

PANSA

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Strategic objectives to 2034

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Introduction

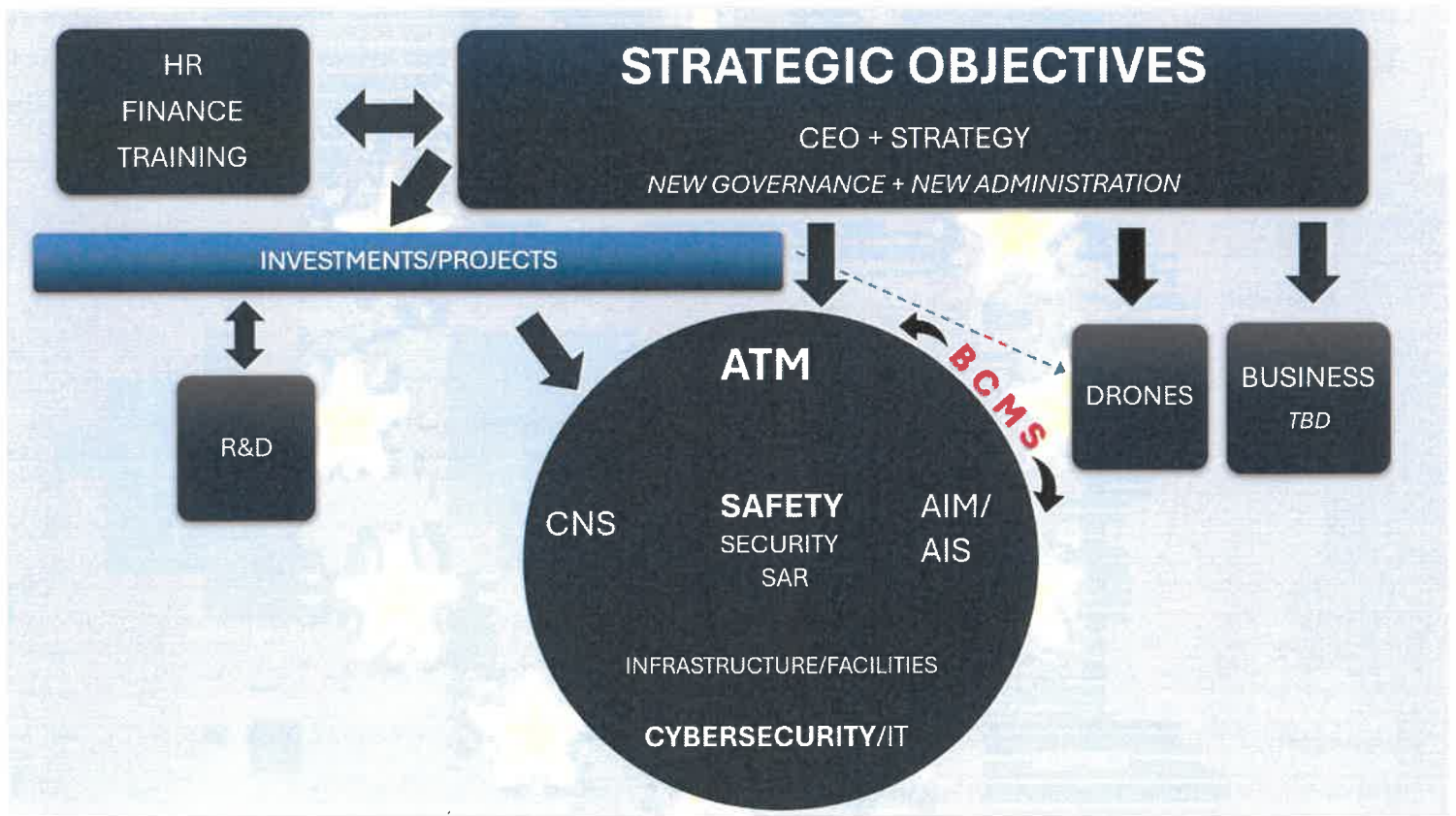
PANS is providing services under increasingly challenging circumstances:

- Air traffic will continue to grow although the levels of the traffic volumes are considerably dependent on political situation.
- Technological changes, cybersecurity risks and tools and new state-of-the-art programs are becoming increasingly complex and costly.
- EU legislation such as measures on aviation in the context of the Clean Industrial Deal, the EU ATM Masterplan, SESARJU projects, AI, EASA specifications are increasingly affecting ANSPs' planning processes.
- A source of disruptive change is the ongoing war in neighboring Ukraine. The implications for civil-military cooperation and flexible use of airspace, as well as for the scalability of operations are particularly acute in Poland.
- In the light of the above human-centered approach must be focused on even more than before.

In order to be prepared for all above, PANS has developed a set of objectives, all of which are driven by the overarching need to ensure the safety of the users of Polish airspace.

PLANS
POLSKIE LECIE
WYKONANIE

PANSA's core business model



Strategic objectives

Objective I

To foster a high-performing, collaborative team culture that prioritizes safety, continuous improvement and innovation, enabling PANSNA to deliver exceptional air navigation services and achieve its strategic goals.

Objective II

To develop scalability of operations by enhancing operational efficiency, optimizing benefits of investments, and further improving civil-military cooperation.

Objective III

To be constantly ready for the expected future traffic increase and ready to meet the European Network's needs.

Objective IV

To redesign and manage effectively the airspace based on the AFUA concept to maintain capacity to support traffic growth, to provide dynamic sector configuration management as well as to contribute to the industry's net zero goals.

Objective V

To meet the ATM Master Plan objectives and goals.

Objective VI

To have an innovative and rationalized infrastructure meeting civil/military and cybersecurity needs by means of an innovative and operational new tower solutions and service oriented ATM Centres that deploy the interoperable ATM System iTEC/SkyNex - iSNEX to deliver Trajectory Based Operations.

Objective VII

To be ready to fulfill the role of competitive data/service provider.

Objective VIII

To provide an aeronautical information service and transition to the provision of aeronautical information management.

Objective IX

To support Air Traffic Services with managing UAV flights, progressive Integration of UTM with ATM, and enhancing the safety and efficiency of UAV operations in Polish airspace, particularly by advancing UTM and U-Space development.

Objective X

To be among the top 10 PL companies to work for, and to foster a culture of diversity, inclusivity, and continuous learning.



PANSNA's Strategic objectives to 2034 have been developed based on the following *Mission and Vision*.

Mission

We provide safe and efficient air navigation services for all users of Polish airspace. We invest in people and innovation for sustainable air transport. We contribute to economic growth in Poland.

Vision

We are a dynamic and efficient ANSP that is fit-for-purpose in Poland and within the European Sky.

We embrace innovation and people as the determinants of our future.

Leveraging our unique position in Europe, we develop and maintain critical national airspace infrastructure to ensure safe, sustainable, and efficient air travel. We provide airspace solutions that cater to both civil and military needs and promote a secure and well-coordinated environment.

We are committed to further enhancing a strong Safety Culture, and we prioritize our vigilance on cybersecurity.

Respect, trust, and collaboration are at the core of our interactions with clients and colleagues.

PANSA's Strategic objectives to 2034

Objective I

To foster a high-performing, collaborative team culture that prioritizes safety, continuous improvement and innovation, enabling PANSA to deliver exceptional air navigation services and achieve its strategic goals.

Means to achieve the objective:

- HR to develop and implement HR strategy to review organizational structure in line with PANSA's Strategic objectives, secure job satisfaction, enable promotion of qualified personnel and use training facilities internally, and if necessary, externally (Q1 2025).
- HR to implement targeted recruitment, training and mentorship programs to attract and retain skilled professionals, particularly in air traffic management, aeronautical information management, engineering, artificial intelligence, cybersecurity, and data technology (ongoing).
- HR to organize value-based workshops (ongoing).
- ATS Training Center and HR to sensitize the instructors' team to the specific needs and requirements of new generations, fostering a culture of partnership that promotes a supportive work environment that will reduce stress among trainees, ensuring they feel encouraged, valued, and ready to excel in the demanding field of air traffic management (ongoing).
- The Safety Team and HR to undertake measures which enhance safety culture within our organization. To improve an understanding within management that varying levels of performance actually create added value for general performance, and to create a working atmosphere of trust in which particularly highly challenged and exposed employees are eager to share their ideas for improvement (Safety Vision Q1 2025).

Objective II

To develop scalability of operations by enhancing operational efficiency, optimizing benefits of investments, and further improving civil-military cooperation.

Means to achieve the objective:

- Operational and Airspace Management, Safety Teams to develop scalability of operations concept (2025-2026)
- Strategy Team to develop and implement Impact Assessment tools to monitor, in constant cooperation between departments concerned, the progress of investments (Q1 2025), their benefits, and impact on total efficiency (2025-ongoing).
- PANSAN Management Board and the Finance and Strategy Teams to develop a robust financial outlook for 10 years that includes also critical infrastructure's financing sources in case of military conflict as well as efficiencies evaluation measures, diversification strategies (such as ancillary services), and sustainable investments into people, infrastructure, and technology (2025-2026).
- Strategy and Operational Teams to develop the KPIs to transparently monitor on a half-yearly basis progress and impact of investments on operations (2025).

Objective III

To be constantly ready for the expected future traffic increase and ready to meet the Network's needs.

Means to achieve the objective:

- ATS Training Center to review and adapt plan for ATCO training (2024).
- ATS Training Center and Operational and HR Teams to develop and implement strategy for short- and mid-term utilization of the ATS Training Centre (mid 2025).

- Operational and Airspace Management Teams to enhance Data Analysis to identify bottlenecks, optimally predict traffic flow, and thereby optimize airspace management (mid 2025).
- Operational Team to enhance communication and coordination with airspace users, airports and air traffic control (CDM) (ongoing).
- PANSA Management Board to constantly define the activities and targets for proactive actions and to become influential ANSP in the relevant European and international organizations (ongoing).
- PANSA to have a relevant and validated BCMS (2024 ongoing)

Objective IV

To redesign and manage effectively the airspace based on the AFUA concept to maintain capacity to support traffic growth, to provide dynamic sector configuration as well as to contribute to the industry's net zero goals.

Means to achieve the objective:

- Operational, Technical and Airspace Management Teams to deploy more advanced tools for trajectory management ATM systems concept (ongoing).
- PANSA to invest in innovative air traffic management systems (e.g. iTEC/SkyNex), nav aids infrastructure, communication networks, and data analysis platforms (ongoing).
- The R&D and Technical Teams to invest in research to identify and implement emerging technologies (ongoing).
- PANSA CEO, Safety and Operational Teams to foster and reinforce proactive Safety Culture (ongoing).

- PANSA Team to contribute to the reduction of the environmental footprint by introducing new technologies (i.e. TBO), procedures and new ways of airspace management (ongoing).

Objective V

To meet the ATM Master Plan objectives and goals.

Means to achieve the objective:

- PANSA Team based on the Performance Plans for RP4 and RP5 to introduce and execute investment plans with the aim of alignment with core objectives of ATM Masterplan (2024 and ongoing).
- PANSA experts to be ready for the active involvement in decision-making processes of international organizations, industry bodies etc. to maximize interoperability of tools (ongoing).
- PANSA Management and experts to advocate for regulatory reforms that support innovation, sustainable development and efficiency (ongoing).

Objective VI

To have an innovative and rationalized infrastructure meeting civil/military and cybersecurity needs by means of an innovative and operational new tower solutions and service oriented ATM Centres that deploys the interoperable ATM System iTEC/SkyNex - iSNEX to deliver Trajectory Based Operations.

Means to achieve the objective:

- Technical and Cybersecurity teams to implement a multi-layered cybersecurity strategy that includes regular vulnerability assessments, employee training, incident response plans, and partnerships with cybersecurity experts (2024 and ongoing).

- Administration, Technical and Operational Teams to deliver the new tower solution at Warsaw Chopin Airport (2027).
- Technical and Operational Teams to deliver the tower digitalization project - first implementation of Remote Tower System for Modlin Airport (2027). Gradual implementation of new remote technology for other airports after 2029 (where required, including Central Airport).
- Technical and Operational Teams to deliver Poznan ATM Centre as contingency facility (2027).
- Administration, Technical, and Operational Teams (based on the new projects governance) to deliver the new ATM Centre in Warsaw (by 2029) with the new ATM system (2032).
- Technical and Operational Teams (based on the new projects governance) to unify the tower controller working positions and implement the integrated tower system (2028/2032).

Objective VII

To be ready to fulfill the role of competitive data/service provider.

Means to achieve the objective:

- Administration, Technical and Operational Teams to deliver the design and build project for a new ATM Center facility in Warsaw and equip it with new ATM systems (2025 – 2032).
- Management Board with the Operational and Technical Teams to enhance the role and functionalities of Poznan ATM Centre (mid 2025 – 2027).
- R&D, Technical and Airspace Management Teams to deliver the ATM market solutions based on PANSA in-house systems to be used at the Network level (2025 and onwards).

Objective VIII

To provide an aeronautical information service and transition to the provision of aeronautical information management.

Means to achieve the objective:

- Airspace Management Team to ensure the continuous enhancing of the existing and to implement new digital aeronautical information management systems, prioritizing data integrity, consistency, and compliance with industry standards (ongoing).

Objective IX

To support Air Traffic Services with managing UAV flights, progressive integration of UTM / ATM, and enhancing the safety and efficiency of UAV operations in Polish airspace, particularly by advancing UTM and supporting U-Space development.

Means to achieve the objective:

- Drone Team to develop and implement of modern digital tools tailored to the current and future needs of air traffic services for coordinating UAV flights:
 - PansaUTM 2.0 / further development of a Drone Tower App (2025).
 - tracking infrastructure, particularly in the vicinity of CTRs, incorporating not only ADS-B technology, but also solutions like Remote ID (2029).
 - activities related to the integration of UTM / ATM systems, including the integrated tower system, iTEC, and CAT (2034).



- Drone Team to facilitate the safe and dynamic execution of UAV flights by both governmental and commercial entities within Polish airspace, with a particular focus on supporting the development of UTM/U-Space.

Objective X

To be among the top 10 PL companies to work for, and to foster a culture of diversity, inclusivity, and continuous learning.

Means to achieve the objective:

- Be among 10 best Polish Companies by 2027, delivering on all 9 key priorities as described above.

