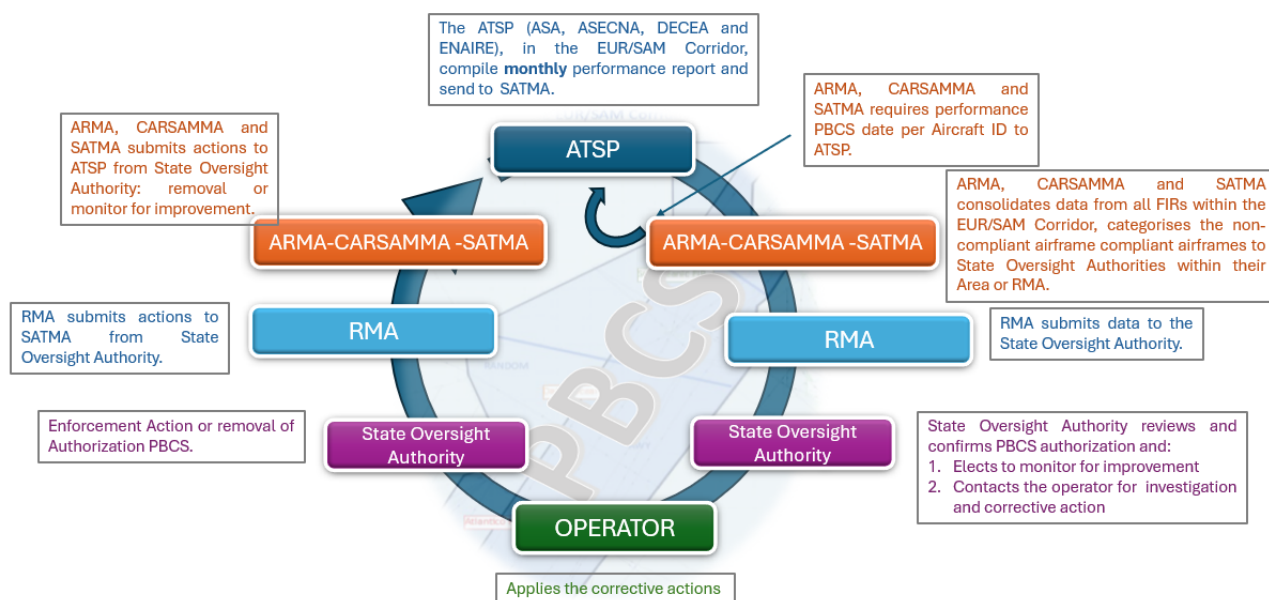


Figure 2. PBCS MONITORING AND REPORTING PROCESS IN SAT AREA (INITIAL PHASE).