



# **FAB CE ANSPs Strategy 2016-2020**

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## Document Identification Sheet

<b>Objective</b>	The FAB CE Strategy describes the environment in which the FAB CE is being developed and defines the FAB CE Strategic Objectives (FSO) and targets the FAB CE has to achieve in order to satisfy the performance requirements of the SES. The FAB CE Strategic Objectives, defined in this version of the Strategy, cover the period until 2020, and address also the FAB CE long term strategic vision.
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## 1. Introduction

The international air transport environment in which our FAB CE is being developed and implemented, and in which our individual ANSPs are operating is mainly driven by the Single European Sky (SES) initiative aiming to achieve more sustainable and performing aviation.

To respond to the current trends in ATM, namely to the performance needs and targets defined by the SES, and to deploy necessary operational changes to achieve those targets in a cost effective way, the FAB CE ANSPs have developed a clear strategy.

This strategy builds on the experiences with cooperation of the FAB CE and the success of their existing business.

This strategy reflects the purpose of FAB as defined in the EU legislation, experience with the cooperation among the ANSPs of FAB CE. Based on them it sets the targets which are achievable and commonly acceptable by all FAB CE ANSPs.

The strategy fulfils the requirements and spirit of SES legislation while maintaining the scope of responsibilities in the hands of existing ANSPs, reflecting the way how the RPII Performance Plan of FAB CE [R9] was handled by the EU.

The strategy is built on the concept of **Regional Partnership**, which is set as the primary concept of the strategy. The **Industrial Partnership** is viewed as opportunity of using the existing structure and tools of FAB CE by its members.

The strategy is focused on the main task to achieve the Free Route concept in the FAB CE airspace, which is the main outcome of the Regional Partnership, while meeting as well the FAB CE performance targets. The resources of FAB CE (financial resources, human resources, tools and organisational arrangements) will be used efficiently with a purpose to achieve this target. Using the FAB CE resources for the purpose of other SES related activities and for Industrial partnership (SESAR, Centralised Services etc.) is as well possible, if there is a clear effect proven and if the ANSPs, using these resources, guarantee their provision.

The FAB CE has implemented its organizational arrangements and tools, which will be continuously improved in order to be serving the target in the most simple and efficient way. These are the FAB CE ANSP Cooperation Agreement [R1] and the FABCE Aviation Services Ltd.

The Regional Partnership target was transformed into a set of concrete FAB CE Strategic Objectives (FSOs) to be achieved in order to fulfil the Free Route concept in the FAB CE Airspace and meeting the performance targets.

The FAB CE ANSPs Strategy covers the period from 2016 till 2020 and it is subject to an annual evaluation and review in order to flexibly react to any changes of the environment in which the FAB CE is being implemented.

## 2. Purpose of the FAB CE ANSPs Strategy

The Strategy defines the scope of FAB CE ANSPs cooperation as a Regional Partnership which is its primary purpose. It is set in a way which fulfils the requirements of SES legislation and maintains the responsibility of FAB CE members.

The Strategy enables the Industrial Partnership and other SES related activities among FAB CE ANSPs, using FAB CE tools and arrangements on their account (cover to provide all resources needed to this cooperation).

The FAB CE ANSPs Strategy sets the priorities necessary to accomplish its primary purpose and the organisational arrangements to achieve it.

The Strategy is built on the values of FAB CE, its strengths and opportunities, using the results of long term cooperation between FAB CE members.

The purpose of the document is to set the main objective of the FAB CE ANSPs and to outline the frame of activities to be done in order to achieve and to facilitate it. FAB CE ANSPs objective is defined in a very narrow and focused way. The activities of FAB CE ANSPs should be thus done with focus to achieve the target efficiently and within a simple governance frame. Other activities (mainly those of industrial cooperation) are not excluded by this strategy, but they should always use the existing structure and tools and they should never burden the members who do not intend to participate in these activities. This Strategy thus serves as a reference to selection of the activities of FAB CE ANSPs.

### 3. External Factors

#### 3.1. EU Legal Framework

Functional Airspace Blocks are being established as one of the cornerstones within the requirements of SES legislation which forms regulatory framework for their implementation and functioning.

The concept of FABs was defined in the 1<sup>st</sup> legislative package (2004) of the SES which particularly consists of following basic regulations:

- Regulation (EC) No 549/2004 of the European Parliament and of the Council of 10 March 2004 laying down the framework for the creation of the single European sky (the framework Regulation);
- Regulation (EC) No 550/2004 of the European Parliament and of the Council of 10 March 2004 on the provision of air navigation services in the single European sky (the service provision Regulation);
- Regulation (EC) No 551/2004 of the European Parliament and of the Council of 10 March 2004 on the organisation and use of the airspace in the single European sky (the airspace Regulation);
- Regulation (EC) No 552/2004 of the European Parliament and of the Council of 10 March 2004 on the interoperability of the European Air Traffic Management network (the interoperability Regulation).

**‘Functional airspace block’ (Reg. 549/2004 Article 2, Paragraph 25 as amended by Reg. 1070/2009)** means an airspace block based on operational requirements and established regardless of State boundaries, where the provision of air navigation services and related functions are performance-driven and optimised with a view to introduce, in each functional airspace block, enhanced cooperation among air navigation service providers or, where appropriate, an integrated provider.

**The requirements for FAB are described in the EU Regulation 550/2004, Article 9a:**

Functional airspace blocks shall, in particular:

- (a) be supported by a safety case;
- (b) enable optimum use of airspace, taking into account air traffic flows;
- (c) ensure consistency with the European route network established in accordance with Article 6 of the airspace Regulation;
- (d) be justified by their overall added value, including optimal use of technical and human resources, on the basis of cost-benefit analyses;
- (e) ensure a smooth and flexible transfer of responsibility for air traffic control between air traffic service units
- (f) ensure compatibility between the different airspace configurations, optimising, inter alia, the current flight information regions;
- (g) comply with conditions stemming from regional agreements concluded within the ICAO;
- (h) respect regional agreements in existence on the date of entry into force of this Regulation, in particular those involving European third countries; and
- (i) facilitate consistency with Community-wide performance targets.

The FAB CE ANSPs Strategy is built to fulfil these requirements in all their aspects.

### 3.2. **EU Technological requirements**

The SESAR project, namely the SESAR 2020 and SESAR Deployment phases, defines targets in future ATM technology development and the projects to achieve them.

It represents opportunity for FAB CE ANSPs to participate in these activities in order to use their experiences, know-how and existing resources. Some of the FAB CE ANSPs are already part of this process. FAB CE partnership provides now opportunity for all FAB CE ANSPs, or for some of them, to take part in this process.

## 4. Mission, Vision and Values

### 4.1. Mission

The FAB CE as an integral part of the Single European Sky continuously improves preconditions for and supports safe, cost-efficient, environmentally-sustainable, optimised and performance-driven Air Navigation Services and all other activities defined by scope of ANSP cooperation.

### 4.2. Vision

#### 4.2.1. Background

The global ATM industry is in transition from a strictly government controlled transport sector to a much more competitive, liberalised operating environment. For many years, the industry has been under pressure to adapt to new institutional arrangements and increased safety, operational, technical, environmental and economic requirements.

FAB CE declares strong focus on delivering what is necessary to truly transform ATM performance and achieve seamless, efficient and safe airspace in the European region.

#### 4.2.2. Vision

FAB CE will meet the ATM challenges of the 21st century - in which a global, seamless and safe airspace is developed, based on cost-effective and efficient services, with sufficient capacity to meet the air transport needs.

FAB CE itself needs to step up to this challenge and play a strong role in the European ATM and in partnership with other key aviation stakeholders. FAB CE strives to be the acknowledged leader in the regional innovative air traffic solutions and ATM performance.

FAB CE will operate in a manner to guarantee achieving the targets of each SES Reporting Period, by providing competitive ATM services within the framework of regulated commercial conditions.

FAB CE continuously works on understanding the operational issues of our Customers and improving the value of our services in order to help them succeed in business. FAB CE supports the Network Manager and European regulatory bodies in fulfilling their missions.

FAB CE strategically collaborates with industry players in order to maximize supplier potential in fulfilling FAB CE mission.

#### 4.2.3. Intended audience

The involvement of Social Partners in consultation of the Strategy and consultation with aviation stakeholders is key precondition for meeting objectives of the FAB CE ANSPs Strategy.

The FAB CE ANSPs Strategy is intended to be reviewed and approved by the FAB CE State level structures.

#### **4.3. Values**

The FAB CE will be recognized by its customers as a reliable and efficient partner. This will be achieved through close cooperation with customers to identify their needs and to react quickly on the ever changing challenges dictated by the market.

##### **4.3.1. Professionalism and continuous improvement**

- We, in the FAB CE, are a team of experienced professionals, sharing experience and knowledge;
- Our employees are our most valuable asset;
- We continuously look for the opportunities to critically assess our current practices and adopt leading industry and cross-industry practices in order to achieve FAB CE objectives.

##### **4.3.2. Customer centric operation / satisfaction**

- We, the FAB CE, provide our customers with the safe and high quality service;
- We understand the needs of our customers;
- We are permanently working on the improvement of the quality of our services;
- We continuously work on understanding the operational issues of our Customers and improving the value of our services in order to help them succeed in business.

##### **4.3.3. Focus on key skills / cooperation for efficiency**

- Through the intense cooperation we share our know-how in FAB CE and apply the best practices;
- We support the Network Manager and European regulatory bodies in fulfilling their missions;
- We strategically collaborate with industry players in order to maximize supplier potential in fulfilling FAB CE mission.

##### **4.3.4. Innovation**

- We monitor the industry development and implement common solutions and services with positive performance indication.

##### **4.3.5. Success**

- Our goal is to be among the leading FABs in the development and quality of services provided;
- The implementation of Centralised Services will influence FAB CE Target Architecture and other aspects.

#### 4.4. Long term development

Technological developments and deployment roadmap of SESAR / ATM Target Concept will influence the long term FAB CE technological aspects.

Technological aspects enabling operational improvements at planning level are a main enabler for regional FAB CE deployment (e.g. enhanced interoperability, shared data processing functions and shared information pool when assessed as contributing to performance improvement). This would be achieved through avoiding infrastructure duplication, thus also avoiding unnecessary system and networking complexity, where appropriate having common maintenance of the common systems and sharing back-up systems.

There is a need to optimise infrastructure within the FAB CE. Fulfilling this need FAB CE members:

- should share information about existing infrastructure;
- should share CNS development plans;
- should identify “quick wins”;
- any partnership in the field of CNS development should be established based on its feasibility and based on a positive cost-benefit analysis.

#### 4.5. SWOT analysis of FAB CE position

The FAB CE derives its position from the below indicated SWOT aspects.

##### 4.5.1. Strengths

- Position of FAB CE area in the European airspace is a geographical factor which cannot be avoided;
- Potential to increase the FAB CE capacity to cope with the expected traffic demand;
- Joint will for:
  - Future joint oriented operations;
  - Improvements in airspace consolidation and management of operations.
- Close cooperation in:
  - Operational domain;
  - Technical / systems domain;
  - Training / licensing;
  - Safety management harmonisation, sharing of best practices, lessons learned and other safety-related information.
- Establishment of the basis for cooperation with neighbouring FABs (e.g. BLUE MED, Gate One);
- Training organizations available to support FAB CE demand for training, some of them with the commercial experience;
- Sharing of infrastructure investments, maintenance costs and planning costs;
- Exploiting synergies and high degree of identical CNS infrastructure components.

##### 4.5.2. Weaknesses

- FAB CE optimum airspace design not supported by a single unit rate concept;

- Limited resources for running numerous SES-related projects simultaneously;
- No real cooperation in education and training, high cost of training or non-existence of training cost analysis and not adequate availability of courses and training material in English;
- High number of States establishing the FAB CE and also their involvement in different political alliances (NATO/PfP, EC, Schengen, and Currency Union) with different regulations makes the legal and regulatory framework more complicated and limits the achievable harmonisation;
- The differences in Purchasing Power Parity between some of FAB CE countries result in differences in prices, salaries;
- Local Safety Management Systems are under the responsibility of the ANSPs and have to meet the requirements of the States' NSA. Local SMS are applicable to local activities only;
- National legislation impeding common (intra-FAB) licensing and procurement.

#### **4.5.3. Opportunities**

- Common charging zone with common traffic risk sharing can be an enabler for the optimized airspace design by eliminating negative revenue effects;
- Chance for improvement in airspace consolidation and management of operations;
- Chances to promote regional technical developments/solutions;
- Inter-FAB cooperation agreements with other FABs (e.g. BLUE MED) enabling inter-FAB cooperation (e.g. information / data exchange in safety management);
- Engagement in SESAR projects;
- Influence of definition and implementation of Europe-wide activities (Centralised Services, legislation framework, etc.);
- Optimum use of available and jointly planned resources;
- Close cooperation in environmental field (e.g. best practices, data sharing);
- Improving safety within FAB CE by safety information sharing focused on safety data exchange;
- Potential increase of the FAB CE domestic traffic due to limited scope of the deployment of other means of transport in the FAB region.

#### **4.5.4. Threats**

- Sensitivity to external assumptions as defined in the Performance Plan [R9]:
  - Volatility of the traffic and service unit forecast caused by the GDP forecast;
  - Low- and high-growth scenarios with a statistical probability of 50% within this range;
  - Variations in traffic flows from the planned, would need to take into account the trade-offs between cost and capacity;
  - Exchange rate risk for States out of the Monetary Union;
  - Variations in application of inflation adjustment;
  - Impact of ANS transition of BiH airspace.
- Missing legal basis for Inter-FAB data exchange;
- Frequent and precipitous updates / changes of the SES legislation;

- Tendency of SES to influence (weaken) decision-making mechanisms of the states.

## 5. Scope and Focus of FAB CE Cooperation

FAB CE ANSPs' **primary focus** is a regional cooperation of independent ANSPs, aiming at achieving significant operational improvements which is seen as enhanced and optimised performance. Regional cooperation means that FAB CE ANSPs primarily work on initiatives that can only be achieved through cooperation of neighbouring countries on a regional basis. The main expected outcome of this cooperation is the Free Route Airspace in the FAB CE countries airspace.

FAB CE ANSPs **secondary focus** are the other SES related activities and Industrial Partnership for which the FAB CE means and tools (governance structure and FAB CE Aviation Services Ltd.) can be used. FAB CE ANSPs, some or all, may conduct the activities related to cooperation which falls within the scope of activities of SES. FAB CE ANSPs, some or all, are free to enter into other forms of cooperation (e.g. „industrial partnerships“) where appropriate, i.e. FAB CE members have their own approaches to industrial partnerships. FAB CE structures in both cases may be used as a facilitator, in these cases, the members, involved in the industrial partnership, guarantee that they provide all resources needed for such a partnership and that the activities are not done on detriment of the primary focus.

**Operational improvements** are such that lead to an optimized performance, measured by the relevant performance scheme KPAs that are monitored on the FAB level: Capacity, Environment and Safety. That means that FAB CE ANSPs remain totally in charge of their individual cost bases.

An integration, or merger, of FAB CE ANSPs is not within the scope of the FAB CE cooperation.

FAB CE is dedicated to pursue harmonisation of business activities, processes, standards and technologies (mainly) in OPS and TEC domain.

The goal of FAB CE is to implement the regional cooperation targets in the most cost-efficient way; optimization of the cost base is the sole responsibility of the individual ANSPs.

## 6. Strategic Objectives

Having in mind that the main expected outcome of FAB CE ANSPs is the Free Route environment in the airspace of the FAB CE countries and that this outcome is the main focus of the FAB CE, its strategic objectives are divided into three groups according to their priorities.

The strategic objectives of level 1 are directly linked to the overall goal of:

- Implementation of Free Route concept;
- Fulfilling of all performance targets as defined in the FAB CE Performance Plan [R9];
- Contributing to the goals defined in European ATM Master Plan.

The strategic objectives of level 2 represent the facilitating tasks, with a cooperative added value for the whole FAB CE.

The strategic objectives of level 3 represent all other, notably “some-in“ cooperative and local initiatives serving the FAB and the industrial cooperation targets.

### 6.1. Level 1 Strategic Objectives

All regional PCP priorities, notably Free Route and all Performance Plan [R9] commitments:

- FSO2, target 2.2: Annual monitoring of achievement of all performance targets defined in the FAB CE Performance Plan [R9];
- FSO5, target 5.1: Implement Free Route Airspace “Baseline scenario”;
- FSO5, target 5.2: Horizontal flight efficiency of actual trajectory in FAB CE meets the RPII target;
- FSO9, target 9.1: Define implementation steps of Concept of Seamless Operations;
- FSO9, target 9.2: Implement seamless operations between major FAB CE airports and the en-route Free Route Airspace;
- FSO10, target 10.2: Incorporate actions supporting the Network Strategic Plan in the joint FAB CE planning process and planning documentation;
- FSO10, target 10.3: Incorporate actions supporting the SESAR deployment (Deployment Plan / Programme 2015) in the joint FAB CE planning process and planning documentation;
- FSO12, target 12.2: Complementing the role of Network Manager, establish Inter-FAB airspace planning cooperation.

### 6.2. Level 2 Strategic Objectives

All pre-requisites and other elements enabling Level 1 targets:

- FSO1, target 1.3: The projects and activities of FAB are monitored from the point of view of their added value;
- FSO3, target 3.1: Establish effective and efficient safety management procedures for FAB CE related changes in accordance with the applicable regulative framework;
- FSO3, target 3.3: Exchange of information and lessons learned in areas of common interest, focused on sharing of SMS information;

- FSO10, target 10.1: Establish a joint FAB CE strategy planning and implementation body at the ANSP / State level;
- FSO11, target 11.1: Establish and maintain a list of external providers for safety critical external services;
- FSO11, target 11.2: Set up harmonised procedures and criteria for the selection of providers of “FAB CE wide safety critical external services”;
- FSO12, target 12.3: Establish Inter-FAB safety management cooperation;
- FSO12, target 12.4: Establish Inter-FAB cooperation in environment area;
- FSO13, target 13.1: Organise FAB CE Social Dialogue Forum ;
- FSO13, target 13.2: Organise FAB CE Safety and Performance consultations with major stakeholders;
- FSO13, target 13.3: Ensure proper representation of FAB CE at European level; sharing information, reducing travel costs etc.;
- FSO13, target 13.4: Define common PR strategy, establishing reliable links with EU representatives, produce common position papers on crucial actual subjects;
- FSO14, target 14.1: FAB CE legal entity conducts common procurement in order to meet its obligations towards the FAB CE ANS Providers that are its shareholders.

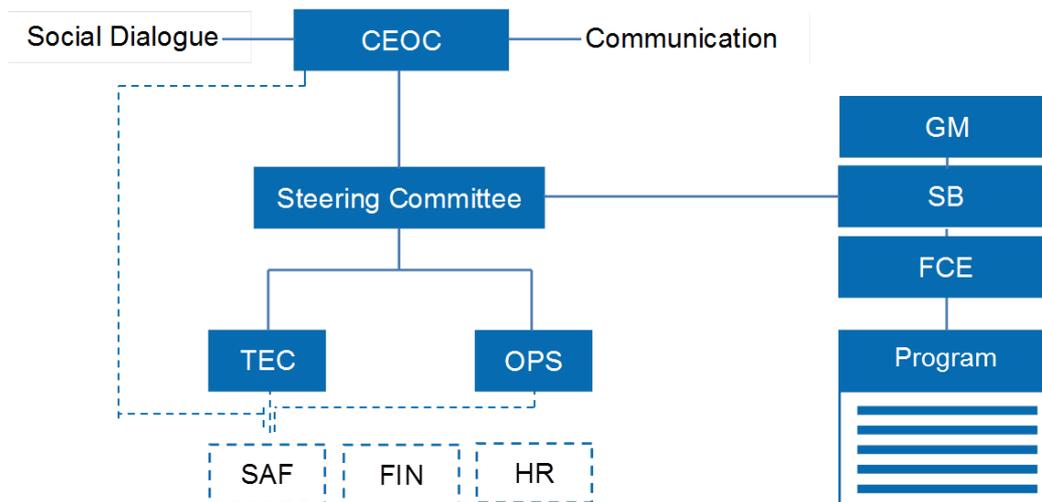
### **6.3. Level 3 Strategic Objectives**

All other, notably “some-in“ cooperative and local initiatives serving the FAB:

- FSO4, target 4.1: Integrate A-CDM at airports defined by PP into network operations;
- FSO4, target 4.2: Monitor performance of airports submitted to the performance regulation and defined by PP;
- FSO6, target 6.1: CNS Infrastructure cost containment activities projected into FAB CE Architecture;
- FSO6, target 6.2: Agree FAB CE Architecture;
- FSO6, target 6.3: Incorporate planning of the CNS infrastructure and ATM processing systems aligned with RP planning, to achieve its harmonisation and optimisation in the FAB CE Implementation Plan;
- FSO6, target 6.4: Establish common operation of CNS infrastructure and ATM processing services as defined by the FAB CE Architecture including shared data processing functions, shared information pool and sharing of human resources where applicable and proven to be beneficial;
- FSO6, target 6.5: Realise common (smart) procurement of relevant CNS infrastructure and ATM processing systems in FAB CE;
- FSO7, target 7.1: Establish FAB CE common approach to technical operation and corrective / preventive maintenance of systems, including sharing of spare parts;
- FSO7, target 7.2: Define concept for common operation of flight calibration services;
- FSO8, target 8.1: Evaluate impact of centralization of services on CNS and ATM systems and FAB CE Architecture and define role of FAB CE in each Centralised Service (user / contributor);

- FSO8, target 8.3: Proactively influence definition of each Centralised Service and present coordinated and agreed position of the FAB CE on each Centralised Service;
- FSO9, target 9.3: Implement dynamic cross border operations;
- FSO11, target 11.3: Designate a joint provider of “FAB CE wide safety critical external services”;
- FSO15, target 15.1: Implementation and monitoring of the commonly approved Common Competence Schemes;
- FSO15, target 15.2: Common training of ATCO of two or more ANSPs conducted;
- FSO15, target 15.3: Common training of ATSEP of two or more ANSPs conducted;
- FSO15, target 15.4: Common use of training facilities of two or more ANSPs conducted;
- FSO15, target 15.5: The first joint safety management training conducted.

## 7. FAB CE Governance Structure



**Figure 1: FAB CE Governance Structure**

**CEOC:** Defining the strategy, setting targets, taking decisions. Reporting Line: FCC;

**Steering Committee:** Overall program execution responsibility;

**SubCommittees:** Defining domain implementation plans according to the FAB CE ANSPs Strategy and according to the guidance / assignments of the Steering Committee;

**FCE:** Programme management, project planning and execution, progress monitoring, reporting.

## 8. Reference Documents

- [R1] FAB CE ANSP Cooperation Agreement, 5 May 2011
- [R2] FAB CE Agreement, 5 May 2011
- [R3] National Supervisory Authorities Co-operation Agreement, 30 May 2011
- [R4] FAB CE Social Dialogue Charter, 1 January 2011
- [R5] Development of FAB CE Strategic orientation, 4 January 2013
- [R6] FAB CE Target CONOPS, 8 April 2014
- [R7] FAB CE OPS Roadmap, 28 May 2014
- [R8] FAB CE Overall Architecture, tbd
- [R9] FAB CE Performance Plan, 4 June 2014

## 9. Abbreviations

A-CDM	Airport Collaborative Decision Making
ANS	Air Navigation Services
ANSP	Air Navigation Services Provider
ATCO	Air Traffic Control Officer, Air Traffic Controller
ATSEP	Air Traffic Safety Electronics Personnel
ATM	Air Traffic Management
BiH	Bosnia and Herzegovina
CEOC	Chief Executive Officer Committee
CNS	Communication, Navigation and Surveillance
CONOPS	Concept of operations
CS	Centralized Services
EC	European Commission
EU	European Union
FAB CE	Functional Airspace Block Central Europe
FCC	FAB CE Council
FCE	FAB CE Aviation Services Ltd
FIN	Financial
FSO	FAB CE Strategic Objectives
GDP	Gross domestic product
GM	General Meeting
HR	Human Resources
ICAO	International Civil Aviation Organisation
KPA	Key Performance Area
NATO/PfP	NATO Partnership for Peace
NSA	National Supervisory Authority
OPS	Operational/Operations
PCP	Pilot Common Project
PP	Performance Plan
PR	Public relations
RP	Reporting Period (SES)
SAF	Safety
SB	Supervisory Board
SC	Steering Committee
SES	Single European Sky
SESAR	Single European Sky ATM Research
SMS	Safety Management System
SWOT	Strengths, Weaknesses, Opportunities, Threats
TEC	Technical