



## ACI GLOBAL TRAINING NEWSLETTER

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**26 February 2014**

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## Great leaders are liked as well as respected

By Gregory A. Dale, Ph.D., Professor of the Airport Executive Leadership Programme and Sport Psychology —Sport Ethics at Duke University



Have you ever thought about whether it's important that your direct reports like you? When asked if it's important, many leaders respond by saying, "I don't care if they like me. I just want them to respect me." Stated like this, it becomes an either/or situation: either you like me or you respect me. What if you had both? What if people respected you and liked you? Wouldn't that make you a more effective leader? The reality is that not everyone is going to like you every day and if your main goal is to be liked by everyone, you will not be a great leader. If you are a parent and have children of your own, it wouldn't take very long for you to see what happens if your main goal is to be liked by your children on a daily basis. There is a distinct possibility that chaos will ensue. There will be situations when you must hold them accountable and perhaps make them do things they don't want to do. It is much the same way with those who report to you. Therefore, it isn't that being liked should ever take precedence over being respected; it simply will not work. However, the best leaders are both respected and liked, and they also come to terms with knowing that being liked will always lose priority. At the same time, it is imperative to understand that having both will take you to another level as a leader.



**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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## Airport Communications and Public Relations course at San Francisco International Airport

By John Webster, Senior Manager, Global Training



**Group photo:** Group picture taken during the Airport Communications and Public Relations course at San Francisco International Airport from 3–7 February 2014.

San Francisco International Airport (SFO) recently hosted the Airports Council International (ACI) Airport Management Professional Accreditation Programme (AMPAP) elective course, titled Airport Communications & Public Relations, from 3–7 February 2014. This was the first international course to be held in the brand new state-of-the-art training facilities at the airport. The course attracted 12 participants from the host airport, India, Israel, and Curaçao in the Netherland Antilles. The course was conducted by Dr. Claude Martel, who has taught public relations, organizational communications and new media courses and seminars at Canadian universities such as Concordia and Ottawa University.

The course focused on the following learning objectives:

- Identify the needs and culture of key stakeholders and target populations.
- Recognize legislations that may apply to communication interventions.
- Understand the process and needs of different media.

Define, develop and deliver more effective messages

- Prepare and deliver a press conference.
- Manage public consultations and community relations.
- Apply a crisis management model for communications in exceptional or sensitive situations.
- Understand emerging trends and special issues in airport communication.

The course was very successful and received very positive feedback from all attendees. Apart from his praise of the students, Dr. Martel was also very complimentary about the SFO training facilities: "Going to San Francisco is always a great experience," said Dr. Martel. On this visit, though, he was particularly excited to have "the pleasure of being the first instructor to use the new training center at the SFO airport.

"The facilities are just perfectly planned for training, with all the technology one would need," he continued. "The different sized rooms allow you to cater to small, intimate groups or fairly large deliveries. The location of the training center is also well planned as it is footsteps away from public transit, hotel shuttles and two food courts.

"It was a real pleasure to teach there," Dr. Martel concluded. "Each training room also offers a wonderful view of the airport's departure area, immersing us even more in the airport atmosphere. I can't wait to go back."

We want to thank all the SFO staff for their warm hospitality and look forward to the airport hosting many more ACI courses in the future.

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## Global Safety Network graduates update

In 2006, Airports Council International (ACI) launched the Global Safety Network (GSN) Diploma Programme to meet the growing need for safety training in the airport industry. The Programme initially comprised of three courses covering topics on safety management, airside safety operations and emergency planning. Participants had the opportunity to receive the GSN Initial (Silver) Diploma if all three courses were successfully completed within a three-year timeframe.

In January 2012, ACI further developed the GSN Diploma Programme by offering three additional safety courses providing advanced training on Annex 14, safety management, aerodrome compliance and auditing. Participants had the additional option of working towards the GSN Advanced (Gold) Diploma if all six GSN courses were successfully completed within a three-year timeframe.

completed.

It has been two years since the introduction of the GSN Gold Diploma and to date, we have welcomed 16 airport managers and professionals to the growing list of GSN Gold graduates. We are very proud of each and every one of them for their achievements.

We recently checked back with our graduates to find out how the GSN courses have helped them since graduating from the Programme, and here is what some of them had to say:



"As an ACI GSN Programme graduate, I can say that new knowledge and exchange of information between experts in the aviation field has made an invaluable contribution to improving the quality of training at Riga International Airport"

"I am proud of the fact that I have had the opportunity to learn together with aviation professionals worldwide. I think that every graduate has gained not only knowledge but also experience and a broader vision of the today's aviation challenges. Well done ACI!"

**Nauris Klauža - GSN Gold Graduate: September 2012**  
**Human Resources Development Manager**  
**SJSC Riga International Airport**



"The GSN Programme completely changed my perspective regarding safety and taught me how to think "out of the box". Now I think about safety in a pro-active way and notice things that others may not easily see. I always find time to share my knowledge with co-workers with the hope that they will think about safety in a new way"

"Since finishing the GSN Programme I became the Traffic Coordination Department Manager and have found that I am able to successfully incorporate all that I have learned in my daily duties. During this year I will also become a trainer for safety as a part of an EU funds project for postgraduate education of unemployed air traffic engineers in Croatia."

**Mirela Vrbanc - GSN Gold Graduate: November 2012**  
**Traffic Coordination Department Manager**  
**MZLZ Ground Handling Services Zadar Airport**

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**Online Learning Centre**  
www.olc.aero



## Louisville trials online Airport Operations training



Louisville Regional Airport Authority (LRAA) has embarked on a pilot project to trial the Airports Council International (ACI) Online Learning Centre (OLC)'s web based Airport Operations Diploma Programme. Janet Barrow, Director of Human Resources at LRAA reports on the project.

### **The challenge**

There are several factors that contributed to the LRAA seeking alternative and additional training resources:

- The airport projects retirements for positions in operations.
- The reality is that new hires are experienced in their respective fields/trades but are new to the airport environment.
- There is less time available for on-the-job training.
- Staffing and current work model expectations drive increased independence of all employees.
- The airport needs to continuously engage the workforce.
- A highly trained workforce can be proactive as opposed to reactive.
- Funding and staffing limitations are barriers to employees traveling to training events.

### **The solution**

Eleven employees were enrolled in the Airside Operations Certificate programme and two were enrolled in the Terminal and Landside Operations Certificate programme.

First-level supervisors and staff that operate with limited supervision were selected to pilot the program. Even though it was assumed that some enrollees would be familiar with much of the content, we wanted to establish a baseline and ensure all supervisory staff had the same information before offering the programs to their frontline employees. It was also determined that this group would also be the most effective in evaluating the content on offer to their direct reports.

The programme is self-paced and allows for participants to work around their busy airport schedule. It also ensures that all participants have a basic overview of airside operations, which should contribute to their effectiveness within their positions.

The online programmes are convenient and interactive ensuring participant understanding of the content.

### **The benefits**

Several of the advantages to the online training include convenience, reduction in training cost by eliminating travel and consistent core content.

We rolled out the programmes in December and enrollees were given one year to complete the training. It is now mid-January and two public safety captains and one terminal operations specialist have completed the training. There are three other enrollees who have completed half of the course modules.

Offering the programme and recognizing graduates demonstrates the LRAA's support for continued development, which will translate into increased employee engagement and better-prepared employees.

### **The feedback**

"The ACI certificate in Airside Operations and Terminal and Landside Operations is the foundation that provides our employees with the necessary tools to understanding the daily function of operating an airport. The information presented is a comprehensive approach that provides our employees with a holistic understanding of the many moving parts of the airport community. ACI's professional certifications provide our staff with the resources needed to contribute to the travel experience of our customers."

**Steve Petty, Chief Operations Officer**

"Overall, most of the chapters were very helpful, especially the sections that explained why and how the different companies all work together to come to the same goal, which is making the customers/passengers happy and [ensuring they] have a positive experience. The background of why things are done now was very helpful."

**Christine Preher, Terminal Specialist (certificate in Terminal and Landside Operations)**

"I've been here nine years and most of it was stuff I had already heard or learned from FAA inspections and training. The course seemed geared towards any airport in any country since some of the terminology was different than what I am used to coming from the FAA. It was interesting learning about... worldwide regulation. I knew about the FAA regulations but never understood that they came from the worldwide organization. Overall it was a good course."

**Josh Grimes, Public Safety Captain (certificate in Airside Operations)**

**Appreciation**

The ACI OLC would like to thank Janet Barrow, Director of Human Resources at LRAA, for taking the time and effort to develop and share this case study.

**More information**

**About LRAA**

LRAA is responsible for owning, operating and developing Louisville International Airport (SDF) and Bowman Field.

Just 10 minutes from downtown, SDF is a low-fare airport that draws travellers within a 200-mile radius of the city. The airport now has non-stop service to more than 25 destinations and convenient connections to cities worldwide. The airport accommodated almost 3.4 million passengers in 2012. For more information visit <http://www.flylouisville.com/>.

**About OLC**

The OLC was established by ACI to provide online training services to the global airport industry. For more information regarding any of the programmes mentioned in this case study or to learn more about the OLC, please visit <http://www.olc.aero/> or contact [enrolments@olc.aero](mailto:enrolments@olc.aero).

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**Online Learning Centre**  
www.olc.aero



## ACI Online Learning Centre Scholarship Programme



Airports Council International (ACI), through the ACI Developing Nations Assistance (DNA) Programme and the Online Learning Centre (OLC), is proud to announce the continuation of the highly successful Training Scholarship Programme for 2014.

The scholarship programme provides financial assistance to personnel from airport members in Africa, Asia-Pacific and Latin America-Caribbean so that they may undertake online professional development and training through the OLC. The scholarships are administered by each ACI regional office, ensuring that they meet local needs.

In 2013, ACI Africa awarded five scholarships to assist candidates in undertaking the new Airport Operations Diploma Programme to help develop future airport management capability in the region.

In the ACI Asia-Pacific region, candidates from countries including Cambodia, Tonga and Iraq also received scholarships last year to undertake diploma and certificate programmes in Airport Operations and Safety and Dangerous Goods training.

ACI Latin America-Caribbean provided 37 recipients with scholarships in 2013 for online safety training specifically

For more information regarding the Scholarship programme, including application requirements, please contact your local regional office.

ACI Africa contact: Tebello Mokhema [tmokhema@aci-africa.aero](mailto:tmokhema@aci-africa.aero)

ACI Asia-Pacific contact: Natalie Tsang [natalie@aci-asiapac.aero](mailto:natalie@aci-asiapac.aero)

ACI Latin America-Caribbean contact: Nathalie Moreno [asistente@aci-lac.aero](mailto:asistente@aci-lac.aero)

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## Meet our Faculty

### Mohamed BEN SALAH



After graduating in 2005 from the Tunisian National School of Civil Aviation as an air traffic engineer, Mohamed Ben Salah joined the Tunisian Civil Aviation and Airports Office. In 2012 he received his Master's degree in quality and productivity from the High School of Engineering and Techniques Sciences. He is currently Head of Service in Airports Certification.

Mr. Ben Salah has been assigned on several projects related to overseeing airport safety, including:

...participation in drafting and reviewing regulations related to the design, planning and operation of airports

and heliports;

- assisting airports in the certification process and Safety Management Systems implementation;
- responsible for the Safety Management Systems for airports at the central level;
- performing design studies for airport expansion;
- participating in the implementation of new intelligent technologies, including Common Use Terminal Equipment;
- improving work processes and efficient procedures related to the movement area; and
- participating in the acquisition of movement area panels, safety equipment and terminal inside panels.

Mr. Ben Salah has been giving courses and conducting seminars/workshops since 2006 on aviation safety, Safety Management Systems, airport air operations, aviation law and International Civil Aviation Organization (ICAO) safety-related Standards and Recommended Practices (SARPs) at the Tunisian National School of Aviation.

#### **Mohamed's upcoming courses:**

Course:	<b>Understanding</b>	<b>Annex</b>	<b>14</b>	<b>(French)</b>
Dates:	<b>14-16</b>		<b>April</b>	<b>2014</b>
Location:		<b>Tunis,</b>		<b>Tunisia</b>
Registration	Fee	Members	&	WBP: <b>950USD</b>
Registration Non Members: <b>2400USD</b>				

Course:	<b>Airport</b>	<b>Safety</b>	<b>Management</b>	<b>Systems</b>	<b>Implementation</b>	<b>(French)</b>
Dates:		<b>09-13</b>		<b>June</b>		<b>2014</b>
Location:			<b>Tunis,</b>			<b>Tunisia</b>
Registration	Fee	Members	&	WBP:		<b>1600USD</b>
Registration Non Members: <b>2400USD</b>						

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## **Course calendar, March–April 2014**

Date	Month	Course	Language	Member Price (USD)	Non-member Price (USD)	Location	Country
10-14	March	<a href="#">Developing a Customer Service Culture at Airport*</a>	English	1600.00	2400.00	San Francisco	USA
16-20	March	<a href="#">GSN 1 - Safety Management Systems</a>	English	1450.00	2100.00	Abu Dhabi	UAE
17-21	March	<a href="#">GSN 4 - Working with Annex 14</a>	English	1450.00	2100.00	Kuala Lumpur	Malaysia
23-27	March	<a href="#">GSN 3 - Emergency Planning and Crisis Management</a>	English	1450.00	2100.00	Abu Dhabi	UAE
24-28	March	<a href="#">GSN 2 - Airside Safety and Operations</a>	English	1450.00	2100.00	Riga	Latvia
30-03	Mar-April	<a href="#">GSN 4 - Working with Annex 14</a>	English	1450.00	2100.00	Abu Dhabi	UAE
31-04	Mar-April	<a href="#">GSN 6 - Aerodrome Safety Compliance and Auditing</a>	English	1450.00	2100.00	Zagreb	Croatia
31-04	Mar-April	<a href="#">Airport Environmental Management*</a>	English	1600.00	2400.00	Istanbul	Turkey
06-10	April	<a href="#">Advanced Airport Operations</a>	English	1450.00	2100.00	Abu Dhabi	UAE
07-09	April	<a href="#">Victim Support and Media Management</a>	English	950.00	1400.00	Hyderabad	India
07-11	April	<a href="#">GSN 3 - Emergency Planning and Crisis Management</a>	English	1450.00	2100.00	Bucharest	Romania
14-16	April	<a href="#">Comprendre l'Annexe 14</a>	French	950.00	1400.00	Tunis	Tunisia
27-01	April - May	<a href="#">Airport Communications and Public Relations*</a>	English	1600.00	2400.00	Abu Dhabi	UAE
27-01	April - May	<a href="#">GSN 1 - Safety Management Systems</a>	English	1450.00	2100.00	Abu Dhabi	UAE
28-30	April	<a href="#">Hazard Identification and Risk Assessment</a>	English	950.00	1400.00	Port of Spain	Trinidad
28-30	April	<a href="#">Airport Non-Aeronautical Revenues</a>	English	950.00	1400.00	Istanbul	Turkey

\*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](mailto:training@aci.aero)

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

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## Events

Presented in Partnership by:



ACI World,  
ACI Europe,  
ACI Asia-Pacific



ACI 6<sup>th</sup> ANNUAL AIRPORT  
**Economics & Finance**  
CONFERENCE & EXHIBITION

MARCH 12-14, 2014  
GRANGE TOWER  
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