

Jeudi 18 mars 2010

## Rapport de l'étude de faisabilité du FABEC et Information DFS

Cette communication d'éléments du rapport FABEC et concernant la DFS (prestataire de navigation aérienne allemand) a pour seul but l'information des personnels de la DGAC. Elle vise uniquement à permettre à chacun de se forger une idée précise du contexte actuel et de l'information transmise par les différentes parties (Gouvernement, DGAC, OS).

Les extraits du rapport de l'étude de faisabilité du FABEC (septembre 2008) que vous trouverez ci-dessous sont tirés du site officiel du FABEC et n'ont fait l'objet d'aucune interprétation puisqu'ils sont publiés en Version Originale.

[http://www.fab-europe-central.eu/fab/english/inhalt/download/feasibility\\_study\\_report\\_v2\\_0.pdf](http://www.fab-europe-central.eu/fab/english/inhalt/download/feasibility_study_report_v2_0.pdf)

Les éléments d'information concernant la DFS sont également issus du site officiel de l'organisme.

[http://www.dfs.de/dfs/internet\\_2008/portal/english/start/index.html](http://www.dfs.de/dfs/internet_2008/portal/english/start/index.html)

### Pourquoi communiquer particulièrement sur la DFS ?

- Car ce prestataire est souvent cité en référence par les uns et les autres.
- Car, parmi les pays du FABEC, il gère un volume (espace et trafic) comparable au nôtre.
- Car nous devons fusionner avec lui si le projet d'organisme européen unique devait se réaliser.
- Car c'est un modèle de prestataire radicalement différent de la DGAC. Son esprit et sa structure sont quasiment ceux d'un FAB de type fusionnel.

L'information délivrée dans les pages suivantes ne saurait en aucun cas être exhaustive et nous encourageons chacun à poursuivre la lecture de ces documents.

## Rapport d'étude de faisabilité FABEC

### INSTITUTIONAL CHANGES ARE REQUIRED Page 10 du rapport

Three models of cooperation were studied that are considered to meet requirements of a FAB :

**Les trois modèles de FAB remplissent tous les objectifs requis (sécurité, capacité, coût, environnement...).**

**Ces objectifs sont explicités dans les pages précédentes du rapport.**

- **Contractual cooperation** : independent ANSPs cooperating in a contractual framework between the parties, without establishment of a joint legal entity. A joint committee will be installed to lead the development of improvements in the different areas of cooperation. Implementation of improvements will take place inside the individual ANSPs, not by the establishment of centralised functions.

**Les différents ANSPs gardent leur indépendance juridique et leur structure, il n'est pas nécessaire de créer un organisme unique, les améliorations sont apportées au sein de chaque prestataire et non pas en centralisant les fonctions.**

- **Integration into an alliance** : independent ANSPs cooperating in the field of ATS provision, integration of functions into centralised legal entities may take place in the field of support functions, ancillary services and the establishment of joint ATS units, requiring the establishment of joint legal entities with dedicated resources, delegated executive functions. Different scenarios are possible for integration of ancillary services.

**Les différents ANSPs gardent leur indépendance. Les fonctions support, les services annexes et les centres peuvent être intégrés et centralisés avec création de leur propre statut légal et avec leurs propres ressources.**

- **Consolidation into a single ANSP** : integrated ATS service provision throughout the FABEC. Integration of ancillary services may take place inside the single ANSP or may be left to separate initiatives of ANSPs (possible with different speeds) or outsourcing of ancillary services.

**Modèle fusionnel, intégration de tous les centres dans l'ensemble du FAB. Les services annexes peuvent prendre place au sein du prestataire unique ou laissés à l'initiative des prestataires ou bien externalisés.**

The principal distinction between contractual cooperation and the two other models is that in the contractual model no integration of function takes place. Joint units require legal entities which are foreseen both in the alliance and the single ANSP model.

**Coopération = gestion et organisation des structures à l'initiative totale et entière de chaque ANSP. Autres modèles = divers degrés d'intégration (jusqu'à la fusion), d'externalisation et changement de statut juridique.**

## **SOCIAL ASPECTS** Page 11 du rapport

The implementation of the FAB will provide many opportunities for staff, as the new international environment widens the horizon and creates new challenges.

The social impact of the implementation of FABEC will depend on different aspects like the areas of cooperation, on the level of this cooperation, and on the institutional model that is chosen. In a model using **contractual cooperation only, impact on working conditions and staffing will be limited.** If integration into an **alliance** is considered, some **functions may be centralised, and impact at the level of individual organisations need to be determined.** Steps need to be taken to ensure that integration occurs in a socially acceptable manner and associated transition costs need to be considered. This would include the costs related to, among other things, mobility of personnel, harmonisation of working conditions and this regardless of the institutional model that is chosen. **This statement will also apply to and indeed be even more significant in the single ANSP scenario, when the different organisations are fully integrated.**

Involvement of social partners in the social dialogue process and open and thorough information to staff are key contributors to the success of the FABEC implementation.

**Le rapport précise clairement que les impacts sociaux sont différents et sont directement liés au modèle de FAB, au périmètre et au niveau de coopération.**

**Le modèle coopératif est celui qui préserve au mieux les conditions de travail et les effectifs. Ces deux aspects se dégradent progressivement le maximum est atteint dans le modèle fusionnel.**

## **Options for the FAB institutional model** page 75 du rapport

Three models for cooperation have been considered in the feasibility study: 'contractual cooperation', 'alliance' and 'single ANSP'. Given the areas of cooperation and the achievements that could be made in the early years of FABEC, the study has concluded that the implementation of FAB improvements may be best suited to a **progressively growing level of cooperation, but this does not rule out a final step to a single ANSP.** An initial study of the suitable legal forms for the different models has been made but requires further study. There remain some outstanding questions on the position of military ANSPs in the cooperation.

**Pour de meilleurs résultats dans la réalisation des objectifs du FAB, le niveau de coopération devra croître progressivement mais cela ne signifie pas un objectif final de fusion en un ANSP unique.**

## **Levels of cooperation** page 75 du rapport

The FABEC project has defined five levels of possible cooperation between ANSPs :

**1. Exchange of information** : ANSPs maintain their **financial and legal independence**. Fully autonomous decision making, but with mutual information exchange.

**2. Coordination** : ANSPs maintain their **financial and legal independence**. Fully autonomous decision making, but with **joint coordination of plans**.

**3. Contractual cooperation** : ANSPs maintain their **financial and legal independence**, but establish **joint decision making processes in agreed upon specific areas with sharing of costs and benefits possible**.

**4. Integration** : ANSPs **partially give up financial and legal independence** to create **joint organisation(s)** in specific areas with other ANSPs (from functional cooperation to establishment of joint venture companies).

**5. Consolidation** : ANSPs **lose their financial and legal independence and are merged into one ANSP** or will be jointly **owned by a single supra-national ANSP organisation**.

At cooperation levels 1 and 2 the ANSPs retain their full financial and legal autonomy. **At the third cooperation level ANSPs also remain fully autonomous, but have contractually agreed to run their business within a framework of certain joint decisions.** At the fourth cooperation level the autonomy of the ANSPs will be reduced and at the fifth level it will disappear.

*Le niveau 3 permet une indépendance de gestion au niveau des ANSPs et une large coopération nécessaire et souhaitable à la réalisation des objectifs du FAB.*

## Models of cooperation page 76 du rapport

The principal distinction between the **contractual cooperation** and the two other models is that in the **contractual model no integration of functions will take place.** The ANSPs stay fully autonomous in the provision of all services, but cooperate to improve the overall FAB performance by a joint harmonisation and standardisation programme. **No joint legal entity will be established** to provide managerial and administrative support to the programme.

In the **alliance and single ANSP** models **integration of functions** can take place. The principal difference between the alliance model and the single ANSP model is that in the alliance model the ANSPs remain the designated ATS providers. Under the alliance model an evolutionary increase of cooperation will be possible, including integration in some areas. This **integration is primarily focussed on support and ancillary services (CNS, AIS and training), but it may also be possible to establish joint ATS units.**

The **single ANSP** model includes a full integration, into **one single provider** (or one single provider organisation owning the ANSPs), of all ATS provision in the FAB. **In this model the current ANSPs would only retain those ATS provision functions that may stay outside the FAB cooperation, such as Tower services.**

*Dans le modèle fusionnel, certains services pourraient être exclus du FAB. Les TWR sont ici données à titre d'exemple et d'autres services pourraient être également abandonnés.*

## Human resources aspects of FAB initiatives page 95 du rapport

Cooperation within **FAB Europe Central** will also have consequences for the staff of the ANSPs involved. International cooperation to address the challenges of the future in one of the busiest areas of airspace in the world will provide clear opportunities but also challenges for all staff, but **at the same time any institutional changes that will be made to implement the FAB will need to be acceptable to staff.**

A FAB implementation will **include changes to technical and operational as well as support systems, providing an equal challenge to all staff.** Common systems and procedures will promote harmonised working methods. Roles and responsibilities of staff will change, thereby creating opportunities to develop in a new environment...

... Good collaboration between staff and management of the service providers will be essential to **successfully implement, and run, FAB Europe Central.**

## Human resources aspects of the different scenarios page 96 du rapport

**The three scenarios (for cooperation models) considered in the feasibility study will involve a number of changes that will have different Human Resources impacts. These include staffing, working conditions, social dialogue, culture and change management, training and competence, and structure and leadership.**

*Aucun scénario ne maintient les choses en l'état. Il y aura des changements dans tous les domaines, humain, technique et opérationnel. Chacun des trois scénarii permet les évolutions nécessaires à la mise en place du FAB.*

- **Contractual cooperation**

In the contractual cooperation scenario, the ANSPs will remain completely **independent organisations** and as such, the **impact** of this scenario on existing roles and responsibilities is **limited**. As a result, staff acceptance and support for this scenario is expected to be high. The international aspect to some functions will be positive.

- ✓ Benefits in this scenario could include :
- ✓ A higher job attractiveness for existing and new staff due to an international aspect added to the job profile.

- ✓ Some benefits in staffing could be achieved in expert functions.
- ✓ An increased intercultural awareness of staff due to growing internationalisation.
- ✓ The possibility to set up a long term change management process.

From a human resources point of view, implementing this scenario will create awareness for working together in FABEC. This awareness will create a good starting position and enable further steps.

- **Single ANSP**

In a single ANSP scenario, all ATS provision in the FAB will be integrated into a single organisation, with the possible exception of services not covered by the FAB cooperation such as tower services. With the integration of several organisations into one, reductions in staff can be expected, especially in some support and corporate functions.

*Comme vous pouvez le constater les impacts du modèle coopératif sont limités alors que ceux générés par le modèle fusionnel sont loin d'être négligeables et bien loin des intérêts des personnels.*

## Conclusions page 111 du rapport

*Quelques éléments pris au fil du texte...*

This study shows that a Functional Airspace Block Europe Central is not only **feasible**, cooperation is **necessary** to meet the challenges of the expected growing traffic in the next years.... cooperative approach to safety management... improvements in **capacity** and **flight efficiency**... reducing **environmental impact**... benefits in terms of **cost effectiveness**... cooperation in areas of **operations, safety, technical systems and services, training and the charging scheme**. Potential cooperation in the areas of **AIS, MET and contingency concepts**... **Specific attention** will need to be given to **social issues** during the transitional period...

The institutional form of the FAB is an important subject that has been considered in the feasibility study. The institutional form in service provision can develop through a stepwise growing level of cooperation, starting with contractual cooperation.

**Comme nous l'avons toujours affirmé (en accord avec les termes employés dans la conclusion du rapport) et comme les personnels l'ont également bien compris : *quelles que soient les perspectives d'avenir nous devons mettre en œuvre un FAB construit sur le modèle coopératif qui permet le maintien de la DGAC au sein de la fonction publique d'Etat.***

**Si au fil du temps et après en avoir minutieusement examiné tous les aspects (humains, techniques, opérationnels) il devait s'avérer que d'autres formes plus poussées de coopération puissent répondre à nos besoins ou être sources de progrès et d'amélioration, il serait toujours possible d'évoluer vers plus de coopération tout en préservant l'unité de la DGAC. Si nous fusionnons dès aujourd'hui les prestataires du FAB en une entité unique, comme le Ministère et certaines OS le souhaitent, cela signifiera l'éclatement de la DGAC, *si cette fusion s'avère être une erreur il n'y aura pas de retour arrière possible ?***

**Vous souhaitez défendre l'avenir des services et des personnels de la DGAC ?  
REJOIGNEZ LE SNNA-FO !**

Nom : \_\_\_\_\_ Email : \_\_\_\_\_  
 Prénom : \_\_\_\_\_ Adresse personnelle (Optionnel): \_\_\_\_\_  
 Date et lieu de naissance : \_\_\_\_\_  
 Corps : \_\_\_\_\_  
 Grade : \_\_\_\_\_ A....., le..... Signature  
 Affectation : \_\_\_\_\_  
 Adresse professionnelle : \_\_\_\_\_

**A renvoyer par fax au 05 57 92 84 87 ou par courrier :  
 SNNA-FO, DSAC/SO, B.P. 70116  
 33704 MERIGNAC CEDEX**

## Information DFS

### DFS

Deutsche FlugSicherung GmbH  
State-owned company under private law

Effectifs: 5 350 employés de droit privé  
(dont 1 900 contrôleurs)  
4 CCR  
16 TWR  
1 centre de formation

### DGAC

Service de l'ETAT rattaché au ministère  
chargé des transports

Effectifs: 12 000 fonctionnaires d'Etat  
(dont 4 700 contrôleurs ICNA et TSEEAC)  
5 CCR  
79 TWR en métropole, 8 outre-mer  
1 centre de formation



Langen, 6 July 2007

### A time of change for German air navigation services

#### **CEO of DFS committed to further privatisation**

At today's annual press briefing of DFS Deutsche Flugsicherung GmbH, CEO Dieter Kaden announced that capital privatisation of DFS can be achieved within the next two years. The necessary legislation procedure can be completed by the next winter, allowing privatisation to be launched in spring 2008. Even though DFS is merely the subject of this process and cannot actively influence it, Kaden expressly welcomed the initiative of the Federal Government as he believes that it will consolidate the company's position in a liberalised European air navigation services market. **Competition is fact, not fiction.** This can be seen from the current situation at German regional airports, where competition was introduced on 22 June 2007. **Ten regional airports signed contracts with the Austrian air navigation service provider Austrocontrol, nine airports chose the DFS subsidiary the Tower Company and three airports underwent certification to provide air navigation services themselves.....**

[http://www.dfs.de/dfs/internet\\_2008/module/presse/englisch/press\\_service/press\\_information/2007/a\\_time\\_of\\_change\\_for\\_german\\_air\\_navigation\\_services\\_6\\_july\\_2007/index.html](http://www.dfs.de/dfs/internet_2008/module/presse/englisch/press_service/press_information/2007/a_time_of_change_for_german_air_navigation_services_6_july_2007/index.html)

Langen, 21 December 2005

## The Tower Company founded

### DFS sets up subsidiary to face competition

On 20 December 2005, DFS Deutsche Flugsicherung GmbH established a [subsidiary called The Tower Company](#). The new company is to provide air navigation services at regional airports in the future. Up until now, regional airports have largely been responsible for performing air navigation services in the control towers under the functional supervision of DFS. New EU regulations determine that, from the end of 2006 on, only certified air navigation services companies may perform these services. By enacting the Air Navigation Services Act, [German legislators are paving the way for future competition in this sector](#). Other companies will then also be able to tender for services. [Given the fact that DFS cannot offer competitive prices in this field, it was necessary to form a low-cost subsidiary.....](#)

[http://www.dfs.de/dfs/internet\\_2008/module/presse/englisch/press\\_service/press\\_information/2005/the\\_tower\\_company\\_founded\\_21\\_december/index.html](http://www.dfs.de/dfs/internet_2008/module/presse/englisch/press_service/press_information/2005/the_tower_company_founded_21_december/index.html)

Langen, 4 July 2005

## DFS is getting ready for competition: Foundation of Tower Company is imminent

The air navigation services organisations in Europe are faced with fundamental changes. According to the plans of the European Union, [direct competition for air navigation services organisations may become reality sooner than expected in some areas](#). By the end of next year, any air navigation services organisation certified in Europe will have [the right to offer aerodrome control services to regional airports](#), and this also applies to regional airports in Germany. DFS is responding to this challenge by founding "[The Tower Company](#)", [a provider of aerodrome control services at competitive prices](#). The services at the 17 international airports in Germany will continue to be provided by DFS.

[Competition will not yet be introduced for area control centres](#), i.e. for en-route control, but [we have already started to pave the way for this step](#). The magic words are "Functional Airspace Blocks", FAB in short. DFS has already taken up negotiations concerning possible cooperation schemes with neighbouring organisations. The airspace blocks will be organised according to traffic flows rather than national borders – a very sensible requirement made by the European Union and its Single European Sky initiative. [Ensuring the competitiveness of DFS today is a major prerequisite for safeguarding the future of our company since only those providers that meet the criteria of safety, efficiency and cost-effectiveness will be designated to provide services in future Functional Airspace Blocks.....](#)

[http://www.dfs.de/dfs/internet\\_2008/module/presse/englisch/press\\_service/press\\_information/2005/dfs\\_is\\_getting\\_ready\\_for\\_competition\\_4\\_july/index.html](http://www.dfs.de/dfs/internet_2008/module/presse/englisch/press_service/press_information/2005/dfs_is_getting_ready_for_competition_4_july/index.html)

Comme le site de la DFS, le site de la Tower Company est des plus instructif. Après une petite navigation sur ces sites (liens ci-dessous) vous pourrez facilement vous faire une idée précise des structures de ces organismes, de leur état d'esprit et de leurs politiques commerciales.



Schematische Darstellung  
Quelle: The Tower Company GmbH  
Stand: 1. Januar 2010  
\*Inbetriebnahme geplant für 2010

**Bonne lecture et bonne réflexion !!!**

[http://www.dfs.de/dfs/internet\\_2008/module/presse/englisch/press\\_service/press\\_information/2004/index.html](http://www.dfs.de/dfs/internet_2008/module/presse/englisch/press_service/press_information/2004/index.html)

[http://www.the-tower-company.de/ttc/internet\\_2009/englisch/portal/index.html](http://www.the-tower-company.de/ttc/internet_2009/englisch/portal/index.html)