



EB

EXECUTIVE BOARD

Guidance Material for new members of the IFATCA EB

Version 1.0 – May 2024

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.

Printed and published by:

International Federation of Air Traffic Controllers' Associations

The IFATCA Office
360 St. Jacques, Suite 2002
Montreal (Quebec) H2Y 1P5
Canada

Phone: +1 514 866 7040

Fax: +1 514 866 7612

Email: office@ifatca.org

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Document Control Details

DOCUMENT OWNER	Deputy President	dp@ifatca.org
MASTER COPY HOLDER	Office Manager	office@ifatca.org

Updates and corrections for this manual should be provided to the document owner.

Document Change Summary

Version	Date	Changes
1	1 st May 2024	Initial version of the document.
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Guidance Material for new members of the IFATCA Executive Board

1. What to expect

1.1 Welcome!

1.1.1 First and foremost, congratulations, and welcome to the Executive Board!

1.1.2 The IFATCA Executive board (EB) is composed of:

- The President and CEO (PCX)
- The Deputy President (DP)
- The EVP Finance (EVP F)
- The EVP Technical (EVP T)
- The EVP Professional (EVP P)
- The EVP Africa Middle East (EVP AFM)
- The EVP Americas (EVP AMA)
- The EVP Asia Pacific (EVP ASP)
- The EVP Europe (EVP EUR)
- The Liaison Officer to the ICAO ANC
- The Communications Coordinator
- The Office Manager (OM)

1.2 Time management

1.2.1 With respect to time management, one thing that you will soon realize is that we do not always have control over when we need to work. The EB is scattered all around the world (and so is our membership), which means there is always someone awake somewhere, regardless of the time zone you are in.

1.2.2 We are a Federation made up of volunteers, which means most of us use our free time to do IFATCA work. Sometimes, some employers are more sympathetic to our cause than others and may provide some time off, but nothing is ever guaranteed. Being a volunteer does not mean that we do not abide by the highest standards of professionalism, nor does it mean we do not value the respect of timelines when they are set.

1.2.3 We do, however, understand as a group that some periods of one's tenure will be busier in terms of work, while some others will be quieter. Similarly, most of us are still operational controllers or carry other duties for an ANSP. We understand that the time available to IFATCA varies from day to day, and it is normal. We do, however, work as a team and expect transparency. If, for some reason, you cannot meet deadlines or deliver what is expected from you, please advise the rest of the EB as soon as possible so we can find an alternative solution and help each other. We are a team!

1.2.4 Finally, it is important to realize that in general, there is more work that we individually have time to do. In other words, it is easy to immerse yourself to the point of burnout, because you commit to too many things and do not have time to deliver it all. Again, there are different solutions: ask for some help from the rest of the EB, accept the fact that we are humans and learn to say no (or not now), and plan ahead.

1.3 Expectations in terms of travel

1.3.1 For more details on travels, please see Section 3.

1.3.2 In general, EB travels are concentrated before and after the Northern hemisphere summer, i.e., from January to May, and from September to December.

1.3.3 Taking as a point of reference the Annual Conference, which is normally held in April/May, the EB will determine a major part of its work programme for the year immediately after the Conference, and typically establish a plan for meetings (and travels) during the year.

1.3.4 Following the Annual Conference, the EB will meet again normally around September. The months of October and November are generally reserved for Regional meetings (we have four regions, one per region, attended by one or two EB members).

1.3.5 The EB will meet again in January or February, and this is normally where working papers for the Annual Conference are finalized, as well as logistical details regarding the Conference.

1.3.6 Different EB members attend additional meetings. EVPs of the four regions organize and attend their own regional meeting; EVP Finance attends the FIC meeting; DP attends the CAC meeting (which is sometimes combined with FIC); EVP Technical attends the two TOC meetings and EVP Professional attends the two PLC meetings. The ICAO Liaison Officer to the ANC will be discussed in a separate section of this document.

1.3.7 Some other meetings may take place during the year, outside of the regular schedule mentioned above. It may be, for example, attendance to the IFALPA Annual Conference, extraordinary meetings at ICAO (the Triennial Assembly for instance), or else.

1.3.8 Each EB Member is responsible for:

- Obtaining and maintaining a valid passport;
- Obtaining the necessary visas to travel;
- Booking their own airfare;
- Arranging their transport to and from their residence and to and from the airport at destination, unless otherwise coordinated.

1.4 Relationships and leadership

1.4.1 The EB typically works in a very informal, friendly way. The hierarchy is relatively flat, and we do consider that we are all colleagues, despite the title and position. Elected EB members do get the right to vote, whereas ex-officio members do not. Besides that, there is very little difference between each member.

- 1.4.2 Depending on your position, you are most likely in a position of authority vis-à-vis some other volunteers of the Federation. For example, EVP Technical is expected to oversee and manage the TOC committee and their chair. It is important to remember that professionalism, respect and courtesy must be the base of all communications and interactions. We all come from different backgrounds, respect of differences and open dialogue is the key to healthy work relationships.
- 1.4.3 When you speak, when you write, and more generally when you communicate about IFATCA, you represent the Federation. By extension, you are the voice of all our membership.
- 1.4.4 Everyone is entitled to their own opinion. However, when a decision has been made collectively by the EB, the entire EB is expected to support this decision. Once the debate is closed, we may or may not all agree on the way forward, but we shall act as a united board in front of our members.

1.5 Making the job yours

- 1.5.1 Each year, there are members joining the EB, while some others will leave. This turnover makes for excellent opportunities to bring new ideas and fresh perspectives to the table.
- 1.5.2 This document does not cover all aspects of the Federation's working efforts (i.e., Task Forces, Workshops, Speak English Programme, etc.). To that end, an EB member will be assigned as a point of contact to the new EB member to answer questions and/or facilitate appropriate briefings or updates for the new member.
- 1.5.3 While it is important to ensure a proper transition between a newly elected member and their predecessor, it is as equally important to keep in mind that there are different ways to do a job. We all work in different ways, we all have our preferences, and it is important, to succeed in your new role, to make this job yours!

2. Communications

2.1 Emails

- 2.1.1 For lengthy communications, for communications that require traceability, and for sharing files, among others, email is preferable. The new EB member will be assigned a @ifatca.org address which will normally be: first.last@ifatca.org.
- 2.1.2 The new EB member will be added to the relevant email listing groups. For example, EVPT would be added to TOC@ifatca.org, TOC.internal@ifatca.org, etc.

2.2 WhatsApp

- 2.2.1 The EB has two main WhatsApp groups. IFATCA EB is the official group, where important (and sometimes urgent) items are shared and coordinated. EB BS is a second group that has been created to facilitate informal communications. It shouldn't be used for important or official messages. Conversely, IFATCA EB should remain a work group; casual discussions should take place outside of IFATCA EB.

2.3 Zoom and Teams

- 2.3.1 IFATCA uses primarily Zoom for online meetings. The Federation has two different accounts, one with limited capacities (Zoom2) and the other (Zoom) with extended functions, such as breakout rooms, voting, etc.
- 2.3.2 The new EB member will receive login details for both accounts. As a courtesy for others, when planning to use either accounts, a message in the IFATCA EB WhatsApp group or an Event in the Google EB Calendar is appreciated, so that others know the account will be used.

2.4 Google Calendar

- 2.4.1 The EB records all events, teleconferences, meetings, etc. in a Google Calendar. The new EB member will be provided with the link to access the Google Calendar.

2.5 Google Drive

- 2.5.1 The EB uses a Google Drive to share, edit and archive documents. The new EB member will be added to the Google Drive used exclusively for EB purposes (EB DRIVE) and to the Google Drive used by all volunteers of the Federation (IFATCA DRIVE).
- 2.5.2 It is important to note that all EB members have writing rights on the EB DRIVE and the IFATCA DRIVE. Consequently, deleting, moving or renaming files affects not only the EB member effecting the change, but all EB members. Should you wish to edit such files without affecting others, it is recommended you download a version on your computer and leave unaltered files on the common Drive.

2.6 Social Media

- 2.6.1 IFATCA has numerous accounts on social media: Facebook, X (formerly known as Twitter), Instagram, etc. The Communications Coordinator is in charge of managing postings on social media. On occasion, you may be requested to provide updates, photos, meeting summaries, etc. for posting online.

2.6.2 It is important to remember that when responding or commenting on social media, in particular on the Federation’s accounts, you are representing the Federation. As much as possible, we have to avoid getting involved in political, religious or ideological debates, and avoid “taking sides”. We are a professional organization; our comments online should represent the Federation and its professionals.

2.6.3 Furthermore, photos posted on IFATCA accounts, tagging IFATCA or referring to IFATCA in any way should be professional photos, i.e., photos at events, meetings, etc. Photos during social functions should be avoided as much as possible.

2.7 Controller Magazine and IFATCA Circular

2.7.1 Every member of the EB is expected to contribute to the Controller Magazine and to the IFATCA Circular. It is possible that occasionally, timelines and personal schedules do not allow for each and every one to contribute. However, contributions should be regular, even a few short paragraphs are better than nothing.

2.7.2 A contribution is expected in particular when an important meeting takes place. For example, EVP Technical and Professional should draft an article following a TOC and PLC meeting, EVP Finance and DP following a FIC and CAC meeting, and Regional EVPs following their respective regional meeting.

2.8 Reports

2.8.1 Reports are also expected from each EB member, covering their own area of expertise. A working paper is required before each EB meeting (twice a year) and for the Annual Conference. The templates for these reports are available on the EB DRIVE, and are circulated by the OM, along with the deadline for submitting reports to the office. Should you expect a delay in submitting your report, it is best to advise the rest of the EB in advance.

2.8.2 For Annual Conference reports, the EB should set the example by submitting their report on time.

2.9 Website

2.9.1 The website is administered by our webmaster and Communications Coordinator. The new EB member will be added to the “Executive Board” section. A professional photo (business attire) will be required to accompany the short bio of the member.

2.10 Business Cards

2.10.1 Business cards will be prepared for the new EB member. To this end, a professional photo (business attire) will be required.

3. Documents

3.1 IFATCA Administrative Manual (IAM)

- 3.1.1 The IAM contains the IFATCA Constitution and its Bye-Laws. The new EB member should acquaint themselves with its content. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.2 IFATCA Technical and Professional Manual (TPM)

- 3.2.1 The TPM contains IFATCA policies, both technical and professional. The new EB member should acquaint themselves with its content. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.3 IFATCA Blue Book

- 3.3.1 The Blue Book contains guidelines for IFATCA Officers and Representatives. The new EB member should acquaint themselves with its content. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.4 IFATCA Green Book

- 3.4.1 The Green Book contains guidelines for IFATCA Representatives at ICAO. The new EB member should acquaint themselves with its content, if it is relevant to their position. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.5 IFATCA Coral Book

- 3.5.1 The Coral Book contains guidelines on how to use Expensify, the Federation's system that manages expense claims. The Office Manager will provide a username and password to the new EB Member. The new EB member should acquaint themselves with its content, and further training will be provided as appropriate by the Office Manager and/or the EVP Finance. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.6 IFATCA Black Book

- 3.6.1 The Black Book contains guidelines regarding online collaboration. The new EB member should acquaint themselves with its content. The manual can be found here: <https://ifatca.org/docs-manuals-templates/>.

3.7 IFATCA Code of Conduct

- 3.7.1 All IFATCA representatives, and in particular the EB, are expected to be familiar with, and abide by, the IFATCA Code of Conduct. As representatives of the governing body of the Federation, the EB is expected to set the example, behave in an exemplary manner, and report any violation to the Code of Conduct. The IFATCA Code of Conduct can be found here: <https://ifatca.org/code-of-conduct/>

3.8 Contact List

- 3.8.1 Formerly known as the A55, the Contact List assembles, in one document, all contact details for: the Executive Board, committee chairs and liaison officers, ICAO representatives (both at ICAO HQ and regional), regional representatives, industry partners and IFATCA Member Associations of all four regions.
- 3.8.2 The Contact List is updated regularly by the OM. Email addresses and phone numbers contained in the Contact List should not be shared outside IFATCA, unless the person agrees to it and within what is required for work purposes.

4. Meetings

4.1 Weekly EB Teleconference

- 4.1.1 The EB meets virtually every week on Tuesday, 1300Z (subject to change). The OM will publish an Order of Business on Monday, prior to the teleconference. If you have any topics of interest for the weekly teleconference, please forward them to the Office. Otherwise, topics can be brought ad-hoc during the call.
- 4.1.2 It is a good practice to check the IFATCA EB WhatsApp before logging in, since the teleconference may have been shifted or may have been cancelled. Typically, calls will be cancelled if too many EB members cannot attend, when they fall in the vicinity of a public holiday, or any other reason as decided by the PCX or the DP, if PCX is absent.
- 4.1.3 Most calls last for approximately 60-90 minutes. Some can be shorter, but also longer on occasion. It is understood that one cannot attend every week, but regular attendance is important to keep up with the work done by the rest of the EB and also to inform others on recent developments regarding your own portfolio.
- 4.1.4 The OM will publish minutes of the weekly teleconference shortly after the call, typically before the end of the week. It is important to review them in order to make sure that discussions and more importantly decisions have been recorded correctly.

4.2 Executive Board Meetings (EBM)

- 4.2.1 The EB meets twice per year between Annual Conferences. Normally once in September-October (EBM1) and once in January-February (EBM2). The tentative location and dates for the first meeting are decided during the Annual Conference, or shortly after. The tentative venue and dates for the second meeting are decided around or at the first meeting. For planning purposes, tentative location and dates may be decided longer in advance, to facilitate planning.
- 4.2.2 Locations are decided considering a number of factors: cost of airfare, request from MA to host the EB, ease of reaching (including visa requirements), and geographical representation (every region should be visited regularly).

4.3 Finance Committee (FIC) and Constitution and Administrative Committee (CAC) Meetings

- 4.3.1 FIC meeting and CAC meeting is usually a combined meeting, but it could be, as appropriate, divided into two separate meetings. FIC meeting is attended by EVP Finance, and CAC meeting is attended by Deputy President. They normally meet once per year.

4.4 Technical and Operations Committee (TOC) and Professional and Legal Committee (PLC) Meetings

- 4.4.1 TOC meetings are attended by EVP Technical, and PLC meetings are attended by EVP Professional. They meet twice per year. They may or may not be combined, typically one of the two meetings is combined.

4.5 Regional Meetings

4.5.1 Regional meetings take place anywhere between September and November. Before the date is set, coordination with the EB should occur and the dates should not infringe on another region's scheduled dates. Each regional EVP attends their own meeting, usually with the assistance of at least one more EB member.

4.6 Annual Conference

4.6.1 The Annual (World) IFATCA Conference takes place between March and May. All EB members are expected to attend. The Conference is preceded by an EB meeting during the weekend before the Conference and followed by a wash-up meeting during the weekend after the Conference.

4.6.2 The Annual Conference is the biggest and most attended event of IFATCA. It is the "window" of the Federation, and for some MAs, the only event they attend every year. During the Conference, the EB is extremely solicited and the work to accomplish is tremendous. From the pre-Conference EB meeting (the weekend preceding the Conference) to the wash-up meeting (the weekend following the Conference), there is usually little time to consult each other, let alone the entire EB, on issues arising punctually during the Conference.

4.6.3 For this reason, it is not uncommon that the EB decides to meet a bit earlier each morning (as necessary) to address potential issues on a specific day, or to meet at the end of the day (as necessary) to debrief on the events of the day. The President and CEO (or Deputy President) will convene these meetings and announce them to the EB as soon as possible.

4.6.4 Stress can be quite high during Conference. Coupled with long days of work and multiple requests coming from all directions, not mentioning heated debates in the different committees, it is easy to be carried away and run out of patience. We have to remember we are the face of IFATCA, and discussions shall always be respectful, courteous and professional.

4.6.5 More information regarding the Conference proceedings and what to expect can be found in a tutorial available on the IFATCA Academy portal (*note: at the time of writing this document, the tutorial was still under development*).

4.7 Liaison Officer to the ICAO Air Navigation Commission (ANC)

4.7.1 The position of LO to the ICAO ANC is a particular one. The person fulfilling the role is expected to attend three ANC sessions per year: from January to March, from April to June, and from September to November. The sessions are nine weeks each. On top of that, the LO to the ICAO ANC attends EB meetings, TOC-PLC meetings and as deemed appropriate by the EB, regional meeting(s).

5. Budget and Finances

5.1 EB members' budget

- 5.1.1 The Federation's budget is adopted by the Directors at the Annual Conference. Unless instructed otherwise by the Directors, the budget should be balanced.
- 5.1.2 Each EB member is responsible for their own section of the budget. It is their responsibility to keep track of the expenses they (and their representative) are incurring throughout the fiscal year (1st June to 31st May). It is also their responsibility to make sure they remain within their allocated budget.
- 5.1.3 In the event where additional urgent and non-avoidable expenses become necessary throughout the year, any over-budget activity should be approved by the EB. It is important to keep in mind that we need to be able, as a group, to justify going over-budget to the Directors at the Annual Conference.

5.2 Expensify and expense claims

- 5.2.1 Each EB member is expected to submit claims through Expensify within 30 days of incurring the expense(s). In some circumstances, this may not be possible. The EVP Finance should be informed of any delay in submitting claims and the reason for the delay.
- 5.2.2 New EB members will receive training on how to submit claims through Expensify. The Coral Book contains information regarding Expensify. A link to the Coral book is provided in section 3.5 of this document. For questions regarding expensify, contact the Office Manager at office@ifatca.org.
- 5.2.3 Limits for accommodation, per diems and other expenses are detailed in the Blue Book. A link to the Blue Book is provided in section 3.3 of this document. Any expense that would exceed the limits set by the Blue Book should be approved by the EVP Finance prior to actually incurring the expense(s).
- 5.2.4 Receipts are required for expense claims. It is extremely important to keep all receipts for reimbursement, included those related to expenses made with the IFATCA credit cards. A good practice is to take a picture of all receipts immediately after receiving them.
- 5.2.5 Should you lose a receipt, a declaration of honour has to be provided to the OM indicating the date, amount and nature of the expense, along with an explanation for the loss of the receipt.

5.3 IFATCA Travel Approval Form

- 5.3.1 EB members and their representatives should submit to the person in charge of approving their travel an IFATCA Travel Approval Form before starting to book airfare and spend funds regarding the said travel. For example, ICAO representatives should submit a Form to the LO to the ICAO ANC, FIC members should submit a form to the EVP Finance, etc. The Form in .docx can be found here: <https://ifatca.org/wp-content/uploads/Travel-Approval-Form.docx>. The form in .xlsx can be found here: <https://ifatca.org/wp-content/uploads/Travel-Approval-Form.xlsx>

5.4 IFATCA Credit Cards

- 5.4.1 Each EB member is provided with an IFATCA Credit Card. Limits vary depending on the role. Each member will be provided with a unique identification to be used when contacting the Royal Bank of Canada (RBC). It is worth noting that the OM cannot unblock credit cards for EB members; each member has to individually call RBC to fix any issue related to their own credit card.
- 5.4.2 It is possible, in case of extraordinary expenses, to increase temporarily the limit of a given credit card. Contact office@ifatca.org to arrange it.
- 5.4.3 Credit cards are linked with Expensify. Expenses made with the IFATCA credit card will automatically appear in Expensify. It is still required to produce a receipt, and to verify the details of each entry (date, amount, currency, type of expense).

5.5 Budget categories

- 5.5.1 Budget categories are extremely important when submitting a claim. EVP Finance is in charge of keeping track of the budget (on top of each EB member being individually responsible to monitor their own budget). Assigning the appropriate budget category facilitates EVP Finance's job and helps ensuring expenses are allocated to the right budget. Budget categories can be found in the Travel Approval Form, using the link provided in section 6.3.1 of this document.

6. IFATCA Headquarters

6.1 The IFATCA headquarters

6.1.1 The IFATCA headquarters are located in Montréal, Canada. Conveniently located a few hundred meters from ICAO, it is also close to other international organizations' headquarters, namely IATA, ACI, ICCAIA, IFALPA and IBAC. CANSO also has an office close by.

6.2 Office Manager

6.2.1 The Office Manager, under the authority of the Deputy President, manages the office in Montréal. The OM is involved in a variety of portfolios, namely accounting and bookkeeping, legal matters, banking, expense claims, maintenance of documents, official communications with MAs, ICAO and other international organizations, preparation for the Annual Conference and much more.

6.2.2 The OM is the only salaried position in IFATCA, and its role is of paramount importance for the Federation. The OM constitutes the "corporate memory" of IFATCA in many ways, by knowing pretty much everything about the Federation. New EB members (and existing ones) interact on a regular basis with the OM for a variety of reasons. The OM can be reached at office@ifatca.org

7. Work in the Regions

7.1 The role of Regional EVPs

7.1.1 IFATCA's four regional EVPs are the focal points for their respective region. They report to the rest of the EB on issues relevant to their MAs. Conversely, the EB relies on them to liaise with the regions and will pass on work items related to their MAs.

7.1.2 At the regional level, regional EVPs are also responsible to maintain relations with relevant international bodies, such as ICAO's seven regional offices: Mexico City and Lima (EVP Americas), Paris (EVP Europe), Bangkok (EVP Asia Pacific), Dakar, Cairo and Nairobi (EVP Africa Middle East). Contacts are also common with international organizations such as IFALPA and IATA at the regional level. When needed, they liaise with the LO to the ICAO ANC, for issues that need to be escalated to the ICAO HQ.

7.2 Regional teams

7.2.1 It cannot be said enough: the work in the regions cannot be done without a solid team of representatives. Each region has its particularities, and therefore the structure varies from one region to the other. However, the principle remains the same: MAs are regularly in touch with their regional EVP, and other IFATCA representatives may assist as needed, either for specific expertise or for a given sub-region. The regional EVP remains in all cases the focal point for the coordination of the work.

7.2.2 As appropriate, the structure of each region can be adapted to regional needs. The chosen structure should be of the appropriate size: big enough to cater for the work to be done, but small enough to maintain agility and responsiveness. The structure should encourage those members who wish to be involved, while discouraging being a representative "on paper" just to fill a position, and not being fully committed.

7.2.3 Different types of meetings can be arranged depending on the needs of the region: teleconferences or virtual meetings (Zoom, Teams). Refer to Section 2 of this document for more details on communication platforms. Meetings should be relevant and kept to that is necessary, to avoid burning out volunteers and keep them interested.

7.3 Regional issues

7.3.1 Regional issues tend to develop quickly, which again requires a solid network of contacts throughout the region. Most regional EVPs maintain email lists and WhatsApp group(s) for different purposes. Each region has its preferred way of communicating. What matters is that in case of emergency or urgent need, issues can be communicated quickly, so that they can be addressed in a timely matter and with maximum effect.

7.4 Transition between regional EVPs

7.4.1 When a new regional EVP is elected or appointed, a transition will normally take place between the former EVP and the newly elected or appointed EVP. This is particularly important to maintain relationships, make sure every MA is aware of whom they should contact when needed, and to ensure outstanding work and issues will be taken care of by the new EB member.

8. Checklist

The following checklist can be used as a starting point to make sure a maximum of actions is covered when welcoming a new EB member. The list is non-exhaustive, and some items may need to be added depending on the position occupied by the new EB member.

General		
1.	Assign an EB member within the EB as a Point of Contact	
2.	Introduce to relevant committees (FIC, CAC, TOC, PLC)	
3.	Introduce to relevant taskforces (RPASTF, RTTF, TTF, MWBTF, etc.)	
Communications		
1.	Create an @ifatca.org email address	
2.	Add to the relevant email groups	
3.	Add to the relevant WhatsApp groups	
4.	Provide with online platforms (Zoom and Zoom2) login details	
5.	Add to the Google EB Calendar	
6.	Add to Google Drives (EB Drive + IFATCA Drive)	
7.	Arrange business cards	
8.	Add to the EB section on the website (requires photo and bio)	
9.	Provide with IFATCA backgrounds for online meetings (available online)	
Documents		
1.	Add to the Contact List	
2.	Provide with the IFATCA Code of Conduct	
3.	Provide with key IFATCA documents (IAM, TPM, Blue Book, Green Book, Coral Book, Black Book).	
4.	Provide with an ICAO Secure Portal account (if necessary)	
Budget / Finances		
1.	Arrange for an IFATCA Credit Card	
2.	Add to Expensify	
3.	Introduce to EVP Finance and Office Manager	
Miscellaneous		
1.	Introduce the new member to key stakeholders (MAs, ICAO, IFALPA, etc.)	
2.	Review the logistics and preparation required for EB meetings, Annual Conference, regional meetings, etc.	
3.	Review the requirements in terms of reports to be produced	

9. Conclusion

- 9.1.1 Stepping onto a board can be overwhelming, especially for the first time. We have all experienced this. Together we remain dedicated to the IFATCA mission and vision by preparing and engaging in all efforts, continual commitment to serving the profession and our MAs and striving for continuous improvement.
- 9.1.2 These guidelines are designed to help new members feel integrated and prepared by setting clear expectations, promoting transparency, and fostering strong relationships with other board members. Given the varied backgrounds and expertise of board members, promoting teamwork is essential for achieving a cohesive and unified direction. All board members should feel comfortable sharing concerns, seeking clarification, and providing suggestions.
- 9.1.3 Effective feedback is crucial for a successful board. We encourage you to provide feedback on your onboarding experiences, progress, challenges, and successes. This will help the board assess your experience, identify concerns, and pinpoint areas for improvement. Your feedback will be used to update board onboarding materials.

Produced by
International Federation of Air Traffic Controllers' Associations

The IFATCA Office
360 St. Jacques, Suite 2002
Montreal (Quebec) H2Y 1P5, Canada

Phone: +1 514 866 7040

Fax: +1 514 866 7612

E-mail: office@ifatca.org



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