

11.5 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 effect 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