ADVERSE IMPACT ON AIR TRAFFIC MANAGEMENT (ATM) RESEARCH ON ERCAN AIR TRAFFIC CONTROLLER (ATCO) CANDIDATES

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ABSTRACT

Air Traffic Controller is one of the world's most risky job. Air traffic controllers working in the TRNC attends the course with a period 1 year or more in DHMI, Turkey depending on the number of controllers.

This article describes the tasks that relate to Ercan Air Traffic Control Unit controllers. The success rate of controllers who had attended the DHMI course in the past have been compared mutually in this article. Again, this article interviews with the participants as the methodology, SWOT Analysis and the factors that affect the article as a result of the failure in DHMI course is determined and a solution at the end of the article, has been revealed.

Keywords: Air Traffic Management, Ercan Air Traffic Control, Conflicts of Ercan Candidates, Ercan Airport, Swot Analysis.

JEL Codes: I25, I30

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INTRODUCTION

This article describes conflicts of Air Traffic Controllers (ATCOs) Candidates and offers solutions and suggestions.

This article is aimed to help in the contribution of other scientific articles, in aviation related articles and aviation in Turkish Repulic of Norhern Cyprus (TRNC). In addition, this article is able to be improved for future researches.

PURPOSE

The purpose of this paper is to diagnose Conflicts of Ercan air Traffic Controllers Candidates taking the course at term of 92 and Terms 113,114,115. It also aims to show the TRNC government the reasons why they were unsuccesful in employing new air traffic controllers during this period.

Design/methodology/approach

This study will be approached by the following steps:

The analysis of data of interviews and swot analysis. To research reasons of Air Traffic Controllers (ATCOs) Candidates Conflicts. In this article, there have been qualitative studies and interviews.

Practical implications

The study will highlight the Air Traffic Controllers Course Conflicts and also provides solutions and suggestions.

Originality/value

This paper will be the first article on highlighting the Ercan Air Traffic Controllers Conflicts between terms of Air Traffic Controllers.

Research of Ercan Air Traffic Controllers Term of 92 and Terms of 113,114,115.

This is a comparative analysis between Term 92 and Terms 113,114,115. The aim is to find solutions and to examine the reasons why these chosen candidates were unsuccesful under these terms.

The shortest ATM course in Civil Aviation was four and a half months in 1979 and the longest Air Ttraffic Management course was fifteen months.

In comparison with pervious years, the course which had the most unsuccesful candidates was the last Air Traffic Control Management Course, which was held at Ankara Esenboğa Airport between 2015-2017.

The following review is the analysis of the Swot of Ercan ATCOs ATM Course for the unsuccesful candidate conflicts between Term of 93 and Terms of 113,114,115.

Due to many reasons in Term of 92, 5 candidates and in Terms of 113,114,115 8 candidates were unsuccesful. The last ATM Course in Terms of 113,114,115 had the most failed candidates in history of Air Traffic Management Course.

TERMS OF 91

14 candidates were involved in this term, 8 from Turkey and 5 from the TRNC. There is only one unsuccesful candidate in total and that candidate is from the TRNC.

September 2008 - September 2009

Table1: 91th Term

Total ATCO Candidates	14			Unsuccessful ATCOs by Sectors		
Sectors	Success	Unsuccessful	The Average of Unsuccessful ATCO's	Tower	Approach	Area Control
Unsuccessful ATCOs From Turkey	9	-				
Unsuccessful ATCOs From TRNC	4	1			1	
Total	13	1	7%			

92th TERM2

In total there were 21 candidates involved in this term.

Total average of failure is 23,8% and total average of success of this term is 76,2%

JANUARY 2009 - JANUARY 2010

Table2: 92th Term2

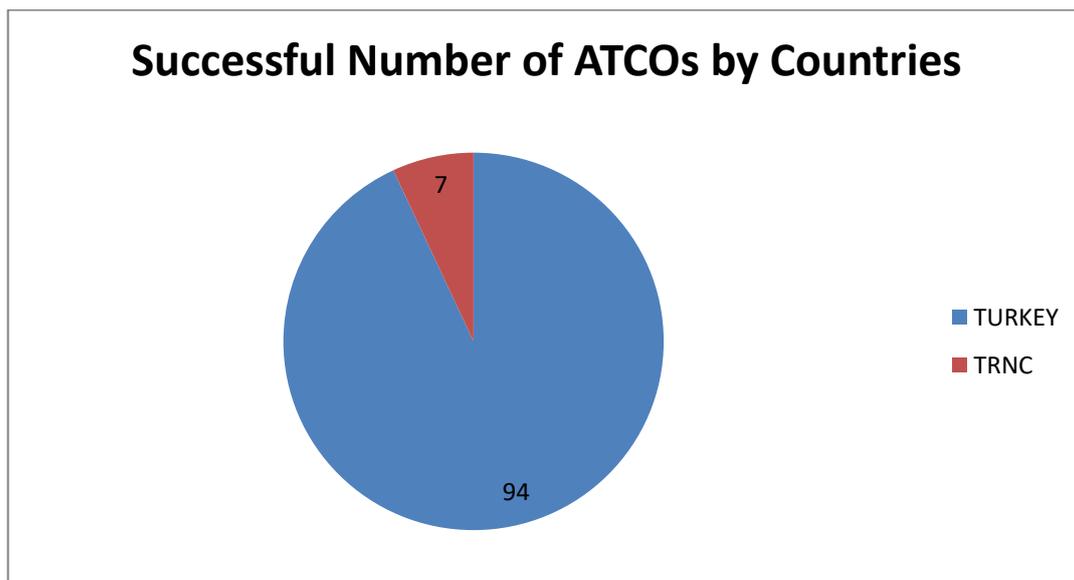| Total ATCO Candidates	21			Unsuccessful ATCOs by Sectors		
	Success	Unsuccessful	The Average of Unsuccessful	Tower	Approcah	Area Control
From TRNC	16	5	23,8%	4	1	
Total	16	-				

113, 114 AND 115th TERMS

Total candidates were 100 from Turkey and 15 from the TRNC.

In terms of the TRNC candidates the total number of average failures was 53,3% and total average of success in this term was 46.7%.

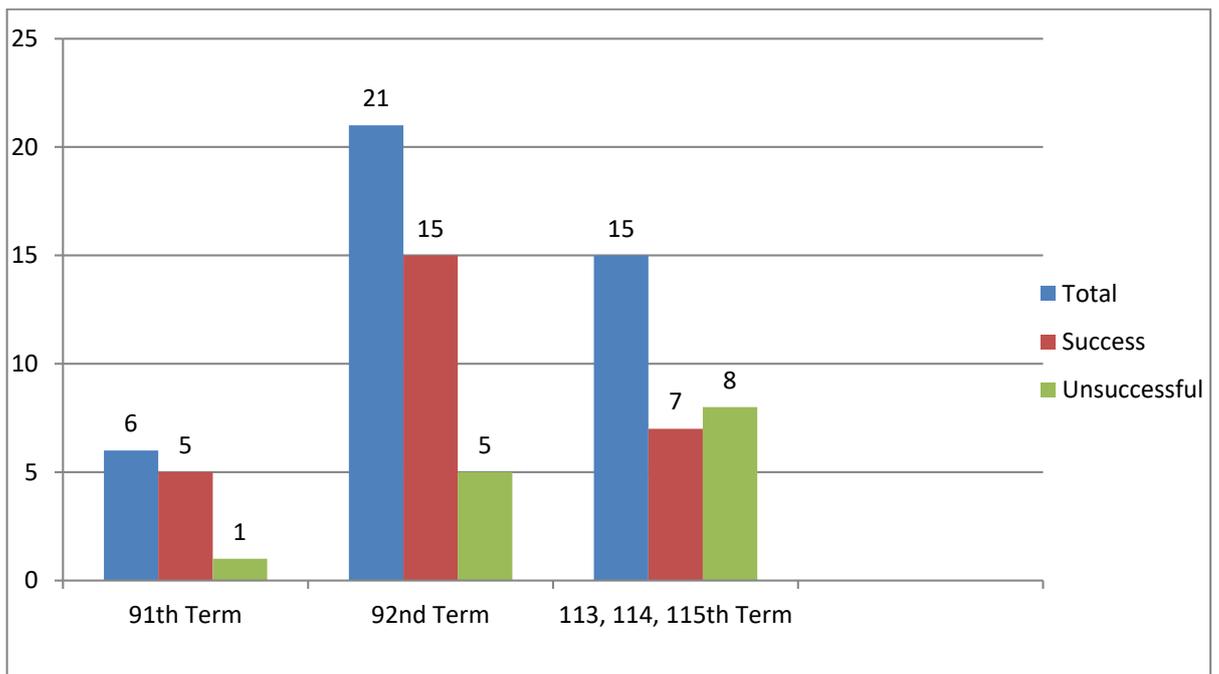### Candidates of Turkey

Table3: Terms of 113-114-115

Total ATCO Candidates	115			Unsuccessful ATCOs by Sectors		
	Success	Unsuccessful	The Average of Unsuccessful ATCOs	Tower	Approcah	Area Control
Unsuccessful ATCOs From Turkey	94	6	6%	4	1	1
Unsuccessful ATCOs From TRNC	7	8	53,3%		8	
Total	101	14	12,17%			

Table4: Successful Number of ATCO's by Countries

Table5: The Average of Unsuccessful ATCO'

The Average of Unsuccessful ATCOs

- TURKEY-Unsuccessful
- TRNC-Unsuccessful

6%

53%
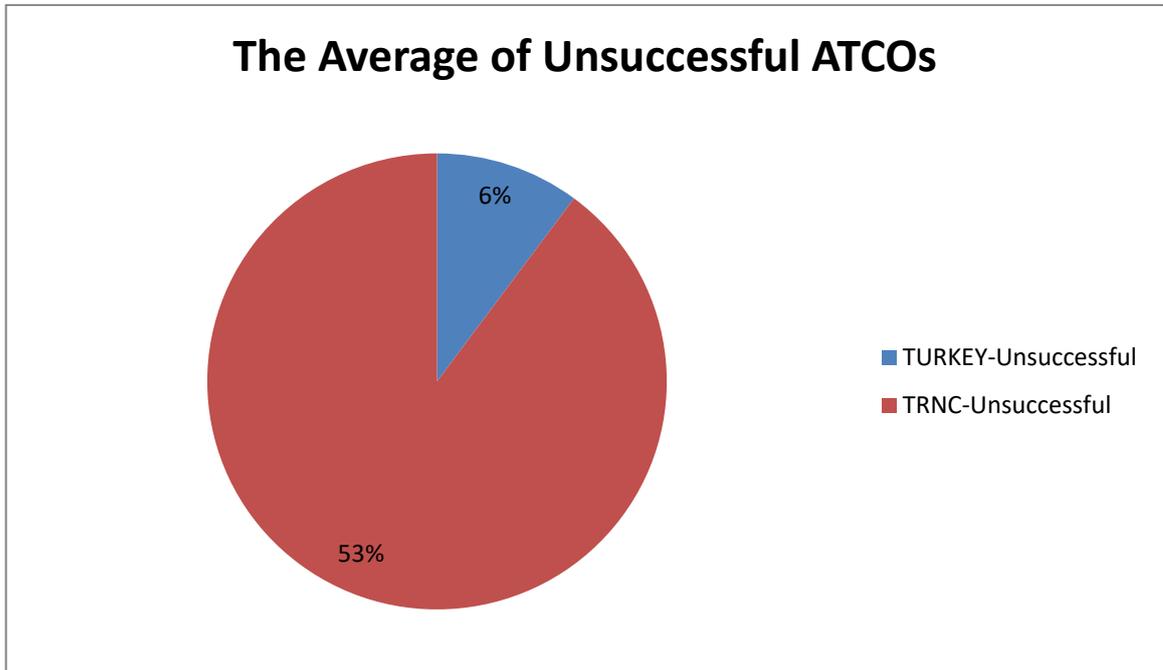
COMPARATIVE PERIODS OF 91, 92, 113, 114 AND 115th TERMS OF TRNC CANDIDATES.

Table6: Comparative Periods Of 91, 92, 113, 114 and 115th Terms.

INTERVIEWS WITH CANDIDATES OF 92nd TERM

Candidate #1

Did you have any oriontaion periods before going ATCO Course?

yes I did for 15 days.

How long was your course?

15 months

According to you, what was the reason for the failure of the course?

(Late participation to course/earlier leaving from Ercan, no interest of CAD, wrong selection methods, & wrong format exams in Turkey etc...) main problem was the selection method.

Was the salary/allowance satisfying your to needs during your course?

Absolutely no.

In order for a successful ATM Course, what actions do you think should be taken?

1. During the selection method for Atco candidates a physiological test should take place as I feel this is very important.

2. The duration of course should last for candidates should be qualified adequately, it should not end in short time period, like last atco course did. (113. period)

3. Civil Aviation Department (CAD) should be in interest with their candidates and ask if they have any problems or not.

4. The allowances should be rearranged according to today's economic conditions. Usually it doesn't cover room fee during the Atco course.

Interview Results

a-Allowances problemes (TRNC Goverment responsibility)

b-Lack of physiological test (TRNC Public Service Commsision responsibility)

c-Lack of CAD intererst (TRNC Goverment responsibility)

d-Long period course (Turkey DHMI Criteria)

INTERVIEW WITH CANDIDATES OF 113, 114, 115th TERM
(UNSUCCESSFUL CANDIDATE#1)

1-Period of the ATM course? Was it a long period

The course was scheduled to be 15 months but unfortunately we failed the manual approach course and had to return back to Cyprus in the middle of the 4th month of the course.

2-Problems of the ATM Course?

The course started with several problems which then triggered other crucial problems that made us unsuccesful. Firstly, the selection proccess is not the right way to choose candidates for Air Traffic Controlling Position. The written exam and the health check up is an important part of the process but the First European Air Traffic Controller Selection Test (FEAST) exam which checks a person's reaction in a stresfull situation, ability of 3D thinking and his/her ability to deal with the problems etc. had not been used to choose the correct candidates. Secondly, none of us had any knowledge about Air Traffic Controlling. I believe if we had trained our candidates for a few more months before we were sent to Turkey we would have been able to adapt to the courses easier. Thirdly, the age factor; Turkey like most of European countries has an age restriction and does not accept any candidates over the age of 26 years for this position. The thought behind this is that the higher the age, the lower the capability of understanging and reflexes for doing this job. Fourth, we were sent to Turkey one month later than the other Turkish participants. We had to over study in order to catch them. We usually had lessons starting at 8:00 am till 20:00 pm which was too long and tiring. Fifth reason is the lack of interest by the TRNC authorities. We were hardly paying our accomodation and other requirements during the course and we were receiving insufficient amounts of pocket money with a month delay. This factor also played a great role on our psychology. The sixth and the final reason that made me fail is the structure of the exam.

Once you fail in an exam the next exam was even more difficult than the previous exam. For example, I failed the first manual approach exam where there were 7 traffics with no divert and VFR, the second exam covered all of those conditions.

Interview Results

a-Long period Course (Turkey DHMI criteria)

b-Age factor (TRNC Public Service Commsision responsibility)

c-The lack of option to Feast Exam (TRNC Public Service Commsision responsibility)

d-Insufficient Allowance (TRNC Goverment responsibility)

e-Different exam formats (Turkey DHMI criteria)

113th TERM, Successful ATCO

Allowance/Salary

From the beginning, we were delayed in receiving our allowances. Instead of receiving them at the beginning of the month, we received them during the 10th to the 15th but However our salaries were received on time. Thus, difficulties on paying the amount of stay in facility.

Troubles/Problems

Entery Formats before entering job Exam was consisting of Public Law-English-Turkish-Computer-whole AIP (Aeronatical Information Publication) which is irrelavant as Turkish.

Oriantations /Terms of ATCO period

There was no orientation (which would be very helpful to know the environment, the system, the process, hearings of communications etc.)

It was a hasty and stressfull process from the beginning. Lack of organising the process began with late exam date. Then, long waiting time for interview date in Public Services Commission. Then the overlap of health strike and our needed health reports took a while. At the end we could manage to go Ankara but with a delay of one month. The theoric education has been commenced. We were divided into classes beginning from 113 then 114 and 115 respectively based on the exam results list by name. Right in the middle of sessions. To catch up, after the end of daily sessions time we continued the lessons we missed till 8 clock for a month. At this point we were very tired and unable to process the given material.

Then as there is only one module for Tower (TWR) training 115 was chosen beginning from tower control than area control center than approach control -which is the normal process- by the administrative. 113 and 114 beginning from manuel approach then area control than control tower. All those situations from the beginning mentioned above led most of us to stressful and hard to focus times/moods. Especially for the ones in 113 and 114 'cause manuel approach is a little bit difficult from tower, most of us agreed with that.

Being an elder trainee compared to younger trainees was a huge disadvantage. This was also an other effect being unsuccessful. We couldn't catch up with fresh minds.

Interest of CAD (Civil Aviation Department) /interst of DHMI (Devlet Hava Meydanları İşletmesi)

CAD as mentioned could not execute the process effectively. If it had been a fine-smooth process from the beginning-no obstacles, no rushing,no stress in having paid, starting lessons in time, no late

time recovery lessons etc. I think; DHMI had bias for KKTC trainees, age was one of major criteria for them, thus, they thought most of us had no capabilities to sustain the job.(not young, not reactive etc) Some of the trainers said some of us in a sense 'would you like to have another job? You should!' This meant that we were under a lot of psychological pressure.

Comments

As of the previous ATC course of TRNC, sole education of our group would be great. The trainers desire to educate would be greater. In a compact group with the same module we could enhance each other for better.

Suggestions

The feast exam executed in Turkey should also be executed in TRNC with the age limitation particularly for ATC selection. The process should be executed more effectively in advance. Orientation should take place before DHMI education at least one month.

Suggestions and advices for the future

I suggest to the authorities of TRNC to have better selection process, FEAST (First European Air Traffic Controller Selection Test) exam is a must for this position, age limitation and training prior to course could improve the success rate. These are all small problems but when they come together it plays great role on success. I believe if I had a week longer of study time and practice I could have passed the manual approach module exam with high grade, but now is too late and I hope the next candidates won't face the difficulties we had faced.

Interview Results

a-   Late allowance received (TRNC Public Service Commsision responsibility)

b-   Long course period (Turkey DHMI criteria)

c-   The lack of Feast Exam Options (TRNC Public Service Commsision responsibility)

d-   Lack of CAD interest (TRNC Goverment responsibility)

e-   Age problem (TRNC Public Service Commsision responsibility)

f-   Late participation (TRNC Public Service Commsision responsibility) (TRNC Goverment responsibility)

g- Psychological pressure (Turkey DHMI criteria)

113th TERM ATCO

What is Air Traffic Control:

Air traffic control (ATC) is a service provided by ground-based controllers who direct aircraft on the ground and through controlled airspace, and can provide advisory services to aircraft in non-controlled airspace.

Importance of Air Traffic Control:

ATC, which is short for air traffic control, is a ground-based service provided in the traditionally tall air control towers. Individuals, known as controllers, who work in these towers are vital for safely directing and navigating airplanes through the local airspace, to land and during take-off. Air traffic controllers, or air traffic control officers, have an extensive amount of education and experience that enable them to command the skies with confidence. An air traffic controller applies separation rules to the aircraft that they direct. Separation rules are used to regulate the distance between airplanes and aircraft by requiring a minimum distance between them. This is to increase safety and reduce unnecessary risk for pilots and passengers.

In the ATC profession, controllers must have the capacity to make split-second decisions that will affect hundreds of lives. Air traffic controllers have one of the most mentally demanding jobs in the world in order to prevent aerial crashes. This is accomplished by unparalleled levels of communication, quick mathematical calculations, spacial awareness and the ability to keep the flow of air traffic moving smoothly.

First of all I would like to begin by underlining the importance of Air Traffic Controllers. I would also like to point out that we were not given this valuable when we applied or were chosen for the job.

We were taken in to an exam with the topics of Public Service Act, Civil Aviation Act, the Constitution and the Aeronautical Information Publication (AIP). These topics actually had no meaning to the job that we were going to do. Most of the applicants including me had no idea of what the AIP was in the first place. The succesful candidates were asked to resign from their ongoing jobs in just 2 days without giving notice and join a course that had already started about 1 and a half months ago. We had no time to get ourselves prepared for the course and had no orientation time. Therefore we were oblivious as to what was going to happen, whether or not if we were right for the job, what was expected from us and what was going to happen when we came back. Although, later on we found out that the Turkish autorities told the civil aviation department to open a new course just for us within couple of months which would give us more orientation and preparation time but for an unknown reason our autoritites rejected that offer and decided to send us to a course that had already been started. Looking at the selection criteria differences before starting about the problems faced within the course will give

more clearer answers to the remaing part of my thughts;in Cyprus; We had been put into a writen exam with the topics of Public Service Act, Civil Aviation Act, the Constitution and the AIP. and a formality of oral examination. No age ristriction, required a certificate in English, looking for at least high school garduate.

In Turkey, first of you had to be past all KPSS exams, second, an oral examination and thirdly and the most important part was the Feast Exam, no older than 26 years old, university graduate, required a certificate in English language.

The First European Air Traffic Controller Selection Test (FEAST) assesses the knowledge, skills and abilities of applicants for Air Traffic Control (ATC) training that are relevant and necessary for the ATCO job. FEAST Service is currently used by 45 organizations. Some 55.000 candidates have completed the FEAST selection tests since the start of the FEAST Service.

Benefits

The FEAST test package:

Consists of 3 modules:

1: A set of cognitive tests and an English language test

2: ATC work sample tests

3: The FEAST Personality Questionnaire (FPQ)

This is a professional state-of-the-art web-based testing tool which improves the quality of selection decision making by ATC recruiters contributes to the cost efficiency of the overall recruitment and selection process and helps to increase the success rate of ATC trainees.

Looking at the salaries between Turkey and Cyprus. In turkey the candidates taking the same course was earning more than 5000 TL monthly and after succesfully completing the course started earing more than 7000 TL while we were earning around 2500 TL and now earing just under 3000 TL.

With all these demotivating facts all 15 of us have joined the course and started our lessons.

The course was diveded into 6 different modules;

1- Theory - 3 months

2-Manual Approach - 2 months

3-Radar Approach - 2 months

4-Tower Control - 4 months

5-Area Control - 2 months

6-Manual Area Control - 2 months

We have joind the course in the middle of theory module. The candidates from Turkey started the course 1.5 months before us. within the first one month of joing the course we were ask to catch up the other candidates. there for while everyone finish the day at 4:30 pm we were taking extra lessons till 8:30 pm which gave us less time to study and to rest. All 15 of us managed to catch up and finish the theory module although it had taken a lot of effort from all of us. we believe that this 1.5 months has taken a lot out of us but has also been very helpfull in understanding of the importance of this job. We just wished that the autorities could have been behind us a bit more during this time as only one time they have visited us during this time.

After the theory module they have seperated us into 2 groups as 5 of us started the tower module and 10 of us started the manual approach module. Speaking for my self I started in the manual approach module along with 9 other of mine friends. After starting our second module the problems mentally started. The allowences wasnt being paied on time and we were all short of money. we had to pay 600 TL everymonth to our rooms and we had to pay this money from our own wages because the autorities were keep on making excuses about our allowances and they werent beeing paid on time. Along with these problems some of us were struggling on understanding this new module.

At the end of manual approach module unfortunaty 7 out of 10 were unsuccesful and returned back to Cyprus.

When looking into these unsuccesful candidates I believe that some of the reasons behind are;

* Allowances,

* Wrong selection of the candidates,

* Not starting from the tower module(usually when looking at the prespectif tower should have been the first module but because of the number of candidates in total they had to seperate us into two modules)

* Lack of Feast exam during the selection process

* not having age restriction on selection(All 7 unsuccesfull candidates were over the age of 33 and the 3 succesfull candidates were under the age of 30)

* The meeting was held by the course coordinator before the begining of the module was also confusing as we were told that usually around %15 of the candidates are unsuccesfull in this module looking at the end numbers only 7 candidates were unsuccesfull from the whole module and this was around 15%.(coinsedence maybe)

We had 1 more unsuccesfull candidate later on in the course after passing the 4 months tower module was unsuccesfull at the manual approach module. looking at the reasons I had writen above most of them apply to this candidate asweel;

* Age over 33

* 15% goal reach

The rest of the modules were passed as the time went and although we have had so many problems while we were there inclouding the military coup and also the problems about our allowances and never having any direct contact with autorities in Cyprus before during and after the coup was very frustration. I can honestly say that the 7 people that have managed to finish the course with their own abilities and passion.

When looking at the Turkish candidates 100 started 94 finished the course, Cyprus candidates 15 started 7 finished succesfully.

There may be many reasons for the failure but as far I think the main reasons are;

* Age restriction

* Feast exam

* Not looking for a university degree

* Not evaluating the candidates before sending to course

* No time for oriantation

* Allowances not being paid regulary

* Lack of attention from the ottorities

As far as I think we were sent to this very important course not for our self but also for the North Cyprus Civil Aviation Autority but unfortunatly we were left by ourself after being sent and the 7 candidate that has finished the course succesfully has managed this by their own efforts, ambition and request without the help of any autorities.

Interview Results

a-Age restricitions (TRNC Public Service Commsision responsibility)

b- Allowances not being paid regulary (TRNC Goverment responsibility)

c-Not orientation of the job (TRNC CAD responsibility)

d-Late participation for the course (TRNC Public Service Commsision responsibility)

e- Lack of attention from the ottorities (DHMI & CAD) (TRNC CAD responsibility)

f-Different format module (Turkey DHMI criteria)

g-Late allowance received (TRNC Goverment responsibility)

h-The lack of Feast Exam Options (TRNC Public Service Commsision responsibility)

115th TERM ATCO

Aviation is an important sector in today's modern world in order to keep the needs of people satisfied. These needs can be listed as being free to travel to long holiday destinations, moving big cargos to the other side of the world fast, etc. As the demand for travelling faster, the air traffic is getting crowded and busy. So, someone may put this dense air traffic such position that it will flow safely, orderly and fastly. It is the Air Traffic Controller Operator's (ATCO) duty to make this complicated traffic in order. As a traniee ATCO in Ercan Internatiol Airport in TRNC (Turkish Republic of Nort Cyprus), I am gonig to deal with misinformation, mistakes and criterias in the process of employment and the basic ATC course we attended in Ankara.

I would also like to mention something about the employment processand how it should become an officer in public service. Government announces vacancies in their website for ATCOs. They give information about the number of people needed, criterias of education, etc. The approprite candidates appeal for the exam. Exam is in multiple choice format. In the exam, candidates are required to know about the laws of Civil Aviation Department, laws that public officers are subjected to, TRNC AIP

(Aeronautical Information Publication), ICAO Annex 2 (Rules of the air: International Standard's Chapter Definitions), Turkish, basic computer knowledge and English. Candidated who multiple choice exam, get oral interview with a comitee. If the oral exam goes fine, the candidates are sent to public hospital to get certificate of health. After getting the certificate of health, the person is employee of related department in public service.

As we got the test examination, the first 10 candidates are announced as succesful and had the right to go for oral exam. At this point, I would like to take a break for the employment procedures and add my own interpretation about the exam. ATCO job is a special profession needs different skills in one person. These skills are ability to memorize and apply the rules of aviation, thinking about and solving the problems swiftly, making correct desicions under stressed situations, listening and speaking properly in order to make a comprehensible conversation, demonstrating the flow of traffic in your mind in 3 dimension. When we take a look the way evaluation of ATC candiates in TRNC, we can see that the method is missing so many things. Because multiple choice tests only measures how much knowledge you can memorize nothing else. However, normally in other countries ATCOs are choosen by FEAST test in EUROCONTROL zone. FEAST stands for The First European Air Traffic Controller Selection Test. FEAST evaluates all the abilities of candidates and then decides for the eligible ATCOs between them. In our case, the only ability that measured was memorization. For example, some of our friends were very succesful in the first two months of the course, because we got only therotical knowledge which could be easily memorized. After first two months, unfortunately our seven friends failed in application module (Manual Approach). In application modules, you should have the other capabilities rather than memorization.

I would like to go back to the employment procedures in TRNC again to mention about the desicion for increasing number of candiates. In the first announcement, it is mentioned that only 10 ATCO will be accepted. After the exam, the number was incresed to 13. After we went to Ankara, 2 more friends joined us in the following week. As total we were 15 ATCO candiates in Ankara getting education to be ATCO. Unfortunately, only 7 of 15 person were succesful.

We, as 15 person, joined our other 100 ATCO candiates as they worked for DHMİ (Devlet Hava Meydanları İşletmesi). We were totally 115 ATC candidates in Esenboğa ATC simulation center taking the basic ATC course. When we came to Ankara, it had been more than one month course started. Actually, we, as Cypriots we one month late of schedule. We worked hard to catch up our DHMİ classmates. We attended the lectures beginning of the day till late evenings for two months. We caught the normal flow of the curriculum at the end of therotical education. In these two months, we were

exahusted, we had no energy to be left for application modules. The first thing that shook me was the salary of our friends in DHMI. As traniee ATCOs, they were getting paid 5000 Turkish Lira mothly while we were getting only 2200 TL. DHMI personnel would get up to 7000 TL after finishing the course. All of our friends from DHMI tried to do their best for course in order to be sucessful because if they failed they would be transferred to other aviation-related units like AIM (Aeronautical Information Management). When they became AIM officer, they got lower wages such as 3500TL. As I mentioned before they tried their best not to lose money. Situation was different for Cypriot ATC traniees. We are paid the same amount of money even if we failed the ATC course. Cypriot ATC traniees are also transferred to other aviation-related sevices in Ercan airport and get the same amount of salary as they paid like ATC traniee. For Cypriot ATCOs, there is no financial motivation to encourge them to be sucessful. According to TRNC laws every officer are equal and getting paid without considering the amount of risk they take, education level related to jobs and the stressful conditions they work

Interview Results

a-   Lack of FEAST Exam Options (TRNC Public Service Commsision responsibility)

b-   No orientation for biginers (TRNC Public Service Commsision responsibility)- (TRNC CAD responsibility)

c-   Lack of Salary and allowance (TRNC Goverment responsibility)

d-   Lack of TRNC Civil Aviation Low (TRNC Goverment responsibility)

e-   Lack of financial motivation (TRNC Goverment responsibility)

FINAL SUMMARY OF INTERVIEW RESULTS

a- Long period Course (Turkey DHMI criteria)

b- Age factor (TRNC Public Service Commsision responsibility)

c- The lack of option to Feast Exam(TRNC Public Service Commsision responsibility)

d- Late / Insufficient Allowance (TRNC Goverment responsibility)

e- Different exam formats (Turkey DHMI criteria)

f- Late participation (TRNC Public Service Commsision responsibility) (TRNC Goverment responsibility)

g- Psychological pressure (Turkey DHMI criteria)

h- Not orientation of the job (TRNC CAD responsibility)

i- Lack of attention from the ottorities (DHMI & CAD) (TRNC CAD responsibility)

j- Lack of TRNC Civil Aviation Law (TRNC Goverment responsibility)

k- Lack of financial motivation (TRNC Goverment responsibility)

SWOT ANALYSIS OF AIR TRAFFIC MANAGEMENT (ATM) RESEARCH CONFLICTS BASED ON ERCAN ATCOS CANDIDATES

STRENGTHS

1- Prestigious business

2- Showy profession job

3- Permanent officer

WEAKNESSES

1-Less allowance

2-Late adaptation problem

3-Different inverse training program

4-Long distance education

OPPORTUNITIES,

1- Job guarantee

2- Regular job chance

3- Even if you are not succesful different career opportunities

THREATS

1- Military coup

2- Wrong input method into occupation

3- Late participation

4- Long time course

5- Age limit

ATCOs SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Prestigious business	Less allowance	Job guarantee	Military coup
Showy profession job	Late adaptation problem	Regular job chance	Wrong input method into occupation
Permanent officer	Different inverse training program	Even if you do not be succesfull to get a different	Late participation
-	Long distance education	-	Long time course
-	-	-	Age limit

Table7: ATCOs Swot Analysis

(Sandybayev and Derkan, 2015)

ADVICES AND SUGGESTIONS:

- Wrong input method into occupation.

- Candidates should be sent on time for the course.

- Candidates should stay at least 6 months before sending to the course for orientation.

- Candidates must be trained before living from Cyprus.

- Adequate course allowance and salary must be provided to candidates.

- Due to for the crowded groups should be given their own airport training.

- Candidates sould not be above the age of 27.

- Adequate plane tickets should be provided to candidates.

Finally the relevant department of Civil Avition must always take responsibilities for these activities. Decisions must be made in the right place and the right time.

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