

the Year of the Horse. In Chinese mythology the Horse is a symbol of traveling, competition and victory. How timely it is that these three words tie into what we do every day at our airports. Upon further reflection I see it this way - we connect people around the world to communities and bring goods to markets, we compete to enable the growth of the communities we serve and are victorious every time we nurture and develop talent through training, contributing to the overall success of the airport industry.

To highlight our mission of addressing the educational needs of ACI members and World Business Partners we felt it fitting to develop a new tagline for ACI Global Training, which is "Better Education, Better Professionals, Better Airports". This new tagline also fits in with ACI members' on-going quest in providing excellence in airport leadership, management and operations. We will roll out this tagline in the next few weeks.

I would also like to provide you with an update of what ACI Global Training has in store for 2014.

New Courses, workshops and training centres

New offerings in response to member and industry needs:

- Airport Operations Diploma Programme (AODP) will be available in Spanish
- Airport Social Media training will be included in our course calendar
- Munich Airport will become an ACI training venue

Team updates

I am happy to announce that Melisa Monje is back after her maternity leave and that Issa Castro will continue to manage the safety courses with our ACI Global Training team.

Lastly, if you have any ideas, suggestions or feedback on our newsletter or our courses, please feel free to contact me at: training@aci.aero

Best regards!



Kevin M. Carr

Assistant Director, Global Training
Team Leader, AMPAP Steering Committee

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ACI-DNA's First Seminar of 2014 to be hosted in Dakar, Senegal (11-13 April 2014)

By Mona Lisa Nazareno, Assistant Registrar – Global Training, ACI World



The ACI Developing Nations' Assistance Programme (ACI-DNA) will be hosting two workshops simultaneously, one in English and one in French from 11 to 13 April 2014 in Dakar, Senegal. Entitled "Quality Control in the Field of Airport Security," this complimentary seminar is intended for airport leadership in the areas of airport security and operations. A maximum of 25 students can be accommodated per session and will be considered on

a first come, first served basis.

This training seminar immediately follows the ACI Africa Regional Security Conference and Exhibition to be held from 8 to 10 April 2014, in collaboration with the International Civil Aviation Organization (ICAO) and the Agence des Aéroports du Sénégal (ADS). The theme for the event is, "Smart Security: Meeting the Threat" and will cover topics such as Human Factors in Security Management, Enhancing Air Transport Security as well as How Technology Can Improve Security.

We look forward to your participation in this event that aims to further the continual growth and improvement of the aviation sector in the African Region and to promote the exchange of best practices and cooperation.

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The First AMPAP Elective for 2014: Developing a Customer Service Culture course delivered to the Airports Authority of India in Delhi

By John Webster, Senior Manager, Global Training



Group picture taken during the course in Delhi

ACI Global Training kicked off the new year with its first training delivered in Delhi, India for the Airports Authority of India (AAI). The course “Developing a Customer Service Culture” was attended by a diverse group of 30 airport professionals holding key management roles within their organization.

The course was hosted by the Indian Aviation Academy (IAA) with the Director of the Training Academy, Dinesh Kumar, providing the opening remarks. Mr. Kumar shared with the participants the high importance of customer service to AAI as they manage over 125 airports throughout India. He also highlighted the commitment being made by AAI in having a significant number of their management staff successfully complete the Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP).

The instructor for the course was Mrs. Joanne Paternoster and she wanted to express her gratitude personally:

"I love, love, love the opportunity to teach and share what I have learned throughout my career, in fact throughout my life, with the wonderful people to whom I have been introduced by ACI Global Training. The participants in each course and the staff at every training center have given me so much on so many levels. Each course has participants from different countries, different cultures, different types of airports, from line and staff functions, from supervisory through executive levels of management, and with, of course, different accents. Yet each one of them is so similar in the participants' willingness to share with each other what they know and what their airports do.

My recent experience teaching the AMPAP elective, "Developing a Customer Service Culture at Airports" course was very

"light the candle". It was at this point that Mr. Kumar, Neerja Rathee, Sr. Manager (Ops) IAA, and I walked over to a large bronze candle stick that was as tall as I and we each lit one of five lights that surrounded the bronze piece. Two students were invited to light the additional two lights. It was explained to me that Indian tradition values education and visualizes knowledge as light and the teacher as the person who brings light to the participants. It was a very touching practice that I had never experienced before.

There were so many wonderful memories of this visit to Delhi that I took with me that centered around the incredible people that I met who exposed me to their wonderful culture, customs, hospitality, music and of course, great food. Their enthusiastic participation to the course was so heartfelt. Throughout the week, as is the norm at every training center and with every group I have had the pleasure to teach, the class participated fully, energetically, and with passion. The camaraderie was genuine and I immensely enjoyed getting to know each of them a little bit more. Their questions were right on, their responses were astute, their love of debate remarkable, and their class presentations focused on improving customer experiences at the different airports managed by AAI were excellent yet practical.

I teach my class that people will tell others when they have had either a WOW experience or a severely disappointing one. Well, since I returned back to the USA, I have not stopped talking about the WOW teaching experience that I had in Delhi, India and I could not help but share it with you!! Quite frankly, talking about the wonderful people I have met around the world in each and every one of the ACI courses I have taught is a favorite topic of mine. I have dear friends now everywhere and there is no better Christmas present then to wake up Christmas morning and receive Holiday greetings from around the globe."

We would like to thank Joanne for her commitment in providing an interactive, fun, practical and value-driven educational experience to our members. As per Joanne's final sentiments, we extend a heartfelt thank you and good-bye to her hospitable class participants and gracious hosts from AAI. Until the next time their paths cross, "Namaste". We would like to thank Joanne for her commitment in providing an interactive, fun, practical and value-driven educational experience to our members. As per Joanne's final sentiments, we extend a heartfelt thank you and good-bye to her hospitable class participants and gracious hosts from AAI. Until the next time their paths cross, "Namaste".

Student Testimonials:

"I am really thankful to AAI and ACI for giving me a chance to meet three great guides: Joanne Paternoster, Claude Martel and Tonci Peovic. You all, in individual capacities, have given me reasons to explore, add to my personality and improve as a human"
Sudhir Singh

"It was pleasure and honor to have such a learned and so experienced instructor like you for the course. We all have enriched by the experiences and the interactive session we had for full one week"
Chandra Shekhar Tewari

"It was a great learning experience, understanding that we as airports could also stretch consumer service beyond the airport boundary; understanding that our employees come first i.e., even before the customer and to be a successful Airport brand we need to take the Airport community along with us...it cannot be done independently. Thank you once again for sharing the wonderful experiences; examples and all the valuable insights"

C.V.Deepak

"Thanks Ms. Joanne for sharing your vast experience and knowledge. We will remember the experience for a long time"

Chandra Pratap Dwivedi

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Featured ACI Training Center

Airports Company South Africa (ACSA)



About the Training Venue

Airport Code: JNB

Training Center address:

OR Tambo International Airport, Johannesburg, South Africa
Gate 14, New Operations Complex,
Bonaero Drive, Bonaero Park 1619

Managing Director: Bongani Maseko

Onsite Contact for training purposes:

Ben Naidoo – Manager Technical Training
Eddie van Rooyen – Training Co-ordinator

About JNB

Airports Company South Africa's (ACSA) flagship airport, O.R. Tambo International Airport, is South Africa's principal and largest airport, servicing airlines from all five continents and with more than 50 percent of the country's air passengers passing through it. Situated in Gauteng, the airport is ideally situated in the heart of South Africa's commercial and industrial hub with excellent road infrastructure linking it to Johannesburg, Pretoria and the national road network. The Gautrain rapid rail system now links the airport with the cities of Johannesburg, Sandton and Pretoria. This truly world-class facility now handles more than 18 million passengers a year, with a capacity of 28 million, and boasts a total of 16,300 parking bays.

Interesting Fact about Airports Company South Africa

Airports Company South Africa is the largest airports authority in Africa. Their airports collectively handle more than 200,000 aircraft landings and 34 million arriving and departing passengers annually.

JNB's history

Airports Company South Africa Limited was formed in 1993 as a public company under the Companies Act of 1973, as amended, and the Airports Company Act of 1993, as amended. Although majority owned by the South African Government, through the Department of Transport, the company is legally and financially autonomous and operates under commercial law.

Airports Company South Africa was formed to own and operate the nine principal South African airports, including the three main international gateways of O.R. Tambo, Cape Town and King Shaka International Airports. As well as providing world-class, secure infrastructure for airlines to transport people and goods, Airports Company South Africa extends its responsibilities to include the promotion of tourism, the facilitation of economic growth and job creation, and protection of the environment.

Outside South Africa, Airports Company South Africa will endeavour to identify and participate in select airport management and operating concession opportunities as part of its overall growth strategy. In February 2006, Airports Company South Africa and a consortium comprising the Indian company GVK and South African listed company Bidvest won a concession to manage Mumbai International Airport (MIA). Operations began in February

2012, the company formed part of a consortium that won the bid to develop, manage and operate Guarulhos International Airport in Brazil ahead of the 2014 FIFA World Cup.

JNB's Awards

Airports Company South Africa has received numerous accolades and awards for its operational and financial performance, including the prestigious Non-listed Company of the Year Award. ACSA has twice been runner-up in the Deloitte & Touche Corporate Governance Awards for listed and non-listed companies.

- 1999 – 2001 - African Airport of the Year Award: Achievement in modernising O.R. Tambo International Airport
- 1998 - 2001 - Africa's leading airport Award - Cape Town International Airport
- 2003 - Cape Town International Airport was rated the best in terms of overall satisfaction for airports handling five to 15 million passengers annually.

World's Top 100 Airports

- 28th position: O.R. Tambo International Airport

Best Airports in Africa

- 3rd place: O.R. Tambo International Airport

Airlines using the airport

Air Austral, Air Botswana, Air France, Air Madagascar, Air Malawi, Air Mauritius, Air Namibia, Air Seychelles, Air Zimbabwe, Airlink, Arik Air, British Airways (Comair), British Airways (International), Cathay Pacific Airways, CemAir, Delta Airlines, Egypt Air, EI-AI, Emirates Ethiopian Airlines, Fly Congo, Federal Air, Etihad Airways, InterAir, Kenya Airways, KLM, Korongo Airlines, Kulula.com, LAM Mozambique Airlines, Lufthansa, Mango Airlines, Martinair Holland, Qantas Airways, RwandAir Express, Saudi Arabian Airlines, Singapore Airlines, Solenta Aviation, South African Airways, South African Express, Swiss International Airlines, TAAG Angolan Airlines, Turkish Airlines, Thai Airways, Virgin Atlantic Airways.

Meet our Faculty

Jesus Alfredo Arrisueño Goyenechea



Mr. Alfredo Arrisueño has a Bachelor of Science and Aeronautical Engineer, both degrees obtained in the Air Force Academy and the Aeronautical Engineering School of Argentina where he graduated with honors.

For 30 years, he served in different posts in the Peruvian Air Force where he performed different tasks related with the Design and Management of Aviation Safety (SMS) and Security (AVSEC), Accident Prevention and Investigation as well as Logistic Management. He was appointed successively as General Manager, President of the Board and CEO of the Peruvian

Aeronautical Industry (INDAER PERU S.A), retiring in 1990 after 30 years in the service, with the rank of Major General.

In the period 1992-97, he was appointed President and CEO of the Corporación Peruana de Aeropuertos y Aviación Comercial, the Peruvian Airport Authority (CORPAC S.A.), responsible for the operation and administration of all the commercial airports in the country, where among many other activities conducted the design, development and implementation of SMS and AVSEC, and started the privatization process of the “Jorge Chavez” International Airport in Lima.

Mr. Alfredo Arrisueño has been a private Consultant to the Lima International Airport, Peru (Facilitation (FAL), and AVSEC), to the “Juan Santa Maria” airport of San Jose, Costa Rica, (Operations, AVSEC and FAL), Civil Aviation Authorities of the Dominican Republic (AVSEC and Emergency Plans), Guatemala (FAL and AVSEC), Civil Aviation Authority of Perú (State Safety Programme - SSP).

As an ICAO Expert, he has performed missions for the Seychelles Civil Aviation Authority (SSP), Seychelles International Airport (SMS), Tocumen International Airport in Panama (SMS), Bahamas Civil Aviation Department (SSP).

As an Instructor, Alfredo has lectured on airport courses on multiple subjects, (Safety, Security, Operations, Master Plans, Certification, Facilitation) for the International Management Training Institute (IAMTI), for the IATA Training and Development Institute (ITDI) in Argentina, Brazil, Uruguay, Colombia, Peru, Venezuela, Panama

Honduras, USA, Canada, Spain, Poland, Sudan, Nigeria, South Africa, Bahrain, and for the Central American Aviation Training Institute (ICCAE/COCESNA) in Guatemala, Nicaragua, Belize, El Salvador and Costa Rica.

Mr. Arrisueño is fully bilingual (English/Spanish) and lives in Lima, Peru.

Alfredo's upcoming courses:

Course: **Airport Security (in Spanish)**

Dates: **09-13 June 2014**

Location: **Panama City, Panama**

Registration Fee Members & WBP: **1450USD**

Registration Non Members: **2100USD**

Course: **Security & Facilitation (in Spanish)**

Dates: **08-12 September 2014**

Location: **Panama City, Panama**

Registration Fee Members & WBP: **1450USD**

Registration Non Members: **2100USD**

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Online Learning Centre
www.olc.aero



Africa embraces eLearning

Airport personnel in Africa are jumping on the opportunity to study online through ACI's Online Learning Centre.

(OLC).

In 2013 employees from African airports enrolled in over 1,100 hours of online training through the OLC and the trend continues to grow.

Congratulations to the recent graduates of the Airport Operations Diploma Programme.

- Lawal B. Abdullahi Federal Airports Authority of Nigeria
- Alfred Nii Omani Botchway Ghana Airports Company Limited
- Ali Godana Dae Kenya Airports Authority
- Judith Kerich Kenya Airports Authority
- Norman Sanyanga Civil Aviation Authority of Zimbabwe

ACI Africa is the voice of African Airports representing 249 airports from 47 countries.

For more information regarding the Airport Operations Diploma Programme visit [click here](#) or contact enrolments@olc.aero

Enjoy a 10% Discount on Online Training

The Online Learning Centre (OLC) is offering a 10% discount on its online courses until March 31st 2014.

[Register here to receive a discount code](#) via e-mail within 24 hours.

The OLC provides industry-specific professional development for seasoned airport managers, airport personnel and the next generation of airport leaders.

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Course Calendar February - April 2014

| Date | Month | Course | Language | Member Price USD | Non-member Price USD | Location | Country |
|-------|-----------|---|----------|------------------|----------------------|---------------|----------|
| 24-28 | February | GNS 5 - Advanced SMS | English | 1,450.00 | 2,100.00 | Bucharest | Romania |
| 03-07 | March | ACI/ICAO User Charges* | English | 2,600.00 | 2,600.00 | Dublin | Ireland |
| 03-11 | Mar-April | Online - Airport Environmental Management* | English | 1,600.00 | 2,400.00 | ONLINE | ONLINE |
| 09-13 | March | GNS 2 - Airside Safety and Operations | English | 1,450.00 | 2,100.00 | Abu Dhabi | UAE |
| 10-12 | March | Managing Airport Service Quality at Airports | English | 950.00 | 1,400.00 | Hyderabad | India |
| 10-14 | March | Developing a Customer Service Culture at Airport* | English | 1,600.00 | 2,400.00 | San Francisco | USA |
| 16-20 | March | GNS 1 - Safety Management Systems | English | 1,450.00 | 2,100.00 | Abu Dhabi | UAE |
| 17-21 | March | GNS 4 - Working with Annex 14 | English | 1,450.00 | 2,100.00 | Kuala Lumpur | Malaysia |
| 23-25 | March | Human Factors for Airport Managers | English | 950.00 | 1,400.00 | Abu Dhabi | UAE |
| 23-27 | March | GNS 3 - Emergency Planning and Crisis Management | English | 1,450.00 | 2,100.00 | Abu Dhabi | UAE |
| 24-28 | March | GNS 2 - Airside Safety and Operations | English | 1,450.00 | 2,100.00 | Riga | Latvia |
| 30-03 | Mar-April | GNS 4 - Working with Annex 14 | English | 1,450.00 | 2,100.00 | Abu Dhabi | UAE |
| 31-04 | Mar-April | GNS 6 - Aerodrome Safety Compliance and Auditing | English | 1,450.00 | 2,100.00 | Zagreb | Croatia |
| 31-04 | Mar-April | Airport Environmental Management* | English | 1,600.00 | 2,400.00 | Istanbul | Turkey |
| 06-10 | April | Advanced Airport Operations | English | 1,450.00 | 2,100.00 | Abu Dhabi | UAE |
| 07-09 | April | Victim Support and Media Management | English | 950.00 | 1,400.00 | Hyderabad | India |
| 07-11 | April | GNS 3 - Emergency Planning and Crisis Management | English | 1,450.00 | 2,100.00 | Bucharest | Romania |
| 14-16 | April | Comprendre l'Annexe 14 | French | 950.00 | 1,400.00 | Tunis | Tunisia |

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Events

Presented in Partnership by:



ACI World,
ACI Europe,
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ACI 6th ANNUAL AIRPORT

Economics



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CONFERENCE & EXHIBITION

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**SEOUL
KOREA**
MAY 26-28, 2014



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