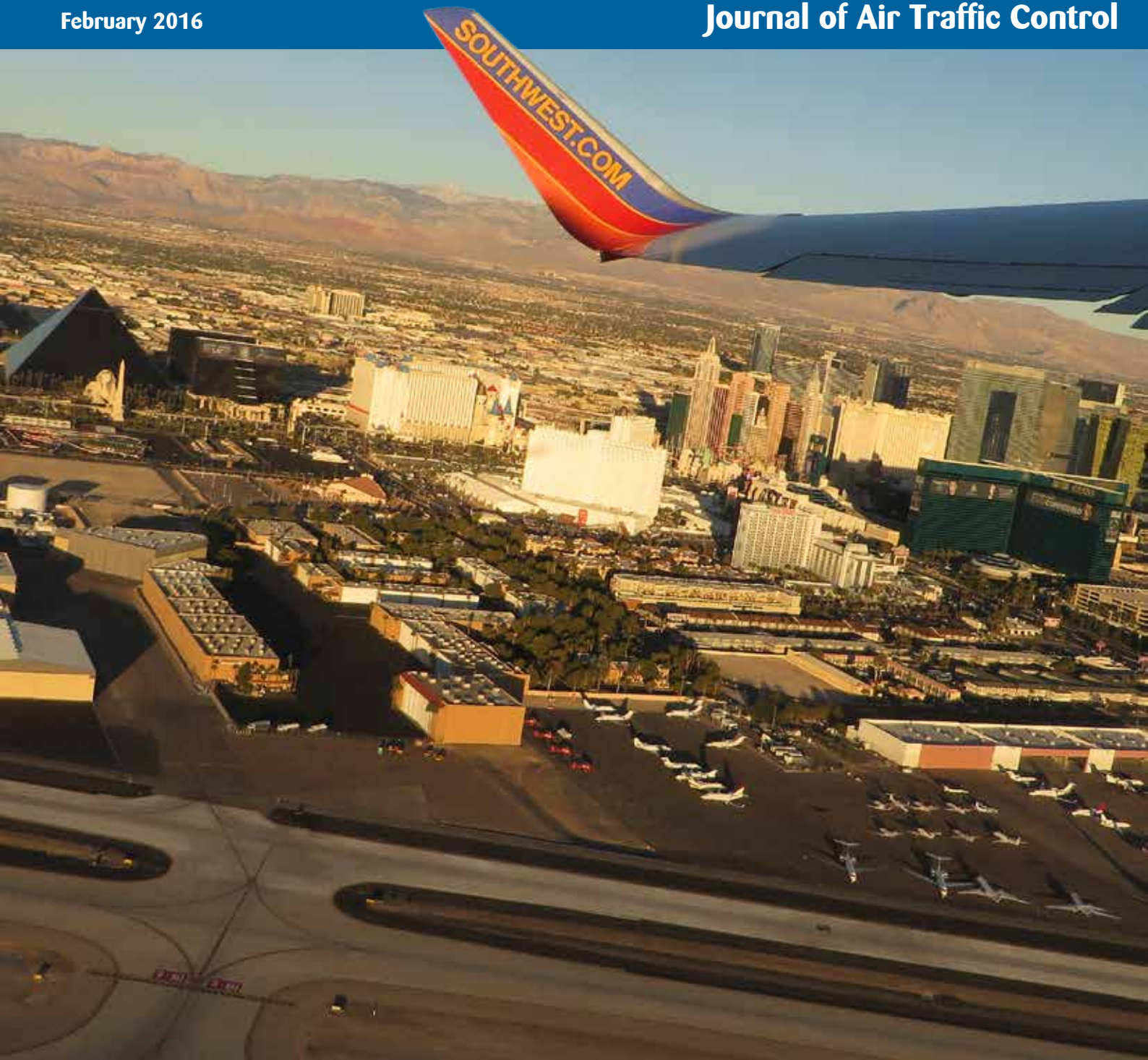


THE CONTROLLER

February 2016

Journal of Air Traffic Control



IFATCA 2015 REGIONAL MEETINGS

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- ➔ Do controllers have a personality type?



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FACING A CHANGING WORLD

The challenges of being 'international'



by Patrik Peters, IFATCA President & CEO



Safety as the overarching and prime objective of the Federation has to prevail.

The last months have shown us a very different face of our world – the world we're living in. And I am for once not referring to our aviation circles – but to the nasty attacks on civilians, - tourists and inhabitants of communities around the world. We are all left in shock after witnessing with disbelief those cruel attacks, which disrupt our daily life as we know it. Our thoughts are with all those affected, especially those who have lost loved ones to this senseless violence.

IFATCA is a non-political global organization respecting all members equally – across national borders and throughout the international aviation community. Unfortunately we now find ourselves having to deal with the consequences of States acting on the threats they are faced with.

The Executive Board is carefully observing current developments and is compelled to exercise utmost vigilance regarding necessary travel arrangements and weighing the risks for its members and officers attending meetings around the world. As an international federation we wish to exercise and work on reaching and fulfilling our goals as laid down by our constitution and endorsed by directors at conference.

It is a difficult task as we wish to stand clear of religious, political and cultural influences and rather unite all air traffic controllers around the globe to coordinate and educate, to listen and discuss various topics

whilst executing one of the most thrilling and demanding professions. As proud aviation professionals, we need – just as in our every day work – act unemotionally, sound and in the interest of our customers, the flying public.

Safety as the overarching and prime objective of the federation has to prevail also when we travel ourselves or invite and send officers, members and delegates to meetings or conferences. The Executive Board of IFATCA is carefully assessing the requirements to attend meetings versus associated (acceptable) risks. States themselves exercise their rights in counteracting and reacting to threats with increased security measures attempting to maintain known safety levels.

The United States of America for example has recently passed a law restricting the use of the Visa Waiver Program. This has an impact for all those delegates wishing to make use of the program for their entry to the USA to attend our 2016 conference in Las Vegas. Please consult the conference website www.ifatca2016.com for additional information!

For future conferences we might have to look into other possibilities of attendance as State laws and

immigration restrictions change faster than we can possibly react to. The choice of "safe" venues is quickly becoming or has already become an impossible task. With the obligations of our core business at conference in mind - the use of video conference technology - though certainly not an ideal replacement for physical attendance - could be a viable solution.

IFATCA, as a global organization representing air traffic controllers from more than 130 countries worldwide, shall stand close in defending and improving the air traffic control profession. We will continue to do our utmost to unite people from all our member associations' countries – regardless of their political backgrounds, mindsets or religions. ☺

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Together we ROCK

Patrik Peters



HANS WERNER THAU

Founding Member of IFATCA
 ° 17 June 1924 - † 24 December 2015

It is with sadness that the IFATCA Executive Board learned of the passing of Hans Werner Thau.

Hans was one of the founding members of IFATCA. As the President of the German association VDF, he helped to coordinate and organize the Constitutional Conference of IFATCA in October 1961. During this conference, he was elected as "Honorary Secretary". At the Annual Conference in Paris the next year, he was elected Vice-President Administration, a post he held until 1965. Amongst other this, it meant that during the early years of our Federation, the de-facto headquarters were at Hans' home in Cologne, Germany.

From 1965 onwards, Hans became the ICAO Air Navigation Commission representative for Germany. In addition, he joined the German Ministry of Transport where he became responsible for accident investigation and international aviation law. Throughout, Hans remained very proud of his IFATCA roots and followed the federation closely. He sent a message congratulating IFATCA when it was officially recognized as an ICAO observer in 2001.

Hans retired many years ago but always maintained a keen interest in ATC and stayed touch with many of his former colleagues. Hans passed away in his hometown in Cologne on Christmas eve at age 91.

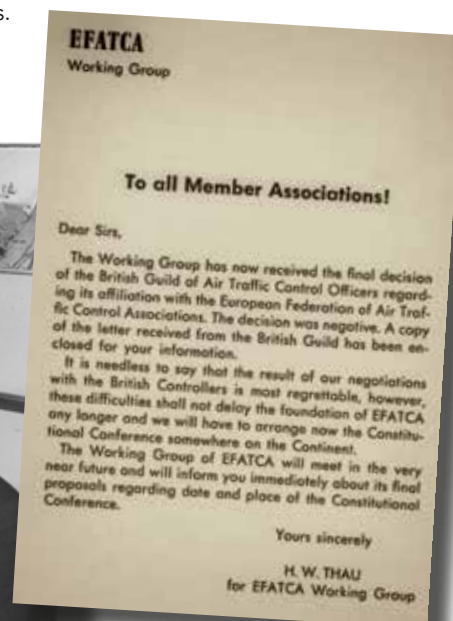
Patrik Peters, President and CEO travelled to Cologne to attend the funerals on January 5th to pay our respects to one of our founding fathers.



→ The head table during the Constitutional Conference in Amsterdam, October 1961. Hans Thau is second from the right.



→ Hans Thau (right) during the 1962 Paris Conference, at which he was elected as Vice-President Administration.



→ In May 1961, Hans Thau announced the founding conference of EFATCA would go ahead. At the meeting, it was decided to replace the 'E' for European with 'I' for International.

Photos: Thau family, IFATCA and the W. Endlich archive



Evolution from the Cockpit to the ATC Unit & Beyond

The Fatigue Management Approaches in Aviation Symposium: Evolution from the Cockpit to the Air Traffic Control Unit, which is being convened by the International Civil Aviation Organization (ICAO) from **5 to 6 April 2016** in Montréal, Canada. The event will provide an important information sharing opportunity for rule-making authorities, airlines, air traffic service providers, international general aviation operators, international helicopter operators, and all aviation professionals involved in safety-related activities.

Following the symposium, ICAO will host the 2016 Conference of the FRMS Forum from **7 to 8 April 2016**. This meeting will develop

themes related to the regulation and implementation of Fatigue Risk Management Systems (FRMS) in a flight operations context. The content will have high relevance to operators and regulators alike and will provide unique insights for States and other service providers considering the implementation of FRMS.

Both events will be conducted in English only. There will be no registration fees for either event. Information related to the symposium, including online registration details, are available at www.icao.int/Meetings/fmas.



ICAO

AFRICA & MIDDLE EAST 2015 REGIONAL MEETING

Providing an enabling environment for air navigation services



by Keziah Ogutu, IFATCA Executive Vice-President
Africa & Middle East



The 26th International Federation of Air Traffic Controllers' Associations Africa and Middle East (AFM) regional meeting was held in the beautiful West African city of Accra, Ghana. It was the second time IFATCA delegates travelled to Ghana for their regional meeting. The venue was Accra International Conference Centre, from 28th to 30th October, 2015. The meeting was attended by twenty-two Member Associations (MAs), which included more than 120 delegates; two equipment manufacturers and a number of other stakeholders.

The chosen central theme for the meeting was "Providing an enabling environment for air navigation service, the role of stakeholders". The event was officially opened by Ghana's Deputy Minister of Transport, Honourable Joyce Bawa Mogtari. In her speech, she reiterated her Government's acknowledgement of the role Air Traffic Control plays in the global economic development, and assured delegates of the imminent decoupling of the ANSP from the regulator in Ghana.

The IFATCA President and CEO, Mr. Patrik Peters also attended. In his opening speech, he emphasized the importance of collaboration, stating that the IFATCA current theme is 'We are all in this together'.

During the three-day conference, delegates deliberated on various topics. These were introduced by presentations from a number of aviation partners including ICAO, IATA, IFALPA, EGNOS, ITF, Ghana Airports Company Limited and the IFATCA Executive Board. Some of the topics covered were Safety Culture including Just Culture; Collaborative Decision Making; the role of the States in providing an enabling environment; employer/employee role in providing an enabling environment in the provision of Air Navigation Service; what it takes to enable an optimum flight; and how satellite based augmentation system (SBAS) can enable improved provision of ANS.

This year's meeting was sponsored by The Ghana Civil Aviation Authority (GCAA), Ghana Airports Company Limited (GACL)

THALES, Indra, SG-SSB, Ethiopian Airlines, Kenya Airways, Engineers and Planners, Air Traffic Navigation Service (ATNS) South Africa and Ghana Air Traffic Controllers Association (GHATCA).

The meeting was chaired by the IFATCA Regional Executive – Vice President (EVP-

AFM) Miss. Keziah Ogutu. Members of the IFATCA Executive Board who were in attendance to support the EVPAFM included the IFATCA President and CEO Mr. Patrik Peters, the Deputy President Mr. Scott Shallies and Executive Vice President Technical Mr. Duncan Auld.

The presenters included Mr. Albert Taylor from ICAO; Ms. Lindi-Lee Kirkman from IATA, Mr. Moustapha Mallam from EGNOS; Mr. Ben Ahlijah from Ghana Airports Company Limited (GACL); Mr. Carl Bollweg from IFALPA; Mr. Byla Sow ITF; and Mr. Mikateko Chabani from ATNS.

The meeting adopted ten recommendations and resolutions. These can be summarized as follows:

As a matter of urgency, MAs should collaborate with ANSPs to implement Critical Incident Stress Management (CISM).

MAs should collaborate with their ANSPs to incorporate Basic Cockpit experience for ATCOs in their training programme as a tool to enhance better understanding of aircraft operations.

ATS Incident target rates should not be used for measuring controller performance, nor as an appraisal tool, which may have any financial implications on remuneration. This could negatively affect safety and is contrary to Just Culture.

ICAO was urged to coordinate with any State that have yet to implement Rating and Licensing of Air Traffic Controllers to do so as a matter of urgency.



To promote Just Culture in the region, MAs should continue to dialogue and collaborate with their ANSPs and Regulatory arms of the States on the importance and necessary implementation of Safety Cultures by implementing Safety Management System (SMS). Incident target rates should not affect performance appraisal and any financial remuneration. This could negatively affect safety as well as just culture.

In order to have "Optimal flight operations" by airlines, MAs must play their role in a "collective collaboration" with other stakeholders, to ensure the standardization of operations and seamless airspace that entails civil/military cooperation, coordination, inter-operability, adaptability and standardization of equipment.

To ensure safe implementation of SBAS, EGNOS will collaborate with IFATCA and ANSPs in all its dealings and plans in relation to the Implementation over Africa.

IFATCA will collaborate with ITF in endeavour to obtain a special session for Air Traffic Control in the ILO assembly.

To enable improved safety awareness amongst the regional Air Traffic Controllers, IFATCA will partner with ICAO and other international bodies to provide safety seminars in the region.

Sudan was officially confirmed to host the 27th AFM Regional Meeting for 2016. CAPE VERDE, ETHIOPIA and NIGERIA expressed their interest to host 28th AFM regional meeting in 2017. ☺

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BUSY YEAR FOR THE AFRICA/MIDDLE-EAST REGION

The AFM region was busy in the year 2015. IFATCA representation in the region has increased tremendously over the years. This has been due to more recognition from the region of IFATCA as a reliable professional body for air traffic controllers and as a result to this more and more invitations continue to come to IFATCA to participate as a key stakeholder in meetings in the form of speakers or presenters. The region also hosted three IFATCA teams over the year – the PLC meeting held in Cape Town, South Africa in September 2015, followed in the same month by the EB meeting in Johannesburg, South Africa and finally in December 2015 the TOC meeting held in Dar es Salaam, Tanzania. Other meetings attended by IFATCA representatives included the ASECNA DG safety seminar held in Mauritania in July 2015, APIRG 20 held in Yamoussoukro, Ivory Coast. Runway safety team seminars and MID RASG/ 3 in the MENA region.

The ICAO Middle East (MID) region has become a very active region in terms of safety related seminars and workshops. This has been brought about by the region as one of the leading in aviation growth setting out goals to improve the safety levels and reduce the deficiencies by 50%.

In April 2015, Ms. K Ogutu (IFATCA EVP for the region) and Mr. Mohamed Taala (our Rep from Egypt) represented IFATCA at the DGCA/MID 3 meeting held in Doha. The meeting, which brings all the high level Directors and CEOs of civil aviation from the Middle East and North African (MAEN) states together, was introduced to the newly appointed ICAO Air Navigation Bureau (ANB) Director, Mr. Stephen Creamer and bid farewell to the outgoing ICAO MID Regional Director Mr. Mohamed Khonji, who formally retired in December 2015.

In September 2015, IFATCA members were invited to the second African Symposium on Human Factors and Aviation Safety (2nd ASHFAS) held in Cape Town, South Africa. Amongst the keynote speakers at this emerging safety symposium were Professor Erik Hollnagel and Professor Nancy Leveson. Noteable in the round table discussions were experts such as Dr. Kobus Kotze of the South African Aerospace Medicine Association and Ms. Wendy Santilhana of the MAYDAY foundation SA. Former IFATCA ANC representative Ruth Stilwell and Richard, member of the South African Guild (GATCSA) were amongst the presenters, as was IFATCA's Vice President for the region, Ms. Keziah Ogutu. The central topic of the symposium was mental health management amongst commercial aviation workers.

Also in September 2015 another important training workshop was held in Nairobi, Kenya - the Aviation System Block Upgrade (ASBU) workshop. IFATCA and its local Member Association, KATCA, were invited to attend and also exhibit.

At the IFALPA AFI/MID regional meeting held in October 2015 in Johannesburg, IFATCA highlighted some of its campaigns in the region which are geared towards promoting safety in ATC. The TURN-OFF/TUNE-IN campaign ranges as one of the favourite and has changed the mind-set of many controllers in the region.

The year ended with a successful coordination meeting in December 2015 held by ICAO ESAF for the Eastern and Southern African states; the area of concern was in finding ways of eliminating the flight level allocation scheme (FLAS) across the Indian Ocean as well as developing contingency plans that are harmonized between neighbouring Flight Information Regions (FIRs). ☺



➔ Delegates at the 2015 Regional Meeting in Accra, Ghana

Photo: KO

AMERICAS 2015 REGIONAL MEETING

Collaboration is essential to face challenges in the Americas



by John Carr, IFATCA Executive Vice-President Americas

The Americas Regional Meeting of IFATCA, the International Federation of Air Traffic Controllers' Associations, was held 15th – 17th October in Montego Bay, Jamaica. Approximately 30 participants, representing 8 of the 26 member associations in the Region attended the meeting. Captain Errol Stewart, of the Caribbean Aviation Training Centre, was also in attendance to make a presentation on stabilized approaches and loss of control in flight.

As often, new members take part in the meeting. This was an opportunity for doing 3 presentations on how IFATCA is structured and functions. An invitation to the whole assembly was done to encourage individuals and member associations to further take part in an active way within the Federation, this to the benefit of all.

Other presentations on CISM (Critical Incident Stress Management), Modernization in Air Traffic Services, distractions at work-

places and Fatigue & Risk Management were very well received.

Through their reports, the Americas Region Members raised their concerns against the recurrent insufficient staffing issues, increasing daily workload, causing widespread overtime, that disregards acknowledged fatigue and stress studies. This, combined with a general increase in aircraft traffic numbers, leads to high absenteeism mainly due to fatigue, stress and burnouts.

Ageing controller workforces, compounded with stringent cutbacks in personnel and recruitment by ANSPs have a direct impact on a number of Member Associations. The investment in people – the air traffic controllers – remains a vital issue in this highly complex and technical environment. While the implementation of better tools and technologies in many workplaces help the controller's daily duties, it cannot replace the human actions necessary to



guarantee overall safety. Just Culture and the health protection of air traffic controllers in the execution of their profession require more attention than ever before.

IFATCA Executive Vice President Americas, Mr. John Carr encouraged continued collaboration amongst the stakeholders of the aviation industry. "The Americas Region is facing challenging issues that can only be resolved with true collaboration of all involved. Air Traffic Control Associations and their members have extensive experience, knowledge and constructive ideas that are particularly valuable in finding ways to alleviate these current and upcoming challenges".

President of JATCA, the Jamaican association, Mr. Kurt Solomon declared, "Relationship building can be challenging. It is vital that we build good relations between air traffic controller associations in the region and with our respective employers in order to continue providing quality services and to ensure safer skies now and for the future.

"We're all in this together – aviation plays an ever increasing role in our modern society. Collaboration is essential to tackle the challenges ahead", said IFATCA President and CEO, Mr. Patrik Peters. ✈

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→ Delegates at the 2015 Regional Meeting in Accra, Ghana

Photo: KO

ASIA/PACIFIC 2015 REGIONAL MEETING

What PBN can do for you



by Mike O'Neill, IFATCA Executive Vice-President Asia/Pacific



→ Opening Ceremony of the Asia/Pacific Regional Meeting
Photo: Macau ATCA

The International Federation of Air Traffic Controllers' Associations annual regional meeting for the Asia Pacific was held 30th November to the 2nd December in Macau, China. There were approximately 110 delegates and 10 aircrew, representing 15 countries and 8 airlines. The theme of the meeting was "What PBN can do for you".

A large delegation of representatives from the airline community were invited to enable a common message to be delivered to both groups from the keynote speakers on the subject.

A survey of MAs in the Asia Pacific prior to the ASPRM indicated that PBN was being rapidly implemented in the region, but it was obvious that it was being deployed

NATCA has presented previously to an IFATCA audience on the subject on two occasions. Jeff has extensive background on the implementation process as a study lead at several major airfields and city pairs in the USA. Franca Pavlicevic, from EUROCONTROL, is not only a leading authority on the design of PBN airspace; she provides instruction on implementation as an educator. Together they provided a technical background on the development and implementation of PBN. This was followed by a workshop focusing on the current best practice for ensuring the maximum benefit of PBN.

Day one had presentations on the value of standardised operating techniques for both aircrew and ATC to best produce the high

in a very conventional manner. IFATCA took the position that some expert presenters were needed to educate operational staff in current 'best practice. Through the generous sponsorship of NATCA and EUROCONTROL it was possible to gain the services of two PBN experts. Jeff Woods from

movement rates that are possible at the leading dual and single runway airfields in Europe. It was highlighted that change within the region on operational matters would only occur if ICAO amended operational documents such as Doc 4444, Air Traffic Management. IFATCA has achieved such prominence in providing research to drive change on many subjects in aviation, that MAs were challenged to participate in the professional (PLC) and technical (TOC) committees to engage in positive change for our profession. Essentially the message was to take up the challenge and not leave the task to others.

IFALPA and CANSO also made excellent presentations relevant to operational controllers. Following the meeting, the MAs will be encouraged to participate in a process of change to facilitate current and future directions within our profession to drive a process of change, rather than be a passenger. The Executive Board has a technical workshop for the Asia Pacific region planned for mid-year 2016. ➔

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→ Traditional line up of the delegates attending the regional meeting
Photo: Macau ATCA



SOLIDARITY WITH NEPAL

In April 2015, a devastating earthquake hit Nepal, killing over 8,000 people and injuring more than 21,000. Many more were left homeless, as many buildings were too damaged to live in. The IFATCA Executive Board decided to organise a fund raiser.

The aim was to help our fellow controllers who had been directly affected by the disaster and enable them to rebuild their homes, many of which were damaged or destroyed. Funds were collected using the regional European Support Fund bank account.

During the IFATCA Asia-Pacific Regional Meeting in Macau last December, nearly 14,000 USD (or 13,557 euro to be precise) were symbolically handed over to Devendra Prasad Srestha, President of the Nepalese Air Traffic Control association, by IFATCA President and CEO Patrik Peters.

It would take us too long to list everyone who donated, small or large. We'd nev-

✈ IFATCA President Patrik Peters hands over a cheque to Devendra Prasad Srestha, President of the Nepalese Air Traffic Control Association

Photo: Macau ATCA



ertheless want to explicitly mention the Controllers' Associations of Germany, Portugal, USA and Sweden for their exceptionally generous donations. ☺

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EUROPEAN 2015 REGIONAL MEETING

Critical effects of cost-cutting evident throughout the region



by Philippe Domogala, Deputy Editor

The 2016 European Regional Meeting of IFATCA, was held 9th – 11th October in Tallinn, Estonia. Around 150 controllers from 38 of the 44 member associations of the region attended the event. They were joined by representatives from ATCEUC, IFATSEA, the European Cockpit Association (ECA), SESAR and the EUROCONTROL Agency.

The entire first day was dedicated to a workshop on the implementation of Just Culture.

A critical point discussed during the meeting was what I would call the tendency towards a low-cost model for air traffic control. In analogy to what has been happening in airlines over the past decades, there is genuine concern that ATC is next. Since air traffic control is very labour intensive, all too often cost-cutting measures have implications for staffing. It results in ever increasing performance demands made on fewer people. This invariably has a detrimental effect on working relations, as witnessed by an in-

creasing numbers of European Member Associations.

Another subject that dominated the debates was the implementation of remote towers. Norway reported on the creation of a remote tower centre, that groups 4 AFIS airports. While they currently only provide remote flight Information rather



than control services, it is probably only the start.

Germany reported that 3 of their controlled regional airports (Saarbrücken, Dresden and Erfurt) will become remotely controlled sometime during 2016. Plans for Bremen and Nuremberg are also being developed. There are also plans for the tower of Budapest in Hungary to be controlled remotely. Being a major international airport with lots of movements, this would surely be a game-changer. Generally speaking, training issues are not discussed and training programs are not known yet in the three affected countries.

Concerns were also raised against the threat of increasing retirement ages based on economic or political interests. These tend to disregard acknowledged fatigue and stress studies associated with prolonged shift work. Insufficient staffing levels in several places, combined with the general increase in traffic, has led to an increase in dropouts due to fatigue, stress and burnouts throughout the region.

Ageing controller workforces, higher retirement ages, stringent cutbacks in personnel, recruitment and training by ANSPs have an unfiltered impact on a number of places. The investment in people – the air traffic controllers – remains a vital issue in this highly complex and technical environment.

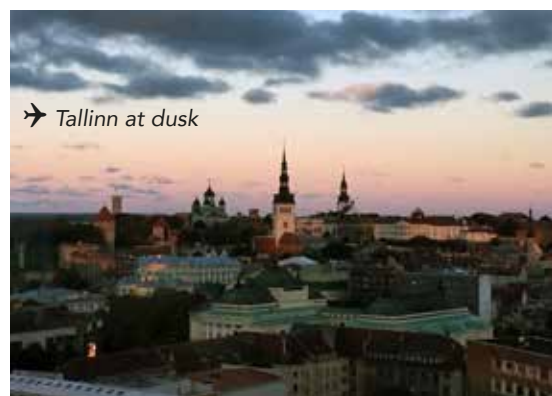
Finally, a new worrying issue was highlighted following some court decisions in Belgium affecting controllers in both Romania and Moldova. Payments from EUROCONTROL, the organization responsible for collecting the route charges, were withheld from the service providers of these 2 countries because of a legal claim from a third party. This created serious financial difficulties to the privatised ANSPs of these respective states, to the point that they were unable to pay the controllers' salaries. The problem has in the meantime been partially resolved with a change of the law in Belgium preventing this happening in the

future. But it illustrates the weaknesses of privatisation of ATC service providers when facing such court cases.

Overall, the 2015 European Regional Meeting was excellently organised by a highly motivated organising committee.

The next Regional meeting will be held in Reykjavik, Iceland from 21 until 23 October 2016. For 2017, the meeting will probably be held in Austria, near Graz. ✈

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→ Tallinn at dusk

FLYING VFR IN ESTONIA



by Philippe Domogala, Deputy Editor

→ Aerial view of the Tallinn's old city

Photo: DP/ERv

Estonia is the most northern of the Baltic States. It is bordered to the north by the Gulf of Finland, to the west by the Baltic Sea, to the south by Latvia, and to the east by Lake Peipus and Russia.

During the IFATCA Regional meeting last October, I managed to get in touch with a local flying school via a local controller. I was able to rent a good old Piper PA28-180HP for a local VFR flight. There are a few flying schools in the capital Tallinn, but they are all rather expensive. This



is because they are all located at the main International airport (EETN), which increases their operating costs. It cost around 5 USD/minute (288 Euro/hour to be precise). There is no other (civil) airport near the city.



→ Left to right: a PA-28, Eric Risdon & Philippe Domogala

Estonia is a relatively small country, about 45,300 km² (17,500 sq mi). Helsinki airport in Finland is only 80km away. It's also nearly surrounded by Russian airspace. While overflying Russia is not much of a problem, I don't recommend trying to land there. St Petersburg for instance is only 350 km away, but for a PA28 landing there, they will charge landing, handling and refuel charges well in excess of 1000 euro. On top of that, for each departing passenger, they want 100 euro for security charges.

That meant we needed to stay near the city of Tallinn. Unfortunately, unless you like trees, the landscape is not very exiting but the experience is nevertheless worth the effort.

The weather forecast for this October evening wasn't bad: not surprisingly, 8 to 10 knots wind from the North, visibly more than 10 Km and an overcast cloud layer at 3500ft. To be honest, I had expected worse during this time of year.

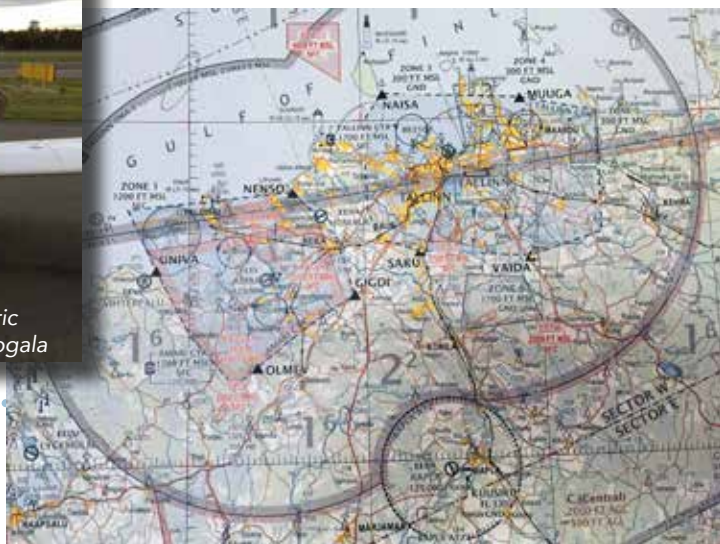
Eric Risdon, our EVP Professional and a fellow pilot was free that evening to accompany me. Our instructor picked us up at our hotel to go to the airport. Getting inside the container that acts as the office for the small flying school was worse than entering the main terminal: X-Ray machines and a thorough body search which lasted several minutes! The security officer was obviously someone passionate about his job! Fortunately, the paperwork was simple, despite having to file a flight plan. This requirement is a leftover from the Russian occupation of the country, which ended in the early 1990s.

Fueling the aircraft took a while, as there was only one fuel truck available on the apron. We finally taxied to Runway 26, from which we took off. We had to stay

a 1200ft for a while to keep away from arriving commercial jet traffic. While air traffic control was very efficient, they kept addressing us in Estonian! Fortunately, our instructor handled the radio communications. If needed, they would have reverted to English of course, but normally all VFR traffic here is done in Estonian.

Looking at the VFR map, there's not a lot of "free" areas around the city. Most of it is occupied by the airport terminal area and a number of military zones. But compensating for such bureaucratic complexity, there is always the good old flexibility from the controllers. It is not because it says "restricted" on a map that you cannot go there. All you have to do is ask, so that's what we did!

We got a clearance to enter and overfly the military control zone of Amari air base (EEEE) and along the coast to Paldiski, an old and disused soviet naval/air base. This base was top secret until 1990: it was fenced off to keep people out and not mentioned on any official map. Belonging to the Soviet Navy, it was used for their nuclear submarines operating in the Baltic sea and as a training centre. With some 16,000 people stationed there, it was once the largest navy base in the Soviet Union. It had 2 land-based nuclear reactors for research and training submarine crews. When the Russians left in 1996, the airstrips were abandoned but the old military harbour was converted into a freight port. It now mainly imports German luxury cars to be transported further by trucks into Russia.



→ Flying low near Tallinn
Photo: DP/ER

We were allowed to go down to 500ft over the base for a closer look. We then followed the coast line back north towards the city. We were allowed to make a pass at 1000ft and even permitted to make a few 360s above the beautiful old medieval city.

As the sun was setting, we were cleared to make a direct approach to Runway 26 in between two departing jets. The twilight that far north is stunning and we could see the approach lights quite some distance. Joining base, we reduced our speed to 85 knots. After a tight final turn, the runway lights made both the approach (PAPI) and landing very easy, especially since now the wind had dropped to less than 5 knots.

After a short debriefing, our instructor offered to drop us back at our hotel. Another excellent experience, thanks to our local controller-contact, Sigrid and to our instructor Toomas for making this possible. ☺

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JUST CULTURE ENTERING A NEW PHASE

The essence of a Just Culture is improving safety



by Dr Anthony Smoker, Paul Neering & Marc Baumgartner

IFATCA Just Culture experts

At IFATCA's 2016 Annual Conference, a paper on Just Culture will be presented in the professional and legal Committee (Committee C). Unfortunately, Just Culture continues to be a problematic concept and topic. The main aim of the conference paper is to fuel a debate on the topic of Just Culture. The paper and discussions should enable IFATCA Member Associations to improve their understanding of the issues surrounding the development and implementation of a Just Culture. It will hopefully also provide a realistic view and down-to-earth of what Just Culture entails.

In anticipation of the discussion at the Conference in Las Vegas, this article provides an introduction to the paper and the latest developments that Member Associations may find useful as background.

The conference paper lists a number of foundations or characteristics of a Just Culture. First off there is the dualism of Just Culture: an event can potentially follow two paths that can impact Just

Culture, depending on whether or not judicial proceedings are involved. If they are not and the event is retained within the Member Associations' organisation, the way in which Just Culture applies is different from an event that has external proceedings.

To effect a Just Culture, trust needs to be built between all of those who have a legitimate and appropriate interest. This is a much larger group than may be initially thought, which complicates things.

To achieve the ideals of a Just Culture requires collaboration and understanding of others' views. The concept is also perishable, requiring hard work to be sustained by continued commitment to the ideals and by continuous dialogue.

As it will not be possible to implement Just Culture in a big-bang approach, it will require a staggered one. Just Culture will be tested. Just Culture will be misinterpreted. Each occasion that it is tested or misinterpreted is a learning opportunity for all and can be used to strengthen Just Culture. Member

Associations need to be informed to be able to influence these occasions.

A Just Culture is in the service of safety. It cannot be used as a means of social control or a disciplinary mechanism. In working out Just Culture within their organisation/company, Member Associations need to be wary of an undue emphasis on gross negligence and ties to disciplinary boards.

Just Culture never starts and never stops. It never starts, because the issues surrounding Just Culture exist in organisations already irrespective of Just Culture; it never stops because Just Culture itself requires continuous effort and commitment

IFATCA believes that we are entering a new phase in the evolution of Just Culture. Maybe its time to change the discourse and the direction of Just Culture and focus on the essence Just Culture – improving safety. ☺

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IFATCA



featuring
Teri Bristol/COO FAA
Jeff Poole/DG CANSO
Frank Brenner/DG EUROCONTROL
Rip Torn/Chairman ATS Committee IFALPA
Patrik Peters/President & CEO IFATCA

PANEL

GLOBAL PARTNERSHIPS

Las Vegas/Nevada - USA
Bally's Conference Centre
17. March 2016
10:00am - 12:30pm

We're all in this together!

Barriers to harmonisation?
Progress by collaboration!
Share knowledge and improve!
Strength and development through cooperation!



Professionalism + Leadership = SAFE SKIES

The National Air Traffic Controllers Association (NATCA) has the great honor and privilege of welcoming IFATCA members to Las Vegas for the 55th Annual Conference March 14-18. We are proud to bring the conference to the United States for the first time and the Organizing Committee is very excited about the event that's being prepared for attendees to enjoy.

"The anticipation and excitement is growing and we could not be happier to host this great conference and welcome our colleagues from around the world to our country," said NATCA Executive Vice President Trish Gilbert. "From the general sessions, to the opening and closing events, and the many opportunities participants will have to discuss important issues with one another, this is shaping up to be a wonderful week."

The importance of regular discussions among our international colleagues in furthering the profession of air traffic control and global aviation safety and modernization cannot be overstated. The 55th Annual Conference will feature reports, presentations, meetings, and discussions covering all of the important issues and aspects of IFATCA member associations.

NATCA will also host two panel discussions on Thursday 17 March. The first will focus on collaboration, with an emphasis on how it results in a safer and better result in modernization efforts. The second panel will explore professional standards.

In the time leading up to your arrival in Las Vegas, we encourage you to follow news and information about the Annual Conference through our communications outlets:



ifatca2016.com



We encourage you to download the new IFATCA 2016 conference app for your mobile devices. Search for "IFATCA conference app" on your device's respective app stores.



Follow the conference at facebook.com/ifatca2016, or use the hashtag #IFATCA2016.



The conference Twitter feed is located at @IFATCA2016.



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ATC GLOBAL 2015

"Connecting the Continents"



by Scott Shallies, IFATCA Deputy President

IFATCA was a key participant in 25th ATC Global 2015, held in Dubai, October 5th to 7th. PCX Patrik Peters and I attended the conference and exhibition, held in the Dubai World Trade Centre, UAE. The event was attended by delegates from 106 countries and had the theme of "Connecting the Continents".

Whilst the exhibition was not as extensive as in previous years, it included stands from many air navigation service providers as well as equipment manufacturers and support service providers. The exhibition was a good opportunity to network, continue promoting IFATCA in the international community and to encourage Corporate Membership!

The conference panel sessions covered various topics, including Growing Global Connectivity, Meeting the Demand, Future of air traffic management, performance based navigation, capacity enhancements, key developments and remote towers, amongst others.

Patrik Peters played a key role in the conference, moderating two of the panel sessions, including one of the keynote sessions, 'Aviation Leadership Summit – Meeting the Demand'. This panel heard details about developments in all regions, but particularly on the importance of increased information exchange amongst all stakeholders, and making better use of

that data to make better decisions. A key message out of the panel was that airlines are looking for optimised networks rather than individual "perfect flights".

Discussions about the development of air traffic management systems continued this theme of working collaboratively together to provide an optimised whole of flight environment. An extensive briefing by Emirates Airlines on their ultra long haul operations highlighted this. The need to overcome barriers, such as inconsistent regulatory frameworks, and the belief that early adopters, or innovators, are in essence penalised whilst air traffic management systems continue to accommodate the "lowest common denominator", especially during peak times, got some robust discussion. The theme of Global Cooperation will also be a focus of the coming IFATCA 2016 conference in Las Vegas!

The conference panel sessions were engaging and informative, and it was interesting to hear the perspectives of a wide variety of industry stakeholders, from airports, to air navigation service providers, regulators and airlines. But one thing was readily apparent to me – how favourably the papers presented and the committee and panel sessions at IFATCA conferences compare! The very high standard of the work of IFATCA committees and representatives is apparent and we should

all be proud of the leading edge work our people produce!

I'd like to thank event organisers, UBM, for their help to facilitate IFATCA's participation in ATC Global 2015. The 26th ATC Global, will be held in Beijing, China, on the 12th – 14th September 2016. IFATCA will again be participating and details will be advised closer to the event, and will be available on www.atcglobalhub.com.

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Imtradex

IFATCA was very pleased to again meet Susanne Lastein of Imtradex, who were one of the key exhibitors at ATC Global 2015 in Dubai. As you will recall, Imtradex were the winners of the inaugural IFATCA Technical Award, for their ATC headset, the AirTalk 3000 XD Flex, at our 2015 conference in Sofia, Bulgaria.

Susanne said that Imtradex were delighted to have won our award, and detailed that they achieved considerable sales of the headset as a direct result of their participation at our conference and the winning of our Technical Award.

We look forward to again meeting Susanne and Imtradex at the IFATCA Annual conference in Las Vegas.

Connecting the Continents"

Photo credit: EUROCONTROL



ZAGREB AIR TRAFFIC CONTROL

A visit to the airport and their new ACC



by Philippe Domogala, Deputy Editor

Zagreb ACC

The January 2016 IFATCA Executive Board meeting was held in Zagreb, Croatia. It provided the perfect opportunity for a visit to the new Zagreb ACC, which is located near the main airport.

For a previous generation of controllers, "Zagreb" is still very much associated with the 1976 mid-air collision between a British Airways Trident and an Inex-Adria DC9. One of the controllers was sentenced and sent to jail as a result. And for the IFATCA family, a year later whilst in Zagreb to prepare for the trial against the controllers involved, IFATCA's Executive Secretary Ted Bradshaw was killed when he was hit by a tram...

Visiting the place today, it's hard to imagine that this is almost 40 years ago. Fortunately, a lot has changed during that time. For one, Zagreb is now the capital of Croatia rather than a city in the Socialist Federal Republic of Yugoslavia. The Area Control Centre (ACC) has recently moved to a completely new building. The operations room and equipment is all brand-new

as well.

The ACC handles around 500,000 aircraft per year but traffic is very seasonal. A weekend day in the winter would typically see some 1,100 flights. Between April and October on the other hand, peak days with up to 2,600 aircraft are no exception.

There are 102 controllers in the ACC, who operate up to 9 sectors, depending on traffic. Especially during sum-



→ The IFATCA Executive Board the Zagreb ACC operations room. On top: the radar screen



Zagreb Airport (LDZA)

Zagreb is the main airport in Croatia. While it serves the capital, it is mainly a business airport: the vast majority of tourists visiting Croatia use airports further south on the Adriatic coast, like Split, Zadar and Dubrovnik.

Zagreb airport shares its runway with a military air base, from which the good old MiG-21s still operate. While they might be getting old, they still do the job. They were recently re-painted in a modern, artistic way, which makes them look as mean as

any F-16!

It is not everywhere you get to see a MiG21 taking off using its afterburner, right behind an Airbus 320!

Shared operations between military, commercial and general aviation is not too complicated as there are only around 150 movements per day. The approach sectors are co-located inside the ACC.

After my arrival I made a short flight with a Cessna 150 based there, together with a controller who is also a flight instructor. This once again confirmed that operating at the airport and flying VFR in Croatia is very easy and not terribly expensive. ✈

✈ The apron of Zagreb airport. On top is a MiG-21 in Croatian livery.

Credit: Andrew Nash & T. Haramičić

mer, there's a chronic staff shortage or 15-20% due to the high demand and the number of sectors needed. The controllers work a typical shift of 4-days-on, 2-days-off. It is based on a 34 hr. working week. Not surprisingly, this results in them having to perform overtime, mainly during the summer months.

Their system, Top Sky, is the latest gen-

eration from manufacturer Thales. Croatia is member of COOPANS (which also includes Sweden, Denmark, Ireland, and Austria) who share the same system and updates.

According to the controllers, the system works well and they are happy with its performance. In combination with their working conditions, which are generally also

reported to be good, it makes for a good atmosphere and highly motivated group of controllers. ✈

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DO CONTROLLERS HAVE A PERSONALITY TYPE?



by Dr Simon Toms, Psychological Consultancy Ltd

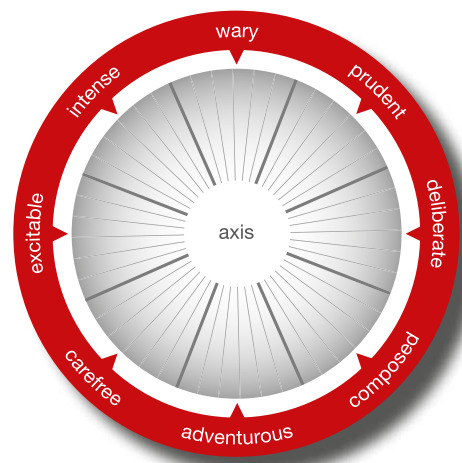
When it comes to handling high-stake risks on a day-to-day basis, the role of an Air Traffic Controller has few rivals. Traditional risk management approaches focus on training, procedures, the work environment, and employee health, but the interaction between personality and risk remains comparatively unexplored.

The Risk Type Compass

The lack of understanding for the relationship between risk and personality is addressed by the Risk Type Compass (RTC) - a personality assessment that focuses upon differences in how individuals perceive, manage and make decisions about risk. Based on extensive global psychological research, it places individuals into one of 8 distinctive 'Risk Types' illustrated in the graphic on the right, providing insights that have important implications for individuals, teams, and organisations.

able Risk Types was also notable as, together, these reflect around a fifth of the general population. However, the distinctiveness of the sample did not end with the distribution of Risk Types.

Risk Type Strength refers to the distance of the individual from the Risk Type Compass's central axis, and reflects how closely the individual will relate to their Risk Type description. When compared with Deliberate Risk Types from the general population, the Air Traffic Control group were five times more likely to fall into the strongest 'Strength 5' category.

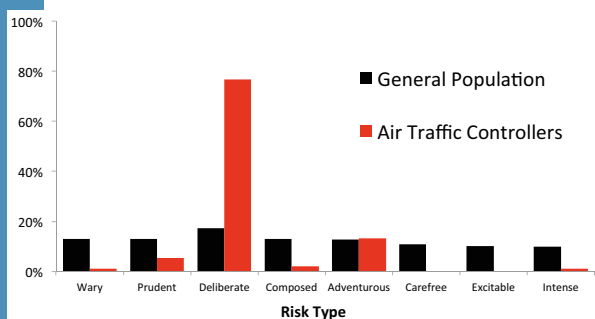


So what is a Deliberate Type?

Calm, calculated and sure-footed, they are not easily unnerved, but they test the ground thoroughly and like to do things 'by the book'. They will approach tasks in an analytical and business-like way, and will like to plan ahead and be well prepared. Their position on the RTC places them at an opposing position to the Excitable Risk Type, whose decisions are fuelled by enthusiasm for exciting ideas and opportunities, but tempered by sensitive risk antennae. Excitable Risk Types may wrestle over decisions, but will go in deep once committed.

Compass can aid in identifying the most suitable and effective strategies for that individual to adopt in dealing with any challenges and to improve performance. An example for Deliberate Risk Types could be the need to appreciate that whilst their calm and business-like manner will usually prove a valuable asset in coping with the stress of their role, that same calmness may also prove a barrier to communicating the potential urgency of a situation to pilots.

Understanding variation in these factors will aid in selection, development and team building programs to help ensure an organisation achieves its desired balance.



Implications

An individual's Risk Type is a reflection of their perception, tolerance and propensity towards risk taking, and this insight can be applied in various ways. When used in combination with other metrics, the Risk Type Compass can facilitate discussion around a variety of risk-related topics, and these can benefit processes involved in the selection and personal development of individuals in the ATC industry.

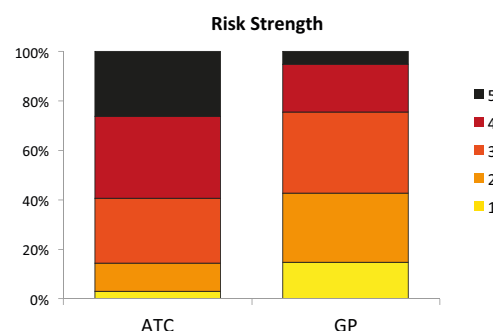
Each Risk Type encompasses various strengths and challenges that influence how individuals approach and complete tasks. The self-awareness generated by the Risk Type

So do Air Traffic Controllers have a Type?

To explore this question, we analysed the reports of 90 individuals from the latter stages of an ATC recruitment process. Initial results point to a resounding "yes", but it is only when compared against a general population sample of 8,000 that the extent of these differences become fully apparent.

As indicated, over three quarters of the ATC sample were categorised as 'Deliberate' Risk Types, greatly exceeding the 17% represented in the general population. A complete absence of Carefree and Excit-

info@psychological-consultancy.com
<http://www.psychological-consultancy.com/products/risk-type-compass/>



WORLD CONTROLLERS' CUP

Twelve teams compete in world football* tournament



by **Vahid Keyhani, Air Traffic Controller, Iran**

* aka soccer in some parts of the world...

Across the world, controllers work day-in, day-out, 24 hours per day, 7 days per week. Many of them have no idea what their colleagues do after hours.

Al Beattie, the President of the World Controllers' Cup (WCC) tournament, together with the executive committee make an effort every year to gather controllers from all around the world in one place for the Air Traffic Controllers and Pilots World Football Cup. The motto of the executive committee is to unite controllers and pilots through football games. It's a great opportunity to also promote and develop social and professional relationships between ATCs and pilots.

The first tournament took place in Las Vegas, USA, in 2011 with controllers from the Americas and Europe participating. Over the following years, events were organized in Brazil (2012), Puerto Rico (2013) and Panama (2014). In November 2015, the teams gathered in Mexico.

The event was held in Riviera Maya, on Mexico's east coast, well known for its beautiful beaches. The twelve teams took part in the 7-day tournament were divided up into two groups and matches were organized in the mornings and the afternoons. Besides teams from the USA, Canada, Trinidad & Tobago, Ireland, Mexico, Colombia, Russia and Chile, there were also a European and International teams composed of individual players from different countries including Italy, Brazil, Turkey and Germany.

After the pool phase and the knock-out games, the final was played between Russia and the International team. The Russian team won the championship, beating their opponents by 1-0.

All guests were accommodated in one of the luxury hotels. In between the matches, a number of social activities were hosted to allow the participants to get to know their colleagues. As such, the tournament was also a chance for these controllers, and their families, to spend a fabulous and some amazing moments, meeting people from different countries and cultures.

It wasn't only football players that attended. As a controller in Iran, I participated in the tournament as a referee. Beside a controller, I am a professional football referee in Iran and am preparing to become an FIFA referee for international games.

In keeping with the tradition to host the event in different countries so controllers from all parts of the world get a chance to attend, the president of World Controllers Cup announced that the 2016 event will be held in Miami, USA. Dates for the event are 6th - 12th November 2016.

All aviation professionals, controllers and pilots who would like to participate in this big aviation sports event can find more information on the WCC website <http://www.playthewcc.com>.

Hope to see you in Miami... ☺

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→ Referee Vahid Keyhani (middle) before a game Photo: VK



→ The 2015 edition of the World Controllers' Cup was won by the Russian team Photo: WCC

TOUCH AND GO 2015

Croatia hosts spirited controller basketball tournament

✈ by Željko Oreški,

Several years ago, our colleagues from Serbia launched the idea of having a basketball tournament for controllers. Initially, they invited colleagues from the neighbouring countries, but the ambition to expand internationally was always there.

Before the welcome reception of the 2102 IFATCA European Regional Meeting in Belgrade (Serbia), the Organising Committee organized a basketball match. This



✈ The team from Croatia Control, hosting the tournament

Photo: DP/ERv



charitable game was in memory of Nenad Orasanin, a Serbian controller who passed away prematurely in 2004, aged only 46. An elite team of IFATCA officials played against a Serbian team... The result was not important.

This friendly game was the trigger for a bigger scale event: the "Touch & Go" tournament. In 2013 and 2014, the Serbian controllers' Union and Association acted as hosts for a real international basketball tournament, with a number of teams from the Balkan region: organisers Serbia had two teams, one from their area control centre and one from the Beograd terminal area. They were joined by teams from Romania,

Greece, Bosnia & Herzegovina, Slovenia and Croatia. In both cases, our Romanian colleagues were the deserving winners. This was hardly surprising, with players like Angel Santana and Adi Bente, who could pass for professionals. Just check their YouTube channels, especially Angel's.

After the 2014 tournament, the Croatian ATC Union – CATCU – offered to organize the next tournament in Croatia. Ambitions were high: they would try to cater for up to 12 teams. After sending out invitations to over 20 teams from across Europe, we had 12 confirmations by the time the deadline expired and the tournament was officially "on".

The organising committee picked a beautiful Spa & Resort in the northern part of Croatia, a place called Sveti Martin na Muri. Besides excellent facilities, it has a sports hall for basketball within the resort. The next months were hard work for the volunteers of the organising committee, as they also had to manage the busy traffic in the summer months. But the hard work paid off: almost 150 controllers from 8 countries and a total of 10 teams attended: Serbia (2 teams), Romania, Hungary, Greece, Slovenia, Italy (2 teams), Bosnia and Herzegovina and Croatia. Four days of beautiful friendship, spreading positive energy, exchanging experiences... and playing very watchable basketball. We have had also a few dozen spectators that came over for some matches from our control centre in Zagreb. And of course, there was plenty of time to socialise during the parties that were organized on three nights.

The teams played 29 matches across two days. Initially in two pools, the top two teams qualified for the main championship and the first four places. The third and fourth teams of each pool competed for the so-called Plate Cup, while the two fifth teams playing each other for the Anchor Cup.

The winners were, again, Team Romania after beating their colleagues from ACC Belgrade in the final. Winning the small final was the team from Croatia Control Ltd. The Plate Cup was won by Team Italy and the Anchor Cup winners were colleagues from Bosnia and Herzegovina.

Mostly thanks to the very generous President of CATCU, Mrs. Natasa Sumirat Adikusumah, the organisation was very smooth. I also want

to mention two guys that played almost every minute on our Croatian team, Goran Hudec and Tomislav Mazalovic. More photos of the event, thanks to our photographer Sladana Subasic, a controller from TMA Zagreb are on this [facebook page](#).

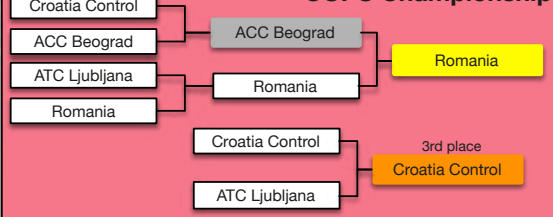
Hopefully, the organiser of the 2016 edition, sometime at the end of November, with the possible participation of up to twenty teams will be announced soon! So, after football, skiing, golf, cycling, we have another initiative that has grown across national boundaries and is forming another beautiful controllers' story. ➔

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GROUP A	GROUP B
1. Croatia Control	1. Romania
2. ATC Ljubljana	2. ACC Beograd
3. TMA Beograd	3. Team Italy
4. Hellas ATC	4. Hungarocon-Trolls
5. ATC Bosnia & Herz.	5. Milano

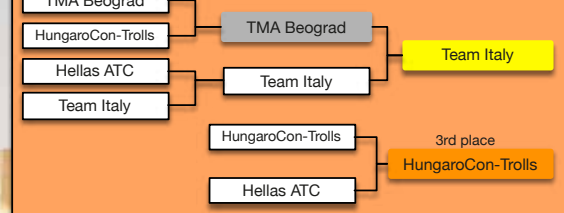
➔ Standings after the group phase.

CUPS Championship

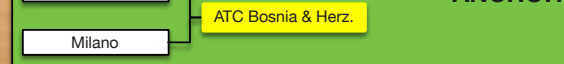


➔ Winners of the 2015 CUPS Championship:
Team Romania

PLATE



ANCHOR



CHARLIE'S COLUMN

charlie@the-controller.net

New sport

December 8th, 2015, Mexico City airport: a passenger on board a Boeing 737 waiting for take-off decided he'd rather get some exercise instead of sitting around inside an aluminium tube. He opened one of the over-wing emergency exits, leapt out and ran across the wing, ignoring the clear 'NO STEP' warnings! He jumped off the wing while the aircraft was taxiing and ran away... Our money is on too much of something, be it mescal, tequila or something even more powerful.



Oooops wrong aircraft

Also last December, in Fuzhou airport, China: the pilot of a Boeing 737 (from Fuzhou Airlines) detected fire and smoke coming out of the engine of the Air China Boeing 737 taxiing in front of them. He alerted both ATC and the crew of the other 737 of the problem. The Air China pilots shut down the engine and the tower controller alerted the fire brigade. Nothing too unusual.

Within 2 minutes, no less than 8 fire trucks arrived on the scene. Unfortunately, they started spraying the wrong aircraft with foam: instead of the one with the smoking engine (a bit of a hint), they covered the one

reporting the fire in foam. When they realized mix-up, they swiftly moved to the other 737 and foamed that one as well. With engines clogged in fire-retardant foam, both aircraft were grounded and needed to undergo a long series of expensive maintenance and checks. But to the defense of the overzealous firefighters: very little happens for years, so when there's a real emergency, you might as well make it count!

WAF: below zero!

Ever wanted a 747 cockpit in your garden? Well, one lucky guy in the USA managed to find one and had it shipped to his house in a small truck. While it clearly beats having boring old garden gnomes, the story did not elaborate on the Wife Acceptability Factor (WAF) of having something like that in the garden. We're guessing that it might have to be recalibrated for this one...



Stress management training

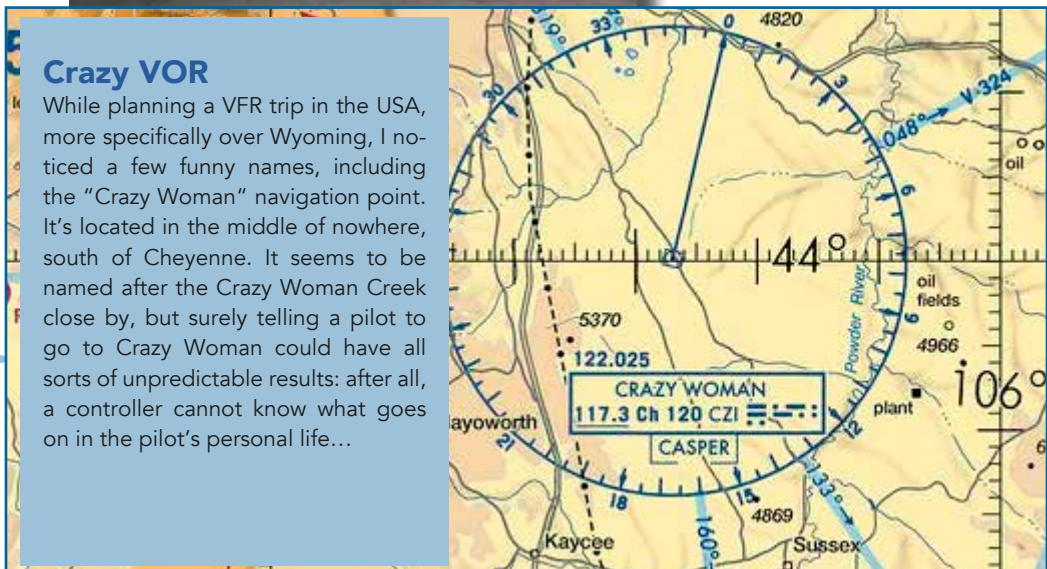
During the last Asia Pacific Regional Meeting, in Macau, some controllers decided to test their stress resistance by trying one of the local attractions: the skywalk on top of Macau Tower. At 233m/764ft, it surely makes for impressive photos. And if you survive this, surely you can handle the stress of a few dozen aircraft at the same time! ☺



Photos: Internet, DP *

Crazy VOR

While planning a VFR trip in the USA, more specifically over Wyoming, I noticed a few funny names, including the "Crazy Woman" navigation point. It's located in the middle of nowhere, south of Cheyenne. It seems to be named after the Crazy Woman Creek close by, but surely telling a pilot to go to Crazy Woman could have all sorts of unpredictable results: after all, a controller cannot know what goes on in the pilot's personal life...





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