Civil-Military Cooperation Strategy

SUPPORTING EUROPEAN AVIATION
Approval Table

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EUROCONTROL is a civil-military intergovernmental Organisation and its Agency provides, with the Civil-Military Cooperation Division (CMC), a unique pan-European platform that supports Member States, stakeholders and relevant European and international organisations.

The Russian attack on Ukraine has reminded us that, unfortunately, armed conflicts are still possible threats to our freedom and democratic values, requiring joint military and civil efforts to defend what we believe.

Therefore, civil-military cooperation will likely become more important than ever for our Member States, NATO and the EU. At the EUROCONTROL Agency, we are fully committed to playing our part by enhancing civil-military cooperation at the technical and operational level for all actors in aviation, following the strategies for military and civil aviation as defined by our Member States in the framework of NATO and the EU.

In this regard, I am pleased to endorse this Strategy, which adapts EUROCONTROL’s support for civil-military cooperation in Europe to the new political and related security and defence scenario.

Eamonn Brennan
Director General of EUROCONTROL
The new political situation in Europe resulting from the Russian invasion of Ukraine has led to many new and unexpected challenges for civil and military aviation, requiring adaptations in related areas of civil-military cooperation.

This conflict shows that future civil-military cooperation must increase its focus on the accommodation of security and defence needs when working on flexible use of airspace (FUA), CNS optimisation, aviation sustainability, European ATM network (EATMN) performance and its future digitalisation and automation.

This will not reduce the need to modernise aviation in Europe in order for it to become fit for the future. It will, however, impact civil-military cooperation, as it can be expected that its balanced consideration of commercial aviation, on the one hand, and security and defence, on the other – its guiding line – is likely to shift in favour of security and defence, since a prosperous economy needs a secure and safe environment to flourish.

EUROCONTROL’s new Civil-Military Cooperation Strategy aims to identify how to provide, in the new political scenario, all the necessary technical and operational means for aviation which will enable the military to execute all aspects of their aerial missions, while at the same time continuing to enhance the efficiency and sustainability of civil aviation.

I am pleased to present to you the Agency’s Civil-Military Cooperation Strategy.

Karsten Stoye
Head of the EUROCONTROL CMC
1. Introduction

With its civil-military intergovernmental status, EUROCONTROL is a unique pan-European Organisation which, through its Civil-Military Cooperation Division, provides civil-military coordination and cooperation for the benefit of its Member States, stakeholders and relevant European and international organisations to ensure and enhance flight efficiency, airspace capacity and military mission effectiveness in a sustainable and secure aviation environment.

Whilst the main civil-military cooperation improvements are related to flexible use of airspace (FUA), CNS optimisation, aviation sustainability, aviation security, European ATM network (EATMN) performance and its future digitalisation and automation for the benefit of civil aviation, there is no doubt that the new political situation calls for increased considerations regarding European security and defence needs and the resulting military requirements.

Balanced consideration of commercial aviation, on the one hand, and security and defence, on the other – the guiding line for civil-military cooperation – must shift in favour of security and defence to ensure that national air forces can deploy assets throughout Europe in all weather conditions at short notice. This is paramount to establishing and maintaining a posture of military readiness for deterrence and defence in Europe.

Therefore, all necessary technical and operational tools and systems must be provided which will enable the military to execute all aspects of its aerial missions, while at the same time further enhancing the efficiency and sustainability of civil aviation.

Key enablers for future civil-military cooperation in a changed security environment will have to be developed and implemented at technical and operational level, and must include the following capabilities:

- processing of military OAT flight plans and dynamically segregated airspace processing through NM systems on a “need-to-know” basis;
> CNS ground infrastructure and ATC ground support that will enable military aerial forces to take off, transit and land throughout Europe in all weather conditions;

> secure civil-military data exchange provisions;

> surveillance systems that allow for the tracking of military activities for only the ATC centres controlling the flight;

> standing arrangements, adequate resources and procedures for civil-military airspace coordination at network and national level, including NATO AIRCOM and subordinate structures;

> automated civil-military cooperation systems at national level and at network level integrated into iNM; where necessary artificial intelligence should support the analysis and decision making.

Nevertheless, and despite these new strategy elements resulting from the changed European security situation, all efforts to enhance the efficiency and sustainability of civil aviation will remain an integral part of civil-military cooperation.

The Civil-Military Aviation Strategy document describes the Civil-Military Cooperation (CMC) Division’s mission, vision, long-term view and commitment to reaching the goals set, including the values that need to be respected in its day-to-day work. The strategic objectives defined in the Agency Work Programme and the Agency Business Plan provide clear guidance on resulting CMC actions and activities.
2. CMC mission, vision and values

In order to pave the way to enhancing the technical and operational role of EUROCONTROL in civil-military cooperation, the Civil-Military Cooperation Division defines its mission, vision and values needed to successfully deliver practical and deployable civil-military enhancements.

2.1 CMC mission statement

We provide technical and operational solutions for joint civil-military air traffic management (ATM) and air navigation service (ANS) provision, which ensure military mission effectiveness and civil flight efficiency in a sustainable and secure aviation environment.

2.2 CMC vision statement

We are the centre-stage for civil-military ATM/ANS and security expertise in Europe, supporting military and civil aviation by accommodating their operational and technical needs through an effective network of all relevant military and civil actors in a complementary way.

2.3 CMC value statements

➤ Integrity
Integrity is a value which we uphold in our daily work. This means that we act in a neutral and impartial manner and commit to honesty, trust and transparency.

➤ Agility
We are ready to embrace challenges. Whether in helping the system cope with disruptions or in implementing key operational concepts, we need to be able to come up with efficient, fast solutions adapted to fit the needs of all our stakeholders. Micromanagement or entropy-driven attitudes are not part of our culture.

➤ Diversity
We believe that diversity, whether in terms of age, culture or gender, is key to achieving business goals and creating a healthy and productive working environment. We value equity and dignity, and seek out the inclusion of our differences to make us stronger.

➤ Result-driven
We deliver the right solutions to our stakeholders at the right time to keep moving forward. We take full individual responsibility when delivering our contributions to CMC goals, considering the needs of external and internal stakeholders.

➤ Collaboration
We respect each other and work well in a team environment. We consider our Member States demands as a priority and cooperate with relevant organisations to achieve the best results.

➤ Maintenance of the highest standards
We deliver high-quality products, services and processes. We are continuously raising the bar and ensure that problems are fixed in such a way that they stay fixed.

➤ Continuous improvement
We foster feedback, transparency and innovation in order to establish a learning organisation.

➤ Empowerment
We lead by enabling others to excel, motivating all staff by encouraging and trusting them to take on responsibility and grow in their roles.
3. From mission statement to action (goals and objectives)

3.1 Airspace and operations

Improving network performance for the benefit of military and civil airspace users by developing and implementing operational concepts and optimising airspace management arrangements to better cater for military and civil operational requirements will foster greater integration, sustainability and resilience.

As Europe moves towards an open architecture, capable of allowing seamless, flexible and scalable provision of services, it remains of utmost importance to be able to accommodate all military operational requirements.

CMC will continue to ensure balanced consideration of commercial aviation needs and security and defence requirements to allow national air forces to “train as they fight” and to deploy assets throughout Europe in all weather conditions at short notice. This is paramount to establishing and maintaining a posture of military readiness for deterrence and defence in Europe.

To ensure clear and transparent processes and procedures within the civil-military cooperative decision making process, CMC will serve as a platform for operational level civil-military ATM/ANS cooperation within the European ATM network (EATMN), in order to respond to the changed security environment by:

- enhancing processes and procedures for military training and exercise coordination;
- supporting military flights under GAT or OAT, for example, through seamless implementation of the iOAT flight plan across ECAC area;
- supporting the exploitation of the full capabilities of the growing fifth-generation fighter fleet and unmanned aircraft systems (UAS) in Europe;
- developing and implementing processes, procedures and support systems for network-wide civil-military airspace coordination, as from a phase of political tension to a crisis and conflict situation, for example by implementing at EUROCONTROL a permanent coordination cell at network level enabling the connectivity of all relevant functions from States, NATO and the EU;
- enhancing military integration in network manager operations in order to be agile and responsive to a variety of threats; the existing Military Liaison Officer (MILO) function will have an increasing role in this process;
- contributing to the development of U-space systems to ensure that State and military operations can be conducted inside U-space without undue delay.

Essential enablers to achieve these goals are the necessary airspace arrangements and adequate system support for airspace management.
To balance military mission effectiveness, enhanced civil flight efficiency, and airspace capacity in a sustainable and secure aviation environment, consideration should be given to European regulation, the network strategy, the master plan and the SESAR output.

CMC will support this by:

- delivering and maintaining local civil-military cooperation support systems in compliance with the deployment plans and regulations;
- providing a client-oriented approach and system updates with the necessary functionalities to meet future requirements concerning LARA, CIMACT and PRISIMIL;
- supporting the definition of civil-military cooperation requirements in the new NM systems (iNM) including flight planning, integration of airspace management in air traffic flow and capacity management, airspace configurations, a trajectory-centric approach, an end-to-end civil-military cooperative decision making process and military liaison functionalities such as impact assessments;
- ensuring transparent interoperability and consistency between the central INM and LARA;
- delivering and maintaining EUROCONTROL guidelines on local ASM support system interfaces to ensure harmonisation.

The objectives for this area are as follows:

- CMC-AIOPS-01 – Ensure civil-military cooperation to further enhance mission effectiveness for military and airspace capacity and flight efficiency for civil aviation.
- CMC-AIOPS-02 – Develop and establish processes and procedures that will improve civil-military coordination and cooperation for military exercises, crisis and conflict operations.
3.2 Technology and infrastructure

The evolution of the aeronautical communication, navigation and surveillance (CNS) infrastructure is under way through the introduction of new technologies, and higher levels of automation and connectivity to support enhanced flight efficiency, safety, sustainable operations, spectrum efficiency and security. As the CNS infrastructure evolves there is a need to ensure the accommodation of military operations.

CMC will deliver military CNS technical expertise to promote a harmonised and integrated framework, allowing for the evolution of pan-European civil-military CNS/ATM systems to meet the digitalisation challenges.

The full range of EUROCONTROL infrastructure, CNS, spectrum and SWIM/data processing activities and programmes will benefit from CMC military CNS technical contributions, adequately coordinated with the national military authorities, in order to ensure that military requirements are considered from the outset and to anticipate future CNS technology evolutionary trends.

This effort comprises the development of detailed technical guidelines for military operators and the provision of direct technical assistance to military aircraft modernisation programmes. In particular, CMC will liaise with Member States to meet civil-military requirements and define technical solutions for the dual use of the CNS infrastructure, with a view to improving both civil and military air mobility whilst limiting deployment costs. CMC will strive to support the implementation of more integrated and resilient CNS infrastructure, where a layer of legacy technologies (minimum operational network – MON) is retained in Europe to sustain all-weather military aerial operations.

CMC will support the civil-military dimension for EUROCONTROL’s Network Manager functions, enhancing the performance of the European ATM network by ensuring balanced consideration of commercial needs, on the one hand, and national security and defence needs, on the other. CMC will provide technical support to the Network Manager scarce resource functions (radio frequency and transponder codes), CNS performance monitoring tasks (GNSS, 1030/1090 MHz, altimetry, datalink and ACAS), common network services and deployment support in order to integrate relevant military requirements. CMC will support the required coordination with military authorities when there are CNS performance anomalies impacting State aircraft operating as GAT, when military infrastructure is involved in interference or over-interrogation events, or when action is needed to improve the levels of civil-military interoperability.

CMC will prepare and deliver military CNS technical contributions to European research and innovation activities (e.g. SESAR), including technical studies to define and validate specific solutions supporting civil-military interoperability. Such initiatives will comprise the development, definition and management of digital solutions, which will be at CMC’s core and be translated into civil-military digital products and services to support stakeholders in military aircraft modernisation, infrastructure evolution planning and security developments (including the U-space system), network and aeronautical data processing required to support ATM operations, and interference exercise coordination.

CMC will support military stakeholders in the technical implementation of measures to address the resilience and robustness challenges resulting from increased automation and connectivity. This includes actions to enhance ATM and CNS security and ensure that security military requirements are introduced in the development of technological solutions which serve airspace management and aircraft/drone operations. The technical contribution to the Cybersecurity Cell, to EASA and ICAO with regard to cybersecurity will be enhanced.
The objectives for this area are as follows:

- **CMC-TECINF-01** – Introduce dual-use civil-military aviation infrastructure in Europe, enhancing the levels of CNS integration, U-space, infrastructure resilience and cybersecurity.

- **CMC-TECINF-02** – Contribute to the facilitation of military operations through the definition of minimum operational networks where military needs are considered.

- **CMC-TECINF-03** – Support Network Manager functions and tasks to ensure adequate levels of CNS performance, interoperability and harmonised deployment.

- **CMC-TECINF-04** – Deliver military CNS technical contributions to research and innovation (SESAR), to civil-military standardisation and to support EASA regulatory activities upon request.

- **CMC-TECINF-05** – Deliver innovative solutions supporting civil-military interoperability and security and contributing to digitalisation and sustainability.

CMC will support the integration of military requirements in aviation standardisation and related national technical certification activities. CMC will contribute to ATM/CNS regulatory developments at expert level and upon request, including support to the EASA-EUROCONTROL work programme, promoting sustainability, the enhancement of interoperability levels and the reduction of equipage exemptions applicable to State aircraft whilst ensuring transition arrangements for non-equipped State aircraft.

The generation of artificial intelligence in support of civil-military decision making will become part of the business activities. CMC will coordinate with the Aviation Intelligence Unit and the Network Manager with regard to the enhancement and development of dashboards to provide specific civil-military information. Artificial intelligence will be implemented as a core element for future technological developments and infrastructure monitoring.

CMC will ensure technical consultation on civil-military CNS matters including the organisation and management of the Civil-Military CNS Focus Group (CNS FG) and support for external organisations like ICAO, NATO, EDA, EASA, the European Commission, etc.

CMC will provide military CNS training, through support for the EUROCONTROL Aviation Learning Centre (ALC) courses or tailored in response to stakeholder requests.
3.3 Research and innovation

Research and innovation will deliver a new generation of operational and technological solutions compliant with the SES objectives and integrating military needs.

The military community is committed to supporting and integrating the SESAR programme in order to make sure that military requirements are considered from the outset in all projects.

CMC will continue to run and develop civil-military cooperation mechanisms with the military community, the SJU, industrial partners and within the Agency.

The military expertise available at the Agency will contribute to the ATM master planning activity, and to the development of the European ATM architecture.

CMC research activities will range from collecting requirements and developing/or contributing to technical specifications to leading studies and conducting validation activities.

CMC’s contribution to SESAR will continue to include the management of the Military Engagement Plan for SESAR (MEPS), which is a contractual arrangement proposed by EUROCONTROL to its Member States to ensure the participation of military experts in SESAR projects.

In partnership with military aviation stakeholders and with the administrative and financial support of the EUROCONTROL innovation mechanism, CMC will also develop innovative digital solutions and services in response to urgent military needs. This activity will be complementary to exploratory and industrial research and will accelerate deployment through fast software developments.

To further strengthen research and innovation in terms of civil-military coordination in aviation, CMC will promote a coordinated approach with all European institutions managing funds for defence.

The objectives for this area are as follows:

- CMC-R&I-01 – Ensure the integration of civil-military requirements into the SESAR solution architecture and engage in new platforms for collaboration in research with European institutions.
- CMC-INO-01 – Steer innovative digital solutions responding to urgent civil-military operational needs.
3.4 Deployment

Deployment initiatives aim to deliver an ATM system for Europe capable of safely and efficiently handling the diversity of civil and military air traffic while improving environmental performance.

Solutions mature for deployment will be either mandated by the European regulations or reported in the European ATM Master Plan.

CMC will support the Network Manager, the SESAR Deployment Manager and the future Infrastructure Manager with the definition and deployment of mature civil-military solutions.

CMC expertise will be available to conduct impact analyses and to assess the benefits for civil-military interoperability, harmonisation and synchronisation, at both local and network levels.

It may also be used by military organisations when applying for EU funding and throughout the carrying out of their deployment activities.

The objectives for this area are as follows:

- **CMC-DEP-01** – Cooperate with stakeholders and the Infrastructure Manager to support military organisations in deployment initiatives in line with SES objectives.

- **CMC-DEP-02** – Conduct exploratory and industrial research to close the gap between industrialisation and deployment, with fast software development for urgent operational needs.
The future aviation environment will continue to depend on ATM/CNS data sharing. The use of common infrastructure will increase. The military requires a secure, resilient and robust ATM system to guarantee the efficient conduct of security and defence missions.

Another important aspect is the availability of technology enablers for secure civil-military data exchange. The actual problem is not technology but policy concerning what data to exchange, and under what conditions, requirements and governance. Consequently, in order to ensure the necessary data sharing, a common civil-military security policy and implementation procedures are required.

The objectives for this area are as follows:

- CMC-SEC-01 – Cooperate with all relevant stakeholders to ensure a secure and resilient ATM system.
- CMC-SEC-02 – Contribute to the establishment of secure civil-military data-exchange arrangements.

3.5 Security

Security has always been a key element for civil-military cooperation. In the new security and defence environment, ATM security is becoming even more relevant.

CMC efforts will focus on safeguarding the ATM system against security threats and vulnerabilities and on the contribution of the ATM system to civil aviation security, national security and defence, and law enforcement. The NATO-EUROCONTROL ATM Security Coordinating Group (NEASCOG) will continue to play a fundamental role in this regard.

Security is a requirement for civil-military cooperation and an enabler for civil-military interoperability. Threat evolution and monitoring, threat and risk assessments and mitigation strategies are at the core of the security activities. This also applies to the CNS and UAS domains.
3.6 Sustainability

Engaging in the pan-European stakeholder collaborative approach and coordinating and integrating the operational needs of the military in order to respond effectively to aviation’s sustainability challenges is key to our business.

A more sustainable aviation sector requires all actors to exchange views, agree on common directions, and get their acts together. Military stakeholders are committed to contributing to the optimisation of air traffic management and also to steering technology, procedures and practices to accelerate de-carbonisation.

CMC will collaborate with the Agency’s sustainability experts in coordinating military participation in debates and other activities relating to aviation’s sustainability challenges and in integrating operational military needs into pan-European developments for de-carbonised aviation. CMC will contribute to innovation programmes to mitigate aviation emissions and will develop data-driven assessments of environmental impacts and scenarios, advising civil-military stakeholders on how to improve procedures to increase efficiency, lower fuel consumption and reduce emissions.

The objective for this area is as follows:

- CMC-SUS-01 – Facilitate and coordinate military contributions to pan-European initiatives and projects on aviation sustainability for the de-carbonisation of aviation.
3.7 Training

Broadening the training portfolio to provide key civil-military aviation learning insights will help relevant network actors meet the challenges of the future.

Stakeholders’ expectations of training have changed and moved on in recent years. CMC will continue to support the EUROCONTROL Aviation Learning Centre activity, potentially supplemented by CMC-led courses, by contributing to face-to-face courses and/or online events, providing stakeholders with civil-military learning insights.

The portfolio will be further enhanced by expanding the range of contributions to courses to support areas such as civil-military CNS, spectrum, security (including cyber-matters), airspace management and remotely piloted aircraft systems (RPAS).

CMC will continue to deliver training in civil-military cooperation and coordination and in ATM security to States, stakeholders, and international organisations, and to contribute to the SESAR programme by providing training in processes and methodologies.

The implementation of a stakeholder-centric strategy will be consolidated by providing initial and ongoing competence training in the products which are delivered to stakeholders.

A FUA toolkit and a WIKI will be made available to stakeholders to support them in their ongoing development of operational competences and general knowledge in the area of FUA.

The objective for this area is as follows:

- **CMC-TRAIN-01** – Enhance the portfolio of training products supporting civil and military stakeholders in the improvement of their technical skills and competences.
3.8 Business modernisation and digital transformation

The digital transformation of EUROCONTROL is changing our work environment, requiring CMC to adapt by means of internal business modernisation in order to be able to work with the incoming new technologies and a product-oriented approach, also involving external stakeholders more actively in civil-military product development.

CMC will enhance its cross-functional project-based work by using new concepts and digital technologies.

This will also enable military and civil stakeholders to participate in the operational and technical activities of CMC more directly and from the outset of new developments.

CMC will fully adopt the Microsoft 365 communication, collaboration and automation suite in order to facilitate and transform the work of its staff in the transition towards a digital workplace, sharing relevant information quickly and directly between all staff working on the same or related projects.

In addition, CMC will leverage on the Agency’s cloud technologies, office productivity and collaboration suites for the integration of all staff and civil-military stakeholders into our digital ecosystem.

Big data will be a core asset and CMC will embark on a data-driven approach, leveraging on data management technologies, allowing for the creation of dynamic dashboards and of new services and products complemented by machine learning and artificial intelligence as required.

The objective for this area is as follows:

- CMC-MODER-01 – Adopt an open digital ecosystem for communication, collaboration and information sharing, integrating all lines of business and stakeholders as required, whilst respecting national military security classifications.
3.9 Budget and human resource planning

Sufficient operational budget and human resources are the fundamental requirements for CMC to carry out its mission and to achieve the civil-military cooperation goals as expected by the EUROCONTROL Member States and stakeholders. Currently about 0.4 % of the Agency’s budget (Part I and IX) and 2.5 % of the Agency’s staff are allocated to CMC.1

Civil-military cooperation is a transversal function across all Agency activities; as a result, CMC’s operational expenditure and staff remuneration are funded from Part I and Part IX of the Agency budget, to ensure that costs are properly allocated to general Agency activities or Network-Manager related tasks.

Around 80% of the current CMC operational budget and about 25% of its human resources are dedicated to the LARA, PRISMI and CIMACT2 services which, based on a Provisional Council decision, have to be provided free of charge to Member States and stakeholders.

To date, CMC’s operational budget and staff efforts have focused mainly on enhancing airspace capacity, flight efficiency and military mission effectiveness, for which the minimum required monetary and human resources are currently available through the Agency budget, as detailed in the Business Plan.

However, the new political situation in Europe will likely call for increased CMC efforts in the area of aviation sustainability, and to an even greater extent, of European security and defence needs and the resulting military requirements.

This might require budget and staff increases to enable CMC to cope with the additional tasks and workload in order to deliver additional products and services as required by Member States and stakeholders. It might also necessitate the creation of a separate budget part for CMC to clearly identify the resources required for civil-military cooperation.

CMC currently has a total of 34 staff members delivering 34 FTE, which is the absolute minimum required to complete all assigned tasks.

As civil-military cooperation requires CMC to be involved in all relevant activities of EUROCONTROL, its staff provide a wide variety of operational and technical expertise, however, without sufficient redundancy in many areas.

Therefore, CMC must ensure that all staff who retire or leave for other reasons in the coming years are replaced in a one-to-one ratio.

New staff members must have sufficient operational and technical knowledge and expertise in aviation, ATM/ANS or security, generally with at least a 10 years of experience in the relevant field and with a mainly military background. CMC will develop a staff succession plan in this regard to enable the Agency’s HR services to accommodate its staffing needs.

In addition, CMC will implement internal reorganisation which will enhance its working structure in order to better manage the challenges of the future and to implement improved cooperative and transparent working arrangements, allowing it to focus its workforce on projects whilst also taking advantage of the Agency’s digital transformation.

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1 Without counting MUAC staff
2 CIMACT is partly under UPP, pending whether it serves network or individual needs
Nevertheless, the transversal nature of civil-military cooperation across all relevant EUROCONTROL activities and the increased future importance of civil-military cooperation owing to the changed European political environment call for the establishment of CMC as an individual entity within the Agency’s structure, together with a dedicated CMC budget.

The objectives for this area are as follows:

- **CMC-BUD-01** – Assess future operational budget needs and prepare respective justifications for additional budget as required.

- **CMC-HR-01** – Establish a staff succession plan to ensure required expertise and experience continue to be available for CMC.

- **CMC-HR-02** – Improve CMC working structures and arrangements within the Division and the Agency.
3.10 Stakeholder relations and communication

Civil-military cooperation encompasses almost all areas of ATM and ANS and therefore requires communication with and involvement of all actors concerned, ranging from relevant national civil and military authorities, via civil and military airspace users and air navigation service providers, to international organisations such as NATO, the EU and ICAO.

In addition, good and trustful relations with the same entities from CEO to expert level are key for successful achievements in the field of civil-military cooperation.

CMC will cooperate with Member States, stakeholders, the EU, NATO and ICAO on relevant ATM/ANS matters to achieve efficient and effective civil-military cooperation, in order to foster the sound performance of the EATMN, the sustainability European aviation, SES/SESAR development and deployment, standardisation, rulemaking and deployment, ensuring balanced consideration of commercial aviation needs, on the one hand, and national security and defence needs, on the other.

CMC will manage and facilitate military stakeholder consultation through the MAB, MilHaG, CNS-FG, MEPS and other relevant fora to achieve support for EUROCONTROL activities intended to enhance EATMN performance, including interoperability, aviation sustainability and security at European level.

CMC will continue to actively engage in the Agency’s civil-military consultation arrangements, namely the CMSC and NEASCOG, in order to discuss task accomplishments and propose activities for further improvement of the EATMN and related security and defence matters.

In addition, CMC will continue the dialogue with decision-makers of national air forces to better understand their needs and to foster the understanding of the benefits that civil-military cooperation can provide.

CMC will enhance its stakeholder relations and communication at all levels within and outside the Agency, through its dedicated stakeholder manager, making use of all available tools to share and distribute information.

The CMC will develop a communication plan aligned with the Agency communication policy. The plan will include the communication objectives, the tools to be used, and details on how information is shared and distributed.

The objective of this focus area is as follows:

> CMC-COM-01 – Enhance stakeholder relations and communication.

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4. Alignment with the Agency’s Business Plan

EUROCONTROL’s civil-military cooperation strategy is aligned with the current strategic objectives and high-level guiding principles of the Agency Business Plan (ABP).

Where the changing European security environment, already reflected in this strategy, will necessitate changes in the ABP and/or the subsequent Agency Work Programme (AWP), these will be coordinated with the relevant civil and military State authorities and stakeholders through the respective ABP consultation mechanisms.

The practical work related to the individual objectives of this strategy will be fully traceable in the Agency Work Programme and its resulting targets and measures for task accomplishment.