International Civil Aviation Organization (ICAO)
South American Regional Office (SAM)
Third ICAO SAM A-CDM Implementation Seminar / Workshop
Lima, Peru 25-27 September, 2017

OUTCOMES FROM THE 3RD ACDM SEMINAR/WORKSHOP

(Presented by the Secretariat)

<table>
<tr><td colspan="2" align="center">**SUMMARY**</td></tr>
<tr><td colspan="2">This paper lists the outcomes from the 3rd ICAO SAM Airport Collaborative Decision Making Seminar and Workshop held at ICAO's SAM Regional Office at Lima, Peru, on September 25-27, 2017</td></tr>
<tr><td>***ICAO strategic objectives***</td><td>*This paper is related to the following strategic objectives:*
B - Capacity and Efficiency</td></tr>
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1   Background

1.1   Currently, SAM Region is growing air traffic is growing at a faster rate than world's average.

1.2   Eight out of ten of the busiest airports by passenger numbers in Latin America are in the SAM Region. The 10 busiest airports in the SAM Region by operations are over a 100,000 movements per-year. Half of them are located in Brazil. The top 4 international hubs (Bogota, Guarulhos, Lima, Panama city) make the list. Most airports are struggling with capacity constraints at peak times, due to lack of available airport infrastructure.

2   Attendance

2.1   The Seminar and Workshop was attended by 52 participants from 11 States, 5 Aerodrome operators, 1 Aircraft Operator and 1 Ground Handling agent and with the participation of speakers from, ICAO SAM Regional Office, EUROCONTROL, Belo Horizonte Airport (representing ACI World), the Federal Aviation Administration (FAA US), IATA, CANSO, SAAB and ULTRA Electronics.

3   Agenda

3.1   The agenda was developed around the following topics:

a. ICAO current work on A-CDM (ICAO);
b. A-CDM general concepts, implementation and network concept (EURCONTROL);
c. A-CDM perspectives from ACI, IATA, CANSO;
d. Tools to support A-CDM (ULTRA, SAAB);
e. Collaboration mechanisms examples in the SAM Region (Colombia, Peru, Brasil);
f. FAA's Surface CDM (S-CDM);

    g.   Workshop and examples; and

    h.   Wrap-up and closing.

3.2   The work programme and the presentations delivered during the Seminar are available at the ICAO SAM Regional Office website: https://www.icao.int/SAM/Pages/2017-ACDM.aspx

4   **Objective**

4.1   The Seminar/Workshop objectives were:

- Promote harmonization and scalability of the concept in the SAM Region.
- Avoid non-harmonized implementations.
- Provide the participants with updates on ICAO provisions and information on the EUROCONTROL's perspective (as Eurocontrol's model was the one implemented on ICAO new guidance material, to be delivered on Doc. 9971 update) and the FAA's S-CDM approach.
- Present international organizations (ACI, CANSO, IATA) perspectives on A-CDM, to prove the validation and acceptance of other stakeholders of the solution.
- Give SAM States to show their implementation mechanisms and success cases in order to replicate the used mechanism on pilot projects for implementing A-CDM.
- Industry to have the opportunity to show some of the tools that support A-CDM implementation.
- Present study cases on successful implementation of A-CDM (Hong Kong case) and develop a joint case study (workshop) in order to demonstrate the benefits of harmonization with international guidance.

5   **Outcomes**

5.1   Some of the outcomes of the activity were:

- It was clear that there are already several initiatives and steps that have been taken by airports in relation to A-CDM which is a good sign, however;
- By airports and States taking their own initiatives and steps (without harmonizing with other airports/States) there is a risk that these implementations will be widely different which can result in a non-harmonized approach.
- To build the "A-CDM House", the foundation, information sharing platform, should be robust and well stablished.
- On A-CDM implementations, usually the lead comes from the Airport, as most of the information sharing platform investment is done by them, because of their "landlord" position in the airport.
- At some initial implementations, there are some challenges detected, especially on the use of acronyms. So it's really important to manage and determine a **common regional vocabulary**. This is important also to validate how airlines measure punctuality (some at landing, some at gate, some at block on, etc.).
- It's important to integrate all stakeholders. An example in which a ground handler was using local time instead of UTC demonstrates the challenges when not

    integrating all the stakeholders, but care should be taken in order to not sit everybody in the table at the same time.

- A-CDM is about having *the right information, to the right people, at the right time*.
- IATA emphasizes the need that whenever APOC's (Airport Operations control centers) are implemented, consider the need to integrate systems rather than having airline staff full time physically at the APOC (more cost for airlines?)
- The approach to implementation must include all related stakeholders, especially in our scenario in where ANSP/States are making investment on Air Navigation aids and improvements, that need to interoperate with Airport Operational Database (AODB) and resource management systems (RMS) in order to get the benefits from the whole process.
- It has been identified that 8 areas are crucial to be considered as lessons learned from previous implementations:
    - Project management approach
    - Don't reinvent the wheel, take advantage of other implemented airports
    - Consider culture change and reinforce trust (no-blame culture)
    - Important to ensure partner buy-in, sign and understood a MoU from the beginning and do not leave anyone behind.
    - Research available guidance
    - Define simple, transparent and achievable milestones. Measure.
    - Ensure active communication and;
    - Training.
- Most of the seminar participants were air traffic controllers with ATFM expertise or experience, there were a few participation of aerodrome operators and almost no participation of AGA/AOP State participants. It was observed and commented that Airport Operations (AOP) professionals were not available within the States, as the priority has been on the safety compliance disciplines.
- Roles and responsibilities of regulators, aerodromes, air operators, ground handling agents and ATC should be clearly defined for A-CDM implementation
- When beginning implementation projects on A-CDM, its beneficial the use of CASES such as the shown by SAAB on their presentation, in order to better explain the process to stakeholders.
- It's important to make sure we don't mix "milestones" with "KPI's".
- The entire group agreed that it's a challenge in most of information sharing implementation to get data from airlines. Usually, airlines are reluctant to share information, so, there is a need to explain better the concept to them and understand their worries, especially on the sharing of what they will consider "commercial data".

6   Conclusion

6.1   There is an opportunity to work on a Regional Implementation Guidelines in order to foster harmonization. States should commit to work together to avoid committing the same mistakes as other implementations. After drafting the regional implementation guidelines, begin pilot projects in designated aerodromes (Panama, Guarulhos, Bogota, and Lima) in order to work together for this operational improvement.

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