

Report of the Chair of the IFATCA 2030+ Task Force

Presented by Julian Ogilvie

SUMMARY

The 2030+ Task Force was created by the Executive Board to address the future proofing of the Federation. The task force comprises of two representatives from each region and has met regularly to discuss and propose sweeping changes to how the Federation functions and what it would like to achieve as a forward thinking, reactive and professional association. The Task Force has completed its work using significant input from Member Associations and from the Task Force members' own experiences. The completed work is published as the 2030+ Task Force Blueprint for IFATCA.

1. Introduction

- 1.1. The 2030+ Task Force was created in late 2022 by the Executive Board (EB) to address the challenges of adapting the Federation for the future. A requirement the Task Force had to provide a lasting plan, more than could be incorporated in just one working paper and had to be independent from individual EB members. It was to include membership contribution as to what they want IFATCA to be.
- 1.2. The Task Force published a questionnaire in late 2022/ early 2023 and the results from which were shared at the annual conference in Jamaica of the same year seeking Member Associations' (MAs) responses to pertinent questions. These results were analysed as a whole and also by regions. The results are available for consultation on the website. The Task Force used the feedback to create a mission and vision statement for the Federation. A set of ideal core values were drawn up, the values that we think the Federation should work by in the future.
- 1.3. One of 2 interactive workshops was held during the conference in Jamaica 2023, the second took place in Singapore in 2024. All results have been de-identified to remove any personal data information and are available for those that are interested. The results of the workshops were discussed among the members of the Task Force, then categorised in the form of an excel spreadsheet.
- 1.4. This report will concentrate on the work conducted between conference 2024 and the conference 2025. This also marks the end of the 2030+ Task Force as we have completed our objectives as set out by the EB.

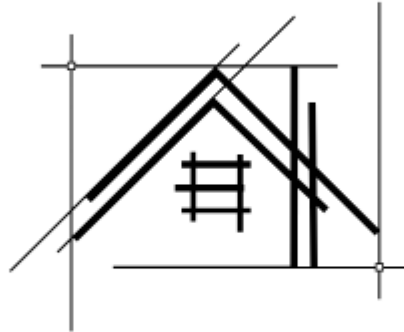
2. Discussion

- 2.1. The 2030+ Task Force has comprised of 2 members from each region along with 2 observers/ experts:
 - ASP: Nyamgerel Dashdolgor (Mongolia) & De Wei Lim (Singapore)
 - AFM: Kahina Issad Ait Aoudia (Algeria) & Ross Azonnahou (Benin)
 - AMA: Jaymi Steinberg (USA) & Kendell Peter (St Lucia)
 - EUR: Renee Pauptit (The Netherlands) & Julian Ogilvie, Chair (Switzerland)
 - Nicola NiRiada, IFATCA Communications Coordinator & Sverre Elsbak, Chair IFATCA EDITF
- 2.2. Regular, monthly online meetings were held throughout the year to coordinate work and members of the Task Force were able to meet physically on 2 occasions. The Mongolian MA (MATCA) generously hosted our first meeting in Ulaanbaatar in September 2024. HelvetiCA (Switzerland) kindly hosted the second meeting in Geneva, in January 2025. Both meetings were completed to IFATCA allowance guidelines and the total Task Force expenditure was under the budget allocated by Directors at the annual conference 2024.
- 2.3. Following the interactive events held by the Task Force in Singapore, all the data from the various workshops was collected and saved to an online drive. This data was then sorted into different categories that corresponded to the initial objectives detailed in the Task Force's terms of reference.
- 2.4. These categories were discussed during the Ulaanbaatar meeting at great length and the points that we decided were of merit to expand upon were sorted from those that were either impossible for the Federation to achieve or not applicable for the global membership.
- 2.5. Following this first physical meeting, tasks were assigned to members of the Task Force to expand on the remaining points and attribute a potential lead for their introduction (Standing Committee/ EB etc.).
- 2.6. The aim of the Geneva meeting was to finalise the content of each point/ category and decide on a method of presentation. PCX was able to join us remotely to provide EB input.
- 2.7. Subsequently, the paper was edited and compiled to its current complete form. You will find the '2030+ Task Force Blueprint for IFATCA' as an annex to this report.
- 2.8. I would like to thank the Member Associations for their enthusiastic contributions to the questionnaire and workshops. I would also like to thank my home association, HelvetiCA, for their support, both financial and motivational during this work. Without the 2030+ team, this would have been an insurmountable task, and I also thank them for their commitment over the years.

3. Conclusion

- 3.1. The adoption of the Blueprint over a measured timeframe will respond to the terms of reference of the Task Force. This implementation, when carefully planned, will ensure that the Federation:
 - Is more efficient and flexible
 - Has a diverse and consistent membership

- Has finances which are sustainable
 - Encourages and maintains cohesion
 - Reinforces and promotes effectively the implementation of policies
 - Will have the capacity, through its people, to represent the Federation confidently
 - Will increase its political influence and reputation.
- 3.2. The points highlighted in the Blueprint should be considered as the executive summary of working papers that must be written, by the Standing Committees, responsible individuals and the EB to ensure that the appropriate changes are made.
- 3.3. An appropriate implementation timeline should be devised by which each of the changes are scheduled and executed. At the end of the implementation phase, a review process should be conducted. Subsequent internal evaluations should regularly take place to ensure that the Federation continuously evolves.
- 3.4. The mission and vision statements should be used when representing IFATCA at any level and as inspiration for the working papers that will follow the Blueprint's publication.
- 3.5. The implementation of the points in the Blueprint will ensure that the core values that we have identified, will accurately represent the Federation in 2030+.
4. This paper is to be accepted as information.
5. References
- IFATCA2030+ Task Force TERMS OF REFERENCE – www.ifatca.org
6. Annex
- The 2030+ Task Force Blueprint for IFATCA



THE 2030+ TASK FORCE

BLUEPRINT FOR IFATCA



Version 1.0

April 2025

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GLOSSARY OF ACRONYMS

ANSP	Air Navigation Service Partner
CAC	Constitutional and Administrative Committee
EB	Executive Board
EDITF	Equity, Diversity and Inclusion Task Force
EVP	Executive Vice President
FIC	Finance Committee
IAM	Administration Manual
ICAO	International Civil Aviation Organisation
IFALPA	International Federation of Airline Pilots Associations
IFATCA	International Federation of Air Traffic Controllers Associations
MA	Member Association
NSA	National Supervisory Authority
PLC	Professional and Legal Committee
TOC	Technical and Operational Committee
TF	Task Force
TP Sec	Technical and Professional Secretary
SC	Standing Committee
SME	Subject Matter Expert

WHAT DOES IFATCA DO?

Imagine a world where ICAO seeks solely the advice of ANSPs and national regulatory authorities when setting regulations and standards on topics such as simultaneous remote towers, shift lengths or sector optimisation? What about working conditions, legal issues, medical requirements, just culture and retirement age discussions?

Although ANSPs and national regulatory authorities are required by their very nature to hold safety in high regard, there can be a difference in interests and opinions between controllers and their employers and regulators. Controllers drive for an efficient but safe and orderly air traffic service combined with acceptable working conditions. ANSPs and regulators have to take other factors such as overall costs, political demands and performance targets into regard. These demands do not always align with each other.

IFATCA assists its member associations in need. This may mean support after an aviation incident or accident with Air Traffic Control involvement, the guidance of internationally recognized initiatives such as critical incident stress management or platforms to improve member's English language skills.

Members can see what their peers achieve, and this creates role models, best practices and inspiration. IFATCA strives to ensure that every member is safe, seen and included in the Federation.

IFATCA goes beyond defending professional interests. We are concerned with the advancement of our profession. Suggestions from IFATCA have resulted in increases in efficiency and standards that would not have been proposed by industry or regulators.

Without an IFATCA, would there be as much mutual respect and recognition within the profession? IFATCA is the only true voice of controllers worldwide and has created a strong, international community of like-minded professionals.

How do we do this?

The main goal of IFATCA is to use its collective opinion to influence external organisations in order to safeguard the air traffic control profession. By sharing expertise and experience, IFATCA also aims to improve new technical and professional standards and tailor them to the differing needs of its diverse regions.

IFATCA is a volunteer run federation. From its Executive Board to the people writing working papers and attending meetings with external organisations with relevance to the world of Air Traffic Management, its representatives are all volunteers who take on the responsibility and challenge to enhance their profession.

Representatives at all levels and from all backgrounds within the Federation work towards the same goal. Solving issues together increases cohesion. Jointly discussing concerns can put individual matters into perspective, shed light on peer problems and create solutions. As being a member of

any group, sometimes members will give more than they immediately receive, however everyone will gain eventually. There is always a balance between what the Federation wants to achieve and what it can achieve. IFATCA, however, is dynamic enough to be able to change its focus if required and is not afraid of addressing significant challenges but remains realistic in its focus.

IFATCA promotes and develops its community through the support provided by its members and representatives. Without this sense of like-minded peers, there are only individuals with their own individual needs. The more diverse IFATCA's membership is, the better and more inclusive are the results achieved.

When volunteers choose to dedicate their time to a non-profit organisation it means they believe in the mission and want to contribute to the organisations' goal. Positive effects on professional self-efficacy are measured when understanding one's role and the goals of an organisation. This involvement not only strengthens the organisation's reputation but also encourages others to join and support the cause.

The 2030+ Task Force created the Mission and Vision statements (published during the annual conference 2023, Jamaica) to be the guidelines with which every member should consider when working for or participating in IFATCA.

The IFATCA Mission

To enhance air traffic safety, to promote the air traffic control profession, and to shape the future of air traffic management.

The IFATCA Vision

IFATCA is the global voice of Air Traffic Controllers. It furthers air traffic safety, influences the sustainable evolution of aviation, and embraces all members of its community. The apolitical federation provides guidance, representation, training, and other services to advance the status and professionalism of air traffic control. It collaborates with other international organizations to achieve mutual goals.

Introducing the IFATCA Core Values

Giving the Federation goals and a strategy with which these goals can be achieved is of paramount importance. When describing IFATCA from 2030 onwards, after using the statements above and introducing the changes detailed in the Blueprint, the 2030+ Task Force expects IFATCA to be described as below.

IFATCA Core Values

IFATCA is **proactive** in its initiatives, **dynamic** in its actions and operates in an **agile** manner.

IFATCA understands that every member has different needs and provides **equitable support**. The Federation continuously seeks to **re-evaluate** and **improve itself** and its work to remain **relevant**. It **communicates** the decisions made and strategies created **effectively** with its membership and partners.

IFATCA is a **diverse and inclusive federation**. It encourages an **ethos of trust and community**. It **enables dialogue** and making connections within its **global network**. The IFATCA team spirit is promoted within all its work, fostering **participation and involvement**.

IFATCA is the leading federation for external agencies when they need **advice** on air traffic control topics. It is well **respected, reliable and accessible**. Decisions are socially responsible although it remains a purely professionally oriented and **non-political** federation. It is representative of all its members. As subject matters experts we interact with like-minded organizations to bring value to the Federation and the aviation industry. IFATCA's voice is **influential**.

IFATCA is a **financially responsible, sustainable and transparent** federation. The Federation has a **stable revenue stream**. All expenses can be justified and contribute to the vision, work and evolution of the Federation.

ADMINISTRATION

COMMITTEE BUDGETS

FIC

TOC, PLC, CAC and FIC are currently allocated funds regarding the number of members that are elected to them. The idea is that these funds allow the groups to meet physically twice yearly. Funding by IFATCA is limited to hotel accommodation and meals¹. It is currently not completely clear from the text in the IAM if the Chair of each standing committee has sufficient freedom to attribute funding as they see fit. This may mean having to surpass the recommended IFATCA nightly hotel rate for one meeting as the second meeting will be under due to the meetings' location. By moving to an annual budget for each standing committee, with official flexibility as to the use of these funds, it would allow the Chair to allocate more money to one meeting than to another. Should an MA find it difficult to fund participation, then the Chair could apportion an amount of money from their budget to subsidise airfare or additional costs. The Chair could also organise events or hold industry partner/ international organisation receptions if they are of benefit to the Federation. This budget spending would be overseen by the relevant EVP.

- Promoting the adaptability of the annual SC budget
- Clarify officially that the flexibility in the use of the annual budget to increase participation and promotion of the Federation is permitted

¹IFATCA IAM 2.1.6

REGIONAL STRUCTURE

EB/ CAC

Over the recent years, Regional EVPs have created (with success), regional networks that assist in the management of their respective regions. These vary from support groups to appointed regional 'Vice President' positions and even regional 'Councils'. It is understood that these support networks are essential to the cohesion and success of the region. This does, however, present some unique challenges. Notably, a majority of these roles are not defined or recognised in the IFATCA manual. A defined regional framework construction is therefore necessary to give meaning to these positions and to ensure consistency, accountability and visibility throughout the Federation. This framework would briefly outline the roles and responsibilities of each member and their relationship to the Regional EVP and to the Federation as a whole.

- Clarification and communication of regional support structures
- Defining the roles and responsibilities of individual positions

STANDING COMMITTEE MEMBERSHIP TERM

CAC

Standing Committees benefit from members that are consistent in their participation and are motivated by the task at hand. This commitment fosters an increased quality of working papers and a feeling of cohesion. The current one-year term of an MA to a standing committee, combined with the current levels of enthusiasm (PLC saw a record number of applicants for limited positions at the Annual Conference 2024) is at the same time positive and can also be detrimental to the quality of the papers produced. An MA must learn about proceedings, participate in meetings and produce a quality paper within 12 months and then, possibly, not be elected for the following year just as some competence has been gained. It is, therefore, recommended that a rolling two-year term for an MA be introduced to each Standing Committee. Half of the members would be elected one year, and the remaining half the following year. There are obviously some initial logistical challenges involved during the changeover process. This would also be compatible with the changes that the Task Force are proposing in the implementation chapter of this blueprint.

- A change to multiple year Standing Committee membership will ensure greater working paper quality, cohesion and stability.
- CAC to review term time for standing committee members, possible conversion to 2 years and how to accomplish that, to allow for this rolling procedure

INCREASING MEMBER AWARENESS OF IFATCA

MA/ Communications Committee

It is a general recommendation that each MA delegation to IFATCA conferences and regional meetings spreads relevant information about that event back to their membership. This may also include regular posts on social media, circulars and the controller magazine. This brings value to the individual MA's relationship with IFATCA and in turn, strengthens the Federation. IFATCA cannot be responsible for ensuring that all information is received by individual members of different MAs, the MA delegation is accountable in this matter. IFATCA can, however, provide a guide on how best to achieve this. This may form part of an information session during a workshop at annual conference or via a webinar.

- MA management is responsible for the sharing of IFATCA information to its members
- An IFATCA communications guide on how best to disseminate information to members may prove useful
- Annual conference/ regional meeting workshops may prove useful to achieve this

STANDARDISED GUIDE FOR MA STRUCTURING AND ADMINISTRATION

EB/ CAC/ Communications Committee and Office Manager

The official means of reaching IFATCA's MAs by the IFATCA EB and office is via email. Often contact emails are out of date as individual MA representatives move on to other roles. Continuous updating of personal email addresses is time consuming for the office manager if they are advised of a change. A much simpler administrative process would include a single point of contact which is then updated by individual MAs. MAs have also expressed a desire to receive guidance on how to best organise themselves (structure, administration and internal/ external communication). An 'off the shelf' guidance package should be produced, to be used by those MAs that require it, to provide information on how to organise, promote and manage themselves. This may also include a 'how to guide' to promote IFATCA policy implementation and potentially how to deal with multiple MAs in one country (MoU). This can be presented at an annual conference workshop.

- Production of guidance material on MA structure, email addresses, website creation and social media presence
- Assistance given to promote IFATCA policy implementation and how best to manage multiple MAs in one country
- Annual conference/ regional meeting workshops may prove useful to achieve this

BRANDING

EB

The Federation's branding makes the Federation easily recognisable and can be seen as a source of pride for the membership. It reflects our values (like the vision and mission statements). IFATCA has a variety of templates, colours and logos that are available, however they are not used consistently across the membership. It may be that the membership is not aware of where to find the resources available and therefore a workshop or video guide may best direct members to the appropriate locations and how to ensure a consistent image of the Federation both externally and internally. A reflection on whether IFATCA should modernise its branding should be evaluated by the EB.

- Decision to be taken as whether the current IFATCA branding is still modern
- Consistent messaging across platforms (internal platforms can be slightly less formal. External mediums must retain a formal format for a more professional image)
- Develop a brand kit and the associated rules of use

ADDITIONAL STAFF

EB/ CAC/ FIC

IFATCA, in its drive to become more professional and fulfill its mission and vision statements, should consider the employment of specialists that can aid every day running of the Federation. These would not replace the Office Manager position, however, would be specialised in the provision of services relating to finance, administration, media relationships and potentially lobbying. This would bring a significant cost to the Federation, however before dismissing the idea, a thorough cost/benefit analysis should be carried out.

- Consider the use of professionals, such as a media specialist and lobbyist to achieve the goals of the Federation

UTILISING EXTERNAL SERVICES AND INCREASING PROFESSIONALISM

EB

IFATCA is seeking to become ever more professional in its actions and the services it provides to its members. EB members are volunteers and have not necessarily received the training nor experience that equivalent members of a corporate organization would have received. This could be in time management, project management, financial asset management, giving presentations and leadership. In the corporate environment, EBs often call on experts to advise them with these issues and provide tailored guidance to help achieve their goals. IFATCA should consider if this sort of training is feasible and the benefits it could bring to not only the individual members of the EB, but in turn, the Federation as a whole. This training could also be offered to officials, representatives and the wider membership. IFATCA may then choose to use this training as an internal development process.

- Consider the use of services that can provide training in the fields of managing projects/ leadership/ presentations/ working together and time to not only the EB but also the wider membership
- Should the use of consultants be too costly, the ability to access online training packages should be considered
- This could lead to a recognised future IFATCA management training program tailored to representatives and members

LONGER TERM FOCAL THEMES/GOALS/WORKING PROGRAMS

EB

Identifying annual practical themes for the Federation, specifying a particular focus for its work can bring benefits to individual MAs and their interactions with employers and national regulators. When these practical themes are coordinated with other International Organisations such as, ICAO, IFALPA, etc., the message can be stronger. Internally, these practical themes can give Standing Committees and Task Forces direction to their work. This may mean concentrating on safety or professional topics, such as AI, remote towers and fatigue. These themes must be communicated well in advance so that the setting of team goals for every IFATCA representative, SC or TF member

becomes possible. Measuring a team's achievements towards a goal or set of goals becomes a possibility to ensure continued focus. Although this may be seen as a more corporate idea, it would ensure that progress is quantifiable and focused.

- Setting multiple annual themes on a rolling basis (period to define) and coordinating activities with membership and other International Organisations
- An internal mechanism needs to be established so that all parties are informed with sufficient notice
- Fixing goals and evaluating the progress in achieving these goals for Standing Committees, Task Forces and IFATCA representatives

BUILDING LINKS BETWEEN EB, TF, AND SCS

EB

It is of the Task Force's opinion that coordination between the EB, Task Forces and Standing Committees could be improved. A strong link between these parties ensures that the Federation's efforts are rationalised, coordinated and made more efficient. Avoiding duplication of tasks can also aid the streamlining of finances. It is therefore envisaged that inter-team coordination meetings should be held, with a clear brief from the EB for each Chair (SC and TF). These meetings could be replaced by more efficient communication or ways of working. Each Chair may also write the minutes relating to their own contribution and achievement of goals before the meeting to ensure that the meetings are at their most productive. It would be reasonable to expect that an extended TP Sec role would assist the EB in this coordination task.

- Improving EB, SC and TF harmonisation through regular briefing sessions
- Meetings are concise and efficient with clear direction and goals
- Expansion of TP Sec role to become the official EB/SC and TF coordinator

ROLES AT ICAO OR OTHER INSTITUTIONS

EB

IFATCA, as other organisations, must have a clearly communicated strategy that its membership understands and can support. In the past, an IFATCA goal was to be recognised and accepted as an official observer to ICAO. This has proven incredibly successful. A multiple year strategy to achieve another important milestone should be developed. This milestone may be externally focused or internally focused; however, it should be clear to the membership where the priorities of the EB lie. Do we decide that strengthening IFATCA internally and becoming more MA orientated is our immediate future or should we prioritise external relations and public appreciation of our role and profession? The results from workshops would suggest that strengthening our core may be an initial step, however the EB should take the lead and set and most importantly, communicate their priorities.

- Development of a strategy or goals that are clearly communicated to the membership about where the EB and MAs wish to take IFATCA

CRISIS MANAGEMENT

EB/ PLC

A crisis is something that we do not wish to happen, however it is something that can be managed. In the world of aviation, crises can and do happen and IFATCA must be in the position to assist their membership immediately. The support that IFATCA can provide to their MAs should be coordinated through contact with the regional EVP. Currently, IFATCA does not have any guidance material relating to the management of a crisis by either the EB or MA. A 7700-button used to be available on the website. The EB, for example, should have the means with which to publish an immediate press release, even a generic response, and provide subject matter experts if the MA requires their knowledge. An MA should have access to a 'first aid kit' / checklist that can guide their representatives and their members in the event of an ATM related event. These topics would be excellent subjects to address during annual conferences, online events and/ or regional meetings. These guidelines should be practical and applicable to all MAs.

- Development of a crisis toolkit for the EB and MAs
- Education provided to all through workshops at IFATCA events

CONFERENCE COORDINATOR

EB

Organising annual conferences and regional meetings are time consuming and logistically challenging tasks. Currently, regional meetings are organised between the relevant EVP and the hosting MA. Annual conferences involve the conference coordinator and the hosting MA. There is an increasing desire to step away from single points of failure for the Federation. The conference coordinator has an important role to play in the running of IFATCA. Without this person, and the knowledge base that they gain, a conference may not take place, therefore the running of the Federation is jeopardised. This person's knowledge includes negotiating with hotels, conference venues, industrial partners requirements, events planning and catering. This is a yearly process assisting the local MA and planning for those in the years to come. MAs are not event organisers. Should this person not be able to fulfill their tasks, then an MA must rely on an already stretched EB to assist. There are two possible options to reduce this risk. The first, is to engage the services of a professional company that are experienced in organising conferences, this obviously comes with some financial cost that could be mitigated by including their fees in commission from hotels. The second, is to create a deputy conference coordinator position or a small team of volunteers that can assist the conference coordinator in their role.

- A single point of failure exists in the role of conference coordinator

- Investigate the creation of a deputy position or small team to assist the conference coordinator
- Examine the possibility of using professional services after a cost/ benefit analysis

FINANCE

REGULAR FINANCIAL REVIEW TO CONSIDER THE USE OF FUNDS

FIC

In addition to the yearly monitoring and management of the accounts by EVPF and our external accountants, a regular financial plan encompassing the goals set by the Executive Board should be created. As part of this financial plan, regular checks and balances exercise should be undertaken. This check and balance process would ensure that funds are being used effectively, budgets are appropriate and that monies are directed most appropriately. Identifying areas where budgets are not used, partially used or are stagnant, should be a trigger to those responsible for those budgets to explain their continued requirement for the budget. EVPF can suggest the direction taken by the rest of the EB to re-appropriate unused monies.

- Establish a rolling 5-year financial plan using the annual (or multi-annual) practical themes mentioned previously
- Dynamic use of budgets that are not used, partially used or stagnant

INVESTIGATE THE POSSIBILITY OF HOW IFATCA MANAGED COURSES OR WORKSHOPS CAN GENERATE INCOME FOR THE FEDERATION

FIC

IFATCA has a valuable resource of technical and professional expertise. We have held online events on subjects such as CISM and Technical workshops and we hold regular interactive sessions at conferences and meetings. It is the view of the 2030+ Task Force that we should not charge Member Associations to attend such events. Annual conferences and regional meetings are an ideal occasion where we can sell our time and knowledge to external parties/ observers, industry partners and potentially international organisations.

- Charging externals for cost recovery.
- Selling our time at conference.
- Some more appropriate for cost recovery some more for profit

SALE OF IFATCA BRANDED MERCHANDISE

FIC

To increase awareness of IFATCA within MAs, increase our corporate identity and encourage global cohesion, a range of IFATCA branded goods may be made available at a cost to MAs. This range of

products would also give IFATCA the opportunity to keep a percentage of the monies raised to be invested in projects that advance our goals as a federation.

- Merchandise to increase IFATCA identity and cohesion to increase income

REDUCING THE ORGANISATIONAL AND FINANCIAL RISK OF HOLDING CONFERENCES.

FIC

A budget line dedicated to annual conferences already exists. IFATCA may decide to become guarantor for the money involved in the essential costs (Ensuring meeting rooms for Committees A, B and C and for the EB) of holding an annual conference/ regional meeting. This does not necessarily mean that the Federation will choose to pay this cost, however, this may be a possibility in the future. This allows the MA concerned to concentrate on other aspects of conference hosting without the financial worry of supporting the essential costs.

- The Federation to act as a guarantor for only the essential costs involved in conference/ regional meeting hosting
- This could be attributed from IFATCA reserve funds

TRAINING SERVICES

EB/FIC

The provision of training has been identified as an essential role of IFATCA moving forward. It is the opinion of the 2030+ Task Force that MAs should not pay for their enrolment in any training workshops/ meetings or online events. Should the training that IFATCA provides in the future be deemed of sufficient quality, then external parties and industry partners may be welcome to attend after an appropriate financial contribution.

- Training packages should be free to Mas
- They may be offered to external parties at an appropriate cost

REPRESENTATION

Since the success of IFATCA is determined by the success of the individual volunteer, it is of the utmost importance that these volunteers are recognised, engaged and skilled.

OPTIMISE VOLUNTEER COORDINATION

EB/CAC

The process of volunteer management consists of multiple aspects, all linking together. In order to maximise the deployment and skills of volunteers and to enhance their effectiveness, an overarching volunteer management program should be developed. Said program should cover all aspects such as planning, recruitment, training and management and will focus on IFATCA as a federation instead of on individual MAs. A dedicated volunteer coordinator has the ultimate responsibility and overview. The coordinator should be assisted by regional sub coordinators to ensure overall awareness is assured.

- Create a volunteer management program which coordinates planning, recruitment, training and management of volunteers

JOB ROLES AND RESPONSIBILITIES

EB/CAC

A detailed and up to date list of roles available within the Federation together with the human capital available, either on a monthly or yearly basis is imperative for the Executive Board and Member Associations to achieve the Federation's full potential. Each position should contain a job description, average time involved and an idea as to the costs to be incurred by the MA or the Federation. Each position should contain a link to the job description, average time involved and an idea as to the costs to be incurred by the MA or the Federation.

- Detailed job descriptions and an outline of the responsibility and costs incurred by the MA to be visible to potential candidates

DESIGNING ACHIEVABLE TASKS

EB/SC Chairs

To enlarge the number of potential volunteers, a variety in the load of the different volunteer jobs is recommended. Currently, IFATCA works with long-term volunteers taking on tasks for at least a year, which often require a broad knowledge level. Many MAs and volunteers are unable to commit to the costs and time accompanying such jobs and will therefore be unable to step up. By becoming more flexible in the possibilities to contribute, e.g. by creating short term or more focused, remote and in-person project-based tasks, experience and knowledge can be gained, and potential growth can be established so the group of potential volunteers grows.

- Create short term or more focused, remote and in-person project-based tasks

DEFINE A METHOD OF RECRUITMENT

EB

The constant search for new volunteers is important to make sure the entire community is being represented. The IFATCA recruitment process currently has an informal character and is usually done at physical meetings. Many MAs indicate that they are struggling with recruiting volunteers, both for their own Association and for IFATCA work, while IFATCA is also struggling to get participation. A solid recruitment plan assists in this matter. This recruitment plan specifies through what means volunteers are to be recruited. This is tailored to the characteristics of the Federation as well as to the potential volunteers. It also specifies what message is being spread. Part of this recruitment involves educating non-active, potential volunteers on the purpose of the Federation and building the image of IFATCA.

- Create a recruitment plan which is tailored to the characteristics of the federation as well as the volunteers

STRUCTURING SELECTION PROCESSES

CAC/EB

The success of IFATCA is determined by the success and potential of the individual volunteer and the cooperation of all volunteers as a group. Ensuring the quality of candidates ensures the quality of the work delivered. Occasionally, the selection process for volunteer functions is rather short and reactive. This way, participating is very accessible but it could also be a cause for instability in the quality of the volunteer group. By formalising the selection process of not only the EB roles, but also other functions in the organisation, quality control can be ensured. It should be noted that by formalising this process, a lower probability of participation is possible. Not all Federation roles may need a stronger selection process, to ensure accessibility is still guaranteed.

- Structure the selection processes of certain IFATCA roles

QUALITY ASSURANCE

CAC

As mentioned above, IFATCA is a volunteer run organisation. It is therefore often considered to be more difficult to ensure quality output of the federation. The Federation can only rely on the amount of knowledge and potential it receives. However, the fact that a job is taken on a voluntary basis does not refrain the volunteer from the responsibility to put in the effort needed to fulfill the task. When expectations are clearly set, it should also be possible to address someone when they are

willingly not living up to the expectations. Practical advice and policy for IFATCA volunteers in a leadership position should ensure that they are able to accommodate and assist the volunteers in the best way possible, but also to deal with possible inefficiencies

- Volunteers are held accountable to fulfill the expectations as stated in the job descriptions
- The IAM should consider giving the relevant responsible person the flexibility to decide on the composition of their team, should expectations not be met (replacement or vacancy)

RETAINING AND MAINTAINING SKILLED VOLUNTEERS

EB

To ensure consistent quality of its output, the Federation should put effort into the training and development of both new and more experienced volunteers, for all levels within the Federation. A lack of knowledge and or skills is often mentioned by possible volunteers as a reason not to participate. To ensure a diverse team of volunteers and to assure that the output of the federation reflects all of its members, the Federation is to put effort into the development of these potential talents. This skill development should not only focus on content but also on more practical aspects such as language and presentation or paper writing skills. It can be developed in the form of workshops, training, an e-learning platform or mentorship programs, using both existing material and newly drafted information.

Apart from ensuring new volunteers get sufficient training opportunities to develop their skills, focus should also be on the continuous development of more experienced volunteers. This might not be on technical or practical knowledge but could also involve a personal development plan focusing on what they want to achieve within the federation.

- Create training opportunities for both new and experienced volunteers
- Introduce regular personal development conversations with volunteers

WORK RECOGNITION

EB/ SC Chairs

Recognition for the work done is a very important aspect for many volunteers. Celebrating successes can be region specific. Receiving a trophy may be valuable in one region, however, would be seen as an embarrassment in another. A letter of appreciation from the EB may be greatly appreciated and further a member's career in some areas. The solution may be for the regional EVP to decide on an appropriate recognition for an MA or member. This is not to replace the existing awards offered by the Federation, but more to mark a significant regional contribution or success for an MA or individual. Recognising existing volunteers can also motivate possible new volunteers to start participating.

- Celebrating success, whether of an individual or an MA is an important way to motivate volunteers

- The method by which recognition is expressed can be regional specific

IMPLEMENTATION

One of the core findings of the 2030+ Task Force concerns the best utilisation and methodologies concerning implementation. In this use case we will define implementation as how IFATCA pushes our policies and vision to the real world. There are several facets of implementation that require addressing.

POLICY AND POSITION STATEMENTS

CAC

The policy process has been deemed too slow and inflexible in some instances. The traditional methodology for having policy produced uses a 1-2 year life cycle. For example, if an issue were to arise just a few months after the conference, it would have to wait in a queue until it could be assigned to an SME and/or standing committee member at the subsequent conference and would need to endure some 20 months delay. This is compounded by the fast moving and dynamic nature of the aviation industry and events. The need has been identified for a product with a faster turnaround time which may be done with the creation of initial informed position statements. These informed position statements would be generated by an SME group within TOC/PLC and their relevant EVP/Representative. The goal would be for a turnaround within approximately 2 months. There would also be a requirement for topics that generate informed position statements to be immediately placed on relevant SC work program for the following period. It is recognised that an informed position statement may be contradictory to existing policy.

- Informed position statement plan reviewed with relevant EVPs/Chairs/SCs
- Add provision from CAC that topics generating such statements shall be added to work program for subsequent years
- Consider where the informed position statements shall be placed for later reference

CONFERENCE FOLLOW UP INFORMATION

Communications Committee/ EB/ TP Sec

After the Annual Conference there is a desire to have follow up interactions to assist in awareness of the papers and policies from the conference. There is awareness that some members may be unable to attend conference or may not be able to attend all sessions if they are present. Awareness may be done through the communications committee with write ups or shorts but could also be via virtual calls.

- Plan with the communication committee, methodologies to share out the information that was accepted at conference. This may also result in workshops to review the learning from the annual conference

POLICY AND POSITION AWARENESS

CAC/Comms/WTF

In order to utilise policy, members must be able to be aware of where the relevant policies and papers could be found and the tools must be of sufficient usability that they can locate what they need. Information papers are added to WIKIFATCA in the same manner as policy papers, but due to the challenges of search and lack of awareness on these papers sometimes the valuable information may be overlooked. Some of this issue will be remedied with better search functionality but there is a need to educate the membership on their existence and how to seek them out.

- Website Task Force to consider how to mitigate for the search function and allow for a more intuitive search result and user interface
- Communications Committee to consistently spread awareness of the website tools developed
- Communications Committee to develop a strategy to ensure MAs are aware of the outcomes of IFATCA work (including SC work and Informed Position Statements)

IMPLEMENTATION ASSESSMENT

TP SEC/ EB/ CAC

It is recognised that implementation of policy in the real world is an issue. One of the biggest hurdles encountered so far is the MAs taking information home and spreading knowledge and implementing policies as needed for their individual situations. Assistance to MAs may be provided in how to promote and implement policy and feature guidance on how to influence ANSP and NSA.

- MAs are to be assisted where needed in the implementation of policy in their own situation. This can be through experience sharing

COHESION AND DEVELOPMENT

CONTINUING TO EMPOWER THE REGIONS

EB

The goal for IFATCA is to strengthen the regions.

Each region is unique and has their unique challenges, these are best managed regionally. No region should be left behind. The more the MAs help each other to become better, the stronger IFATCA becomes. The TF believes this work is best done within the regions. Some MAs within the same region often have similar history, similar cultures, and similar challenges. Together, they might be more inclined to find solutions to difficult situations, or solve problems. Sometimes, interregional collaboration is needed in order to find the best solution.

There will always be MAs who are more experienced in some areas than others. It's up to the regional EVPs to acknowledge this, facilitate this knowledge, and spread it throughout the region. The regional EVPs still need help from the MAs in identifying subjects that require attention. The more the MAs continue to work together to find solutions to similar problems, the greater the cohesion within the region becomes. Good work produces good results, which leads to more cohesion, which again leads to more good work. Finding more regionally focused tasks for individual members gives them the experience required to be able to contribute to global IFATCA work eventually. This is the cycle IFATCA wants within its regions.

- IFATCA aims to strengthen regions by encouraging MAs to help each other improve, leveraging their similar problems, cultures, and histories to find common solutions, while also considering inter-regional collaboration when necessary.
- Regional EVPs play a crucial role in recognising and disseminating expertise within the region, with the help of MAs to identify areas of attention and existing knowledge, fostering a cycle of collaboration and cohesion which leads to continuous improvement.

EXPERIENCE SHARING

EB/ Regional EVPs/ Communications Committee

To assist in the development of the cohesion and competency of the Federation, it is important to share experiences, both positive and negative. An open internal culture increases resilience. MAs should help and learn from each other. To be able to do so with success, MAs need to be clear when identifying their needs to IFATCA. Establishing and maintaining "IFATCA best practices documents" or "IFATCA data banks" is very time consuming. The value of having such documents or data banks is questionable. An online "polling system", available for its MAs to create instant surveys on any topic, could offer such a solution. Other possible (regional) solutions could also be considered. This way MAs can obtain information quickly on any subject important to them. They can identify that other MAs are or were in a similar situation and collaborate on finding possible solutions.

- Establishing and maintaining best practices documents or data banks are time-consuming and have questionable value and should not be considered
- An online polling system for MAs, allowing for quick information gathering and identification of MAs in similar situations to collaborate on solutions could be a solution. Other solutions could also be considered
- MAs are to be encouraged to share success stories to inspire other MAs both internationally and within regions

PROFESSIONAL EQUITY OF MAs

MAs/EB

Within the Federation, MAs have different levels of professional maturity. In close cooperation with the MAs there should be a plan on how to raise and maintain the level of professionalism. This way both the regions and the individual MA's can grow. Most of this can be completed within the region itself, but in some instances, global or inter-regional help would be beneficial. IFATCA regional meetings would be a natural stage for educating MAs through workshops, courses or presentations. Online courses, computer-based training, webinars, or the help of (IFATCA) professionals are other examples of methods to raise the professional equity.

- Each IFATCA region's EVP can help in assessing MAs' maturity levels and collaborating with them to enhance and sustain professionalism through regional initiatives, with global or inter-regional support as needed.
- Professional equity can be raised via regional meetings, workshops, courses, presentations, and other educational methods like online courses and webinars, ensuring all MAs have the knowledge required to participate in informed discussions.

PROMOTING A CULTURE THAT REPRESENTS OUR CORE VALUES

EB/ MAs/ EDITF

Communication can be challenging across regions and cultures. The way we communicate with each other can vary from region to region, even from MA to MA. It is important that IFATCA establishes a communication culture in which every member should feel safe, seen, valued and included. In IFATCA, all members should feel safe to be themselves and feel free to express their ideas and opinions without fear of being ridiculed. IFATCA shall be an arena where all members trust and respect each other. This creates the foundation for honest and open dialogue. IFATCA shall be transparent in their decision-making processes and share information openly. This makes it easier for everyone to understand how IFATCA works.

IFATCA continues to work towards more diversity, to ensure that every voice is heard. More diverse input may lead to more innovative and sustainable solutions. IFATCA needs to find a method where its members can provide feedback, both positive and constructive, without the fear of retribution.

This should be possible both on a regional and global level. Positive reinforcement and constructive criticism will help IFATCA improve.

- Promoting a culture that represents our core values
- IFATCA aims to create a culture where every member feels safe, seen, valued, and included, encouraging open expression of ideas and opinions without fear of ridicule
- By fostering trust and respect among members, and being transparent in decision-making processes, IFATCA promotes honest and open dialogue, helping everyone feel included and understand how the organisation works.
- IFATCA strives for diversity to ensure every voice is heard, leading to innovative solutions and cohesion. A method for members to provide feedback, both positive and constructive, without fear of retribution, is essential for continuous improvement at all levels of the Federation

RELATIONSHIP BUILDING

EB/ MAs

IFATCA's regional and annual conferences are excellent networking opportunities. Formal and informal events both help to strengthen the IFATCA culture. Additionally, if an MA hosts an IFATCA meeting (EB, TF or SC meetings), informal gatherings between MAs, or with an external organisation, it can enhance the networking experience. In-person interactions significantly boost the effectiveness of connecting and networking, so communicating with other MAs across the globe, and external organisations during these meetings is extremely valuable for building connections.

- Utilise the IFATCA events as key platforms for networking and knowledge-sharing among MAs
- Actively include local MAs and external organisations during meetings to enhance cooperation and strengthen relations within and across regions

INFLUENCE

LINKS TO OTHER ORGANISATIONS AND INDUSTRY PARTNERS

EB

IFATCA is the global voice of air traffic controllers, and when anybody has a question about ATC, they should automatically think about asking IFATCA. By working together with other organisations such as ICAO, CANSO, Eurocontrol, and IFALPA, IFATCA can have a stronger voice in influencing global aviation policies and regulations, ensuring that the perspectives of air traffic controllers are considered in decision-making processes. Partnerships with Industry Partners can provide access to expertise and resources to help IFATCA better understand new technologies that will transform air traffic management in the future.

- Inter-organisational relationships should be in alignment with the EB goals

CONCLUSION

WHAT COMES NEXT – CONCLUDING THOUGHTS FROM THE CHAIR

MAs/EB

The publication of the ‘2030+ Task Force Blueprint for IFATCA’ marks the completion of the objectives set out in the terms of reference for the Task Force. It does not, however, mark the end of the work required to ensure that these recommendations are put into place. It is only just the beginning of that journey.

The first step is now to prepare an implementation plan which will set a realistic timeline by which the goals mentioned in the Blueprint are realised. This should be completed quickly to protect the initiative from any loss of momentum.

It is the Task Force’s opinion that a report on the progress of this implementation plan should be communicated to MAs annually, so that difficulties or progress are shared among the IFATCA community.

MAs hold a shared responsibility, together with the EB, to make sure that the changes highlighted above are achieved. The majority of the changes identified in the Blueprint come from the MAs, so it is only right that MAs monitor and assist SCs and the EB in realising them.

Self-reflection and evaluation should be an ongoing process. As such, IFATCA should conduct this examination on a regular basis after 2030.

The Task Force and I would like to take this opportunity to thank all those that participated in the workshops at annual conferences for their enthusiasm and for their replies to the original questionnaire. Without this involvement, the Blueprint would not be as comprehensive and as wide-reaching as it is. The engagement of everyone, from each global region, is a testament to the shared spirit of cohesion and involvement of the Federation.

Finally, I would like to thank the 2030+ Task Force for their work and dedication to this task. Meaningful discussions were held, moments of friendship shared and memories made. It has been a great pleasure working with you.

Julian Ogilvie

Chair 2030+ Task Force