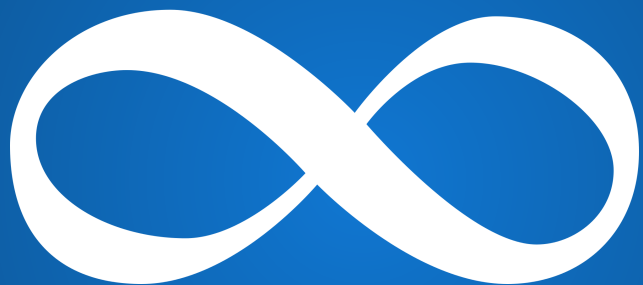


# TOTAL atm WORKSHOP



"SHIFTING atm"

A MAKC PRODUCTION





SHIFTING atm



## ABOUT US

- FLEMMING: GREENLANDER
- ROBIN: EUROPEAN OF ENGLISH DESCENT
- COMBINED AGE 100+
- STRONG FAMILY LIVES
- HELICOPTER PILOT
- LAWYER
- HIKER
- IRONMAN

# experience

- 50 years @ 5 accs
- 25 years executive management of multicultural unit
- OPERATIONAL BACKGROUND + HOLISTIC BUSINESS VIEW
  - atco + supervisor
  - senior management roles:
    - capacity\**
    - resource\**
    - airspace + network\**
    - performance\**
    - customer relationship\**
    - MAKC - new business unit\**









only **4** SPOKES ON THE WHEEL





safety

GREEN LIGHT



environment



capacity



cost-efficiency



interdependency



An abstract painting by Jackson Pollock, featuring a dense, chaotic web of thin, dark lines (black, blue, red) and thick, white, yellow, and orange paint splatters and drips. The background is a mix of muted colors like green, blue, and pink. The overall effect is one of intense energy and spontaneity.

# JACKSON POLLOCK



The background is a vibrant teal color, heavily textured with a dense network of black and white lines and splatters. These marks are chaotic and expressive, resembling the 'drip' or 'splatter' technique used by Jackson Pollock. The lines vary in thickness and direction, creating a sense of movement and depth. The overall effect is a complex, layered composition that serves as a backdrop for the text.

# JUST POLLOCKS





∞

8 TOTAL atm  
Core Service  
areas

The background of the entire image is a close-up, high-contrast photograph of several interlocking metal gears. The gears are dark, possibly black or dark grey, with visible teeth and circular hubs. The lighting creates highlights on the edges of the teeth and the centers of the hubs, giving a sense of depth and mechanical complexity. The gears are arranged in a way that they appear to be part of a larger, intricate machine.

customer orientation



culture & communication

environment

staff resourcing

safety

resilience

capacity

cost efficiency





know your customer



service  
FIRST,  
safety  
always







culture





responsibility



Deliver

Balance







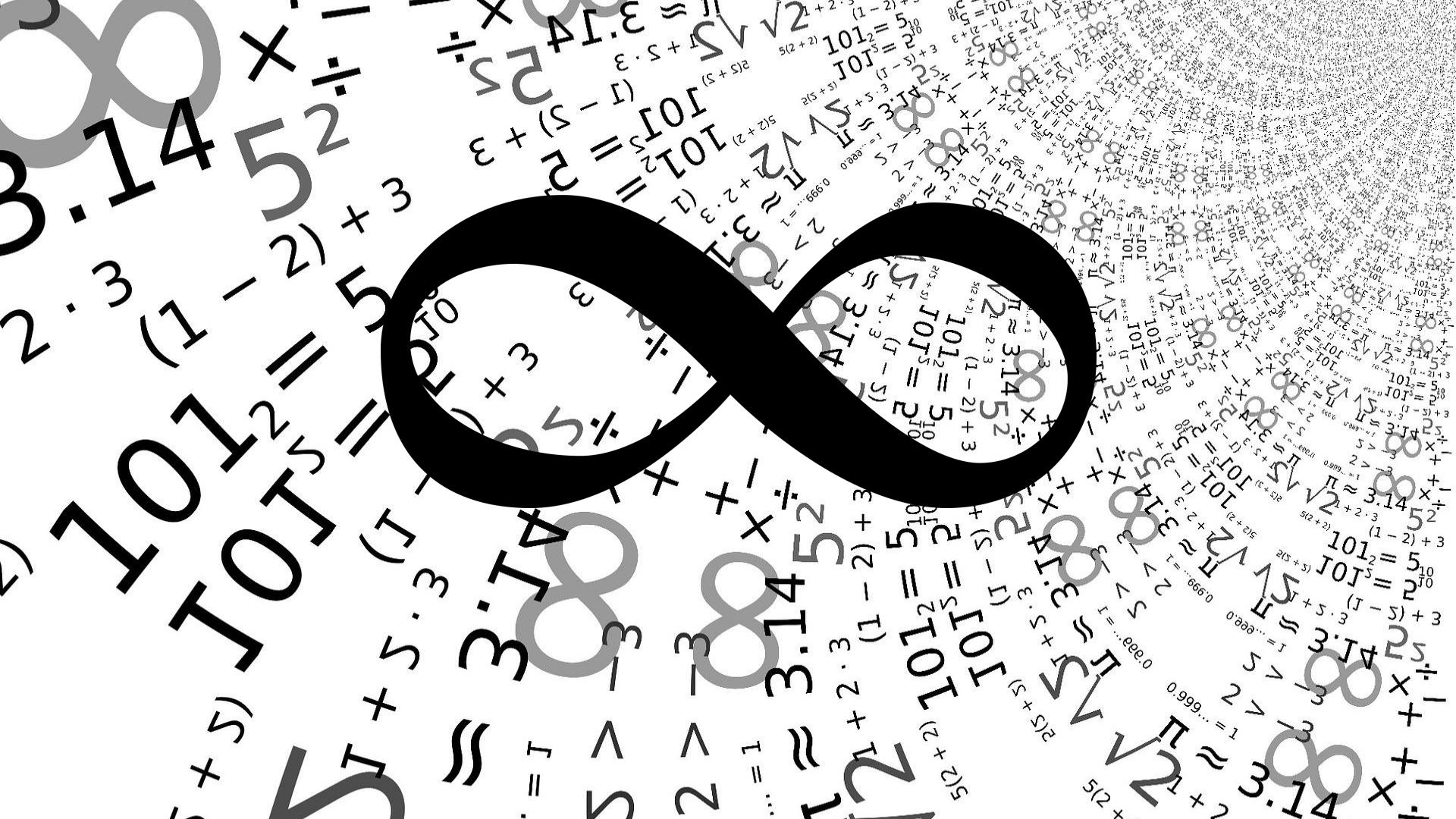
crisis



A black and white photograph of two hands reaching towards each other, palms facing each other. The hands are weathered and have visible lines on the skin. The background is a blurred, light-colored surface.

50%  
OF 80%

STAFF RESOURCING





SUPPLY VS Demand





forecast



The background is a deep black space filled with a vast number of stars. The stars vary in size, brightness, and color, including white, yellow, orange, and red. Some stars have prominent diffraction spikes. The word "backcast" is written in a clean, white, sans-serif font, positioned on the left side of the image. A bright star is located just to the left of the first letter of the word.

backcast



# THE Dna



Human Factors





structure



A high-contrast, black and white photograph of a person in a contorted, acrobatic pose. The person's body is arched, with one arm raised and bent, and their head tilted back, looking upwards. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the flexibility of the pose.

FLEXIBLE





PEOPLE  
POWER  
PLANNING  
TOOLS





Break



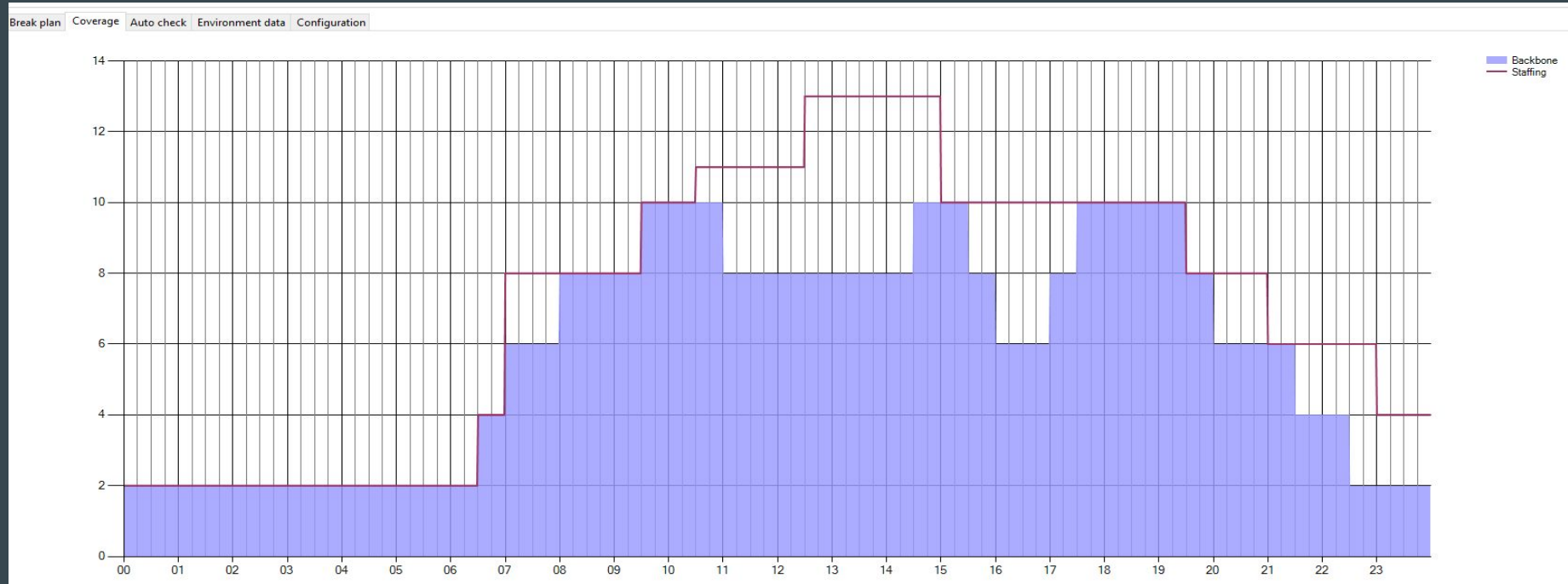
# ALPHA ACC

## STANDARD 6-4 roster WITH 5-Team's

ALPHA ACC ROSTER (excerpt)														
STAFF NUMBER	9	9	9	9	9	9	9	9	9	9	9	9	9	9
WEEKDAY	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	
DATE	30	31	1	2	3	4	5	6	7	8	9	10	11	
TEAM 1	AK	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO
	BL	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO
	CM	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO
TEAM 2	HR	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1
	IS	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1
	JT	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO	OO	A1
TEAM 3	OY	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO
	PZ	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO
	QA	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1	SS	OO
TEAM 4	MM	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1
	WG	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1
	XH	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1	N1	N1
TEAM 5	CC	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1
	DD	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1
	EE	OO	M1	M1	N1	N1	SS	OO	OO	A1	A1	OO	M1	M1

# CaPacITy/SOT Definition - Peak Days

Driven by 'Busiest normal day'; e.g. **Thursday** 03/05 in our example. SOT represents acceptable delay target.







# Team size

eleven  
afternoons

eleven  
mornings

	STAFF NUMBERS	30	25	25	26	26
	WEEKDAY	SUN	MON	TUE	WED	THU
	DATE	30	31	1	2	3
TEAM 1	AK	A1	A1	OO	M1	M1
	BL	A1	A1	OO	M1	M1
	CM	A1	A1	OO	M1	M1
	DN	A1	A1	OO	M1	M1
	EO	A1	A1	OO	M1	M1
	FP	A1	A1	OO	M1	M1
	IE	A1	A1	OO	M1	M1
	SI	A1	A1	OO	M1	M1
	AG	A1	A1	OO	M1	M1
	AH	A1	A1	OO	M1	M1
	GQ	A1	A1	OO	M1	M1



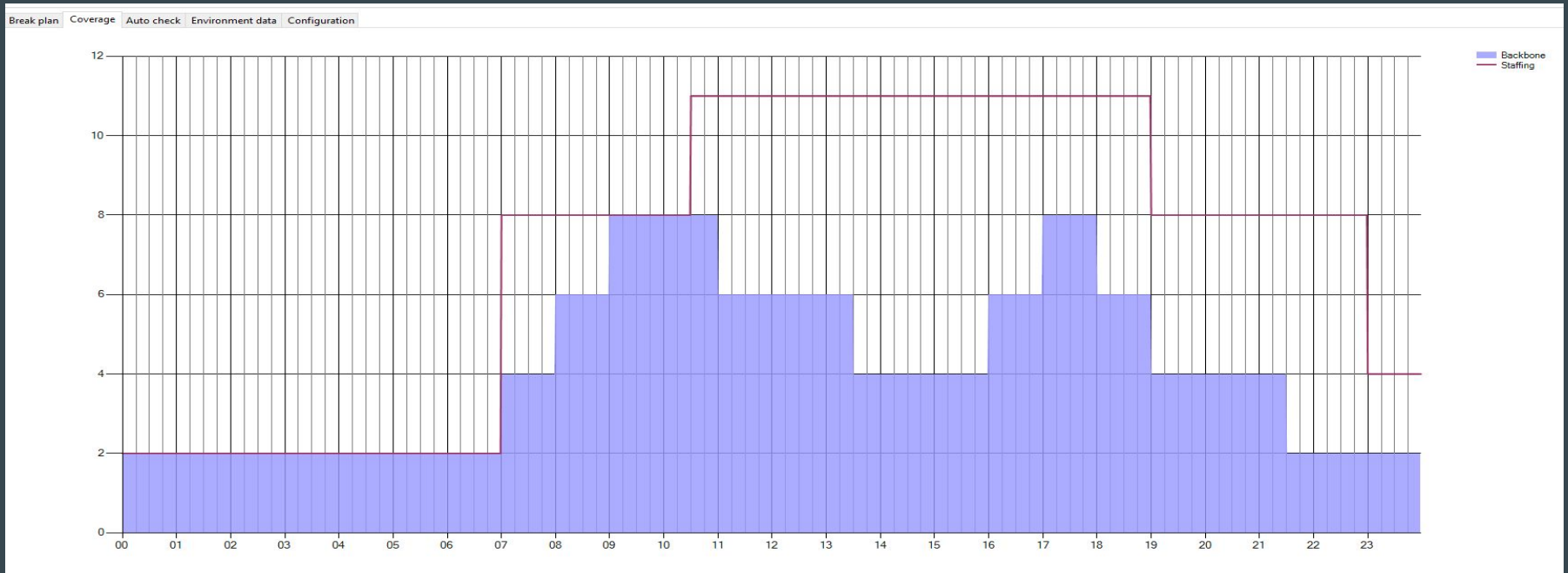
# Team size and roster balancing

FOUR NIGHTS;  
FOUR morning  
SWINGS

	STAFF NUMBERS	30	25	25	26	26
	WEEKDAY	SUN	MON	TUE	WED	THU
	DATE	30	31	1	2	3
TEAM 5	DF	M1	SM	SM	SS	OO
	DG	M1	SM	SM	SS	OO
	CC	OO	M1	M1	N1	N1
	DD	OO	M1	M1	N1	N1
	EE	OO	M1	M1	N1	N1
	FF	OO	M1	M1	N1	N1
	GG	OO	M1	M1	SM	SM
	HH	OO	M1	M1	SM	SM
	MF	OO	M1	M1	TRG	TRG
	JN	OO	M1	M1	LEAVE	LEAVE
	II	OO	M1	M1	LEAVE	LEAVE
	EA	OO	M1	M1	SM	SM
	EB	OO	M1	M1	SM	SM

# Capacity/SOT Definition Off-Peak Days

e.g. **Tuesday** 01/05 in our example. SOT represents Demand.







# OPERATIONAL EFFICIENCY (executed SOT)

49,7%

Break plan

Coverage

Auto check

Environment data

Configuration

S005 - M1

Unsaved

Cov: 100,0% Prd: 49,7% Shifts: 34 Wrkld: 94,0h Wrkd: 94,0h Cov Id: 94,0h O-stff: 79,0h U-stff: 0,0h

MASTER

01-05-18

BRUS

LOCAL

08

09

10

11

12

13

14

15

16

1

0/0 S002 - NM 15

0/0 S003 - NM 15

0/0 S001 - NM 75

0/0 S004 - NM 75

0/0 S008 - M1 180

0/0 S012 - M1 180

0/0 S005 - M1 180

0/0 S014 - M1 180

0/0 S009 - M1 135

0/0 S011 - M1 135

0/0 S013 - M1 180

0/0 S015 - M1 180

0/0 S006 - M1 180

0/0 S007 - M1 180

0/0 S010 - M1 150

0/0 S016 - SM 135

0/0 S017 - SM 135

0/0 S018 - SM 195

0/0 S019 - SM 135

0/0 S021 - A1 180

0/0 S025 - A1 180

0/0 S029 - A1 180

OEC

S008

S008

S008

S008

LCC

LCC

LCC

LCC

S008

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NEC

NEC

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SOT varied to meet  
actual demand





Break



50% TO  
80%



# OLD

- FIXED STRUCTURE
- STRUCTURALLY INEFFICIENT
- BEST PRACTICES NOT RESPECTED



# FIXED STRUCTURE

- 4/2 BACKWARD ROTATION
- 8 SHIFTS (ONLY)
- STRICT ALLOCATION
- DECENTRALISED LEAVE PLANNING





- 
- LONG SHIFTS
  - BIG OVERLAPS
  - 30-35% LOST UP FRONT
  - overall efficiency <50%

structurally inefficient



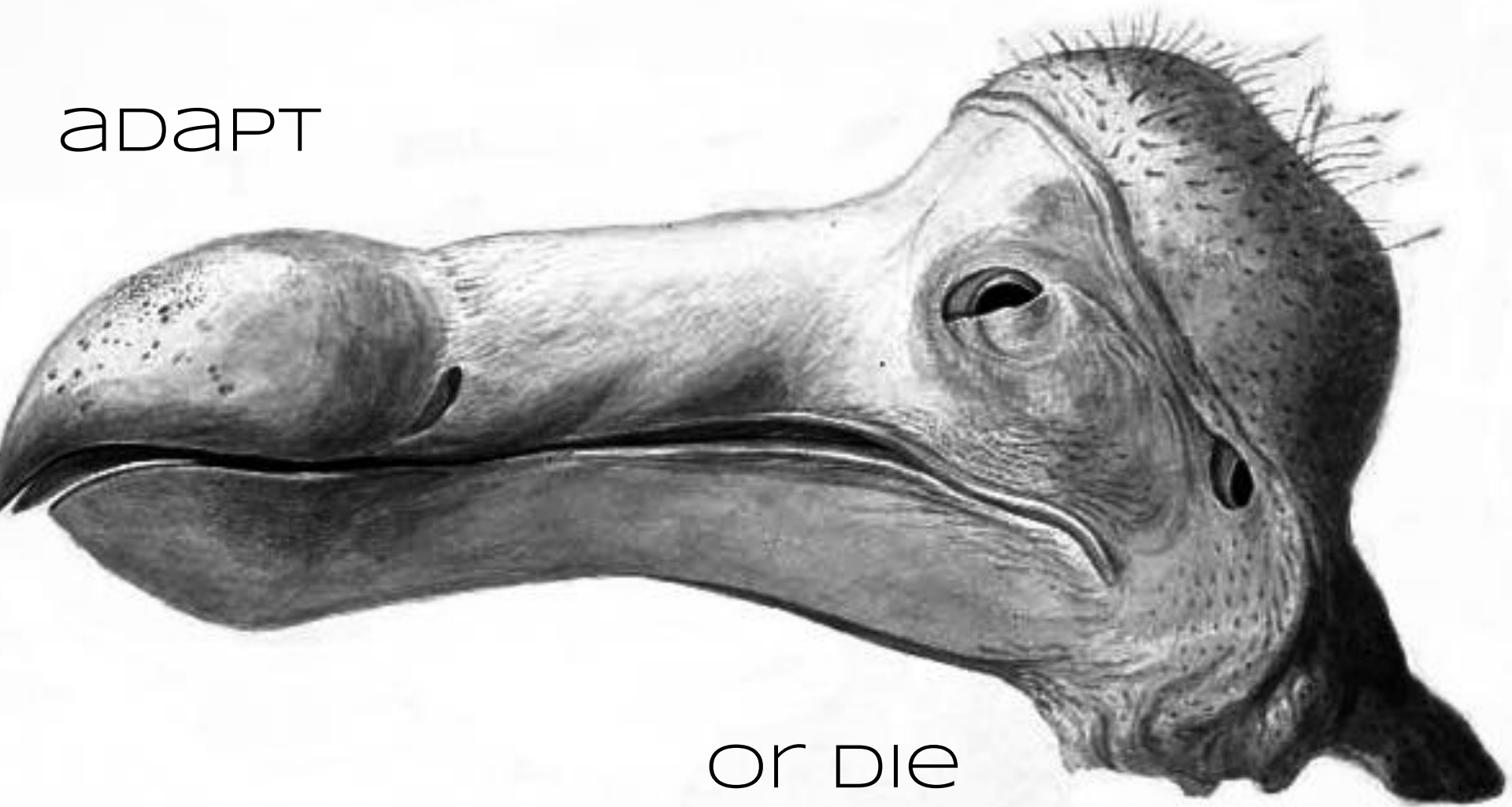
# BEST PRACTICES NOT RESPECTED

- BACKWARD ROTATION
- M/N ON SAME DAY
- 10 HOUR SHIFTS
- 10 HOURS BETWEEN SHIFTS





adapt



or die

# safe & sound

- maximum SHIFT LENGTH
- max time on POSITION
- DURATION OF Breaks
- max # OF consecutive NIGHT SHIFTS





# safe & **sound**



- Forward rotation is Healthier
- NIGHT SHIFTS SHOULD FINISH as early as POSSIBLE
- early SHIFTS SHOULD NOT START TOO early
- early/NIGHT HOURS WORKED SHOULD BE COMPENSATED IMMEDIATELY (SHORTER SHIFT)
- min. 24 HOURS OFF after NIGHT SHIFT (PREFERABLY 48 HOURS)
- min. 12 HOURS BETWEEN SHIFTS
- age amenities (50+)
- max. # OF CONSECUTIVE SHIFTS
- STAFF INFLUENCE ON THE ROSTER

- create a HEALTHY, FLEXIBLE and EFFICIENT Demand Based roster
- Trade STRUCTURAL Inefficiency FOR LESS WORKING DAYS/BETTER WORKING CONDITIONS

BUILD





new

## **'PIECE OF THE PIE' FOR THE COMPANY**

- very STRICT Leave PLanning
  - 2 weeks OFF June-september
- STAGGERED SHIFTS
  - every HALF HOUR
  - STRUCTURAL efficiency >94%
- 12 HOURS BETWEEN SHIFTS
- SHIFT LENGTH 7:30 HOURS
- FLEX-DUTIES
- STAND-BY DUTIES
- COMPULSORY overtime

## **'PIECE OF THE PIE' FOR STAFF**

- reduction of 30 working days P.a.



A person wearing a flight suit is playing an acoustic guitar. The background is a warm, golden sunset over a dark landscape. The word "TOOLS" is written in large, white, sans-serif capital letters in the bottom left corner.

# TOOLS

- OPS roster TOOL
- POSITION Planner
- LONG Term PLanning
- Preference TOOL
- PrePlanner
- SIGN-IN/SIGN-OUT
- SWAP TOOL
- medical Planner
- eBrief TOOL
- CONTROLLER COCKPIT





# CHECK

- ✓ Forward rotation is Healthier
- ✓ max. # of consecutive shifts
- ✓ maximum shift length
- ✓ Min. 12 hours between shifts
- ✓ max time on position
- ✓ duration of breaks
- ✓ early/night hours worked should be compensated immediately (shorter shift)
- ✓ min. 24 hours off after night shift
- ✓ staff influence on the roster

- ❑ night shifts should finish as early as possible
- ❑ early shifts should not start too early
- ❑ age amenities (50+)

[illegible]



# TIMEZONE





Guardian

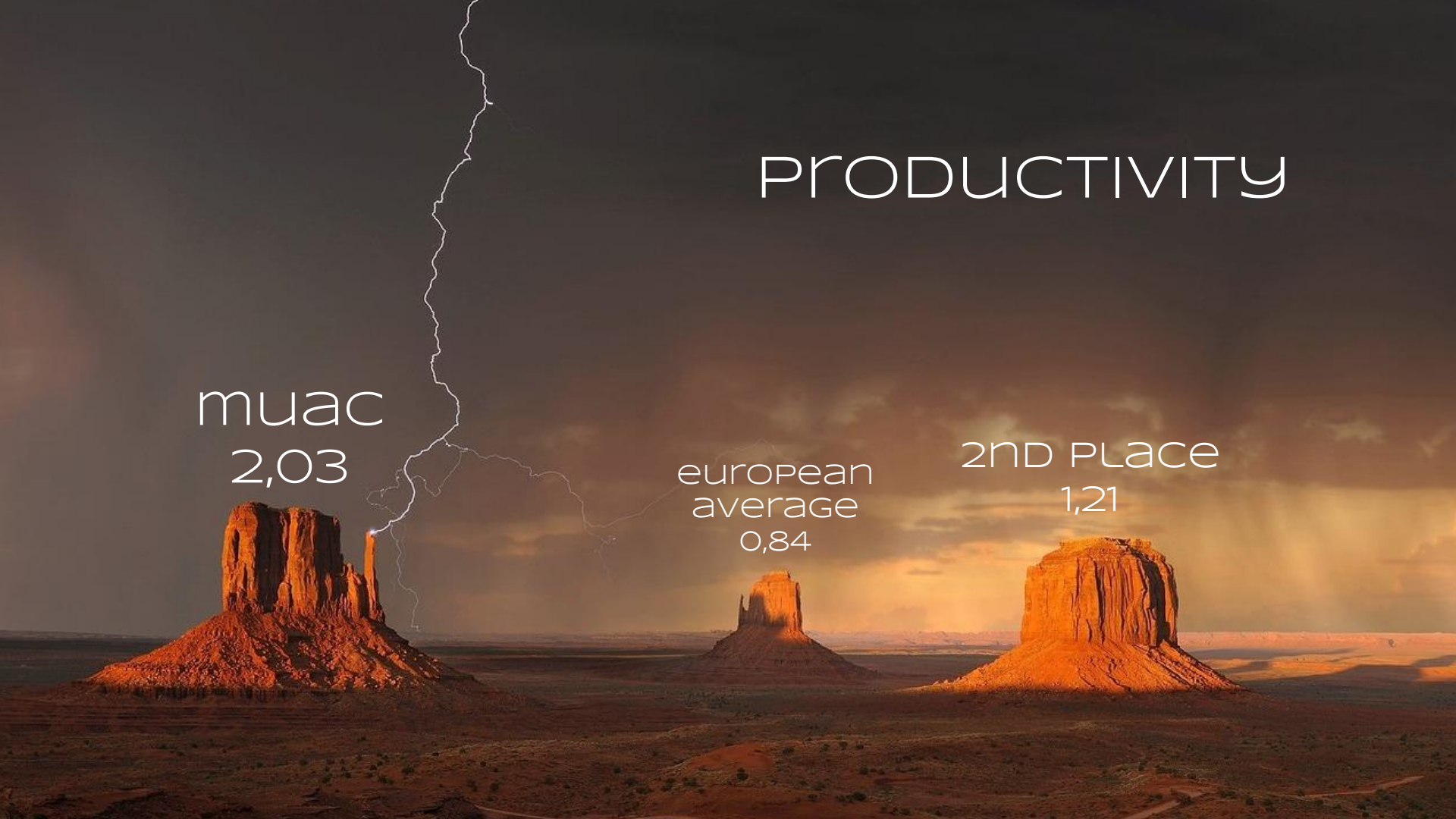


# PRODUCTIVITY

muac  
2,03

euROPEAN  
average  
0,84

2ND PLACE  
1,21







Break





# THE VOYAGE



THE Grass IS Greener







preparing for the voyage





'all aboard'



# THE VOYAGE








arriving at 'THE PROMISED LAND'





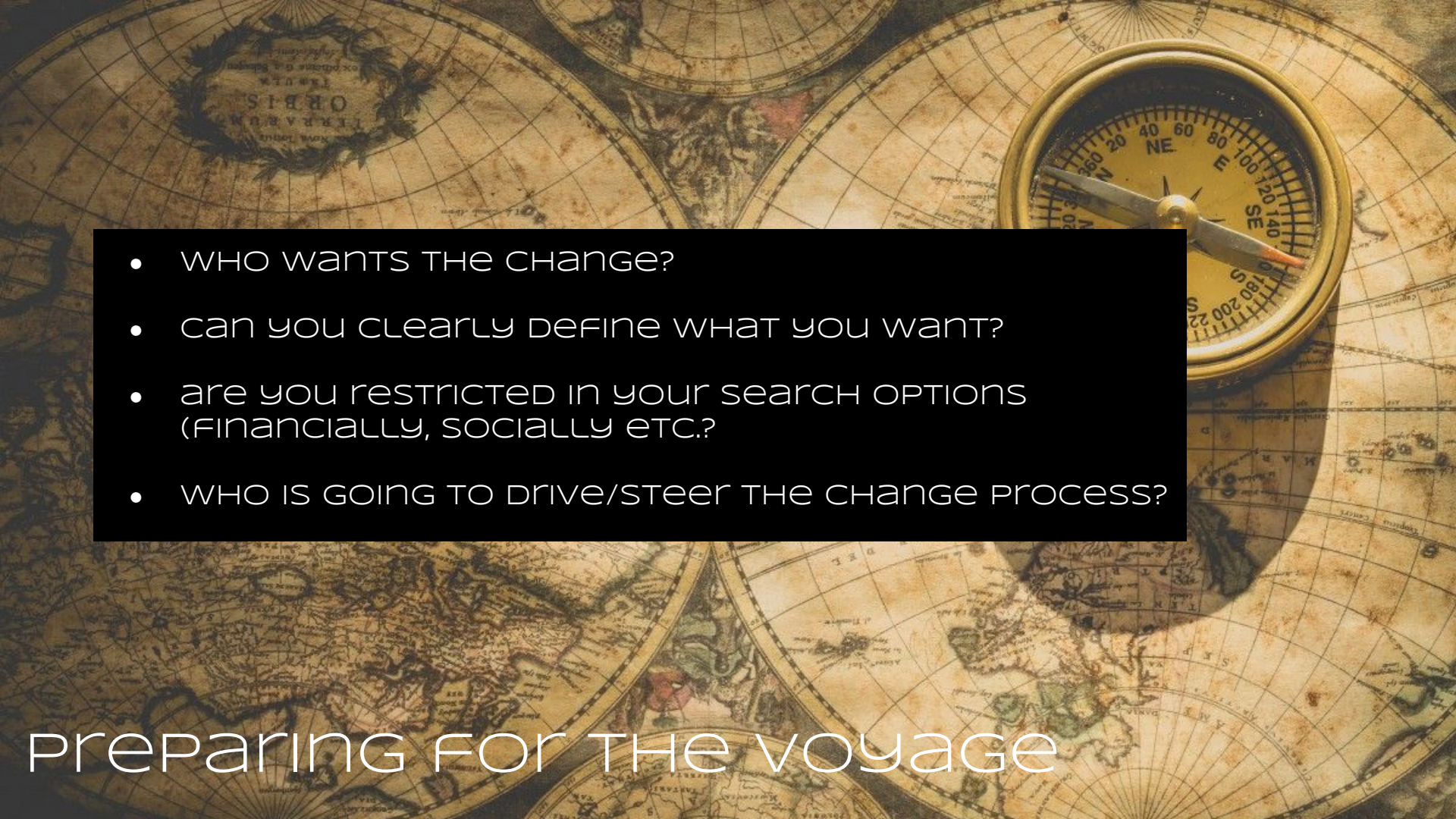
LIFE IN 'THE PROMISED LAND'

# THE Grass IS Greener

A close-up photograph of green grass with a dark, blurred background. The grass is in sharp focus in the foreground, showing individual blades. The background is a soft, out-of-focus green and blue, suggesting a natural outdoor setting.

- WHY DO YOU NEED TO CHANGE?
- ARE THERE OUTSIDE FACTORS REQUIRING THE CHANGE (FINANCIAL, SOCIAL ETC.)?
- CAN YOU CONTINUE WITHOUT CHANGING?



- 
- WHO WANTS THE CHANGE?
  - CAN YOU CLEARLY DEFINE WHAT YOU WANT?
  - ARE YOU RESTRICTED IN YOUR SEARCH OPTIONS (FINANCIALLY, SOCIALLY ETC.?)
  - WHO IS GOING TO DRIVE/STEER THE CHANGE PROCESS?

PREPARING FOR THE VOYAGE

- WHO and WHAT DO YOU NEED TO TAKE WITH YOU?
- DEFINE 'RULES OF THE GAME' FOR THE CHANGE PROCESS
- WHAT IS YOUR (INITIAL) GOAL? (HF, EFFICIENCY, FLEXIBILITY, COST REDUCTION ETC.)
- HOW WILL YOU CELEBRATE YOUR DECISION TO CHANGE?




'all aboard'



# THE VOYAGE


- WHO LEADS (Takes over) WHEN THE GOING GETS TOUGH?
- WHAT IS THE WORST 'STORM' YOU COULD EXPERIENCE (SOCIAL CONFLICT, INDUSTRIAL ACTION)?
- CAN YOU CHANGE THE PLAN WHILE GOING?



- 
- The background of the slide is a dramatic, high-contrast photograph. It depicts a large, intense fire, possibly a bonfire or a controlled burn, with bright orange and yellow flames reaching upwards. In the foreground, the silhouettes of a large crowd of people are visible, looking towards the fire. The overall atmosphere is one of a significant event or a moment of collective experience.
- IS your SOLUTION acceptable (TO you and your PARTNERS)?
  - HOW WILL you CELEBRATE your SUCCESS?
  - DESCRIBE your AGREEMENT (as you see IT)
  - CAN you IMPLEMENT IMMEDIATELY (new TOOLS, new PROCESSES)?

arriving at 'THE PROMISED LAND'



- 
- DOES THE NEW SITUATION SOLVE YOUR 'OLD PROBLEMS'?
  - DO YOU NEED FURTHER CHANGE IN THE (NEAR) FUTURE?
  - DID YOU 'BURN' ANYBODY ON THE WAY?

LIFE IN 'THE PROMISED LAND'



# Harvard method of negotiation

"Separate the people from the problem"

"Focus on interests, not positions"

"Invent options for mutual gain"

"Insist on using objective criteria"

"Know your BATNA (Best Alternative to  
Negotiated Agreement)"

negotiate



**TOTAL atm**



**FUTURE atm**