

Air Traffic Control: Symposium on Organizational Reform Options

ANSP Experience – the German View

DFS Deutsche Flugsicherung GmbH
7. July 2015



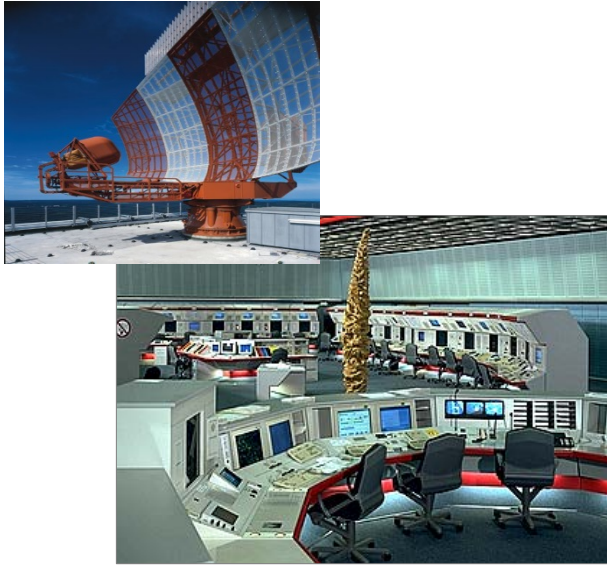
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Germany profits greatly from its geographical location: It's in the heart of Europe.



Key figures of German Airspace & DFS	
Population	~ 82,7 Mio.
Geographic Area	~ 150,200 miles ²
Controlled flights (IFR)	~ 3 Mio. per year
Daily Movements (IFR)	~ 8,400
Air Traffic Controller	~ 2,900
DFS Control Centres	4
Upper Airspace Centre Karlsruhe	~ 4,600 controlled movements per day
DFS Int. Tower	16
Frankfurt Airport (FRA)	~ 1,300 controlled take-offs and landings per day

DFS was privatized in 1993.

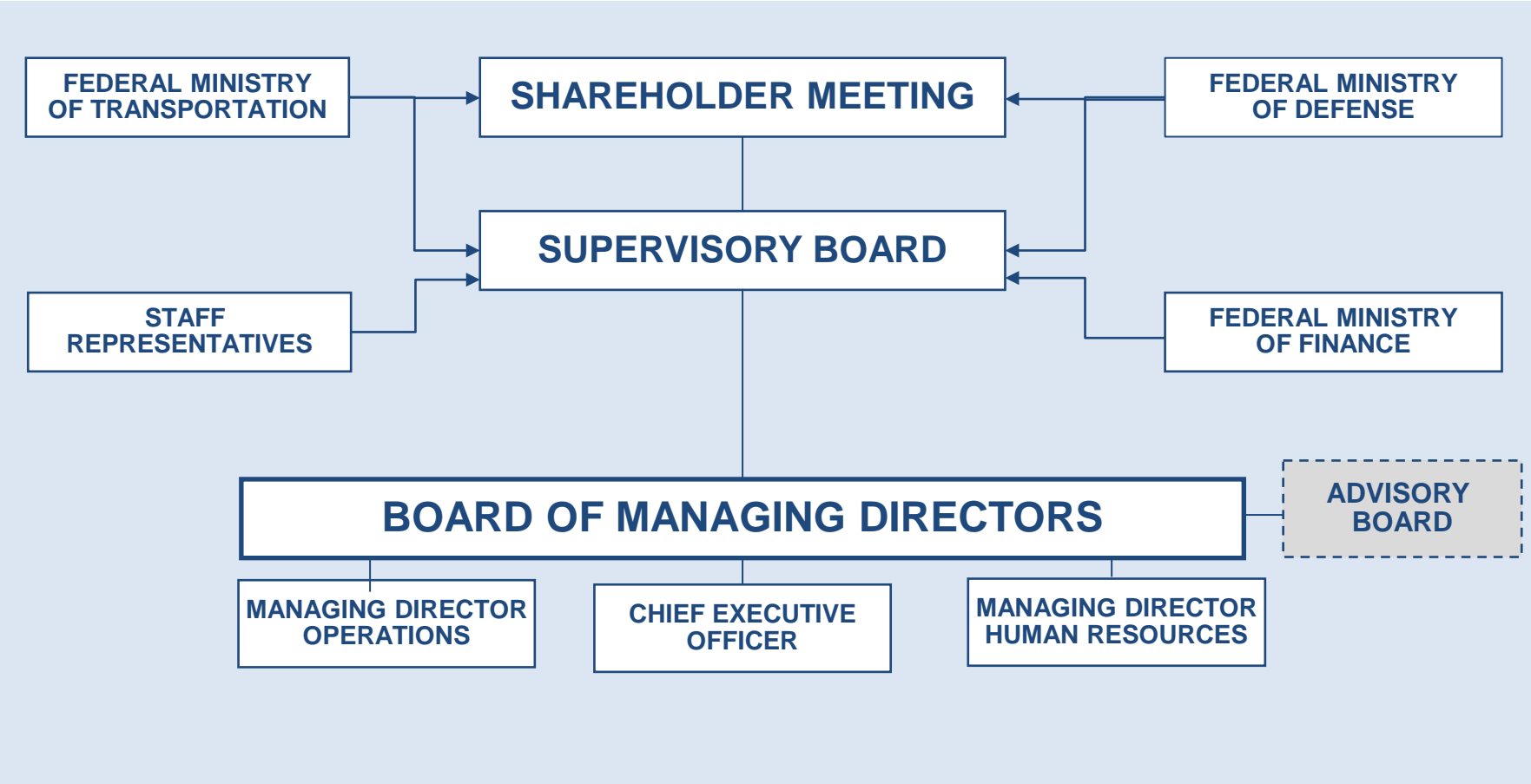


Important Milestones

- 1953** Foundation of the Federal Administration of Air Navigation Services (BFS)
- 1990** Integration of the Eastern German Air Navigation Services
- 1993** Foundation of DFS Deutsche Flugsicherung GmbH (DFS)
- 1996** Full civil-military integration
- 2001** Foundation of first DFS subsidiaries (FCS Flight Calibration Services GmbH)

DFS is a limited liability company fully owned by the German Government.

Institutional Framework of DFS Deutsche Flugsicherung GmbH



Privatization was seen as a solution for the increasing pressure from employees and customers

Deficiencies of BFS (former Federal Administration of ANS)

- **Poor performance** in terms of delays, flight diversions and cost
- **Lack of recruitment** due to unattractive salaries and working conditions
- **Constraints on financial management** due to federal budget limitations
- **Lack of investment** in new technologies
- **Outdated personnel management** based on civil service regulations
- **Full cost recovery** through charges levied on airspace users and by **government subsidies**

Privatization: Our goals

- Development of an **industry-like and performance oriented organization**
- Establishment of an **efficient finance and accounting system**
- Introduction of a **modern personnel management system**
- Shaping a **customer and performance oriented corporate culture**
- Development of a **appropriate user charges structure** to achieve full cost recovery

Privatization boosted Quality of Service, Economic Performance and Motivation of Employees

Quality of Service

Flexible Use of Airspace ↗
Segregated Airspace ↘

Shorter & more direct routings ↗

Delay ↘

Customer orientation ↗

No impact on safety record →

Economics

Independent from Fed. Gov. budget / no subsidies

Full cost recovery/ rating ↗

Financial control ↗

Independent access to financial markets ↗

Exploitation of new markets/ establishment of subsidiaries ↗

Consolidation efforts ↗

People & Organization

Job attractiveness ↗

Recruiting & selection ↗

Working environment ↗

Competitive salaries/ motivation ↗

Process orientation/ corporate culture ↗

State of the art management tools ↗

Thank you for your attention



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Three major achievements that led to the sustainable success of DFS

