



HELLENIC REPUBLIC
MINISTRY OF INFRASTRUCTURE &
TRANSPORT



ΥΠΗΡΕΣΙΑ ΠΟΛΙΤΙΚΗΣ ΑΕΡΟΠΟΡΙΑΣ
HELLENIC AVIATION SERVICE PROVIDER

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PRESS RELEASE

HASP: Review of Key Actions

As the first year of the new administration came to a close, this summary presents the fifteen (15) most significant actions and interventions undertaken the past twelve months. These initiatives have shaped the trajectory of this pivotal year, underscoring key priorities and articulating a clear vision and strategic direction for the future.

Amid a dynamic operational environment and technological challenges, the leadership and staff of the Hellenic Aviation Service Provider (HASP) remained focused and resolute in pursuing its strategic objectives. The year was marked by a significant 8% increase in passenger traffic at the 24 commercial airports managed by HASP, and a 7.6% increase in the number of serviced flights, compared to 2023 — clear indicators of recovery and solid forward momentum.

Organization

1. New HASP Bill: Transforming the Authority into a Modern Public Entity

A new HASP bill has been submitted and is currently in its final stage of processing at the Ministry of Infrastructure and Transport. This development follows months of preparation by three specialized Working Groups, under the leadership of senior management, in collaboration with an external consultant. The bill transforms the Organization into a corporatized Legal Entity under Public Law (LEPL), turning it into a modern, leaner, more flexible and efficient organization, with a new structure that will be 1/3 smaller compared to the current one. It also achieves: (a) more efficient oversight and management, (b) full compliance with the current regulatory framework of EASA, including future potential changes, (c) enhancement of revenue and financial sustainability, along with a simpler and fairer model for rationalizing the distribution of special compensation.

Personnel

2. Achieving a Long-Standing Goal: A Modern Selection Process for Air Traffic Controllers

After systematic efforts and close collaboration with the Supreme Council for Civil Personnel Selection (ASEP), Article 62 of the new Law 5149/2024 was enacted, marking a major



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milestone. For the first time in HASP's history, a modern recruitment process for Air Traffic Controllers (ATCOs) has been established based on EUROCONTROL's FEAST program, which consists of two examination phases.

(i) **Key Advantages of the New Process:**

- Ensures speed, candidate selection quality, and credibility.
- Creates a pool of successful candidates, allowing for the continuous hiring of new ATCOs over a period of three years, addressing current staffing gaps and future retirements.

(ii) **First Competition Results:** The first competition under this method, for the recruitment of 97 ATCOs, was concluded on April 4, 2025, with 1,732 initial applicants. According to EUROCONTROL, the first stage (FEAST I) achieved an impressive success rate of 51%, compared to the global average of 35%. A total of 281 candidates passed both stages (FEAST I & II), from which the top 97 will be selected after speech clarity testing.

(iii) **2026 Recruitment Outlook:** Next year, the recruitment of 73 additional ATCOs is planned, directly drawn from the generated candidate pool, effectively resolving long-standing staffing challenges.

3. Addressing Staffing Gaps Across Key Disciplines

To tackle longstanding understaffing issues across multiple areas, significant progress was made over the past year:

- (i) **Strategic Transfers:** 27 targeted "external" transfers from other public sector entities were successfully completed, with 57 more currently in progress. Additionally, 14 "internal" transfers were carried out, with 15 more underway, bolstering critical departments across the Organization.
- (ii) **AFISO Sector Enhancements:** The recruitment of 8 AFISO personnel was completed via ASEP, alongside 15 transfers. An additional 26 placements (internal and external transfers) are currently in process, further strengthening this essential function.
- (iii) **Strengthening ATSEP Capacity:** The recruitment logistics for 43 new ATSEP (Air Traffic Safety Electronics Personnel) is in its final process, to support HASP's operational and technical needs, reinforcing the Air Navigation Services team with expertise in modern technologies.



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- (iv) **Workforce Planning Based on New Organizational Structure:** Based on the new draft organizational chart, the needs of key sectors and specialties were identified in order to fully reinforce the understaffed services across the country, taking into account that the average age of HASP personnel is approximately 57 years, underscoring the urgency for renewal. The short- to medium-term staffing plan includes 331 new positions across specialties such as ATSEP, AFISO (Flight Information), engineers (architects, electrical, mechanical, civil, surveyors), technicians (electricians, HVAC), administrative and financial roles (with degrees in economics or law), as well as accountants.
- (v) **Bridging Academia and Aviation:** A targeted initiative was launched to connect academia with the aviation sector, inviting students from engineering and economics faculties to participate in internships, conduct thesis projects and PhD dissertations within HASP. This fosters opportunities for young talent to work and contribute in a high-tech and real-world environment, while building a strong résumé they can leverage in their future careers.

4. Enhancing Airport Operations: Recruitment of Driver-Firefighters

For the first time, HASP launched a dedicated call for the recruitment of 75 Driver-Firefighters through transfers from the wider public sector. This initiative aims to meet pressing operational needs at airports under HASP's management. The selection process has been completed, and final results are currently being processed.

Air Navigation Systems

5. Accelerating Critical Projects in Air Navigation Modernization

Ten (10) major projects — previously delayed — have now been unblocked and are moving forward as part of HASP's comprehensive investment plan for the modernization of air navigation. These initiatives are included in the 4th Reference Period (2025–2029), with a total budget of €313 million. More specifically:

- (i) **19 Voice Communication and Recording Systems (VCRS):** The contract was amended, and the supply and installation of 19 VCRS systems is now underway for the busiest regional airports of the country. This project had been delayed since 2018. It has been included in the "Transport 2021–27" funding program, and an extension of the contract



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is being considered for the acquisition of an additional 3 VCRS systems for airports undergoing improvements to their Control Towers.

- (ii) **29 New Nav aids:** The amended contract for the installation of 29 radio navigation aids is in progress, including 10 DVOR, 13 DME, and 6 ILS at airports and airway intersections. The contract began in 2021 but encountered significant delays. The issues were addressed in the past year, with a focus on the ILS systems at Athens International Airport (AIA), and the navigation aids for Zakynthos, Chios, and Paros, which have been prioritized.
- (iii) **Data Link Services (DLS) System:** The pre-contractual audit for the procurement and installation of a DLS system was approved by the Court of Audit. This project was originally due to be completed in 2018, leading to Greece's referral and conviction by the European Court. The contract is expected to be completed within 2025. At the same time, HASP is promoting the outsourcing of DLS services to an alternative international provider, to ensure the immediate availability of modern data communication services.
- (iv) **7 D-ATIS / 1 D-VOLMET Systems:** The contract for the procurement and installation of Automated Terminal Information Service (Voice/Data Link-ATIS) systems is underway and progressing smoothly for the airports of Athens, Thessaloniki, Heraklion, Rhodes, Corfu, Kos, and Chania. Additionally, one Automatic Meteorological Information Broadcast System (Voice/Data Link VOLMET) will be installed at the Area Control Center. The contract is expected to be completed in 2025, while the possibility of operational use of these systems through an alternative DLS service provider is also under consideration.
- (v) **Digital VHF Transceivers:** The contract for the supply of 495 VHF VoIP transceivers has been submitted to the Court of Audit for pre-contractual review. This project had faced obstacles at various stages since 2016. It will provide modern voice communication equipment and reliable, modern network connectivity nationwide, ensuring regulatory compliance with the 8.33kHz channel spacing requirement. The contract is expected to be completed in 2025 and to be funded under the "Transport 2021–27" program.
- (vi) **Athens Approach Relocation:** The project to relocate the Athens Approach from Elliniko to AIA has been submitted for pre-contractual review to the Transport Special Management Service. It includes the procurement of a new VCRS system and 14 workstations, and will also be funded through the "Transport 2021–27" program.



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Execution of the contract will enhance the operational capabilities of the Athens Terminal Approach Area.

- (vii) **VCS/RCS Systems for the Athens-Macedonia Area Control Center:** The contract for the VCS/RCS systems is being restarted and revised following a review of its technical specifications and contract details with the manufacturer, Frequentis, and the contractor Space Hellas. The aim is to optimize the new system's capabilities and resolve technical issues that had halted execution of the contract for several years.
- (viii) **Performance-Based Navigation (PBN) Procedures:** The tender for the development of PBN procedures for 31 airports has been completed and is in the award phase. Additionally, in 2024, HASP published the first phase of PBN procedures for the Athens Terminal Area, and completed 73 additional PBN procedures over the past year.
- (ix) **Central Air Traffic Management System:** The technical and financial framework for upgrading the DPS Air Traffic Management System (Pallas 3G) and seven Mode-S capable radar surveillance systems was finalized with THALES LAS France. This flagship project had commenced in 2016 but remained unimplemented. In the final phase of consultation, THALES LAS France submitted a new proposal for the supply of the TopSky ATC One system, ensuring full compliance with EU Regulation 2021/116 (CP1). This is the manufacturer's most modern system and one of the leading systems of its kind globally. A joint team of Air Traffic Controllers and Electronics Specialists is already at the company's facilities in Paris for full briefing and system familiarization.

At the same time, HASP is adopting a new long-term strategy by opting for a subscription-based service that will provide continuous system updates, replacing the outdated "one-time procurement" model and avoiding past inefficiencies and delays due to protracted and ineffective upgrade procedures.

Provided that the required approval of the Hellenic Single Public Procurement Authority and the Court of Audit is granted, installation can begin within the year, with full system deployment within 36 months of contract signing. In the meantime, the current DPS system will continue to be supported by the manufacturer.

- (x) **8 New Radar Systems:** Following the annulment of the previous tender by the Council of State, HASP is launching a new open international tender for the supply and installation of modern Mode-S capable radar surveillance systems at eight locations,



with updated specifications compliant with current regulations. Project completion is expected within two years from contract signing, which is scheduled for 2025.

In addition to the above, the second phase of PBN procedure development and the reorganization of the Athens Terminal Area are progressing smoothly on schedule, while the procurement and installation of SMR/A-SMGCS/MLat systems at Athens International Airport has been completed.

6. Expanding International Engagement and Strategic Partnerships

HASP has actively strengthened its outward orientation and international cooperation by concluding key agreements with major international organizations. The main agreements concluded were with:

- (i) EUROCONTROL, for conducting the selection competitions for HASP Air Traffic Controllers (ATCOs).
- (ii) The Italian Air Navigation Service Provider ENAV S.p.A., for the exchange of radar data in areas of overlapping coverage between Greece and Italy. This cooperation will support improved Air Traffic Services by indirectly increasing radar coverage range and enhancing accuracy through multiple-source image overlays, as well as boosting the availability of Air Traffic Management systems.
- (iii) The DFS Group (German Air Navigation Service Provider), one of the largest ANSPs in the world, focusing on joint project development and implementation, knowledge and experience exchange in relevant activities — with an emphasis on training — and the promotion of best practices and innovation in Air Traffic Management.

Airports

7. Certification of HASP as an Airport Operator

In a major regulatory milestone, HASP was officially certified as an Airport Operator by the Hellenic Civil Aviation Authority (HCAA) — a process that had remained pending since December 2017. This certification enhances HASP's operational legitimacy and compliance, aligning it fully with national and European aviation standards.

8. Certification of Ten Airports in Compliance with EU/EASA Regulations

HASP successfully completed the certification of ten (10) applicable airports under its management, in full alignment with EU Regulations 2018/1139 and 139/2014 — a critical



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process that had remained overdue since December 2017. This comprehensive certification effort involved:

- Completion and submission of 151 specialized safety assessments, addressing technical requirements and applicable Certification Specifications.
- Development and approval of 419 Deviation Acceptance & Action Documents (DAADs).
- Granting of 58 deviation conditions, each accompanied by appropriate risk mitigation measures.
- Updating or drafting and implementing 26 Standard Operating Procedures (SOPs), in addition to the preparation of airport manuals and emergency response plans.

These steps represent a major advancement in aligning operational practices with international safety and regulatory standards.

9. Launch of a Strategic Infrastructure Maintenance and Support Plan

For the first time, HASP is adopting a holistic, long-term strategy for the maintenance and support of airport infrastructure across all the 25 state airports under its management. This strategic shift aims to address long-standing operational challenges and infrastructure deficits through a structured and efficient approach. Key components of the plan include:

- (i) The foreseen assignment of Facility Management services, encompassing consolidated repair works and urgent interventions executed through a Framework Agreement.
- (ii) Implementation of scheduled preventive maintenance in areas not currently covered by HASP's in-house Technical Services.
- (iii) Preparation of a unified tender for cleaning services at all state airports, designed according to modern, performance-based standards.

This comprehensive initiative is expected to significantly enhance the condition and operational reliability of state airports over time, addressing issues of chronic under maintenance and improving the passenger experience.

10. Operational Monitoring Model to Enhance Airport Functionality

A structured model is introduced for the regular monitoring of airport operations and resolution of outstanding issues, with a strong focus on tactical reporting, communication, and coordination between central Directorates and regional airports. Key elements of this model include:



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- Systematic teleconferences and scheduled site visits.
- Strengthened coordination between central and local units.
- Targeted allocation of funds or sponsorships to prioritize improvement initiatives.

This proactive approach enables quicker resolution of issues and facilitates both technical and aesthetic upgrades — enhancing the passenger experience. A notable example of this model's effectiveness is the recent set of improvements at Naxos State Airport.

11. Launch of In-Person Training Program for Airport Managers

For the first time, HASP has established and implemented an in-person training program ("crash course") specifically designed for its Airport Managers. Delivered with the support of HCAA inspectors and trainers, the program is structured around interactive workshops. Its core objectives include:

- Familiarizing participants with current regulatory requirements and operational procedures.
- Enhancing essential skills, knowledge and operational competencies.
- Promoting the exchange of best practices across the airport network.

This initiative represents a significant step toward professional development and operational standardization across all managed airports.

12. Master Plan Revision for the General Aviation Unit at Pachi Airport

Initiation of the revision process for the Master Plan for the General Aviation Aircraft Handling Unit (MEGAP) at Pachi Airport, in Megara. The objective is to expand aircraft parking capacity, upgrade existing infrastructure, optimize spatial usage, and improve service delivery for both current and future users.

13. Fleet Renewal of Airport and Air Navigation Vehicles

As part of its infrastructure modernization strategy, HASP has renewed its vehicle fleet by procuring 35 new 4x4 SUVs. These vehicles will replace outdated ones and will support both airport and air navigation operations more effectively.

14. Tender for Airport Rescue & Fire Fighting Fleet (ARFF) Replacement

Preparations are underway for a tender to renew HASP's ARFF vehicles for its airports. The plan includes the acquisition of 18 new ARFF vehicles equipped with the latest safety and technical specifications, replacing trucks that have been in service for 25–30 years.



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15. Tender Preparation for Security Screening Equipment Modernization

Preparation of a tender for the upgrade of security screening equipment at all state-managed airports by HASP. This initiative aims to ensure timely compliance with upcoming EU regulatory requirements while enhancing operational efficiency and passenger security.

Statement by the Governor of the Hellenic Aviation Service Provider

On the occasion of the one-year anniversary since the new administration assumed its duties, the Governor of the Hellenic Aviation Service Provider (HASP), Mr. George Saounatsos, stated:

"Over the past year, we have laid the groundwork for the upgrade and modernization of a cutting-edge organization that holds a vital role in both our national economy and sovereignty. With an unprecedented pace of change for the Organization, we are moving forward systematically, with swift execution and efficiency, speaking little and working hard. The effort to revitalize the Organization is unwavering, with the aim of fully restoring normal operations by 2027, expanding our operational capabilities, enhancing our performance, and fostering a culture of collaboration and customer focus. This is the standard of recognition this Organization and our Country deserve."