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17 December 2014



ACI Global Training: 2014 in review by Kevin Caron



2015 is rapidly approaching and in the New Year, ACI's passionate and dedicated Global Training (GT) team is looking forward to offering the world's airports its stellar line-up of existing and new airport education offerings. Before we start 2015 let's review some achievements of the past year. 2014 marked another stellar year for ACI's Global Training (GT) department, which continued to offer value to airport professionals the world over in the form of education programmes aimed at personal and professional development to help students adapt to an ever-changing airport industry.

Below, I have listed a selection of some of our collective highlights and achievements:

100 classroom courses delivered

- 2,065 classroom students
- 13,948 online learning centre training hours delivered to 3,078 online students
- 13 DNA/ACI Fund course sessions, 51 participating countries and 235 attendees
- 5 language offerings
- 96 AMPAP International Airport Professionals (IAP's) and 4 Associate Graduates
- 97 people enrolled in the Airport Operations Diploma Programme with 72 graduating in 2014
- 31 Global Safety Network (GSN) Initial graduates
- 22 GSN Advanced graduates
- 2 new online courses: Wildlife Hazard Management and Runway Safety Management
- 1 new online diploma programme in Airport Operations in Spanish
- 4 new courses developed/updated: ACI/McGill Aviation Law for Managers, EASA Implementing Rules for Aerodromes, Capacity Enhancement and Resource Planning, and Security and Facilitation
- 1 new Training Centre opened in Nairobi

The relationships that have been forged and the friendships made throughout this year are equally as important as the knowledge shared.

I would like to thank everyone who helped to make 2014 successful; from our students who are our reason for being, to our member training centres, professional and passionate faculty, GT Steering Group and of course my dedicated team who I have the honour to work with.

On behalf of the team, I wish you all Season's Greetings and Best Wishes for the New Year!

Kevin M. Caron
Head, Global Training and Human Resources
Team Leader, AMPAP Steering Committee

Thank you for your support!
The Global Training Team



Mona Lisa Melisa John Kevin Eddie Issa Jeremias

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DNA Seminar - Auckland, New Zealand

By Patti Chau Regional Director, ACI Asia-Pacific



Photo: Group picture taken during the DNA Seminar in Auckland

A few weeks ago, I had the privilege to attend the 14th ACI Developing Nations Airports Assistance Programme (DNA) seminar held in Auckland, New Zealand from 3 to 5 December 2014, organized jointly by ACI World, ACI Asia-Pacific, CIFAL and Unitar. This was an opportune chance for me to meet with our members from the Pacific

With the accelerating growth of aviation worldwide, the DNA programme's objective is to support member airports in developing countries to increase airport excellence in the fields of management, economics, safety, security and operations. This is the third DNA seminar held in the region this year, the first one was in Seoul, Korea in May 2014 and the second one in Naypyidaw, Myanmar in August 2014; both focused on Airport Economics. This specific seminar focused on "Air Service Development and Airport Economics" and was well attended with 23 participants representing airports and civil aviation authorities from New Zealand and ten Pacific Island states including American Samoa, Cook Islands, Fiji, Kiribati, Micronesia, Papua New Guinea, Samoa, Tonga, Tuvalu, and Vanuatu. These 23 participants represent airports ranging from as small as 50,000 passenger throughput to 2 million passengers per annum.

Mr. Tony Gollin of Golcon Limited commenced the seminar with a session on the airport business planning framework and got the participants involved with a group exercise on airport SWOT analysis. ACI then led session two, focused on economic characteristics of the airport industry, followed by airport charges, economic regulation and programmes offered by ACI. A number of interactive presentations and group exercises were presented.

The second day started with a presentation from Mr. Richard Barker of Auckland Airport, underscoring the importance of retail and commercial revenues to airports of all sizes. This was followed by three topics presented by Airbiz. These were "Revenue Growth Strategy – What are the avenues for growth?" by Mr. Iain Munro, "Master Planning – Why and how" by Mr. Sebastian Hawken and "Air Service Development – It's relevance to participant nations and airline needs" by Ms. Diane Hansen. Mr. Munro stressed that the operating expenses at a small airport are relatively stable so the airport should really focus on growing non-aeronautical revenues to cover their cost.

Mr. Darin Cusack of Pacific Aviation Investment Program (PAIP) commenced the third day with a general update on The World Bank project (PAIP). PAIP assists airports in Tonga, Tuvalu, and Kiribati on developing a sustainable aviation business. He shared with participants the success story of Tonga Airports Limited and its painful journey from a loss-making airport a few years back to now a profitable enterprise. Mr. Joseph Ngamata from Rarotonga International Airport, Cook Islands also shared his experience on how the airport increased airport charges and non-aeronautical revenue. These two exceptional airports have shown that despite being very small, with less than 400,000 passengers a year, they can still be profitable.

The participants were then treated to an interactive exercise led by BECA, called "Performance Enhancement through Lean Training." The exercise highlighted the four lean principles as below and the need for continuous improvement:

- Understand what the customer wants
- Define the value stream and make waste transparent
- Reduce waste
- Deliver what the customer wants at the moment when it's demanded

The seminar closed with a number of airports openly sharing their airport's developmental plans, challenges and opportunities. Many cited the monopoly carrier and political interference as existing threats, small traffic throughput, human resources training and staff retention as weaknesses, and growing non-aeronautical revenues and low cost carriers as opportunities. Lean management and team focus were cited as strengths.

Looking ahead, we will continue to provide the DNA programme in the region in order to best serve our members' needs by supporting the training needs for small and developing airports, especially in the following areas:

- Maximizing commercial revenues
- Operational cost control and management
- Airport charges

I would like to again thank the participants for their attendance in Auckland. Appreciation also goes out to Airbiz, Atlanta International Airport, Auckland Airport, BECA, Hawkins and Golcon Limited for their support and generous sponsorships. Your involvement made this event a success.

CONGRATULATIONS!

International Airport Professionals (IAP) and Associate graduates 2014

- Rico Barandun - SITA, AMPAP Associate Diploma
- Leila Benais Gaines - SITA, AMPAP Associate Diploma
- Siu Tak Lau - Airports Council International, AMPAP Associate Diploma
- John Webster - ACI World, AMPAP Associate Diploma
- Ramzi Bin Ahmad - Malaysia Airports Holdings Berhad, IAP
- Zamzam Mohammed Al Hammadi - Abu Dhabi Airports Company, IAP
- Shaikha Ali Al Mazmi - Abu Dhabi Airports Company, IAP
- Noura Ahmed Al Mazrouei - Abu Dhabi Airports Company, IAP
- Sadiq Al Menhali - Abu Dhabi Airports Company, IAP
- Rashed Al Shamisi - Abu Dhabi Airports Company, IAP
- Azza Hasan Al Zaabi - Abu Dhabi Airports Company, IAP
- Fahed Mohamed Albloushi - Federal Authority for Nuclear Regulation, UAE, IAP
- Muna Nasser AlGhanim - Abu Dhabi Airports Company, IAP
- Salwa Salem AlHajri - Abu Dhabi Airports Company, IAP
- Roudina Mohammed Alim Elansari - Abu Dhabi Airports Company, IAP
- Sanjeev Anand - Airports Authority of India, IAP
- Kamran Akhavan Attari - Iran Airports Company, IAP
- Awang Mali Awang Anak - Malaysia Airports Holdings Berhad, IAP
- Bryan Wade Barton - Metropolitan Nashville Airport Authority, IAP
- Rosa M. Beckett - Jacksonville Aviation Authority, IAP
- Nandita Bhatt - Airports Authority of India, IAP
- Md Zulkifli Bin Zakaria - Malaysia Airports Holdings Berhad, IAP
- Dayanand Birju - Airports Authority of Trinidad and Tobago, IAP
- José Nascimento Candrinho - Aeroportos de Mozambique, IAP
- Ernesto J. Chaúma - Aeroportos de Mozambique, IAP
- Jyoti Chhabra - Airports Authority of India, IAP
- Jack S. Chong-Gum - RMI Ports Authority, IAP
- Vivek Anand Chourey - Airports Authority of India, IAP
- Michael David Clay - Auckland International Airport Limited, IAP
- Brian Paul Cobb - Cincinnati-Northern Kentucky International Airport, IAP
- David Eugene Cossey - Cincinnati-Northern Kentucky International Airport, IAP
- Floyd E. Crook - Metropolitan Nashville Airport Authority, IAP
- Kusum Das - Airports Authority of India, IAP
- Carol Michael Fairchild Davis - Performance Group Partners and UJOW Inc., IAP
- Atul Dikshit - Airports Authority of India, IAP
- Ernesto dos S.M. Júnior - Aeroportos de Mozambique, IAP
- Hemanth DP - GMR Hyderabad International Airport Ltd, IAP
- Chandra Pratap Dwivedi - Airports Authority of India, IAP
- George Efentakis - Athens International Airport S.A, IAP
- Emmanuel Chidera Emmanuel - Federal Airports Authority of Nigeria, IAP
- Ahmad Fikri Samsudin - Malaysia Airports Holdings Berhad, IAP
- Angelos Filippidis - Athens International Airport S.A, IAP
- Jochen Flinner - Munich Airport, IAP
- Thomas Ganley - Northern Territory Airports, IAP
- Sandra Geburzi - Munich Airport, IAP
- Ilias Georgopoulos - Athens International Airport S.A, IAP
- Hassan Gharehdaghi - Iran Airports Company, IAP
- Haris - PT Angkasa Pura II (Persero), IAP
- Jacqueline Horsfield - L.F. Wade International Airport, IAP
- Suresh Chandra Hota - Airports Authority of India, IAP
- Nikolaos Iossif - Athens International Airport S.A, IAP
- Deven M. Judd - Hartsfield-Jackson Atlanta International Airport, IAP
- Herbert L. Judon Jr. - Charlotte/Douglas International Airport, IAP
- Naser Akbar Jumah Jalal Alblooshi - Abu Dhabi Airports Company, IAP
- Michal Kaczmarzyk - LS Airport Services, IAP
- Sandeep Kathuria - Airports Authority of India, IAP
- G.N.D. Kennedy - Airports Authority of India, IAP
- Freddie A. Kirtley - McCarran International Airport, IAP
- Stephanie James Ladd - Metropolitan Nashville Airport Authority, IAP
- Damien Dung-mauh Lin - Taoyuan International Airport, IAP
- Roy Joe Lovelady Jr. - Dallas Fort Worth International Airport, IAP

CONGRATULATIONS!

International Airport Professionals (IAP) and Associate graduates 2014 (Continued)

- Konstantinos Maroudas - Athens International Airport S.A, IAP
- Abdulrahman Said Ilyas Mbamba - Tanzania Airports Authority, IAP
- Andrew M. McLaughlin - Cayman Islands Airports Authority, IAP
- M. Valéry Michon - Serco Aviation Services Inc. Windsor Airport, IAP
- Ramón Miró - ADC & HAS Airports Worldwide, IAP
- Kabir Yusuf Mohammed - Federal Airports Authority of Nigeria, IAP
- Nuno Moreira - The Nuance Group AG, IAP
- Manoj Kumar Mukhija - Airports Authority of India, IAP
- Roquia Mulungo - Aeroportos de Mozambique, IAP
- Joseph Mumbi - National Airports Corporation, IAP
- Han Sadi Nen - Malaysia Airports Holdings Berhad, IAP
- Peter James Pallot - Sunshine Coast Airport, IAP
- Radoslaw Paruzel - Warsaw Frederic Chopin Airport, IAP
- Anil Kumar Pathak - Airports Authority of India, IAP
- Nathaniel R. Polsgrove - San Antonio International Airport, IAP
- Prasanna Pradhan - Airports Authority of India, IAP
- Anil Kumar Rai - Airports Authority of India, IAP
- Babu Ram - Airports Authority of India, IAP
- Bruce A. Robertson - San Francisco International Airport, IAP
- Antonio Luis Rodolfo - The Nuance Group AG, IAP
- Domingos M. Da Silva Rodrigues - Aeroportos de Mozambique, IAP
- Ravi Saini - Airports Authority of India, IAP
- Barbara Lynn Schempf, Cincinnati-Northern Kentucky International Airport, IAP
- S.D. Sharma - Airports Authority of India, IAP
- Sudhir Kumar Singh - Airports Authority of India, IAP
- Vikram Singh - Airports Authority of India, IAP
- Roelof-Jan Steenstra - Red Deer Regional Airports Authority, IAP
- Serge St-Laurent - Aéroport de Québec, IAP
- Troy Anthony Strachan - Nassau Airport Development, IAP
- Robert Sackey Tagoe - Ghana Airports Company, IAP
- H. Jason Terreri - Conway-Horry County Airport, IAP
- Chandra Shekhar Tewari - Airports Authority of India, IAP
- George Tzavaras - Athens International Airport S.A, IAP
- Fernando de O. Vieira - Infraero Brazilian Airports, IAP
- Christine M. Vitt - Metropolitan Nashville Airport Authority, IAP
- Frank J. Walker - Nassau Airport Development, IAP
- Jacqueline Yaft - Los Angeles World Airports, IAP
- T. Chad Yates - Cayman Islands Airports Authority, IAP
- Menyaga Vivian Zainab - Federal Airports Authority of Nigeria, IAP

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CONGRATULATIONS!

to the Airport Operations Diploma Programme Graduates 2014

Pascal Alick - Airports Vanuatu Ltd
John Ambang - PNG Air Services Ltd
Santiago Andrade - ADC HAS Management Quito
Vicky Ausbun - Seattle-Tacoma International Airport
Graham Bannister - GAIA Barbados
Alfred Nii Omani Botchway - Ghana Airports Company Limited
Sherri Brooks - Victoria Airport Authority
Kester Caines - Saint Christopher Air & Sea Ports Authority
Alan Carragher - Halifax International Airport Authority
Jose Manuel Cavaco - Kabul Airport
Oana Daniela Chelaru - Bacau Airport
Khalidoun Cherif - TAV Tunisie S.A.
Ian Chikunji - Kenneth Kaunda Int. Airport
Jack S Chong-Gum - RMI Ports Authority Marshall Islands
Camille Clarke - GAIA Barbados
Kevin Cotter - Dublin Airport Authority
Garth Cumberbatch - Piarco International Airport
Vince Dancho - Winnipeg Airports Authority
Patrick D'arcy - San Francisco International Airport
James Duenas - San Francisco International Airport
Nevin Edmundson - Winnipeg Airports Authority
Terje Eikevold - Avinor
June Forde - GAIA Barbados
Salote Fuka - Tonga Airports Limited
Renjith Mark George - HAL Bangalore International Airport
Ali Godana Dae - Kenya Airports Authority
Tashiana Gonzalez - Cayman Islands Airport Authority
Falon Hatch - Kelowna Airport
John Hayes - Dublin Airport Authority
Brian Houillion - Cincinnati/Northern Kentucky International Airport
Jason Inniss - GAIA Barbados
Custodia Paula Jose Nhate - Aeroportos de Mocambique
James Joseph - Cap-Haitien Airport
Brian Kramer - San Francisco International Airport
Thanachai Kumpeerichaya - CDC - Takenaka Joint Venture
Heng Hong Lam - Macau International Airport Company Limited
Thomas Liebert - Verkehr, Innovation und Technologie, B.M.F.
Derek Liu - ACI Asia-Pacific
Nicole Loughran - San Francisco International Airport
Wayne Lowe - GAIA Barbados
Paul Lutz - Brisbane Airport Corporation
Eoin Maguire - Dublin Airport Authority
Douglas Mairena - San Francisco International Airport
Brendan Martin - Aeon Associates
Lisa Mathis - San Francisco International Airport
Gregorio Matthew - Bonaire International Airport
Stephen Meder - San Francisco International Airport
Taline Missakian - Aeroports de Montreal
Nerida Mitchell - Cairns Airport
Melisa Monje - ACI World
Mario Nunez - ADC HAS Management Quito
Christophe O'Brien - Dublin Airport Authority
Eimear O'Connor - Dublin Airport Authority
Mariela Paredes - ADC HAS Management Quito
Sashini Perera - Dubai Airports Company
Anthony Prior - Dublin Airport Authority
Dennis Prior - Dublin Airport Authority
Jayson Ringlen - Pohnpei Port Authority
Jeremias Rodriguez - ACI World
Eoin Ryan - Dublin Airport Authority
Michael Schukraft - Sarasota Bradenton International Airport
Jay Singh - San Francisco International Airport
Max Slepnyov - San Francisco International Airport
Gregory Tari - Airports Vanuatu Ltd
Chad Traylor - Troup County Board of Commissioners
Heather Tyks - San Francisco International Airport
Johan Van Eeden - United Nations
Yee Vang - San Francisco International Airport
Frederic Vieil - French Air Force
Ioannis Voudiklaris - Athens International Airport SA
Osbert Wilkinson - Saint Christopher Air & Sea Ports Authority
Alethea Wint - NMIA Airports Limited

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2014 Global Safety Network (GSN) Graduates

Congratulations to our GSN graduates for the month of November!



1. Jitender Bharmota

Assistant Manager, Safety and Compliance

Delhi International Airports (P) Limited

(GSN 1: 28 November 2014, DEL)

2. Mazarin Hervé Mintsa

Assistant Director, Quality, Safety, Security and Environment Services

Aeroports du Cameroun
(GSN 2: 27 November 2014, AUH)

As the year comes to a close, the GSN family grew to a total of 163 Silver graduates and 35 Gold graduates. ACI is proud to have contributed to the professional development of many airport safety professionals and we look forward to welcoming more graduates in the future!

2014 GSN Initial Graduates:

Donat Julio Mnuka • Idrisa Washington • Mohamed Osman Hashi • Nadine Smeets • Oksana Bondarchuk • Reem Al Saffar • Ihsan Ali • Khaled Abdulla Salem Al Jaberi • Mohamed Ali Ahmed Musa • Najwa Ali Mohamed Saeed Al Rowahi • Nayef Hamad Mubarak Hamad Al Khaili • Ivars Pavasars • Kaspars Gaurilovs • Nilofar Ali • Nizar Kamel Kh. Alshaibatt • Hani Bassem Elsrouji • Jamal Saeed Marei Salmeen Al Katheeri • Youssef Madkouri • Christiaan Hendrik Potgieter • Vedat Emmi • Khourshid Al-Mubaslaet • Faris Abu-Issa • Alpros Hamzouq • Gilberth Howburg • Asif Masiuddin • Preeti Goplani • Ali Karim • Gabriel Roman • Florin Gabriel Boicu • Jitender Bharmota • Mazarin Hervée Mintsä

2014 GSN Gold Graduates:

Luminita Vilcea • Reem Al Saffar • Khaled Abdulla Salem Al Jaberi • Nayef Hamad Mubarak Hamad Al Khaili • Husain Ali Saleh Omar Al Kindi • Christopher Selle • Christian Mohr • Smael Banse • Nadine Smeets • Said Amur Ambusaidi • Michelle Erasmus • Lizelle Arlow • Ingus Krumins • Sors Grobbelaar • Aris Mucenieks • Ali Thani Al Khaifi • Najwa Ali Mohamed Saeed Al Rowahi • Syed Ihsan Ali • Nizar Kamel Kh. Alshaibatt • Marlon Oteyza Agaton • Irene Cristi Naparan • Youssef Madkouri

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3rd ACI EUROPE Leadership & HR Forum meeting in Munich, Germany

By Yulia Plyusnina, Programme Development Coordinator, ACI Europe



Photo: ACI EUROPE Leadership and HR forum meeting group photo 1 Dec 2014

Over 30 passionate Human Resources specialists from 20 international airports gathered on Monday, 1 December for the 3rd ACI EUROPE Leadership & HR forum meeting in Munich, Germany. The meeting was held in the framework of the 2014 ACI EUROPE Airport Leadership and Change Management Summit.

The host of the meeting and Chair of the Leadership & HR forum, Mrs. Theresa Fleidl, Vice President Professional Training Policy and Human Resources Marketing at Munich Airport, gave a brief introduction to the latest airport developments, as well as the overview of the survey results on “Equal participation of women and men in executive positions at European airports.” The survey was conducted among several German airports with the purpose of gathering information on the implementation of gender balance strategies and initiatives.

The second part of the meeting was devoted to presentations from the four working groups. The group leaders outlined the main findings of yearly research work in the following areas: leading the change and internationalisation; employee engagement and recognition; succession planning and talent management; and mobility and demographic change. Each group identified the current trends and suggested the appropriate action.

Mrs. Bettina Paar of Vienna Airport reported on the results of the annual Human Resources Study Tour 2014, which took place in the middle of October. This year it was dedicated to talent management. The participants visited three airports – Cologne, Dublin and Istanbul – and together they took a look into the operation of the Talent

Management departments, as well as their challenges and achievements.

Our thanks go to the Munich Airport team for the organization of an unforgettable event. The next Leadership & HR Forum meeting will take place 4–5 May 2015 in Paris, hosted by Aéroports de Paris.

The Forum is looking forward to welcoming more dedicated members. For all information, please contact Yulia Plyusnina, ACI Europe Programme Development Coordinator, at Yulia.plyusnina@aci-europe.org.

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ACI Global Training visits the Gold Coast

By Eddie Ragauskas, Senior Manager, Online Learning Centre, ACI World



Photo: (left to right) Kevin Caron, Head Global Training and Human Resources, ACI World; Caroline Wilkie, CEO, Australian Airports Association; Dennis Chant, Managing Director, Queensland Airports Limited and Chair, ACI-Asia Pacific; and Eddie Ragauskas, Senior Manager, Online Learning Centre.

Airports Council International was well represented at the Australian Airports Association's (AAA) National Conference hosted by Queensland Airports Limited in the Gold Coast, Australia.

Kevin Caron, Head of Global Training and Human Resources, and Eddie Ragauskas, Senior Manager of the Online Learning Centre, were at the conference participating in sessions and discussing airport human resource management and training.

ACI and AAA collaborate on a number of training initiatives, including the Airport Management Professional Accreditation Programme (AMPAP) and eLearning programs via the ACI Online Learning Centre. ACI also plans to be involved in the AAA's new Safety Week Program scheduled for 26–30 October 2015.

For more information regarding the AAA, please visit <https://www.airports.asn.au/>

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2015 newsletter editions improved

By Jeremias Rodriguez, Registrar, Global Training & Events and Newsletter Editor, ACI World



Inside this issue

The 2015 ACI Global Training calendar
ACI Global Training is pleased announce the release of the 2015 calendar...[read more](#)

22nd ACI Africa Annual General Assembly, Conference & Exhibition and Developing Nations Airport Assistance Programme (DNA) seminars
Airports Company South Africa (ACSA), in coordination with Airports Council International (ACI) Africa and World offices, hosted the 22nd ACI Africa Annual General Assembly, Conference & Exhibition in the beautiful city of Durban, South Africa at the prestigious Coastlands Umhlanga Hotel and Conference Center from 12–14 October 2014...[read more](#)

Kenya Airports Authority (KAA) becomes Global Training's (GT) 15th Training Centre
Airports Council International (ACI) and Kenya Airports Authority (KAA) have signed an agreement to become the third ACI training centre for the African continent. This would make Nairobi the 15th ACI Global Training Centre in the world...[read more](#)

Leadership and Change Management Summit, Munich 1–3 December
We underestimate the importance of effective leadership and people management in creating and sustaining the high performance airport at our port. This essential fact has not escaped the attention of the many participants who have attended the highly successful ACI World Human Resources Management training programme...[read more](#)

On behalf of the Global Training team, I would like to thank all the readers of the monthly GT newsletter as well as the Aviation training community, for their great support and interest in our newsletter last year. We are proud to announce that we have reached 4,500 subscribers this year. In order to keep our successful newsletter interesting for our readers, we will implement some changes to the format next year; your next edition will only showcase a brief description of the articles with a “read more” option which will link to the full article. The newsletter will also be available to read online in a mobile-friendly platform and you will also have the option to download it as a PDF. We will also continue showcasing interesting articles as usual.

Please feel free to forward this newsletter to your colleagues or friends from the Aviation Industry. They can also register, at no charge, [here](#).

For additional information, comments or suggestions, please contact us at training@aci.aero or visit the newsletter website to view past editions of the newsletter:

<http://www.aciworld.com/#!/link=ac01-1010500000-101-000100700-70051050-11DD0E0101-000510000-1111/#!/link=ac01-1010500000-101-000100700-70051050-11DD0E0101-000510000-1111>

EARLY BIRD PROMOTION 2015 ACI Training courses!



Special limited time offer!

**10 to 15%
OFF!**

Offer expires 31 December 2014

Individual registrations receive a special discount of 10%.

Registrations of a group of three or more persons from the same organization under one invoice receive a special discount of 15%.

Please indicate **promo code ACIGT2015** when registering for each course.

Course calendar January – March 2015

Date	Course	Member Price USD	Non-member Price USD	Language	Location
12-16 January	Developing a Customer Service Culture at Airports *	1,600.00	2,400.00	English	Port of Spain, Trinidad and Tobago
19 Jan -27 Feb	Online - Airport Environmental Management *	1,600.00	2,400.00	English	ONLINE
26-30 January	GSN 5 - Advanced Safety Management Systems	1,450.00	2,100.00	English	Kuala Lumpur, Malaysia
02-06 February	Airline Management for Airport Professionals *	1,600.00	2,400.00	English	Dublin, Ireland
09-13 February	Airport Collaborative Decision Making (A-CDM)	1,450.00	2,100.00	English	Incheon, South Korea
16-20 February	Managing Aerodrome Works	1,450.00	2,100.00	English	Bucharest, Romania
23-27 February	Developing a Customer Service Culture at Airports *	1,600.00	2,400.00	English	Nairobi, Kenya
23-27 February	EASA Implementing Rules for Aerodromes	1,450.00	2,100.00	English	Istanbul, Turkey
01-05 March	Airline Management for Airport Professionals *	1,600.00	2,400.00	English	Abu Dhabi, UAE
02-04 March	Airport Air Service Development	950.00	1,400.00	English	Vilnius, Lithuania
08-12	GSN 1 - Safety Management				

09-13 March	GSN 4 - Working with Annex 14	1,450.00	2,100.00	English	Riga, Latvia
16-18 March	Air Traffic Forecasting	950.00	1,400.00	English	Athens, Greece
22-24 March	Airport Technical Planning	1,450.00	2,100.00	English	Abu Dhabi, UAE
23-27 March	GSN 1 - Safety Management Systems	1,450.00	2,100.00	English	Kuala Lumpur, Malaysia

*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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an ACI member Suite 1810, PO Box 302

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