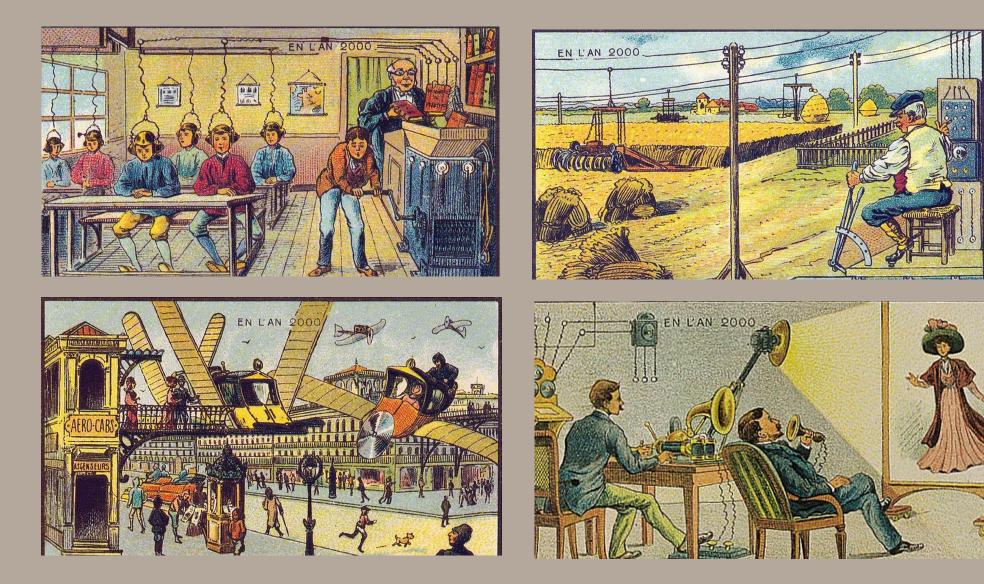
User Consultation 2023 Flugwetter MeteoSchweiz

Opening «from vision to action»

Markus Aebischer

Head of Key Account Management and Distribution

«from vision at that time...»



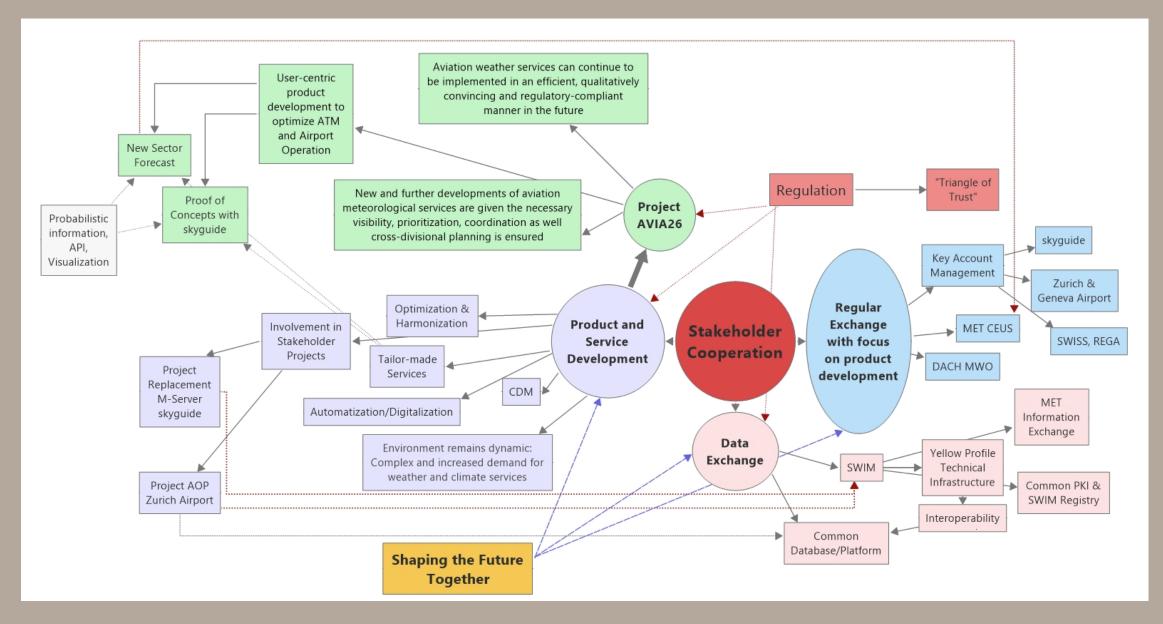
«from today's vision...»





We are the reliable partner for data and services on weather and climate. We are innovative, progressive and agile. For our future. For Switzerland.

«...to action»



Welcome

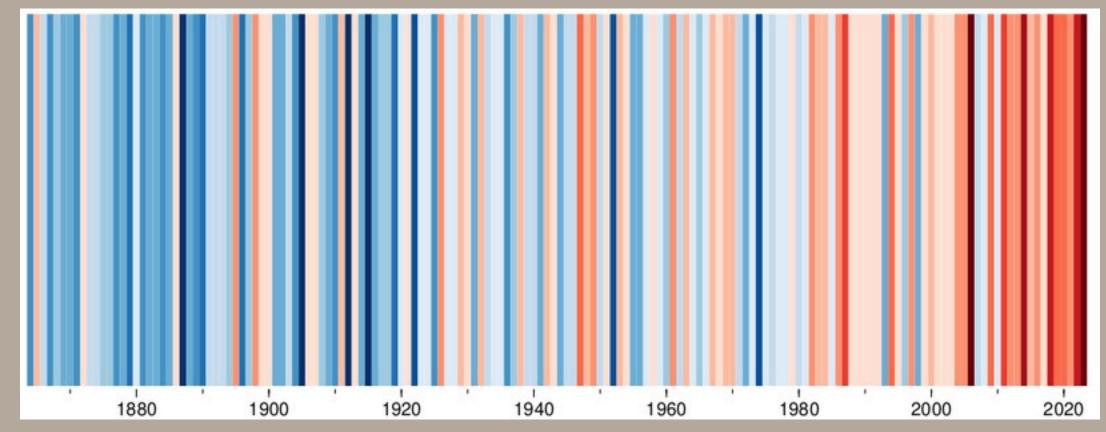
«our contribution to the future development of aviation services»



Christof Appenzeller

Director

Temperature in Switzerland (autumn mean)



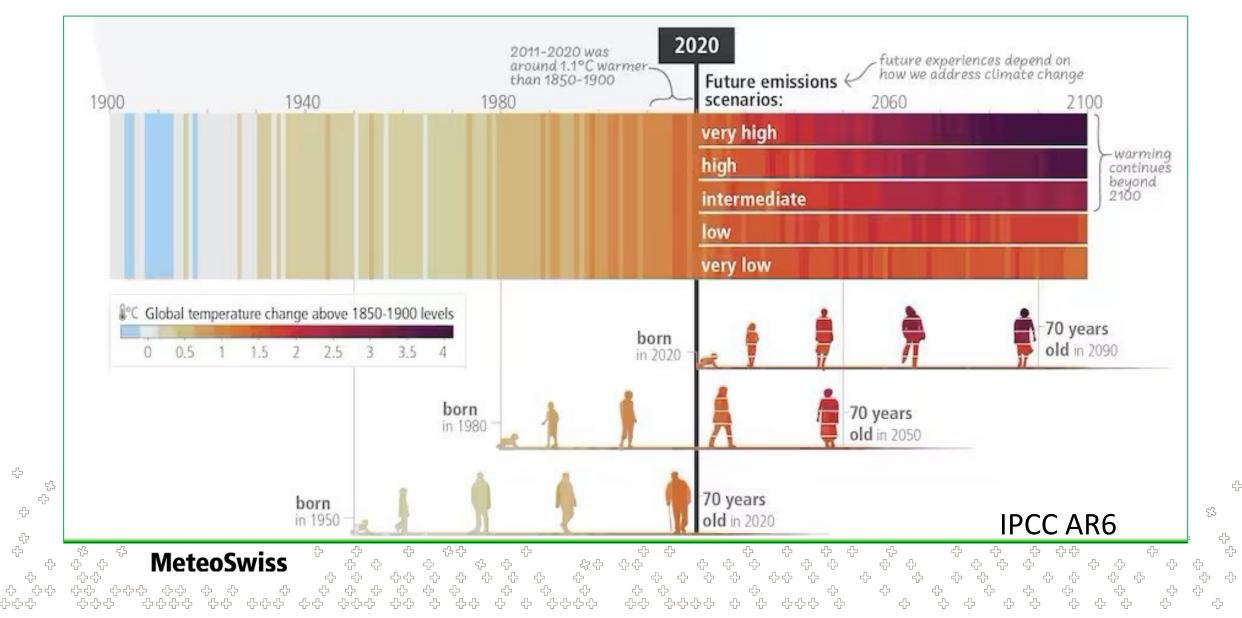
-2.8 -	2 -1.2	-0.4 0	.4 1.2	2	2.8
-2.4	-1.6 -0	.8 0	0.8 1	.6 2.4	4
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Observed and possible future 0

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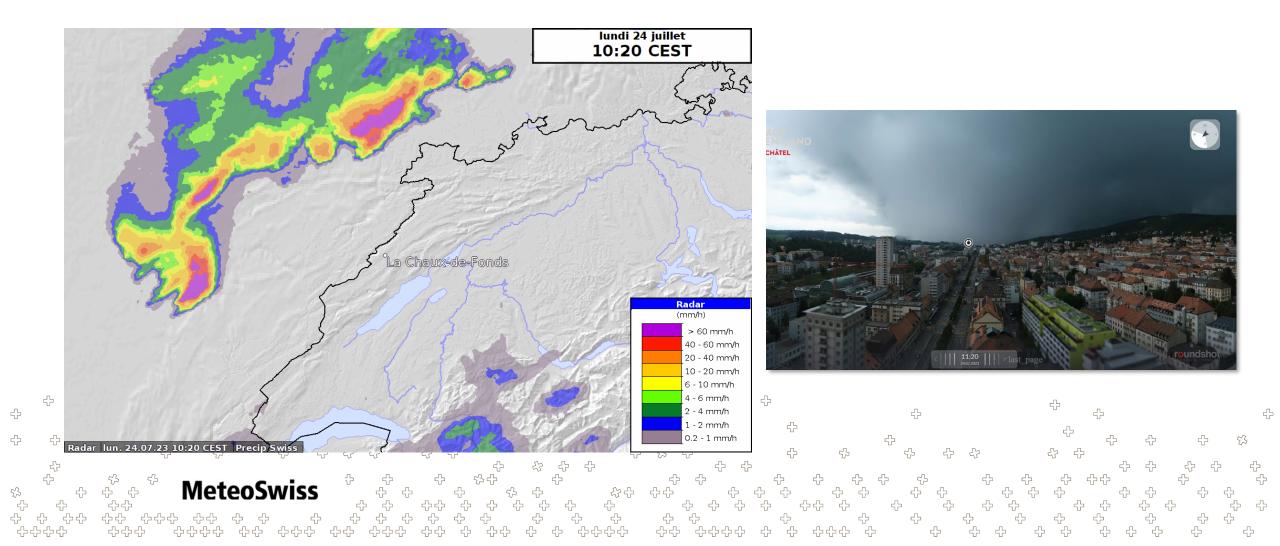
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Thunderstorm La Chaux-de-Fonds 24.07.2023



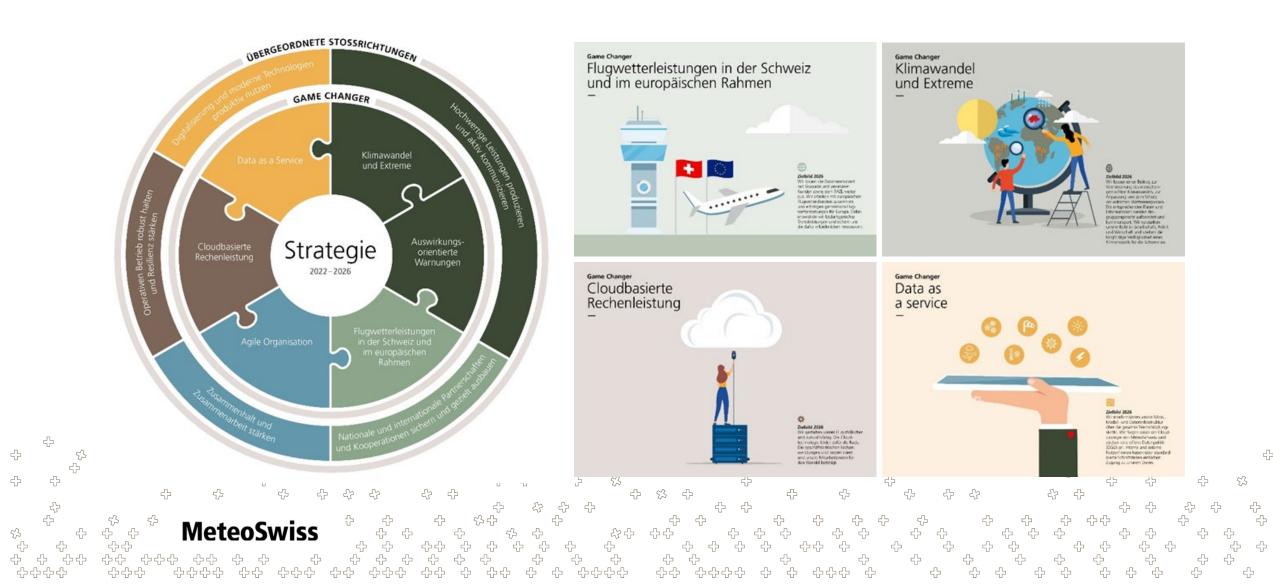
Social relevance and significance





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MeteoSwiss strategy



Climate change – Mitigation & Impact



Impact on aviation

Figure 17 / Summary of the principal climate change impacts on aviation

Climate Effect		Aviation Impact	
Tempera	iture		
	Europe continues to warm more quickly than the global average: Scandinavia more in Winter, southern Europe in Summer.	Aircraft performance Seasonal and geographical changes in tourism demand patterns Heat damage to infrastructure	
Changes	s to Rain & Snow Patterns		
$\bigoplus_{\substack{\ast \circ \\ \ast \circ}}$	Less snow overall, but heavier events Less rain in the South, more in the North More heavy rainfall events	Delays and cancellations Flooding of airports and access routes Change in snow clearance needs	
Changes	s to storm patterns		
	More uncertainty in the climate modelling here, but increase in frequency of strong and damaging storms	Delays, re-routing, increased fuel burn Loss of en route capacity Convective weather affecting multiple airports simultaneously	
Sea Leve	2		
R	Over longer term, sea level rise Uncertainty over storm surges	Permanent or temporary loss of airport capacity, infrastructure and access. Network disruption	
Changes	to wind patterns		
	Change in jet stream strength, position and curvature Shifts in prevailing wind direction Increase in extreme wind speeds in North and centre.	Increase in clear air turbulence Increased variability in trans-Atlantic times and routes Crosswind changes affecting airport capacity Operational disruption	

ି Source EUROPEAନ AVIATION 2040 - CHÂLLENGES OF GROWTH ନ ADAPTING AVIATION TO A CHANGING CLIMATE, EUROCONTROL ଦ

MeteoSwiss

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MeteoSwiss business cycle

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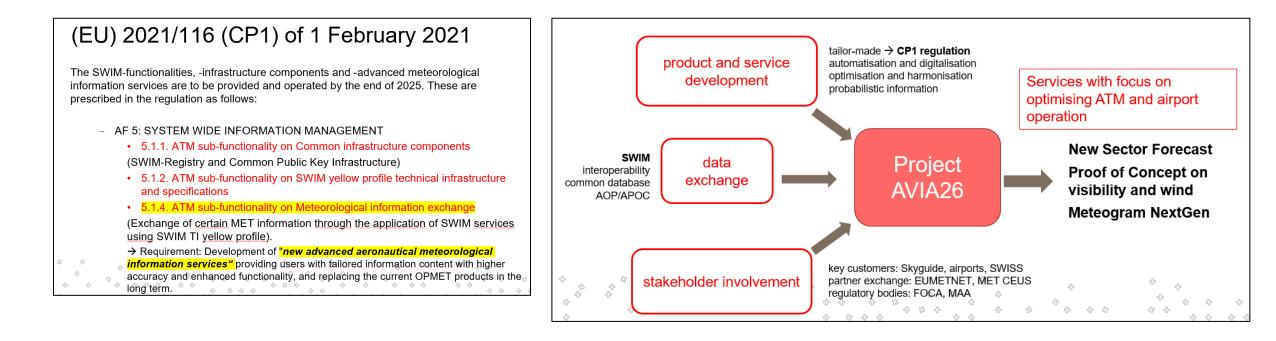
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Regulation and development of services



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Question: AUTO METAR 24/7

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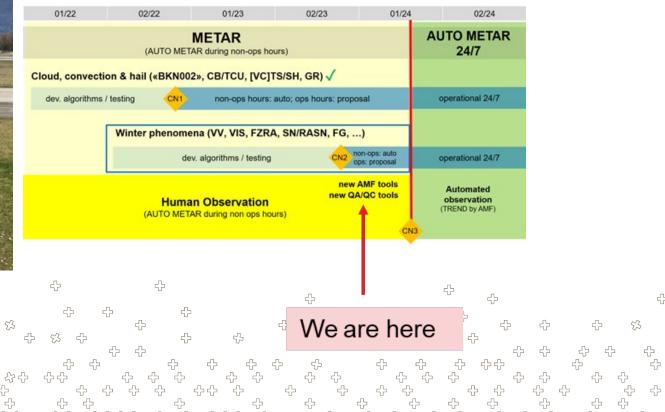
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MeteoSwiss

Geneva: ready for final sprint





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EUMETSAT: New generation of weather satellites



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AI/ML: Revolution in the numerical weather prediction

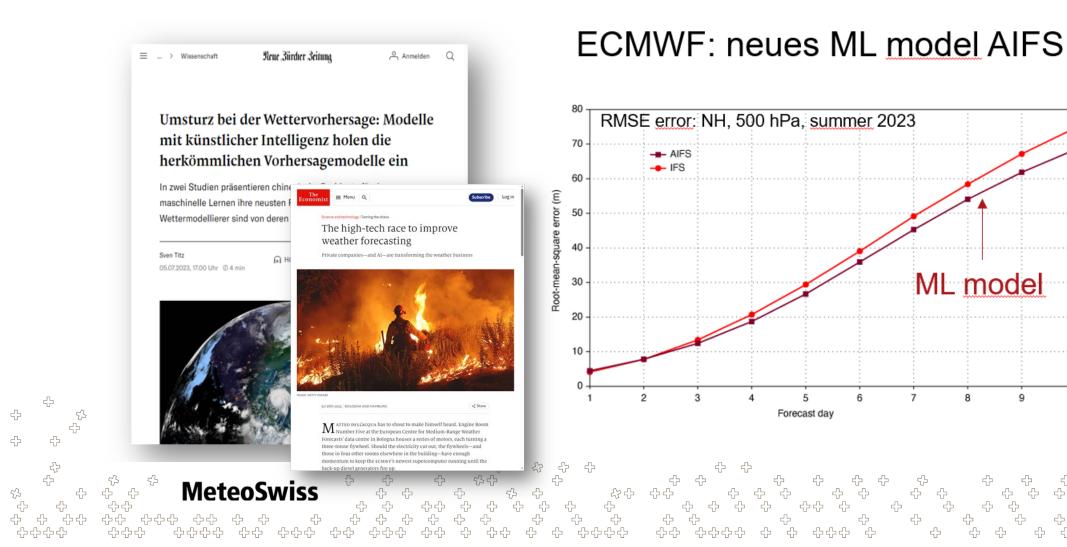
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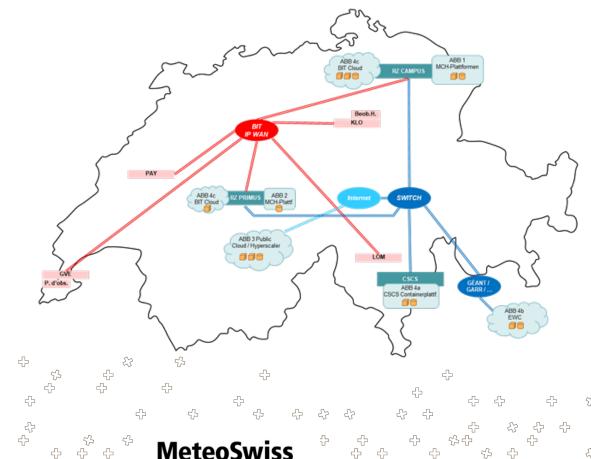
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Computing and data centre → Increasing reliability



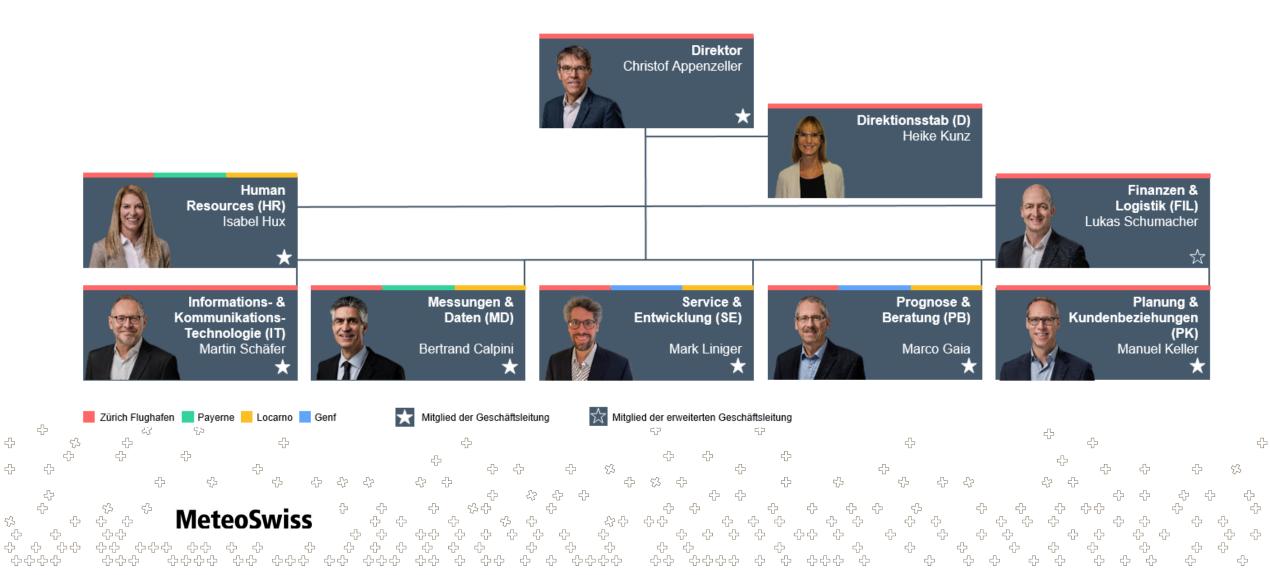
Program RZPlus

establish geo-redundancy + implement cloud strategy + provide replacement solution RZ1 ZRH +

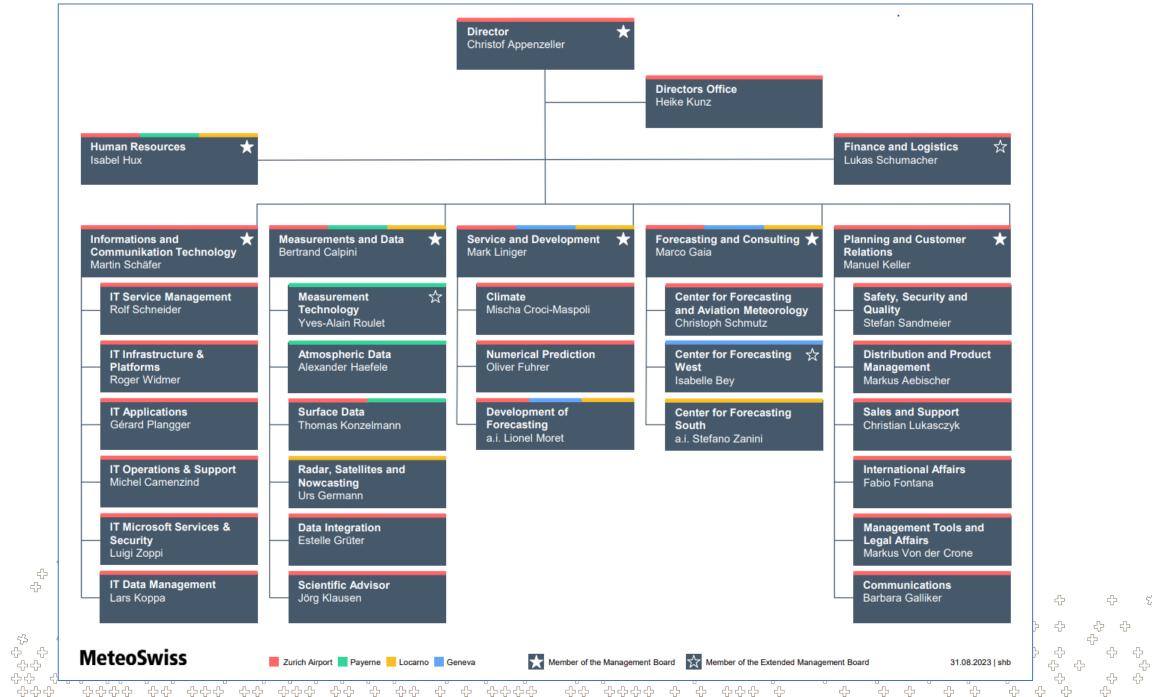
keep IT operations robust

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User Consultation 2023 Flugwetter MeteoSchweiz

«To the person who does not know where he wants to go there is no favorable wind»

(Seneca)



- 13:50 AUTO METAR 24/7
- 14:15 Project AVIA26
- 14:50 Change Management Procedures
- 15:10 Coffee break
- 15:40 Project e-Sling & Project H2
- 16:00 Measurement campaign DD4ZRH
- 16:25 MeteoSwiss News

AUTO METAR 24/7

Loris Foresti & Sebastian Meier

Project Management

Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Swiss Confederation

Federal Department of Home Affairs FDHA Federal Office of Meteorology and Climatology MeteoSwiss

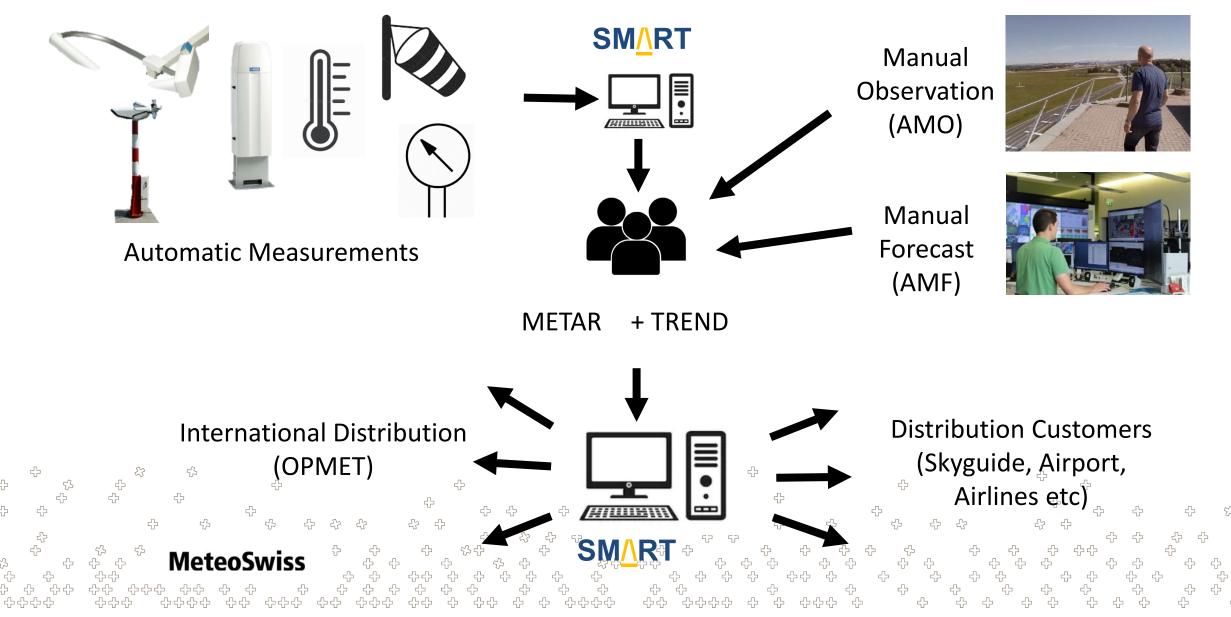
Ready for the final sprint

14.12.2023

Project management: Z. Schauwecker, L. Foresti, S. Meier, I. Bey, B. Calpini
Scientists: D. Regenass, P. Juda, S. Balmelli, M. Aregger, F. Vitali, F. Vogt
Software developers: N. Tarin Burriel, M. Bibby, P. du Preez,
T. Hanselmann, D. Furrer, S. Réthoré, D. Hässig, P. Senn
Regulation: K. Bucher-Studer
AMO/AMF practice: L. Cretenoud, E. Thürig, M. Giroud
Additional support: M. Boscacci, A. Hering, U. Germann, A. Haefele, E. Grüter
Cameras, sensors: T. Konzelmann, L. Cretenoud, Y-A. Roulet

Introduction AUTO METAR Project AUTO METAR Geneva Conclusion and Outlook Introduction AUTO METAR Project AUTO METAR Geneva Conclusion and Outlook

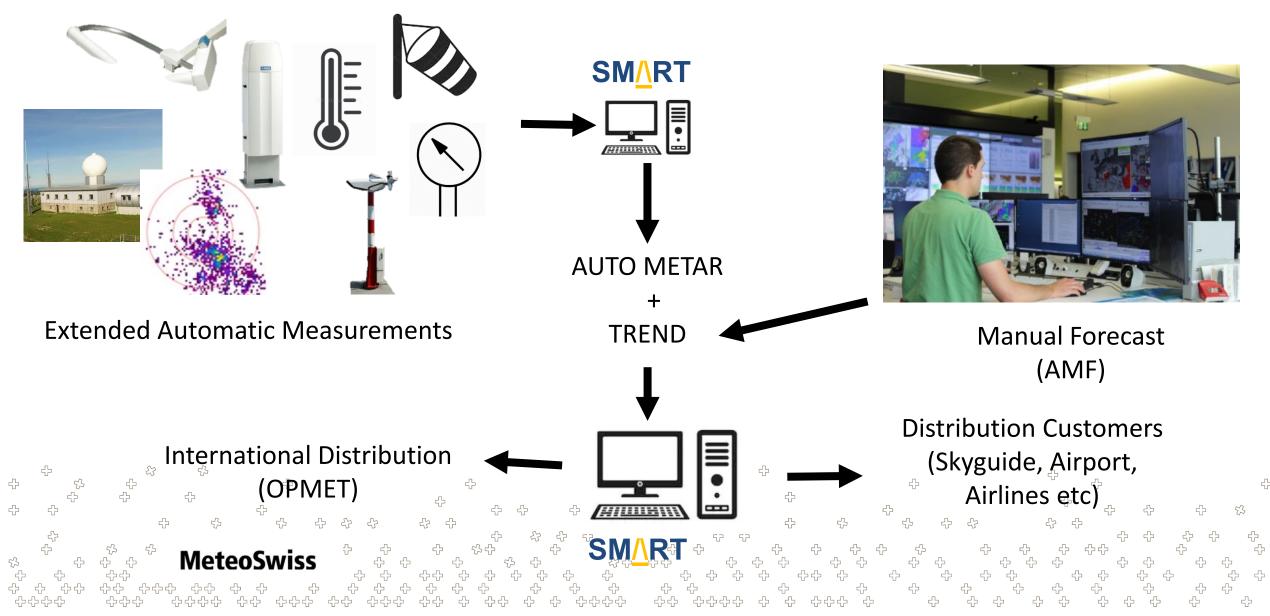
From semi-automatic observation...



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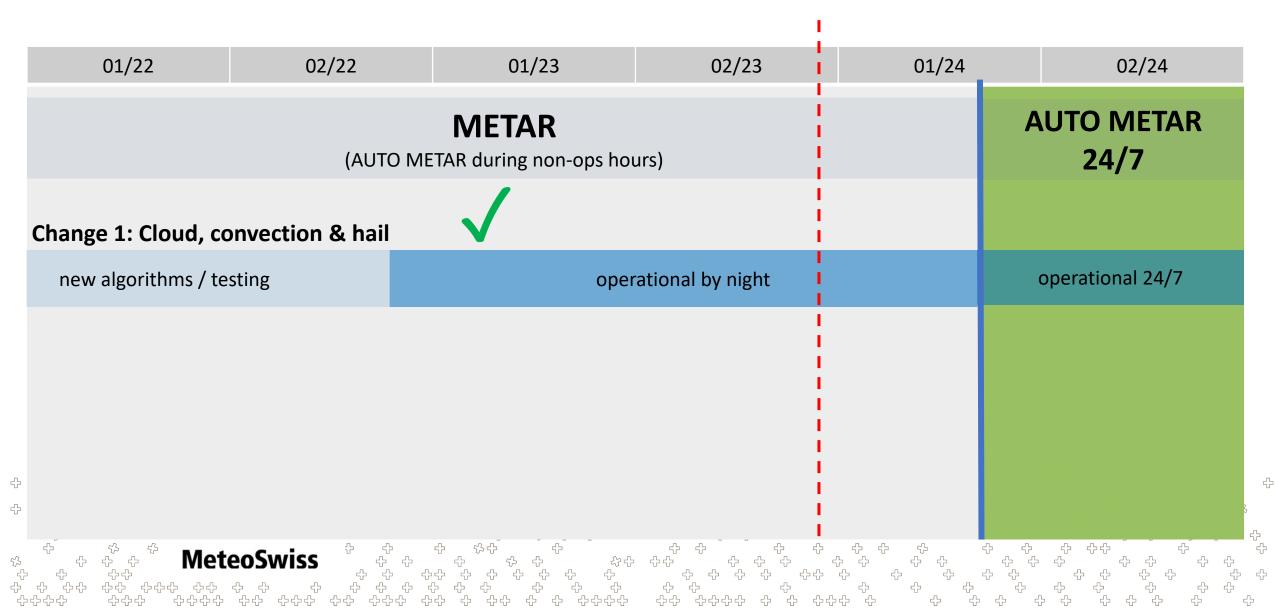
...towards a fully automated solution

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Introduction AUTO METAR Project AUTO METAR Geneva Conclusion and Outlook

Planning: AUTO METAR 24/7 LSGG

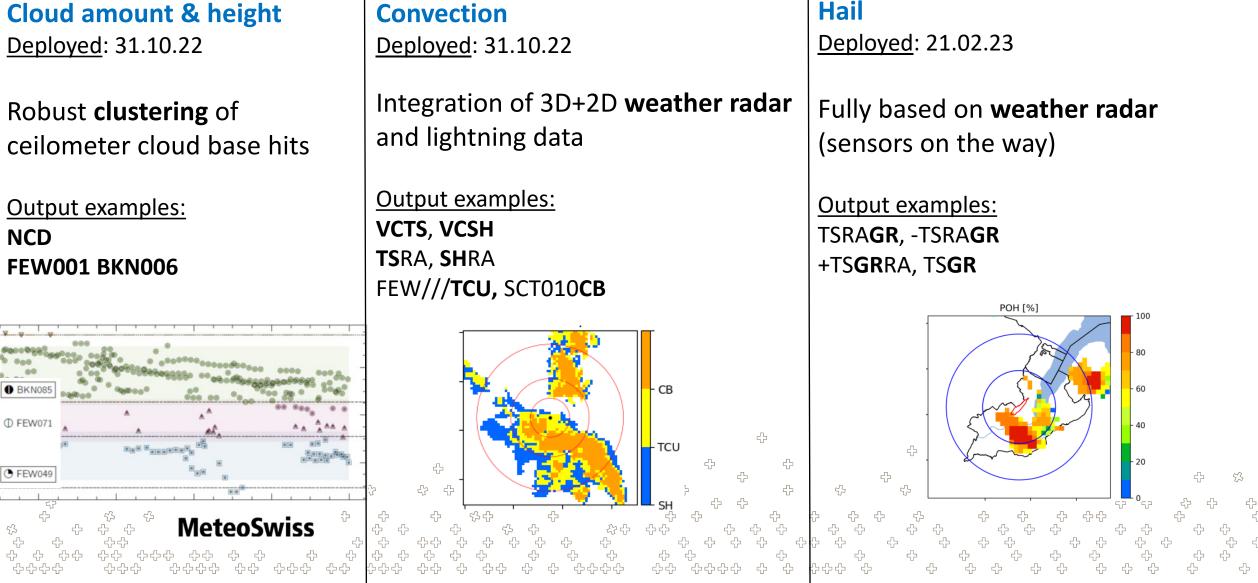


Change 1: continuously improved 0

<u>Deployed</u>: 31.10.22

Robust **clustering** of ceilometer cloud base hits

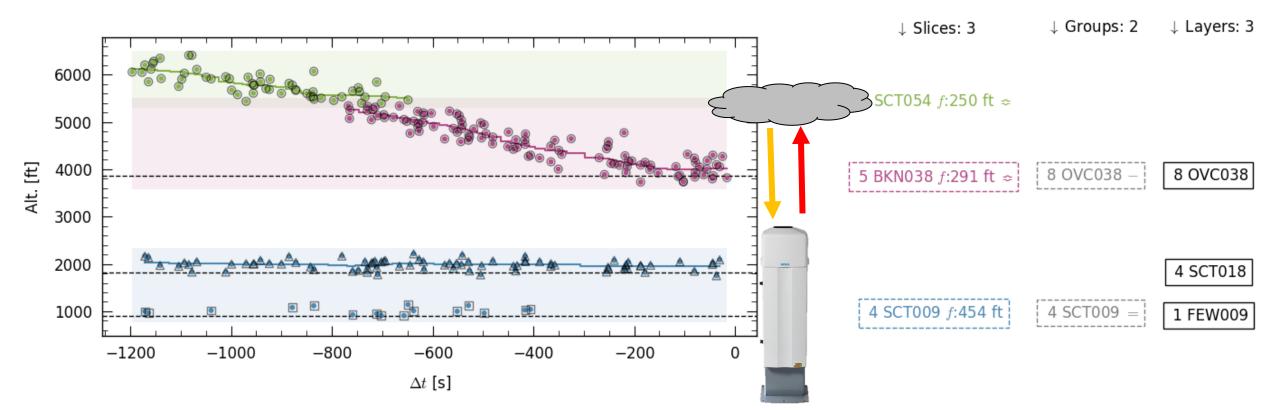
Output examples: NCD **FEW001 BKN006**



Advanced clustering of ceilometer hits

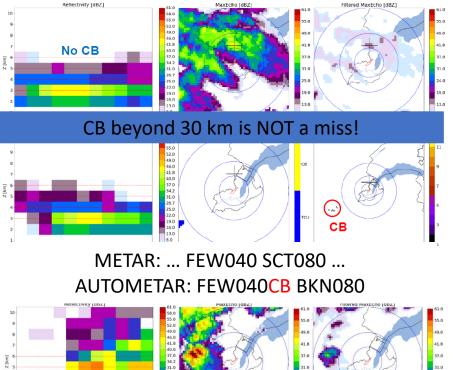
Robust three-step algorithm with **scientifically-motivated design** & parameters

- 87-94 % probability to detect a cloud ceiling (vs observer)
- 7-11 % probability to make a ceiling false alarm (vs observer)

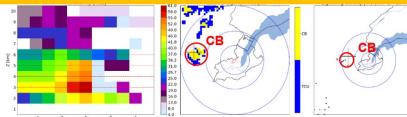


CB accuracy evaluation

METAR: ... FEW045CB BKN090 ... AUTOMETAR: FEW045 BKN090



CB within 30 km is NOT a false alarm!



Comparison after approving AUTO METAR:

- 95 % probability to detect a CB
- 10 % probability to make a CB false alarm

AUTO METAR accurately reproduces its specifications (30 km radius), while detection area by observers is subjective

Hail events 2023

8 (!) detected hail events between 21.2. and 7.8.2023

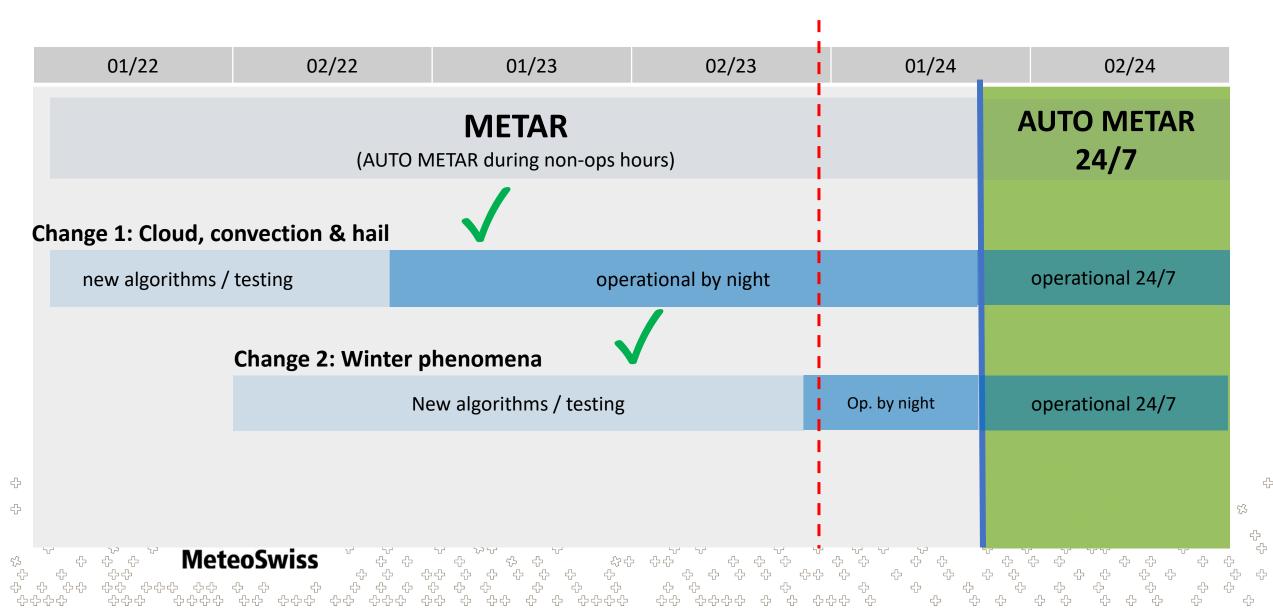
Evaluation of automated detection:

- 4 detected events confirmed
- 4 detected events considered as plausible



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Planning: AUTO METAR 24/7 LSGG O



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Change 2: Winter phenomena

Vertical visibility

Integration of **ceilometer measurements** into existing algorithm

Output examples: VV004 CLD OBSC VER VIS 400FT

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Visibility

Combination of **10-min sensor** values for prevailing & minimum visibility and 1-min for TDZ visibility, as required by regulation

<u>Output examples:</u> 5000 800 RWY 04 TDZ 800M Deployed on 07.11.2023

Present Weather

METAR.Proposa Sensor 1

> Sensor 2 Sensor 3

Localized combination of 1-min sensor values for fog & precipitation type detection + **optimization of thresholds**.

Output examples: FZFG, FG, PRFG, BCFG, BR, HZ (obscuration) FZRA, FZDZ, RA, DZ, PL, SN, RASN, etc (precipitation)

Vertical visibility (VV): new algorithm

Old algorithm

Conversion of horizontal to vertical visibility

\rightarrow INDIRECT VV estimation

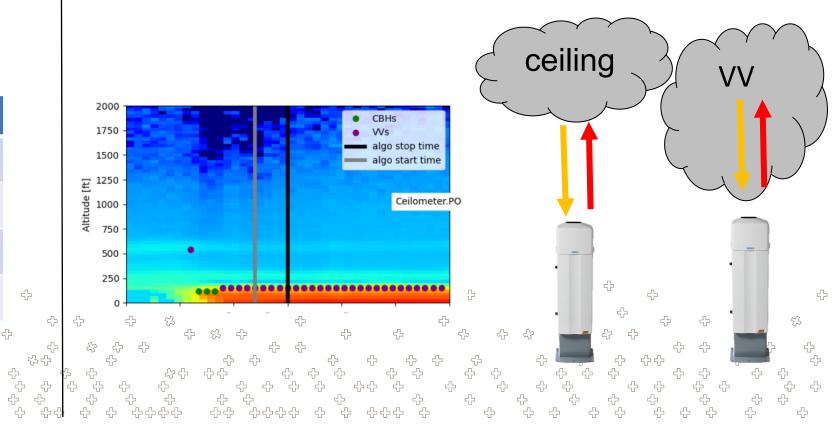
Likely developed in the '60s and calibrated to pilot reports

	Horizor	ntal visibil	lity → v	Vertio	al visi	ibilit	ty	
	100-24	49 m	\rightarrow	١	/V00	0		
	250-44	49 m	\rightarrow	١	/V00	1		
	450-50	00 m	\rightarrow	١	/V00	2		
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New algorithm

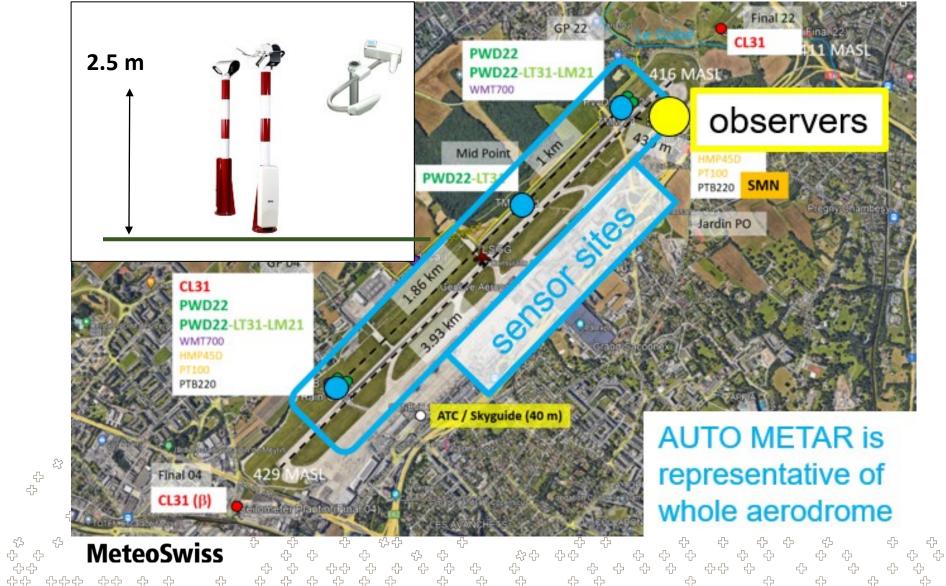
Integration of ceilometer measurements for vertical visibility detection and estimation

\rightarrow DIRECT VV <u>measurement</u> \rightarrow As required by regulation

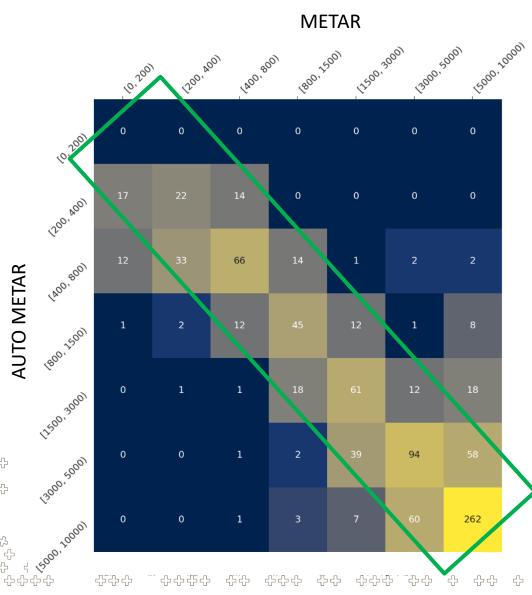


Visibility measurements

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Prevailing visibility: accuracy



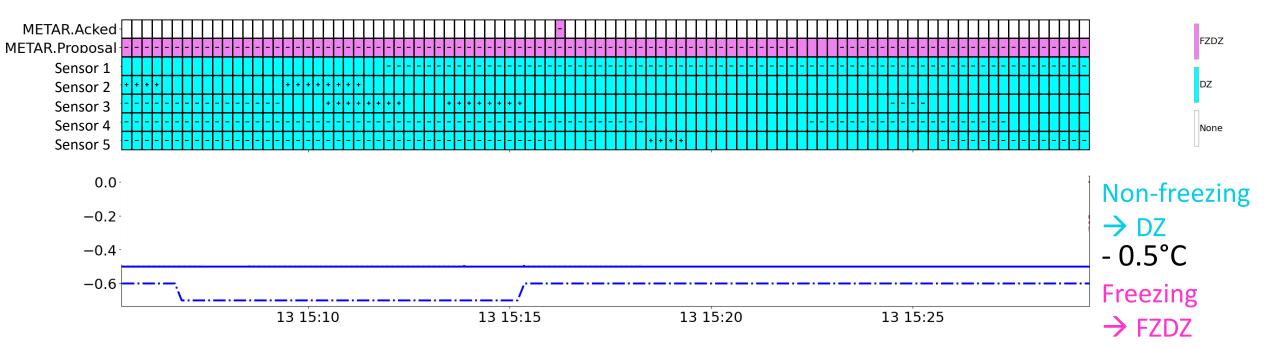
→ Reliable and precise detection

Known differences:

- When the observers are in a fog bank, they report a lower visibility
- When sensors are in "shallow" fog, they report a lower visibility

Example: Freezing precipitation event

2022-12-13 15:16:20 METAR LSGG 131520Z VRB02KT 3300 -FZDZ FEW002 OVC006 M00/M01 Q1005 REDZ NOSIG=



Vaisala sensors completely miss the FZDZ, but:

\rightarrow SMART algorithm detected it correctly.

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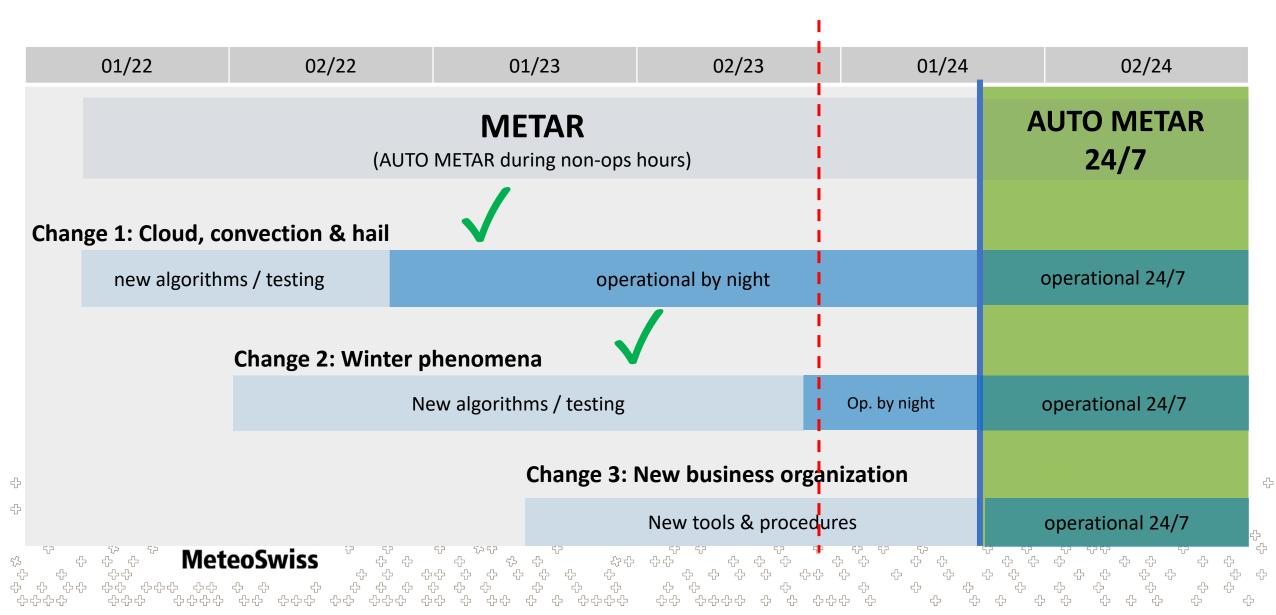


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AUTO METAR vs METAR differences

human error visibility biases, etc	Objective/reproducible + measurement error + human error (software, hardware) Unbiased (rare exceptions)					
visibility biases, etc	Unbiased (rare exceptions)					
	Unbiased (rare exceptions)					
3-4 min before hh:20/50	Exactly at min hh:20/50 , but integrating data for last 1-15 min					
se to RWY22	Sensors along RWY at 3 different sites					
6 m height above	Visibility measured at 2.5 m AGL					
ses for CB, TCU, etc	Exact circles for CB, TCU, etc					
	3-4 min before hh:20/50 se to RWY22 6 m height above ses for CB, TCU, etc					

Planning: AutoMETAR 24/7 LSGG



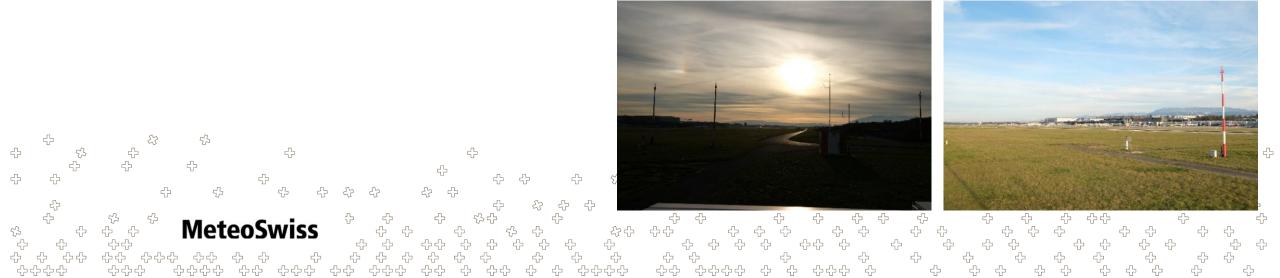
Change 3: New operational organization

SMART team (Zürich)

- **24/7 pikett service** for technical support AUTO METAR
- Extended SMART team for system maintenance and development

Forecasting team (Geneva, WMO)

- 24/7 weather watch and consulting
- TREND production





Change 3: New operational organization

New supporting tools for Forecaster:

- **4 Webcams** for TREND / weather watch
- SMART Webclient to visualize measurements, AUTO METAR + editor for TREND and supplementary information



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Introduction Project AUTO METAR Geneva Conclusion and Outlook

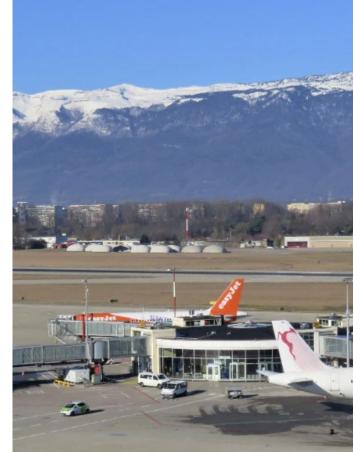


Key elements for AUTO METAR 24/7 in LSGG

Integration of **Weather Radar data** and **new algorithms** for improved robustness and accuracy

A dynamic **software development** for a per-formant and **continously improved** AUTO METAR Service

Gradual introduction in 3 steps has proved successful





In 2024, in parallel to implementation of AUTO METAR 24h/7 in Geneva:

Start with Project AUTO METAR LSZH 24h/7

Kick-off meeting with stakeholder in Q2 2024

Planned implementation by 2026

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Project AVIA26

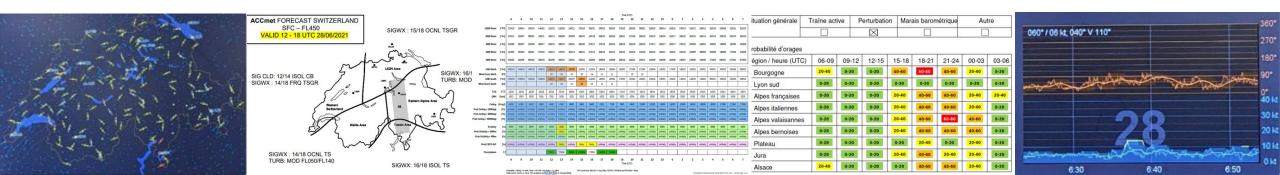
H. Barras, K. Wehrli, R. Attinger, J. Landmann, G. Aznar Project Team

Next generation of customized products

AVIA26 ...

- Coordinates activities for aviation weather forecasts as a service.
- Fosters:
 - Automation and digitalisation.
 - Cooperation with aviation customers as well as national and international partners.
 - Harmonisation of meteorological services and processes for efficient service provision.
- First developments:

Exploitation of available measurements and the latest forecasting methods to improve the prediction and communication of aviation-relevant weather phenomena.

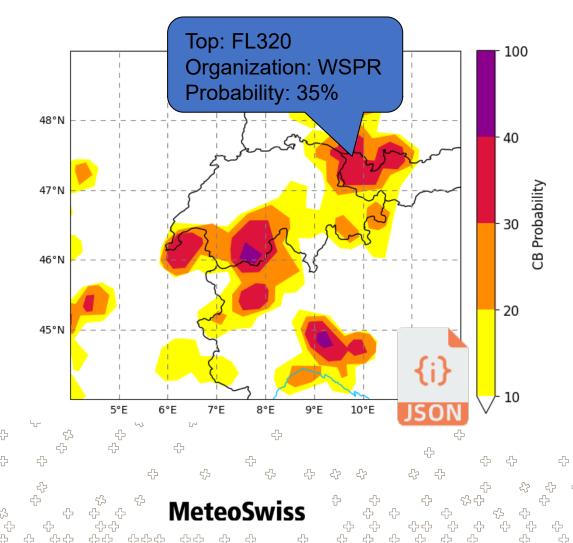


Goal «New Sector Forecast»

- Automatic convection product for skyguide
- Harmonize and automate MeteoSwiss' convection products for aviation
- **Probabilistic convection forecast** based on ICON-CH1-EPS
- Use machine learning to improve reliability (what you see is what you get) of NWP
 → reduce false positives



Product Definition



• CB / TCU polygons

- FL100 until FL450
 - 4 likelihood levels
 - Height of convection
- Organization
- Validity: T+2h until T+16h (up to T+33h possible)
- Temporal resolution: 30min (first 7 hours)
- Update frequency: every 3 hours

-> Product is visualized in user system

- Area: Swiss radar domain
- Availability: JSON via API



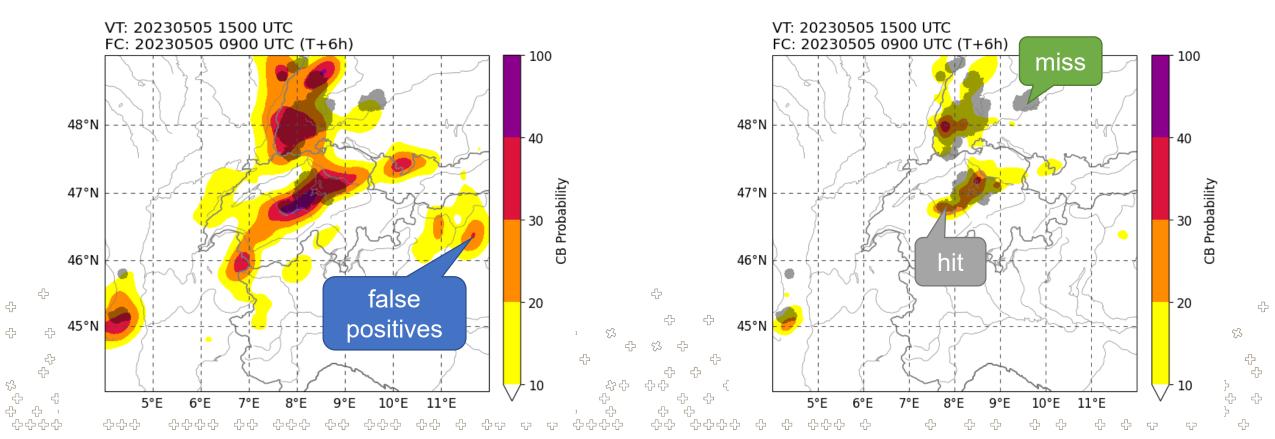
Improving Convection Forecasts

Numerical Weather Prediction

- Explicit NW convection prediction
- NWP model overconfident
- Based on simple threshold (prob >40dBZ)

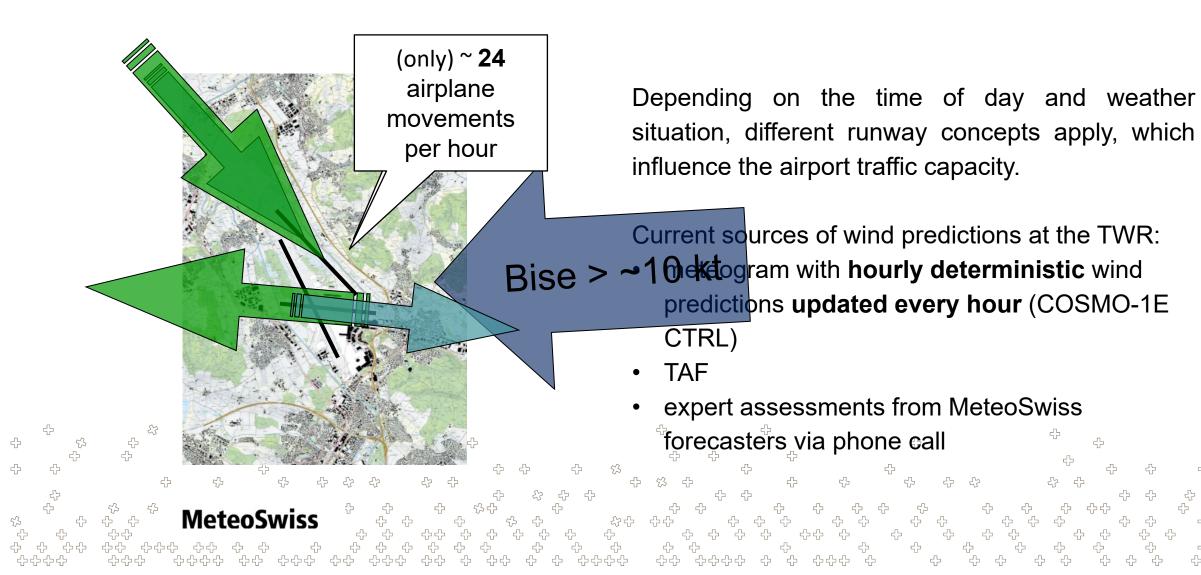
Machine Learning Prediction

- ML model trained with lightning observations
- Optimized to reduced false positives
- Black box & requires a lot of data for training





proof of concept "improved probabilistic wind predictions for airports"





machine learning prediction for wind

probabilistic meteogram with hourly deterministic wind predictions updated every hour (COSMO-1E CTRL)

higher temporal resolution: **10 min up to T + 3 h**

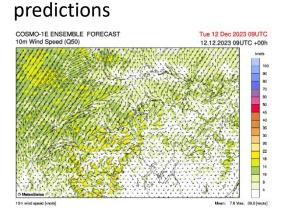
after that hourly up to T + 33 h

How ? With..

the most recent measurements



the operational numerical weather state-of-the-art ML methods

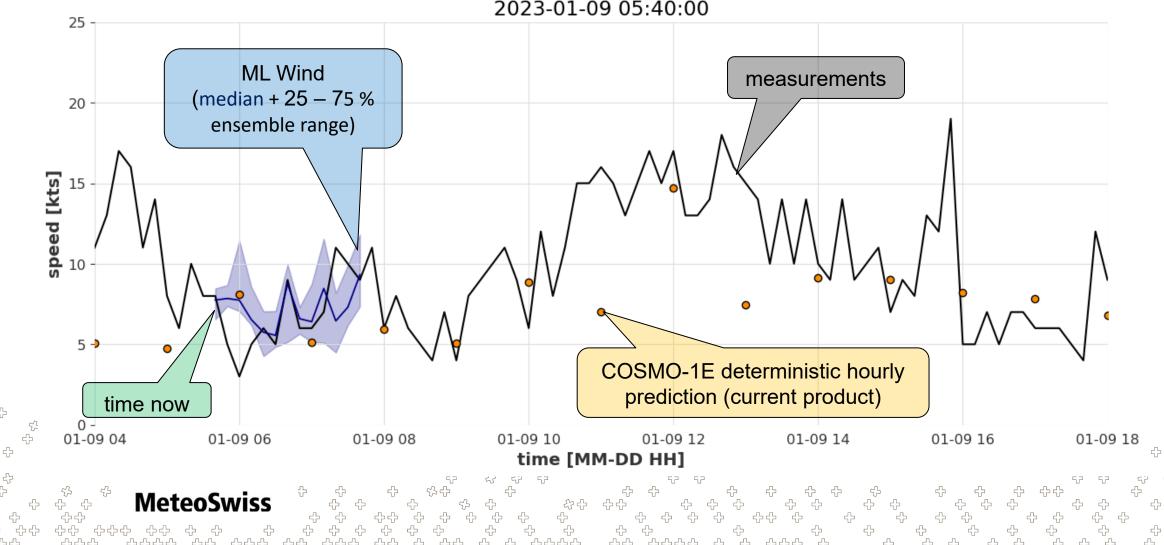




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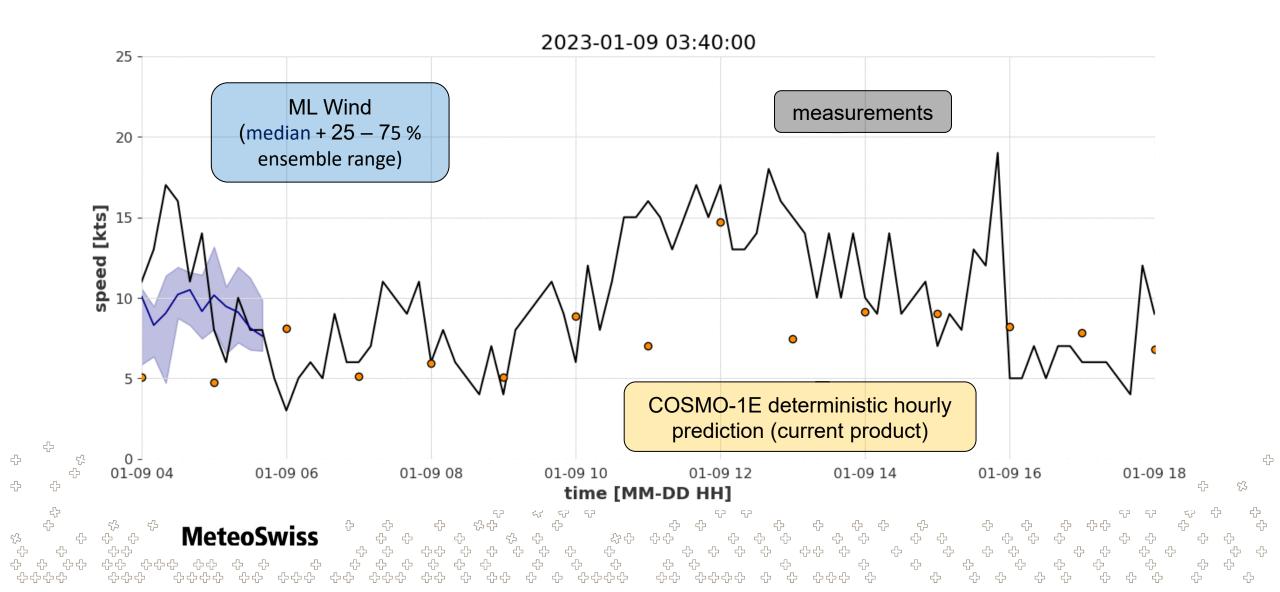
machine learning prediction for wind

(currently work in progress at one location in the north of the airport LSZH)



2023-01-09 05:40:00

machine learning prediction for wind

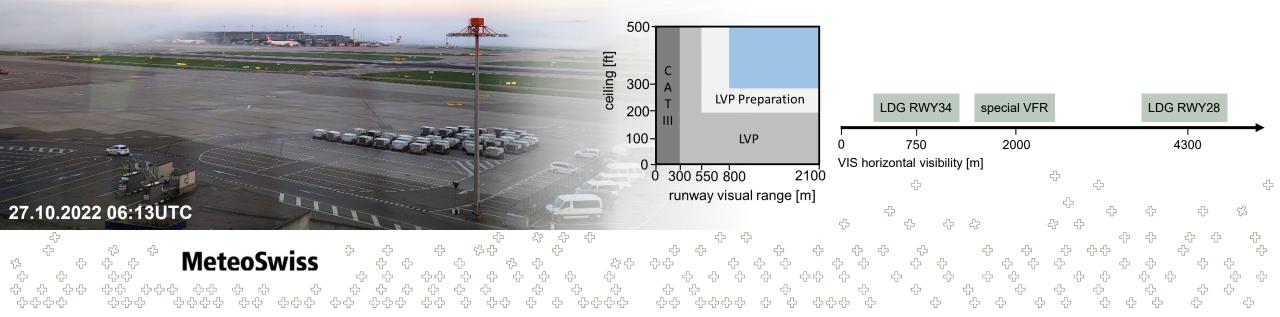




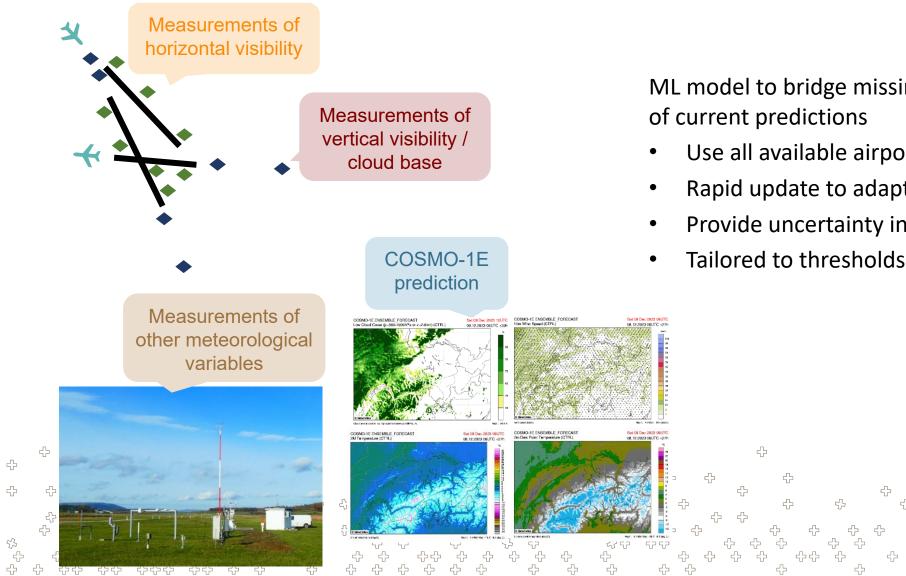
Proof of Concept «high-resolution probabilistic visibility forecasts for airports»

Challenges

- Spatial and temporal variability of visibility reductions
- Different phenomena leading to low visibilities
- Rare but high-impact event for the airports
- Operations depend on specific thresholds



machine learning prediction for visibility

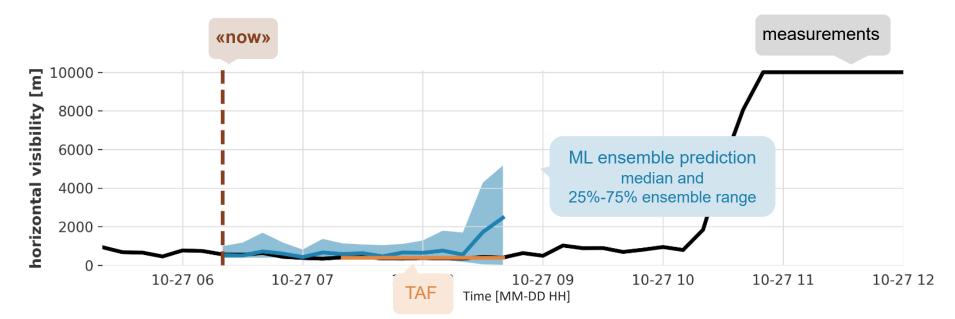


ML model to bridge missing information and deficiencies

- Use all available airport measurements
- Rapid update to adapt to changing conditions
- Provide uncertainty information
- Tailored to thresholds used at airport

machine learning prediction for visibility

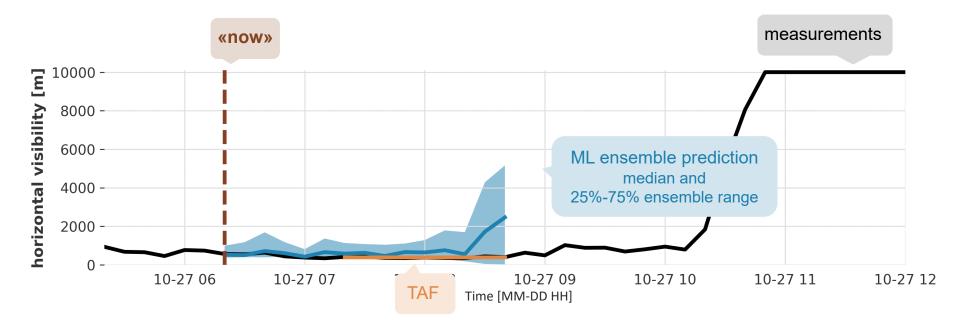
work in progress – prediction for touchdown zone runway 14



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machine learning prediction for visibility

work in progress – prediction for touchdown zone runway 14



- Validity: T+10 min until T+120 min (extension
 to 180 min ongoing)
- Hourly predictions up to T+33h pending

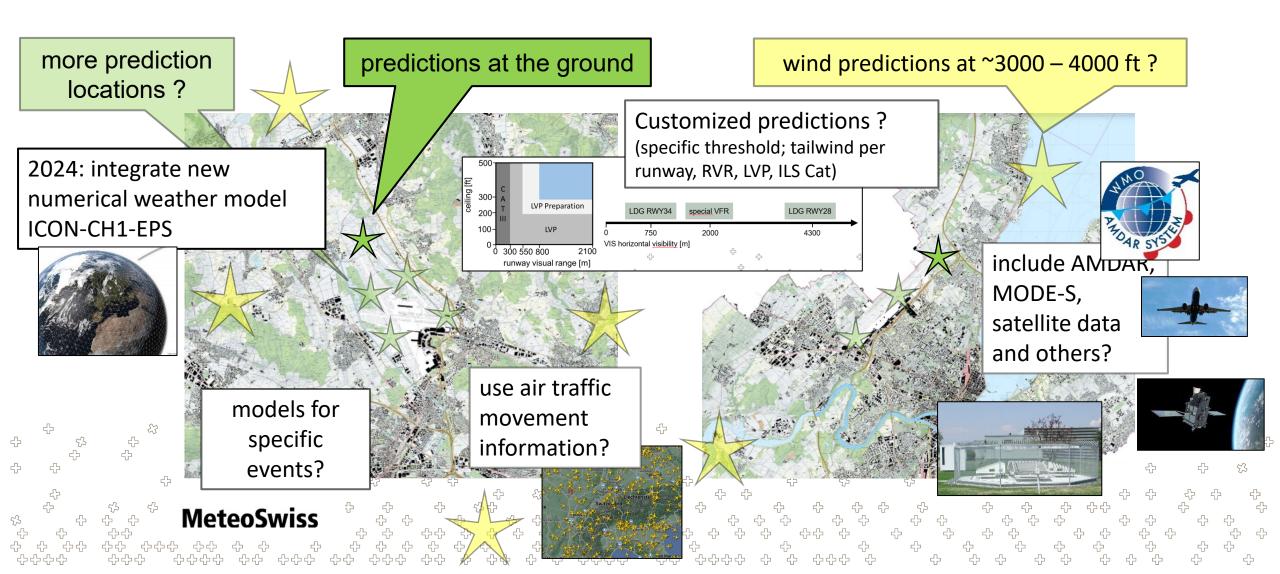
• Temporal resolution and update: 10 min







from visibility and wind PoCs to costumized products





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Meteogram NextGen

Visualize data and refurbish the old "PDF meteogram"

Meteogramm Airport Zürich, 24.06.2022 8 - 7 UTC

MeteoSwiss

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Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederazion svizra

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Eidgenössisches Departement des Innern ED

Bundesamt für Meteorologie und Klimatologie MeteoSchweiz Office fédéral de météorologie et de climatologie MétéoSuisse

Département fédéral de l'intérieur DFI

12000 ft/msl 210/19 8000 ft/msl 4000 ft/msl 3000 ft/msl 150/03 170/05 160/02 GND-North 180/06 180/04 170/05 Wind Gusts Nor 170/03 150/04 150/02 180/04 180/02 300/0 16 Wind Gusts Sout 21/16 22/14 21/14 20/14 19/14 18/14 18/14 T/Td 22/15 22/15 18/14 18/14 17/14 17/14 16/14 16/14 16/13 15/13 15/13 15/13 14/13 15/14 16/14 1012 1011 1011 1012 1013 1016 ONH 1011 1012 1013 1016 Ceiling Prob Ceilina < 200ft Prob Ceiling « unlikely unlikely Prob Ceiling < 1500ft/a unlikely unlikely Visihilit likelv Prob Visibility < 5000m unlikely unlikely Proh Visihility < 400r unlikely unlikely unlikely unlikely unlikely unlikely unlikely unlikely unlikely Prob CB/TS A/P unlikely ability: unlikely = 0-39% likely = 40-70% very likely = 71-10 BECMG = very likely: TEMPO, PROB40 and PROB30 = likely ded by MeteoSchweiz 24.06.2022 07:05 UTC - Version app 1.2.2

- Clear layout
- Color-coding helps interpretation

Deterministic

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- Categorized ("likely" etc.)
- Low temporal resolution
- "Old World" technical setup

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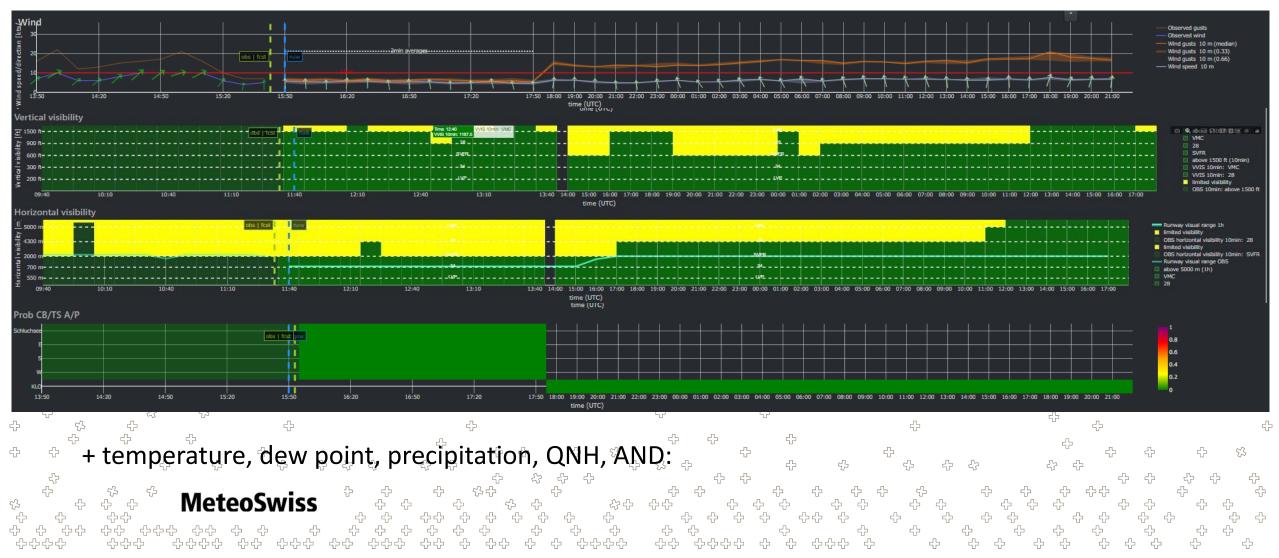
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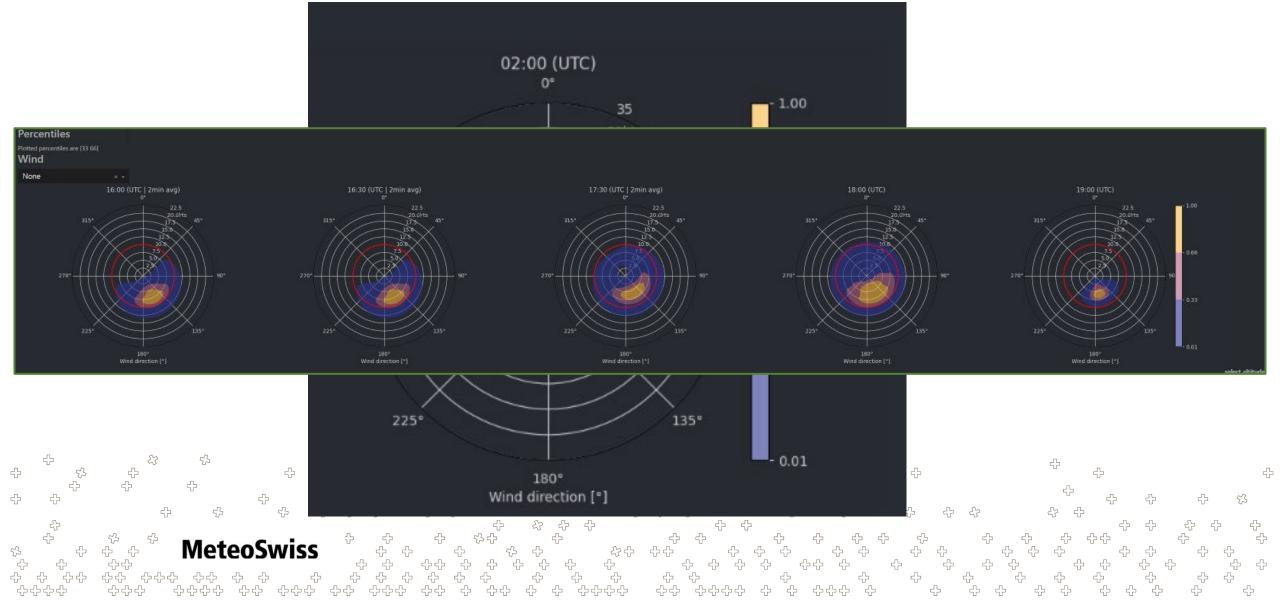
• Some wind gusts dropped (TAF problem)

A visualization prototype

An example



C Example challenge: the wind rose



Change Management Procedures

Catherine Streule

Compliance and Safety Manager

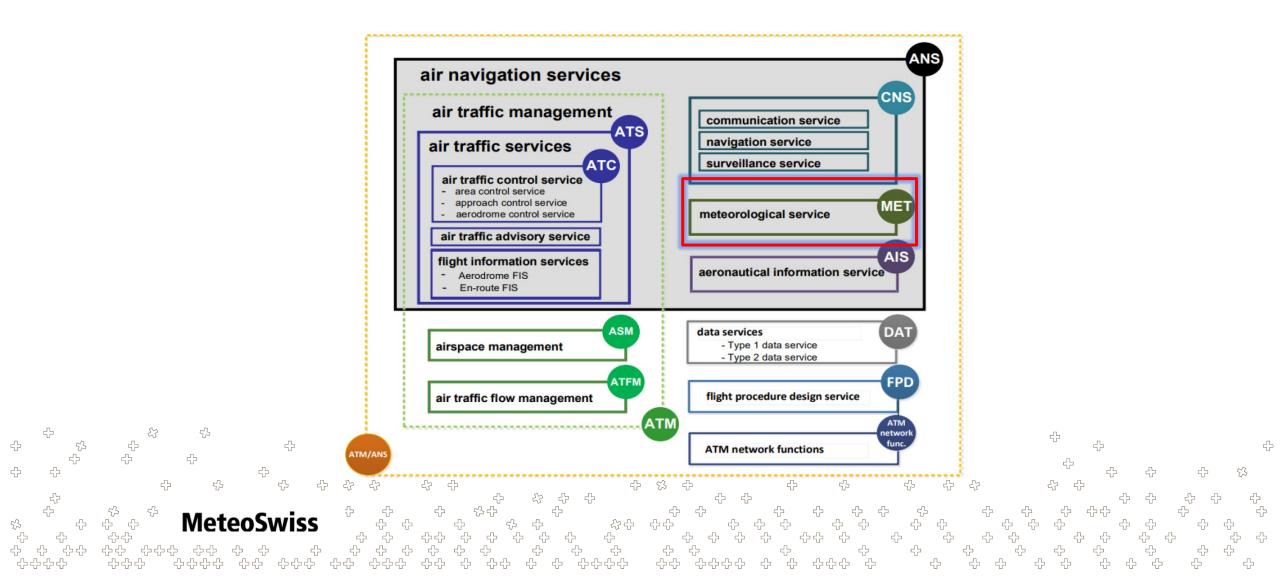


- 1. Purpose
- 2. Procedures
- 3. Results & Outlook

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Aeronautical meteorology is part of air navigation services (ANS) and is subject to various regulatory requirements from ICAO, EU, WMO and the federal government.

1 - MET as part of air navigation services



1 - Regulatory requirements 1/2

COMMISSION IMPLEMENTING REGULATION (EU) 2017/373
 of 1 March 2017
 laying down common requirements for providers of air traffic management /

laying down common requirements for providers of air traffic management / air navigation services and other air traffic management network functions and their oversight, repealing Regulation (EC) No 482/2008, Implementing Regulations (EU) No 1034/2011, (EU) No 1035/2011 and (EU) 2016/1377 and amending Regulation (EU) No 677/2011

• The SOAP Directive of FOCA provides with further specifications

*SOAP = Safety Oversight in Air Navigation Service Provision

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1 - Regulatory requirements 2/2

ATM/ANS.OR.A.045 Changes to a functional system

(a) A service provider planning a change to its functional system shall:

(1) notify the competent authority of the change;

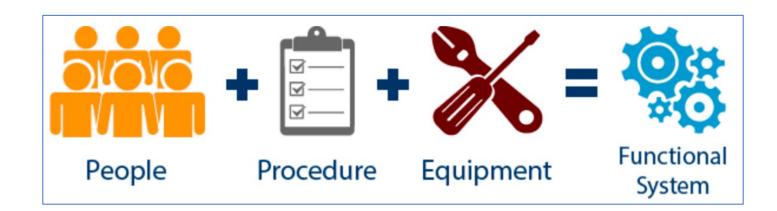
MeteoSwiss

(2) provide the competent authority, if requested, with any additional information that allows the competent authority to decide whether or not to review the argument for the change;

(3) inform other service providers and, where feasible, aviation undertakings affected by the planned change.

1 - Functional System 1/2

'functional system' means a combination of procedures, human resources and equipment, including hardware and software, organised to perform a function within the context of ATM/ANS and other ATM network functions;



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1 - Functional System 2/2

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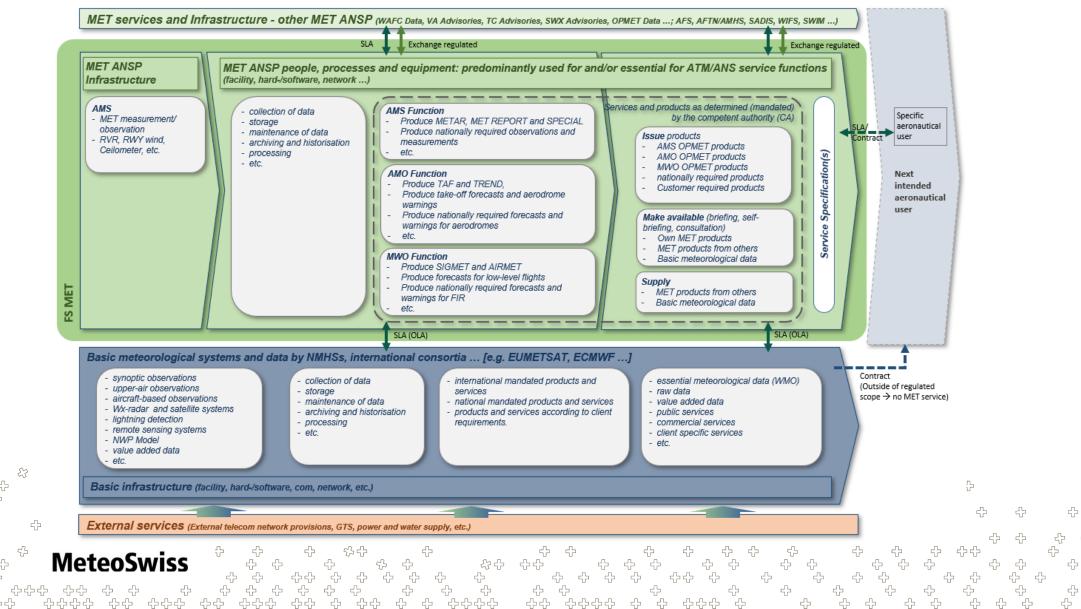
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1 - Service Specifications O

/	•	Avai	labi	lity
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- Completeness ٠
- Accuracy •
- Timeliness ullet
- Traceability ullet
- Resolution ٠
- Format ۲
- Integrity •

Beschreibung der Servicespezifikationen (Qualitätsanforderungen)								
Availability*	Ability of a service to perform its agreed function when re- quired. Availability is determined by reliability, maintainability, serviceability, performance and security. Availability is usually calculated as a percentage. A related concept is the maximum loterable downtime of a service given in a time unit.							
Accuracy I	Degree of conformity of a measured or calculated quantity to its actual, nominal, or some other reference, value. The required accuracy of a particular data element should be based upon its intended use. Accuracy is usually specified for data elements that are derived from measured values, and are not specified for data elements which have a defined value.							
Resolution	The required resolution of a particular data element should be based on its intended use. Resolution only applies to data ele- ments that are derived from measured values, and does not apply to data elements that are defined. Since the resolution may aiso affect the accuracy of the data, it must be considered in relation to the accuracy equirement.							
Integrity	The degree to which data is complete and free from errors in respect to other data quality properties, whether errors are in- troduced at source or subsequent processes in the Data Chain.							
Traceability	User requirements for traceability are typically stated in terms of the duration of time that specific data elements must be traceable. Data traceability should be retained as long as the data is in use.							
Timeliness	Many data elements have an identified period for which the data is valid. The period of validity may be based upon an up- date period from the supplier or the underlying characteristics of the data itself.							
Completeness	Includes defining any requirements that define the minimum ac- ceptable set of data to perform the intended function. One mini- mum set may be defined at time of equipment approval, while a larger set may be identified by the end-user.							
Format	The format of delivered data must be adequate to ensure that the data, when loaded into the end application, is interpreted in a manner that is consistent with the intent of the data. The for- mat of the data will also define the transmission resolution of data.							

Tabelle 3: Servicespezifikationen (Qualitätsanforderungen) einer Dienstleistung Quellen: EUROCONTROL / EUROCAE ED76/ RTCE DO200A Standards for Proce sing Aeronautical Data und *IT Infrastructure Library (ITIL)



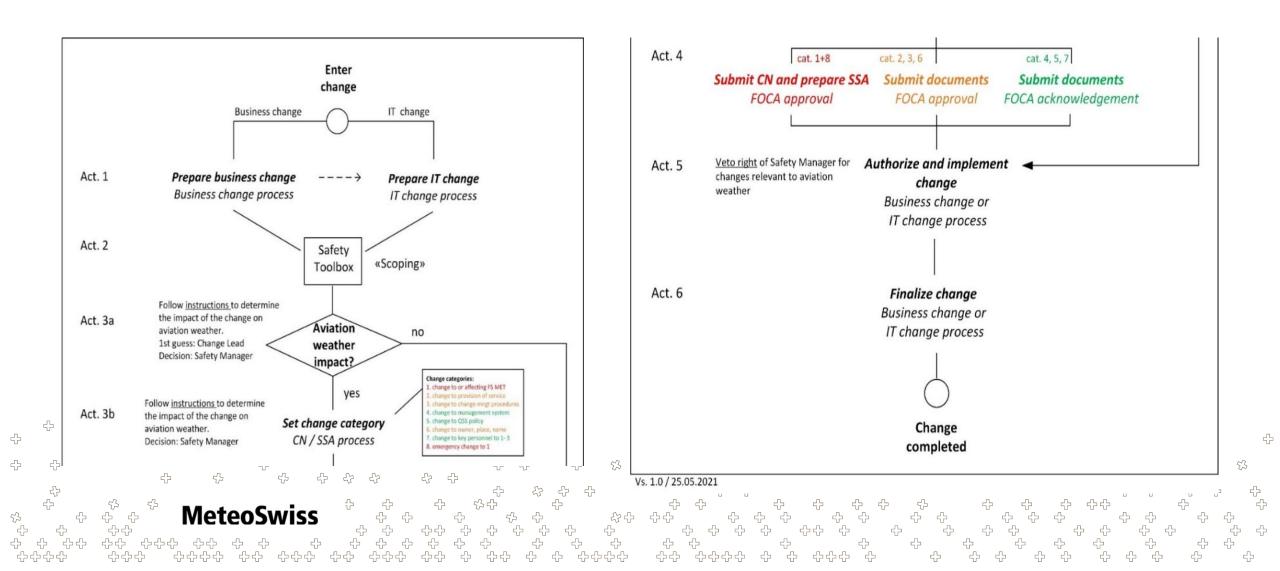
1 - Service Catalog

- An excerpt from the service catalog
 - Beratung Flugwetter TWR ZRH
 - Briefing skyguide ACC ouest
 - FL140 LSZH
 - Take-off-Forecast/Meteogramm (LSGG/LSZH)
 - METAR Regionalflugplätze inkl. AUTO METAR/ AUTO MET REPORT
 - Flugwetterprognose Motorflug d / Prévision pour le vol à moteur f
 - Datenlieferung Skybriefing

			Spezifikationen									weitere Eigenschaften											
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P62	ACC MET Forecast LS2H	Regeletertation, information and identiting für die Darchführung von Regeleterungsdienden	Craptic visualization of the expended hazardous TVX in the next 5 hours		99.5%	nia		2x triplets		Toleranagest 24 +1.3h	>304	nà	pd/Enal				ATC	Votemage	Richerinformation	kein Heading	Nego EPM	International Art Millional	
PEZ	Okraturg Flugweller (Tower LSZP)	Flagwellenfallen, anformation und Jeraitung Kir die Durchführung von Flagsicherungsdierniten	mindiche Beratang/lär Sapen-toor (70/8) bei spectflichen Wieterphänomenen	15	99.5%	**	protection of the second	penasi Araduq Taratuq Towa	-	-	nì	na			х.		A30	Haren Expert Service	Parilis oder PEcheninformation	~	**	Restor Low-1221	
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162	Briefing Flaghaflenpartier (HLOTDA)	Pupatelesting	Wetterparameter für aktuelen Tag/Fughalen Klaten	73h	96.7%	nà	-	Ta Siglich	245	Toleranagen 24 +1-3h	> 304	245				Т	Airpot/ATC/ Airlines	Hanan Expert Service	ParkEdormation	nà	-	Infortunite	Tarting Mills
PEZ	Briefing Operational Oatlock 02-Call	Pugeeterberstung	Stypiches Briefing mit Airport, Skypicke and Saless	72h	96.7%	nb	na	24h	24h	ficure 15:30 LT			mindiches Stiefing		×		Aipot/ABC/ Aifines	Human Expert Service	PurkEnformation	nà	na	Endourse of the Annual State	
PDIV	Briefing Skygade ACC Overs (APR-SEP)	Ruguetterdaten, -information und -beratung Kir die DurchRötrung von Plugsicherungsdiernten	Expedied hazardous WX conditions based on LL-OIFC information		99.5%	10	- 10	28	28		- 10	40	м		х.		ATC	Harse-Expert Service Porecell	Parité oder PEicheninformation	63.	63.	andra Brancia Alić Sami Davana Katalak	
PEW	Conthi Charter LSOG (DEC-APRIL)	Pugwelevbecking	Forscalt containing information on hazardous IVX for CIUX, 2781, Dated and Sion		99.5%	99.5%	- 10	425	72h	- 12	× 304	nia.	Versand per Ernal		×.		Arport / Arliner	Hanan Expert Service Forecast	PurkEnformation	Enal	DeeWord	Desire 217-Milert #1231-2832	
PBZ	PL HOLSZH	Plugwellenfarien, -information und -beratung Kir die Durchführung von Plugsicherungsdiersten	2x0globe Bestmanung-der Usträchlichen Hohe des Figer Level 140, laufende Oberwohung Update alle 3 78 welten.		99.5%	nb	-	2xtbglich.bei Dedarf Naufger	126	nii.	× 304	in Fuss-genundet drave Kommuniteilen	telefonische Übernitflang		×		ATC	Vohemage	Parktinformation	si.	nanuals issuing form "True Altitude of FL Hilliautomated via PM (product manager)	Desce. 217-8564-8123-2002	
PEZ	PL 300 LSI2H	Flagwettenlaten, information und Geratung Kir die Durchführung von Flagnicherungsdiersten	Wischenkohlenzage von Wischenhaltnissen und Unwetterserscheinungen auf Fügt Level 300 über dem Lastenflictlichen Zosish	72h	90.3%	nb	-	72.98h	7299h	nà.	× 304	ab.	pdf/Drail		*		ATC / ACC	Vohenage	Punktinformation	Enal	manually using term "Tabele Progresse FL307"	EL302.Adminus	
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PBZ	Nettinger Winter Asport Authority LSDI	Repetitorsting	Molderg von Schreer und Englätte an Arport-Auborty		99.5%	ab	-	bei entspechend er Tretterlage	nà	nii.	-	nia.	mindliches Briefregper Tel		×		Arport	Messarg/Forecast	Pariet formation	nà	-	Marine Lines	
P82	Dedicated Forecaster LSZH*	Repetition	Pugweherberatung für den Plugsichen angedemst*	-	-	-	-	-	-	-	-	-	-	-	-		ATC	-	-	-	-		-
REMOT	NETAR unclosed MET REPORT (LSGG, LSDN) HE AUTO METAR (AUTO MET REPORT	Flagweitensamungen, -Beobachtungen und - Progressen und Vortensagen sowie Warnungen für die Flagilitier der Kategorien Fund 3	Metocological Aerodiume Report/Forecast for significant changes within the next 2 hours		99.5%	99.5%	gendas Varjalen ICAO Arrex 3	w	Xmin	20% dar METAR- Meldungen halten Toleranogen 20 - 10min und +2min	2.354	gendiss Vargaben ICRO Annex 3					IRIVER	Deobachtung / Messung	Punktintumation	METAR Seditor Plagon 1) SAMI(Region 2, 3, 4) METREPORT: VFR21, VCR21	SMART	Design 1550-01111-2011	instantio instantio instantio instantio instantio
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2 - Aeronautical Meteorology Change Management





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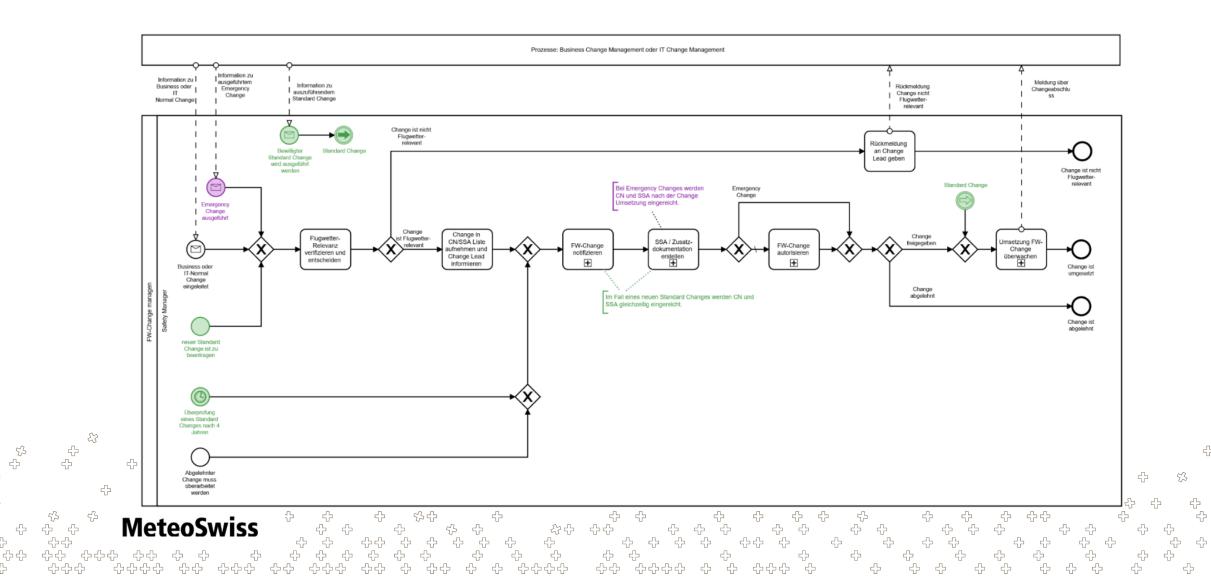
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2 - Aeronautical Meteorology Change Management Process



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3 - Results - Outlook



- Cultural Change
- Resistance Acceptance
- Challenges
- Benefit

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3 - Results – Outlook O



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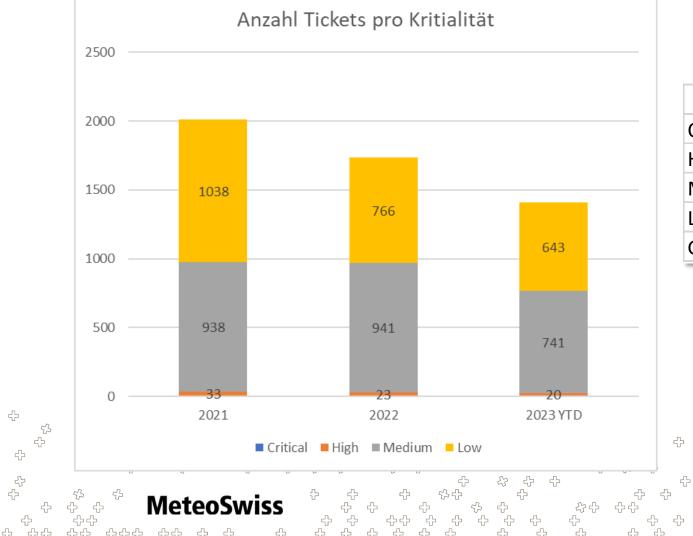
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	2021	2022	2023
Critical	2	4	3
High	33	23	20
Medium	938	941	741
Low	1038	766	643
Gesamterge	2011	1734	1407

Observation:

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Number of tickets decreased by 30% over the last 3 years (2023 Jan. – Oct.)

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Possible reason: coordinated implementation of changes. ÷ 42 s C

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3 – Results - Outlook

- Further development in
 - Enterprise Architecture Management
 - BCM and IT Service Continuity



