1.1.1 New Working Procedures

As Airport CDM includes a whole set of new procedures and processes, a training phase to understand these new features will be needed for all personnel. For the purpose of knowledge exchange between operational experts from different working areas, it is of great importance that training is conducted with partners with the relevant expertise. This joint approach into new working procedures will then provide multiple perspectives of activities by individual persons and organisations, and assess both the individual and collective impact of new procedures on the working floors.

Where it comes to the integration of existing technology, or development of new automation applications, engineers are needed in discussions to understand the operational problems and to be able to extrapolate the technical impact on individuals and organisations.

1.1.2 Culture Change

One major difficulty with project organisation will be the political process between partners. This is normally at management level where interest between partners has to be identified and the collective way forward negotiated. However once the project actually commences, the real problems will come to light, when operational staff are discussing their daily working procedures with other partners. For the first time, differences in working methods are shared transparently and sometimes even colleagues in the same company may be confronted with deviating procedures on similar jobs.

It will become clear how deep the different working methods are rooted within the people on the working floor. To alter their daily tasks towards a common shared awareness and overall agreed methodology will be the biggest challenge throughout the Airport CDM project.

Important requirements to enable such culture change are: transparency of information, stimulation by management, and concise documentation of discussions and meeting minutes.

1.2 From Concept to Implementation

Airport CDM is a concept that promotes intense collaboration between partners, using improved quality of information and more timely exchange of information, which is interpreted in exactly the same way by all partners.

Airport CDM is implemented in the airport environment through the introduction of processes which realise the aims of the Concept Elements. The processes are described in terms of:

- Rules and procedures
- Input information requirements
- Output information requirements
- Human-Machine Interface (HMI) requirements

Rules and procedures describe what is to be done with information received, what output information to generate and send, and what actions to undertake in response to specific information or events.

Input and output requirements describe the information needed by that process to fulfil its task properly and the information that has to be output as result of fulfilling its task.

Airport CDM processes allow for manipulation of information to facilitate modified output for decision