



**BLUE
BOOK**

GUIDELINES FOR IFATCA OFFICERS & REPRESENTATIVES

**A practical guide to IFATCA policies and procedures
for Officers and Representatives.**

Version 6.0 – July 2025

MANUAL

IFATCA is the recognised international organisation representing air traffic controller associations. It is a non-political, not-for-profit, professional body that has been representing air traffic controllers for more than 50 years, and has more than 50,000 members in over 120 countries.

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4	October 2021	Update of the "Reimbursement" Section.
5	July 2024	Plagiarism, copyright, intellectual property.
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1. Introduction

- 1.1 The purpose of this handbook is to provide general guidelines regarding day-to-day administrative matters for IFATCA Officers, Standing Committee members, representatives, and staff. The provisions of this handbook are both complementary and subservient to the relevant provisions in the IFATCA Administrative Manual (IAM). Where there is any doubt regarding any matter, the IAM overrides this handbook. All Officers and members are encouraged to raise any matters of concern or queries with the Deputy President. This handbook is issued through the Office, has a nominal life of one year, and is normally updated each year following decisions made at the Annual Conference.

2. Conduct

Officers and other persons representing the Federation must act with courtesy and integrity at all times. This applies when dealing with Member Associations (MAs), National Administrations, International Organisations, airlines, and the news media. The Federation is recognised internationally as the world representative body for air traffic controllers, and we must all strive to present a professional image. In effect, you are our “shop window” through which much of the perception regarding this organisation will be achieved.

POLICY ISSUES WHEN REPRESENTING IFATCA

- 2.1.1 All official policy is contained in the IFATCA Technical and Professional Manual. Where expansion is required, please contact your appropriate Executive Vice-President (EVP). Where Federation policy exists, representatives are expected to promote this policy when they are attending meetings/symposia/discussions on behalf of IFATCA. Where no policy exists concerning a matter, which has been raised, representatives should endeavour to contact the relevant EVP before making a statement of IFATCA’s position on that matter. Generally, representatives are chosen for their expertise in specific areas and the Executive Board (EB) will support representatives who participate in meetings/discussions, etc., which cover areas where no formal policy exists. It should be made clear that any position promoted is provisional until ratification by IFATCA.
- 2.1.2 No contract of any nature is to be entered into on behalf of IFATCA without Executive Board approval. No financial commitment or cash transaction is to be made without the approval of the Executive Board.

VISIT BY EXECUTIVE BOARD OFFICERS

- 2.1.3 Official visits to Member Association countries will normally be co-ordinated during EB meetings. Outside of EB meetings, approval of President and Chief Executive Officer (PCX) and/or Deputy President (DP) is necessary to authorise travel. Notwithstanding this condition, Regional EVPs have full authority to conduct IFATCA business as they see fit within their regions including travel to MA countries and non-MA countries if warranted.
- 2.1.4 Visits on behalf of IFATCA to the country of an MA should not be made without prior consultation with the MA concerned. If visiting an MA’s country in an official capacity other than on behalf of IFATCA, the Officer’s position should be clarified prior to the commencement of the visit. Such visits, if so co-ordinated, should not preclude discussions on IFATCA matters as appropriate.
- 2.1.5 Except in cases where approval has already been granted, negotiations on behalf of an MA or the Federation shall not be concluded until the MA or the EB agree on the terms.

3. Financial

GENERAL

- 3.1.1 Definitive policies regarding the financial concerns of the Federation can be found in the IFATCA Administrative Manual, Part 1, Article III (Finance) and Part 2 Section 3 (Finance – By-laws).
- 3.1.2 The fiscal year of the Federation commences on 1 June and finishes on 31 May of the following year. **In order for the EB to accurately track expenditures of the Federation, all travel claims should be submitted as soon as possible and not later than 30 days after the expense has been incurred or the travel completed.** General expenses are to be submitted on a regular basis. Expenses incurred during the month of May should be submitted to the Office as soon as possible, and in any event not later than 1 June. Even though you may have been provided with money in advance for your duties, it is important that you submit your claims in a timely manner to assist with our financial management.
- 3.1.3 The monetary unit of the Federation is the US Dollar (USD). Exchange rates listed for various currencies in any claim should relate to US Dollars, not the home currency of the claimant. However, the claims have to be submitted in US Dollars (USD).
- 3.1.4 Reimbursement for expenses is normally completed via electronic transfer from the Federation's account in Canada. Electronic transfer is the most economical and efficient means of payment. It is therefore essential that claimants provide the Office with their bank details (IBAN / SWIFT) including the account number and the name and address of the bank. Where possible, for European based representatives, reimbursement will be made in EURO rather than USD. Other methods of payment are available but usually take longer and increase the costs to the Federation. In certain circumstances, payment can be done using the PayPal account of the Federation.
- 3.1.5 Vouchers and receipts are to be submitted for all expenses other than mileage. If vouchers or receipts are not available for any particular expenditure, a signed statement shall be provided indicating the expense incurred and the reason the vouchers are not attached. A template form for such declaration can be obtained from the Office.

TRAVEL

- 3.1.6 Whenever possible, it is expected the individual's MA will arrange free or discounted travel for the Officer/Standing Committee member/representative on official IFATCA business. Airfare will only be reimbursed with the prior approval of the EB. All airfares that will require reimbursement by the Federation must be for the most economical amount possible under reasonable circumstances.
- 3.1.7 If suitable public transport is available, this should be the preferred option of local transport. Taxis will be reimbursed for official trips only. Travel via private motor vehicle is currently reimbursed (see Appendix A), with the distance travelled being recorded.
- 3.1.8 Other reimbursable travel expenses are bus and train fares, toll fees and other charges associated to travel like airport taxes.

TRAVEL INSURANCE

- 3.1.9 The Federation will make limited travel insurance coverage available for officers, employees, and representatives journeying overseas outside their country of residence on behalf of the Federation, at no additional expense to the traveller. The availability of this insurance coverage does not imply additional liability on the part of the Federation for the expenses the insurance covers.
- 3.1.10 When the Federation's insurance policy's scope and definitions permit coverage for private travel conducted in association with official travel, or travel with an accompanying spouse/partner and dependent children, travellers may utilize the Federations' available insurance coverage, provided the traveller reimburses the Federation for the extra expenses and is liable for any and all matters associated with using the Federation's travel coverage for private travel or accompanying persons.
- 3.1.11 You are responsible for determining and understanding the terms and conditions of the travel insurance coverage before embarking on your journey. Please contact the Deputy President or the Office Manager for information or inquires.
- 3.1.12 As the Federation's insurance coverage is limited, the Federation recommends you review your circumstances to ensure you have primary and/or supplemental travel and/or medical insurance coverage appropriate for your circumstances, within or outside your country of residence. If the travel insurance coverage is inadequate or the insurer denies the claim, the Federation does not accept additional responsibility for such expenses or claims.
- 3.1.13 The Federation compensates the insurer for days travellers for the Federation are insured under the terms of the policy, so it is crucial you utilize the online resources to contemporaneously identify all travel incurred on behalf of the Federation, any private travel added to your trip or the addition of eligible accompanying persons.

ACCOMODATION

- 3.1.14 The Federation will only reimburse the room charges for nights required to conduct business. The EB Members and other representatives shall be responsible for additional room charges when remaining at the meeting locations longer than required.
- 3.1.15 IFATCA reimburses for accommodations against receipted bills. Please use common sense and take advantage of any discounts available. Remember it is your colleague's money you are spending! Make your own bookings and try to notify hotels as soon as possible of any changes to your itinerary and be sure to keep receipts.

MEALS AND REFRESHMENTS

- 3.1.16 IFATCA representatives may submit claims for reimbursement of actual and reasonable expenditure relating to purchase of meals and refreshments whilst travelling on official IFATCA business (See Appendix A for maximum allowance). Receipts for purchases must accompany all claims.
- 3.1.17 If the EVPF or Executive Board considers that a claim is unreasonable, clarification may be sought from the person concerned. If the EVPF or Executive Board is not satisfied with the explanation given, the claim may be declined (either in full or in part). In this event, the decision is final.
- 3.1.18 The above also applies to representatives charging meals and refreshments to Credit/Debit cards issued to them on behalf of IFATCA.

- 3.1.19 Additional hospitality may be reimbursed after prior approval of EVPF or Executive Board. Vouchers will have to be provided.
- 3.1.20 During routine EB meetings, hospitality will normally be covered by EVPF or Executive Board. In exceptional circumstances, an extra amount may be payable, but this will be decided upon at the end of the meeting.

TELEPHONE AND INTERNET

- 3.1.21 The widespread availability of free, fast and reliable Wi-Fi across the globe makes it possible for representatives to conduct IFATCA business using free online platforms. Telephone, fax, internet connections, SIM and eSIM cards and other connectivity charges incurred on behalf of the Federation will not be reimbursed.
- 3.1.22 Under specific and urgent circumstances, and pending approval of the responsible Executive Board member, representatives may be entitled to claim, against presentation of bills and within reasonable limits (See Appendix A for maximum allowance) connectivity fees when specifically necessary to conduct the business of the Federation during travel.

OTHER EXPENSES

- 3.1.23 Expenses incurred while travelling, which are not outlined in the above paragraphs such as the cost of visas, parking, currency exchange commission, and other miscellaneous expenses, will be reimbursed on the production of receipts. The annual subscription fee for credit cards will not be reimbursed.

NB.: medical costs, such as those incurred for vaccinations, will not be reimbursed unless these vaccinations and other medical treatments are compulsory to enter the country.

EXPENSIFY

- 3.1.24 Approval requests are submitted to the EB budget holder; the Approval form could be obtained from the office. The claims for reimbursement are to be submitted online via the Expensify expense-management tool. The EB budget holder will provide the necessary details (account, log-in) upon request. The Office maintains an Expensify training manual, the “Coral book”; the document can be downloaded online from www.ifatca.org under the IFATCA NET section.
- 3.1.25 In cases where the representative is charged transfer fees upon reception of reimbursement by their own bank institute, the Federation can reimburse these costs upon proof of payment of those fees.
- 3.1.26 IFATCA does not reimburse/claim the difference in expense vs. reimbursement occurring due to currency fluctuations from the time the actual expense was paid to the time of receipt by the representative’s bank institute.

STANDING COMMITTEES

- 3.1.27 Part 2, Section 8 (Management), chapter 2 (Standing Committees) of the IFATCA Administrative Manual outlines the general principles of funding for Standing Committee members.

ANNUAL CONFERENCE

- 3.1.28 SC Chairs and other individuals whose attendance is considered necessary and approved by the Executive Board, will be paid a lump sum to compensate for registration fee, hotel, meals and refreshments.
- 3.1.29 Chairs and Secretaries of Conference Committees A, B and C shall be provided with a lump sum covering the hotel accommodation and the meals not provided for free during Conference. The registration fee will be paid by the EB.
- 3.1.30 If the invited representatives and members are not required for the full duration of the Conference, this allowance will be reduced accordingly. This allowance will not be paid if these persons are a Director or Deputy Director of their MA.

ANNUAL HONORARIUM

- 3.1.31 EB Officers are entitled to an annual honorarium, which is normally paid in October or November. This amount is linked to the financial year and irrespective of the fact that election and resignation take place before the start of a financial year. The honorarium will only be pro-rated when an EB Officer would resign before the regular end of its term.

EQUIPMENT

- 3.1.32 Members of the Executive Board shall be provided with an annual equipment allowance, which is usually paid in September/October together with honoraria (see Appendix A for allowance).
- 3.1.33 On request, EVPF or Executive Board may approve expenditures for additional, specialized equipment and software in advance of purchase. Any specialized equipment and/or software purchased and/or reimbursed by the Federation remains the property of the Federation; the Office Manager shall maintain an inventory of all such equipment and software. The claimant is responsible for returning or transferring any equipment or software upon request, or upon leaving the applicable position.

4. Reports and communication

REPORTS

- 4.1.1 IFATCA representatives shall provide small summary and a picture after meetings attended on behalf of IFATCA, to the Communication Coordinator at nicola.niriada@ifatca.org.
- 4.1.2 EB Officers shall submit a written report for each EB meeting two week before the meeting, except pre- and post- Conference EB meetings. Each EB Officer should submit an annual synopsis to PCX by the date agreed by the EB each year for inclusion in their annual report to the Conference. Each EB member should submit a summary of important activities and events to the PCX for the EB report to the Regional meetings.
- 4.1.3 The Office Manager, SC Chairs, the Editor, the Web Manager and the Liaison Officers shall submit a written report to the October, and January/February EB meetings.
- 4.1.4 The relevant EVP Regional shall submit an article for monthly Circular after each Regional Meeting.

COMMUNICATION

- 4.1.5 E-mail often comprises a formal record of IFATCA communication, both internally and externally. All are encouraged to exercise care when sending e-mail messages – it is not unknown for the “point and shoot” philosophy to cause considerable misunderstanding and/or embarrassment. Use discretion with group addresses, and refrain from entering debates, which can rapidly escalate, into “e-mail war”. It is imperative that all messages contain clear and accurate titles and headings. When sending attachments, use standards file formats, such as Microsoft Word “.doc/.docx” or Adobe Acrobat “.pdf”.
- 4.1.6 The Office has requested that e-mail messages not strictly IFATCA business shall NOT be addressed to the Office email account, such as jokes, pictures, gratuitous or “political” comments, etc.

5. Standing committee meetings

The relevant EB Officers should endeavour to be present at each meeting of the SC for which they have responsibility.

Standing Committees should meet only when necessary to achieve completion of their work programme. Each SC meeting should be held in a location, which will permit the maximum attendance of the members of that SC. Only the Chair and the MAs elected to each SC (plus the appointed representatives on TOC) are funded for accommodation, meals and refreshments, etc. at SC meetings. Payment of these items is the responsibility of the relevant SC Chair.

If SCs wish to add items to the work programme allocated at Conference, they must obtain approval from their responsible EB Officer.

5.1 WORKING PAPERS FOR CONFERENCE

- 5.1.1 SC Chairs are responsible for ensuring the correct layout and format of the WPs produced by their committee. WPs must be in LTR format and are to be saved as the agenda item number if one is available (please check with the Office Manager if there is no apparent agenda item number). Each SC Chair shall ensure the transmission of all the WPs for its SC to the Office before the closing date, and once submitted no amendments should be made.
- 5.1.2 If a SC Chair has any difficulties either within its SC or with its work programme, the Chair should contact its responsible EB Officer.

6. Annual conference

GENERAL

- 6.1.1 The Office will forward letters to Committee Chairs and Co-Chairs advising them of their appointment.
- 6.1.2 Registration fees will be paid for Panel speakers, if applicable, and invited guests at the discretion of the EB.

ACTIONS OF EB OFFICERS REGARDING ANNUAL CONFERENCE

- 6.1.3 EB members shall discuss committees' WPs at the January/February EB meeting.
- 6.1.4 Study all WPs so that a Board position can be determined at the pre-Conference EB meeting.
- 6.1.5 Prior to commencement of Conference, there is a briefing on the management of Conference Committees for the Committee Officers and their respective EB Officers. During Committee proceedings, the EB Officers must be present in committee to convey the Board's position and generally monitor proceedings to ensure that irregularities are avoided.
- 6.1.6 DP, EVPT and EVPP are specifically responsible for Committees A, B and C respectively. While the Committee Chair is responsible for the conduct of the sessions, it is the responsibility of the relevant EB Officer to ensure the accuracy of the Committee minutes and report including filling in the action column in the Committee reports, which shall be provided to the Office for amendments of appropriate manuals.
- 6.1.7 These EB Officers should select items of interest from the Committee reports for use by PCX in the preparation of his/her speech to final plenary (and any press releases).
- 6.1.8 EVPT and EVPP shall prepare the report from the IFATCA Panel, if applicable.
- 6.1.9 All EB Officers shall take action as required from the Conference Report.
- 6.1.10 EB should brief newly-elected Officers and SC Chairs on the procedures for expense and travel claims. The Office will provide new officials with a "welcome package" including standard claim forms for future use.
- 6.1.11 Retiring Officers are responsible for briefing the incoming Officer of anything relevant affecting its region or area of responsibility. Any member of the EB can volunteer to be a mentor to the newly-elected Officer.

7. Publications and documents

THE IFATCA ADMINISTRATIVE MANUAL (IAM)

- 7.1.1 An electronic version of the Administrative Manual can be obtained through the Office or downloaded via the IFATCA website under IFATCA NET at www.ifatca.org, contact Office for login and password.

THE INFORMATION HANDBOOK (IHB)

- 7.1.2 An electronic version of the Information Handbook can be obtained through the Office or downloaded via the IFATCA website under IFATCA NET at www.ifatca.org, contact Office for login and password.

THE TECHNICAL AND PROFESSIONAL MANUAL (TPM)

- 7.1.3 An electronic version of the Technical and Professional Manual can be obtained through the Office or downloaded via the IFATCA website under IFATCA NET at www.ifatca.org, contact Office for login and password.

THE CONTROLLER MAGAZINE

- 7.1.4 Publishing date of the electronic magazine is September and submissions for inclusion in a particular issue should be made with the Editor four weeks in advance of these dates. The Controller can be downloaded free of charge from the IFATCA website under MAGAZINE at www.ifatca.org.

THE DISTRIBUTION LIST

- 7.1.5 The distribution list of EB Officers, other IFATCA officials and representatives, MAs and Industry Partners is updated on a regular basis by the Office. An electronic version of the distribution list can be obtained through the Office or downloaded via the IFATCA website under IFATCA NET at www.ifatca.org, contact Office for login and password.

8. Public relations

Radio and/or TV interviews should normally be conducted by DP. Apart from PCX, if any other Officer is required to issue a press release, it shall be co-ordinated with DP who will consult with PCX as appropriate.

All statements must strictly adhere to the Federation's policies and to the requirements of the MA(s) concerned. If in doubt, check first with DP or PCX to ensure Federation's image is never compromised.

**UNDERSTAND THE MESSAGE YOU WISH TO PROMOTE, KEEP TO IT AND DON'T DISGRESS.
DO NOT SPECULATE OR OFFER AN OPINION.**

9. Use of the legal contingency fund

GUIDELINES FROM THE DIRECTORS

- 9.1.1 The following guidelines are provided to the EB from the Directors. They are not binding and should the EB be of the opinion that a particular case falls outside these guidelines but still deserves the assistance of IFATCA, they may use their executive authority to provide such assistance as they deem fit.
- 9.1.2 The use of the fund shall normally be confined to MAs and Associate Professional Members from Category 2 and Category 3 States, who are involved as defendants or witnesses in any legal action relating to their employment as air traffic controllers. If necessary, priority may have to be given to Category 3 States.
- 9.1.3 IFATCA funding shall be used to fund the provision of legal advice and representation. It shall not be used to pay any fines, damages, or other penalties. The EB may specify the use of a particular lawyer or other legal representative. The EB may retain legal representation directly in the name of the Federation if this is preferable to granting funds to the MA concerned.

10. Application for membership from a challenger organization

GUIDELINES FROM THE DIRECTORS

- 10.1.1 The following guidelines are provided to the EB from the Directors for use when an application for membership is received from an organisation in an area of representation where IFATCA already has a Member Association.
- 10.1.2 It is a fundamental feature of IFATCA that only one organisation representing controllers can be accepted from any area of representation. Every application for membership from a professional organisation must be presented to the Directors by the Executive Board with a recommendation for the Director's consideration.
- 10.1.3 When a challenger to an existing Member Association applies for membership, it brings the new applicant into conflict with the existing Member Association and accurate and factual information is essential to enable Directors to make a valid decision. An investigation must be conducted to assess the true facts of the situation. The Executive Board (or its nominee) has an obligation to identify the facts so the Directors have the best possible information to make a decision regarding the application by the new organisation, which may result in the replacement of the existing Member Association.
- 10.1.4 **IFATCA Bye-Laws concerning application for membership from a challenger organization are contained in the IFATCA Administrative Manual, Part II, Section 2, Chapter 2 (Affiliation), 2.1.4.**

CONSIDERATIONS

- 10.1.5 Among the aspects that should be included in such an investigation should be:
- 10.1.6 The applicant organisation:
- Does the applicant organisation is composed wholly or partly of air traffic controllers?
 - Does it have a legal status in its area of representation?
 - Does it represent the majority of controllers in that area? (i.e. it has the ability to speak for a majority of the controllers in that area, is democratically elected, is fully aware of the general problems facing controllers and is able to ascertain and promote the opinion of those controllers in important professional matters).
 - Does the applicant represent the technical and professional interests of the controllers?
 - Are the applicant's general objectives and goals essentially the same as those of the Federation?
 - Does the applicant have an interest in International matters?
 - How was the organisation formed?
 - Was it formed with financial, legal, or administrative assistance from the employer?
 - Is there appearance of an employer or state sponsored plan or intent to overcome the existing Member Association?
 - Is the applicant based on ethnic, racial, political, or religious ideals?

10.1.7 The existing Member Association:

- Does the Member Association represent the majority of the controllers in that area?
- If not, has it ever represented the majority of the controllers?
- If it has, what is the reason(s) for losing its members?
- Is this a short-term problem, or does the trend appear irreversible?
- Does it seem that there might be a contrived plan by the employer or the state to reduce the effectiveness of the Member Association by assisting the challenger organisation?
- Does the Member Association retain the ability to represent the majority of controllers?
- Has the Member Association been a regular participant in the Federation in areas such as attending or hosting Annual Conference, standing committees, Panels in ICAO and/or Regional Meetings, and in providing information for the IHB?

10.1.8 The Directors note that this list is not exhaustive and recommend that the Executive Board (or their authorized representative) consult with both the relevant EVPR and the neighbouring Member Associations during the course of their investigation.

10.1.9 Where doubt exists as to the underlying situation, preference should be given to the existing Member Association.

11. Authority and responsibilities – the Executive Board

THE EXECUTIVE BOARD (EB)

11.1.1 The Executive Board as a body shall constitute the executive authority of the Federation at all times when the Directors are not in session and shall be responsible to the Directors for the maintenance and furtherance of the aims of the Federation. Two thirds of the number of elected EB Officers constitutes a quorum, among which either the PCX or the DP must be present.

OFFICERS OF THE EXECUTIVE BOARD

11.1.2 The individual members of the EB shall be accountable to the EB as a body, and to the MAs of the Federation for the proper execution of their responsibilities, both general and specific. They shall ensure that their conduct is at all times in keeping with the reputation of the Federation and their own status within it.

11.1.3 The general responsibilities of every member of the EB shall be:

- To attend meetings of the EB whenever possible from the post-Conference meeting immediately following their election until and including the post-Conference meeting immediately following the end of their term of office;
- To ensure that their successor is fully briefed on all situations, negotiations and policy appropriate to the area of responsibility including handing over all files and other sources of information;
- To provide a written report to all meetings of the EB other than the pre- and post-Conference meetings;
- To seek the approval of EVPF or the other members of the Executive Board for any financial commitments or cash payments required in the course of their duties;
- To obtain the agreement of the relevant MA before visiting any State as a representative of IFATCA or to inform the MA if visiting in another official capacity in which case, if possible, the opportunity should also be used to discuss matters related to the profession and/or to IFATCA or the MA concerned;
- To confer with the DP on all dealings with the news media or, if this is not possible, to restrict comment to IFATCA policy or the requirements of the MA concerned;
- To attend meetings of any Standing Committee for which it has responsibility and consult with the Chair, as required, throughout the year;
- To prepare any working papers for Conference and submit them to the meeting of the EB in January/February for discussion and agreement;
- To study all working papers submitted to Conference in order to determine the EB position regarding their content and forewarn EVPF, where applicable, if any working paper has financial implications;
- To brief any Committee Officers at Conference as appropriate and attend the meetings of the Committees in order to convey the EB position on working papers.

PRESIDENT AND CHIEF EXECUTIVE OFFICER (PCX)

11.1.4 In addition to its general responsibilities as a voting member of the EB, the specific responsibilities of the PCX are:

- To preside at all Conferences of the Federation. Specific duties of the PCX associated with Conference include:
- To reply to the opening speeches and present an opening speech with reference to any topics as requested by the host association. PCX should contact the host association approximately six weeks before Conference for their input to the speech;
- To present an Annual Report on the activities of the Federation during the previous year;
- To meet with any relevant organisations and groups at their request, time permitting;
- To make any other speeches as necessary on behalf of the Federation;
- To attend Committees B and C at least once during Conference, but otherwise to attend Committee A whenever possible;
- To preside over the proceedings at Final Plenary and make a closing speech;
- To send letters of thanks to the host Association and any other appropriate persons and organisations.
- To chair all meetings of the EB;
- To supervise all activities of IFATCA between Conferences;
- To sign all official documents on behalf of IFATCA;
- To be the chief spokesperson for the Federation and co-ordinate with the DP over the preparation of any press releases, public relations material, etc.;
- To select the representatives of IFATCA to attend any external meetings.

DEPUTY PRESIDENT (DP)

11.1.5 In addition to its general responsibilities as a voting member of the EB, the specific responsibilities of the DP are:

- To deputise for the PCX when necessary;
- To supervise the IFATCA Office and staff;
- In consultation with the PCX and the Editor, to prepare all press releases and other media contacts. This shall include the briefing of other EVPs to ensure that they will, when necessary, correctly represent the IFATCA position on any subject when dealing with the news media;
- The maintenance and publication of all Federation's documentation;
- To oversee the Constitution and Administration Committee;
- To carry out the administrative tasks associated with Conference, in particular:
 - To inform the EB of any items within Committee A working papers requiring Board comment or input;

- To monitor all aspects of media coverage of the event;
 - To supervise Committee A whenever possible;
 - To ensure that one complete set of amended working papers from the Conference is retained in the archives;
 - To ensure that Plenary Sessions are conducted according to the Rules.
- To ensure that any actions allocated to the DP within the Conference Report are carried out;
 - To ensure that the Administrative Manual is updated in accordance with any Conference Resolutions;
 - To ensure that the Chair of any Standing Committee who is absent from Conference is made aware of its work programme for the coming year.

EXECUTIVE VICE-PRESIDENT FINANCE (EVPF)

11.1.6 In addition to its general responsibilities as a voting member of the EB, the specific responsibilities of the EVPF are:

- To administer the day to day financial operations of IFATCA, including signing cheques drawn on the Federation's primary and secondary accounts;
- To maintain copies of the accounts. These shall be available for exhibition to any Officer or Director at any reasonable time. A complete statement of account shall be presented to Annual Conference and at any other time when requested by at least 3 Directors or the PCX;
- To provide each meeting of the EB with details of:
 - MAs and CMs in arrears;
 - Federation funds;
 - A running update of expenditure and income.
- To present a draft budget to Annual Conference for the subsequent financial year including any particular funding provision as required by the Administrative Manual;
- To propose an Auditor for appointment by the EB;
- To request and receive membership declarations from MAs and issue invoices for subscriptions based upon these declarations; Invoices for European based MAs may be invoiced in Euro rather than USD.
- To receive statements of, and monitor bank accounts used for the local payment of subscriptions by MAs unable to remit foreign currency to IFATCA;
- To repay any expenditure incurred by any Officer in connection with IFATCA duties subject to such expenditure being within published guidelines, or previously approved by the EVPF or the Executive Board, and the appropriate documentation and receipts being submitted to the EVPF or to the Executive Board;
- To transfer funds to, and monitor the use of, secondary accounts established for use by the IFATCA Office and the Editor of the IFATCA journal;
- To over-see the Finance Committee (FC);

- In the event where the position of EVPF would become vacant, the responsibilities cited above shall be transferred to the rest of the Executive Board.

EXECUTIVE VICE-PRESIDENT PROFESSIONAL (EVPP)

11.1.7 In addition to its general responsibilities as a voting member of the EB, the specific responsibilities of the EVPP are:

- To supervise the work programmes of all committees of IFATCA established to consider any professional aspects of air traffic control, in particular Committee C at Conference and Professional and Legal Committee (PLC) between Conferences;
- To ensure that any changes are incorporated into Part 4 (Professional Policy) of the IFATCA Technical and Professional Manual (TPM) as soon as possible after Conference;
- To work with Chair PLC to gather material necessary to respond to requests for information or guidance on professional matters in air traffic control, when the answer is not immediately available from existing IFATCA sources;
- To select and co-ordinate the work of the Federation’s professional representatives acting on behalf of the Federation in international symposia, fora and other venues;
- To liaise with the Liaison Officer to the ICAO ANC in Montréal and EVPT, when required.

EXECUTIVE VICE-PRESIDENT TECHNICAL (EVPT)

11.1.8 In addition to its general responsibilities as a voting member of the EB, the specific responsibilities of the EVPT are:

- To supervise the work programmes of all committees of IFATCA established to consider any technical and operational aspects of air traffic control, in particular Committee B at Conference and Technical and Operations Committee (TOC) between Conferences;
- To ensure that any changes are incorporated into the Part 3 (Technical Policy) of the IFATCA Technical and Professional Manual (TPM) as soon as possible after Conference;
- To work with Chair TOC to gather material necessary to respond to requests for information or guidance on technical matters in air traffic control, when the answer is not immediately available from existing IFATCA sources;
- To select and co-ordinate the work of Federation technical representatives acting on behalf of the Federation in international symposia, fora and other venues;
- To liaise with the Liaison Officer to the ICAO ANC in Montréal and EVPP, when required.

EXECUTIVE VICE-PRESIDENTS FOR THE REGIONS (EVPRS)

11.1.9 In addition to their general responsibilities as voting members of the EB, the specific responsibilities of EVPRs are:

- To ensure that a Regional meeting is arranged annually within its Region, and afterwards to submit reports to the EB and ‘The Controller’ about the meeting;
- To chair the Regional meeting and to authorise Observers, as appropriate, to attend the meeting;
- To liaise with MAs in its Region;

- To make contact with non-member associations within its Region and encourage gaining membership to the Federation;
- To liaise with the regional IFALPA Representatives and regional ICAO Office(s);
- To advise the EB on any requirement for a Regional Support Group, and to select the members of the said group;
- To assist with the distribution and collection of Information Handbook (IHB) questionnaires within its Region;
- To oversee all activities of IFATCA within its Region.

12. Appointed Executive Board officers

- 12.1 The appointment and re-appointment of these non-voting Officers is the responsibility of the EB and shall normally be for a two-year term commencing, where possible, on the day after the Annual Conference, with exception of the Liaison Officer to the ICAO ANC, whose term shall normally be for a three-year term.
- 12.2 Any re-appointment for these positions shall take place at the end of the term and shall be subject to the satisfaction of the EB that all duties required of the positions have been carried out. Decisions on re-appointment shall be made at the EB meeting in February preceding the re-appointment (or at the latest, the pre-conference EB meeting).

13. IFATCA staff

- 13.1 It is imperative that employees of IFATCA do not, and cannot, become involved in any of the Federation's internal politics. While our employees are active participants in the Federation's business, they are not members of our policy-making bodies nor do they have an active role in determining overall Federation policy. It is inevitable that internal politicking will arise at some time or other, and it is prudent that steps are taken to preclude our staff from being distracted from their primary responsibilities by such an occurrence.
 - 13.1.1 The Office Manager (OM) employed by the Federation at the Office in Montreal shall report to the DP in the performance of its duties. Other staff shall be responsible to the DP through the OM.
 - 13.1.2 All decisions regarding the employment of office staff including, but not limited to, salaries, hours of work, job descriptions, suspension and/or termination, shall be prepared by the so-called Office Management Group, consisting of PCX, DP, and any other Executive Board member, as deemed necessary, and submitted to the EB for a decision.
 - 13.1.3 When necessary, the Office Management Group shall advise the EB of the content of the employment contracts between the Federation and its staff.
 - 13.1.4 Other than the information normally contained within the annual financial report and budget, all information regarding the employment conditions of office staff is confidential to the EB and the employees concerned.

14. Plagiarism, copyright and intellectual property

14.1 Definitions

The difference between plagiarism, copyright infringement and intellectual property may be subtle, but it is nonetheless essential to understand what each of these terms imply in terms of obligations and consequences, when it comes to legal and ethical implications regarding the use of third-party sources.

14.1.1 Plagiarism

Plagiarism can be understood as the use of somebody else's work, concept(s) or idea(s) without giving them credit for said work (Bytescare, 2023; Das, 2023; Arnold & Levin 2021). Put simply, the author plagiarising is presenting their work as if it was original, its own work (University of Illinois in Chicago [UIC], 2023a). Plagiarism is not illegal, in the sense that it does not violate any law (UIC, 2023a; Das, 2023; Arnold & Levin 2021). However, it is an ethical issue, and usually it has serious implications in the academic world (Das, 2023; Arnold & Levin 2021). It is a violation of academic and intellectual integrity, and it applies to all types of media (written, electronic, visual and audio) (Bytescare, 2023).

14.1.2 Types of plagiarism

Direct: possibly the most common, it consists of a copy-paste of someone else's work without proper referencing.

Mosaic: using a variety of sources to create new work, composed of existing ideas, text or concepts. The original work is also not referenced adequately in this situation.

Self-plagiarism: less common, it consists of reusing own previous work without proper referencing. Even though the author is the same, the attribution of the work still needs to be done (Bytescare, 2023).

14.1.3 Examples of plagiarism

- Quoting words, sentences or entire paragraphs from an article, a website or even a speech or a conference, without acknowledging the author(s).
- Copying the work from someone else without any referencing.
- Buying the work of someone else (or having the work done by someone else) and presenting it as its own.
- Paraphrasing in a way that relies so heavily on someone else's work that it cannot be considered to be different, without referencing (UIC, 2023a; Das, 2023).

14.1.4 Copyright infringement

Copyright infringement is understood as the use of some material that is subject to a licence, without obtaining the right to use said material (Bytescare, 2023; UIC, 2023a; Das, 2023; Arnold & Levin 2021). These rights are automatically given to authors of what we could call artistic or creative work, such as software, movies, photographs, songs, literature and online content (Das, 2023; Arnold & Levin 2021). Owners of the copyrights may use, reproduce, distribute, and display their work as they see fit (Bytescare, 2023; Arnold & Levin 2021). They can also grant permission to whomever they want to use or reproduce their work, and they are free to determine the conditions associated with that permission (Das, 2023).

14.1.5 Types of copyright infringement

Direct: when material that is subject to copyrights is either copied or used without authorisation.

Indirect: when a person or an organisation facilitates or contributes to copyright infringement(s) by hosting unauthorised material on its servers, or by providing software or tools to do so (Bytescare, 2023).

14.1.6 Examples of copyright infringement

- Using a video, audio, photo or diagram in a way that it is made available to the public (such as posting or uploading it online) without the consent of the owner of the material.
- Distributing a video, audio, photo or diagram without the consent of the owner of the material.
- Obtaining or making available a video, audio recording, photo or diagram on websites that are unauthorized, malicious or part of the dark web (Das, 2023).

14.1.7 Intellectual property

Intellectual property (IP) consists of everything that can be created by someone. It can be inventions, literature and written content in general, art, design, symbols, names, images, brands and logos. Intellectual property is protected by a number of laws, such as copyrights, trademarks, patents and trade secrets (World Intellectual Property Organization [WIPO], 2023).

14.1.8 Types of intellectual property

Copyrights: covers materials such as written work, photos, videos and other medium of expression. It is *de facto* given to the author, since it is a right normally enshrined in national laws of most countries. It is still possible to formally register a copyright, which gives more tools to the author when comes the time to enforce copyrights.

Trademarks: can be a word, a symbol, a phrase, or a distinctive mark. A trademark needs to be formally registered.

Patents: protects inventions from being stolen, copied and used. The patent requires the creator to register the invention with the appropriate patent office, and the patent is usually valid for a finite period of time. Patents are usually confined to the country where they have been registered, which means a creator may need to patent its creation in more than one country.

Trade secrets: confidential information that may consist of competitive data, algorithms and formulas, recipes and processes, and customers lists. They are typically not registered but can be protected by non-disclosure and confidentiality agreements between the organization and its employees (Business Development Bank of Canada [BDC], 2023).

14.1.9 Fair use

The “fair use” principle allows for limited use of copyright protected material without the owner’s explicit authorization. Uses that fall outside the “fair use” principle require the author to seek permission from the owner of the material prior to using it (UIC, 2023b). In a way, “fair use” provides a defence for the person using the material against potential lawsuits, under specific circumstances (Das, 2023). These specific circumstances may sometimes be difficult to establish, and the boundary between what is legal and what is not can be intricate.

However, the following factors may be used as guiding principles:

- **Purpose:** usage for purposes such as non-commercial, non-profit organizations, educational, scientific, or historical.
- **Nature of the work:** material based on facts will more easily fall under “fair use”, because those facts could have been derived from other sources. Opinions and fictional work, and material of a more creative nature doesn’t.
- **Amount of material used:** small amounts (a few sentences) are more likely to be considered “fair use”. That said, if these few sentences contain the major ideas of the material, it may not be the case.
- **Effect of the use:** copyrights are made to protect the stream of revenue of the author. If the utilization is potentially depriving its author from part of its market, then it may easily be considered to be against “fair use” (Das, 2023; Copyright Alliance, 2023).

Unfortunately, there is no black and white when it comes to “fair use”, it is determined on a case-by-case basis where context has to be taken into account. “Fair use” can easily be justified for purposes such as criticism, comments, news reporting, teaching and education, scholarship and research (Copyright Alliance, 2023).

14.2 Differences between copyright violation and plagiarism

As mentioned above, the main difference between plagiarism and copyright infringement is that the former is not illegal, while the latter is (UIC, 2023a; Arnold & Levin 2021). While this might occasionally be the same person or the same entity, plagiarism is an offence against the author of the original work, while copyright infringement is an offence against the owner of the copyrights (UIC, 2023a). In most cases, copyright infringements are perpetrated using (without authorisation) brand names, logos, songs, images, trademarks, etc., while plagiarism applies mostly to intellectual work (ideas, concepts, text) (UIC, 2023a; Arnold & Levin 2021). In short, plagiarism is the use of someone else’s work, and it deprives the author of the credit that they deserve, while copyright infringements deprive the owner of these rights from revenue streams (UIC, 2023a).

14.2.1 Plagiarism that is not a copyright infringement

A member of an IFATCA committee writes a working paper and copies a few sentences taken from a well-known aviation website without properly referencing their source. Technically speaking, it is not a copyright infringement, because the amount of information that was copied is so inconsequential that it is unlikely to deprive the author from potential revenue. However, in this case, it is plagiarism, because the author used the work of someone else, and claimed it as their own (Arnold & Levin 2021).

14.2.2 Copyright infringement that is not plagiarism

A member of an IFATCA committee writes a working paper and reproduces a brochure produced by a well-known aviation entity in its entirety. 100% of the content is reproduced, but the author is cited on every page appropriately. In this case, yes, the work was referenced properly, but the entire work of the original author was used without its consent, which goes far beyond “fair use” (see 2.1.9 above) (Arnold & Levin 2021). It can therefore be said that it is copyright infringement.

14.2.3 Plagiarism that is also copyright infringement

A member of an IFATCA committee is building an online course on volcanic ashes. To that end they use a course that has already been made by a well-known aviation entity. The content of the course is slightly altered, but the ideas, the structure and flow of the course is basically the same. No references to that existing course are provided. In this case, the author not only plagiarized the work of someone else, pretending it is their own, but also infringed copyright

laws by using someone else's work without their consent, potentially depriving them from revenues that they would normally earn (Arnold & Levin 2021).

14.3 How to avoid plagiarism and copyright infringement

14.3.1 Avoid copyright infringement

There are some easy ways to avoid ending up in a situation where copyrights may have been violated:

- Knowing who is the owner of the material is essential to know who to ask for permission and if the usage is appropriate.
- When in doubt or without formal authorization, never use content for which no permission has been granted. Asking permission is usually not complicated and often, the owner made aware of the intended use will be more inclined to respond favourably.
- Always obtain a written consent of such permission. Spoken words cannot be traced.
- In more complex situations, getting the advice of a lawyer can be a good idea. Copyright laws can be complicated and without proper expertise, one can easily get lost.
- Finally, the best way to avoid copyright infringement... is to create original material (Das, 2023).

14.3.2 Avoid plagiarism

There are some easy ways to avoid ending up in a plagiarism situation:

- Always give credit to the author of the original material when using an idea, an opinion, or a philosophy.
- Always reference properly facts, statistics, graphs and tables, drawings and other information when they are derived from sources other than yourself.
- When quoting *verbatim* (spoken and written words), always use quotation marks, do not alter the text, and reference the segment adequately.
- When paraphrasing (spoken and written words), the segment still needs to be referenced. As a guideline, a distinct reference should appear each time a new idea is brought forward (UIC, 2023c).

14.4 Roles and responsibilities of authors

As a representative of- and contributor to the Federation's objectives, it is expected that authors and content creators will not use, or facilitate the use of, another person's or organisation's work, published or not, in totality or in part, in any written support, project, social media publication or else, without providing sufficient and adequate referencing for the work cited integrally or paraphrased. It is also expected that the "fair use" principle will be adhered to at all times, and that copyright laws and common principles pertaining to it will be strictly adhered to, by not using material without express authorization from the owner of the said material (McGill University, 2023).

14.5 How to reference sufficiently and adequately

As mentioned above, the importance of referencing should not be underestimated. Similar to university essays, thesis, and scientific articles, IFATCA working papers, articles, educational material and social media publications shall be properly referenced. Any direct citation and paraphrasing shall be properly reflected in the body of the paper, as well as in the bibliography at the end of the paper (IFATCA, 2023).

Several conventions exist when it comes to referencing (APA, Harvard, Vancouver, Chicago, MLA, etc.), but the most commonly used is the American Psychological Association (APA). The association has recently published the 7th Edition of the APA Publication Manual.

To facilitate the work of its representatives and volunteers, IFATCA has published an online guide that summarizes the most important notions related to referencing. The guide provides a number of rules, guidelines and examples, which makes it easy for the author to reference

properly its material. The guide can be accessed at the following address: <https://www.ifatca.org/referencing/>.

14.6 Consequences of copyright violation and plagiarism

Plagiarism is unethical, but it may also have legal and professional consequences (Bytescare, 2023). The reputation of both the creator of the work and the person stealing the work can be affected negatively (Bytescare, 2023; 5). Also, financial implications may arise in the event of a lawsuit, which can range from a few hundred dollars to multi-millions suits (Bytescare, 2023). From the legal perspective, the perpetrator may also face legal injunctions and criminal suits (Arnold & Levin, 2021).

When looking at plagiarism from an academic perspective, consequences for a student can range from a warning from the professor to failing an assignment or an exam and could even lead to exclusion from a programme or even expulsion from the establishment (Das, 2023). However, in the professional sphere in which we are evolving, the consequences can be far more severe and affect not only the reputation and potentially the career of the perpetrator, but also the credibility and reputation of the Federation, causing an erosion of trust, image, and respect for the organization (Bytescare, 2023). The media attention that could result from this can also be significantly detrimental (Das, 2023).

Regarding copyright infringements, they can lead to legal actions, including hefty fines, lawsuits or even criminal charges being pressed against the perpetrator. Copyright infringements also deprive the original creator of the material from revenue they deserve for their work. In the long run, it discourages innovation and creation of new work and creates unfair competition. Finally, violation of copyrights poses a serious ethical concern for both the perpetrator and the organisation that endorses it, willingly or unwillingly (Bytescare, 2023).

14.7 Some examples of law related to copyright and intellectual property

The following links provide a variety of examples of copyright laws in effect in different States where IFATCA has a member association:

- Australia (Copyright Law): <https://www.alrc.gov.au/publication/genes-and-ingenuity-gene-patenting-and-human-health-alrc-report-99/28-copyright-and-databases/copyright-law/>
- Canada (Copyright Act (R.S.C., 1985, c. C-42)): <https://laws-lois.justice.gc.ca/eng/acts/c-42/>
- European Union copyright legislation: <https://digital-strategy.ec.europa.eu/en/policies/copyright-legislation>
- South Africa (Copyright Act): https://www.gov.za/sites/default/files/gcis_document/201504/act-98-1978.pdf
- United Kingdom (Copyright Law): <https://copyrightservice.co.uk/f/5716/9839/4538/edupack.pdf>
- United States (Title 17 of the United States Code): <https://www.copyright.gov/title17/>
- Copyright Laws around the world: https://pq-static-content.proquest.com/collateral/media2/documents/copyrightlaws_world.pdf

14.8 Use of Artificial Intelligence (AI) in the work of the Federation

14.8.1 Purpose

The current section on AI is designed to guide the use of Generative AI by IFATCA volunteers in the context of their work for the Federation, in particular when writing working papers and other material. It is meant to be read and understood in conjunction with the remainder of the content of Part 14 of the Blue Book, which it complements.

14.8.2 Generative AI in the context of writing working papers and other material

With respect to research, drafting and summarizing of a specific topic, the term “Generative AI” is the most commonly used. Generative AI can be defined as follows:

“Generative AI includes any machine-based tool designed to consider user questions, prompts, and other inputs (e.g., text, images, videos) to generate a human-like output (e.g., a response to a question, a written document, software code, or a product design). Generative AI includes both standalone offerings such as ChatGPT, Bard, Stable Diffusion, and offerings that are embedded in other software, such as Github’s Copilot” (Columbia University, 2024).

14.8.3 Appropriate use of Generative AI

AI can prove to be extremely useful in a variety of cases, and therefore should be permitted when writing working papers. Such situations include, but are not limited to (University of Essex, 2024):

- To research ideas and organize them in a logical sequence;
- To create unique images and visuals that do not breach copyrights;
- To assist in the review of human-made content, namely by correcting spelling mistakes and grammar;
- To summarize complex elements of a paper in an easy to understand manner;
- To translate text; etc.

14.8.4 Inappropriate use of Generative AI

While AI can be useful to assist the writing, it should never replace original content, created and verified manually by the author. Therefore, certain usage shall be avoided, such as, but not limited to (University of Nebraska-Lincoln, 2024):

- To generate content for working papers (copy-pasting AI text, and/or not referencing the sources of such text);
- To generate images or visuals that are fake, misleading or erroneous, such as presenting facts or people or events as real, when they are not;
- To plagiarize content without referencing it; etc.

14.8.5 Considerations when using AI

Given the rapidly evolving nature of AI and the relatively scarce scientific literature available to help inform authors’ decisions, the boundaries between what is acceptable and what is not may be at times blurry. But some general considerations do exist when using AI generated content in working papers (University of Essex, 2024):

- Authors should always cite and reference all sources in the bibliography for all non-original content cannot be overstated. This also applies to content generated by AI that will undoubtedly contain sources not clearly identified as such by AI.

- Authors should always create their own, original content. AI can assist in the research, as mentioned above, but any use of AI should be clearly identified in the working paper, even when it was not used to create the text itself.
- AI should never be used to generate data (numbers, statistics, empirical evidence, etc.). Raw data should always be retrieved directly from a trusted, original source.
- Authors should always be transparent about their use of AI and it is a good practice to keep notes during the preparation of working papers, in particular for the research part. Should suspicions be raised with respect to the origins of the content, it would then be easy to prove that the content is original, or to identify where and from whom it was sourced.

14.8.6 Plagiarism and AI

The legal implications of intellectual property and copyright violations with respect to AI generated content varies significantly from one jurisdiction to another. Furthermore, these legal boundaries are blurry (at best) and evolve quite rapidly (University of Toronto, 2024).

When using AI generated content, the author is at risk of unintendedly violating copyright or intellectual property protections for many reasons:

- Because the original content may not be referenced properly (or in some cases not at all) by AI, rendering adequate referencing in the paper nearly impossible;
- Because even in cases where the author would like to reference the original source(s), it may not be possible to retrieve the location of the work used by AI;
- AI may use inaccurate information from non-scientific or non-verified sources, may paraphrase, or may even draw conclusions based on contradictory sources, rendering any attempt to cite original work impossible.

AI uses content created by others, without referencing it, which constitutes plagiarism, copyright infringement, intellectual property violation, or all of these at the same time (University of Toronto, 2024). For this reason recommendations presented in 14.7.5 above should always be followed by authors of IFATCA working papers.

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15. Conclusion

- 15.1 Congratulations on accepting a role in IFATCA. We have no doubt that you will find your involvement to be demanding yet enjoyable. Our members are reliant upon you to present and protect our profession to the best of your ability. There is plenty of advice and assistance available to you if you feel unsure of any aspect of your role.
- 15.2 It is most important that you enjoy your participation in the Federation – volunteer organisations will make no progress if those who strive to further their aims fail to derive satisfaction from their endeavours.

APPENDIX A – Allowances

The amounts identified below are applicable 15 September 2021.

TRAVEL VIA PRIVATE MOTOR VEHICLE

IFATCA will reimburse travel via private motor vehicle at USD 0.45/km or USD 0.72/mile. Requests for reimbursement above USD 150 must be submitted via EVPR in advance of travel. The distance travelled must be recorded on the claim.

ACCOMODATION

The maximum reimbursement for accommodations is USD 200 per night, including taxes. Requests for reimbursement above this amount must be submitted via EVPR in advance of travel. Receipts are necessary for any reimbursement.

MEALS AND REFRESHMENTS

The daily meals and refreshments allowance is USD 90, receipts must be provided.

CONNECTIVITY

Representatives may be entitled to claim, against presentation of bills, and under specific and urgent circumstances, up to USD 20 per 24 hours for connectivity service fees specifically necessary to conduct the business of the Federation during travel.

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