



ACI GLOBAL TRAINING NEWSLETTER

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30 April 2014

Succession planning for airports

By Kevin Caron, Head, Global Training and Human Resources



A strong succession plan can mean the difference between continued success for an airport or possibly years of missteps and uncertainty. Airports have excelled at long-term planning when it comes to our installations through master planning, but there is still much work to do when it comes to our people who, as I'm sure you would agree, are the most important element in an airport. The planned process of filling open positions—be they leadership roles such as the director of operations or others such as the heavy equipment mechanic—is a way of continuing the corporate culture and should be directly tied to our strategic plan.

In a recent study carried out by the American Society for Training and Development, only 44.5% of various companies polled had a formal succession plan in place, and in most cases only for top-level positions.

So we agree that succession is about building up human capital so that the people that are at the airport now, or those that will be brought in, will be able to carry the organization forward in the future.

Look around your airport and ask yourself the below questions. You can even consider these questions as they relate to your own position:

1. How many of the people in key positions are age 55 or over?
2. How long will they be with the airport?
3. Who will replace them (internal or external)?
4. How will you identify the replacements?
5. What will you need to do to prepare them (training and skill development)?
6. Will the required skills for the position change?

An increasingly popular trend is the use of mentoring programmes in which senior staff are used to help bring newer airport employees up to higher levels of skill and responsibility. That being said, you must carefully select mentors and train them in the art of mentoring.

Recognizing this complex set of challenges and taking the steps to carry out a succession plan assessment and development programme now may head off a real crisis in leadership and general staffing five years down the road.

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ACI runs 8th Developing Nations' Assistance seminar on "Security Quality Control" in Dakar, Senegal, 11–13 April 2014

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



Photo: A group picture taken during the 8th ACI Developing Nations' Assistance seminar on "Security Quality Control" in Dakar, Senegal, 11–13 April 2014

The first ACI Developing Nations' Assistance (DNA) seminar of 2014 was held in Senegal's vibrant capital city of Dakar from 11–13 April. This workshop, centred on "Security Quality Control," followed on the heels of a very successful conference on "Smart Security: Meeting the threat," organized by ACI Africa and the International Civil Aviation Organization (ICAO), and hosted by Aéroports du Sénégal (ADS) from 8–10 April. The conference featured over 200 attendees.

I had the privilege of attending the DNA seminar, which welcomed 55 participants from 21 countries across ACI Africa's membership. As this workshop was the first to be held on security in three years on the African continent, we anticipated that there would be a lot of interest in the training. Brahim Lakhlifi, an AVSEC Expert with over 30 years of experience in the aviation industry, and Alassane Dolo, a Security and Facilitation Expert with the ICAO Western and Central African Office (WACAF), led the instruction of the French and English sessions respectively.

The first day of training was opened at the ICAO-WACAF Office by Ali Tounsi, Secretary General of ACI Africa. Christopher Young, Executive Director of CIFAL Atlanta United Nations Institute for Training and Research (UNITAR), and Alrene Barr, Manager of Marketing and International Engagement at Hartsfield-Jackson Atlanta International Airport, were also on hand to welcome the attendees. CIFAL Atlanta, UNITAR, and Hartsfield-Jackson

Atlanta have been key partners in the delivery of training to ACI's members in developing nations, and we were glad to have their support on site at this workshop.

Quite significantly, we had the distinct honour of welcoming Victoria Reeder, Deputy Assistant Administrator, Office of Global Strategies at the Transportation Security Administration (TSA), who opened the training with a Risk Management Workshop for the attendees. The session tackled concepts and realities involved in risk assessment, adversary analysis and key threat elements indicating intent, critical infrastructure analysis, as well as defined the notions of vulnerability and related assessments as applied to airports. Attack scenarios were offered, inviting the attendees to provide their insights and share their respective risk mitigation best practices and lessons. This first workshop was particularly successful in positively stimulating and engaging the audience in preparation for the training that followed.

The École Regionale de la Navigation Aérienne et du Management (ERNAM)—one of three training schools of the Agency for Air Navigation Safety in Africa and in Madagascar (ASECNA)—played host for the remainder of the training. Mr. Lakhlifi and Mr. Dolo led both groups in the discussion of ICAO's Annex 17, Docs 8973 and 9873, the Universal Security Audit Programme (USAP) and the Aviation Security Inspector's Manual. Students also reviewed principles of security quality control and participated in a case study on assessment of the AVSEC system in the context of a passenger terminal. Judging from the feedback of the instructors and attendees, there was a sustained high level of interest from all throughout the weekend. It seems very likely that the topic of security will be a permanent yearly featured topic alongside safety moving forward with the ACI-DNA programme.

I feel truly fortunate to have been on site for this seminar, and to have met some of the ACI Africa membership. On behalf of the ACI DNA programme I would like to thank Brahim Lakhlifi, Alassane Dolo, TSA, CIFAL Atlanta-UNITAR, Hartsfield-Jackson Atlanta International Airport and ACI Africa for their support of this workshop. Personally, I would also like to extend thanks to ADS; the ICAO-WACAF Office; Oumarou Ganda, Chief of ERNAM; Abdou Aziz Tall; and the ERNAM staff for providing excellent logistical support on site for the facilitators and the attendees and for graciously hosting us.

Upcoming ACI DNA seminars

DNA SEMINAR SCHEDULE			
Seminars	Date	Language	Location
Airport Economics Workshop	29–30 May 2014	English	Incheon, Republic of Korea
Air Service Development Workshop	16–18 July 2014	English	Atlanta, GA, USA

About the ACI DNA programme

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 and to increase the capacity already provided by the semi-annual ACI Fund seminars, the World Governing Board has approved the creation of the ACI DNA programme.

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Nuevo curso en español: Certificado de Operaciones en el Lado Aéreo

(English version of text to follow)



El Online Learning Centre (OLC), ACI World y ACI Latin America-Caribbean se enorgullece en anunciar que la versión en español de su popular Certificado en Operaciones en el Lado Aéreo está actualmente en producción.

Preregistre y ahorre un 10% - [haga clic aquí](#)

Miembros de ACI-LAC tienen derecho a un descuento adicional de 10%. Por favor, contacte enrolments@olc.aero para recibir el código de descuento de ACI-LAC.

Licencias por volumen disponible

¿Necesita capacitar un gran número de personal en Operaciones en el Lado Aéreo?

La formación en línea es fácil de desplegar, eficaz y asequible.

La solución de formación de OLC proporciona a los administradores una serie de funciones administrativas, tales como la gestión de registros automatizados y informes para el mantenimiento de todos los registros de capacitación.

Cada usuario tiene su propia cuenta de aprendizaje personalizado la cual se puede acceder en cualquier momento desde cualquier ordenador conectado a Internet.

Contacte enrolments@olc.aero para inscribir un grupo de empleados.

New Spanish course: Certificate in Airside Operations

The Online Learning Centre (OLC), ACI World and ACI Latin America-Caribbean are proud to announce that the Spanish version of their popular Certificate in Airside Operations is currently in production.

Pre-register [here](#) and save 10%.

ACI-LAC members can also enjoy an additional 10% discount! Please contact enrolments@olc.aero to receive your exclusive promotional discount code.

Volume licensing available

Need to train large numbers of personnel on Airside Operations?

Online training is easy to deploy, effective and affordable.

The OLC solution provides managers with an array of administrative features such as automated records management and reporting solutions for the maintenance of all training records.

Each user has a unique personalized training account that is accessible at any time from any internet-connected computer.

Contact enrolments@olc.aero to enrol a group of employees.

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Meet our faculty

Pierre Coutu, A.A.E., Ed.D.



Dr. Coutu is a specialist in aviation governance and strategic and performance management. He is an Accredited Airport Executive (A.A.E.) and holds a doctoral degree in Education (Virtual Work Teams and Distance Education). After serving in senior operational and administrative positions at public and para-public organizations in the aviation industry, in 1998 he stepped into the private arena as the founding President of Aviation Strategies International (ASI) and is also the Executive Director of the ASI Institute, which is an accredited ICAO Trainair Plus member. He is

also the Administrator responsible for the design, development and global deployment of the ACI ICAO Airport

Management Professional Accreditation Programme (AMPAP), as well as the CEO of the ensuing International Airport Professional Community of Practice (IAP CoP) which comprises AMPAP graduates.

In earlier years Dr. Coutu directed the development of the ICAO-Concordia University Aviation Security (AVSEC) Management Certification Program, as well as the ACI-Concordia University Airport Executive Leadership Programme (AELP). He was appointed to the Transportation Appeal Tribunal of Canada by the Minister of Transport of Canada, and he was the first recipient of the ACI Paul Genton Medal Award for his contribution to executive-level training in aviation. He co-chaired the 1st World Aviation Governance Forum (WAGF) with the United Nations' Institute for Training and Research (UNITAR)-CIFAL and the Foundation for Sustainable Aviation and Tourism (FAST), and also co-authored the 3rd edition of "Airport Operations" (McGraw-Hill).

Dr. Coutu's upcoming course:

Course: **Airport Executive Leadership Programme (AELP)**

Dates: **Face-to-face classroom sessions (1–6 June 2014)**

Location: **Montreal, Canada**

Registration Fee Members & WBP: **US\$6200**

Registration Non Members: **US\$7200**



JOHN MOLSON
SCHOOL OF BUSINESS



AELP

2014 AIRPORT EXECUTIVE LEADERSHIP PROGRAMME

SPRING

Featuring a classroom session
in Montreal, Canada
June 1 to 6, 2014

A unique career-building opportunity for future leaders of the global airport industry.
Offered by Airports Council International (ACI) in collaboration with the John Molson
School of Business of Concordia University, Montreal.



AIRPORT EXECUTIVE LEADERSHIP PROGRAMME

OBJECTIVES

- Foster the development of airport industry leaders, assisting them to develop their leadership and strategic management skills
- Create a global forum for future leaders to network with peers
- Provide participants with:
 - Advice on strategies to handle leadership responsibilities in an effective manner
 - Global, regional and cultural perspectives
 - New professional opportunities

FORMAT

- Three-week, on-line introduction, initiation and discussions.
- Six-days intensive face-to-face classroom component; leadership will be analyzed from different perspectives on organizational, managerial and team I levels. Leadership as a basis for transformation, innovation and change will also be discussed.
- One week recess.
- Four-week on-line session built on the issues addressed in the classroom week and mainly focused on problem-based activities (individual and group assignments).

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GSN 6: Aerodrome Safety Compliance and Auditing Airport International Group (AIG) – Queen Alia International Airport (QAIA)

Special Contribution by Ayat AbuSini, Training & Development Senior Officer, Airport International Group



Photo: Participants with ACI Instructors Debbie Riley and Jay Gates for the GSN 6: Aerodrome Safety Compliance and Auditing training held 13-17 April, 2014 in Amman, Jordan.

ACI recently delivered the ACI Global Safety Network (GSN) 6: Aerodrome Safety Compliance and Auditing training course from 13–17 April 2014 in Amman, Jordan for the Airport International Group (AIG).

GSN 6: Aerodrome Safety Compliance and Auditing training is part of the GSN Diploma Programme and is designed to provide the participants with the knowledge and competence to undertake audits of their own safety procedures, infrastructure and equipment, as well as other organisations operating at their aerodrome.

The training was attended by 25 participants from AIG (19), Aqaba Airports Company AAC (3), Royal Wings (2), and the Ministry of Transport's Project Management Unit (1). ACI Instructors Debbie Riley and Jay Gates delivered the training using interactive theoretical and practical methods, sharing their in-depth knowledge through the use of high-level practical aerodrome auditing techniques.

The airport visits were well received as they provided the participants with real-life exposure to different auditing aspects implemented at Queen Alia International Airport. The visits aided in the performance of the practical exercises such as aerodrome audit tasks, non-conformity and management, as well as audit preparations and

findings.

The training met AIG's overall objective of prompting and enhancing the implementation of airport safety audit standards and compliance with all relevant regulations and best practices.

ACI has been providing GSN training to AIG since 2010 and we are proud to continually collaborate with AIG and contribute towards the improvement of their airport safety operations. We look forward to delivering the next training session for them in the next few months.

About the Global Safety Network (GSN) Diploma Programme

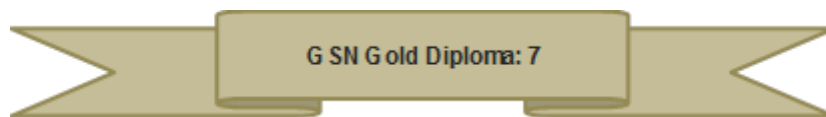
The ACI Global Safety Network Diploma training programme was launched in 2006. The programme consists of specialized courses on airport safety, and is specifically designed to meet the needs of airside operations and safety managers including developing, implementing and operating effective Safety Management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

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

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Global Safety Network (GSN) Graduates

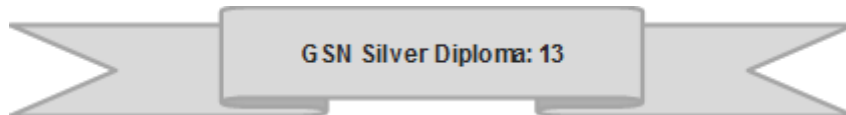
ACI congratulates the first 20 Global Safety Network (GSN) graduates for 2014!



1. **Luminita Vilcea**, Aeronautical Inspector, S.C Compania Nationala Aeroporturi Bucuresti S.A (GSN 5: 28 Feb 2014, OTP)
2. **Reem Al Saffar**, Compliance Officer, Dubai Airports (GSN 1: 20 Mar 2014, AUH)
3. **Christophe Galle**, Director, Safety Management Systems, Flughafen Hamburg Langerhorn GmbH

(GSN 4: 21 Mar 2014, KUL)

4. **Khaled Abdulla Salem Al Jaber**i, Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
5. **Nayef Hamad Mubarak Hamad Al Khaili**, Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
6. **Christian Mohr, Safety Officer**, Flughafen Hannover-Langenhagen GmbH (GSN 4: 03 Apr 2014, AUH)
7. **Husain Ali Saleh Omar Al Kindi**, Manager, Abu Dhabi Airports (GSN 4: 03 Apr 2014, AUH)



1. **Mohamed Osman Hashi**, SSE Inspector, Abu Dhabi Airports (GSN 1: 20 Mar 2014, AUH)
2. **Nadine Smeets**, Senior Compliance and Safeguarding Officer, Dubai Airports (GSN 1: 20 Mar 2014, AUH)
3. **Oksana Bondarchuk**, SMS Officer, Dubai Airports (GSN 1: 20 Mar 2014, AUH)
4. **Reem Al Saffar**, Compliance Officer, Dubai Airports (GSN 1: 20 Mar 2014, AUH)
5. **Donat Julio Mnuka**, Compliance Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
6. **Idrisa Washington**, Compliance Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
7. **Ihsan Ali**, Fire Safety Inspector, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
8. **Khaled Abdulla Salem Al Jaber**i, Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
9. **Mohamed Ali Ahmed Musa**, Engineer, General Aviation Airports (GSN 3: 27 Mar 2014, AUH)
10. **Najwa Ali Mohamed Saeed Al Rowahi**, Senior Officer, General Aviation Airports (GSN 3: 27 Mar 2014, AUH)
11. **Nayef Hamad Mubarak Hamad Al Khaili**, Officer, Abu Dhabi Airports (GSN 3: 27 Mar 2014, AUH)
12. **Ivars Pavasars**, Instructor, Emergency & Crisis Situations, Riga International Airport (GSN 2: 28 Mar 2014, RIX)
13. **Kaspars Gaurilovs**, Manager/Instructor, RFFS Training, Riga International Airport (GSN 2: 28 Mar 2014, RIX)

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By Torsten Heid, ACI Instructor

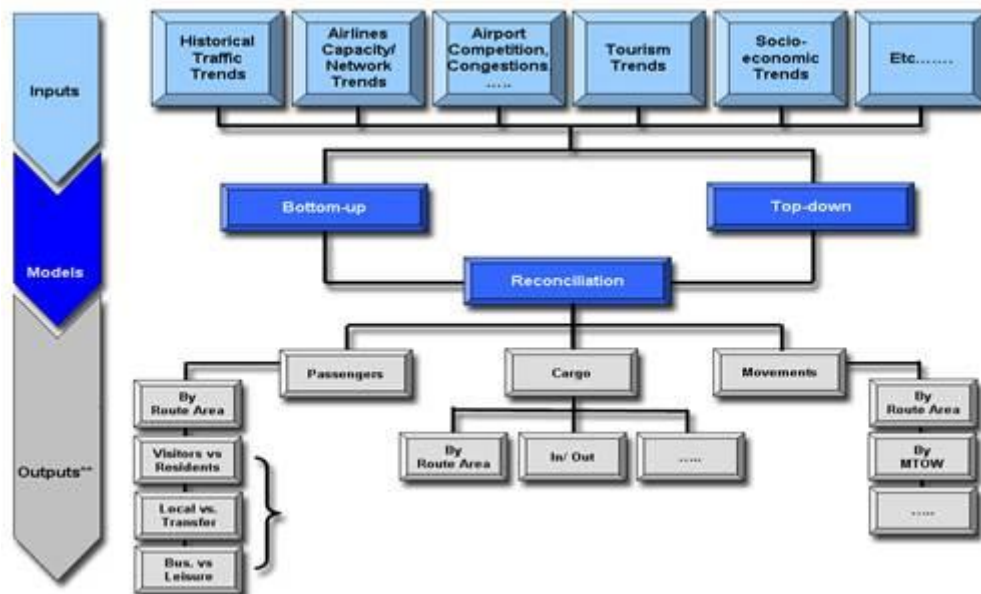


Figure 1: General approach to forecasting traffic

Predicting the future is both an art and a science. Air traffic forecasting can comprise everything from the most sophisticated mathematical models to more qualitative assessments of the future. Whatever the approach the forecaster chooses, air traffic forecasting should be evidence-based with a firm grounding in existing traffic trends and the interplay among other economic phenomena such as airport/airline capacity, tourism and socio-economic trends.

Air traffic forecasting serves as an essential tool for airport managers, analysts and planners in navigating a strategic path in an uncertain world. For instance, the ability to understand and predict the demand for air travel is vital for planning for the necessary infrastructure and capacity required to accommodate future traffic.

This training course has been designed to give essential guidance to airport managers and staff on interpreting air traffic forecasts through the use of different techniques, as well as encapsulating these techniques' strengths and weaknesses. Using a combination of theoretical models and case studies, you will better understand the key economic and industry drivers, the data available to forecasters and the various forecasting techniques.

In order to ensure a practical link to the real world, we will examine case studies from various types of airports: those that serve as gateways to tourist destinations (e.g., Malta), major international airports that serve as connecting hubs for traffic (e.g., Frankfurt Airport) and peripheral airports (e.g., London Stansted).

Upcoming Air Traffic Forecasting course:

Course: **Air Traffic Forecasting**

Dates: **23–25 June 2014**

Location: **Port of Spain, Trinidad and Tobago**

Registration fee Members and WBPs: **US\$950**

Registration Non Members: **US\$1400**

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Online Learning Centre
www.olc.aero



New course on Wildlife Hazard Management!

Available now online



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 OLC 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.

The 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

- 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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Course calendar May–June 2014

Date	Month	Course	Language	Member Price US\$	Non-member Price US\$	Location	Country
11–15	May	GSN 5 - Advanced SMS	English	1,450.00	2,100.00	Abu Dhabi	UAE
18–22	May	ACI/ICAO Aerodrome Certification*	English	2,000.00	2,000.00	Abu Dhabi	UAE
01–05	June	GSN 3 - Emergency Planning and Crisis Management	English	1,450.00	2,100.00	Abu Dhabi	UAE
01–06	June	Airport Executive Leadership Programme (AELP)*	English	6,200.00	9,200.00	Montreal	Canada
02–06	June	GSN 4 - Working with Annex 14	English	1,450.00	2,100.00	Johannesburg	South Africa
08–12	June	Airport Collaborative Decision Making (CDM)	English	1,450.00	2,100.00	Abu Dhabi	UAE
09–13	June	Airport Security (SPANISH)	Spanish	1,450.00	2,100.00	Panama City	Panama
09–13	June	GSN 5 - Advanced SMS	English	1,450.00	2,100.00	Johannesburg	South Africa
09–13	June	Airport Safety Management Systems Implementation* (FRENCH)	French	1,600.00	2,400.00	Tunis	Tunisia
10–12	June	Airport SMS Implementation Workshop	Spanish	950.00	1,400.00	Panama City	Panama
15–17	June	Understanding Annex 14	English	950.00	1,400.00	Abu Dhabi	UAE
16–20	June	Airport Human Resource Management *	English	1,600.00	2,400.00	Riga	Latvia
23–25	June	Air Traffic Forecasting	English	950.00	1,400.00	Port of Spain	Trinidad
23–27	June	GSN 3 - Emergency Planning and Crisis Management	English	1,450.00	2,100.00	Incheon	South Korea

*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.

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