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CDM (Collaborative Decision Making) processes are based on two central pillars: weather disruptions that have quickly encompassed all the reasons that could lead to local, national and network disruptions, and network management following a gate to gate approach. CDM seems to be today the realistic approach to a comprehensive working together framework. Aircraft and Airport Operators alongside with ANSPs (Air Navigation Service Providers) carry the same objective, building a safe, optimal and dynamic flight path that answers passengers' demands for improved air transport.

CDM is much more than a series of tools and processes. It is a culture, a mindset based on trustworthy relationships that need to be promoted and practiced at all levels, from management to first line actors, from daily operations to strategic concerns & projects.

Here are the highlights of DSNA's first operational seminar aiming at sharing views and agreeing on how collaboration framework should evolve.

PARTICIPANTS' NEEDS AND EXPECTATIONS AS REGARDS CDM

Getting from origin to destination as safely, simply and efficiently as possible

- All undertakings are to contribute to safe, simple and on time operations: different business models should however be accommodated answering the question of punctuality versus flight efficiency,
- A shared safety approach is the pivotal concern for improved capacity and efficiency.
- New ways of flying and adjustment to speed of change in airlines business models have to be acknowledged by DSNA's operational staff: cost index flying, speed control & mitigation solutions, early descents rationalization.
- Flexibility in airlines operations while ensuring predictability of traffic flows is a major shared expectation (i.e. flight prioritization, flight efficient profiles, reduced constraints inside terminal areas, etc.).
- Quick Win solutions should not create any network discontinuities. DSNA and all European ANSPs should fight against a disjointed network wherein all players believe to promote optimal solutions that eventually turn out to be efficient at local levels only.
- Subsidiarity principle should be followed at local, national, FAB & network level.
- Tangible information sharing, transparency and trust are baselines to any fruitful collaboration and should be promoted at all times.
- Departure, extended horizon & arrival manager tools should consistently communicate. Airlines have the feeling to be pushed out from outbound airfields before being slowed down by arrival sequence management systems.
- CDM processes are time consuming, resources are scarce and benefits should be assessed accordingly.

A COMPREHENSIVE GATE TO GATE APPROACH TO CDM

- DSNA is ready to use all means and tools to deliver and achieve consistent recovery strategies. The Massdiv tool supported by Eurocontrol, carries high expectations among DSNA's ATC ops actors, as it contributes to create the necessary link between ACCs, Approaches, airports & airlines regarding disruption management. The Massdiv tool helps building a shared picture of diversion

possibilities and constraints. During particularly uncomfortable situations, the system involves all actors and makes the information needed for realistic & quick decision making available.

- The same level of service should be delivered wherever airlines operate.
- The CDM frame has to be adjusted to regional airports as needs and expectations naturally defer.
- Terminal area constraints have to be considered in any CDM initiative: what is the point of a few minutes gained on the one side if more are lost as soon as taken over by the Approach.
- Agreed performance roadmaps are tangible illustrations of CDM. They should concern all major airports and define priority projects in which real flight efficiency benefits should be achieved: for example, tackling inconsistent en-route and approach speed control as a primary objective, contrary to systematic reduced taxi time.

COLLABORATIVE ADVANCED PLANNING

CAP is a daily operational procedure, integrated to a sequence of consistent flow management measures and aiming at streamlining sectors' regulations. Participating airlines in the 2015 trials have shown real interest in this DSN initiative.

The CAP scope will therefore be extended to further bottlenecks and shall address more critical traffic flows (i.e SW AXIS in Bordeaux, Brest & Reims ACCs). However, its future relies on a transparent assessment of the benefits it delivers. Individual participating airlines' feedback will be achieved in that regard.

Eurocontrol welcomes, encourages & supports all FAB or sub regional level initiatives as long as non-participating airlines are not disadvantaged and that the system continues to function as a whole. It should be remembered that structural changes should still have to be carried out for long lasting network optimisation.

COMPUTORISED FLIGHT PLAN SERVICE PROVIDERS & FLIGHT MANAGEMENT POSITIONS ACTIONS

Operational Air Traffic Management key players

Opening up CDM processes to CFSPs seems unavoidable to cut down planning inefficiencies. Network predictability is key to on time operations and cannot bear any unrealistic flight profiles, furthermore when they are never flown. All aeronautical actors agree that fighting these software inefficiencies requires resources and time. Progress has to be quickly made.

However a question subsists: what else is there to be done when all means to correct coding mistakes have failed?

Flight Management Positions have become pivotal partners for airlines operations & CFSPs in helping them:

- detecting coding mistakes and making sure the optimal available route is planned,
- better understanding the Route Availability Document (RAD),
- defining quick win solutions to be carried out: city pair improvements, route availability according to seasonality, etc.

CONCLUSION

A real challenge is ahead of us: combining AOs' need for more flexibility with an enhanced predictability objective, thus ensuring safe operations at all times. Collaboration is essential towards improving safety & performance at all levels. CDM underlines the symbiotic relationship needed, inside which all actors have to benefit from.

DSNA will lobby for an integrated CDM process to be followed as the tangible means to develop a comprehensive gate to gate approach towards the SESAR concept of operations: building together the optimal flight path.