



ATA e-BUSINESS PROGRAM

Organizational Structure and Operating Guidelines

Version 1.3

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ATA e-Business Program Organization Structure and Operational Guidelines

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1. Introduction

1.1. Background

For the past forty years, air carriers, aerospace manufacturers, distributors, suppliers, repair agencies and other commercial aviation industry stakeholders have worked together through a joint international effort to establish voluntary standards for facilitating information exchange between airlines and their suppliers which improve business processes. Administered and published by the Air Transport Association of America, Inc. d/b/a Airlines for America (A4A), these international standards have evolved to meet the changing needs of the industry and to embrace the latest technological advances in information exchange. As a result, these industry stakeholders have seen dramatic improvements in information handling efficiency, data security and consistency, and have experienced a significant reduction in the time required for delivery and retrieval of operationally critical information.

On July 1, 2005, the ATA e-Business Program was established to improve the efficiency of this standard-setting effort by providing a more structured and focused organization for industry collaboration and consensus. Additionally, this organization is designed to help achieve the industry vision of a fully integrated data environment between trading partners across the commercial aviation enterprise.

1.2. Purpose

This document describes the organizational structure and operating guidelines for the ATA e-Business Program.

1.3. Scope

The ATA e-Business Program is comprised of the processes for the development, maintenance, publication and distribution of e-business standards.

The e-business standards include, but are not limited to Spec 2000, iSpec 2200, Spec 2300, Spec 42, the Common Support Data Dictionary (CSDD), and the World Airline Supplier Guide (WASG).

1.4. Vision

To be an agile, cost effective, global commercial aviation industry enabled through effective and efficient information sharing

Agility

- Business models can be effectively adjusted in a timely manner as conditions require
- Information is as dynamic as the business environment

Cost effective

- Minimal data processing for distribution or consumption
- Information is complete and ready for consumption when provided
- All data dependencies are known

1.5. Mission Statement

Establish a global commercial aviation industry information framework that facilitates improved business agility, reduces costs, increases speed of business, and maintains the highest level of safety. Guiding Principles and goals for the framework:

Information-centric, not document-centric, with a goal to:

- Reduce data redundancy
- Structure data for optimized use
- Maximize reuse of data
- Facilitate transformation and repurposing of information, including document-based formats if applicable

Platform neutral – open architecture, with a goal to:

- Reduce software/hardware costs
- Reduce barriers to entry for trading partners

Consistent data structures, definitions and properties across all applications of the data, with a goal to:

- Increase accuracy, timeliness and reliability of data
- Reduce divergence in data standards
- Reduce data maintenance costs

Leverage other standards where applicable (e.g., ISO, PKI), with a goal to:

- Reduce standards development time/costs
- Increase interoperability across industries
- Facilitate higher quality standards
- Reduce implementation time/costs

Enable an appropriate level of data security for the application

Meet all applicable regulatory requirements that exist at the time of the creation of the standard

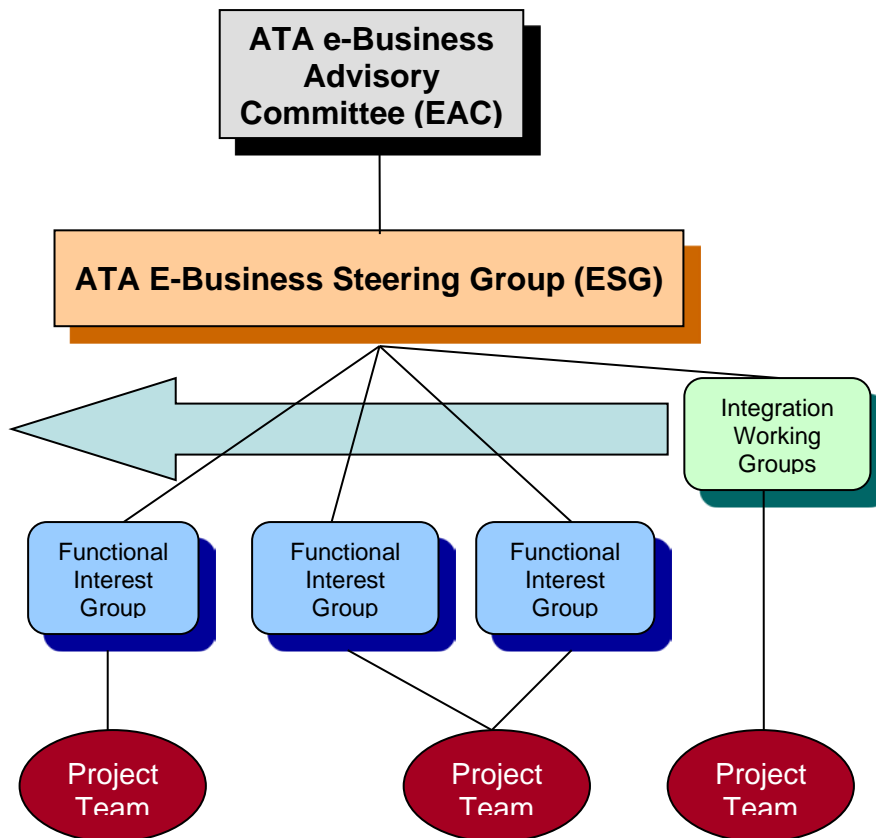
2. Participation

The ATA e-Business Program is open to the world's airlines, manufacturers, suppliers, distributors, repair agencies, technology providers and other industry stakeholders.

3. Committees and Responsibilities

The ATA e-Business program is administered and facilitated by dedicated staff. The work of developing and maintaining ATA e-Business Program standards is conducted by a number of interest groups, working groups and project teams consisting of volunteer representatives from organizations within the commercial aviation industry. The strategic direction of the interest groups, working groups and project teams is managed by the e-Business Steering Group. The conceptual model of the ATA e-Business structure is shown in 3.1, and does not reflect relationships with other organizations or standards bodies.

3.1. ATA e-Business Program Structure



3.2. e-Business Advisory Committee (EAC)

3.2.1. Mission

- Oversee the administration of the ATA e-Business Program
- Establish the overarching vision and mission for all e-business standards development activities
- Approve members of the e-Business Steering Group
- Oversee the **ATA Aviation Marketplace** business.

3.2.2. Responsibilities

1. Encourage the adoption and use of ATA e-Business Program's voluntary e-business standards and the ATA Aviation Marketplace
2. Approve the vision, mission, strategy and operational framework for the e-business program
3. Provide leadership and guidance by representing the interests of A4A members in determining priorities, projects and goals for standard setting activities
4. Monitor the finances of the ATA e-Business Program including those of the ATA Aviation Marketplace
5. Help ensure A4A's legal interests are maintained with regards to the e-Business Program
6. Assist in the commitment of project resources within members' companies as needed
7. Approve changes to the ATA Aviation Marketplace.

3.2.3. Operational Guidelines

Requirements for EAC membership, leadership and the conduct of meetings are contained in the rules and procedures established and updated by A4A. However, the operational guidelines for all other steering groups, working groups and project teams are contained in this document. Separate operational guidelines are required for these standards activities to accommodate international participation and to foster an open and consensus-based standards development process. The EAC is a free standing committee that reports through A4A staff directly to the A4A Board of Directors.

3.2.4. Participation

Participation should include high-level engineering, maintenance, materiel and IT representatives from A4A members.

3.3. e-Business Steering Group (ESG)

3.3.1. Mission

The mission of the e-Business Steering Group is to oversee the operational aspects of the ATA e-Business program. The Steering Group sets the strategic path for the standards to ensure that all development efforts and specification change requests are consistent with the industry's e-business vision, mission and strategic plan.

3.3.2. Responsibilities

1. Create and maintain the strategy for accomplishing the vision and mission as established by the EAC. This includes setting strategic priorities.
2. Create and maintain an operational framework and system to develop internationally accepted aviation e-business standards. Structure to include:
 - a. Clear business objectives
 - b. A project oriented environment
 - c. Clearly defined deliverables

- d. International, cross-functional, consensus-based process
3. Review the Change Request forms that are recommended for approval by the Functional Interest Groups and Integration Working Groups to determine if they are consistent with the strategic plan. Make one of the following dispositions:
 - a. Approve and refer to a specification author for inclusion in the next revision
 - b. Disapprove and provide a response to the appropriate working group or submitter with the rationale for the disapproval
 - c. Assign to an existing Project
 - d. Authorize a new Project
4. Establish and manage working groups and interest groups
5. Review status of ongoing projects and provide guidance to interest group and working group chairs
6. Review completed projects as presented by interest group and working group chairs and make one of the following dispositions:
 - a. Approve the outcome and refer to a specification author.
 - b. Refer back to the project team or another group for additional work.

3.3.3. Participation

Steering Group participants are approved by the EAC. As much as possible, participation should be balanced between airlines and suppliers, with as much international composition as is practical. If representatives miss two or more consecutive meetings/teleconferences they may be replaced. To qualify, participants must volunteer or be nominated for the position and must be an active member of the ATA e-Business Program.

Additionally, four observer seats are open to the highest contributing and longest serving technology providers in the ATA e-Business Program. The seats are only available to full-paying members (no guest memberships) and are first offered to the technology providers that attend the most ATA e-Business Program meetings, teleconferences and web conferences. If two or more companies have attended the same number of meetings, teleconferences and web conferences, the next available seat will be first offered to the longest serving member. No more than one of the four seats can be offered to any one company. The four seats will be filled for two-year terms. Should, a seat be vacated by a company prior to the end of their two year term, they can fill that seat for the remaining term with a qualified participant and if unable; the seat will be offered to another company, for the duration of the existing term. After each two year term, a report will be generated that identifies the priority that seats will be made available to technology providers for the duration of the next term.

3.3.4. Meetings

There should be a minimum of two (2) regular face-to-face meetings and two (2) phone conferences each year at a time to be established by ATA e-Business Program staff in consultation with the steering group chair. A preliminary date for the next meeting will be established at each meeting. This advance planning is required to make hotel and flight reservations far enough in advance to save on travel costs. A meeting agenda should be

distributed at least fourteen (14) business days in advance of the meeting. Additional meetings/phone conferences may be called as required.

3.3.5. Quorum

A simple majority of the appointed members shall constitute a quorum.

3.3.6. Reporting

Once each calendar year, at a time determined by the e-Business Advisory Committee, the ESG, with support from ATA e-Business Program staff, shall prepare and submit to the EAC a report of accomplishments for the current year and expected work programs for the coming year. This will include accomplishments and work programs for all associated project teams.

3.4. Integration Working Groups (IWG)

3.4.1. Mission

The primary mission of the Integration Working Groups (IWG) is to develop and maintain the cross-functional business and technical requirements and best practices for standards development to ensure efficiency and effectiveness in developing a fully integrated data environment. The IWGs review Change Request forms to ensure that modifications are technically consistent and harmonized with the data dictionary and data model. The groups are responsible for maintaining the data dictionary, data model and best commercial practices for all e-business standards development. In all cases, the work of the IWG is subject to the review and approval of the e-Business Steering Group.

3.4.2. Responsibilities

1. Develop and maintain technical guidelines that, while not part of the specifications, are necessary to the development, maintenance, publication, and implementation of the specifications (e.g., XML Schema Best Practices and Design Guideline).
2. Maintain certain portions of the specifications and processes that have cross-functional applicability. These include, but are not limited to the Data Model, digital security guidelines, graphic standards, markup standards, data definitions, publication methodology, etc.
3. Assess appropriate information exchange technologies to meet relevant business requirements.
4. Maintain and harmonize the ATA Common Support Data Dictionary
5. The IWGs will work with Project Teams as applicable to develop and modify the technical components of a specification (e.g., schemas, DTDs, data models, etc.). In many cases, IWG participants will be designated to serve on a FIG Project Team.
6. Propose projects to the e-Business Steering Group for authorization.

3.4.3. Participation

Participation is open to any ATA e-Business Program participant. Participation should include IT staff, system analysts/administrators, SGML/XML experts, data security experts

and data modelers. Additionally, business expertise should be sought out to ensure alignment with business process definitions.

3.4.4. Meetings

Integration Working Groups do the majority of their work over the web and via teleconference. However, when change requests are considered to be of a significantly large and complex nature and require additional development, the IWGs can propose Projects to the e-Business Steering Group by completing the “Project Proposal” section of the Change Request form. If authorized, the Project Team is established under the IWGs.

3.4.5. Quorum

Since the IWGs operate on a consensus basis and many members will participate virtually, there are no requirements for a quorum.

3.4.6. Reporting

The IWG chairs, with support from ATA e-Business Program staff, shall prepare and submit to the e-Business Steering Group a report of status (schedules, participation, issues, etc.) and accomplishments for each semi-annual meeting and a technical assessment for each outstanding change request under Steering Group review.

3.5. Functional Interest Groups (FIG)

3.5.1. Mission

The primary mission of the Functional Interest Groups (FIG) is to collaborate within a functional focus and to exchange ideas and potential solutions related to industry issues and challenges. Examples would include procurement, maintenance requirements, reliability, etc. These groups are primarily responsible for reviewing change requests that are applicable to their subject area and developing a consensus among the broader e-business community for the Steering Group’s ultimate approval. These groups are the primary source of initiatives designed to solve business constraints that can best be resolved through the development of e-business standards.

3.5.2. Responsibilities

1. Review Change Request forms that are applicable to the working group’s subject area.
2. Work with the author of the change request to ensure completeness and clarity of the request.
3. Distribute the change request to the e-Business community for comment.
4. Consider and respond in writing to all comments.
5. Develop consensus by making any necessary adjustments to the change request.
6. Submit final change requests to the e-Business Steering Group with a recommendation for approval (or respond back to the author with the reason/justification for rejection).
7. Oversee project teams as authorized by the e-Business Steering Group.
8. Survey members on ideas, issues, trends, etc.

9. Propose projects to the e-Business Steering Group for authorization.

3.5.3. Participation

Participation is open to any ATA e-Business Program participant. Participants should be subject matter experts.

3.5.4. Meetings

Functional Interest Groups, do the majority of their work over the web and via teleconference. However, when change requests are considered to be of a significantly large and complex nature and require additional development, the FIGs can propose Projects to the e-Business Steering Group by completing the “Project Proposal” section of the Change Request form. If authorized, the Project Team is established under the FIGs.

3.5.5. Quorum

Since the FIGs operate on a consensus basis and many members will participate virtually, there are no requirements for a quorum.

3.5.6. Reporting

The FIG chair, with support from ATA e-Business Program staff, shall prepare and present to the e-Business Steering Group a report of recommended change requests and project proposals for each semi-annual meeting.

3.6. Project Teams

Project Teams are created by the e-Business Steering Group. Project Teams are temporary groups that are usually established under an IWG or FIG to work on specific, focused projects with clearly defined deliverables. Project Teams work through all or parts of a project lifecycle as required by the scope and complexity of the assigned project. Working groups and interest groups may recommend that projects be initiated by the e-Business Steering Group.

3.6.1. Mission

The mission of each Project Team is determined or approved by the e-Business Steering Group. The projects and initiatives will be reviewed at the spring and fall meetings. Project Teams are usually formed to develop specification changes resulting from a change request that is considered by the Steering Group to be of a significantly large and complex nature and for which additional development work is required.

3.6.2. Responsibilities

1. Create and maintain project plan. Upon launching a new project, each Project Team, with support from ATA e-Business Program staff, will develop a project plan describing the timetable, milestones, deliverables, and resources for the project as per

- the Project Proposal Form (see Reference 5, Project Plan Template). The project plan will be updated throughout the life of the project to reflect the current status and may be compared against the original plan to monitor the progress of the project at any time.
2. Accomplish the mission of the Project Team. The goals and deliverables of the project are defined in the “Project Proposal” section the Change Request form that is used to gain acceptance of the project by the Steering Group.
 3. Report project status. If, during the course of a project, the status of the project varies significantly from the description in the Project Proposal Form (e.g., loss of resources, need for more meetings/phone conferences, change in deliverables or scope, slippage in schedule, etc.) the Project Team leader shall submit a request to the e-Business Steering Group and EAC to modify the project and review for re-prioritization. If a project’s scope or expected deliverables change significantly during the course of the project, ATA e-Business Program staff will communicate this back to all e-Business participants to provide an opportunity for additional comment or participation.

3.6.3. Participation

Participation is open to any ATA e-Business Program participant. However, special Project Team assignments may require more restrictive participation (i.e. specific skills, etc.) to be determined by the e-Business Steering Group. Project Team Chairs should have a good understanding of the business area under discussion to be able to effectively schedule and progress the team’s work.

3.6.4. Meetings

Project Teams will meet only to work on designated approved projects and in accordance with the meeting/phone conference requirements described in the Project Proposal Forms that launched such projects. Meetings should be scheduled and located to optimize participation and to evenly spread travel costs. When possible, meetings should be combined to help reduce travel cost and time for those attending multiple meetings.

3.6.5. Quorum

Since the Project Teams operate on a consensus basis, there are no requirements for a quorum.

3.6.6. Reporting

At each semi-annual Steering Group face-to-face meeting, each FIG and IWG chair will include a status report for each Project Team under their respective group.

3.7. ATA e-Business Program Staff

ATA e-Business Program staff administers the e-Business program on behalf of A4A members and program participants and provides services that include, but are not limited to:

1. Assisting the EAC and e-Business Steering Group in setting strategic priorities and developing tactical plans for implementation of the priorities
2. Assisting chairs and leaders from the EAC, e-Business Steering Group, Working Groups, and Project Teams to develop and maintain project plans
3. Serving as facilitators for the EAC, e-Business Steering Group, Working Groups, and Project Teams, where practicable
4. Editing and maintaining the ATA e-Business specification documents, data dictionary and data model as approved
5. Working with the ATA Publications department to define and implement a publication strategy
6. Establishing and maintaining email distribution lists, web sites, and other tools/services for communication and dissemination of ATA e-Business Program information
7. Organizing events and giving presentations to educate the industry and promote the adoption of ATA e-Business Program standards.

4. General Guidelines

4.1. Officers

The officers for the e-Business Steering Group, Integration Working Groups and Functional Interest Groups shall be a chairperson and a vice-chairperson, each serving a two-year term, and a secretary, who shall be a member of the ATA e-Business Program staff. The chairperson should preside over each meeting/teleconference. In his/her absence, the vice-chairperson should preside. In some cases, groups may be led by co-chairs rather than a chair/vice-chair.

Each Group should elect their officers. Should the chair become vacant for any reason, the vice-chairperson shall become chairperson for the remainder of the chairperson's term. The term of a vice-chairperson so designated shall be concurrent with the term of the chairperson, and the officers for the next cycle shall be newly elected from volunteers. Chair and Vice-Chair roles for the e-Business Steering Group are only open to end users of the specifications (i.e., airlines, manufacturers, suppliers, repair agencies, etc.) and not technology providers/consultants. Chair and Vice-Chair roles for all other functional interest groups, integration working groups and project teams have no such restrictions. Technology providers/consultants include any organization whose primary business is providing tools and/or services to enable or facilitate the use/implementation of the standards. All officers may be re-elected to an unlimited number of successive terms.

4.2. Voting / Decision Making

In the spirit of developing open standards that are used by the widest possible population of commercial aviation companies, all steering groups, working groups, interest groups and project teams operate on a consensus basis. However, in the rare occurrence that consensus is not possible, the issue shall be elevated to the ATA e-Business Steering Group to authorize a formal vote among all primary/voting contacts within the ATA e-Business Program (one vote

per active company). Formal votes will be administered via e-mail addressed to the Primary Contact for each company. A 75% majority threshold of total votes will be used to reflect a near-consensus decision. It is the sole responsibility of the company and its representatives to coordinate and communicate with their authorized voting representative prior to the vote. Votes should be open for at least 21 calendar days.

This does not preclude a steering group, working group or project team from conducting informal votes of their own participants to help reconcile differences and reach consensus.

The ATA e-Business Program and A4A reserves the right to veto any/all matters concerning A4A published standards and specifications.

4.3. Communications

Participants, including committee officers, are not authorized to speak on behalf of the ATA e-Business Program unless specific guidance is provided by ATA e-Business Program staff. Those specifically authorized to speak on behalf of the Program should not make commitments of any sort on behalf of the Program or its members; nor should they represent any position other than one expressly endorsed by the ATA e-Business Program.

4.4. Report of Meetings

ATA e-Business Program staff will prepare a summary report for each attended meeting. All meeting summaries, regardless of ATA e-Business Program staff's attendance, must be approved by the chairperson and the A4A Office of the General Counsel before distribution to the group. ATA e-Business Program staff will promptly distribute the report, and in no event later than thirty (30) working days following the meeting, to all participants. Staff may use whatever means it deems appropriate for such distribution (e.g., web, email, fax, etc.).

4.5. Participant Review

Proposed changes to ATA e-Business specifications are subject to review and comment by all ATA e-Business Program participants prior to final ESG approval and publication. However, the applicable Working Groups will review comments and, with ATA e-Business Program staff assistance, communicate back to each commenter as to the action taken regarding their comments and the rationale for such actions. The manner, format, and timing in which participant comments are to be submitted will be at the discretion of staff.

4.6. Legal Oversight

4.6.1. Antitrust Policy

Antitrust laws determine the way in which companies can act together in business activities. The ATA e-Business Program and its members are committed to complying fully with those laws. As a reminder, the [Antitrust Policy Statement](#) will be read aloud or posted at the beginning of each ATA e-Business Program meeting or phone conference.

4.6.2. Document Review and Approval

All documents introduced to, produced by, or published by any ATA e-Business Program committee, group, or task force are subject to review, modification, and approval by the A4A Office of the General Counsel prior to their finalization and distribution. This includes, but is not limited to, meeting agendas and summaries, working and reference documents, draft and final specifications, and web pages.

5. References

5.1. [Antitrust Policy Statement](#)

5.2. [Change Request Process](#)

5.3. [Membership Agreement](#)

5.4. [Costs and Benefits](#)