



# ACL International

Dubai International Airport (DXB) &  
Dubai World Central (DWC)  
Slot Performance Committee  
Passenger & Cargo  
Terms of Reference

**June 2024**  
Version 5.0

Integrity | Together | Own it  
Professional | Striving for better

## 1. Introduction

- 1.1 The Slot Performance Committee (SPC) acts as a subcommittee to the Dubai Coordination Committee. The role of the SPC is to enhance the airport performance for the benefit of all carriers whilst supporting the effective utilisation of airport infrastructure and therefore making the best use of scarce airport capacity. This is achieved through slot monitoring and associated improvement activities, with the overall objective of improving punctuality and minimising slot misuse at DXB/DWC. Slot monitoring will include both pre-operation and post-operational analysis, as defined in the WASG (Worldwide Airport Slot Guidelines Section 9.1.2). The SPC and these Terms of Reference (ToR) are applicable to all flight operations at the airport including passenger airlines, cargo operators and integrators.
- 1.2 Slot monitoring will be performed by the appointed independent Coordinator, in line with Section 3 of this document. Such monitoring will be carried out in a neutral, non-discriminatory and fair manner.
- 1.3 The SPC oversees the slot monitoring activity of the Coordinator and ensures that performance is monitored and appropriate corrective action is taken by the carrier.
- 1.4 The SPC has been split into two parts, this SPC part is applicable for passenger and cargo operations including Integrators. The second part, covered in a separate document, is specifically for and General and Business Aviation (GA/BA) who typically operate on a non-series basis, therefore the SPC approach outlined in this methodology is not applicable. GA/BA should refer to the document 'Dubai International Airport (DXB) Slot Performance Requirements, General Aviation, Terms of Reference'.

## 2. Objectives of the SPC

- 2.1 The objective of the SPC is to ensure the efficient use of airport capacity and continuous improvement of operational performance by:
  - Promoting better adherence to allocated slots and equipment types;
  - Identifying problematic themes and/or trends affecting slot and operational performance at Dubai International (DXB) and Dubai World Central (DWC) Airports;
  - Ensuring that slots are used in line with the WASG and local rules;
  - Monitoring compliance with local rules and adherence to capacity reduction instructions as required from time-to-time pursuant with the Dubai Airports Conditions of Use (COU);
  - Enhancing existing airport capacity through more reliable and efficient operations for all stakeholders;
  - Preventing the misuse of slots.

The SPC ToR apply to DXB as a World Airport Slot Guidelines designated Level 3 airport. The SPC ToR are also applicable to DWC for any period of time that DWC is designated a Level 3 airport.

## 3. Monitoring Process

- 3.1 Dubai Airports (DA) utilises the Airport Coordinator, to undertake slot monitoring activities for operations at DXB and DWC (DWC during any period that the airport is temporarily designated Level 3). Operations are continually monitored and compared against actual flight data provided by Dubai Airports and the slot data held in the coordinators database to determine carrier performance.
- 3.2 The coordinator will contact airlines and aircraft operators with regards to slot performance. This will allow them to independently identify issues and resolve them quickly, without the

need to refer the case to the SPC. Issues that cannot be resolved directly by the coordinator or require potential punitive action may be escalated to the SPC.

- 3.3 The coordinator, at its discretion, may act in line with the WASG and remove an airlines historic if it deems it appropriate to do so after having heard from the carrier. That may occur in the fulfilment of its role as an independent coordinator. Such action may be taken without reference to the SPC prior to the decision being taken. The Coordinator will report any such occurrences to the SPC at the next opportunity following the action being taken.
- 3.4 When an airlines performance consistently falls below the standards expected or the airline fails to engage with the Coordinator, they will be invited to attend SPC meetings by the Coordinator.
- The SPC meeting cycle is typically every 3 months. However, in certain circumstances this may be reduced or increased;
  - If performance is consistently unacceptable, an invitation will be issued to the respective carrier to attend the next schedule SPC, this will when possible, be **at least one month** in advance of the next scheduled SPC;
  - Carriers can also be required to appear at the SPC at the request of SPC members or forums outlined in Section 6.2 of this document;
  - Invited carriers must provide a written explanation for underperformance and a written plan outlining corrective actions by submitting a Performance Improvement Action Plan (PIAP) using an example template similar to that in Appendix 2. PIAP's must be submitted **at least two weeks** before the SPC to the Coordinator;
  - PIAP's will be shared with DA members of the SPC ahead of the meeting and carriers may be asked to provide further explanation and to resubmit an updated PIAP.
  - In the absence of an SPC carriers will still be expected to respond to requests from the Coordinator and when requested, must provide a PIAP. Failure to effectively respond to the Coordinator may result in further action as outlined below.
- 3.5 Invited carriers are expected to attend the SPC and to provide the required information requested by the coordinator. Failure to attend and/or provide the necessary information or PIAP will not be considered favourably and could lead to immediate escalation and may result in the carrier losing the historic rights to the slots concerned. Representatives of carriers must have the necessary knowledge, expertise and mandates to attend the SPC.
- 3.6 Carriers will be expected to present their PIAP's to the SPC and further action will be considered against the explanation, effectiveness and the integrity of the PIAP. In the absence of a SPC the carrier must submit a robust PIAP to the Coordinator within the specified timescales.
- 3.7 Performance will continue to be monitored in future periods post the SPC and carriers are required to take steps to improve and maintain performance. Continued poor performance or lack of engagement by the carrier will mean a further SPC invitation and may result in escalation to further actions or sanctions as detailed in Section 7 of this document.

## 4. Scope

- 4.1 The remit of the SPC is to address the following performance issues:
- Repeatedly operating at a significantly different time than the allocated slot, either consistently or in an erratic way;
  - Repeatedly operating slots in a significantly different way than allocated and thereby prejudicing airport or air traffic operations;
  - Deliberate slot misuse, e.g. when a carrier's schedule clearly and deliberately differs from the allocated slot. This includes selling to the required time rather than cleared time.
  - Inaccurate filing of seat capacity, the airport capacities are coordinated against various capacity limits including terminals, carriers must ensure that the seat capacities reflect the

aircraft type. Operating a flight with more passengers than included and approved in the scheduled seats will be considered deliberate slot misuse;

- Operations without an approved slot;
- Failure to cancel unused or not required approved slots;
- Equipment discrepancies e.g. when a carrier operates an aircraft type that differs from that designated for the allocated slot. This includes aircraft type within the same wake and/or size category, e.g. A319 vs A319N (Airbus 319 vs Airbus 319 neo);
- Fluctuations and trends in performance that have a significant impact on the overall performance of the airport and airport community;
- Failure to comply with a capacity reduction request when instigated by DXB/DWC; pursuant with the Dubai Airports Conditions of Use (CoU).

## 5. Structure

- 5.1 The SPC is held on a quarterly basis, but frequency may vary based on the number of airlines invited to attend.
- 5.2 The SPC is a sub-committee of the Dubai Airport Coordination Committee. The Chair and Secretary of the SPC shall be appointed by Dubai Airports.
- 5.3 Membership of SPC shall be made up of representatives of the following organisations:
  - Dubai Airports (DA)
  - Independent Coordinator
  - If required, Airport Operations Committee (AOC)
  - If required, Dubai Air Navigation Services (dans)
  - If required, the airport ground handler dnata.

## 6. Meetings

- 6.1 Quorum for a meeting of the SPC shall be at least one representative each from DA, the coordinator and the airlines.
- 6.2 The following participants of the SPC can request that the coordinator review performance of a carrier should they witness activity that causes prejudice to the airport's operation. The coordinator will perform an independent review based on this document and take the appropriate actions:
  - Dubai Airports (DA)
  - Dubai Air Navigations Services (dans)
  - Airfield Capacity Group (ACG).

## 7. Potential Actions

- 7.1 The coordinator is empowered to initiate the following action without the need to consult the SPC. However, the typical process for poor slot performance is that the coordinator recommends potential actions to the SPC. Hence the attendance and completion of the PIAP by the carrier is essential. Potential processes and actions that the Coordinator and the SPC may take include:
  - The Coordinator will try to identify slot performance issues as soon as possible and contact the carrier or other aircraft operator concerned in a timely manner, providing the opportunity to take corrective action during the current season;
  - Issue warnings and financial sanctions as appropriate including warning of escalation to SPC;
  - Recommendation to remove historic slots based on failing historic, in relation to cancellations, non-operations or other slot misuse reasons as defined in the WASG;

- Removal of slots from non-operating carriers after such time that it is no longer possible to achieve the required utilisation to comply with the Historic Eligibility Local Rule;
- Loss of historic precedence for the series of slots involved in the next equivalent season;
- A lower priority for that airline for new future slot requests in the next equivalent season;
- Withdrawal of the series of slots involved for the remaining portion of the current season.

7.2 Action that can be taken by SPC:

- Issue written performance warnings;
- Issue financial sanctions;
- Recommend the removal of historic slots held;
- Reduced priority for stand preferences.

7.3 An airline or other operator will have the right to request a meeting with the SPC without any other airline representative being present, if the airline feels it has commercially sensitive information that would explain the poor performance. Any such request will be accommodated at the discretion of the SPC Chair.

## 8. Appeals Procedure

- 8.1 Appeals against financial penalty decisions can be submitted by any impacted airline. Appeals must be submitted to the SPC within 7 days of the date of the sanction. Appeals outside of this window will not be considered.
- 8.2 The appeal letter must clearly detail the grounds for the airline’s appeal and should present mitigating data or information that was not reasonably available at the time of the SPC.
- 8.3 All appeals will be referred to and considered by the Dubai Airports CEO, who will review any new mitigation that should be taken before making the decision. Appeals will be addressed within 30 days from the date of receipt. The decision will be confirmed in writing to the relevant airline and will be full and final with no further appeal possible.
- 8.4 Sanctions must be paid in full within 30 days of the sanction being issued. Any airline having its slots removed will be given suitable notice to avoid immediate passenger inconvenience.

## 9. Sanctions Structure

9.1 Sanctions may be imposed by the SPC and can be given on a per occurrence basis. The aim of the SPC is not to drive financial income for DA, but rather be proportionate and dissuasive to encourage sustained improvement in slot performance. Any funds raised by these sanctions will be paid to the Dubai Government Department of Finance via Dubai Airports:

Offence	Sanction
Slot Abuse	<b>Initial 10K - 20K AED, Repeat 20K-100K AED</b>
Operation Without a Slot	<b>Initial 50K AED, Repeat 50K-100K AED</b>
Failure to Cancel A Slot	<b>Initial 10K AED, Repeat 10K-50K AED</b>
Operation of Aircraft Type Not Allocated/Equipment Discrepancy	<b>Initial 10K AED, Repeat 10K-100K AED</b>

9.2 Prior to any fine being imposed by the SPC, each airline will be afforded the opportunity to provide any information or mitigation relating to their case and would have been given the opportunity to improve their performance prior to any fine being imposed. The non-payment of any fine imposed will therefore be considered unacceptable by DA and the ultimate sanction could lead to the recommendation to the coordinator for the loss of historical slot rights.

## 10. Publicity

- 10.1 Dubai Airports shall request that the Coordinator publish decisions to impose such financial penalties, except to the extent that material is considered commercially confidential. Such reporting may include the results of any appeals which have been concluded in the relevant period (which may be redacted where the relevant carrier considers there to be commercially or operationally sensitive material, which should not be disclosed). Decisions to impose financial sanctions will be published on the Coordinator's website.

## Appendix 1 – Slot Adherence

Slot adherence differs from the traditional On Time Performance (OTP) metric as OTP typically does not capture flights which arrive early. However, the slot performance data does include all flights that arrive earlier than 15 minutes, prior to scheduled time of arrival (STA). Slot adherence is therefore a better measure of the airline performance and relates directly to the utilisation of assets.

Slot Adherence Definition: A flight which arrives or departs within 15 minutes or less of the scheduled arrival time (STA) or scheduled departure time (STD) for that flight. It should however be noted that the allocated slot is for the specific STA/STD for the movement and does not mean a 15-minute buffer either side. The Coordinator will address the worst offenders first, but also has the right to address any performance which falls within the definition above, if it is deemed appropriate. However, for the avoidance of confusion, this does not mean that every flight within this period will have action taken against the operator. The coordinator will focus on the worst offenders.

STD/STA Definition: In relation to the above, STD is defined as the time that the aircraft is scheduled to be off blocks (SOBT) and STA as the time that the aircraft is scheduled to be on blocks (SIBT) i.e. scheduled push back and scheduled on stand times.

### Slot Adherence (SA) Summary Definition

<15 Mins Early (SIBT/SOBT)	+/- 15 Mins (SIBT/SOBT)	>15 Mins Late (SIBT/SOBT)
✗	✓	✗

## Appendix 2 – Slot Performance Action Plans

The Coordinator, when identifying and evidencing potential slot misuse will contact the airline or other aircraft operator concerned, in writing. This correspondence will request an explanation for the discrepancy and any proposed corrective action the airline plans to take.

A Performance Improvement Action Plan (PIAP) is mandatory when requested by the Coordinator. The PIAP should be completed by the relevant persons within the organisation and include dialogue with third parties when relevant, who will be referred to in the PIAP to address the performance issues as appropriate. The PIAP should be completed as a priority and shared with the Coordinator at the earliest opportunity. PIAP's will be mandatory for airlines invited to the SPC, airlines will be expected to discuss their plans and the improvements made to date against those plans.

The plans must include tangible actions that have been undertaken and explored to address the slot discrepancy issue. Failure to produce a PIAP and not demonstrating improvements to performance will not be looked upon favourably. PIAP's should be developed imminently, following contact from the coordinator. The airline will be responsible for the development of the PIAP, which should be undertaken no longer than 2 weeks from when requested by the coordinator. PIAP templates will be made available from the Coordinator. Example action plans are provided for reference on the following pages.

**Please note that the below is an example of a Performance Improvement Action Plan (PIAP) for repeatedly operating at a significantly different time than the allocated slot, either consistently or in an erratic way**

**How to identify the problem and produce an action plan**

Identification of Problem

- Why was the flight late?
- Why was the flight early?
- What caused the delay or early arrival?
- Why did you operate with the incorrect aircraft?

Action Plan

- Advise plan to mitigate reasons for delays?
- What are you going to do?
- Who are you involving – Handling Agent, Airport Authorities etc (if applicable)?
- What changes to processes are you going to implement?
- Is there sufficient ground time in your schedule?
- Have you tried to amend slots?
- What is your plan for aircraft changes on the day and updating slots accordingly?
- What are OCC departments going to do if network planning team are not present?
- Timelines

**Identification of Problem:**

Our passengers have lots of bags and excess baggage at check in. We also experience hand baggage issues at gate.

**Action Plan:**

Meeting with dnata and Dubai Airports to discuss check in opening times and gate opening times.

Crew will have report time changed to ensure they arrive at airport at -120 mins to STD.

Opening additional 2 desks 1 hour before – 300 mins to STD. Close check in at -60 to STD.

Ask for closed gate and opening at -90 mins to STD. Close gate at -45 mins to STD. Bags offloaded for no-show passengers at -40 mins to ensure OTP.

dnata will label all hand luggage with airport tag and verify at gate any discrepancies.

– Action 14 April for meeting.

Post meeting new process commences from 20<sup>th</sup> April – passengers to be advised at check in and websites.

30<sup>th</sup> April – Meeting with the coordinator to assess if new measures implemented have increased punctuality.



**Please note that the below is an example of a Performance Improvement Action Plan (PIAP) for Equipment Discrepancies e.g. when a carrier operates an aircraft type that differs from that designated for the allocated slot**

**How to identify the problem and a potential solution, and produce an action plan**

Identification of Problem

- Why did you operate with the incorrect aircraft?

Action Plan

- Advise plan to mitigate reasons for incorrect aircraft
- What are you going to do?
- Who are you involving – Scheduling, Slots, Station Manager etc.?
- What changes to processes are you going to implement?
- Have you tried to amend slots?
- What is your plan for aircraft changes on the day and updating slots accordingly?
- What are OCC departments going to do if network planning team are not present?
- Timelines

Potential Solutions

The coordinator will support operators in finding the best, permanent solution for the operator's needs subject to the airport capacity not being breached. Please see some options:

- The operator's local representative could send a SCR in SSIM format with the equipment change, **as soon as the operator are aware of an aircraft change** to [slots@acl-international.com](mailto:slots@acl-international.com).
- A daily SIR report could be sent to the operator, with the next day's slot holding, so the operator would be able to know which slots require a change of aircraft type.
- Or, **as soon as the operator are aware of an aircraft change**, the operator's representative could log in and use Online Coordination System (OCS) – **(in OCS, simply press Edit Single data, then amend the aircraft type, and finally press commit)**.
  - 'The Online Coordination System (OCS) is a powerful system that allows users to access coordinator's databases for airports around the world. Authorised users can make online requests to add, change and delete slots and get immediate responses, including automatic offers, and the ability to coordinate slots at multiple airports at the same time.'
  - OCS is **450 Euros** each year for two user accounts and then 60 Euros for each additional account thereafter.
  - ACL's Dubai Office and ACL's London Office would be able to support new users in how to use OCS, if required.
  - The operator would need to apply for additional accounts by a new application, which can be found attached. Please complete the attached Application Form but read the Privacy Policy and Terms and Conditions documents beforehand.
  - The use of OCS will ensure the SSIM is correct and avoid further Equipment Discrepancies occurring by aircraft changes not being approved due to incorrect SSIM.
  - OCS was built in order to simplify SSIM message writing and creates SSIM messages for you, minimising mistakes when applying for slots or making aircraft changes, as well as ensuring aircraft changes are made efficiently and easily.
  - The operator will receive an approval or decline email message in minutes of making the request.
- Or, the operator could use an auto-slot function from the operator's scheduling software to send an SCR aircraft change message, as soon as the operator are aware of an aircraft change.
- Once the operator's local representative requests an aircraft change, ACL would still need to test the aircraft change against the declared capacity constraints, and these changes may still be rejected, if the declared capacity constraints are broken. **Dubai Airports' AOCC would**

still need to be contacted, if ACL is out of office and the aircraft changes are not approved, and ACL would require written proof of the change, which be received by the operator from Dubai Airports' AOCC, and should be sent to [DXBSTAFF@acl-international.com](mailto:DXBSTAFF@acl-international.com).

**Identification of Problem:**

No single person at EM Air has taken responsibility for changing the aircraft type on the coordinated slots. We were not aware of the importance of changing the aircraft type on slots.

**Action Plan:**

Discuss the following Equipment Discrepancies for EM Air with ACL.

Airline	Mar	Apr	May	Jun	Jul	Aug	Grand Total
EM Air	0	0	20	64	86	52	222

EM Air's scheduling department and operations department were not aware of the need to change the aircraft type on the coordinated slots. We apologise for the previous oversights.

Scheduling department informs operations department and DXB station the importance of holding the correct aircraft type on coordinated slots.

DXB station will report aircraft changes to ACL and DXB AOCC before take-off from the origin airport to ensure the correct aircraft type appears on the slot.

The DXB station will meet with the ACL representative in the ACL Dubai Office to gain support on how to implement a new process to avoid Equipment Discrepancies.

EM Air have asked for a daily SIR to be set up, so EM Air are aware of what slots are being held for the next 24 hours. Online Coordination System (OCS) has been bought to ensure aircraft changes occur effectively and efficiently. EM Air will receive a confirmation SSIM message once the aircraft changes have been made and will use them as evidence, if asked by ACL.

EM Air will email ACL every two weeks to assess if the new measures have decreased the amount of Equipment Discrepancies.