

4th Regional Seminar on A-CDM
ICAO South American Regional Office – Lima, Peru
12 to 15 November 2019





Challenges and current opportunities identified by users

Prepared by Chris Dodson, Secretary IATA AACG

Presented by Julio Pereira, Assistant Director SFO

RADICAL COLLABORATION

"How do organizations mired in contentious and destructive debate come around to productive relationships? It requires Radical Collaboration. The book clearly and simply teaches the five skills critical to building effective working relationships so everybody wins." —Sensational O'Brien, CNN American Morning



Five Essential Skills to
OVERCOME DEFENSIVENESS
and Build Successful Relationships

JAMES W. TAMM and RONALD J. LUYET

Essential Skill #1: Collaborative Intention: Individuals stay in the Green Zone, maintain an authentic, nondefensive presence, and make a personal commitment to mutual success in their relationships.

Essential Skill #2: Truthfulness: Individuals commit to both telling the truth and listening to the truth. They also create a climate of openness that allows all people in the relationship to feel safe enough to discuss concerns, solve problems, and deal directly with difficult issues.

Essential Skill #3: Self-Accountability: Individuals take responsibility for the circumstances of their lives, the choices they make either through action or failing to act, and the intended or unforeseen consequences of their actions. They would rather find a solution than find someone to blame.

Essential Skill #4: Self-Awareness and Awareness of Others: Individuals commit to knowing themselves deeply and are willing to explore difficult interpersonal issues. They seek to understand the concerns, intentions, and motivations of others, as well as the culture and context of their circumstances.

Essential Skill #5: Problem-Solving and Negotiating: Individuals use problem-solving methods that promote a cooperative atmosphere. They avoid fostering subtle or unconscious competition.

Scope

- Context
- A-CDM Evolution
- AACG
- AACG Activity
- IATA AACG Recommendations
- ICAO Implementation Plan ASPAC
- Takeaway Points



Context

❖ Globally airports and airspace are becoming **even busier**, both for traditional traffic flows and also for emerging networks with recently **capacity constrained airports**:

"The current situation is not sustainable without incurring **increased flight delays**, unless action is taken. Improved data and coordination between all airport stakeholders providing **clear, accurate and transparent** information as should be delivered by A-CDM is essential.

IATA AACG Chair Ian Pauls, January 2018

❖ The number of people travelling by **air should double to 8.2 billion a year by 2037**, with Asia and the Pacific leading the way, IATA forecast:

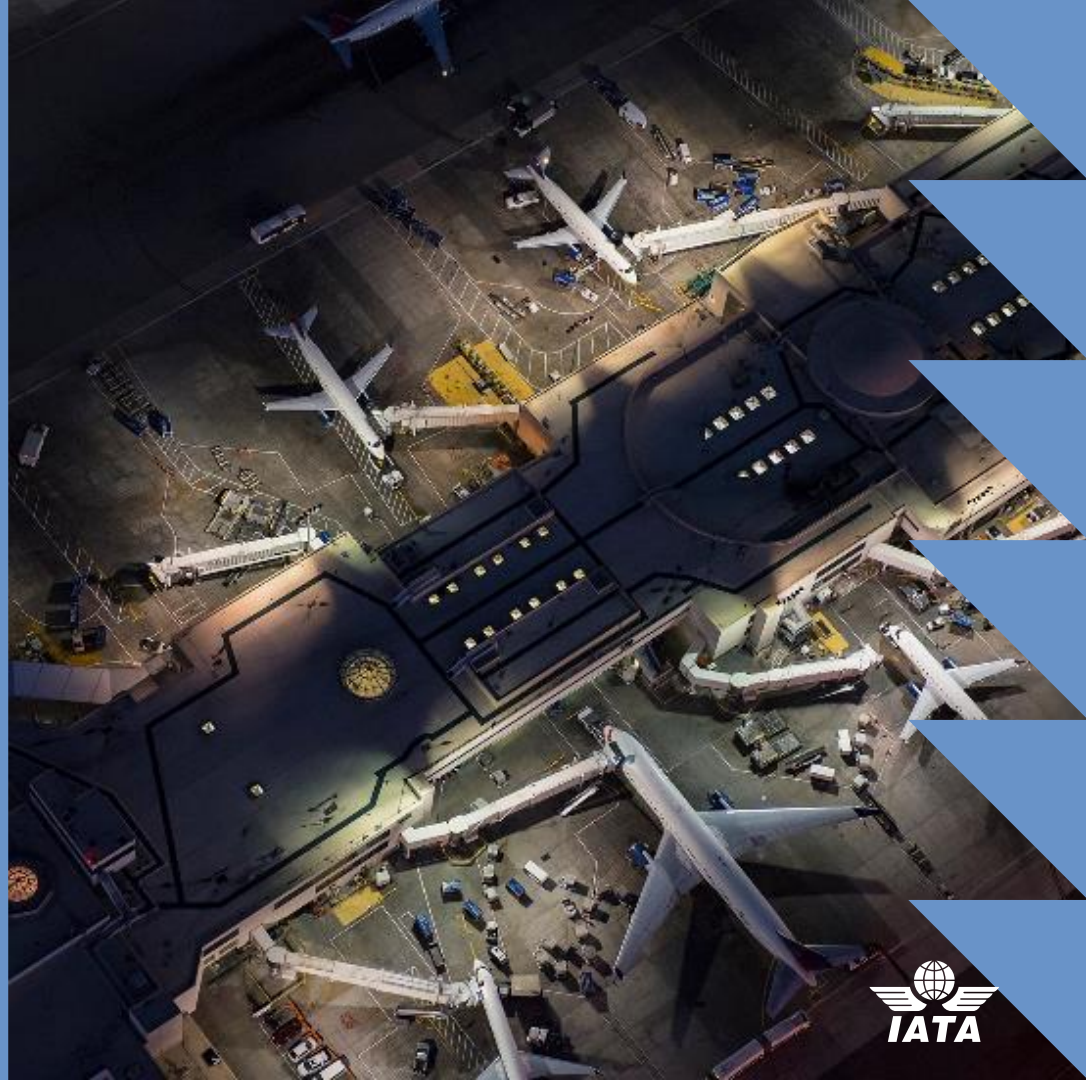
"Aviation is growing, and that is generating huge benefits for the world. A doubling of **air passengers** in the next 20 years could support **100 million jobs globally**"

IATA Chief Executive Alexandre de Juniac, October 2018.



A-CDM Evolution

- Airports globally are experiencing similar choke points prompting A-CDM Implementations to achieve a step change:
- Europe: 28 Current Implementations heading for 50
 - The Network Manager (Eurocontrol) developed A-CDM to improve airport processes (2010)
- AsiaPacific: 18 Current Implementations heading for 75+
 - Multi-Nodal concept substituting for absence of Network Manager
- Other – Latin America, Canada, Middle East
 - Plans evolving steadily
- Most replicated model of A-CDM is European Version



IATA AACG

- Airline A-CDM Coordination Group (AACG) is tasked with guiding the global rollout of A-CDM, addressing the airlines difficulties with **unharmonized processes and procedures** in A-CDM implementation
- Formed in Dec 2015, comprising 11 airline reps, meeting twice a year
- AACG Goals:
 - **Harmonize A-CDM rule and processes globally**, through the development of policies and strategies
 - **Reduce complexity** from the business and **deliver efficiency and delay reduction**
 - Ensure A-CDM works for **airlines, airports and the network**
 - A single voice to lead and collaborate – **driving education and transparency** among global A-CDM partners



IATA AACG Activity

- Recommendation Papers (for Implementation) published 2017
- Working with Eurocontrol in the Harmonization Task Force from 2017
- Working with ICAO on a regional Implementation Plan for ASIAPAC from 2017, published June 2019
- Reviewing and assisting with Implementation plans
- Revising structure to create Regional Task Forces – Europe, ASIAPAC, etc.



IATA AACG Recommendations

- When to Implement A-CDM
- A-CDM Implementation
- Roles & Responsibilities
- Stakeholder Access to A-CDM Data
- Achieving an Effective and Efficient Turnaround Process
- Building a Continuous Improvement Culture
- Standardization of A-CDM Procedures
- Common Objectives and Performance Metrics
- Standard Documentation for Pilots

<https://www.iata.org/whatwedo/workgroups/Pages/AACG.aspx>



IATA AACG Recommendations

A-CDM Implementation:

- Without clear and agreed objective across all key stakeholders, A-CDM implementations may not yield assumed benefits
- Key enablers for success:
 - **Culture change and behavioural change – do not underestimate human element of A-CDM**
 - Ensure the considerations of **airlines and airport priorities**, with agreed objectives, trade-offs and **measurements of performance**
 - **Airport steering group** to agree processes and targets with the airport
 - A framework of reviews to track progress
 - **Continuous improvement** of systems and processes



IATA AACG Recommendations

Roles and Responsibilities:

- Stakeholder roles and responsibilities may vary between A-CDM implementations due to local requirements of an airport
- Key Considerations:
 - **TOBT is a critical component**, owned by airlines, accurate and timely update is extremely important
 - **VTT should be reviewed frequently**
 - A pre-departure sequencer that is the responsibility of the airport alone or the airport in collaboration with the ATC provider.
 - **All stakeholders** should be satisfied that the sequencer delivers **performance, stability and equity**
 - Responsibility for when the pilot **is to call for start-up** must be clear and published in relevant documentation



ICAO Implementation Plan for ASPAC

- Essentially required to support implementation of **European ‘model’ A-CDM in ASPAC**
- Works from basis of **AACG Recommendations**
- Ties A-CDM into **ICAO ASBU**
- Discusses options for integration **with flow control in the absence of a European style Network Manager.**

https://www.icao.int/APAC/Documents/edocs/APAC%20A-CDM%20Impl.%20Plan_First%20Edition%202019.pdf



Takeaway Points

- Cultural changes significant amount of work
- IT changes should be easier but they can go wrong and a hard look at legacy systems required
- 'Network Mode' very desirable, but local mode also valuable in changing behaviour and introducing local efficiencies
- ACISP is 'Single version of the Truth' and TSAT provides a view on how the airfield is doing
- Over aggressive implementation plans can be counter-productive
- Steering group comprising all stakeholders necessary to help build the critical mass required for success





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