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28 May 2014

Attracting airport professionals

By Kevin Caron, Head Global Training & Human Resources



A well-defined Human Resources plan needs to be coordinated by HR professionals who are viewed as strategic partners/advisors to the executive leadership. Additionally, this plan has to be linked to, and created in line with, the airport's long-term vision and mission as articulated in its strategic plan. In this article I will cover the concept of employer branding and why it is needed.

Talent attraction

Historically, airports have not widely been known as providing careers; indeed, many on the outside are unclear as to the important role the airport organization plays within the local community and worldwide. I have witnessed this on many occasions. I have asked airport professionals to raise their hands if, while in school, they had thought about a career at an airport. To date, only five people have raised their hands. Why is this? We all know that airports provide both rewarding and challenging careers, but until recently we have not excelled at making ourselves known as choice employers. This is achieved by "recruitment marketing" also known as "employer branding."

Employer branding

Employer branding has emerged as a way for HR professionals to promote the airport organization to prospective candidates. By using various strategies such as branding, targeting, lead generation and more, HR can build up the visibility and reputation of the airport organization's name and product, and spread the word through any number of promotional channels like job fairs, local school and university campuses and trade shows.

The issue here is that most HR professionals possess little experience as marketers. To begin, HR professionals can team up with the airport's marketing department, which will have extensive strategic marketing experience. The HR and marketing teams can work together on determining the target audience it wishes to attract before the organization starts looking for talent. In this way, marketing-minded staff can offer insight into how a message should be diffused to different audiences, such as a future safety officer or an air service development manager.

A recent article by the Association for Talent Development indicates that some major non-aviation companies are combining their HR and marketing departments as they commit to creating an industry-leading employer brand. For airports specifically, the aim should be to provide a stellar place to work and let people know about the airport organization's positive work culture.

Association for Talent Development notes that a recent study from employer ranking site Glassdoor reveals that reputation is king in recruiting:

- 75% of hiring managers say that reputation affects recruiting.
- 83% percent of job seekers are wary of working for a company with a negative reputation.
- 55% of job candidates say they would reconsider their job application if the company had negative press.

The notion that a candidate who did not get the position at your airport is nothing to worry about no longer works. HR professionals, along with their colleagues in other departments, should have a goal to create fans, or airport brand ambassadors, out of everyone with whom the organization comes in contact.

One element in a wide range of strategic HR tools

Going beyond visibility and reach, employer branding also focuses on the candidate experience and how it can reflect back on the airport organization.

As HR professionals implement these marketing tactics in their everyday processes, they will find that the benefits of strategic recruitment marketing prove valuable. When the airport's marketing and HR departments work together, they can craft a cohesive message and brand that, once established, can be publicized at large to attract candidates, fans and customers.

With today's tools, HR professionals can track their success with various tools and techniques, allowing each airport organization to tailor their efforts to most effectively reach their relevant audience. A comprehensive employer branding strategy requires considerable coordination between the HR and marketing departments of an airport, but the results are well worth it; in the end, it is our people that make us successful.

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First ever “Airport Human Resource Management” training in Johannesburg

By Richard Plenty, ACI Instructor



ACI Africa has recently begun to take a strong interest in expanding leadership and performance management

as the continent's economies and airports continue to show fast growth and development. So it was fortuitous that the first ACI Airport Human Resources training program ever held in Africa was run from May 5-9th this year at O.R. Tambo Airport in Johannesburg, one of Africa's busiest airports.

Attendees from South Africa, Egypt, and Kenya took part in this popular interactive ACI programme, which provides an excellent overview of talent management, employee engagement and the requirement for senior and line managers as well as HR specialists to collaborate together to achieve success. This course also forms part of the AMPAP elective structure.

Both myself and Terri Morrissey enjoyed our experience immensely and were grateful for the opportunity to deliver this training. This was a special course for us as it was the first we have delivered in Africa. There were some excellent conversations during the programme about leadership and HR issues affecting the region and we had the feeling the topics covered were of real relevance to participants. We were also able to take the opportunity to visit Nelson Mandela's house in Soweto and were inspired by the leadership example he set.

We would like to invite you to register for the next HR programme being held in Riga, Latvia from June 16-20th, 2014.

For more information on this course, please visit our website or contact us at training@aci.aero.

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Global Safety Network (GSN) Graduates

ACI congratulates Global Safety Network (GSN) graduates for April and May 2014!



1. **Nilofar Ali**, Safety Management Systems Officer, Dubai Airports (GSN 1: 1 May 2014, AUH)



1. **Smael Banse**, Director, Operations, Airport International Group (GSN 6: 17 Apr 2014, AMM)
2. **Nadine Smeets**, Compliance Officer, Dubai Airports (GSN 5: 8 May 2014, AUH)

About the Global Safety Network (GSN) Diploma Programme

The ACI Global Safety Network Diploma Programme was launched in 2006. The programme consists of specialized courses on airport safety, and is specifically designed to meet the needs of airside operations and safety managers including developing, implementing and operating effective Safety Management Systems (SMS) at their airport.

For more information on the GSN Diploma Programme, please click [here](#).

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Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results

By Joanne Paternoster, ACI Instructor



Providing an excellent level of service across the entire airport community each and every day does not happen by chance! It requires vision, a strategic approach to customer experience management, a customer-centric airport culture and the collaboration of the entire airport community. Regardless of the position that you hold at your airport, there is a proven approach that you can utilize to enhance customer experiences and significantly improve customer satisfaction. Whether you are the Managing Director of the airport, the manager of a business or operational unit servicing internal and/or external customers, you can make a significant difference by taking a strategic approach to customer experience management within your area of responsibility. All that is required is commitment, leadership skills and a proven pragmatic approach to service excellence that puts the customer at the center of the experience and that fosters collaboration and buy-in among all within the service delivery chain whether your airport is large, medium, or small; hub or point to point; domestic or international; or any combination of the above.

The customer-centric pragmatic approach that is used by many airports, includes important foundational elements such as understanding who are the customers and what are their needs, wants and expectations; identifying a strategic service brand; determining the service standards that service providers must follow to assure the brand promise; implementing a comprehensive performance management system to monitor the results that matter are being achieved; and sustaining a cohesive communications and marketing plan to polish the airport's image in the eyes of the customer, the airport community and its stakeholders, as well as the public. An airport's customer service plan needs to be tightly integrated with the functioning of the entire airport and should be closely managed as are the airport's security plan, its operational plan, its master and business plans, its capital plan and of course, its financial plan.

The airport operator is best positioned to champion such a comprehensive and universal customer-centric culture improvement initiative not only for the airport operator's company but for the airport as a whole. Often the greatest customer service culture change challenges are revamping the customer service culture of the airport operator's organization as well as that of Customs, Immigrations, and police/security. However, the customer sees and experiences the airport as a whole. That is why a strategic, pragmatic, and collaborative approach to customer experience management is key to moving the entire airport community as a unified whole with a shared vision and a customer-centric agenda that has achieved buy-in.

In the "Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results" course, (a popular AMPAP elective), airport professionals learn about a three-step strategic approach to customer experience management that has been successfully used by many airports around the world and by many experienced airport professionals. Their aim is to keep their fingers on the pulse of their clients to enhance customer experiences, improve customer satisfaction and perceived value, while increasing airport revenues. During the course, students use the pragmatic approach taught during the week to address real customer service issues that some of the airports in attendance are wrestling with and by the end of it, participants are making presentations that can be brought back to their airport for further refinement, buy-in and possible implementation.

Upcoming Developing a Customer Service Culture course:

Dates: 07-11 July 2014

Location: Dublin, Ireland

Registration fee Members and WBPs: US\$1,600

Registration Non Members: US\$2,400

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10th ACI-DNA Assistance Seminar – “Air Service Development” Atlanta, GA, USA | 16-18 July 2014

With the accelerating growth of aviation worldwide, the need to increase airport excellence in the fields of management, economics, safety, security and operations in developing countries is also growing.

In order for ACI to play an even stronger role in the provision of training, capacity building and resources to its deserving members in developing and least developed countries (and to increase the supportive capacity already provided by the semi-annual ACI Fund seminars), the World Governing Board approved the creation of an additional programme known as the ACI Developing Nations Airport Assistance Programme (ACI DNA) in 2013.

The 10th session of the ACI-DNA Programme—organized with the United Nations Institute for Training and Research (UNITAR) and CIFAL Atlanta is scheduled to take place in Atlanta, Georgia, USA from 16-18 July 2014 and is open to ACI Member Airports in Developing Nations worldwide. The seminar is to develop airport leadership in the areas of economics and development. Topics covered will include:

- Airport/Airline Business Relations
- Route Development
- Case Studies: different size airports
- Overall Airport Marketing Strategy

Last year's ACI-DNA session in Atlanta exceeded capacity and welcomed participants from 19 different countries. Do not miss your chance to participate in this unique platform which aims to promote the exchange of best practices and cooperation. For additional information, please email: DNA@aci.aero.



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Online Learning Centre
www.olc.aero



New online course on Wildlife Hazard Management!

Now available



The Online Learning Centre (OLC) is delighted to **announce the release of a completely new Wildlife Hazard Management course.**

The International Civil Aviation Organization (ICAO) and Airports Council International (ACI) have long recognized that it takes a specific skill set to successfully implement a Wildlife Hazard Management plan.

The new ACI online Wildlife Hazard Management course has been developed using guidance material from various civil aviation authorities, industry best practices, ICAO guidance and other publications from international wildlife management organizations.

This new course provides information and guidance on key wildlife management best practices including:

- Major elements of a Wildlife Hazard Management plan such as risk assessment and habitat management
- Key operational practices
- How to review and evaluate the effectiveness of the plan

The course is designed for initial and recurrent training of senior managers, wildlife control coordinators, wildlife control operators and members of the airport's wildlife management committee.

Register online now at [Wildlife Hazard Management](#) or contact enrolments@olc.aero for more information.

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Improving Training Outcomes through Blended Learning

Organizations around the world are maximizing the effectiveness and efficiency of training and professional development by blending eLearning with traditional classroom face-to-face techniques.

eLearning allows students to acquire knowledge at their own pace, is highly scalable, cost effective and ensures that students are better prepared to participate in important face-to-face interactions more effectively leading to improved learning outcomes.

The Online Learning Centre's catalogue of web-based professional development and training courses is helping airports around the world implement blended learning solutions that leverage eLearning and maximize the value from face-to-face training techniques.

For more information regarding eLearning solutions for airports contact, eddie.ragauskas@olc.aero

To read more about blended learning research checkout

<http://www.mmsend70.com/link.cfm?r=1043589288&sid=41089962&m=4574665&u=AIRPORTCI&j=18999354&s=http://bit.ly/1g1UmTZ>

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Course Calendar June-July 2014

Dates	Course	Location	Language	Price (USD) Mem/Non-Mem
08-12 June 2014	Airport Collaborative Decision Making (CDM)	Abu Dhabi, UAE	English	\$1,450.00/\$2,100.00
09-13 June 2014	GSN 5 - Advanced SMS	Johannesburg, South Africa	English	\$1,450.00/\$2,100.00
15-17 June 2014	Understanding Annex 14	Abu Dhabi, UAE	English	\$950.00/\$1,400.00
16-20 June 2014	Airport Human Resources Management*	Riga, Latvia	English	\$1,600.00/\$2,400.00
23-27 June 2014	GSN 3 - Emergency Planning and Crisis Management	Incheon, South Korea	English	\$1,450.00/\$2,100.00
07-11 July 2014	Developing a Customer Service Culture at Airports*	Dublin, Ireland	English	\$1,600.00/\$2,400.00
14-16 July 2014	Managing Service Quality at Airports	Munich, Germany	English	\$950.00/\$1,400.00
14-18 July 2014	Airport Master Planning	Incheon, South Korea	English	\$1,450.00/\$2,100.00
15-17 July 2014	Baggage Screening	Panama City, Panama	Spanish	\$950.00/\$1,400.00
23-25 July 2014	Human Factors for Airport Managers	Hyderabad, India	English	\$950.00/\$1,400.00
28-01 July-Aug 2014	GSN 2 - Airside Safety and Operations	Johannesburg, South Africa	English	\$1,450.00/\$2,100.00

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme (AMPAP)

To view the full calendar, click [here](#) or send us an email at training@aci.aero

Click [here](#) to register for a course

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