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November 2011 Edition

www.aci.aero/training

A time of change by Victor de Barrena



ACI Global Training has been growing year-on-year since 2008 and I am pleased to say that, as we approach the end of 2011, we can look back on yet another successful year for the Global Training team. This would not have been possible without the support that you, our members, have continued to offer to us. The more than 100 classroom and online courses we have administered this year prove that ACI World offers the right environment for training programmes where airport professionals can thrive. Each year we have added to the number of Training Centres established worldwide, in partnership with our members, enabling greater access to training opportunities and to build on our commitment of airport excellence. At all levels of the organization, and in cooperation with partners such as ICAO, John Molson School of Business, the Manchester Metropolitan University, ASI and others, we have built a comprehensive training programme designed for you with your input, your feedback and your very important contributions.

For this success, I am thankful to all of our members and I salute you as leaders who believed in our ability to deliver high quality, accessible training courses to the ACI membership.

2011 has been the year of change. With the ACI World offices moving to Montreal, change has been a constant part of our lives. Change in location, change in the team, change in the leadership. I will be leaving ACI World this month as part of that change, as I am unable to make the move to Canada. I leave the ACI Global Training programme on a personal high note, and I am certain of its continued progression as I leave it in very good hands. As I reflect on my tenure at ACI, leading the Global Training programme for the past three years, I am humbled by the strength I see in our team. I have been fortunate to work with the best team of professionals. I feel confident that what Ulrich, Luminita, Nathalie, and Manoela started in Geneva will continue to develop and grow with Kevin, John, Melisa, Jeremias and Claudia in Montreal, not forgetting Eddie's support. I have great respect for every member of the team. Each has shown dedication to their work and commitment to you, our members, of which I am immensely proud. I also want to acknowledge Peter, Debbie, Simon, Wally, Tonci, Joanne, Julian, Lorena, Thomas, Mercedes, Patricia, and so many other instructors and professionals who have stayed with us on this road

to building a relevant and credible training programme. Well done and thank you for believing in ACI's Global Training Programme.

Looking forward to 2012 we are pleased to offer you a new Global Training programme schedule. You can find it in this issue and on our website. It has also most likely already arrived in your Inbox by now. New and popular courses, from a new GSN to the classic AMPAP electives, open and in-house, online programmes and classroom courses are scheduled around the globe. We have worked earnestly in preparing a course schedule with our regional steering group that will address regional needs, as well as AMPAP participants' needs in many different subjects. I encourage you to enrol and be a part of the improved operational airport excellence that is embedded in ACI's mission to our members. One final word of thanks to Angela for her vision and leadership, and for allowing me to be a part of the Global Training programme these last three years.

My very best wishes for success in the future.

Victor de Barrena

2012 ACI Global Training Calendar

It is great pleasure that ACI heralds the release of the 2012 Global Training Calendar. This calendar has been created in response to the fast changing world in which we live and the needs of our members. For 2012 we are happy to offer some of our popular courses such as Managing Airport Service Quality at Airports and our GNS Courses. We are also adding new interesting courses including ACI/ICAO Aerodrome Certification and the GSN Modules 4, 5 and 6.

[Click here](#) to view the Global Training 2012 Calendar.

Get a 5% off early bird discount*

*When you register and pay by credit card at least 2 months prior to the start date of the course. This discount is available all year-round.

Get a 10% off Group Discount**

**When you register three or more people from the same company, for the same course and date under the same invoice. This discount is available all year-round.

Note:

Early Bird discounts will only be processed by credit card payments.
Early bird discounts does not apply to group registrations.

Start off the year in our classrooms!

Receive 15% off* list price when registered no later than December 31, 2012, to the following courses:

Days	Month	Course	City	Country	Language	Cost Euro	Cost USD
23-27	January	GSN 1 Safety Management Systems	Bucharest	Romania	English	€ 1,000	\$1,400
29-31	January	Introduction to Annex 14	Dubai	U.A.E	English	€ 1,000	\$1,400
30-03	January	GSN 2 Airport Operations and Safety	Male	Maldives	English	€ 1,000	\$1,400
30-03	January	GSN 2 Airport Operations and Safety	Port of Spain	Trinidad and Tobago	English	€ 1,000	\$1,400
30-03	January	GSN 4 - Working with Annex 14	Zagreb	Croatia	English	€ 1,000	\$1,400
6-10	February	GSN 5 - Advanced SMS	Riga	Latvia	English	€ 1,000	\$1,400
6-10	February	Risk Assessment and Safety Cases for Airport Operations	Athens	Greece	English	€ 1,000	\$1,400
20-22	February	Accident and Incident Investigation for Airport Operators	Hyderabad	India	English	€ 650	\$910
20-24	February	GSN 3 Emergency Planning and Crisis Management	Istanbul	Turkey	English	€ 1,000	\$1,400

*Discount for 3 or more participants registering to one course will be 20% off list price!

For more information visit <http://www.aci.aero/> or contact training@aci.aero

The Global Training Team

Meet our faculty

Debbie Riley
Operations and Safety Director Airport Solutions



Debbie Riley is one of the instructors for the Global Safety Network programme and several certificate courses for ACI.

She is currently the Operations and Safety Director of Airport Solutions Ltd, a UK based company specialising in providing training and advice for airports around the world.

Debbie now lives in Dubai and has worked extensively at many airports within the Middle East. One of her most recent projects was managing a team from Airport Solutions who developed and implemented the SMS and Standard Operating Procedures (SOPs) for the new Dubai World Central airport which was successfully certified just over a year ago.

Having undertaken similar implementation projects at several airports around the globe, Debbie is very well qualified in SMS

and takes pleasure in sharing her experiences on the various ACI courses.

Debbie has over 25 years' experience in Airport Management and specialises in airport planning, emergency planning and the development of operational procedures. Her skills are frequently called upon to develop "Safety Cases" for aerodrome works which enable airports to operate safely whilst major developments and maintenance takes place. She has recently written the Safety assurance procedures for several new runways and runway resurfacing projects.

Prior to founding Airport Solutions Debbie held a number of positions at Manchester Airport (UK) including:- Airport Policy and Planning Manager, Operations Duty Manager and Airport Planner. Debbie has also worked at Blackpool Airport in the UK as Airport Operations Director and served in the Royal Air Force as a Fighter Controller.

Debbie still works in an active capacity today at airports around the world. She is qualified as an Aerodrome Auditor and Trainer in Airport Operations, Safety Management Systems and Emergency Planning for ICAO and ACI.

Debbie is one of several trainers from Airport Solutions who delivers the ACI GSN Courses, Introduction and Advanced Annex 14, Accident and Incident Investigation for Airport Managers, Runway Incursion Awareness and Prevention.

Debbie is looking forward to taking an active part in the delivery of the new GSN Modules:- 4,5 and 6 during 2012.

About Airport Solutions

Airport Solutions is an International aviation consultancy founded in 2004 and based in the UK. Their team of 22 specialist consultants are drawn from all areas of the aviation industry who have extensive experience of working with airports, airlines, regulatory authorities and governments throughout the world.

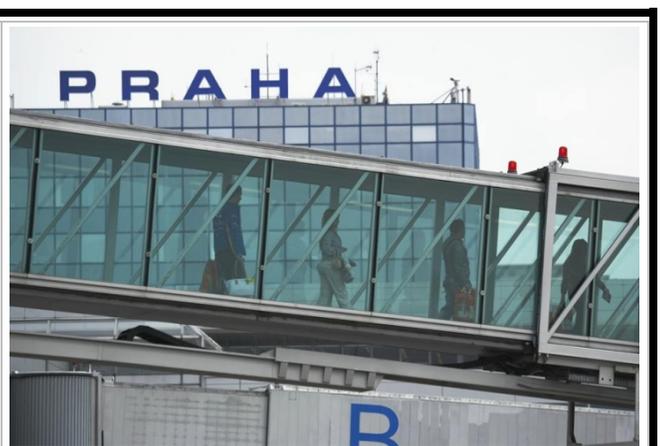
As well as developing and providing training materials for ACI, they also undertake aerodrome auditing, SMS Implementation and gap analysis, develop and write all documentation required for aerodrome certification (Aerodrome Manuals, Emergency Plans, Safety Management Systems and ATC Procedures). They are also frequently called upon to develop procedures and Safety Cases for aerodrome development and maintenance projects.

During the past 6 years they have undertaken work at airports in 5 continents ranging from the development of desert strips in Oman to the ORAT of the new mega hub airports of Bangkok and Dubai.

ACI are delighted to have Airport Solutions Instructors as partners for the delivery of training courses.

Featured Training Center - Prague, Czech Republic

About the Airport	
Airport Code:	PRG
Airport Name:	Prague Ruzyně International Airport
Operator:	Letiště Praha
Airport Address:	K Letišti 6/1019, 160 08 Praha 6
Chief Executive Officer:	Miroslav Dvořák
About the Training Center	
ACI Training Center since:	01 June 2010
Location:	Terminal 2 – departures – next to the Information desk
Direction to the classroom	Terminal 2 – on the gallery
Onsite contact (s):	Lenka Kovářová
	Klára Prošková



Prague Airport officially launched its operations in 1937.

This international air hub yearly services between 11 and 12 million passengers who can choose from the offer of approximately 50 airlines connecting Prague with about 130 destinations worldwide by direct scheduled flights. There are also 5 regular cargo carriers and tens of companies providing charter flights from this hub. Prague Airport operations generated a profit equal to one billion CZK in the year 2009. The company employs about 2,200 people and there are an approximate 15,000 people employed by companies with presence at the airport or in another way linked to its activities.

Prague Airport was voted best Eastern European airport in the World Airport Awards pole in 2008.

Because of its exceptional location in the center of Europe, Prague Airport is also becoming an increasingly important transit hub.

Course of the Month

Airline Management for Airport Professionals



One of the elective courses for the AMPAP qualification is the Airline Management for Airport Professionals. This course is held over a five day period, and has ran eleven times over the past four years. The course provides an insight into airline management issues including revenue management and airline costs as well as topical subjects such as low-cost carriers and airline alliances. The final day brings together all the elements of airline management with a case study of an airline business plan and a session on strategic decision making, based around potential acquisition targets for an airline group, presented and discussed by the course participants.

A core component of the course is the Airline Simulation game whereby the participants are divided into competing teams each 'running' an airline over a number of trading periods. The simulation requires decisions to be made on fleet size, seating configurations, pricing, cargo and promotional issues. Teams compete with each other in real time with the most effective strategy resulting in a winning group by the end of the course. The most recent winners, in Montreal, were a three person team comprising Rafael Smith (Director, Operations Landside from Punta Cana Airport), Amanda Thomas (Deputy Director Finance & Administration at Sacramento County Airport System) and John Webster (Manager, Global Training for ACI World). The winning team had the second highest profit for the eleven courses, which was doubly impressive as the group as a whole had the third highest average profit of any course, indicating strong strategies and effective teamwork.

The principle objectives of this course is to provide a broad overview of the airline industry and to create awareness of the underlying marketing, financial, operational and competitive factors influencing airline viability. Participants are shown how the sensitivity of airline profitability impacts airline management decisions and further analyse the principles of airline economics, costs and pricing. The course will develop both passenger and cargo models, and will also tackle the variances and implications relative to low-cost carriers and business only airlines. This course will prepare airport professionals to

better understand and thereby manage their relationships with airlines and help them to recognise for themselves the position of their airport in the global marketplace.

We hope that you will attend a future course, the next one being held in Hyderabad, India from 12 – 16 December, 2011.

For more information on this course as well as all course offerings for 2012, please visit our website at www.aci.aero/training

ACI Fund Seminar “Airport Safety Management Systems Workshop”, 3 – 5 November 2011, Marrakech, Morocco.



The 46th edition of the ACI Fund Seminar took place in the beautiful city of Marrakech, Morocco following the ACI World Annual General Assembly.

This was our final seminar of the year and was attended by 30 delegates, representing 26 different airports and 18 nationalities. The workshop covered Airport Safety Management Systems Implementation and from the discussions witnessed it is indeed a topic we all hold very close to our hearts in the airport industry!

The airports present were at different phases of their SMS implementation and it highlighted that we are heading in the right direction, but we do still have a way to go.

We had the participants roll up their sleeves and divided them into teams to complete exercises on hazard identification, risk analysis, and safety culture. The diverse nature of this group resulted in great benefit to all from these exercises, as they were exposed to a wide variety of innovative solutions or mitigation to the scenarios presented.

The ACI World team along with John and Robert our instructors would like to thank all delegates for their active participation and excellent rapport. Many thanks as well to CIFAL and Atlanta International Airport for their continuous support.

On a last note, we are currently finalizing the 2012 schedule of ACI-Fund Seminars and look forward to communicating this

to you in an up-coming newsletter.

By Kevin Caron
Assistant Director, Global Training

AMPAP Graduates Honoured in Marrakech



A record number of graduates have completed AMPAP this year! 2011 will see some 71 graduates receive their International Airport Professional diplomas and IAP designation along with 7 Associate Diplomas which included Arturo Garcia, ACI Manager Facilitation and Airport IT, and former ACI Communications Manager Jenny Waddell! This brings the total to over 160 since the programme's inception.

During our ACI World Annual General Assembly in Marrakech, 32 graduates from 19 countries were present to receive their diplomas from Ms. Angela Gittens, ACI World Director General, Mr. Mohamed Elamiri, Chief, ICAO Safety and Security Audits Branch, and Dr. Pierre Coutu, AMPAP Programme Executive in front of an audience of over 400 senior airport executives.

Our congratulations to the 2011 graduates!

By Kevin Caron
Assistant Director, Global Training

ACI Global Training Survey

We are continually exploring the training and professional development needs of our member airports in order to serve you better.

One of the tools we use is a training needs assessment and we asking for your help by answering this short survey by: [click here](#)

Thank you for your time and energy in helping ACI Global Training collect this information.

Online Learning Centre
www.olc.aero

ACI Certificate in Airside Operations – Coming Soon

Pre-Register for the new ACI Certificate in Airside Operations and receive an early bird discount of 10% from the standard enrolment fee.*

Airports Council International is pleased to announce the coming release of the new Certificate in Airside Operations.

This new course due, for release early next year, will provide participants with a broad understanding of airside operations at and how these components interact with each other to form an operational system.

Who should enrol?

- All new employees that require initial airside training as part of their induction process
- Existing employees that would like to enhance their knowledge and skills in airside operations
- Employees wishing to enhance their career opportunities and advance to leadership and management positions
- World Business Partners that wish to obtain an understanding of airside operations

Course Modules

The ACI Certificate in Airside Operations consists of the following seven modules:

- Module 1 Airside Infrastructure, Facilities and People
- Module 2 Safety Management Systems
- Module 3 Airside Operations and Safety
- Module 4 Airside Emergencies
- Module 5 Airside Security
- Module 6 Airside Operations and the Environment
- Module 7 Industry Safety Performance Indicators

Assessment

Each training module includes an integrated online assessment. Candidates must successfully complete all assessment modules to receive the Certificate.

Duration

Approximately 14 hours of self-paced online training

***Enrolment Fee**

\$695.00 USD

Early Bird Registrations received prior to the 31st December 2011 are entitled to a 10% discount.

Simply Register Online at <http://www.olec.aero/> or contact enrolments@olec.aero for more information.

Release Date

Course will be available online in early 2012

For a complete list of online courses visit us at <http://www.olec.aero/>

For more information on how to start a subscription agreement contact enrolments@olec.aero



THE TRINITY
FORUM 2012

Save the Date!

The Trinity Forum is the world's leading airport commercial revenues conference, which will be held in Seoul, Korea from the **13-15 February 2012** at the Grand Hyatt Hotel. The event is a joint venture between Airports Council International (ACI) and The Moodie Report and will be hosted by Incheon International Airport Corporation (IIAC).

Programme

The conference agenda will feature some of the most fascinating and dynamic speakers from around the world and will be available for download shortly from the ACI website: www.aci.aero/events. The event will open with a Welcome Reception on Monday 13 February, followed by the Gala Dinner on Tuesday 14 February, which has been graciously sponsored by the host, Incheon International Airports Corporation.

Registration Now Open!

Don't miss out on our special **Early Bird Rates**, which will expire on **16 December 2011**.

To register simply [click here](#) to download the registration form or contact events@aci.aero for further information.

Hosted by



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