

12.6 INDEPENDENCE OF COORDINATOR

Best Practice	Best Practice
<u>Functional Independence</u>	<u>Financial Independence</u>
✓ The company employing the staff should be the coordination entity	✓ Multiple parties representing various stakeholders share funding of the coordination entity
✓ An alternative employment arrangement is a clear secondment contract to the coordination entity	✓ Single till' approach which allows some internal cross subsidy in the coordination entity
✓ Budget review is conducted by qualified financial and accounting professionals	✓ Not for profit organization (cost recovery primarily but allow for ICAO principle of 'reasonable margin')
✓ The "Board " of the coordination entity cannot influence coordination decisions	✓ Revenue generation acceptable but must not affect the functional independence
✓ Coordinator office facilities are not shared within the physical space of stakeholder organisations	✓ Secondments from stakeholder organizations are acceptable but financial control of coordination staff through pay must not be in the hands of stakeholders
✓ Separation of coordination software systems and schedule data from other stakeholders e.g. airlines or airports	
✓ The coordinator must conduct business in an independent manner	
✓ No conflict of coordination role with other activities	
✓ No single stakeholder holds a majority interest	
✓ All stakeholders should be consulted in the appointment of a coordination entity	
✓ Separation of coordination from sanctions role in order to maintain a 'balance of power'	
Poor Practice	Poor Practice
✗ Active employees of interested stakeholders are responsible for coordination (governments, airports, airlines)	✗ One party fully funds coordination
✗ Dual-role (coordinator/airline scheduler)	✗ Coordination entity is subsidized by an interested stakeholder