



**ORANGE
BOOK**

Conference Chairs and Co-Chairs Guidelines

Version 0.3 – April 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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1. Introduction

These guidelines have been initiated in 2013 by Akos Van der Plaat, who for many years was chair of Committee B. The first major update was in 2023/2024 with the introduction of co-chairs. This book should be read as an introduction to the job and provide answers to various questions. It does not supersede the IFATCA Manual but rather complements it. The Manual (IAM) is always the final authority.

These guidelines are updated with new experience as they seem fit.

2. Before conference

2.1 Getting prepared for the job

The task of chair and co-chair of a Committee at a conference can be challenging and demanding. A certain degree of liberty is provided to make sure that he or she can integrate her style in the task at hand. The freedom for a chair to use his/her own style while chairing a Committee must be retained, as this is considered to be very precious. Chairing a meeting becomes less difficult with growing experience.

Newcomers will be able to manage their Committee well, provided that they are aware of the IFATCA rules relevant to the position. Therefore it is important to read all the relevant sections of the Administrative Manual and make sure that one understands what is meant with regards to the various policies. If needed, clarification can be sought with the Conference Coordinator (CC) and/or Deputy President (DP).

Secondly, get organized! This includes reading all reports and working papers and also planning the committee's proceedings. Like this, the number of surprises can be minimized. Finally, accept that you are going through a learning process - even experienced chairs make mistakes. If required, adjourn and take time to deliberate with other officers at the head table and check the IFATCA Administrative Manual on the correct procedure to be applied. Also, don't be afraid to ask for feedback, as experience is that the chair is much more critical to his/her own performance than the audience.

Don't forget to take the job with relish; chairing a committee is one of the most enjoyable roles at conference!

2.2 Relevant parts of IFATCA Administrative Policy

The following sections of the IFATCA Administrative Manual (IAM) are relevant to the position of Committee chair, see section 4 'Conferences', (page 90 and further):

2. *Attendance at Conference*
3. *Agenda*
5. *Quorum, Accreditation, Proxy* 6. *Voting*
7. *Order of business*
8. *Lay-out of working papers*
9. *Conference report*

And see section 'Management' on page 147 and further:

9. *Classification of material*

Not all of the above sections are relevant to all Committees. It can be useful to have these sections always at hand in order to be able to check the correct procedure.

2.3 Co-chair

The EB will appoint a co-chair to all Committees. Preferably, chair and co-chair get acquainted before conference as they will be interdependent and in close cooperation with each other.

This cooperation between chair and co-chair can be compared to the roles on a flight deck: the chair is leading but the co-chair can fly the plane. As chair, it is important to realise that the co-chair should be able to fulfil the role of the chair in his/her absence. It is recommended to make the co-chair comfortable in this role and plan to switch seats somewhere during committee sessions for this purpose. When both are comfortable with this, switching roles can be done more frequently.

The co-chair will receive the template for the Committee Report from the Office Manager (OM). Chairs B and C, together with the co-chairs, will have to oversee the division of secretarial tasks of the B+C session as well. More on minutes and report writing will follow later in this guidebook.

2.4 The roles of DP, EVP and CC

Managing conference and committee chairs is the responsibility of the Deputy President (DP). He or she will be your main point of contact preparing for conference. During conference there are always board members present at the head table. Deputy President, Executive Vice President Technical (EVPT) and Executive Vice President Professional (EVPP) are responsible for Committees A, B and C respectively. While the Committee Chair will manage the conduct of the sessions, it is the responsibility of the relevant EB Officer to collect any actions for the EB, deliver the views of the board and provide expertise during discussions. As board members are very experienced IFATCA officers, they can be of great help for the chair and co-chair during the sessions.

Lastly, the conference coordinator (CC) is your lifeline for any organisational issues during conference. CC is the link between IFATCA officers and the organising committee and all communication should best be via him or her.

2.5 Planning your Committee

Each Committee has limited time to conduct its business. It can therefore be useful to make a plan based on the working papers submitted and the known presentations.

When planning the Committee's work, take the following in consideration:

- Spread the working papers (B/C) over the days in order to keep the audience interested in both the studies and the reports but also to keep attendance as high as possible;
- Try to ascertain those events which must take place at a predetermined time in Committee A so that this information can be made available to all Directors, Delegates, Executive Board (EB) Officers, etc. This may need some coordination with the other Committee Chairs and the EB;
- Discuss with respective Standing Committee (SC) Chairs if there are limitations or whether there is a desired order in which working papers need to be presented;
- Check the planned order of business with the Standing Committee Chair/ relevant EVP;
- Express expectations on presentations (duration/form) to Executive Board Members, Standing Committee Chairs and Representatives;
- Try to group relevant reports/studies/presentations based on subject;
- Plan 15-minutes presentations of industry partners in accordance with DP/CC (see paragraph 3.8);
- Do not isolate elections of Standing Committee and the acceptance of the Standing Committee Work Programme as single items on one day;
- Always plan your Committee for all days available. If you do not plan for every day, you might end up without quorum.

2.6 Planning Committee B+C

Part of the conference is a combined B+C , as more and more subjects become of interest to both groups of representatives. At the same time, it is very efficient to let IFATCA representatives and officers present their reports only once to a larger audience, instead of at the individual ones.

This combined session has a separate agenda, which is the combined responsibility of EVP Technical and EVP Professional. The relevant SC Chairs are also included and normally also the expertise of the two Committee Chairs is used when finalizing the agenda. All the agenda items on the combined B+C agenda are also on the Conference agenda and are normally marked with an asterisk. (*).

Pre-planning the combined session is important, as it can also have organisational implications. For example, it might be needed to change the set-up of the meeting room when the B+C session ends and when both committees reconvene in separate sessions. This could sometimes take up to 60 minutes, which makes it important to make a good assessment of the duration of the B+C meeting. The Conference Coordinator (CC) will always try to organise the conference in such a way that the duration of the B+C session is not influenced by changes in the setup of meeting rooms.

More on managing the combined session can be found in chapter 3 of these guidelines.

2.7 Conference Agenda

The conference agenda is sent out for comments to the membership prior to conference. A final agenda will be distributed at conference, but can always be obtained from the OM prior to start of conference. There is no formal role for the Committee Chair when it comes to the content of the Conference Agenda, but this should not stop those Officers from checking it. Advise the OM of any errors.

2.8 Presentations by Industry Partners

The Executive Board supports the interaction between Member Associations and industry partners. Obviously, the Technical Exhibition is one means to achieve this, but at the same time the industry partners are granted a 15-minute time-slot to provide a presentation on a subject relevant to that Committee (mostly B and C). There are in total four time slots for presentations available, and CC does the management of this. The decision on which Committee and what time are up to the relevant EVP's and the Committee Chairs. It can also occur that one of the Sponsors of the Conference is granted a presentation slot, either by the Organising Committee (OC) or the CC. This is treated in the same way as presentations by industry partners.

CC will advise both the relevant EVP and the Committee Chair of an allocated presentation, if available - including the subject. CC will pass the contact information to the Committee Chair for further dialogue. The Committee Chair will contact the presenter and discuss the subject and other logistical issues. Arrangements are made for the Committee Chair and the presenter to meet each other at any time prior to the presentation time, in order to get acquainted. A time for the presentation should be agreed.

2.9 Pre-conference briefing by CC

On the day before the conference starts, the CC organises a pre-conference briefing.

At this pre-conference meeting, CC will:

- Provide the latest organisational information;
- Walk around the conference facilities with the Committee Chairs and Co-Chairs to show all meeting rooms, the Secretariat, etc.;
- Inform the Committee Chairs about any issues relevant to the conduct of their Committee Work; and
- Other last-minute instructions.

2.10 Financial

Conference Officers are eligible for a lump sum and a free registration. No additional costs can be claimed. The lump sum covers accommodation and per diems. Usually the accommodation is paid directly by IFATCA and does not need to be claimed back.

All other expenses are the responsibility of the Member Association of the respective conference officer.

2.11 Registration

As indicated earlier, Conference Officers are eligible for a free registration. The exact procedure varies, and generally CC will advise the Conference Officers in due time about the procedure on how to obtain this free registration. It is sensible not to register for conference yourself in the standard manner, as it might be a difficult and/or a lengthy procedure to have the registration fee reimbursed by the OC. Sometimes the registration for conference and the hotel reservations are managed separately. In that case it could be wise to make hotel reservations prior to receiving the instructions for registration, in order to ensure availability of the hotel of your choice.

3. During conference

3.1 Opening Plenary

In the opening plenary meeting, the chairs and co-chairs will be introduced and called to the front of the room to collect the gavel (chair) and flag (co-chair). Make sure to keep the gavel and flag safe and not leave them in the conference room after session.

3.2 Introducing the head table and the way of doing business at conference

Normally CC will take care that everything is in place before sessions commence. A double check by the Committee Chairs and co-chairs is recommended. Normally this is organised together with the conference briefing.

Head Table Requirements:

- Table for at least 3 persons with chairs on a raised podium, as well as a rostrum for speaker (reading stand with microphone);
- Beamer(s) and beamer connection cables leading to head table and rostrum
- Screen (s)
- Microphones: 3 for the head-table plus 1 for rostrum plus 1 or 2 fixed in the delegates seating area
- Telephone list (mobile phone numbers)
- 50 power outlets in the room

Perform an audio and video check!

3.3 Introducing the head table and the way of doing business at conference

It is typical that delegates return to conferences and therefore are aware of the proceedings. At the same time, a chair should be aware of the fact that a big part of the audience is attending their first conference and/or is attending the respective Committee for the first time. Therefore, a chair must consider spending time at the opening of the committee session to explain proceedings and to introduce the head table and other relevant individuals (e.g. representatives, SC Chairs, etc.) of the committee. The objective is to ensure that all committee attendees are well aware of the proceedings.

Details on how to do this can be found in the Chair's briefing (Appendix A).

3.4 Roll call and quorum

A roll call is needed in order to ensure that the attendance of members is properly recorded. At the same time, a roll call is needed to establish the quorum. A quorum is needed in order to be able to vote on Draft Recommendations, and for elections. All three Committees will do a traditional roll call on the first day that the Committee is in session. It is practice in Committee A to do a traditional roll call every day. For the following days in Committees B and C, an alternative procedure can be followed. This is explained below.

During the first day of Committee at conference, the Directors will enter the Committee room and at that time it is common that they are not aware of the procedure, hence the need to explain. The Office will print a list with Members 'in good standing' for the chair to use. After explanation of roll call function and procedure, the names of Member States are called out and the attendees are expected to indicate their presence. They are expected to retrieve their nameplate and the Committee co-chair will note that. Proxies should be noted separately on the list. Members that are present, but are not called should be deferred to the Office to sort out any administrative matter. The outcomes of the roll call (number of States plus proxies present) will be announced by the chair and noted in the Committee report. As said, it is common practice for Committee A to apply this roll call procedure every day.

Specifically for Committees B and C, there is an alternative procedure for the second and any subsequent day. The list, and the nameplates, will be at the entrance of the meeting room. Make sure that there is only one door open to enter the room to make sure nobody enters the room without the necessary administrative actions. All Directors that enter the room should make sure that their presence, including possible proxies, is noted and that they retrieve the relevant name plates. The chair will announce the outcome of the roll call, and the co-chair will take note of it. The chair must make sure that every start of session, first and all subsequent days, all new observers are taken note of.

At the end of the roll call procedure, the Chair has to determine whether or not a quorum has been achieved. A quorum means that all the business conducted during that day has been discussed and considered by a majority of the MAs. Some items cannot be decided if a quorum does not exist. If a quorum exists at roll call, it is deemed to continue for the full day unless a Director challenges it.

Besides the administrative needs, the roll call is a useful tool for the chair to identify the nationality of the Directors in session and to get to know the delegates. Experience shows that Directors will not always use their nameplate to indicate that they wish to speak.

3.5 Meet "committee VIPs"

Observers attend all Committees and some Committees are attended by industry partners. The Committee chair can play an important role in making these guests feel welcome and making them aware of the procedures in the Committee. Special attention should be given to representatives of ICAO and IFALPA, as these befriended influential and international organisations are of great importance to IFATCA. Other guests may include ITF, IATA, IFATSEA, IFISA, ILO, Eurocontrol, ATCEUC and CANSO, as well as members of the host MA.

3.6 In general – how to manage working papers, reports and late working papers

The agenda consists of reports, work-studies, work programmes and elections. Every paper that is received by the Office at least 30 days prior to conference is considered valid and can contain draft recommendations (Policy proposals). Working papers submitted in time are automatically accepted for discussion. The (draft) recommendations (if any) must be proposed, seconded and voted on if it is intended that they become policy.

Every working paper received after the 30-day requirement is automatically labeled as a 'late working paper' and *cannot* contain draft recommendations. These late working papers will have to be proposed, seconded and voted on by majority before the committee can consider them.

Reports are generally in free format, which means that although they don't need to fully comply with the working paper rules they still need to have the same header section detailed in the Administrative Manual. There is no vote on accepting a report; the chair only announces that the report is accepted. As volunteers who work on behalf of the Federation present reports, it is worth considering inviting the Committee to thank the individual by applause.

The recommendation of working papers that are information material can also be considered without a vote. After giving the opportunity for questions and discussion, the chair announces the working paper is accepted as information, and asks for a round of applause. In cases where doubt arises whether or not the paper should be accepted as information material, the responsibility lies with the chair or DP/EVP to explain what the intention of information material is.

Draft recommendations in working papers that propose to adopt or change IFATCA policy or rules, should always be proposed and seconded, before discussion on that particular recommendation can start. When there is no further discussion, or the chair feels that no new insights are brought to the table, the chair will move to vote. This process is repeated for every draft recommendation.

Draft recommendations in working papers that propose Guidance Material, Provisional Policy, adding a definition or tasking a board/standing committee can be considered without a proposer or seconder. A vote is taken in each individual draft recommendation, but consideration must be given to combining draft recommendations when there is interdependency. It is the responsibility of the chair to ensure that the Directors in Committee understand the Draft Recommendation, are aware of the intentions and that the individual or group that is responsible for an action is clearly described.

In short, the most important aspects of voting:

- General rule: **PROPOSER - SECONDER - DISCUSSION - VOTE**
- A late working paper (LWP) shall be proposed and seconded by a Director before it is discussed.
- Reports are accepted without voting. Invite the Committee to thank the individual by applause.
- Working papers that are recommended as information are also considered without voting.
- Each recommendation shall be proposed and seconded by a Director before it is discussed. A vote is taken on accepting the recommendation.
 - Draft recommendations in working papers that propose Guidance Material, Provisional Policy, adding a definition, tasking the EB/committee can be considered without a proposer or seconder. A vote is taken on accepting the recommendation.

3.7 Closed Sessions

A Closed Session is a period during Conference where the discussions being held are not open to other external organisations or guests. The essence of a Closed Session is that the matters being discussed are the internal business of the Federation or it's MAs and not something that we want to share [for the time being] with other bodies.

There is normally a scheduled Closed Session held in Committee A where we discuss MA Problems, but a Closed Session can be held in any Committee at the request of the Executive Board or any two Directors provided a majority of Directors vote in favour of the motion.

The doors to the Committee room are closed during this session, and signs are placed on the outside of the doors advising of the Closed Session and prohibiting entry for everyone except authorised persons. At the commencement of the session, the chair asks all unauthorized persons to leave [IAM page 90 para 2.6].

No minutes are kept of the discussion in a Closed Session, only the motions which are passed are recorded. Voting in a Closed Session is conducted in the same way as if the session was not closed.

Chairs should try to ensure that all Regional EVPs are present during a Closed Session because frequently they are able to assist the discussion with their specific knowledge of their respective region. As this can sometimes be a stressful period for the Directors of MAs having problems, the chair should try to be as helpful as possible in assisting these MAs to present their case.

When the Closed Session is finished, the doors are opened and normal business resumes.

3.8 Standing Committees and elections

The Technical and Operations Standing Committee (TOC) has appointed representatives as part of the Committee. These appointed representatives need to be announced by the SC chair before an election for the candidate Member Associations can occur.

Somewhere near the end of the committee sessions, elections for Standing Committees are held. The elections are dictated by the number of Member Associations for which IFATCA provides funding (CAC=3, FIC=3, TOC=6, PLC=10). Where the number of candidates for a Standing Committee is the same as, or less than, the number of positions, all candidate MAs are automatically elected. A ballot will have to take place when there are more MAs running for election than there are positions available. The procedure is clearly described in the Administrative Manual, but it is worth considering providing the Committee attendees with a briefing to minimize the likelihood of spoilt ballot forms. Also, it is worth considering the use of an Excel-type application to produce rapid and precise results of the ballot.

General advice: plan enough time for this! The whole process will take at least an hour. Make sure you use a PPT to indicate how the voting process works and how the ballot forms should be filled out. A Committee chair can save time by informally asking the audience well before the election who has an interest in running for elections. The ballot procedure is best accomplished by exchanging the nameplates for a ballot form and vice versa to ensure that all present plus all proxies receive no more than one ballot form.

An election for chair of a Standing Committee is only required if there is more than one candidate. If there is only one person running for election, then that person is automatically accepted as chair. In case there are multiple candidates, then a ballot must take place and the procedure is detailed in the

Administrative Manual. Several recommendations made above for ballots for elections of Standing Committees are equally applicable to chair elections.

Elections for Executive Board positions are normally conducted at a pre-advised time in the Committee A agenda to ensure that as many MAs as possible can attend. An election for an EB position, or acceptance of a single candidate, must be ratified at the Final Plenary by a majority vote.

Elections for future IFATCA Conferences are also normally held at a pre-advised time in the Committee A agenda.

There is normally no vote taken on SC work programmes.

The most important aspects of elections:

- It's important to make sure that EB elections don't overlap with standing committee elections;
- Plan enough time for standing committee elections! The process of explaining, conducting and counting the votes takes a lot of time.

3.9 Presentations by industry partners/sponsors

Presentation slots are first being discussed and approved at EB level. Normally 4 presentations of max. 15 minutes are allowed. Priority is given to IFATCA industry partners. The actual Committee where they will take place, and the actual timing (i.e. which day and when) will be discussed with the Committee Chairs.

Wherever possible, it is wise to schedule a corporate presentation before a lunch/coffee break. If there are working papers or reports that match the corporate presenters' subject or industry, they can be planned subsequently. For instance a corporate presentation of an ATC training facility after discussing a working paper about ATCO training.

Once the Conference is underway, it is important that the Committee chair meets the individual that will give the presentation. This is important, as it will assist the chair to identify when the person is in the room. Meeting the individual is also useful to discuss the latest logistics (what is needed for the presentation) and to reconfirm the date and time allocated to the presentation. It is recommended to discuss limitations in the travel schedule of the presenter to make sure that a slot is provided when the individual is present at conference.

3.10 Managing Committee B+C

As described in 1.4, a combined Committees B and C session is very common. The Chairs for the two Committees will have to agree on a division of chair's tasks and responsibilities, but can also agree that one of the two will chair the whole meeting. There is no ideal or correct solution.

Good planning can assist in managing logistical issues surrounding a combined session. Often a change in set-up is required in order to accommodate all attendees. Maximum flexibility on the duration of the session is guaranteed in case one of the Committee rooms is large enough to also accommodate the combined session. In other cases it is important to make an assessment on the duration of the combined session and to manage logistics according to that plan. If the session was expected to be finalised, then the Chairs can consider extending the combined session (if logistically possible) or they can decide to defer e.g. the Regional Reports to the individual committees. This is not a desirable solution, but merely a consideration.

The Chairs will have to discuss division of responsibilities and tasks of the Chairs and the Co-chairs. Normally co-chairs divide responsibilities and are collectively responsible for production of minutes.

3.11 Tips for managing the discussion

It is the chair's job to allow for good and constructive discussions, but at the same time make sure the proceedings are constructive and within the time schedule. The following tips, collected from experienced committee chairs, can be of use. **Always keep in mind that the chair and co-chair are impartial and should never take a position or guide the discussion in a way that can seem subjective or biased.**

Orderly manner: the chair will call on delegates to speak if they raise their nameplate. Delegates shall never interrupt each other except when raising a point of order.

Shortening / ending discussions: when a subject is popular or controversial, discussions can go on and on. Same goes when proposed policy is being adapted from the floor. Some interventions are listed below. Keep in mind that when you follow rules and procedures, you will not offend anyone.

- Announce that you will take 2 more comments/questions from the floor and then end the discussion;
- Form a drafting group (see below);
- When delegates are debating on small issues or wording: ask if they want to propose an amendment;
- Allow time to consult and regroup by announcing a coffee break or move on to an agenda item where less discussion is expected, such as a report. In the meantime you can walk into the room to speak to delegates and mediate;
- Move to vote. You always try to be consensual in discussions but this is not always possible.

Guiding discussions: as committee chair, you are neutral and there to manage the process. When the discussion is on a downhill slope, there are ways to give direction as a chair, while keeping this neutral role:

- Ask DP/EVP or a standing committee chair to give their views or to make a point that you can't;
- Ask the presenter of a Working Paper to explain why they chose this view or how they came to their conclusions;
- Recap and rephrase to keep everyone alert and on the same page: "having heard the discussions...";
- Remind the delegates that the officers/standing committees have researched the subject at hand extensively and there is a reason why it is presented this way;
- Ask a delegate to repeat their point if you feel that there is confusion or not everybody understood what was going on.

3.12 Time management and breaks

In order to manage the Committee's work and discussions, good time management is essential. The conference programme will contain various breaks, e.g. coffee- and lunch breaks. Often the times for these breaks are intentionally staggered and result in different start/end times for each committee. These breaks are normally not laid in stone and can actually be used to come to a conclusion on subjects, either by creating opportunity to continue discussions, or by showing an amendment that can be considered during the break or by enabling a drafting group to work during the break.

Keep in mind that breaks are time-consuming: it will always take at least 20 minutes before you can start again, even when you announced a 10-minute break. Check if you can have coffee at the back of the room so everyone can grab it during the sessions. **Before you adjourn, always announce the time that the session continues and do not hesitate to commence when not all delegates are back in the room or seated in time.**

Feel free to use drafting groups to shorten discussions. Getting a small group together comprising the major contributors to discussions and letting that group produce a proposal can be much more effective than continuing in committee discussion. As chair, you may appoint a group but you should invite all other attendees to participate if they want to. The more contributors, the more time the drafting group will need to come to a conclusion. Lunch breaks are perfect for drafting groups.

3.13 Amendments

When discussing recommendations each MA is entitled to propose an amendment. Even though the process to handle such a proposal is clear, it could be useful to check the audience if there should be more discussion before the amendment is procedurally treated as such.

Amendments can be proposed from the floor and must be seconded before they can be considered. If this is the case, then first discussion must take place on the revised part, followed by a vote on whether or not to accept the revision. At this time it can be useful to stress to the attendees what exactly they are voting on (only on the revision) and also explain what a vote against and what a vote in favour implies. Then once the amendment is accepted, discussion and voting takes place on the new (revised) recommendation. This process can be managed easier if the amendments and the changed recommendations are shown on a screen. Make sure that the co-chair can keep track of the discussion, proposing/seconding, voting etc.

Especially long discussions with multiple amendments can be labour intensive for a co-chair. Do not hesitate to take short intermediate breaks for the co-chair to catch up on his or her duties.

3.14 Other things to keep in mind during conference

In order to manage the Committee's work, a chair can extend a Committee session beyond the times officially communicated. It is important to make the attendees and CC aware of this intention. It is equally important to ensure that the meeting is postponed when the audience appears to be losing concentration and/or doubt arises about the effectiveness of the session.

Often meetings are organised outside the official conference hours. The EB, through the CC, will advise the Committee Chairs of such meetings.

Committee Chairmen operate autonomously to a great extent. The CC is the point of contact for significant matters that require the attention of the OC. The CC is also the liaison between the professional organization that manages the conference and Chairs, this specifically for cost control reasons. Minor issues can be dealt with directly via the OC. The EB Officer(s) that is/are functionally connected with a Committee will ensure that issues are brought to the attention of the EB if so required.

3.15 **Minutes / Committee Report**

The Committee co-chair's primary task during Conference is to produce the Committee Report. This report must be produced by use of a predefined template, which is distributed prior to conference by the OM.

The task of producing the report includes documenting:

- outcome of roll call;
- whether or not a quorum is established;
- observers;
- the discussions that occurred in session;
- proposers/seconders for recommendations;
- amendments to recommendations;
- votes taken; and
- all other items that need to be included in the Committee Report.

Items that are dealt with under closed session will not be included in the report, with the exception of motions.

The minutes can be prepared from home, before arrival to conference. Take the template which will be sent out from the office. Insert the working papers (names, numbers etc if they are not already there) and also put (copy paste) the draft recommendations in. This way much of the work is already done and changes to the draft recommendations can easily be done if and when they occur.

The report is the primary task of the co-chair, but the chair takes full responsibility for it by presenting it at final Plenary. Therefore, the chair should assist and support the process and the co-chair to the maximum extent possible.

The chair and co-chair tasks are transferable whenever desirable. For instance, when the co-chair takes over the role of the chair during sessions, the chair will be responsible for the minutes. This task can also be transferred to the EVP or another official at the head table. All activities managed from the head table are considered teamwork.

Always be sensible of the workload of the person writing the minutes. As co-chair, indicate if you need more time or help to keep track. Also, if the co-chair is not able to follow the discussion, probably a big part of the room has the same issue. Consider recapping what has been said and/or ask delegates to speak slower. Do not hesitate to take short intermediate breaks for the co-chair to catch up on his or her duties.

3.16 Committee Report

Each Committee, plus the combined B+C meeting, will have to produce a report detailing the discussions and the conclusions. This report is basically the minutes of the Committee sessions. Each report will be presented at Final Plenary by the chair and will be voted on by Directors for acceptance. By acceptance of the report by Final Plenary, all recommendations in the report are considered IFATCA Policy with the exception of the expulsion of a Member Association, any changes to the Constitution, and elections for EB positions. These recommendations and elections are dealt with under a specific agenda item(s) of Final Plenary.

A Committee Co-chair is responsible for the production of this report. He or she will document the attendance, discussions, recommendations, elections and other relevant matters discussed at the committee meeting. It is not feasible to produce a word-by-word description of discussions, so the focus lies on highlighting the views that have been put forward during discussions. All recommendations need to be clearly listed and numbered. Each committee numbers its own recommendations, and also the B+C session will have a separate list of recommendations.

After each session day and/or after all sessions are finished, the chair and co-chair check the minutes together to produce the final report. Did the discussion go as described? Are all votes and (amended) policy displayed correctly in the report?

Even though the production of the report is the responsibility of the Committee chair and co-chair, it can be considered creating a drafting group that reviews the minutes. Focus is on spelling errors and a correct representation of the discussion. The use of such a drafting group is left to the discretion of the Conference Officers.

The Committee report must be finalized and submitted with the OM latest 09.00am on the final day of conference. The reports will be distributed to the MAs by digital means.

Spelling errors will be corrected by the Office and the final report will be distributed after Conference. The main advice here is to start early. Writing the report always takes more time than initially assumed.

3.17 Speech for final plenary

The Committee chair is expected to deliver a speech at Final Plenary when he or she presents the Committee Report. The speech should provide the Directors with general impressions of the atmosphere and discussions of the sessions, and the most important issues can be highlighted. The presentation of the report provides an excellent opportunity to show appreciation to all those who have contributed to the Committee sessions, including the Co-chair, OC, EB Officers, Standing Committees, MAs and Conference Officers. Furthermore, it is common to thank the persons and organisations that made your participation as chair possible. The speech should end with a recommendation to Final Plenary to accept the report.

Drafting the speech is a considerable job, so it's wise to allow sufficient time for this. To a large extent, the speech can be prepared from home. There are standard paragraphs and "thank yous". For inspiration, speeches from former conferences can be found on the IFATCA website, or ask your fellow chairs for examples.

After the sessions, insert the information on the proceedings into the speech. The committee minutes can be of help here.

The order to speech is usually: Chair Comm C, Chair Comm B, Chair Comm A. Before final plenary, Chair B and Chair C decide together who will present the report of the combined B+C session. After all speeches are finished, chair and co-chair will be called upon again to be thanked and hand in the gavel and flag.

4. After conference

4.1 Post conference meeting with EB

A post-conference EB meeting is organised the morning after conference closure. The committee chairs and co-chairs may be invited to this meeting.

The post-conference meeting provides an opportunity to make the EB aware of actions that require follow-up by the EB and Standing Committees. At the same time, the meeting is also used as a feedback session on the conference proceedings and to discuss lessons learned and potential improvements.

Amendments to the guidelines in view of last Conference experience will be discussed there.

It is to be noted that attendance to this post-conference meeting is voluntary, meaning there cannot be additional expenses claimed to IFATCA to attend that meeting. If your presence is requested, you will receive notice before conference. In case you are not present, your feedback will be collected via e-mail or videoconference later.

APPENDIX A

IFATCA conference Committee Chair Briefing

OPENING AND INTRODUCTION

Opening

- **Welcome** to participants and observers then declare **“Committee A/B/C is in session!”**
- **Introduction of the head table**
 - DP/EVPT/EVPP (Name), Co-chair (name), chair
Introduce Yourself for example ATCO since year, where, IFATCA since year, Chair since year + role
- Explain the committee and the proceedings after the role call.

Roll Call

- To identify which MA’s are present and to determine whether we have a quorum or not we will start with the formal roll call procedure. When the name of your MA is announced, please state that you are present and please collect your name plate at the front/at the desk.
- **If your name is not called**, then please approach the Secretariat (Office Manager), as you are not listed as a Member in good standing. We at the head table do not know why your MA is not on the list, and also cannot fix it.
At the start of each day's proceedings Committee Chairmen shall conduct or cause to have conducted a roll call of Member Associations to determine if a quorum exists. A committee shall be considered to have a quorum for the entire day if a quorum exists at the time the roll call is conducted. Committees may proceed without a quorum except that if the Committee is dealing with an Agenda Item which will ultimately require a two-thirds vote for adoption or which may result in a Recommendation being adopted which may become Federation policy, the Chairman shall request delegates and/or proxies to return to Committee for that Agenda Item.(7.3.3)
- **Quorum?** Stress the need for a quorum!
For committee sessions, a quorum shall consist of a majority of the total number of Member Associations, which may be represented by their accredited Director, Deputy Director, Delegate or proxy. Proxy votes shall not constitute more than 50% of such quorum. The presence of a quorum shall be determined by a rollcall at the commencement of the first session of the day and, once established, shall be presumed to continue for the entire day (5.5)
- Thank you for your participation. We have {NUMBER} MA’s present and {NUMBER} proxies. We do/do not have a quorum.
 - Explain roll call **following days**
Nameplates to be collected when entering room.
 - **Observers** – ask for introductions
You can ask observers to approach the head table e.g. to have their name spelled correctly in the minutes.

Show of hands first timers

- Identify first timers – show them they are not alone, and identify them for your own overview
- Can I have a **show of hands** of those people attending an IFATCA Conference for the first time? Given the number of raised hands I would like to take some time to explain the purpose of Committee .. and the way we would like to conduct business.

What is Committee A/B/C?

- Explain that there are other committees, A (Administrative and Financial), B (Technical and Operational), C (Professional and Legal)
- There will be a B+C session, to deal with items that are of interest to both Committees. Also, reports don't have to be presented twice.
- In the Conference APP you can keep track on the progress of the other committees and which agenda item is being discussed. Feel free to move over to another committee at any time, as well as to re-join this committee.

- **Who are here?**

- Mention again Officers of Committee:
DP/EVPT/EVPP, Co-chair, chair, chair TOC/PLC/FIC/CAC
*The Chairman of a Committee shall declare the **opening and the closing** of each sitting, direct the **discussion**, accord **the right to speak, put questions, and announce the decisions**. He shall also present the Committee **Report to the Final Plenary session.**(7.3.6)*
- Introduction of **Chair standing committee** (TOC/PLC/FIC/CAC)
introduce or let chair introduce him/herself.
- Introduction of **standing committee** (TOC/PLC/FIC/CAC)
They produced a total of .. work studies this year which will be presented this week.
- Role of **Delegates and Directors**
Represent MAs, Discuss, question, vote.
And that role is very important. During this week, it is your task to direct the course of the Federation. So please, feel free to join the discussion at any time. If you have a question, then identify yourself with nameplate.
- Role of **Observers** - set the official role of observers, but encourage them to contribute in discussions. (Observer=not delegate from any MA.)
- Special attention should be given to representatives of ICAO and IFALPA, as these befriended influential and international organisations are of great importance to IFATCA. Other guests may include ITF, IATA, IFATSEA, ILO, Eurocontrol, ATCEUC and CANSO, as well as members of the host MA.
While attending a committee working session, observers should be seated separately from the delegates and should not be permitted to take part in normal discussion or debate. Any contribution will only be at the invitation of the committee chairman after the approval of the majority of committee members, and should normally be only in response to specific questions or to provide factual information to assist discussion. Exceptionally, an observer having expertise on a technical matter may be permitted to join in discussion on that matter at the discretion of the chairman or on request of the committee.(2.3.2)

How do we do business?

- **Agenda** – final version on IFATCA site / app
 - Items marked with asterisk are B+C combined.
We will not follow the standard order in the agenda but will move around. That is because some agenda items are related to each other and it can be useful to discuss these items one after another.
 - We will put up every day a program for the day (slide) – not conclusive.
 - Report Chair standing committee (CAC/FIC/PLC/TOC)
 - Other Reports
 - Papers
 - Presentation of next year's possible working papers
 - Candidates for FIC/CAC/TOC/PLC
 - Election if needed
- **Discussions**
 - Encourage **contributing to discussions** as many as possible. Any questions, feel free to ask.
 - If you have a **question**, then identify yourself with nameplate.
 - Some work studies are containing Draft Recommendations. We need to vote on Draft Recommendations to become IFATCA Policy. Any questions, feel free to ask.
 - **Motions for amendments** – Everyone is allowed to propose an amendment. I will not take any amendment just straight away and I would like to have some discussion.
A motion may be amended from the floor. When more than one amendment is moved, they shall be considered singly, in order opposite to their movement, and, if passed, be included in the original motion. (7.2.4)
 - Explain that we have the possibility to work with informal **working groups** to come up with proposals that are acceptable to as many MAs as possible.
Committees may appoint a Working Group which may conduct its business informally, to prepare proposals to that Committee. (7.3.4)
- **Voting** – what do we vote on (LWP's and Draft Policy Recommendations) and what don't we vote on (Reports)
 - Proposer/Seconder
Votes: For/against/abstention.
- **Native English speakers**: keep in mind that there are non-native speakers in the room.
Those delegates whose mother tongue is English should try to make their input to Conference in plain, simple sentences, speaking at a pace which will enable non-English speakers to understand the contribution. (7.1.2)
Non-Native English Speakers, don't feel offended if I ask you to repeat some part of your message, goal is to ensure everyone understand correctly.
- **Do not interrupt** another while speaking, only for point of order.
No delegate shall interrupt another while speaking, except to raise a point of order. He shall state the point, which shall be decided by the Chairman without debate. (7.2.10)
- **Presenters** of a working paper or report might want to use a PPT presentation, which I wholeheartedly welcome. Make sure your presentation is copied on the laptop at the head table so you are ready to start straight away. Presentations will help to understand very difficult subject. I am aware that some subjects are almost at an academic level, that's part of being a professional organization. The presenter and the head table will try our best to

make sure that everybody understand the subject. Still, if you do not understand, raise your nameplate and ask for clarification.

- **Drafting group minutes** – drafting group to finalization of the minutes
Propose / ask minimum 2 persons (preferably native speakers) form the drafting group.
Anyone else who is willing to join?
*Minutes shall be kept for all sittings of the Committee and shall normally be in summary form.
An individual Association may have its views on a particular subject included in the Minutes, if so requested. (7.3.5)*

General and logistical remarks

- Visit the IFATCA website of Conference App regularly to check for updates and late working papers
- We would appreciate it if you are all in the room on time!
- Microphone in the room (speak close to the mike!!)
- Internet please keep its use to official business
- Cell **phones** on silent or off

START OF THE AGENDA ITEMS

- Before first report:
 - We present **Reports from Officers and Representatives**, these will not be voted on and are intended to be an update for the Federation on what has happened the past year.
- Before first Working Paper:
 - We discuss **Working papers** produced by FIC/CAC/TOC/PLC
All Working Papers which are intended for consideration by Conference should be circulated sufficiently in advance. The following rules shall apply:
 - a) *All Working Papers shall be delivered to the IFATCA Office not less than 60 days before the Conference, to allow for proper distribution.*
 - b) *Any Working Paper which contains potential policy or guidance material received after that date shall automatically be deferred to the next Annual Conference.*
 - c) *Any other Working Paper submitted after that date shall be marked as a "Late Working Paper" and may be considered at the Directors' discretion. (3.1.4)*

EVERY DAY START

- Planning work items
- New observers?
- Logistics, housekeeping?

EVERY DAY CLOSURE

- Thank everyone for their participation
- Mention agenda for the next day
- Inform about interesting activities / evening programme

FINAL CLOSURE

- Acknowledge great participation & involvement
- Thank observers, especially ICAO, IFALPA, ITF

- Thank industry partners
- Thank presenters
- Thank FIC/CAC/TOC/PLC (missing members) and Chairs for excellent work
- Welcome to the new FIC/CAC/TOC/PLC members
- Thank OC and technical team
- Thank DP/EVPT/EVPP
- Thank Committee A/B/C for participation and bearing with me this week...
- Thank Co chair!
- Apologies if I forgot anyone
- “I declare Committee A/B/C closed”

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