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Marketing and Communication of the ATCO Job - Phase I - Study

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Abstract

This report gives the results of an initial study of the marketing and communication in Europe of the job of Air Traffic Controller (ATCO) (Phase I). Based on an analysis of the results of a survey carried out in various States, the study identifies the perceived positive and negative images related to the job as well as its tangible elements. A common (generic) job marketing and communication strategy and concept is developed and guidelines are provided as to how best to market the job. The means and ways whereby this can be achieved are given, together with practical examples, in a coherent way and in line with the communication objectives.

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Air Traffic Controller Job	Communication actions	Job competitors	Tangible job elements
Applicant characteristics	Communication objectives	Job images	Target population
Awareness of the job	Decision making	Job marketing	Survey results
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EXECUTIVE SUMMARY

This study forms part of the work done in the field of recruitment and selection of the Human Resources Manpower Sub-Programme (HRS/MSP), in the European Air Traffic Management Programme (EATMP).

The study was carried out in close consultation with specialists in Air Traffic Controller (ATCO) recruitment, selection, and training in the Selection User Group and the Selection Core Drafting Group. The latter is the advisory body for MSP Work Package 002, "First European ATCO Selection Test Package, (FEAST)" and works under the auspices of the Human Resources Team (HRT) Manpower Sub-Group (MSG).

The study comprises Phase I of the Marketing and Communication project launched in 2000 and is based on a coherent analysis of future ATCO profiles with a view to identifying a common or generic ATCO career marketing strategy and concept.

This report addresses and provides guidelines for marketing and communication planning, the means and tools that can be used, and gives communication examples with a view to attracting and obtaining suitable and motivated candidates for *ab initio* controller training. This is done to support more detailed and culturally tailored actions at national level taken or led by Air Navigation Service Providers (ANSPs).

The document outlines how the tangible elements, i.e. the material characteristics of the job of controller, e.g. salary, working conditions, required level of education, training, career prospects etc., as well as the perceived images of the job, can be addressed in marketing and communication of the ATCO job. The controller job is an intricate blend of these two parts, and promoting the job necessitates the identification of positive elements of the aspects of the job in order to build a communication campaign.

The ATCO job-marketing plan targeting young people between 16 and 24 years of age will focus on the rational and the emotional aspects of the job as the two fundamental factors in successful job marketing.

The report details the complexity and the differences in expectations and behaviour of two groups: 'young people' and 'students', and describes the process a potential candidate will normally have gone through before applying for an ATCO position. *Awareness* of, *Interest* in and *Desire* for the job are pre-requisites for *Action* (application for the job) and thus should constitute the main communication objectives in a marketing and communication programme.

The final chapter of this report describes how the advantages and qualities of the ATCO job may fulfil the needs and sometimes contradictory values of young people.

Chapter 6 contains practical examples and provides 16 quick-win action sheets that can be used as part of a structured communication plan.

Annex A describes the survey and gives a short description of the *ab initio* target population for recruitment as identified in the survey.

Annex B contains the results of an assessment of the ATCO job and its positive / negative images vis-à-vis potential competing jobs identified in the survey.

Annex C gives the tangible advantages of the ATCO job in comparison with potential competing jobs identified.

Annex D provides the survey results in detail.

Also provided is a list of Abbreviations and Acronyms and a list of Contributors to this study.

1. INTRODUCTION

As the volume of air traffic increases, high levels of investment are expected to continue in the foreseeable future to make air traffic capacity match the ever-increasing demand for air transportation. Investments in aviation infrastructure are required to at least maintain safety and reliability, to improve the quality of service and to match system capacity with traffic growth.

The amounts involved are very significant: for the year 1999 alone, the Member States of the European Civil Aviation Conference (ECAC) invested approximately one billion Euros (€) in the management and development of the current European Air Traffic Control (ATC) System.

A closer look at the current number of Air Traffic Controllers (ATCOs) in the ECAC area and at the expected requirements 10 years from now shows some worrying trends for the planning of controller manpower in a number of countries.

A medium term perspective, that is the lead-time necessary for an ATCO to progress from start of training to full operational capability, emphasises the ATCO recruitment risk. In short, the lack of ATCO candidates could adversely affect future Air Traffic Management (ATM) capacity developments and the equipment expenditure invested to keep up with requisite air traffic capacity. The future ATCO recruitment concern is not only to develop the interest of young people in a specific career, but also to make considerable financial and technology investment in very specific profiles.

ATCO recruitment could also be influenced by the following considerations: rapid developments in controllers' tasks and requirements; diversity of working conditions, a trend towards Air Traffic Services (ATS) entities managed on a more private basis, and the extreme diversity in hiring and training requirements across countries. These factors represent exciting challenges for the future but also make it necessary to take a hard look at the lack of interest in and applications for, ATCO positions currently being experienced by a growing number of EUROCONTROL Member States.

1.1 Objectives and Purpose of the Study

In order to satisfy the short and medium-term needs of ECAC countries, the shortfall of ATCO candidates' needs to be tackled with the appropriate marketing and communication strategies and tools.

The present study aims to identify, from a coherent analysis of future controller profiles, common ATCO career marketing concepts and to offer guidelines for planning and the making available of resources. It also gives examples of communication supporting more detailed action at national level.

1.2 Scope and Content of Study

The elaboration of common ATCO marketing and communication guidelines is summarised as follows:

Chapter 2: Identification of ATCO job features

The first step consists in identifying the advantages and drawbacks (the *tangible elements*) of the ATCO job which communication messages (*rational messages*) need to address in order to increase job recognition. In addition to the tangible elements, this chapter details the *positive and negative perceived images* attached to the job, which should respectively be developed or discarded in the *emotional* part of the communication message.

Chapter 3: Characteristics of potential ATCO candidates

In order to build up an efficient marketing and communication campaign for the promotion of the ATCO job, the marketing message content should correspond to applicants' expectations, needs, preferences and prospects. All factors play a significant role in the image the applicants may have of the ATCO job. This chapter provides a brief account of the typical ATCO job profile researched (age, level of education, etc.) and a full description of potential candidates' expectations, needs and preferences relating to jobs.

The conclusions of this chapter define, by comparing ATCO features with the target populations' job expectations and preferences, the possible content and objectives of ATCO communication and marketing messages. In the same way, the aspects of the ATCO job which do not match the target population's expectations are separately identified for inclusion in subsequent messages in order to filter out the most motivated candidates.

Chapter 4: Communication objectives

The next step in the ATCO job marketing and communication programme consists in defining communication objectives. Those objectives could be broken down as follows: *Awareness*, *Interest*, *Desire* and *Action*.

This means that potential candidates for the job of ATCO will apply (*Action*) for this position as long as they have been made aware (*Awareness*) of the job's existence, have been attracted (*Interest*) to it and are definitely excited by its advantages and benefits (*Desire*).

Chapter 5: Communication actions

Various communication actions may achieve these objectives. The message, destination, various communication media, schedule and associated costs are described.

Chapter 6: Communication actions: examples

Examples of these actions with their main characteristics (media, message content, destination, schedule, and summary cost estimate) are developed and illustrated in this chapter.

2. IDENTIFICATION OF FEATURES OF THE ATCO JOB

This chapter intends to identify the main features of the ATCO job, which could basically be segmented into two groups:

- the tangible elements; and,
- the perceived image.

Tangible elements constitute the material characteristics of the job, e.g. salary, working conditions, required level of education, pension fund, training, career prospects, etc.

Perceived images are the general public images of the ATCO job (e.g. conflict-solving, instant job satisfaction, static position etc.) or job environment attributes (international, aeronautical, etc.) which come directly to mind when the job is mentioned.

The job package comprises these two parts, and promoting the ATCO job means identifying positive elements of the parts in order to build a communication campaign based on these elements.

After interviewing young people about the ATCO job, it became obvious that the career of ATCO is unfamiliar to most except for a few individuals acquainted with the aeronautical world. Most of the students do not know about the ATCO job. For example, when entering university, they never think, or plan to address this particular career. This explains why students are not very receptive to the promotion of the ATCO job before or at the end of their time at university. The same applies for those who leave school and go straight into employment.

The ATCO job has to be perceived and remembered as a potential job long before the decision is taken to apply for it. ATCO job features therefore have to be explained and presented to future candidates. Perceived images will be used to draw attention to the job as in the case of the job of pilot or engineer. Tangible advantages will be made clear to the candidates to persuade them to apply for the ATCO job before deciding to make other applications. At this stage, the communication plan will use the tangible elements to attract candidates through informative contacts.

2.1 The ATCO Job: Perceived Images and Tangible Elements

Images and material characteristics have been identified from questionnaires sent to Air Navigation Service Providers (ANSPs). The identification of the mental images and tangible elements of the job of ATCO has been established by comparing it with other possible careers. A comprehensive analysis of the ATCO job and its position vis-à-vis competitors is provided in Annex A.

The following Table 1 gives a general summary of those attributes.

Table 1: ATCO perceived images and tangible elements

ATCO	Positive	Negative
Perceived Images	Aeronautical environment Teamwork and spirit International and fast-moving domain Autonomy, responsibility, non-routine and challenging Conflict-solving, high professional standard Advanced technology, technical elite	Pressure Repetitive and mono-task Mono-career
Tangible Elements	High salary and fringe benefits - not true in all States Job conditions (flexibility, atmosphere) Instant job satisfaction – switch from work to leisure Advanced technology Practical training	Static hours Fatigue Increased pressure to be efficient

2.2 Positive Perceived Images

2.2.1 Aeronautical Environment

Aeronautics refers to a world related on the one hand to aircraft and travel and on the other hand to an active and dynamic domain combined with a fast-growing business. Aeronautics is still closely associated with the *cool* “Peter Stuyvesant Travel” image as well as with ultimate technical achievements such as the Concorde or Boeing 747.

Aviation actors are not only pilots and cabin attendants but also aircraft designers and manufacturers. Thanks to the mass media, aeronautics has become so generic and broad a field that it now includes jobs that used to be hidden. The aeronautical environment to which ATM is to some extent linked represents a real asset in the promotion of the ATCO job¹. The challenge of successfully promoting the ATCO job will consist in linking this job in some way with the other well-known and attractive aviation jobs.

¹ However, there is a school of thought that as flying has now become so commonplace the attraction of aviation to young people has been reduced.

2.2.2 International and Fast-moving Environment

Controllers deal with aircraft from throughout the world. They communicate to airlines and pilots in English, which is acknowledged as the *lingua franca*. Furthermore, the ATC service is provided worldwide in the same way to airspace users in accordance with international standards. All of this helps position the ATCO job on an international plane.

The relentless growth in air transportation and the steady evolution of ATM technology imply constant changes and adjustments in the job environment. Dynamics also refers to the acceleration of the technology used in the ATCO job, which, together with the other developments in aviation, kick-starts an ATCO career.

2.2.3 Teamwork and Spirit

In most countries, controllers are still assigned to a fixed team, which shares the same working conditions and difficulties. Although this might change in the future with teams scheduled more on an individual basis, ATCOs rely on their team partners for the delivery of a safe and efficient service and thus develop strong confidence within the team. These factors account for the team spirit conveyed by the ATCO job.

The aim of the ATCO job is to ensure a safe and regular flow of aircraft traffic. Phases of a flight are linked together, and an ATCO needs to co-ordinate and exchange information with other colleagues to deliver an effective and safe service to airspace users. As a result, the ATC service is naturally organised around the concept of team management.

2.2.4 Autonomy, Responsibility, Non-routine and Challenging

Even within a team, ATCOs bear sole responsibility for the clearances and the instructions they give to aircrews. They do not have a boss to give them orders in real time and often have little time to ask for advice in the face of a potentially difficult situation. They must demonstrate autonomy in their decision-making process and face huge safety responsibilities in their work position. It must be recognised that the job of ATCO is very similar to that of pilot as regards autonomy and responsibility.

The ATCO job is sometimes described as repetitive and mono-task. This handicap should be overcome by focusing on the ATCO's diversity of situations and swiftness of reaction. ATCOs are faced in their daily work with many traffic situations and difficulties, as air traffic never appears in the same order. No two days are alike and each presents different shift patterns. Furthermore, upon the detection of a problem, controllers assess the situation, analyse various solutions and provide the final decision. The speed of ATCO actions combined with the diversity of situations could more than outweigh the repetitiveness conveyed by some images.

2.2.5 Conflict Solving - High Professional Standards

The controller's task consists in ensuring the safety of air navigation when managing and monitoring traffic flow. The basis of this task lies in avoiding or resolving any kind of conflict between aircraft. The media regularly underlines the dynamics of the skies through spectacular incident cases. Because of this direct publicity, the controller's job is perceived as very challenging, demanding, conflict solving and skilful with the instant control of aircraft in three-dimensional airspace. ATCOs are perceived as individuals in control and facing a high level of responsibilities².

Furthermore, in ensuring air safety and protecting passengers from hazards, ATCOs contribute to the well being of the general public in the same way as aircrews. The ATCO could be seen as the pilot counterpart, in terms of passengers' safety, located at the other end of the safety chain. The promotion of the ATCO job could be based on the similarities of the ATCO's/pilot's work and would thus benefit from the positive public image of pilots.

In short, the high level of expertise and responsibilities attaching to this job, combined with the public protection perception, positions it as a high-level professional job.

2.2.6 Advanced Technology

ATCOs are supported in their work by the most advanced technology. This technology involves the use of computers, complex hardware systems and highly evolved software in the fields of digital telecommunications and radar. However, the picture conveyed by the ATCO job is related often to a static position behind an old-fashioned screen in a dark and gloomy room. The promotion of the job should at all costs avoid this stale picture and underline the ATCO's advanced technology environment by presenting more than just the "screenshow". When referring to the ATCO job, the radar technology mentioned should be replaced by the more symbolic, comprehensive concepts and symbols of the ATM industry (mainframe, computers, advanced technology and modern displays).

2.3 Tangible Elements

Unlike perceptions, the tangible elements of the ATCO job are dependent on the ECAC State where this job is performed. The following items represent a sample of material advantages provided by the ATCO job in the core area countries³.

² It should be noted that the high level of responsibility might be a significant negative for some people in the target group.

³ For the purpose of this study, the core area is composed of the following countries: Denmark, France, Germany, Netherlands, United Kingdom and Switzerland. This definition extends beyond the usual ATM core area.

2.3.1 Salary and Fringe Benefits

In most countries of the core area, earnings of ATCOs are in the upper range with relatively high starting salaries. In addition, most ATCO colleges are free of charges and fees, and most student controllers are paid during their training and studies. The direct consequences for a young ATCO candidate are early provision of money, financial independence and social esteem.

The ATCO retirement age is usually earlier than for other jobs. In the same way, where ANSPs form part of a civil service, ATCOs enjoy government job advantages (job security, supplementary medical coverage, generous pension plan, etc.). All these benefits might not be considered competitive advantages by young people at first, compared with the free or discounted tickets from airlines that ATCOs receive in some countries.

2.3.2 Job Conditions

ATCOs usually work shifts and short hours, which in return allows them to have more free time. This is in line with a social trend, particularly in Western Europe, towards cutting working hours and considering leisure time as an important job asset. In any event, this element could be presented as an advantage for those (especially young people or people in charge of children) who request time for leisure activities, hobbies or family.

As explained in sub-chapter 2.2.4, ATCOs work in near total autonomy on their control position. They do not have a boss to give them orders on how to do the job, but work under their own responsibility and within a team. The promotion of the ATCO job should, however, also focus on the evolution of the team. The ATCO job is sometimes seen as a mono-career position since it is very difficult for an ATCO to switch jobs. This rather negative image could be counterbalanced by presenting examples of individuals who moved from ATCO to other or higher responsibilities within the ATM organisation.

2.3.3 Advanced Technology

As seen in sub-chapter 2.2.6, the ATM world is located in a technology-driven environment to which ATCOs have access. This high level of technology combined with the secure, privileged and almost mysterious ATCO environment, gives people the idea that ATCOs belong to a sort of high-tech elite.

2.3.4 Instant Feedback on Own Actions

As stated earlier, the level of difficulty and responsibility faced within a short period of time provides ATCOs with immediate feedback and allows real-time evaluation of the direct consequences of their actions. They experience instant job satisfaction, as they can see the outcome and result of their decisions. Furthermore, the direct and immediate tasks performed by ATCOs on their work position allows them to leave their work behind when their shift is finished. Again, the types of assignment in the ATCO job are comparable to that of pilots and permit ATCOs to switch readily from work to leisure.

2.3.5 Practical Training

ATCO training is aeronautical as well as practical. The training involves a mixture of simulations and laboratory sessions with de-briefings. It is more individual and customised than collective. The theoretical part, such as air regulations or air traffic procedures, is immediately put into practice and will be used on a day-to-day basis during the controller's career. This type of training could be very attractive to students particularly fond of real-life subjects and experiences and less keen on theoretical elements.

3. CHARACTERISTICS OF POTENTIAL ATCO CANDIDATES

Numerous surveys show that the typical European ATCO applicant is a university student or a school leaver holding a school certificate which entitles him or her to enter university and is 20 - 24 years old.

Again, potential candidates for an ATCO job will apply for this position as long as they have become aware of the existence of the job and have been attracted to the job because of its assignments, advantages and benefits.

For an individual candidate, the time-span between the first awareness communication and effective application is estimated at around four years. This time corresponds to the period over which a potential candidate, aware of the ATCO job, will think about it, evaluate its advantages and consider the consequences of applying for it. This implies that the ATCO job communication should target young people between 16 (the earliest communication phase) and 24 (the last communication phase).

Communicating effectively with this young population group makes it necessary to:

- understand the complexity of this population;
- develop a deep understanding of
 - their behaviour,
 - their lifestyle,
 - their attitudes and values,
 - their fundamental motivations,
 - what they look for,
 - how they act,
 - what they think,
 - how they feel, and
 - what they believe others feel about them;

to understand what they prefer and how they prioritise and decide.

Looking at the general behaviour of the ATCO job communication target group, it appears that this group can be segmented into two subgroups:

- **pre-university young** people;
- university **students**.

The general behaviour of the two groups, which will be called respectively “Young People” and “Students”, differs significantly, as is outlined in the next sub-chapter⁴.

3.1 Buying Behaviour of “Young People” and “Students”

3.1.1 “Young People”

Young people have a unique way of evaluating a job. For them, the quality of *coolness* is of paramount importance. They can quickly label a job as either *cool* or *uncool*. The actual meaning behind the word *cool* for a job is unclear. In fact, young people select quality as the number one criterion because they pursue a high level of consumer sophistication.

Quality means different things when dealing with job categories. For the ATCO job, quality could evidently refer to the positive tangible elements but also to some perceived images. In particular, the ATCO job could be qualified as *cool* amongst young people by developing the following items and representations:

- The ATCO position is connected with aeronautics and consequently to the image of originality, prestige and dynamics conveyed by this environment. Aeronautics could be considered *cool* since it is an area related to travel and a supposedly easy-going life.
- The ATCO job is not a typical or routine office position with a fixed workplace. Air traffic controllers face a lot of different situations in their daily activities which makes the job intense, funny and sometimes thrilling to young people.
- For young, technology-oriented people, the ATM environment could also be very tempting because of the use of advanced-level technological tools and the development of new technologies.
- Control towers and en-route centres are special places. Those locations are full of computers and equipment with a distinguished, secluded atmosphere. They could be compared to a classified satellite control centre with a certain solemnity of power and decision-making.

After quality, the most common characteristics of what makes a job *cool* is that it is a job “for people of my age” and “cool people do it”. It will therefore be very important to present the ATCO position as a new, modern and young-

⁴ The percentages used in the following tables are taken from the “Teenager Marketing & Lifestyle Study” (TRU), based on a representative sample of more than 2000 individuals aged from 16 to 24 years old and located in current EEC Member States.

oriented job. Young people prefer things that are specifically for them, whether it is language, fashion, advertising or a job.

The attributes of a new job or an established one are equally important in their mind (see [Table 2](#)).

Table 2: What makes a job a *cool* job?

Quality standards	63%
It is for people of my age	30%
Uniqueness	23%
If cool people do it	20%
If it is performed at a cool place	11%
If it is a new job	10%
If it is well paid	10%
If a celebrity admired does it	9%

Source: TRU Teenager Marketing & Lifestyle Study - EEC States⁵. (Percentage of young people citing something they look forward to.)

Looking at how the “young” define their wishes, [Table 2](#) clearly shows that a job must have two fundamental factors:

- it must be perceived as being of superior quality and
- it must fulfil their aspirations.

Successful communication presupposes the delivery of these two factors: the rational and the emotional job side.

3.1.2 “Students”

Students are more sensitive than young people are to money because they come into contact with it as they begin to be more independent. The quality standard concept has evolved into more concrete elements such as tangible benefits and satisfaction. They still identify themselves by stating that the job is “for people of my age”.

⁵ The “Teenager Marketing and Lifestyle Study” was done in 1998-1999 for the Telecom Industry.

3.2 The Groups' Characteristics

Understanding the groups' behaviour implies an association of their major activities with their schedule. It is one of the keys to creating relevant communication with the two groups and to reaching them once they are prepared to receive the message.

This sub-chapter gives a broad picture of the groups' activities, and the interests and values that characterise what it means to be "young" or a "student" today.

3.2.1 Activities and Interests of "Young People"

They tend to choose friends based on shared interests. They look for and gravitate toward others who are like them. There is probably no activity more important to them from an emotional, psychological, and even marketing point of view than socialising.

Socialising includes hanging out with friends, participating in specific activities, dating, partying, etc. Of course, not all young people socialise to the same extent, and the frequency with which they socialise correlates not only to age but also to self-esteem and status within their social hierarchy. Their highest motivation is to have fun and be famous amongst others. So if in advertising and promotional messages they see words like "It's my choice / it's fun", the job will benefit from a positive "halo effect".

There are different ways of presenting or developing the idea of fun and socialising within the ATCO job:

- As regards the presentation of an office job, young people sometimes have difficulties in understanding the core or the meaning of the job because the position is not attached to an identified task. Hence, the job seems too intricate for them and they do not perceive the satisfaction in, or point, of performing it.
 - On the contrary, the ATCO job is a very concrete down-to-earth job attached to a single safety task.
 - Young people can understand the point of performing this task and feel the immediate job gratification and satisfaction an ATCO can experience.
- The ATCO job environment and situations could be described as very diverse.

Airspace users range from parachutes, balloons and light aircraft to fast airliners or supersonic jets.

- Circumstances and dialogues involved in this job are so different as to make it interesting and challenging.

- Moreover, ATCOs work in shifts in contrast to standard office hours, which gives one the feeling of living away from 'normality' and of having far more opportunities to allocate and use the time.
- These factors, combined with the ATCO feature of being able to switch readily from work to leisure, will help to soften the mono-task and repetitive image of the ATCO job.
- The ATCO working atmosphere is naturally convivial and thus makes it easier to socialise.
 - Controllers should be presented as working and spending time with their team workers, with whom they develop strong ties and relationships.
 - It could also be shown that socialising is a widespread phenomenon within aviation, which is composed of enthusiastic people. These people have frequently shared the same college or studies, and later on socialise in the same clubs or places. They experience the same affinity for aviation and somehow feel different from others.

If the ATCO job is presented as an aeronautical job, it will reap the benefits of the complicity, humour, *coolness* and fun traditional in aviation.

3.2.2 Activities and Interests of “Students”

Social contact is still very important because they still need to feel that they are part of a group. They also pursue activities of their own, chosen for reasons of self-improvement or social benefit. They are very impressed by social status, which they aim to achieve. Many of them feel they need to make a difference in the world.

Safety

One could help them raise their profile as contributors to air travel safety:

- As shown in the previous chapter, ATCOs contribute to the general public's well-being.
 - Together with aircrew, they help make air transportation the safest form of travel.
 - They prevent aircraft accidents and protect passengers by solving flight path conflicts and assisting aircraft in distress.
 - Their work responsibilities are enormous, as are those of aircrews.

To fulfil the need of “students” to make a difference in the world, the ATCO communication should describe this job as being the ground counterpart of aircrews in the general commitment to public safety. ATCO candidates should perceive the pride of being an individual key actor of air transportation.

Social Status

In some ECAC countries, there is the risk of the rejection of social status in the ATCO job. This risk lies in the mono-career perception linked to the job.

This risk should be reduced by showing examples of ATCOs who have moved to higher functions within the ATM organisation or by explaining that an ATCO function evolves when one assumes different responsibilities within the team.

The ATCO job could also fulfil students' needs for self-improvement and social status:

- The tangible advantages of ATCOs: salary, fringe benefits, advanced-level technology, etc. position this job in the upper social scale.
- The job even helps the ATCO to develop social contacts naturally within the controller team and with other people by virtue of the free time provided by the work schedule.
- Furthermore, the relationship of the ATCO job with the rest of the aviation world allows ATCOs to feel part of a particular group who can make a difference in their normal job.

3.2.3

Values

The values are shared by the two groups and are characterised by contradictory approaches. For example, both groups want to carve out their own identity but at the same time they want to belong to a group. Also, they thrive on all-out fun but they approach many parts of their lives with seriousness and even reverence.

Another important point is that they want to be accepted. They want to fit in but they don't want to be like everyone else.

In summary: our target, today, is a well-balanced group. They reveal a serious side - placing importance on traditional values such as religion, family and helping others - and they want to have a great time.

3.2.4

Being a “Young Person” or “Student” Today

This sub-chapter describes what it means to be “young” or a “student” today.

Young People

As said previously, *coolness* is the main deep motivation for young people. Being smart and outgoing is also very important. ‘Young people’ do not make long-term plans. They do not think or bother about the future too much and do their best to have as many friends as they can.

Table 3 below shows a summary of the current expectations of young people between 16-20 years old.

Table 3: What do young people look forward to?

Starting career	27%
Going to college	26%
Moving out	20%
Summer	18%
Graduating	17%
Holiday/travel	16%
Getting a job	16%
More freedom	9%
Driving licence	3%

Source: TRU Teenager Marketing & Lifestyle Study- EEC states. (Percentage of young people citing something they look forward to.)

Students

Students feel the generation gap with their parents less than the same group ten years ago and they do not feel alienated from society.

Also, when they are 20 years old they think that they do not have a lot of responsibilities (compared to adults) and have enough independence. They are not in a hurry to enter the adult world of serious responsibilities. They are pleased with the balance they have achieved between near adult freedom and young people's fun.

Disadvantages of being a "student" include wanting to be taken seriously, and some of them are frustrated with their in-between status. They dislike not having enough money because money can make the difference between being a participant and being left out. They dislike pressure from parents and peers.

3.3 Conclusions

There are many ways in which the characteristics of the ATCO job satisfy and meet the interests, preferences and needs of potential future applicants.

First, young people could perceive the ATCO's image (aeronautical, dynamic, fast-moving and high-tech environment, etc.) as cool.

Second, ATCO's situation and environment could be described as active, diverse, leading edge and important.

Third, the material advantages of this job provide an ATCO with an early recognition of social status, which makes this job a quality product.

The ATCO job may also fulfil the contradictory values of young people. On the one hand, the direct responsibility held by ATCOs in their work provides an opportunity to affirm one's character and identity. On the other hand, the work organisation allows them to be part of a group of people with whom ATCOs live and even socialise.

The ATCO position also allows individuals to be part of a dynamic environment in which they can be assertive individuals assuming a high degree of responsibility for public services such as flight safety.

In the same way, the ATCO job provides young persons with the potential to act responsibly, to make decisions and have an impact on the workplace. At the same time they can switch easily to leisure time and social life after work. Being mature and *cool* at the same time, the ATCO job gives teenagers and students an early opportunity to be accepted in the adult world with considerable esteem.

4. COMMUNICATION OBJECTIVES

Before applying for an ATCO position, a potential candidate will normally have gone through the following phases: **Awareness**, **Interest** and **Desire**, and then decides to apply: **Action**. These phases constitute the main communication objectives that should be addressed by a job marketing and communication programme.

4.1 The *Awareness* Phase

As potential ATCO applicants are often unaware of this position, the first task consists in building up its spontaneous recognition. As it has been established that the **current** ATCO job applicants are mostly people already aware of the aeronautical environment, the awareness objective could be analysed as designed to increase recognition of the ATCO job amongst **other** potential applicants.

The awareness phase should utilise simple and repetitive messages years before potential ATCO job candidates apply for this position. The messages should correspond to their audiences' interests in order to catch their attention and remind them of the job years later.

This communication phase is not specific to a country and could be conducted globally throughout the ECAC States. Perceived images will be mostly used for the awareness phase since, unlike tangible characteristics which could be specific to a country, job representations are global and transcend cultural differences.

4.2 The *Interest* Phase

Recognition in itself is not sufficient. An audience can be fully aware of a job and at the same time be indifferent or hostile to it. The challenge then arises of making potential applicants interested by promoting intensively tangible job advantages as well as communicating through positive images of the ATCO position.

During this phase, ANSPs should make candidates aware of the job specificity.

This phase should be scheduled when potential candidates show interest in their future job somewhere around the time of university entrance. Since this phase is based upon the promotion of the material advantages and positive images of the ATCO job, the communication messages are more specific to a country (as are the tangible elements) than the messages in the awareness phase.

4.3 The *Desire* Phase

An audience may like one product but prefer another. This is the most aggressive phase, where the superiority of the job is pointed out by matching the tangible advantages (e.g. salary, fringe benefits, advanced technology, etc.) and positive images of the ATCO job with candidates' needs, preferences and expectations.

The tangible advantages and positive images of the ATCO job are shown to compare them with those of other contending jobs. Desire could be assessed through information requests and imparted through direct contacts between candidates and recruiters.

Since this phase is based on comparing ATCO job advantages and mental images with those of the contenders, the communication messages are even more specific than those of the previous phase. The desire phase should take place when potential candidates for the ATCO job choose their field specialisation, which will determine the type of their future job, and when candidates apply for jobs.

4.4 The *Decision* Phase

Plans need to be implemented through definite applications, which could be facilitated through simple forms widely distributed. For example, contacts with ATCOs, visits to facilities and participation in training sessions should be organised to finalise the decision-making process.

At this stage, the message needs to be as informative as possible in order to provide candidates with the most straightforward information (mentioning also job drawbacks) in order to select only the most motivated candidates.

The characteristics of communication objectives could be summarised by the following Figure 1.

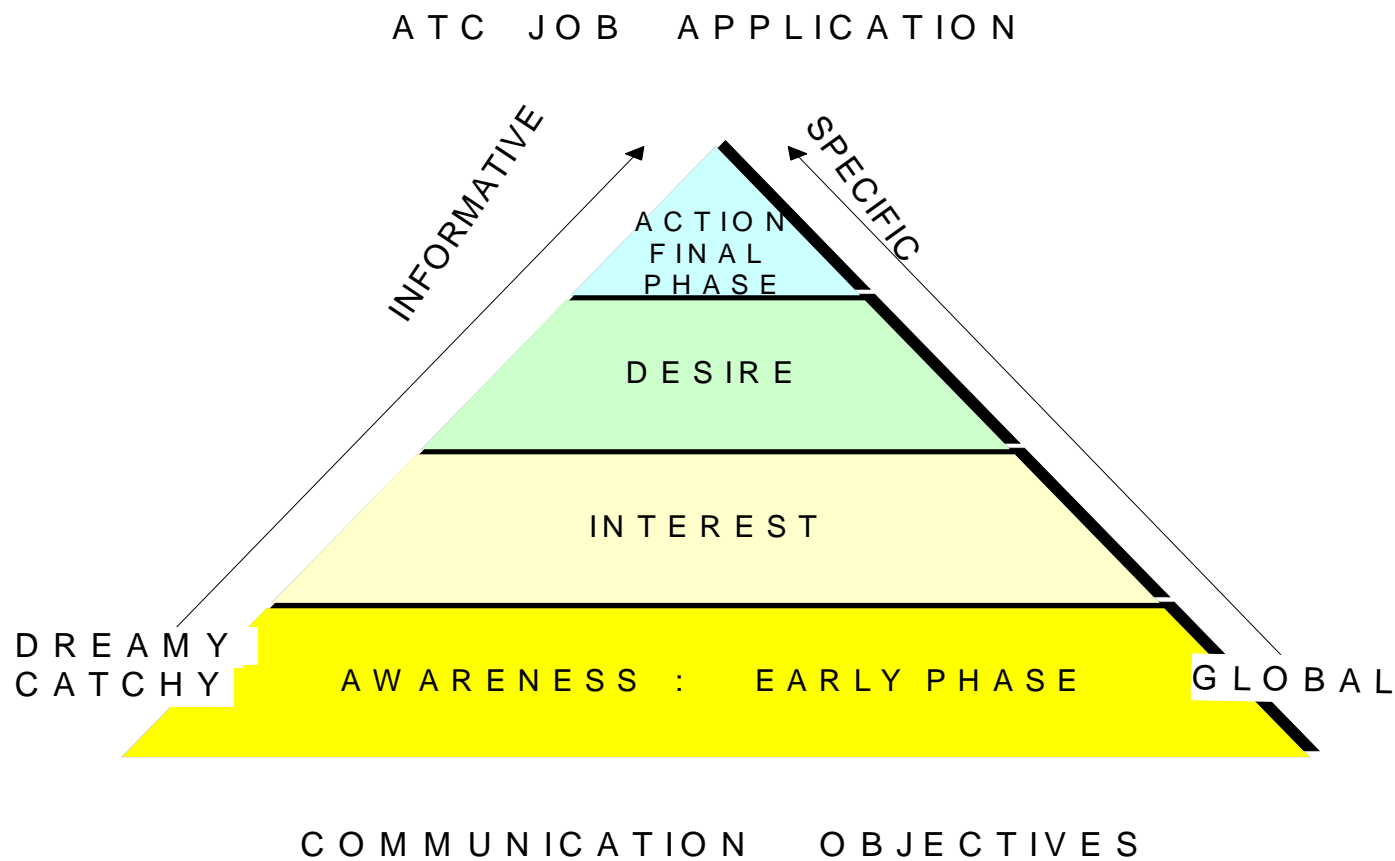


Figure 1: Communication objectives (AIDA model)

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5. COMMUNICATION ACTIONS

The scope of the ATCO promotion actions depends on the ANSPs' communication strategy and objectives. For example, in one country an Air Traffic Service Provider might consider that the ATCO job is perfectly well known amongst the target population and therefore will concentrate its communication efforts on the Desire and Action phases. The reverse might apply in another country.

A communication strategy needs to be studied and established carefully according to the needs and objectives of the ANSP. For instance, if the objective of the ANSP is to show that the job is linked with aeronautics, the messages could be based on action numbers 1, 2 and 3 described in sub-chapters 6.1.1 - 6.1.3.

If the ANSP prefers to show the high-tech side of the job, action numbers 6, 7 and 8 described in sub-chapter 6.2.2 - 6.2.4 provide some examples of a possible ATCO job marketing and communication programme.

This chapter aims to provide examples of communication actions for each phase described in Chapter 4. These examples are substantiated by the characteristics of the ATCO job, which match the needs and interests of "young people" as outlined in Chapter 3.

A communication action is primarily characterised by its objective and fully determined by the definition of the following items: **Message**, **Media**, **Destination**, **Schedule** and **Cost Estimate** described in detail in the following sub-chapters.

5.1 The Message

A communication action is launched to provoke a specific and expected reaction from an audience. Therefore, this action should be supported by a message composed of an idea, proposition or theme to motivate the audience.

Two types of message are currently considered:

- The **rational message** is built on quality and performance of the product. It consists, for example, in convincing potential candidates that the ATCO job provides more tangible advantages than other career competitors (contenders).
- The **emotional message** aims to induce positive or negative emotions and feelings (self-esteem, pride, joy, fear, etc.) about a product. A good example of an emotional message relating to the ATCO job is a TV programme showing the significance of the role of ATCOs in air safety, which could convince some safety or public service-oriented candidates to apply for the job.

There is no ready recipe to ascertain the most attractive and efficient communication campaign. However, a number of golden rules should be followed for communication with people from 16 to 24 years of age:

- Convey more than just factual information without forgetting to provide adequate job information.
- Never overstate, as potential candidates can be very literal and reject anything they don't believe.
- Be funny if possible and original since people at this age like promotion to be entertaining; it helps them to decide what to do.
- Be serious if the job communication is high-tech oriented.
- Be clear, since if candidates do not understand the point of a commercial or get lost in its communication they will dismiss it.
- Show them and tell them about the job. They can become frustrated if the communication does not answer basic job questions.
- Never use student slang because young people want their personal language to remain private and furthermore slang is very volatile.

5.2 The Destination

The destination describes the group of people whom the message is directed at.

In the case of the ATCO job, the target audience's average age could vary from several years before (college students for *Awareness* phase) to a few years after (university students for *Desire* and *Action* phases) entering university.

Since the destination of the communication message also influences the choice of medium, it is essential to associate a destination with a proper medium. For instance, if the ATCO job requires candidates to possess a specialist background, it is more efficient and economically sound to address the target population through specialised media rather than expensive general media.

5.3 The Media

The media represent the channels through which the communication actions are issued and conveyed.

They break down into two categories: **impersonal** and **personal** channels.

Impersonal channels include all the media which pass on the message without any contact with the audience, such as mass media (press, radio, TV,

cinema, newspapers, magazines, website, etc.) suitable for large audiences or public relation events targeted at smaller audiences.

Personal channels include all the media which allow direct or personalised contact with the audience (e.g. direct mailing). The potential candidates for the ATCO job are not only big media users but also big media fans. This section presents the media that most influence them.

5.3.1 Radio

95% of young people and students listen to the radio, averaging more than **ten** hours every week. The inclination towards this medium is related to “Young People’s” addiction to music heard on radios.

Because of the selectivity of the radio, this medium is an efficient way of reaching various segments of young people differing on the basis of ethnic, gender and geographic characteristics. Because they are differentiated by their taste in music, the selectivity of radio makes it possible to use different radio formats.

The other important thing to remember about this medium is that radio accompanies young people everywhere: at home, in the car, while moving around. Take a radio geared to young people and students, find the right music and make it very dynamic and you will be in harmony with your target. In your commercial, integrate speed, high-tech features and dynamism. Don’t forget to include a “call to action”. This means a number they can call to ask for more information.

5.3.2 Magazines

No medium is more intimate or directly relevant to young women than magazines. Magazines are far more important for young **women** than for young men. Spending less time reading than women do and not having the same type of “horizontal” magazines written just for them, young male adults use magazines for information and entertainment. They seek out and read magazines that focus on their particular interests, from TV and sports to technology and music.

It is an easy medium to use, not expensive and even interactive if a coupon is included to facilitate interaction. The coupon can be sent off to an ATM organization to obtain more information.

Direct advertising can also be used, such as an A4 size format, in colour, showing people of their age enjoying ATCO training. A minimum of seven adverts will have to be placed for an optimal magazine campaign. An article, which explains the job by stressing its coolness, dynamism, and the high-tech side, could also capture the imagination and arouse interest.

5.3.3 Television

With the exception of radio, our target spends more time watching TV than with any other medium. With a few exceptions, favourite programmes are situation comedies. Humour is an essential ingredient in programming success with them. Humour is also the key to creating advertising that appeals to this age group. When humour is combined with family situations involving young people, the appeal is even greater.

However, we do not recommend this medium for the ATCO job recruitment commercial or advertisement because the TV audience is too broad and the ATCO job is too specific. It could be a waste of money.

However, a documentary TV programme about the ATCO job or an interview with an ATCO after a particular event could be helpful in promoting this job. It will provide free publicity and could attract the attention and interest of parents who are the natural job counsellors for young people and students.

5.3.4 Newspapers

As stated in the TRU survey, **77%** of young men and **75%** of young women read a newspaper every week, totalling on average 2.8 hours / week for men and 2.3 hours / week for women.

Newspapers can be a viable medium for reaching this group for several reasons:

- School encourages them to read newspapers.
- Most newspapers have a special section for them.
- Newspapers are a daily source of entertainment and information.
- They often include job career opportunities.

In order to be trendy and *cool* and therefore noticed by the target population, ATCO promotion articles or advertisements should be printed in colour using a different format to other pages. As with other written media, an information exchange coupon must be inserted.

5.3.5 Online & Internet

Computers are hugely important to young people today. **72%** use a computer at home; as many young women as men are going online.

An ANSP's website has to reflect the job itself: high-tech, interactive, stimulating and attractive.

Since the ATCO job is not well known amongst young people and students, the ANSP's website also needs to be informative, at least for those who

expect to find explanations about basic ATCO tasks and objectives and material for applications (see [Table 4](#)).

Table 4: What do young people do in cyberspace?

	Men	Women
Check out web sites	66%	62%
Do research for their studies	53%	69%
Chat	50%	58%
E-mail	47%	58%
Play games	37%	33%
Check out sites	22%	25%

Source: TRU Teenager Marketing & Lifestyle Study- EEC states. (Percentage of young people citing something they look forward to.)

What is most important in order to attract the attention and interest of young people is to keep a site intriguing, interactive and evolving. Young people have to be absorbed when browsing a site since their attention span is short.

In the case of ATCOs, the fun side could be explored by inventing a game. This game would be a simulation of an air traffic sequence during which players would have to sort out the traffic in the proper way. This entertainment would expose them to challenging mock ATCO situations.

A good website is based on the following four main concepts:

- Reference;
- Information;
- Recreation; and,
- Reward.

This implies, for example, that a website address has to be easy to remember in order to make a visit by the target population more likely.

It is also very important to identify precisely the link between the site and the ANSP or at least with the ATCO job. In the same way, the site should provide all the information needed to understand ATCO tasks since the ATCO is usually not very well known by the general public.

Many more features of what constitutes a good website are described in Annex D of EATCHIP (1998) "Characteristics of Recruitment and Pre-selection of *Ab Initio* Trainee Controllers"⁶.

5.3.6 Direct Mail

More than **80%** of young people have received advertising through the post, but only **38%** like it. However, this can be a good medium, as young people do not get the same volume of mail that adults do. They are therefore much more attentive to promotions.

Direct mail can be very useful at the end of a communication process, when potential applicants interested in the job inquire about the tangible advantages of the ATCO job and compare them with those of other careers. Direct mail is a convenient way of explaining and detailing salary, practical training, fringe benefits, etc. and the conditions for applications.

Table 5 gives an indication of young people's perception of the advertisement media.

Table 5: Young people and alternative advertisement media

	Seen	Like
Before film (video)	99%	45%
Before film (theatre)	92%	56%
Billboards	88%	56%
Mail	86%	38%
Sponsored events	75%	49%
Posters at college	63%	38%
School newspaper	52%	36%
TV news at school	46%	35%
Classroom materials	42%	24%

Source: TRU Teenager Marketing & Lifestyle Study- EEC states. (Percentage of young people citing something they look forward to.)

⁶ EATCHIP, Human Resources Team (1998). *Characteristics of recruitment and pre-selection of ab initio trainee controllers*. HUM.ET1.ST04.1000-GUI-02. Brussels: EUROCONTROL.

5.4 The Schedule

Since the efficiency of a communication or marketing action is also affected by the timing of its launch, the actions attempting to persuade candidates to apply for an ATCO job must be scheduled carefully.

The schedule is also related to the effect of memory. To ensure that a campaign will impact and be successful, it must be present in people's minds almost permanently. Financially, this is not possible. To encourage the effect of memory, one should use the media 3 or 4 times/year.

5.5 Cost Estimate

As every recruitment organisation has a limited amount of financial resources, it is essential to spread the communication budget in the most efficient way. For each communication action, costs are estimated so as to support managers' financial decisions. Media could be categorised into three groups according to their costs as outlined in the following sub-chapters.

5.5.1 Unilateral Mass Media

As expected, the unilateral (i.e. the addressee does not interface with the media) mass media (press, radio, TV, cinema, newspapers, magazines, etc) are the most expensive since they offer the opportunity to reach a wide audience. The utilisation of these types of media is very costly on a national level and is considerably reduced when the media is chosen according to the target population.

5.5.2 Website

The website is a reliable way of reaching a wide national and even international audience at a relatively low cost. However, this medium in no way guarantees that the target population will visit the website.

5.5.3 Public Relation Events and Personal Media

Since these media are targeted at smaller audiences, they are always found to be the most economical and cost-effective.

The following Table 6 shows summary examples of current Belgian media costs, providing a price range comparison for similar media in core area countries.

Table 6: Media cost information (Example: Belgium)

<u>Media</u>	<u>Content</u>	<u>Price in €</u>	<u>Price range in €</u>
<u>Newspapers</u>			
Production		1 200	990 - 1 500
La Libre Belgique	360*287 mm, quadri	7 300	5 800 - 8 800
<u>Magazines</u>			
Production		1 900	1 600 - 2 400
Flair (FR)	1/1 FC, 1 insert	3 300	2 700 - 4 000
Flair (NL)	1/1 FC, 1 insert	7 250	5 800 - 8 700
Auto Moto (FR/NL)	1/1 FC, 1 insert	2 700	2 200 - 3 300
Foot/Voet mag (FR/NL)	1/1 FC, 1 insert	2 400	1 900 - 2 900
Computer Magazine	1/1 FC, 1 insert	4 300	3 400 - 5 100
<u>Billboards</u>			
Production		2 500	1 900 – 2 900
Vespasius	14 days, national	23 400	
<u>TV</u>			
Production		24 800	
RTBF	30 sec peak time	61 900	
VTM	30 sec peak time	116 000	
VT4	30 sec peak time	37 000	
<u>Cinema</u>			
Production		24 000	19 000 - 29 800
Brussels	30 sec -1 week		5600 – 8 400
Antwerp	30 sec -1 week		3 200 – 4 800
Charleroi	30 sec -1 week		1 100 – 1 700

Table 6: (Cont'd)

<u>Media</u>	<u>Content</u>	<u>Price in €</u>	<u>Price range in €</u>
<u>Radio</u>			
Production			3 900 - 6 000
Radio Contact (NL)			7 900 – 11 800
Studio Brussel (NL)			7 900 – 11 800
Fun (FR)			3 300 – 5 000
<u>Internet</u>			
Site			23700 – 35 700
<u>CD-ROM</u>			
Production			11 900 – 17 800

Note: Price information was established in 1999

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6. COMMUNICATION ACTIONS: EXAMPLES

6.1 Main Objective: Development of ATCO Job Awareness

6.1.1 Action N°1

Derived Objectives

- To develop ATCO job awareness amongst young people
- To develop an enticing message for young people in order to make them remember the ATCO job and attract attention and interest

Message

“Be on track, be our eagle”.

Eagle gives the idea of supremacy, of being above others and a sense of independence. Young people are impressed by social status, and they want to be different from other people.

“Be on track” means staying up-to-date with advanced technology.

Media

This message is very visual, through ads in a newspaper's job section, magazines, etc.

Destination

Young people aged 17 to 20, both sexes

Schedule

Newspapers: four times / year

Magazines: three campaigns / year (one during Christmas, one at Easter and the last one before examinations)

Cost Estimate:

Magazines A4, full colour, 1 ad

Production: 1.500 – 2.500 €; Media space: 5 900 – 9 000 €

Newspaper: 360 X 297mm, quadri

Production: 1 000 – 1 500 €; Media space: 5 900- 9 000 €

6.1.2 Action N°2**Derived Objectives**

- To increase spontaneous recognition (because being recognised is the first step towards being adopted)
- To show the benefits of the ATCO job to the general public

Message

“Take off in your life”.

Self-improvement is one of our target group’s expectations.

Direct link with aeronautics.

Media

Young people’s magazines

Radio commercials with music: 3 minutes

Destination

Young people aged 17 to 20, both sexes

Schedule

Magazines: three campaigns / year for young people (one during Christmas, one at Easter and the last one before examinations)

Radio: same period, then an ad in magazines to reinforce the message

Cost Estimate

Magazines: A4, Full colour 1 ad

Production: 1 500 – 2 500 €

Media space: 5 900 – 9 000 €

Radio: 30 sec, 1 week, peak time, 15 communications

Production: 4 000 - 6 000 €

Media space: 7 000 – 12 000 €

6.1.3 Action N°3**Derived Objectives**

- To highlight the ATCO job
- To make young people dream about the ATCO job

Message

“Choose to fly higher”.

Idea of escape, freedom.

Link with aeronautics.

“Choose” shows that they can make their own decisions.

Media

Billboard near a cinema, in an airport: place to have fun, where you go to daydream

Young people's magazines + web address of ATM provider

Web

Destination

Young people aged 17 to 20, both sexes

Schedule

Billboard: permanent

Magazines: three campaigns / year for young people (one during Christmas, one at Easter and the last one before examinations)

Web: permanent

Cost Estimate

Billboard: 14 days, national: 3 000 – 4 000 €

Magazines: A4, Full colour 1 ad: production: 1 500 – 2 400€

Media space: 5 000 – 9 000€

Web: site with information, game, video: production: 35 000 €

Hosting: dependent on the number of people visiting the site

6.1.4**Action N°4****Derived Objectives**

- To show both sides of the ATCO job: high professional standards (public safety) and the social side

Message

“Keep a cool head. When things go wrong sort them out. Enjoy yourself!”

The accent is on the fact that it is possible to have fun.

“Sort them out” shows they are in charge. They are the guiding force. Everything revolves around them.

Media

Animation on a CD-ROM

Web

Destination

Young people aged 17 to 20, both sexes

Schedule

CD-ROM can be shown or handed out at job fairs

Web: permanent

Cost Estimate:

CD-ROM: one language, video, 40 screens

Production: 18000€

Web: site with information, game, video: production: 35 000€

Hosting: dependent on the number of people visiting the site

6.2 Main Objective: Development of ATCO Job Interest

6.2.1 Action N°5

Derived Objectives

- To present the key characteristics of the ATCO job to young people

Message

“Dynamic international environment - I prefer ATCO”.

Some key characteristics of the job are presented.

Media

Billboard in aeronautical clubs

Aeronautical and high-tech (IT, telecom) magazines

Youth events: concert, sport, cultural

Destination

Young people aged 17 to 20, both sexes

Schedule

Billboard: permanent

Magazines: 3 campaigns / year (February, May, October)

Event: one time / year

Cost Estimate: Billboard: 14 days, national: 3000-4000

Magazines: A4, Full colour 1 ad: production: 1 500 – 2 500 €

Media space: 5 900 – 9 000 €

Cost of sponsoring event

6.2.2 Action N°6**Derived Objectives**

- To arouse curiosity by giving more details about the ATCO job
- To show important and useful ATCO job attributes and present job advantages

Message

“A challenging job in a high-tech environment”.

Young people are very interested in what's new and evolving.

Media

Billboard in aeronautical clubs

Aeronautical and high-tech (IT, telecom) magazines

Youth events: concert, sport, cultural

Destination

Young people aged 17 to 20, both sexes

Schedule

Billboard: permanent

Magazines: 3 campaigns / year (February, May, October)

Event: one time / year

Cost Estimate

Billboard: 14 days, national: 3 000 – 4 000€

Magazines: A4, Full colour 1 ad: production: 1 500 - 2500€

Media space: 5 900 – 9 000€

Cost of sponsoring events

6.2.3 Action N°7**Derived Objectives**

The same as in Action n°6

Message

“You feel different

You are different

You want to evolve in a special environment

Choose the ATCO job!”

This message is based on the desire of young people not to be like others. We stress that the ATCO job is unusual. It enhances the value of the job itself.

Media

Billboard in aeronautical clubs

Aeronautical and high-tech (IT, telecom) magazines

Youth events: concert, sport, cultural

Destination

Young people aged 17 to 20, both sexes

Schedule

Billboard: permanent

Magazines: 3 campaigns / year (February, May, October)

Event: one time / year

Cost Estimate

Billboard: 14 days, national: 3 000 – 4 000 €

Magazines: A4, Full colour 1 ad:

Production: 1 500 - 2 400 €

Media space: 5 900 – 9 000 €

Event – as above

6.3 Main Objective: Encouragement of desire for the ATCO Job

6.3.1 Action N°8

Derived Objectives

- To point out the superiority of the job by matching the positive perceived images and the tangible advantages

Message

“Welcome to the world of air traffic control, the world of technology, the world of computers, the world of problem solving, the ultimate in real life experience”.

Media

One-day visit to an air traffic control centre including control tower, approach and en-route including:

- visit of the control rooms (control tower at dusk, en-route at peak time)
- visit of computer rooms (wow, look at this technology!)
- meeting with ATCOs (cool, they are wearing jeans, they don't look stressed!)
- watching and listening to ATCOs at work, pre-identification with the job (they give directions to a/c, they are in control and in charge)
- brochure or CD-ROM can be shown or handed out during the visit in order to consolidate the mental pictures of that day

Destination

Teenagers between 15 and 18, parents, teachers; Students younger than 18

Schedule

Any time during the year.

Cost Estimate

One full-time person specialised in young people, trained in ATC, dedicated to the daily visits.

1 CD-ROM

3 000 € per batch of 1 000 CDs

6.3.2 Action N°9**Derived Objectives**

- To point out the superiority of ATCO training

Message

"This training is personalised, practical, pragmatic and oriented toward the use of cutting-edge technology".

Media

A personal invitation to an ATC simulator session including:

- general briefing on ATC;
- session briefing;
- quick meeting with the ATCO student

Destination

Students (age 18-25) who have corresponded with ATC recruiters

Schedule

Year of the potential application

Cost Estimate

Extra hour of ATC simulator instructor for the general briefing about ATC

6.3.3**Action N°10****Derived Objectives**

- Consolidate the positive mental images associated with the ATCO job:
 - aeronautical environment
 - advanced technology
 - dynamics
 - teamwork
 - technical elite

Message

"Imagine you are surrounded by planes and technology, that you are the central part of a team, it could be you".

Media

Attractive quality poster focused on the controller surrounded by planes, technology, and other ATC controllers, working at his station.

Poster to hang in bedroom to consolidate the mental image of becoming a controller

Destination

Teenagers and students

Schedule

Permanently available on request

Cost Estimate

3,000 € + 20 000 € per batch of 10,000 posters

6.3.4**Action N°11****Derived Objectives**

- Consolidate and consecrate the positive mental images of the ATC into something personal, precious and durable

Message**“AIR TRAFFIC CONTROLLER”**

- ✓ aeronautical
- ✓ international
- ✓ team spirit
- ✓ advanced technology
- ✓ human
- ✓ superior

Media

A valuable quality book (not a brochure) full of beautiful pictures, with very little text, just captions, focused on controllers working in their environment.

Destination

Students included in the pre-application programme and earmarked for a personal invitation to apply.

Schedule

Permanent.

Cost Estimate

10 000 € + 3 000 € per batch of 1 000 books

6.3.5**Action N°12****Derived Objectives**

- To enhance the job by visiting students and showing them both the positive images and the tangible elements of the ATCO job:
 - aeronautical environment
 - teamwork and spirit
 - international and dynamic domain
 - autonomy, responsibility, non-routine
 - conflict-solving, high standards
 - high salary, benefits
 - job conditions
 - job satisfaction
 - practical training

Message

Displayed: "This is the ATC environment:

- It's aeronautical and relates to aircraft,
- it involves human beings and only a technical elite can perform this job,
- it is international, indeed global,
- it is non-routine, involving responsibility and autonomy."

Explained: "This is the job:

- It's very well paid with fringe benefits,
- it will give you a lot of satisfaction in life,
- and you will be trained with practical objectives and with first-class techniques"

Media

Itinerant forum including all available media: Displays, posters

Interactive simulations

Video

Brochures, CD-ROMs

Pre-application forms

And, ultimately, meetings with real ATC controllers and students

Destination

Students at universities

Schedule

Permanent

Cost Estimate

30 000 € initial investment + 2 000 € per exhibition

6.4 Main Objective: Development of ATCO Job Application

6.4.1 Action N°13

Derived Objectives

- To maintain contact between pre-applicants and recruiters in order to maintain and consolidate desire until the application
- To develop a database of the best candidates for the ATCO job

Message

“You are a special person, you basically have the aptitude, you like this job, it could be yours and we are ready to help you out, ...”

Media

A pre-application programme on request including:

- A membership card
- Regular mailing with general news about ATC and information about future recruitment
- Special access to web site including ID and access code
- Regular emails from ATC recruiters
- Summer job offers
- Phoning to confirm application when closer to recruitment

Destination

All students who have experienced a desire for the ATCO job and who fulfil the majority of the job requirements

Schedule

Permanent

Cost Estimate:

5 000 € initial investment + 1 000 € per batch of 1 000 pre-applicants a year

6.4.2 Action N°14**Derived Objectives**

- To finalise the mental decision-making process through participation and in-situ identification

Message

“Do you want to be a part of the team?”

Good, welcome aboard!”

Media

1 week as a trainee at an ATC facility during holidays. Working in a shift as a supernumerary, helping with and contributing to the work:

- one-day integration training
- join a shift
- progressively help the shift
- interview and mini-diploma at the end

Destination

Pre-applicants

Schedule

A couple of months before recruitment

Cost Estimate

To be quoted:

Training kit + diploma: 5 000 € initial investment + 1 000 € per 100 trainees a year

6.4.3 Action N°15**Derived Objectives**

- To advertise recruitment

Message

“Applications can now be made for a top job, do not miss this opportunity”.

Media

Ads in national and regional newspapers

Ads in specialised magazines (student, aeronautical)

Posters in universities

Billboards in the vicinity of universities or on public transport

Short radio commercials on national radio (formal) and radio stations for young people

Banners on web sites

Destination

Students, potential applicants

Schedule

Weeks before application closing date

Cost Estimate

5 800 - 8 800 € per ad in national newspaper

3,000 € per full-page ad in specialised magazine

Broadcasting and billboard costs may vary according to financial priorities

6.4.4 Action N°16**Derived Objectives**

- To facilitate applications and provide last-minute information

Message

“You want the job? Let me help you out...”

Media

A Hotline

Toll-free number with answers to last minute questions such as:

- What are the tangible advantages (practical training, high salary, fringe benefits, job security...) and drawbacks of the job (shift hours, fatigue, stress, liability...)?
- What are the requirements (university level, age requirements, and medical...)?
- How do I obtain an application form?
- How do I fill in the application form?

Destination

All potential candidates

Schedule

Application period

Cost Estimate

10 000 € or a 2-month permanent 2-line hotline + 2,000 € telecom costs

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7. SUMMARY

Attracting and obtaining a sufficient number of suitable candidates for *ab initio* controller training is increasingly becoming a concern in some States in the European core area. It must be assumed that it will continue to be an issue in the future with increasing competition on the job market for young, stable and bright people.

Controller recruitment is not only a matter of developing interest in a specific career, but also represents a considerable financial and technological investment in very specific profiles.

This initial study, carried out in close consultation with specialists in Air Traffic Controller (ATCO) recruitment, selection and training and in related areas, is based on a coherent analysis of future ATCO profiles. The study has identified a common or generic ATCO career marketing strategy and concept. It also offers guidelines for marketing and communication planning, identifies the means and tools that can be used and gives communication examples. This is done with the aim of supporting more detailed and culturally tailored actions at national level initiated or led by Air Navigation Service Providers (ANSPs).

The tangible elements constitute the material characteristics of the job: salary, working conditions, required level of education, pension fund, training, career prospects, etc. The perceived images are the general public's idea of the job of ATCO (solving conflicts, immediate feedback on own work) or job environment attributes (international, aeronautical etc.) which immediately come to mind when the job is mentioned. The job package is composed of these two parts, and promoting the ATCO job means identifying positive elements of those parts in order to build a communication campaign.

The marketing plan for the ATCO job should aim to target young people from 16 (the earliest communication phase) to 24 (the last communication phase). The plan should build on two fundamental factors: 1) the job must be perceived to be of a high quality and 2) it must fulfil their aspirations and needs. Successful communication will deliver these two factors: the rational and the emotional job sides.

Communicating effectively with young population groups requires an understanding of their complexity and behaviour. Before applying for an ATCO position, a potential candidate will normally have gone through the following phases: *Awareness of*, *Interest in* and *Desire* for the job and only then does *Action* (applying for the job) come into play. These phases constitute the main communication objectives to be addressed in a marketing and communication programme.

There are many ways in which the characteristics of the ATCO job can satisfy the interests, preferences, values and needs of potential future applicants. Young people could perceive the ATCO image (e.g. aeronautical, dynamic, fast-moving and high-tech environment, etc.) as *cool*. Secondly, ATCO

situations and the ATCO environment could be described as active, diverse, leading-edge and vital. Thirdly, the material advantages of the job provide an ATCO with early recognition of social status, which makes this job an immediate quality product.

The ATCO job can also reflect the contradictory values of young people. The direct responsibility held by ATCOs in their work gives them the opportunity to affirm their character and identity. The typical work organisation allows them to be part of a group but also to individually experience a dynamic environment in which they can be assertive and assume a high level of individual responsibility. With public service oriented aspects such as flight safety, the study demonstrates that the ATCO job provides young people with the potential to act responsibly, to make decisions and have an impact on the workplace. However, they can switch to leisure time and social life after work more easily. Being mature and *cool* at the same time, the ATCO job gives young people and students an early opportunity to be accepted in the adult world with considerable esteem.

The scope of the ATCO promotion actions depends on the ANSPs' communication strategy and objectives. A communication action is primarily characterised by its objective and fully determined by the exact definition of the following items: message, media, destination, schedule and cost estimate.

In Chapter 6, practical examples for each of these items are given providing 16 'quick-win' action sheets that can be used as part of a structured communication plan.

The assessment of the ATCO job through an exhaustive review of its positive / negative images and its tangible advantages vis-à-vis potential competing jobs outlines the areas of superiority of the ATCO job from the viewpoint of the target population (see Annex A).

These positive aspects should, in particular, guide and support the efforts in the communication plan regarding selection and training, general job prospects and working conditions.

ANNEX A: SURVEY RESULTS IN BRIEF

To support the marketing and communication plan, a survey was conducted among most ANSPs of EUROCONTROL Member States. This survey aimed to:

- Assess the target segment of the population among young people. Guidelines from a survey conducted in 1995 by the EUROCONTROL Human Resources team among ECAC States were proposed and broadly supplemented by the States surveyed in order to assess the local criteria.
- Assess the ATCO job through an exhaustive review of its positive/negative images and its tangible advantages.
- Assess the environment through a review of potential competing jobs. The suggested contending jobs were assessed in terms of their own positive/negative images and tangible advantages. The returned questionnaires revealed other competing jobs that could be compared with the ATCO job.
- Position the ATCO job. An extensive comparison of the images and tangible elements of the ATCO job and of its contenders was conducted. The results outline the areas of superiority of the ATCO job from the viewpoint of the target population. These positive aspects guide and support the proposed direction of the communication plan.

Note: the surveyed States or organisations were Austria, Bulgaria, Czech Republic, EUROCONTROL, Denmark, Finland, France, Germany, Hungary, Italy, Latvia, Romania, Slovak Republic, Spain, Sweden, Switzerland, United Kingdom.

The ATCO Target Population in Brief

The following characteristics of the target population can be deduced from the current survey:

Age

The minimum age for entry of controller candidates is 17 years. About half of the States questioned have an upper age limit of 25 years or less. Higher age limits are generally more applicable when candidates already have Radio/Telephone (R/T) or other ATS licences (e.g. military ATCO) or have other aviation experience (e.g. pilots).

Educational requirements

Most States (80%) expect university entrance level as the minimum educational requirement while the remainder (20%) expect candidates to have post-secondary or university qualifications.

About 20% of States define exceptions regarding educational requirements; for example, applicants with flight data experience or proven ATC qualifications.

English language

75% of non English-speaking states stated that English was a pre-requisite.

25% did not, but provided English language training after recruitment.

Number of applications allowed

25% of States place no limitation on the number of unsuccessful applications a candidate may submit. In practice the average is two applications.

Nationality

A statement of citizenship is asked for in most application forms (88%) and is used in pre-selection by 58% of the countries.

Experience in aviation

Information on official licences held, or experience in aviation, is required by 67% of the States surveyed. This information is considered for pre-selection in only 38% of States.

50% of States ask about previous applications for ATC training, 42% consider them important in pre-selection.

Hobbies and interests

Questions concerning hobbies and interests are not very common (asked in less than 50% of the States surveyed) but could sometimes be of importance in pre-selection.

Other topics

- Completion of military service,
- Scholarship performance for those without a degree,
- PC literacy,
- Motivation, and
- Family background

are the other topics considered in most of the States surveyed.

ANNEX B: SYMBOLS ATTACHED TO THE CAREER OF ATCO

A list of positive and negative symbols attach to the ATCO job ([Table 7](#)):

Table 7: Positive / negative symbols attaching to the ATCO job

ATCO	Positive	Negative
Symbols	Aeronautical environment Teamwork and spirit International and fast-moving domain Autonomy, responsibility, non-routine and challenging Conflict-solving, high professional standard Advanced technology - technical elite High salary and fringe benefits - not true in all States Job conditions (flexibility – atmosphere) Instant job satisfaction – switch from work to leisure Practical training	Pressure Repetitive and mono- task Mono-career Static hours Fatigue Increasing pressure for efficiency

The main attractive symbols attaching to the ATCO job are:

1. The aeronautical environment, summarising glamour, technology, travel and speed.
2. ATCOs are in charge and in control, working as part of a team and accomplishing a challenging task.
3. The type of job: instantaneous – switch from work to leisure, with shift hours allowing free time during the day.

Alternative Careers

The Pilot

Pilots and controllers share the skies and the world of aviation. The competition between the job of pilot and that of the ATCO stems from physical contact with speed and the third dimension.

The jobs of airline pilot and ATCO share the idea of travel whereas that of the military pilot job involves the concept of duty (see [Table 8](#)).

Table 8: Positive / negative symbols attaching to the job of pilot

Airline Pilot	Positive	Negative
Symbols	Aeronautics Aircraft Skill and responsibility Prestige Travel High salary Time off Job can be left at the office	Monitoring Lack of social life Fatigue Stress Boredom

Military Pilot	Positive	Negative
Symbols	Aeronautics Fighter aircraft Cutting-edge technology	Military life Low Salary Discipline Outmoded

The Engineer

Engineering has become the main rival to the job of ATCO since the demand for telecommunications and computers has grown dramatically in the last few years. These jobs have the modern and trendy world of technology in common with the ATCO job (see [Table 9](#)).

Table 9: Positive / negative symbols attaching to engineering

Telecom Engineer	Positive	Negative
Symbols	Global communication World wide web Challenging life International Social trend Highly-qualified	Competitive environment Low professional regard

Computer Science Engineer	Positive	Negative
Symbols	Computers Virtual world Creativity and invention Cutting-edge technology In demand	Competitive environment Long hours Solitary activity

Other Contenders Considered

Broker: This job is very similar to that of ATCO in many ways (autonomy, responsibility, non-routine and challenging, high salary and fringe benefits, instant job satisfaction, international and fast-moving domain, decision-making, real-time actions, etc.), but differs from it as it is very individual and egotistic. In some countries, this position could be a real rival to the job of ATCO. However, in view of the small number of stockbrokers, this job could not be seen as a serious threat to ATCO applications.

Nuclear power station operator: same type of workplace, but the job is more passive, not at all trendy and definitely not in demand.

Lawyer: has been cited by only one country as a rival to the job of ATCO.

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ANNEX C: POSITION OF THE ATCO JOB AMONGST ITS COMPETITORS**Tangible Elements of the ATCO Job Compared to Competing Jobs****Grading System Used in Table 10 - 12**

(++) = much better

(+) = better

(=) = more or less identical

(-) = worse

(--) = significantly worse

Example: If the salary of pilot is higher than that of ATCO, then a plus sign (+) is put in the corresponding box.

Statistics were used for the analysis of the questionnaires to establish the position of the contenders vis-à-vis the ATCO job in the following way:

The result in the box is the mean of all answers surveyed provided that the standard deviation among answers on that particular item is reasonable.

Table 10: General job conditions

	Airline Pilot	Military Pilot	Telecom Engineer	Computer Engineer
Salary	+	-	-	=
Salary prospects <i>Progression from entry to senior position</i>	+	-	=	=
Career prospects <i>Access to management positions, speed of progression</i>	=	+	+	+
Career openness <i>Possibilities of switching career</i>	=	+	+	++
Variety of the job <i>Mono-task or repetitive vs. diversity</i>	-	-	+	+
Job security <i>Type of contract: State employee, private contract, fixed-term contract</i>	-	+	-	-
Benefits <i>Travel discounts, company discounts, sundry allowances</i>	+	-	-	-
Holidays <i>Number of holidays</i>	+	-	=	=
Medical coverage <i>Basic coverage, extra coverage, medical insurance</i>	=	=	-	-
Age of retirement <i>Early or late retirement. The earlier, the better</i>	=	++	-	-
Pension <i>Benefits of the pension plan</i>	=	+	-	-
Prestige of the job <i>Perception by family, friends and entourage</i>	+	+	-	=
Pride in achievements in the job <i>Self-perception</i>	+	=	=	=
Future job trend <i>Declining or growing</i>	=	--	=	+
Present job trend <i>Moving with society</i>	=	-	+	+

Summary of Findings

Table 10 shows that the superior tangible elements to focus on in the ATCO job marketing and communication plan are:

1. A good starting salary with fair salary prospects.
2. Job security.
3. Benefits, including travel discounts.
4. Plenty of holidays to take advantage of the above.
5. Good medical coverage.

Table 11: Working conditions

	Airline Pilot	Military Pilot	Telecom Engineer	Computer Engineer
Number of working hours <i>Total working hours. The fewer the working hours, the higher the grade</i>	+	=	-	-
Shift work pressure <i>Office hours or shifts</i>	+	=	-	-
Tracking of presence <i>Tracking system vs. freedom. The more freedom, the higher the grade</i>	-	-	=	=
Roster flexibility <i>Scope for changes</i>	=	-	=	=
Holiday flexibility <i>Choice as regards holidays</i>	=	-	+	+
Average stress level <i>The lower the stress level, the higher the grade</i>	=	--	=	+
Autonomy <i>Decision-making, responsibility. The greater the autonomy, the higher the grade</i>	=	-	-	-
Responsibility <i>Higher level of responsibility causing stress. The greater the responsibility, the lower the grade</i>	-	+	+	+
Teamwork <i>Alone or as a team. The more teamwork, the higher the grade</i>	=	=	-	-
Environmental changes <i>The fewer the changes in job, the higher the grade</i>	=	=	-	-
Business travel <i>The greater the travel, the higher the grade</i>	++	+	+	+
Impact on social life <i>Off duty presence on-site, time away from home, commuting</i>	=	=	+	+
Workplace surroundings <i>Closed building, office, compounded area vs. open plan</i>	++	=	-	-
Technological environment <i>The more advanced technology used, the higher the grade</i>	+	=	-	+

Summary of Findings

Table 11 shows that at this stage the superior tangible elements to focus on in the ATCO job marketing and communication plan are:

1. The relatively low number of working hours.
2. A few shifts as opposed to long office hours.
3. The relatively low average stress level of the job.
4. The autonomy of the ATC controller within a real team.
5. Job stress is left at the workplace.
6. The journey to / from work is easier because work is in shifts.
7. The working environment is very good.
8. The ergonomics and technology of the job are cutting- edge.

Table 12: Selection and training

	Airline Pilot	Military Pilot	Telecom Engineer	Computer Engineer
Medical requirements <i>The more stringent the requirements, the higher the grade</i>	+	+	-	-
Selection rate <i>The lower the number of candidates, the higher the grade</i>	+	+	-	-
Educational requirements <i>The more stringent the requirements, the higher the grade</i>	=	+	+	+
Selection duration <i>The shorter, the better</i>	-	-	+	+
Training duration <i>The shorter, the better</i>	=	=	-	-
Risk of failure <i>The lower the risk, the better</i>	=	=	+	+
Average content of training <i>The less theoretical, the better</i>	=	=	-	-
Variety of training <i>The greater the variety, the better</i>	=	+	=	=
(Instructor or teacher) / (trainee or student) relationship. <i>The friendlier the teacher, the higher the grade</i>	+	-	=	=
Rule or instruction-oriented training <i>The lower the amount of instruction, the higher the grade</i>	=	=	-	--
Training diploma <i>The more famous or prestigious, the better</i>	=	=	+	++

Summary of Findings

Regarding selection and training, Table 12 shows that the superior tangible elements to focus on in the ATCO job marketing and communication plan are:

1. Less stringent medical requirements than for pilots.
2. A less stringent and shorter selection process in general.
3. Shorter, practical training.
4. A qualification which is as prestigious as a pilot's licence.

ANNEX D: DETAILED SURVEY RESULTS

The questionnaire was sent to all Human Resources Team (HRT) members and observers on 27.1.00. [Table 13](#) gives the replies received.

Table 13: Questionnaire replies

	State	Replies
	Austria	1
	Bulgaria	1
	Czech Republic	1
	Denmark	1
	Finland	1
	France	1
	Germany	2
	Hungary	1
	Italy	1
	Latvia	1
	Romania	1
	Slovak Republic	1
	Spain	1
	Sweden	1
	Switzerland	1
	UK (NATS, Highlands & Islands Airports Ltd, Jersey Airport)	3
Total	16	19

Applicant Requirements for the ATCO Job

Lower Age Limit

Five States set the lower age limit at 18 and four States at 19. Two States recruit as early as 17. Military service may delay the lower age limit to 21 in three States (see [Table 14](#)).

Table 14: Lower age limits

Age		Service Providers
17	2	Austria, Latvia
18	6	Bulgaria, Denmark, ENAV, Highlands & Islands Airports Ltd, NATS and Sweden
19	4	France, Germany, Romania and swisscontrol
20	2	Finland and Jersey Airport
21	4	Czech Republic, Hungary, Slovak Republic and Spain

Upper Age Limit

Austria prefers to recruit younger ATCOs, i.e. up to 23 years old. Five States set the limit at 25. The majority of States surveyed (12) set the limit above 25, with five having no limit (see [Table 15](#)).

Table 15: Upper age limits

Age	N°	Service Providers
Not determined	1	Slovak Republic
23	1	Austria
25	5	Denmark, Germany, Latvia, Romania and swisscontrol
26	1	NATS
28	1	ENAV
30	3	Czech Republic, Jersey Airport (and swisscontrol for special cases with previous ATC training and ATC experience only)
35	1	France
40	1	Bulgaria
No age limit	5	Finland, Highlands & Islands Airports Ltd, Hungary, Spain and Sweden

Education Requirements

The vast majority of States surveyed specify university entrance level, with only France and Spain requiring a university degree ([Table 16](#)).

Table 16: Education requirements

High school/university entrance level	16	Austria, Bulgaria, Czech Republic, Denmark, ENAV, Finland, Germany, Highlands & Islands Airports Ltd, Hungary, Jersey Airport, Latvia, NATS, Romania, Slovak Republic, Sweden and swisscontrol
University degree	2	France and Spain

Exemptions

Most States do not have specific exemptions. One airport in the UK takes account of aviation experience ([Table 17](#)).

Table 17: Exemptions

Not specified/no exemptions	15	Austria, Czech Republic, Denmark, ENAV, Finland, France, Germany, Hungary, Jersey Airport, Latvia, NATS, Romania, Slovak Republic, Spain and Sweden
Aviation experience	1	Highlands & Islands Airports Ltd
Military service	0	-
Other (e.g. unspecified 'suitable previous experience')	1	Bulgaria

English Language Requirement

Most Member States require a knowledge of English, but offer additional training where necessary. Naturally, service providers in the UK require a knowledge of English without offering additional training ([Table 18](#)).

Table 18: English language requirement

Knowledge of English required, no additional training	5	Czech Republic, Highlands & Islands Airports Ltd, Latvia, NATS and swisscontrol
Knowledge of English required but additional training offered	10	Austria, Bulgaria, ENAV, Finland, Germany, Hungary, Romania, Slovak Republic, Spain and Sweden
Knowledge of English not required before entry, training offered	2	Denmark, France

Number of Applications Allowed

In Central Europe and Sweden, only one application is allowed. In Eastern Europe, Spain and Finland no limit is placed on the number of applications ([Table 19](#)).

Table 19: Applications allowed

Only one application allowed	4	Czech Republic, Germany, Sweden and swisscontrol
Two applications allowed	2	Austria, Denmark
Three applications allowed	3	France, NATS and Romania
Unlimited	7	Bulgaria, ENAV, Finland, Highlands & Islands Airports Ltd, Hungary, Slovak Republic and Spain

Nationality

There is no clear preference in Europe. Eight Member States require the candidate to be a citizen of that State and six States allow citizens of other States to apply ([Table 20](#)).

Table 20: Nationality

Needs to be a citizen of the specific State	8	ENAV, France, Hungary, Latvia, NATS, Slovak Republic, Sweden and swisscontrol
Citizens of other States may apply	7	Austria, Czech Republic, Finland, Germany, Highlands & Islands Airports Ltd, Romania and Spain
Exemption	1	Bulgaria (with clearance from the Minister of Transport & Communications, ATCO posts are open to foreigners)

Experience in Aviation

Most States do not require experience in aviation to be specified in the application form and take this experience into account in the pre-selection of candidates ([Table 21](#)).

Table 21: Experience in aviation

Information requested about licences held (e.g. pilot, military) or specific aviation experience	4	Austria, Bulgaria, ENAV, Finland
Not required	13	Czech Republic, Denmark, France, Germany, Highlands & Islands Airports Ltd, Hungary, Latvia, NATS, Romania, Slovak Republic, Spain, Sweden and swisscontrol

Hobbies

Six Member States use the information on hobbies to pre-select candidates (Table 22).

Table 22: Hobbies

Information about hobbies requested but not used in pre-selection	5	Austria, Bulgaria, Highlands & Islands Airports Ltd, NATS, swisscontrol
Information about hobbies used to pre-select candidates	6	Czech Republic, Finland, Germany, Hungary, Latvia, and Romania
Not applicable	6	Denmark, ENAV, France, Jersey Airport, Slovak Republic and Sweden

Other Topics used for pre-selection

Although no States provide for an exemption on the basis of military service, Austria, the Czech Republic, Germany and Finland check military records.

Austria, Bulgaria, Denmark and Sweden take account of medical requirements at the pre-selection stage.

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ABBREVIATIONS AND ACRONYMS

For the purposes of this document the following abbreviations and acronyms shall apply:

ATC	Air Traffic Control
ATCO	Air Traffic Controller / Air Traffic Control Officer
ATM	Air Traffic Management
ATS	Air Traffic Services
ANSP	Air Navigation Service Provider
DIS	Directorate Infrastructure, ATC Systems & Support (EATMP)
EATCHIP	European Air Traffic Control Harmonisation and Integration Programme
EATMP	European Air Traffic Management Programme
ECAC	European Civil Aviation Conference
EUROCONTROL	European Organisation for the Safety of Air Navigation
HRS	Human Resources Programme (EATMP)
HRT	Human Resources Team
HUM	Human Resources Domain
MSG	Manpower Sub-Group
MSP	Manpower Sub-Programme
SDE	Senior Director EATMP

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