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THE "CO-OP MODEL" FOR THE FAB EC

The "Co-op Model" is not a FAB project. It is the ETF view to build the FAB EC. The "Coop Model" is a developing concept; it will evolve in line with the progress of the FAB EC.

The aims of the "Co-op Model" are as follows:

- to improve safety
- to increase capacity, flight efficiency, cost effectiveness
- to address fragmentation through co-operation
- to create more and better jobs

1. The primary aim of the FAB EC is to increase overall ATM performance in the core area of Europe

Performance is a balance between various objectives such as capacity, cost-effectiveness, flight-efficiency and environmental issues. Safety is a primary and overall objective. Performance of the ATM system also requires a total network approach since the airspace users involved, ANSPs and airports play an important role in a gate-to-gate perspective.

ETF acknowledges and promotes the quick wins that ANSPs and their staff deliver on a daily basis and agree that the FAB EC can bring additional improvements over time. Quick wins should not detract from, or adversely affect, long-term goals.

ETF has decided to take a proactive role at an early stage in the FAB EC project, with a view to identifying and addressing issues before they may become problems.



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To this end, ETF has identified the “Virtual Center” concept and a Co-operative model (based on co-operation between ANSPs and between the employers and the employees), as the path that gives both the project and the workers the expected added value in the long, medium and short term.

Staff fully support performance improvement as they consider Air Navigation Services as services of general interest with public service obligations. Such services must not be for economic benefits and justifying the application of the market laws, as recognized by the SES legislation and the European Court of Justice.

2. A consolidation model for the FAB EC implementation is not supported by ETF

The top down approach for the FAB EC based on theoretical ideas is not supported by ETF. The idea of a single ANSP for this FAB, as suggested in some discussions, is not supported either. The analysis of this solution brings no significant evidence that it would enhance safety and/or cost-effectiveness. There is no legal requirement in Single Sky regulations demanding consolidation of service provision. Furthermore, consolidation of service provision (single ANSP and/or reduction of number of ACCs or services linked to ATM) will create new institutional, legal and social difficulties. On the contrary real improvement can be easily reached with real cooperation among the ANSPs involved. The level and the form of cooperation that can be achieved in each domain is something that must be defined in a pragmatic way after the appropriate analysis.

3. The “Virtual Centre” concept

The FAB EC should address the requirements for ATC systems interoperability, the fundamental enabler for the implementation of Functional Airspace Blocks, based on a model of continuous integration process of different ATC systems, rather than on the establishment of a single Service Provider in a trans-national area.

The development of the "Virtual Centre" concept - a group of ACC remotely located, but interconnected and interoperating technically as a single ATM centre – should be undertaken. A model based on a single ATM Centre (or a few) controlling a wide, multinational



area, is not feasible, due to the extensive social, military and political impact, that could jeopardize the success of the SES implementation.

The "Virtual Centre" concept allows the identification of information to be shared between different ATM systems, in particular the Flight Data Processing and Distribution module (FDP) and Surveillance data, as described in the SWIM (System Wide Information Management), one of the pillars of the SESAR ConOps.

The interoperability of the Virtual Center will enable an aircraft to be managed between two ACCs as by two sectors of the same ACC (radar handover, re-routing, direct routing...). In addition, the Virtual Center can provide the basis for a contingency plan.

It is also paramount that the participating Providers do not compete between themselves and respect the public service obligations of Air Navigation Services with the highest standards of responsibility and competence for all ATM workers. In order to succeed, the ANSPs should cooperate through a cooperation agreement in order to enable the implementation of improvement changes.

4. The FAB EC should promote cooperation first

The best way to reduce fragmentation is to improve cooperation and strengthen convergence. Problems are complex, interrelated, have long lead times and involve all areas of the organizations, including public authorities. If changes are applied in a pragmatic cost effective way, benefits will come progressively, taking into account the life cycle of investment.

Addressing fragmentation doesn't mean necessary consolidation of service provision. Domains of cooperation are numerous and ETF, through its members, is ready to participate in successfully implementing them. Cooperation fields are already identified such as:

- Air Traffic Flow and Capacity Management
- Convergence of technical system
- Airspace and sectors management
- Harmonization of procedures and rules
- Initial training
- Airports development



- Safety management
- Civil/military
- Aeronautical and meteorological information
- Environmental issues

In each of these domains, a pragmatic approach is needed. Cost benefits analysis, including social costs, have to be conducted in order to determine the best form of cooperation needed in each field to fulfill the FAB EC objectives.

We call for an integration of all the services of the safety chain in ANSPs activities rather than unbundling or the introduction of conflicting market principles. ETF will not accept that services like training schools, CNS, AIS, MET, ATC for smaller airports etc. will be opened to the market laws as suggested in one of the recommendations of the HLG.

5. The different kinds of cooperation

ETF identifies different kinds of cooperation applicable to the FAB EC. For each of them, ETF proposes to develop a pragmatic approach in order to increase performance and safety:

- information sharing
- establishment of a cooperation framework defining the areas where joint project management can be foreseen
- establishment of an institutional framework where common governance bodies take place
- pooling of resources in defined areas

6. The Public Service role of ANSPs

Air Traffic Management is a crucial part of the necessary State duty on safety. Indeed, there is a link between safety and the public service obligations. That is why the sector has to be kept exclusively as a state service provision.

EU Regulations on the Single European Sky do not require privatization of ANSPs. ETF insists that all FAB EC ANSPs remain under public ownership. This is also important to keep a level playing field among all ANSPs, which will maintain stability in the whole area.



Even a partial privatization of separate ATC and technical services (unbundling) will not be accepted by ETF since all these services are closely interlinked with air traffic control in order to avoid dangerous situations during the daily business.

7. Governance: FAB EC cooperation Council

Sound governance of the FAB EC is needed to fulfill the expected objectives regarding the level of service.

The decision making process should be based on consensus, as no entity (ANSP or States) should impose a decision. However, any decision that concerns the sovereignty of a country should be taken unanimously. It should reflect the sensitivity of the different stakeholders and should include consultation of staff and airspace users.

In the functioning of the FAB EC, each ANSP keeps its management structure but coordination is organized at FAB EC level. Depending on the different kinds of cooperation, various intermediate management structures may need to be set up.

The ETF proposal is to set up a FAB EC cooperation Council based on the ANSPs involved. The Presidency of the Council is structured on an equal rotation basis. A joint General Secretariat should prepare the decisions of the Council and ensure their follow up. The role of this FAB EC Council should be:

- to determine the strategic orientations of the FAB EC, in coordination with Member States
- to determine which issues have to be considered at the FAB level and which issues have to be solved at ANSP level
- to take decision on the FAB level issues. Once again, all decision should be based on consensus. Mandate project managers and give them authority at the FAB level
- to ensure the appropriate coordination with other FABs, Eurocontrol and EASA
- to create more and better jobs as it is foreseen in the Lisbon Strategy
- to ensure a permanent compulsory consultation process with the Trade Unions at all levels and negotiations where appropriate. At FAB EC level, a Social Forum should be set up.



8. Financial aspects

ETF strongly supports a cost recovery regime as the best way to finance ANSPs activities. However the unit rate(s) scheme that will be applied within the FAB is an open issue on which we don't have any predetermined opinion. We will support every solution that will favor operational improvement whilst enabling each ANSP to finance its activity in a proper way.

The "Virtual Center" concept is able to provide the expected improvement in safety, capacity, environmental impact, focusing the investments to improve the interconnection between ANSPs/ACCs, minimizing additional cost (new infrastructure, mobility cost, social cost...). The required technical investments are in line with the SESAR guidelines of the approved ConOps.

9. The States should commit to the FAB EC developments

The FAB EC implementation needs pro-active cooperation between States, ANSPs and employees. It is important that they share common objectives and develop a common vision agreed at a sufficiently high political level.

ETF encourages the 6 States involved in the FAB EC to ensure that National Supervisory Authorities are sufficiently developed to undertake their task and that they are properly funded and resourced.

Military activities remain one of the most delicate issues that could provide the expected improvement for capacity and flight efficiency and that need direct involvement of States.

Therefore, the ETF urges France, Belgium, Netherlands, Luxemburg, Germany and Switzerland to clearly commit towards the implementation of the FAB EC by removing identified political, institutional and legal hurdles. To this end, the States will create an institutional cooperative framework in a FAB agreement enabling convergence of the different ANSPs.



10. The necessity of the “bottom up approach” at each step

Whilst every effort should be made towards greater convergence of consultation arrangements, in line with the “bottom up approach” it is recognised that “one size does not fit all” and that should be flexibility to reflect and accommodate different cultural needs.

11. ETF considers that Social Dialogue will be the key to success

It is recognized by CANSO and ETF that Consultation between Social partners and involvement in the decision making process is central to the development of FABs. ETF wants this recognition of this consultation process to be implemented at every level and stage of the FAB EC.

The establishment of the FAB EC and the changes involved is more likely to be accepted by employees if they are involved from the early stages. Employee commitment to change is best achieved through involvement, where employees know what the FAB EC is attempting to achieve and how then they can influence decision-making.

The early involvement of employee representatives in the decision making process is vital. To this end management should seek and take account of the views of employees before making a decision on the FAB EC. FAB EC ANSPs together with ETF should agree consultative arrangements that provide for involvement at such a stage that influence on the decision making process is secured.

12. Social aspects

The main goal of any Trade Union is to protect the interests of workers and its members. In a medium/long term vision, it is also important to consider the continued health of the activity to guarantee a sustainable future that will lead to long, stable and consistent working arrangements.

ETF wants the FAB EC to be a multinational project located in the very heart of Europe that secures and even creates jobs in the



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ATM industry and opens up long-term perspective for all workers in all concerned ANSPs.

The “Virtual Center” concept is able to satisfy all these requirements: it can strongly increase the performance with positive social consequences.

However social aspects should be considered if mobility of workers has to become a reality within the framework of the FAB EC project. ETF will only accept voluntary mobility and urges ANSPs involved not using mobility as a tool for social dumping. In line with our policy regarding mobility aspects with the licensing scheme (particularly ATCO license), we call for equal social treatment between staff. Mobility must not lead to circumvention of existing applicable national provisions governing the rights and obligations applicable to employment relationship between employer and employees.

13. Environmental Impact

Aviation has two main environmental effects: **aircraft noise** and **aircraft emissions**. The former largely affect areas at and around airports, the latter can have both local effects on air quality and global effects on climate.

Notwithstanding that aviation’s impact on climate is quite modest it is growing extremely fast and these problems are becoming more serious as aviation continues to grow at rates that outstrip the ability of technological and operational improvements in environmental performance to keep pace.

In this scenario the FAB EC role is to increase the flight efficiency in a gate-to-gate prospective, reducing the holding time on the ground and when airborne.

It is recognized that beyond any efficiency gains that may be realized in terms of service delivery that additional investment may be needed to allow ATM systems to help address the challenges posed by climate change and aviation emissions.

