



**Network Manager**  
nominated by  
the European Commission



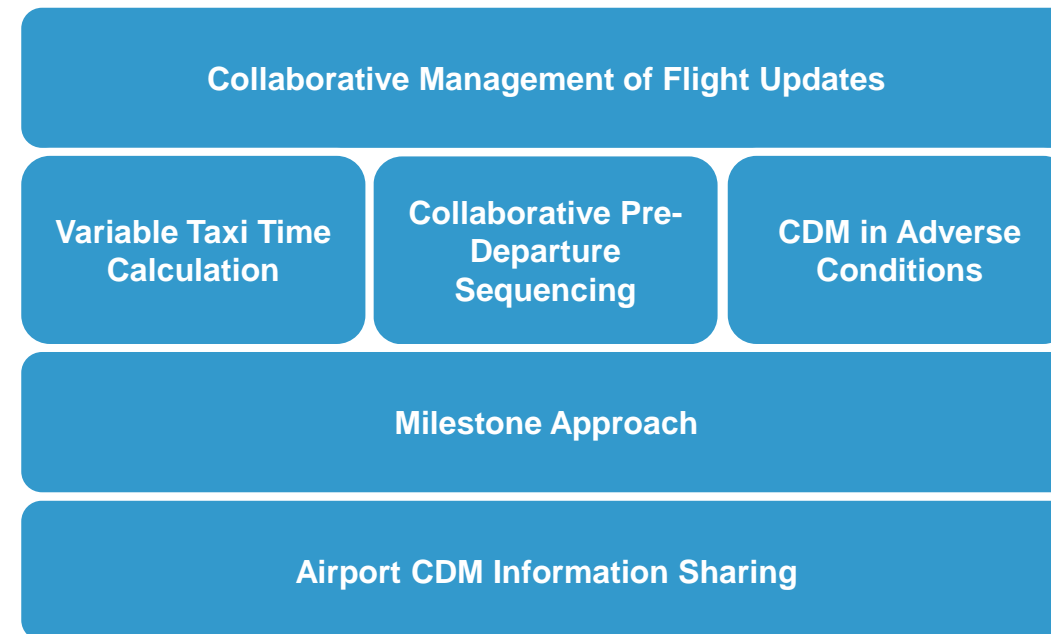
# Implementation - Lessons Learned

ICAO Seminar - Bahrain

David Phythian  
Senior Expert  
October 2015

# Lessons Learned - Approach

## 1. Elements



## 2. Identified issues

### Lessons learned

- a centralized, full time Program Management Office is essential for any CDM program
- try to learn from lessons learned elsewhere (do not reinvent the wheel)
- always follow the Eurocontrol Implementation Manual guidance material, as supported by IATA & ACI EUROPE, unless the local special conditions make it really necessary to deviate, to be approved by the Steering Board after a pro/con analyses by PMo
- try to define simple, transparent & achievable milestones & celebrate successes
- allow creativity and stimulate out-of-the-box solutions
- empower PM(o), Project Leaders & Organisation Coordinators within boundaries of MoU
- create a no blame CDM culture inside Program and Organisations
- develop & approve a realistic Program Realisation Plan, disregarding 'political wishes'

## Notes - Approach

- Elements – distorted view as all airports are different – ie de-icing
- Identified issues – Allows for grouping of issues under 8 relevant categories

# Lessons Learned – 8 areas

- Project Management
- Re-inventing the wheel
- Culture Change
- Partner buy-in
- Guidance
- Performance
- Communication
- Training

# Lessons Learned



# Notes - Project Management

- Dedicated Project Manager
  - Consistent and Leads
  - Lack of consistent partner participation and avoid personnel turnover
  
- Project itself
  - Funded and fully supported by senior management
  - Working groups – too large
  - Lack of PMP with tasks, accountability and timeframes
  
- Empowerment
  - Empower not just the PM's but Project Leaders & Coordinators – Disregard Political wishes
  
- Incremental steps
  - avoid a big bang theory, have a realistic and steady project structure
  
- Timings of Implementation
  - Planning – take into account strategic happenings at your airport ie Summer or Winter seasons
  - Other projects running or over lapping

# Lessons Learned



# Notes – Re-inventing the wheel

Take advantage of other implemented Airports

Do not model your implementation on just one

Experience Counts

Visit other airports, see how it works for them

Platform developed around CDM Procedures

Listen and learn from others

Open “your” services to others partners who want to visit



# Lessons Learned



# Notes – Culture Change



Cannot be under estimated

Be prepared for anything

Create a “no blame” culture from the outset

Trust

win and keep the trust of the partners

address their concerns not just during but after implementation

Transparency

Multi-partner involvement and engagement

Cultural and Institutional changes will be need – perception of



# Lessons Learned



# Notes – Partner buy-in

## Top level

- Management support essential

- Adequately funded

- Steering Groups slow in resolving issues

- No structure, fragmentation amongst partners

## End user engagement

- Include all from the outset – in working groups, etc

Incorporate partners procedures into the process

Maintaining Commitment of all partners

MoU – signed and understood from the very start

Do not “leave” anyone behind – use the Airline Operators Committee to engage to include individual AO’s

# Lessons Learned



# Notes - Guidance



Take advantage and use any available implementation guidance material

Learn and use the “re-inventing the wheel” points given earlier

“One size” does not fit all – Each airports has its own peculiarities – the Framework of A-CDM remains the same throughout

Harmonized approach – from the framework – any differences minimised – Task Force addressed 35 issues



# Lessons Learned



# Notes - Performance



Define “milestones” or Indicators early on – implement just for the sake of ?, it’s en-vogue ?

Simple, transparent and achievable

Celebrate those successes with all partners

Continuous process which requires regular monitoring

“Hold on stand” – perception is seen as negative & ATC ground delay – Remember “no blame culture” therefore an IATA delay code.





# Lessons Learned



# Notes - Communication

Essential and very key to successful implementation

Include all partners from the very start

Commit to an open dialogue with all partners - Too many 'talkers' and lack of 'doers'

Inform the wider airport community so it is not new when it happens

Early, timely and accessible access to (project) implementation information

Pre –	]	
During –	]	ie Flight crew briefing sheets,
Post –	]	

Continue – even with small changes, wins or losses

Accessible website

# Lessons Learned



# Notes - Training



Cannot be emphasised enough

High effort, both initially and continuous

Must be adequate

Initially not included in Flt Crews training – important to address transient workforces

To DLA or not – Dispatchers, AOCC's, Ground Handlers – when and who sends

Understand the partners process as a whole (one piece of data important to who)

New acronyms and abbreviations (ETA exercise)

Awareness through NOTAM, AIP, Targeted leaflets, simple and clear process cards





# Notes -



With thanks to all the Partners themselves

# Lessons Learned



[www.euro-cdm.org](http://www.euro-cdm.org)