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29 October 2014

The 2015 ACI Global Training calendar

Dear colleagues,

ACI Global Training is pleased announce the release of the 2015 calendar.

The ACI Global Training Team has worked diligently during the summer to develop the 2015 schedule of courses. The calendar is the perfect reference manual to identify the necessary skills sets for you and your staff to succeed as well as assist you in planning training budgets.

The yearly planning of our training calendar is based on the use of many tools, including an analysis of current and future trends affecting our industry, both on local and global levels. This methodical process ensures that we continue to respond to our members' and industry stakeholders' educational needs. Our planning process is also driven by insightful information and feedback received from our training centres, ACI regions, our faculty of Global Training Instructors, our ACI Training Needs Survey, and by our world and regional standing committees.

I trust that you will find the 2015 calendar a valuable tool and I look forward to welcoming you to one of our ACI Global Training courses in the near future.

Kevin Caron

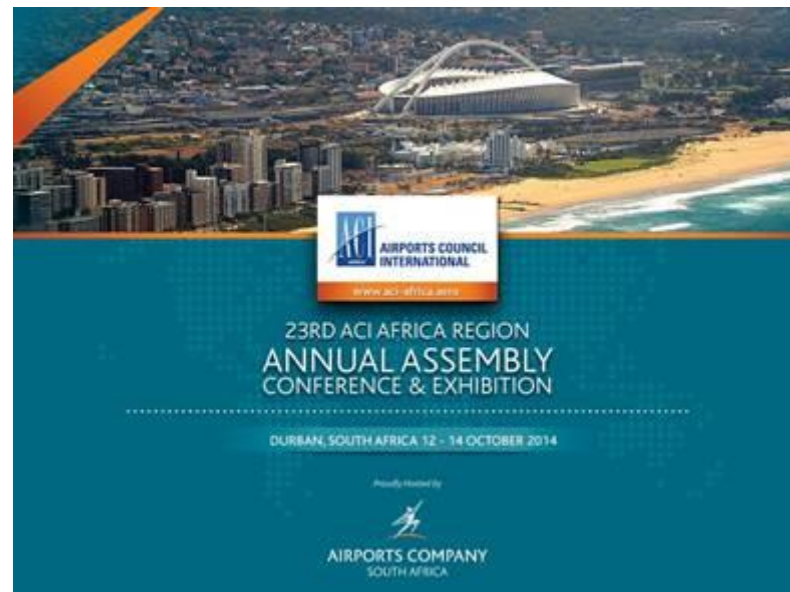
Head, Global Training & Human Resources
ACI World

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23rd ACI Africa Annual General Assembly, Conference & Exhibition and Developing Nations Airport Assistance Programme (DNA) Seminars in Durban, South Africa

By Jeremias Rodriguez, Global Training and Events Registrar, ACI World



Airports Company South Africa (ACSA), in coordination with Airports Council International (ACI) Africa and World offices, hosted the 23rd ACI Africa Annual General Assembly, Conference & Exhibition in the beautiful city of Durban, South Africa at the prestigious Coastlands Umhlanga Hotel and Conference Centre” from 12–14 October 2014.

The conference was preceded by the ACI Africa Board of Directors and Working Groups meetings from 10 to 11 October 2014 and was followed by two ACI Developing Nations Airport Assistance Programme (DNA) seminars from 15 to 16 October 2014. The ACI World Governing Board and the ACI World Facilitation & Services and Airport IT Committees simultaneously conducted their meetings on the same dates.

The conference

The theme of this year’s event was “Service Excellence: Key to the Future.” The main topics discussed at the conference included understanding service quality; service excellence in airports; excellence in airfield services; developing a culture of service; service in small airports; and the economic benefits of service excellence. ACI also dedicated, for the first time, a space for B2B meetings between the partners of the industry and the member airports.

Attendees came from 43 different countries spanning all six continents. In total, 360 high-level participants, including African and international aviation government officials, airport managers and recognized leaders of public and private sector, international institutions and service providers attended. The event proved to be a great opportunity for networking, business meetings and marketing of products and services.

The ACI-DNA seminars



Photo: Group picture taken during the 13th ACI Developing Nations' Airports Assistance Programme from 15-16 October 2014 in Durban, South Africa

ACI World in coordination with ACI Africa hosted two DNA Seminars after the conference, the 13th ACI

Developing Nations' Airports Assistance Programme from 15–16 October 2014, which covered two interesting topics—"Airport Economics" by Dr. Rafael Echevarne, Director of Economics and Programme Development, ACI World and "Airport Customer Service" by ACI Instructor Joanne Paternoster.

Airport Economics seminar

By Dr. Rafael Echevarne, Director of Economics and Programme Development, ACI World

The seminar focused on the fundamental drivers of the airport business, highlighting the dynamics affecting the demand for air transport and the factors affecting costs and revenues, as well as the regulatory and economic principles behind airport charges.

One of the challenges facing African airports is the fact that the great majority handle less than one million passengers. This means most airports do not have the critical mass to generate enough revenues to cover operating costs. Regarding airport charges, the course reviewed the fundamental ICAO principles, policies and recommended practices on airport charges.

This wide representation from airports throughout the continent facilitated the discussion and also pointed out common themes affecting airports both in Africa and across the world.

Customer Service seminar

By Joanne Paternoster, ACI Instructor

During the seminar, foundational customer service concepts were discussed and an overview of a strategic continuous improvement approach to implement an airport-wide service delivery strategy or brand, airport service standards and a performance management system, as well as a communications plan to enhance the airport's image and customer empowerment were explored. This strategic approach to customer service is called "Experience Matters."

The pace of the workshop was brisk and the participants were both engaged and engaging. I was touched by participants' desire to learn and to understand what they could personally do to lead and/or influence their airport teams to raise the bar by consistently providing excellent service levels each and every day.

They embraced the need to work in close collaboration with the entire airport community to significantly improve customer satisfaction at their airports, I look forward to the enhancements that these 31 aviation professionals will bring back to their airports for the benefit of their customers, their stakeholders and their airport staff, and I am proud to have been a small part in helping them do just that.

About ACSA

ACSA operates South Africa's nine principal airports, providing airlines with world-class, secure infrastructure.

About ACI

ACI is a non-profit organization whose prime purpose is to advance the interests of airports and to promote professional excellence in airport management and operations.

About the DNA Programme

In order for ACI to play an even stronger role in the provision of training, capacity building and resources to its deserving members in developing and least developed countries (and to increase the supportive capacity already provided by the semi-annual ACI Fund seminars), the World Governing Board approved the creation of an additional programme known as the ACI Developing Nations Airport Assistance Programme (ACI DNA) in 2013.

For additional information regarding DNA seminars please email: dna@aci.aero

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Kenya Airports Authority (KAA) becomes Global Training's (GT) 15th Training Centre

By John Webster, Senior Manager, ACI Global Training



ACI Director General Angela Gittens (center) and Mr. Kenneth Kaunda, General Manager of Human Resources, Kenya Airports Authority (right) signing the training centre agreement at the 23rd ACI Africa Region Annual Assembly on 14 October 2014.

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.

ACI's mandate is to promote airport excellence by providing high quality, comprehensive education solutions to its members. ACI continues to enhance competency-based training programmes through committed partnerships with members such as KAA and with key international organizations.

ACI World, in close cooperation with ACI Africa, is delighted to pursue the active expansion of the training programme across Africa, with the new Nairobi centre, the third for the African region along with Johannesburg and Cairo. Partnering with Kenya Airports Authority is the next logical step to ensure a strong training offer not only for ACI members in Kenya, but throughout the African region. We look forward to offering more accessible, high-quality training to our members in the region.

The signing of this agreement was made official at the ACI Africa conference on 14 October 2014 with Angela Gittens, Director General, ACI World and Mr. Kenneth Kaunda, General Manager Human Resources for KAA. We would like to personally congratulate the CEO of KAA, Ms. Lucy Mbugua, and her team for all their efforts in collaborating with ACI on this initiative. Additionally, we would like to specially thank and acknowledge Mrs. Mary Gachohu, Manager Training & Career Development for KAA, for her support and dedication in this initiative, which was a huge contributing factor to establishing this new venue for training.

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Leadership and Change Management Summit, Munich 1-3 December 2014

By Dr. Richard Plenty and Terri Morrissey, Co-organisers of the Summit and ACI Instructors



We underestimate the importance of effective leadership and people management in creating and sustaining the high performance airport at our peril. 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. The recent programme, in Kuala Lumpur on 13–17 October, with 23 registered participants and 10 countries represented, highlighted this in an impactful way.

The forthcoming ACI Europe Leadership & Change Management Summit, to be hosted in Munich, 1–3 December, will be a wonderful opportunity to enhance, broaden and deepen your understanding and knowledge, and to “raise your game” as high performance leaders. The theme of this year’s Summit is “The High Performing Airport – Sustaining Excellence through People.” The Summit will explore how creating high performance can be achieved, but more importantly what leadership capabilities are required to sustain high performance on an ongoing basis.

There is an impressive line-up of industry speakers; airport CEO’s, HR Directors, and experts and practitioners from outside the sector who will give valuable insights into how effective high performance can be sustained

These include case studies from winning airports around the world: Heathrow, Athens, Montreal, Munich, Changi, Vilnius, Naples, Sweden, San Diego, Dubai; from speakers such as Christian Stadler, a “top 50” world thinker who has featured on the front cover of the Harvard Business Review for his work on the top world performers over the past 100 years; a famous footballer from the world-class Bayern Munich football team; a recent author and expert on mental health at work; and a panel of “crystal ball gazers” who will try and predict the future waves of change impacting performance sustainability and competitiveness.

But... let's not forget the networking and social opportunities—the Bavarian hospitality, the Munich Christmas market (based in the airport itself) and the team building and conviviality which make this Summit a unique and enjoyable event in the calendar.

Combine learning, interactivity, fun and adventure in Munich! Join us there!

A 10% discount on the standard conference registration fee is available to all those currently taking part in the AMPAP programme as well as anybody who has attended a recent ACI HR Training programme. To get your discount, please contact Charlotte McCormack, email: charlotte@airportconference.com, quoting code ACIGLOBALTRAINING.

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The International Aviation Womens Association (IAWA) - 26th Annual Conference in Seattle, Washington

By Melisa Monje, Manager, Global Training, ACI-World



Photo: Speaker panel during conference

On 23 September 2014, Airports Council International signed an agreement with the International Aviation Womens Association (IAWA) with the intention of working collaboratively on education, training and job opportunities in the airport sector. IAWA is an international organization founded in 1988 whose primary intention is to bring together women of achievement in the aviation industry and promote their advancement internationally through the establishment of a worldwide network of aviation professional contacts. Its membership consists of women who hold management and executive level positions in the aviation and aerospace industry.

Recently, I had the pleasure of attending their 26th Annual Conference held in Seattle, Washington. The Conference was attended by over 250 women from 18 countries, representing 180 companies from several different sectors within the aviation industry. As a result of the new partnership, ACI World, with the help of ACI-NA, had the privilege of organizing a session solely dedicated to the airport sector with a panel made up of four very successful female airport CEOs: Deborah Ale Flint, Director of Aviation, Port of Oakland; Bonnie A. Allin, President/CEO, Tucson Airport Authority; Joyce F. Carter, President and CEO, Halifax International Airport Authority; and Gina Marie Lindsey, Executive Director, Los Angeles World Airports.

Deborah C. McElroy, Executive Vice President of ACI-NA, the moderator for the panel, engaged the panellists with a series of questions centered at explaining the intricacies and complexities airports face. What really caught the attention of the attendees was when each panellist was given the floor to explain a time in their airport careers when they faced a challenging situation and how they managed that situation. Based on the ensuing discussions, it was rewarding seeing how well received the session was and the amount of interest and dialogue it attracted.

On a side note, a scholarship for the Airport Operations Diploma Programme was awarded to Ms. Michelle Northcutt from Locke Lord.

If you wish to obtain more information on IAWA or how to become a member, please click [here](#).

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The ACI, IATA, ICAO and Dassault “Frequent Flyers” pull an A320 for charity

By Kevin Caron, Head Global Training & Human Resources, ACI World



As good corporate neighbours many member airports engage in various community engagement activities for both local and national charities. Many of these are accomplished through fun and original activities which include runway marathons and of course plane pulls.

Every September in Montreal the 767 Challenge plane pull is organized by members of the Law Enforcement Torch Run in cooperation with Aéroports de Montréal, Air Canada, HMS Host, the City of Dorval and the Montreal Police Service to benefit the Special Olympics Québec. It consists in using only human

strength to pull an A320 weighing 72,767 kg over a distance of 3.5 meters in the fastest time.

This year for the first time, ACI, along with IATA, ICAO, the Canadian Permanent Mission at ICAO and Dassault Systems, assembled a team of 15 plane pullers, better known as “The Frequent Flyers,” which I had the honour of coaching. As with previous years the competition was held at the Montreal-Trudeau International Airport on Sunday, 21 September.

Now many ask—how exactly do you pull a 72,767 kg plane with a rope. Actually, it’s easier than it sounds. The



first step is properly lining up the team (although I won’t divulge my secret as to how this is done) and trying a few practice pulls (without a rope or plane) in order for the team to perfect its technique. The practices are important as the key to success is breaking the inertia. In our case, The Frequent Flyers ranked a very respectable seventh place.

Thanks to the team, our donors and our supporters we raised over US \$1,900 to benefit the charitable cause of the Special Olympics Québec. The entire team and I are proud to have been part of another great example of aviation giving back to the communities it serves.

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GSN 2: Airside Safety and Operations training in Port Moresby, Papua New Guinea

By Debbie Riley, ACI Instructor



Photo: Group picture taken during the GSN 2 course in in Port Moresby, Papua New Guinea

The National Airports Corporation (NAC) of Papua New Guinea recently commenced the Global Safety Network (GSN) Diploma Programme for their operational staff and managers, hosting the first course, GSN 2: Airside Safety and Operations, in Port Moresby from 12 to 16 October 2014. I was fortunate to be given the opportunity to “trail blaze” the training on behalf of ACI to one of the newest member airports.

The GSN 2 training provides essential guidance to airport managers and staff on best practices, new equipment, procedures and regulations which are applied to the safe and efficient operation of the airside environment. In common with all of the other GSN courses, the training combines both theory and practical sessions including comprehensive on-the-job training on the airfield.

All 12 delegates were very eager to learn new skills and enthusiastically participated throughout the week. They were able to demonstrate putting their new knowledge into practice during the airside visit. This included reviews of the Runway Strip, Apron Markings and Runway End Safety Areas. Whilst undertaking these practical exercises with the groups I was informed that crocodiles sometimes venture onto the airfield, for better or worse, I did not get to see any of this type of wildlife on this occasion!

During my stay I also met with many of the management who clearly supported the training and even attended the final session when the participants presented their findings and recommendations as part of their final group exercise. This exercise was found to be of real benefit, not only to the entire class, but also to the operation of the airport in the future.

The week concluded with a formal presentation of certificates which was attended by the airport management team and members of the local press who were delighted to see the airport investing in training of this nature.

NAC have fully committed to the ACI GSN Diploma Programme with the aim for their key operational and safety staff to receive additional GSN courses next year towards completion of the GSN Diploma Programme.

This was a fantastic opportunity to welcome a new member airport to ACI and I look forward to being able to return next year to work with this dedicated and very enthusiastic group of people!

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Global Safety Network (GSN) graduates

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



1. **Ingrus Krumins**, SMS Manager, SJSC Riga International Airport
(GSN 4: 3 October 2014, OTP)

2. **Sors Grobbelaar**, SHEQ Officer, Airports Company South Africa
(GSN 6: 3 October 2014, JNB)



In this photo: from left to right Ingrus Krumins and Sors Grobbelaar



1. **Preeti Goplani**, Airside Projects Officer, Dubai Airports
(GSN 1: 16 October 2014, AUH)

2. **Ali Karim**, Fire Driver, Dubai Airports
(GSN 1: 16 October 2014, AUH)

3. **Gabriel Roman**, Engineer, Bucharest Airports National Company
(GSN 3: 17 October 2014, OTP)

4. **Florin Gabriel Boicu**, Engineer, Bucharest Airports National Company
(GSN 3: 17 October 2014, OTP)



In this photo: From left to right: Gabriel Roman and Florin Boicu, Bucharest Airports National Company

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](#).



Global Safety Network (GSN) Diploma Programme

Do you have the right competencies to be an
airport safety professional?

S A F E T Y
F I R S T

Advance your career with the GSN Diploma Programme!

- GSN 1 - Safety Management Systems
- GSN 2 - Airside Safety and Operations
- GSN 3 - Emergency Planning and Crisis Management
- GSN 4 - Working with Annex 14
- GSN 5 - Advanced Safety Management Systems
- GSN 6 - Aerodrome Auditing and Compliance

To find out more information, please contact us at:

✉ training@aci.aero ☎ +1 514-373-1200
🌐 <http://www.aci.aero/Global-Training>



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Online Learning Centre
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Certificate in Airside Safety - Available Now!



Airports Council International and the Online Learning Centre are delighted to announce the release of the new Certificate in Airside Safety.

This new program combines five online safety courses into a Certificate level program that provides participants with a broad knowledge and understanding of the key elements of airside safety and how these elements combine as part of the airport's overall Safety Management System.

This course is ideal for initial or recurrent safety training for all airport employees and service provider personnel.

The ACI Certificate in Airside Safety includes the following five (5) online courses:

Course 1 - Airside Safety

Section 2 - Safety Management Systems
Section 3 - Human Factors Safety
Section 4 - Runway Safety Management
Section 5 - Wildlife Hazard Management

Price USD: **\$295.00**

Enrol online [here](#).

Existing users that have completed one or more of these courses may upgrade to the Certificate. For more information contact enrolments@olc.aero.

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Photo gallery

Did you know that ACI delivered over 25 courses around the world in the months of September and October? Were you one of the participants in attendance? Here are just some of them:



Airport Collaborative Decision Making / 28 September - 02 October 2014 / Dubai, UAE



GSN 6: Aerodrome Auditing and Compliance / 29 Sept - 03 Oct 2014 / Johannesburg, South Africa



GSN 4: Working with Annex 14 / 29 September - 03 October 2014 / Bucharest, Romania



Airport Enterprise Risk Management / 13 - 17 October 2014 / Istanbul, Turkey



AO-ICAO User Charges / 13 - 17 October 2014 / San Francisco, California, USA



GSN 3: Emergency Planning and Crisis Management / 13 - 17 October 2014 / Bucharest, Romania



Airport Human Resource Management / 13 - 17 October 2014 / Kuala Lumpur, Malaysia

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Course calendar, November–December 2014

Date	Course	Language	Member Price USD	Non-member Price USD	Location
10-14 November	GSN 4 - Working with Annex 14	English	1450.00	2100.00	Zagreb, Croatia
16-20 November	GSN 6 - Aerodrome Safety Compliance and Auditing	English	1450.00	2100.00	Abu Dhabi, UAE
17-19 November	Passengers with Reduced Mobility Workshop	English	950.00	1400.00	Bucharest, Romania
17-21 November	Airport Master Planning	English	1450.00	2100.00	Incheon, South Korea
23-25 November	Airport Route Development and Marketing	English	950.00	1450.00	Abu Dhabi, UAE
23-27 November	GSN 2 - Airside Safety and Operations	English	1450.00	2100.00	Abu Dhabi, UAE
24-28 November	Airport Communications and Public Relations*	English	1600.00	2600.00	Kuala Lumpur, Malaysia
07-09 December	Wildlife Hazard Prevention and Management	English	950.00	1450.00	Abu Dhabi, UAE

*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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