ACI GLOBAL TRAINING NEWSLETTER

Headles

26 November 2014

Talent management for airport professionals

By Kevin Caron, Head, Global Training and Human Resources

Investing in both current and future airport professionals makes good business sense.

At Airports Council International (ACI), our members are continually looking at ways of investing in their people. As airport Human Resources (HR) moves to the strategic function of business partner, HR professionals continue to work closely with airport senior management to attract, hire, develop and retain talent.

To this end, many in the airport HR profession are forward-looking in terms of talent management. By doing so, they are making sure their operations will be positively positioned to succeed in the global competitive market for talent.

Taking this into consideration, HR professionals must adopt an integrated approach to talent management because it offers a path towards organizational excellence in safety, security, operations and leadership.

Talent management is the science of using strategic human resource planning to improve business value and allow companies to reach their goals. Every part of recruiting, developing rewarding and retaining talent is a part of talent management.

ACI members are keenly aware that the people working for the world's airports are committed to providing safe, secure and customer-focused service to the travelling public. To be able to maintain this, we need to take a genuine interest in the future career growth of our airport employees. Talent must be taken seriously by both managers and the leadership team in cooperation with the HR team. By doing so, we are building loyalty. And loyalty increases business and operational excellence.

Engaged employees are more innovative and productive. Good, talented people naturally want to advance, and appreciate meaningful support in the process.

In a recent article, the Society for Human Resource Management (SHRM) identified four key steps to improve talent management:

1. Understand the needs and dynamics of the talent pools.
2. Quantify what's happening in the talent pipeline.
3. Shape the portfolio of experiences for key employees.
4. Approach talent decisions with a long-term mindset.

The first step involves the needs of talent pools with regard to education, specific training, wellness and a positive work environment that promotes cooperation.

The second step encourages the organization to focus inward to determine what talent is currently available within the airport. This would include the need for HR to collect data to identify where there is job movement in terms of high/ low rates of attrition, for example, in the airport operations department. Once complete, the organization can determine whether to promote internally or hire externally.

The third step is related to the development of job competency requirements. This would determine, for example, the skills required to become the airport's Director of Engineering or Director of Security.

The fourth step deals with managing talent development as a function of the airport's long-term strategic plan. This process allows us to evaluate who should move to which role, when investments should be made in additional education or coaching, and when investments should be ended.

Talent management need not be complicated or costly. At its core, it is mostly a matter of good managers taking the time to understand their employees person-to-person, recognizing their skills and needs, and linking this to the airport's strategic plan.

If it is done well, the payoff can prove to be substantial in terms of long-term loyalty. Poorly done, the results can be devastating and costly over many years to come.

New ACI course: EASA Implementing Rules for Aerodromes
By Issa Castro, Manager, Global Training

Photo: Group picture taken during the EASA course in Dublin, Ireland

Last month ACI held the first course offering of the EASA Implementing Rules for Aerodromes from 27-31 October 2014 in the beautiful city of Dublin, Ireland. Twelve participants were in attendance representing various airports and civil aviation organizations from Germany, Italy, Latvia, Romania and Spain.

ACI developed this five-day training with the aim of providing European Union and European Economic Area (EU/EEA) Member States clear guidance and understanding of the Implementing Rules (IRs) and their Annexes

Official Journal of the EU on 12 February 2014 and having taken effect on 6 March 2014. The course objective is to ensure a smooth transition for the Member States from their existing national aerodrome regulations to the new regulation, taking into account the applicable ICAO Standards and Recommended Practices (SARPs) to maintain a high level of civil aviation safety and compliance, reflecting best practices in the field of aerodromes.

Throughout the week the participants took a detailed look at the history of aerodrome regulations, applicable rules, the certification process, authority and operations requirements, as well as management of compliance and deviations from the regulations.

ACI Instructor Debbie Riley kept the participants engaged in various team exercises and an airport visit was also arranged to further enhance and provide a practical approach to the lessons learned. "[There was] a lot of group interaction and discussions with the challenges faced with the new certification requirements--it was good," said Riley.

ACI was also pleased to have Sarah Poralla, EASA Rulemaking Officer, present for the Q&A session on the last day of the course. Her presence added great value to the training as she fielded multiple questions and was most helpful in clarifying several certification specifications to the whole group. This was definitely a highlight of the week, the session ended up lasting close to four hours! ACI sincerely thanks Sarah for her contributions.

As this was the first course offering, ACI would also like to thank all the participants who shared their feedback at the end of the training. Many suggestions have already been noted to be incorporated as part of this course for 2015. We hope to welcome more participants to this course next year!

For more information on the EASA Implementing Rules for Aerodromes training, please click here.

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GSN 3: Emergency Crisis and Planning Management in review

By Issa Castro, Manager, Global Training

Photo: Group picture taken during the GSN 3 course in Bucharest Romania

I recently attended the ACI training course GSN 3: Emergency Crisis and Planning Management, held 13 -17 October 2014 in Bucharest, Romania. It was an opportunity for me to participate as an attendee, meet the participants and instructors, and reaffirm our ongoing training partnership with Bucharest Airports Company. The GSN 3 course aims to show the importance of planning for emergency situations and how to manage activities while in crisis situations. During this particular week, there were 14 participants in attendance including management and staff from Romania, Latvia and Kosovo. It was a pleasure meeting such a diverse group of people with various airport experiences, each of whom actively engaged in the class discussions throughout the week.

ACI Instructors Wally Walker and Doug Roberts jointly delivered this training. They each took turns demonstrating the key roles required for emergency planning, sharing various case studies and offering tools and guidance on the implementation of emergency plans and procedures.

The course also included a visit on Day 2 to the Medical Centre and an airside visit on Day 3 to the Security Control Centre, Fire Station and Crisis Centre of the Bucharest Henri Coanda International Airport. The visits provided an opportunity for all to learn about the airport's emergency operations and procedures.

The all-day group exercise on Day 4 put to test what the participants needed to do in the event of a crisis at the airport. Each participant had to apply what they had learned so far as well as utilize their own knowledge, skills and experience for these types of situations. Just as integral to the all-day exercise were the debriefing and presentations on Day 5 to recap the lessons learned. Certificates of Completion were awarded to all participants shortly after, capping a successful training week.

But it was not all hard work and no fun. After the group exercise on Day 4, everyone took a breather and went out to dinner at the beautiful and historical Caru' cu Bere Restaurant, one of the oldest restaurants in Bucharest, celebrating its 135th anniversary this year! Traditional Romanian dishes were served along with live music for entertainment. It was a nice change to enjoy each other's company outside the classroom. Everyone had a good time.

It was also such a pleasure to finally meet Amalia Marian, Training Manager for Bucharest Airports Company. Amalia showed exceptional care and generosity to all the instructors and the participants, ensuring that the training facilities were all in order and the airport visits were properly coordinated. ACI is privileged to be working alongside her and we thank her and her team for all their efforts.

Overall, it was a wonderful week. The course went well, all course objectives were met, the participants and the instructors were happy with the training, and the ACI training centre in Bucharest did a stellar job. I look forward to reporting on the next course I attend in 2015. Stay tuned!

For more information on the GSN 3: Emergency Planning and Crisis Management training, please click here.

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Airline Management for Airport Professionals:
3 - 7 November 2014 in Athens, Greece
By Simon Walker, ACI Instructor

Photo: Group picture taken during the Airline Management for Airport Professionals course in Athens, Greece

Athens Airport was the venue for the latest delivery of the Airline Management for Airport Professionals, an AMPAP programme elective, making this the 24th elective held this year. In addition to representatives from the host airport, we also welcomed participants from airports in North America, North and West Africa, Asia-Pacific and Europe, with a course total of 22 registered delegates.

The airline simulation model used as a core element of the course again proved very popular, highlighting the varied and time-critical decisions that affect airline profitability. The winning team highlighted the benefits of international cooperation!

In addition to the programme, the course was very fortunate to have the opportunity to observe a full emergency exercise carried out by Athens Airport and supported by local responders from the city. This was a very impressive display of rescue competence using an A319 aircraft to simulate an aircraft crash.

ACI would like to express its gratitude to Athens Airport for their support to the programme, and their generosity throughout the week.

Dates for the Airline Management for Airport Professionals in 2015 are now available. Click here for more information.

Latest Global Safety Network (GSN) graduates

ACI is proud to congratulate and welcome the following to our GSN family!

From left to right: Ali Thani Al Khaifi, Ian Barrie (ACI Instructor) and Aris Mucenieks

1. **Ali Thani Al Khaifi**, Senior Certification Compliance Specialist, Oman Airports Management Company
(GSN 4: 14 November 2014, ZAG)
2. **Aris Mucenieks,** SMS Specialist, Riga International Airport
(GSN 4: 14 November, ZAG)
3. **Najwa Ali Mohamed Saeed Al Rowahi**, Senior Officer, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)
4. **Syed Ihsan Ali**, Inspector, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)
5. **Nizar Kamel Kh. Alshaibatt**, Senior Safety Officer, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)
6. **Marlon Oteyza Agaton**, Inspector, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)
7. **Irene Cristi Naparan**, Assistant, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)
8. **Youssef Madkouri**, Fireman, Abu Dhabi Airports Company
(GSN 6: 20 November 2014, AUH)

About the Global Safety Network (GSN) Diploma Programme

The GSN Diploma 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.

All classroom sessions make extensive use of pictures, case studies and films, to provide a compelling and relevant learning experience in tandem with practical exercises performed at the aerodrome for a comprehensive safety overview of airside operations.

For more information on the GSN Diploma Programme, please click here.

Featured ACI Training Center: Vilnius, Lithuania

About the Training Center
Airport Code: VNO
Training Center address: Rodūnios kelias 10A, Vilnius 02189, Lithuania
Managing Director: Gedminas Almantas

Basic information about VNO

- Member of ACI since 1992
- Main gateway to Lithuania
- Fastest growing 2-3 million passenger airport in Europe (2012 and 2013)
- 2.9 million total passenger traffic is estimated by end of 2014
- 24 airlines fly out of VNO to 46 destinations
- Caters to legacy and low cost carriers
- Only 15 minute drive from Vilnius city centre
- Part of Lithuanian Airport Network since 2014

Upcoming Courses in VNO

Date	Course	Member / WBP Price	Non-Member Price
02 - 04 March 2015	Airport Air Service Development	$ 950 USD	$ 1,400 USD
14 - 18 September 2015	Developing a Customer Service Culture at Airports*	$ 1,600 USD	$ 2,400 USD

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

Certificate in Terminal and Landside Operations

Effective and efficient landside operations are a critical element to the successful passenger journey through our airports and a key factor in customer satisfaction.

Today's modern airports consist of large and complex infrastructure that requires careful planning, operation and management.

In recognition of the importance of Landside Operations, ACI has developed specific guidance and best practices regarding Landside Operations as part of its Certificate in Terminal and Landside Operations programme.

The programme describes key landside facilities found at an airport and the various operational activities that take place ranging from curbside passenger processing to the ground transportation services that are used by customers to access the airport.

The Certificate in Terminal and Landside Operations includes a total of five modules:

Module 1 - Customer Experience Management
Module 2 - Airport Passenger Terminals
Module 3 - Landside Operations
Module 4 - Baggage and Cargo
Module 5 - International Perspective and Regulations

For more information or to register for this programme, visit our website at
http://www.mmsend70.com/link.cfm?r=1043589288&sid=58766971&m=7740989&u=AIRPORTCI&j=23392225&s=http://www.olc.aero/
or contact enrolments@olc.aero.

Available in Spanish

Check out the Spanish version of the course here: Certificado en Operaciones en la Terminal y en el Lado Tierra

En Route a Diploma in Airport Operations

The Certificate in Terminal and Landside Operations is one of the three programmes required to achieve the ACI Airport Operations Diploma Programme.

The Diploma programme provides candidates with an excellent overview of the key components of Airport Operations and is an important stepping-stone to careers in airport operations and management.

For more information regarding this or any of our online training programmes, visit our website at
http://www.mmsend70.com/link.cfm?r=1043589288&sid=58766973&m=7740989&u=AIRPORTCI&j=23392225&s=http://www.olc.aero
or contact enrolments@olc.aero.

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Course calendar January – February 2015

Dates	Course	Location	Language	Price (USD) Mem/Non-Mem
12 - 16 January 2015	Developing a Customer Service Culture at Airports*	Port of Spain, Trinidad and Tobago	English	$1,600 / $2,400
12 Jan. - Feb. 27 2015	Online - Airport Environmental Management*	ONLINE	English	$1,600 / $2,400
26 - 30 January 2015	GSN 5 - Advanced Safety Management Systems	Kuala Lumpur, Malaysia	English	$1,450 / $2,100
02 - 06 February 2015	Airline Management for Airport Professionals*	Dublin, Ireland	English	$1,600 / $2,400
09 - 13 February 2015	Airport Collaborative Decision Making (A-CDM)	Incheon, South Korea	English	$1,450 / $2,100
16 - 20 February 2015	Managing Aerodrome Works	Bucharest, Romania	English	$1,450 / $2,100
23 - 27 February 2015	Developing a Customer Service Culture at Airports*	Nairobi, Kenya	English	$1,600 / $2,400
23 - 27 February 2015	EASA Implementing Rules for Aerodromes	Istanbul, Turkey	English	$1,450 / $2,100

To view the full calendar, click here or send us an email at training@aci.aero.

Click here to register for a course.