ACI GLOBAL TRAINING
The leading airport management and operations education provider

SAFETY • LEADERSHIP • MANAGEMENT • OPERATIONS
SECURITY • ENVIRONMENT • ECONOMICS • FACILITATION


www.aci.aero/training
About ACI Global Training

ACI Global Training has 14 training centres worldwide and last year delivered 124 classroom courses to more than 2,000 students and over 14,000 hours of online coursework. The programme has gone from strength to strength since its inception in 2006 largely as a result of its focus on international standards, best practices and innovative ways of sharing knowledge.

Over the last year, eight new courses have been launched to meet a range of training needs for airports both large and small. Additionally, Global Training has increased its language capabilities and now delivers more French and Spanish language classes than ever before, in addition to recently offering its first course in Arabic and another simultaneously translated into Mandarin. Continually exploring new ways to collaborate with regional training channels to gain broader language coverage is an ongoing passion for the Global Training team in its mission to provide an assortment of learning opportunities across the growing worldwide community of airports.

ACI Global Training courses are taught by well-respected airport professionals from around the world and course materials are developed with the overarching goal of fostering the safe, sustainable growth of the industry. From popular offerings such as the Airport Operations Diploma Programme (AODP), the Global Safety Network Diploma Programme (GSN) and the Airport Management Professional Accreditation Programme (AMPAP) to its Developing Nations Airport Assistance Programme (DNA), ACI Global Training takes pride in helping to cultivate the next generation of airport professionals.

For more information or to register for a course, please visit www.aci.aero/global-training or email training@aci.aero.

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The leading airport management and operations education provider
# CONTENTS

<table>
<thead>
<tr>
<th>ACI Global Training Programmes</th>
<th>.................................................................</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Executive Leadership Programme (AELP)*</td>
<td>.....................................................................</td>
<td>10</td>
</tr>
<tr>
<td>Air Transportation System</td>
<td>..................................................................................</td>
<td>13</td>
</tr>
<tr>
<td>Airport Commercial and Financial Management</td>
<td>........................................................................</td>
<td>14</td>
</tr>
<tr>
<td>Airport Operations, Safety and Security</td>
<td>........................................................................</td>
<td>15</td>
</tr>
<tr>
<td>Airport Master Planning, Development and Environmental Management</td>
<td>...............................................</td>
<td>16</td>
</tr>
<tr>
<td>Global Safety Network (GSN) Diploma Programme</td>
<td>...................................................................</td>
<td>17</td>
</tr>
<tr>
<td>GSN 1: Safety Management Systems</td>
<td>.........................................................................</td>
<td>18</td>
</tr>
<tr>
<td>GSN 2: Airside Safety and Operations</td>
<td>..........................................................................</td>
<td>19</td>
</tr>
<tr>
<td>GSN 3: Emergency Planning and Crisis Management</td>
<td>..................................................................</td>
<td>20</td>
</tr>
<tr>
<td>GSN 4: Working with Annex 14</td>
<td>..................................................................................</td>
<td>21</td>
</tr>
<tr>
<td>GSN 5: Advanced Safety Management Systems</td>
<td>......................................................................</td>
<td>22</td>
</tr>
<tr>
<td>GSN 6: Aerodrome Auditing and Compliance</td>
<td>.......................................................................</td>
<td>23</td>
</tr>
<tr>
<td>Professional Certificate Courses</td>
<td>...............................................................................</td>
<td>24</td>
</tr>
<tr>
<td>Safety</td>
<td>..................................................................................</td>
<td>24</td>
</tr>
<tr>
<td>Accident and Incident Investigation</td>
<td>........................................................................</td>
<td>24</td>
</tr>
<tr>
<td>ACI/ICAO Aerodrome Certification*</td>
<td>........................................................................</td>
<td>25</td>
</tr>
<tr>
<td>Advanced Airport Operations</td>
<td>..................................................................................</td>
<td>26</td>
</tr>
<tr>
<td>Aerodrome Safeguarding</td>
<td>..................................................................................</td>
<td>27</td>
</tr>
<tr>
<td>Airport Collaborative Decision Making (A-CDM)</td>
<td>....................................................................</td>
<td>28</td>
</tr>
<tr>
<td>Airport Safety Management Systems (SMS) Implementation*</td>
<td>........................................</td>
<td>29</td>
</tr>
<tr>
<td>Apron Management</td>
<td>..................................................................................</td>
<td>30</td>
</tr>
<tr>
<td>EASA Implementing Rules for Aerodromes</td>
<td>.......................................................................</td>
<td>31</td>
</tr>
<tr>
<td>Human Factors for Airport Managers</td>
<td>........................................................................</td>
<td>32</td>
</tr>
<tr>
<td>Managing Aerodrome Works</td>
<td>..................................................................................</td>
<td>33</td>
</tr>
<tr>
<td>Redclaration of Runway Distances</td>
<td>........................................................................</td>
<td>34</td>
</tr>
<tr>
<td>Runway Incursion Awareness and Prevention</td>
<td>.....................................................................</td>
<td>35</td>
</tr>
<tr>
<td>Runway Incursion and Excursion</td>
<td>..................................................................................</td>
<td>36</td>
</tr>
<tr>
<td>Safety Risk Assessment</td>
<td>..................................................................................</td>
<td>37</td>
</tr>
<tr>
<td>Understanding ICAO Annex 14</td>
<td>...............................................................................</td>
<td>38</td>
</tr>
<tr>
<td>Victim Support and Media Management</td>
<td>.........................................................................</td>
<td>39</td>
</tr>
<tr>
<td>Wildlife Hazard Management</td>
<td>..................................................................................</td>
<td>40</td>
</tr>
<tr>
<td>Security</td>
<td>..................................................................................</td>
<td>41</td>
</tr>
<tr>
<td>Airport Security</td>
<td>..................................................................................</td>
<td>41</td>
</tr>
<tr>
<td>Baggage Screening: Operational and Image Analysis</td>
<td>.......................................................</td>
<td>42</td>
</tr>
<tr>
<td>Effective Application of Security Requirements</td>
<td>..........................................................</td>
<td>43</td>
</tr>
<tr>
<td>Security and Facilitation</td>
<td>..................................................................................</td>
<td>44</td>
</tr>
<tr>
<td>Facilitation and Customer Service</td>
<td>...............................................................................</td>
<td>45</td>
</tr>
<tr>
<td>Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results*</td>
<td>................................</td>
<td>45</td>
</tr>
<tr>
<td>Managing Service Quality at Airports</td>
<td>........................................................................</td>
<td>46</td>
</tr>
<tr>
<td>Passengers with Reduced Mobility (PRM) Workshop</td>
<td>..................................................</td>
<td>47</td>
</tr>
<tr>
<td>Passengers with Reduced Mobility (PRM) Workshop for Experienced Managers</td>
<td>...................................</td>
<td>48</td>
</tr>
<tr>
<td>Course Title</td>
<td>Page</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Elective Course for the Global ACI-ICAO Airport Management Professional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation Programme (AMPAP)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACI/ICAO Airport User Charges*</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Airport Air Service Development</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Air Traffic Forecasting</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Airline Management for Airport Professionals*</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Airport Business Development &amp; Planning</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Airport Non-Aeronautical Revenues</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Airport Revenue Generation*</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Airport Social Media Marketing – Advanced</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Airport Technical Planning</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>Introduction to Airport Economics</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td><strong>Economics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Airport Air Service Development</strong></td>
<td>50</td>
<td></td>
</tr>
<tr>
<td><strong>Air Traffic Forecasting</strong></td>
<td>51</td>
<td></td>
</tr>
<tr>
<td><strong>Airline Management for Airport Professionals</strong></td>
<td>52</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Business Development &amp; Planning</strong></td>
<td>53</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Non-Aeronautical Revenues</strong></td>
<td>54</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Revenue Generation</strong></td>
<td>55</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Social Media Marketing – Advanced</strong></td>
<td>56</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Technical Planning</strong></td>
<td>57</td>
<td></td>
</tr>
<tr>
<td><strong>Introduction to Airport Economics</strong></td>
<td>58</td>
<td></td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Airport Carbon Management</strong></td>
<td>59</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Environmental Management</strong></td>
<td>60</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Energy Management</strong></td>
<td>61</td>
<td></td>
</tr>
<tr>
<td><strong>Online - Airport Environmental Management</strong></td>
<td>62</td>
<td></td>
</tr>
<tr>
<td><strong>Management and Technical</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Airport Communication and Public Relations</strong></td>
<td>64</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Leadership Workshop (ALW)</strong></td>
<td>65</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Enterprise Risk Management</strong></td>
<td>66</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Ground Handling Obligations and Slots</strong></td>
<td>67</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Human Resources Management</strong></td>
<td>68</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Law for Managers</strong></td>
<td>69</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Master Planning</strong></td>
<td>70</td>
<td></td>
</tr>
<tr>
<td><strong>English for Airports</strong></td>
<td>72</td>
<td></td>
</tr>
<tr>
<td><strong>Introduction to Airport Business</strong></td>
<td>73</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Operations Diploma Programme (AODP)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Airside Operations</strong></td>
<td>74</td>
<td></td>
</tr>
<tr>
<td><strong>Terminal and Landside Operations</strong></td>
<td>75</td>
<td></td>
</tr>
<tr>
<td><strong>Airport Business Operations</strong></td>
<td>76</td>
<td></td>
</tr>
<tr>
<td><strong>Operational and Regulatory Courses</strong></td>
<td>77</td>
<td></td>
</tr>
<tr>
<td><strong>Airside Safety Package</strong></td>
<td>78</td>
<td></td>
</tr>
<tr>
<td><strong>Airside Safety Training</strong></td>
<td>79</td>
<td></td>
</tr>
<tr>
<td><strong>Human Factors Safety Training</strong></td>
<td>80</td>
<td></td>
</tr>
<tr>
<td><strong>Safety Management Systems (SMS) Awareness Training</strong></td>
<td>81</td>
<td></td>
</tr>
<tr>
<td><strong>Concession Management</strong></td>
<td>82</td>
<td></td>
</tr>
<tr>
<td><strong>Dangerous Goods Awareness - Ramp Personnel</strong></td>
<td>83</td>
<td></td>
</tr>
<tr>
<td><strong>Dangerous Goods Awareness - Passenger Handling Personnel</strong></td>
<td>84</td>
<td></td>
</tr>
<tr>
<td><strong>Dangerous Goods Awareness - Security Screening Personnel</strong></td>
<td>85</td>
<td></td>
</tr>
<tr>
<td><strong>Passengers with Disabilities and Reduced Mobility (PDRM) Sensitivity Training</strong></td>
<td>86</td>
<td></td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
<td>87</td>
<td></td>
</tr>
<tr>
<td><strong>Wildlife Hazard Management Training</strong></td>
<td>88</td>
<td></td>
</tr>
<tr>
<td><strong>ACI Global Training Locations</strong></td>
<td>89</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** *Elective course for the Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP)*
TRAINING AND DEVELOPMENT FOR AIRPORT PROFESSIONALS

Welcome to ACI Global Training, the world’s leading provider of airport management and operations education! Our custom-designed curricula and certificate courses enable students to acquire the necessary skills to increase their value and success as airport professionals.

ACI Global Training offers executive leadership, professional accreditation, subject-matter competency and personalised in-house training courses, as well as a wide range of web-based coursework through our Online Learning Centre.

Whether you are a student, human resource professional or an airport manager, we invite you to explore our catalogue to find the solutions that fit your objectives in professional training and development. Scholarships may be available for students from airports in least-developed nations. Please inquire through your ACI Regional Office.

We have a dedicated team of education and airport professionals at your service to answer any questions regarding our programmes and courses.

Best regards,

Angela Gittens
Director General
ACI World
ACI GLOBAL TRAINING PROGRAMMES

Airport Executive Leadership Programme (AELP)

This programme fosters the development of strategic management skills, preparing individually selected candidates to handle senior-level executive responsibilities and creating a network of future airport industry leaders. The programme consists of a three-week distance learning module, one week of face-to-face training, and a four-week distance learning module. AELP can be taken as an AMPAP Elective.

Global ACI - ICAO Airport Management Professional Accreditation Programme (AMPAP)

AMPAP is a programme jointly developed by ACI and the International Civil Aviation Organization (ICAO). AMPAP is the world’s only course-based accreditation programme for airport executives delivered both face-to-face and online. All individuals who occupy a management position within a civil airport organization are eligible to apply. For airport management professionals, the IAP designation is the global standard of excellence. It consists of four mandatory and two elective courses, which must be completed within a three-year period.

Global Safety Network (GSN) Diploma Programme

The Global Safety Network (GSN) Diploma Programme consists of six 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. Each GSN course may be taken as a stand-alone professional certificate course or combined with the other GSN courses to achieve the ACI GSN Diploma.
Professional Certificate Courses

The ACI GT Professional Certificate Courses consist of a full range of professional courses covering every possible airport related topic and are designed to enhance the competencies of airport personnel from entry through to management levels.

Related topics include:

• **Safety**
  Safety is the number one priority for ACI, airports and the entire aviation community. Our core functional expertise is dedicated to safety. Our safety training portfolio provides airport safety professionals and aviation executives with the knowledge needed to ensure their airport operations are safe for their customers and employees. The ACI Global Training Certificate specialized courses also include safety courses offered under the ACI Global Safety Network (GSN) Programme.

• **Security**
  Security is critical in the development, management and operation of the world’s airports. ACI takes a very active role in lobbying and working with regulatory authorities helping to shape regulations and ensuring that changes in security are communicated to airport authorities. This expertise is extended to our security training courses.

• **Facilitation**
  Airport Facilitation consists of the efficient management of the flow of passengers, baggage, cargo and mail through the airport facilities, ensuring that services are delivered in a healthy, safe and secure environment, and meeting and exceeding when possible the needs and expectations of customers. A strong customer service culture coupled with efficient processes to maximize passenger traffic flow is a determining factor in providing a positive travel experience to the airport’s customers.

• **Economics**
  Airports continue to develop new business models and invest capital in order to meet the needs of a burgeoning aviation industry. Airports have evolved from being government infrastructure providers into sophisticated business-oriented service providers. This requires airport managers and staff to increase their skills in the areas of commercial management and economic development.

• **Environment**
  Airports are very much part of the communities within which they operate. Reducing their impact on the environment is a major focus for many airports around the world. While much of the current attention is on climate change and reduction of greenhouse gas emissions, it is just one of a number of areas in which airports and the rest of the aviation industry are active when it comes to the environment.

• **Management and Technical**
  ACI offers a wide range of courses in airport management and operations which may be taken as independent classes, part of a certificate programme or as a global ACI-ICAO AMPAP Elective.

Airport Operations Diploma Programme (AODP)

The Airport Operations Diploma Programme is designed to expose participants to all the facets of activities associated with an airport - from airside operations and landside to terminal operations - and equip them with key knowledge and tools necessary to proactively address the essential operational and business needs of 21st century airports.
Operational and Regulatory Courses

ACI Global Training offers a range of short courses through the Online Learning Centre (OLC) that are designed to help airports meet operational and regulatory training requirements for airport employees, contractors and service providers. These competency-based online courses equip airport personnel with the knowledge and skills to perform their jobs more safely, securely and effectively within national and international regulatory standards.

ACI GLOBAL TRAINING CURRICULUM

- **AELP**
  - Airport top leadership programme aimed at current and future airport leaders

- **AMPAP**
  - Premiere ACI-ICAO airport management accreditation programme for industry executives

- **GSN**
  - Leading airport safety diploma programme targeted to meet the needs of professionals responsible for airside operations and safety management

- **Professional Certificates**
  - Professional certification courses in specialty areas: safety, security, facilitation, economics, environment and other airport-related competencies

- **AODP**
  - Online diploma programme designed to provide a broad understanding of airside operations, terminal and landside operations, and airport business operations

- **Operational and Regulatory Courses**
  - Online professional development and competency-based training courses through the Online Learning Centre (OLC)

**Courses:**
- **AELP** - Airport Executive Leadership Programme
- **AMPAP** - Global ACI - ICAO Airport Management Professional Accreditation Programme
- **GSN** - Global Safety Network Diploma Programme
- **AODP** - Airport Operations Diploma Programme
AIRPORT EXECUTIVE LEADERSHIP PROGRAMME (AELP)*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom and Online
Duration: 5 days (Classroom); 4 week (Online) sessions

Purpose
This programme focuses on further developing the leadership and strategic management skills of airport industry leaders. It provides participants with advice on strategies to effectively handle leadership responsibilities; provides global, regional and cultural perspectives on airport management; and discusses new professional opportunities. Participants will also be able to access a global forum to network with peers and other future leaders.

Benefits
Successful participants are awarded an ACI/JMSB-Concordia University Diploma; others will receive a certificate of attendance. This course can also be taken as an AMPAP Elective course.

AELP graduates are part of an alumni network with its own dedicated website providing members with up-to-date information regarding their profession. They will be offered opportunities for secondment to ACI member airports. ACI’s Global Training will provide on-going support to AELP graduates and organize regular meetings for members of the network where they will also be able to meet with senior airport executives.

Target Audience
This programme is intended for airport managers who are nominated by a senior executive of their airport organization and submit a letter of motivation to ACI. Confirmation of your acceptance will be communicated by ACI. A maximum of 20 students will be accepted on each course.

Programme Structure
• Three-week online introduction, initiation and discussions
• Seven-day intensive face-to-face classroom component
  - Leadership will be analyzed from different perspectives on organizational, managerial and team levels.
  - Leadership as a basis for transformation, innovation and change will also be discussed.
• One-week recess
• Four-week online session built on the issues addressed in the classroom week and mainly focused on problem-based activities (individual and group assignments).
GLOBAL ACI - ICAO AIRPORT MANAGEMENT PROFESSIONAL ACCREDITATION PROGRAMME (AMPAP)

Purpose
Airport management, as a profession, faces growing pressure to establish and promote its credibility, and ensure an appropriate degree of standardization of related expertise globally. ACI and ICAO established a formal partnership to provide accessible, affordable and universally available specialized management training to the global airports community. This initiative gave birth to the Airport Management Professional Accreditation Programme (AMPAP).

AMPAP is the world’s only course-based accreditation programme for airport executives delivered both face-to-face and online. All individuals who occupy a management position within a civil airport organization are eligible to apply. For airport management professionals, the International Airport Professional (IAP) designation is THE global standard of excellence.

Benefits
The AMPAP provides a comprehensive examination of airport management as a dynamic and continually evolving field. It increases the professional knowledge and capability of airport managers worldwide in order to improve the performance of airports in their core missions (safety, security, efficiency, quality, social/environmental responsibility, etc.) encourages the adherence to uniform standards and awareness of best practices at the world’s airports, promotes the recognition of professional excellence in airport management and expands communication among airport managers globally to promote sharing knowledge among the world's airports.

Target Audience
- Only those occupying a management position within a civil airport organization can join AMPAP to earn the International Airport Professional (IAP) designation.
- Management personnel of eligible stakeholders, namely, ICAO, ACI, Civil Aviation Directorates of ICAO member states, and ACI World Business Partners may join AMPAP to earn the AMPAP Associate Diploma.
- All admission applications are reviewed to determine eligibility.
Programme Structure
Candidates must successfully complete four mandatory courses and two electives within a three-year timeframe to complete the programme. Upon doing so, the candidate will receive the International Airport Professional (IAP) diploma, jointly issued by ACI and ICAO. The graduate may then also use the IAP professional designation after his/her name.

Some courses involve five days of classroom training, with advance preparation using electronically-transmitted materials. Other courses are offered online lasting approximately three weeks (equivalent to 5 days of classroom training). Whenever possible, classroom sessions will be held at ACI or ICAO regional training centres in an effort to reduce travel costs.

Mandatory courses focus on developing essential expertise in key areas of functional airport management, and on heightening and expanding awareness of ICAO Standards and Recommended Practices (SARPs).

The four AMPAP mandatory courses focus:
• Air Transport System (classroom/face-to-face)
• Airport Master Planning, Development and Environmental Management (online)
• Airport Commercial and Financial Management (online)
• Airport Operations, Safety and Security (online)

Mandatory courses are complemented with existing ICAO or ACI courses that are accepted as electives (any 2 of the following courses are required for AMPAP):
• Aerodrome Certification (ACI-ICAO)
• Airport User Charges (ACI-ICAO)
• Airport Communications and Public Relations (ACI)
• Airport Environmental Management (ACI)
• Airport Executive Leadership Programme (AELP) (ACI)
• Airport Human Resources Management (ACI)
• Airline Management for Airport Professionals (ACI)
• Airport Revenue Generation (ACI)
• Airport Safety Management Systems Implementation (ACI)
• Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results (ACI)
• Online: Elective: Airport Environmental Management (ACI)
• Online: Airport Security Professional Management Course (ICAO)
Air Transportation System

AMPAP Mandatory
Delivery: Classroom
Duration: 5 days

Aim
The aim of this course is to provide participants with a broad understanding of global air transportation as a system from an airport professional’s viewpoint. The course investigates private and public administrative structures and discusses the major contemporary issues and challenges that confront the various stakeholders in the aviation industry, more specifically airport professionals.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the key role the global air transportation system plays in the global economy.

• Describe the functions and role of key stakeholders such as ICAO, ACI, IATA, CANSO, their members, and other major institutional organizations impacting industry policy and performance including those of airports.

• Describe the legal structure relating to the air transport system based on public international air law and private air law.

• Explain the role of stakeholders like airport professionals in addressing major contemporary issues within the global air transport system.

• Analyze the interrelationships between key factors affecting the system’s efficiencies.

• Define the strategic position of airports in the global aviation marketplace.

• Recommend an action plan for the effective operation of a fictitious new international airport that reflects the air transport system considerations learned through the course.

Course Content

• Global Air Transport as a System

• Functions and Role of Key Stakeholders

• Public International Air Law and Private Air Law

• Contemporary Systemic Issues

• Evolution of Airport Corporate Governance Models

• Airport Strategic Business Planning
Airport Commercial and Financial Management

AMPAP Mandatory
Delivery: Online
Duration: 4 weeks

Aim
This course provides participants with a more detailed understanding of contemporary best practices in airport commercial and financial management. The course emphasizes ways of optimizing airport revenues and of controlling costs. It addresses the importance of aligning commercial development activities and financial performance management systems against the overall corporate strategic business planning. It reviews ICAO policies and underlying principles and processes for setting user charges, and discusses their implementation.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the underlying reasons for the accelerated commercialization of airports, the growing role of non-aeronautical commercial revenues and their contribution to airport profitability.
• Describe and explain the relationship between commercial management and financial administration functions at a typical airport and their contribution to the overall strategic plan and performance of an airport operated as an enterprise.
• Summarize ICAO policies and recommendations for setting user charges at airports.
• Describe best practices in airport marketing and the key components of a typical airport air service.
• Explain financial management processes such as accounting, cost-control, budgeting and reporting in applied terms.

Course Content
• Airports as Business Enterprises
• Airport Commercial Management
• ICAO Guidance on User Charges
• Airport Marketing and Air Service Development
• Airport Financial Administration
Airport Operations, Safety and Security

AMPAP Mandatory
Delivery: Online
Duration: 4 weeks

Aim
This course seeks to improve the participants’ ability to facilitate safe, secure and efficient movement of aircrafts, passengers, baggage and cargo/mail; and to provide a consistent level of service in conformity with global standards and best practices identified by ACI, ICAO, and recognized stakeholders.

Learning Objectives
Upon completing this course, participants will be able to:

• Summarize the key elements of the ICAO Annexes 9, 14, and 17 that are critical to efficient airport operations;
• Identify the obligations of the aerodrome operator expressed in ICAO Standards and Recommended Practices (SARPs) and Aerodrome Certification requirements;
• List the key services required of the aerodrome operator, essential to the timely movement of aircraft, passengers, baggage and cargo / air traffic through a transportation hub, and describe the various service delivery methods;
• Explain the basic concepts of airside and landside maintenance, including operational readiness rates, preventative and corrective maintenance, and critical maintenance standards affecting airside and terminal operations;
• Describe how a Safety Management System (SMS) can help improve operations and create a more efficient safety environment;
• Describe the structure and concepts of a Security Quality Control programme;
• Describe the components of an airport Emergency Plan, the functions of an Emergency Operations Centre, and the coordination of the various airport organizations during an emergency.

Course Content
• Airside Operations
• Terminal Operations
• ICAO Guidance - AOSS
• Airport Maintenance
• Safety Management System
• Aviation Security
• Emergency Operations
Airport Master Planning, Development and Environmental Management

AMPAP Mandatory
Delivery: Online
Duration: 4 weeks

Aim
This course provides participants with a more detailed understanding of best practices in airport infrastructure planning and development. The course outlines how to optimize airport facilities, provide the required capacity on a timely basis and provide airport users with levels of service that consistently reflect the objectives and orientations of the Airport Strategic Business Plan.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the relationships between an Airport Strategic Business Plan and an Airport Master Plan.
• Describe the process of elaborating airport future scenarios and related forecasts pertaining to passenger volumes, aircraft movements and cargo tonnage anticipated to be processed at the airport in the short to medium and long term.
• Identify ICAO standards and recommended practices related to the design of airport facilities and environmental management.
• Describe the various components of a Master Plan and identify the causes of potential capacity shortcomings.
• Explain the methodologies used for assessing and analyzing capacity-related problems.
• Explain the typical process for elaborating an Airport Master Plan.
• Extract recommendations from a Master Plan; schedule their implementation through a multi-year Capital Investment Plan and elaborate projects in accordance with that Plan.
• Describe procedures for assessing the social and environmental impacts of airport infrastructure development and operations, and identify contemporary mitigation measures.

Course Content

• Airport Strategic and Facility Planning
• Forecasting
• ICAO Guidance on Airport Planning and Development
• Components of a Master Plan
• Master Planning Process
• Airport Development and Actualization of Master Plan Recommendations
GLOBAL SAFETY NETWORK (GSN) DIPLOMA PROGRAMME

Purpose
The ACI Global Safety Network Diploma 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.

Programme Structure
The full Diploma Programme is made up of six five-day courses:

- GSN 1 - Safety Management Systems (SMS)
- 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 (SMS)
- GSN 6 - Aerodrome Auditing and Compliance

In order to obtain GSN Initial (Silver) Diploma a participant has to accomplish the first three GSN courses (GSN 1-3) in any sequence, within a three-year timeframe.

In order to obtain the GSN Advanced (Gold) Diploma a participant has to accomplish the second three GSN courses (GSN 4-6) in any sequence within a three-year timeframe. In addition, the participant must have also already obtained the GSN Initial Diploma as a pre-requisite to receive the GSN Advanced Diploma.

The courses are delivered by senior airport managers with extensive “real time” experience of operational procedures, SMS and airport certification. All classroom sessions make extensive use of pictures and films, to provide a compelling and relevant learning experience.
# GSN 1: Safety Management Systems

**Global Safety Network Diploma**  
**Delivery:** Classroom  
**Duration:** 5 days

## Aim

The objectives of this course are to provide a comprehensive overview of Safety Management Systems (SMS) and offer an understanding on how to implement it correctly in your airport environment. This course will also offer the essential guidance on establishing, implementing and developing a SMS.

## Learning Objectives

Upon completing this course, participants will be able to:

- Gain an in-depth understanding of SMS systems, their important and application
- Prepare their airport for safety audits (based on ICAO SARP's)
- Ease the adaptation of standards, practices and regulations in SMS
- Demonstrate how to apply best practices at their airport

## Target Audience

- Airport Operations Directors, Managers, Officers and Staff
- Airport Emergency Managers, Officers and Staff
- Airport Safety Managers, Officers and Staff
- Civil Aviation Authority Officials

## Course Content

- The international requirements of aviation regulation and aerodrome certification
- The principles of SMS
- An airport’s liability following an accident
- Effective SMS Implementation
- Airside Safety Auditing and Inspections
- The ICAO Universal Safety Oversight Audit Programme

- Safety Culture
- SMS Documentation, Competencies and Training
- Incident and Accident Investigation
- Health and Safety at Work
- Safety Committees
- SMS Integration

## Additional Information

- Available as a stand-alone Professional Certificate course
GSN 2: Airside Safety and Operations

Global Safety Network Diploma
Delivery: Classroom
Duration: 5 days

Aim
This course provides an overview of all aspects of airside safety and operations. It provides airport managers and supervisors with essential guidance on best practices, latest technology, new equipment and procedures and regulations for safe and efficient operation of the airside environment.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe the safety operations at airports.
• Describe the factors that affect safety at airports.
• Explain how to control and maintain safety at airports.
• Apply practical and up-to-date tools for managing safety on the airport.
• Implement safety standards in airport operations.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Emergency Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Civil Aviation Authority Officials
• World Business Partners

Course Content
• Responsibilities of the Aerodrome Operator/Licensee
• Introduction to Airfield Operations and Standards
• Signals, Signs and Markings
• Meteorology
• Airside Vehicle Control and Driving
• Environmental Issues
• Aircraft Turnaround Plan
• Handling Agent Licensing and Low-cost Operations
• Fuel Management and Hazardous Materials
• Aerodrome Development and Control of Obstacles
• Wildlife Hazard Management, Adverse Weather, Low Visibility Operations
• Coordination with Service Partners
• Air Traffic Control
• Runway Incursion Awareness and Prevention

Additional Information
• Available as a stand-alone Professional Certificate course
GSN 3: Emergency Planning and Crisis Management

Global Safety Network Diploma
Delivery: Classroom
Duration: 5 days

Aim
This course investigates the importance of planning for emergency situations and of properly managing activities in crisis situations. It introduces the international requirements of an Emergency Plan, discusses how to manage the press and media in crucial situations, how to support victims and how to rebuild liability after an incident. Current topics such as aircraft hijacking and terrorism are discussed. Case studies provide key insights into the current world climate.

Learning Objectives
Upon completing this course, participants will be able to:
• Explain the key role of emergency planning.
• Describe best practices in crisis management.
• Apply relevant tools and advice to implement emergency plans and procedures.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Emergency Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Airport Public Affairs and Communications, Directors, Managers and Staff
• Airline Officials
• Security Organizations
• Civil Aviation Authority Officials
• Local Police, Emergency Health and Fire Department Officials

Course Content
• The international SARP’s of an Airport Emergency Plan
• Crisis Management
• Rescue and Fire Fighting Service
• Aircraft Recovery
• Media Management
• Victim Support
• Aviation Terrorism and Aircraft Hijacking
• Airport Liability
• Crisis Control Centres

Additional Information
• Available as a stand-alone Professional Certificate course
GSN 4: Working with Annex 14

Global Safety Network Diploma
Delivery: Classroom
Duration: 5 days

Aim
This course provides Airside Safety Personnel and Planners who already have a basic understanding of Airport Operations and Aerodrome design with a comprehensive review of the Standards and Recommended Practices contained in ICAO Annex 14, to improve their Safety Management System or prepare for new aerodrome development.

Learning Objectives
Upon completing this course, participants will be able to:
- Explain in detail how Annex 14 is used by Regulators, Airport Planners and Safety Personnel to ensure Standards are maintained
- Prepare airports for safety audits
- Discuss practical examples illustrating how to apply the recommendations of Annex 14
- Explain how to manage non-compliance while maintaining safety
- Apply the Standards and Recommendations of Annex 14 to resolve practical problems
- Gain practical experience of working with Annex 14

Target Audience
- Duty Managers, Airport Operations and Safety personnel
- Safety and Compliance Managers
- Airport Planners and Designers

Course Content
- ICAO Annex 14 Standards vs. Recommended Practices
- Aerodrome Physical Characteristics, Dimensions and Codes
- Pavement Types: ACN and PCN
- Runway Friction and Maintenance
- Aerodrome Lighting and Safeguarding
- Obstacle Limitation Surfaces (OLS)
- Runway Declared Distances
- Risk Assessments
- Aeronautical Studies - Management of Non-Compliance
- Multiple and Dual Runway Operations
- Suspension of Aerodrome License and Non-Compliance

Additional Information
- Available as a stand-alone Professional Certificate course
GSN 5: Advanced Safety Management Systems

Global Safety Network Diploma
Delivery: Classroom
Duration: 5 days

Aim
This course takes an in depth look at Safety Management Systems (SMS) by describing the requirements and composition of an SMS. It also explains how to implement and improve Safety Management through Safety Monitoring, Training and Documentation. Delegates are introduced to the use of Aeronautical Studies in the aviation system and the management of safety through Hazard identification and Risk Assessment. Group exercises and case studies allow participants to apply what they learn and gain essential insights.

Learning Objectives
 Upon completing this course, participants will be able to:
• Demonstrate how an airports’ SMS can be improved
• Explain how to develop an Aeronautical Study / Safety Case
• Discuss the importance of creating a Safety Culture in Safety Management.
• Explain how Human Behaviour can effect Safety Management
• Explain how to promote Safety Awareness though Education and communication

Target Audience
• Airport Operations and Safety personnel
• Safety and Compliance Managers
• Duty Managers

• Aerodrome Inspectors and Regulators
• Ground Handling Managers
• Health and Safety Personnel

Course Content
• ICAO Safety SARPs
• Accountabilities and Responsibilities
• Human Factors in Safety Management
• Safety Performance and measurement
• Team Management – Interaction in the Workplace

• Profit Before Safety
• Managing Safety through Risk Assessment
• QMS vs. SMS
• Aeronautical Studies – Introduction
• Development of Standard Operating Procedures (SOP’s)

Additional Information
• Available as a stand-alone Professional Certificate course
GSN 6: Aerodrome Auditing and Compliance

Global Safety Network Diploma
Delivery: Classroom
Duration: 5 days

Aim
Auditing is a fundamental part of an effective Safety Management System (SMS). This course provides Aerodrome Safety and Compliance Staff with the necessary knowledge and skills to audit their own safety procedures, infrastructure and equipment, and that of other organisations operating at their aerodrome. The course combines classroom activities with practical exercises on-site at an airfield to allow delegates to experience auditing techniques under real conditions while receiving essential guidance and coaching on applying International Standards and Recommended Practices (SARPs).

Learning Objectives
Upon completing this course, participants will be able to:
• Explain how the audit process can enhance an airport’s SMS
• Give examples of how to improve safety through audit
• Explain how to develop compliance templates for auditing
• Apply auditing techniques
• Describe the techniques to use for audit follow-up actions

Target Audience
• Airport Operations and Safety personnel
• Safety and Compliance Managers
• Aerodrome Auditors, Aerodrome Inspectors and Regulators
• Duty Managers
• Ground Handling Managers
• Health and Safety Personnel

Course Content
• Aerodrome Auditing – needs, requirements and concepts of auditing
• Aerodrome Certification and Safety Standards
• Auditing and Regulations
• Auditing and Aerodrome Inspections
• Tools for Auditing – Equipment and Checklist
• Basic Photography as an audit tool
• Aircraft Turnaround
• Preparation for an Aerodrome Audit
• Audit Gap Analysis and Finding

Additional Information
• Available as a stand-alone Professional Certificate course
PROFESSIONAL CERTIFICATE COURSES

SAFETY

Accident and Incident Investigation

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course introduces industry best practices for Accident and Incident Investigation at airports. Participants will discover and discuss key concepts and issues such as the impact of human factors on increasing incidents and accidents in aviation. Through this process, participants will become able to establish mitigation measures at their own airports to reduce incidents and accidents.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the type of incidents and accidents that can happen at airports.
• Conduct formal investigations to reduce and prevent accidents at their airport.
• Apply personal experience to further determine how best to prevent accidents and incidents at their airport.

Target Audience

• Airport Operations Managers, Officers and Staff
• Airline Officials
• Airport Emergency Managers, Officers and Staff
• Civil Aviation Authority Officials
• Airport Safety Managers, Officers and Staff

Course Content

• The types of incidents and accidents which can happen at airports
• The accident site with case studies
• ICAO requirements in accident and incident investigation (Annex 13)
• Investigation of incidents
• Integration of accident and incident investigation into your SMS
• Notification of incidents and accidents, managing the media
• The role of aerodromes in major accidents
• Interviewing techniques and report writing
• Accident and incident prevention
• Victim support
ACI/ICAO Aerodrome Certification*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
ICAO’s International Standards and Recommended Practices (SARPs) detailed in Annex 14 and Doc 9774, state that all aerodromes should be certified by the State and licensed for use. This course explains the certification process applied by State regulators and what aerodromes must do to not only become “certified” but to remain certified as traffic grows and the aerodrome expands to accommodate the future.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe the rationale for Aerodrome Certification.
• Apply procedures developed in accordance with ICAO requirements.
• Apply “tips” from certification experts.
• Explain how certification enhances safety and brings efficiency.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Construction and Engineering Directors, Managers and Staff
• Airport Emergency Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Airport Public Affairs and Communications, Directors, Managers and Staff
• Airline Officials
• Civil Aviation Authority Officials

Course Content
• International standards and regulations
• The aerodrome manual
• Aerodrome physical characteristics
• Safety management systems and emergency planning
• Documentation and record keeping
• Staff training and auditing; certification check list and process
• Case studies and live group exercises on the aerodrome
Advanced Airport Operations

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
This course takes a detailed look at the processes and operations that apply to the terminal and airside areas for airport managers to develop an in depth understanding of all the different aspects of airport operations and how they interact with each other. It also examines how these areas are regulated and the standards that apply, with a particular focus on the importance of managing safety, security and customer service while maintaining profitability.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the different elements of the Airport Operational Environment.
• Explain how to manage the Airports Business.
• Discuss how to establish, monitor and improve Customer Service Standards.
• Describe recommended practices to effectively manage day-to-day operations and emergency situations.
• Explain how to manage the airport’s current business and prepare for the future.

Target Audience
• Airport Managers, Duty Managers and Supervisors
• Legal Advisers
• Communications and Public Relations Managers
• Ground Handling Managers and Service Providers

Course Content
• Legislation and Certification
• Terminal Operations
• Airfield Operations
• Customer Service
• Safety Management
• Security
• Community Relations
• Press and Public Relations
• Emergency Planning and Crisis Management
• Service Standards – Key Performance Indicators
• Collaborative Decision Making
• Environmental Sustainability
• Airport Master Plan
• Group Practical Exercises and Discussion
Aerodrome Safeguarding

Professional Certificate Course
Delivery: Classroom – on demand
Duration: 5 days

Aim
All aerodromes have to ensure that the environment both on and off the airport are maintained in a safe condition for aircraft operations.

The aerodrome safeguarding course is designed to introduce delegates to the different forms that safeguarding takes and how to develop procedures in order to implement effective controls.

It also explores the legal implications and aspects of safeguarding.

Learning Objectives
Upon completing this course, participants will be able to:
• Explain the importance of safeguarding in today's aviation environment.
• Understand of the elements of Aerodrome Safeguarding
• Explain how Aerodrome Safeguarding Procedures may be developed
• Describe the legal aspects of the safeguarding process
• Apply the knowledge on aerodrome safeguarding at their own airports

Target Audience
• Airport Management who have responsibilities for Aerodrome Safeguarding
• Airfield Planners
• Airside Safety and Compliance Managers
• Strategic Development Managers
• National Regulators
• Local Authority / Municipality Officers dealing with Aerodromes

Course Content
• Types of Safeguarding
• Technical Safeguarding
• Obstacle Safeguarding
• Liaison with Local Planning Authorities / Municipalities
• Legal Obligations and Aspects of Safeguarding
• Safeguarding Maps
• Safeguarding Tools
• Management of Obstacles
• Wildlife Safeguarding
• Lights in the vicinity of Aerodromes
• Group Exercises and Case Studies
Airport Collaborative Decision Making (A-CDM)

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

**Aim**

Airport Collaborative Decision Making (A-CDM) analyses the importance of the relationships between airport operators, airlines, ground handlers and Air Traffic Control (ATC) working together to improve decision making, reduce delays and enhance efficiency. This course shows how the focus of A-CDM is for all airport partners to share information, develop the same operational picture and resolve issues more effectively and in a timelier manner. The course demonstrates how A-CDM can achieve improvements in flow control and optimise capacity of runways, terminals, gates and airspace.

**Learning Objectives**

Upon completing this course, participants will be able to:

- Define and understand the key principles of A-CDM
- How to establish an A-CDM project.
- Analyse and identify possible project risks and how to mitigate these risks.
- Use performance measures to determine the success of an A-CDM project.
- Review case studies and discuss best practices for post implementation activities.

**Target Audience**

- Airport Operations Directors, Managers, Officers and Staff
- Airport Safety Managers, Officers and Staff
- Airline and Ground Handling Management
- Air Navigation Service Providers Officials

**Course Content**

- Understanding A-CDM
- A-CDM and Capacity
- A-CDM and Environment
- Setting up an Airport CDM project
- Low-cost Carriers and Airport CDM
- Airport CDM Implementation
- Project Risks and Mitigation
- Success Measures: Objectives – Set, Implement, Validate, Review
- Airport CDM and Adverse Conditions
- Case studies
- Group exercises

**Additional Information**

- Available as a three-day workshop
Airport Safety Management Systems (SMS) Implementation*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
In order for an aerodrome to be better prepared to comply with local Civil Aviation Regulations and ICAO Standards and Recommended Practices (SARPs), airport industry stakeholders must understand that safety is the number one priority for the airport industry and that it must be correctly implemented. This course provides participants with the necessary knowledge and skills to plan, develop, and implement a Safety Management System (SMS) and ensure on-going compliance with the ICAO Safety SARPs.

Learning Objectives
Upon completing this course, participants will be able to:

• Introduce the ICAO Safety SARPs and Industry Best Practice within SMS.
• Understand the key principles upon which to establish an effective SMS programme.
• Describe the process to plan and implement an effective SMS.
• Exposed to the framework for creating a “safety culture” within an organization and how to address related problems.
• The influence of Human Factors in SMS.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Emergency Managers, Safety Managers, Officers and Staff
• Civil Aviation Authority Officials

Course Content
• International requirements of aviation regulation and Aerodrome Certification
• ICAO Annex 19 and Doc 9859
• Human Factors in SMS
• Safety Culture
• Accountabilities and Responsibilities
• SMS Implementation
• Accident and Incident Investigation

• Safety related Key Performance Indicators
• Management of Change
• Quality Assurance
• The use of Aeronautical Studies and management of non-compliance
• Case studies and group exercises
• Hazard Identification and Risk Assessment

Additional Information
• Available in Spanish, French and Arabic
Apron Management

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
All airports must “manage” the risks associated with an aircraft turnaround and ensure that safety is never compromised. Statistically however, the apron can be the most dangerous place at an airport where unusual types of specialized equipment and people with different priorities gather to perform their work, often under significant pressure from time and space constraints. This course emphasizes how a well-managed apron not only reduces accidents but also improves efficiency and the quality of customer service.

Learning Objectives
Upon completing this course, participants will be able to:
• Design new apron management policies and procedures.
• Explain how to implement these policies and procedures.
• Explain how to apply good practice and lessons learned at their airport.
• Describe how to audit apron users.
• Prepare an apron turnaround plan.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Airline and Ground Handling Management

Course Content
• Implementing effective safety management systems on the apron
• Apron Physical Characteristics
• Apron inspections and record keeping
• Driver and Vehicle Permit Scheme
• Auditing Apron Users and Equipment Checks
• Accident and Incident investigation
• Aircraft Turnaround Plan
• Introduction to Airport Collaborative Decision Making: Ramp Safety and Efficiency
• Managing Apron Works
• Apron Safety Committee
• Apron Management Audit Forms
• Service Partner Audits
• Understanding the role of the Handling Agent

Additional Information
• Available as a three-day workshop
EASA Implementing Rules for Aerodromes

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
The European Commission Regulation for Aerodromes (EU) No 139/2014 was published in the Official Journal of the EU on 12th February 2014 and came into effect on 6th March 2014. This course aims to provide EU and EEA Member States clear guidance and understanding of the Implementing Rules (IRs) and their Annexes to ensure a smooth transition from their existing national aerodrome regulations to the new regulation, while maintaining a high level of civil aviation safety and compliance, and reflecting best practices in the field of aerodromes, taking into account the applicable ICAO Standards and Recommended Practices (SARPs).

Learning Objectives
Upon completing this course, participants will be able to:

• Demonstrate a clear understanding of the new EASA Aerodrome Regulation
• Be fully aware of their responsibilities under the new regulation
• Apply the new Aerodrome Regulation at their own aerodromes or aerodrome related activities
• Describe the correlation and differences between EASA Certification Specifications and associated SARPs in relation to the new regulation.
• Understand the change process between current national regulations and the new EASA Aerodrome Regulation
• Understand methodologies used by EASA within the new Aerodrome Regulation

Target Audience
Participants should be involved in the aerodrome compliance and certification process in their capacities as:

• Aerodrome Operations Directors/Managers/Supervisors
• Safety Directors/Managers/Supervisors/Officers
• Ground Movement Controller/ Apron Controller
• Aerodrome Surface Maintenance and Electrical Managers
• Civil Engineering Infrastructure Managers
• Strategic Development Managers
• Aerodrome Planners and Project Managers
• National Authority Regulators/Inspectors
• ARFFS Managers/Officers involved in Aerodrome Operations

Course Content

• History and Role of ICAO
• History of EASA, EASA Structure -Regulation (EC) No. 216/2008
• Regulation (EC) No. 1108/2009
• Commission Regulation (EU) No. 139/2014
• Case Study: Aerodrome Compliance
• Regulation (EU) No. 130/2014 Preamble, Articles, Annexes and Requirements
• Aerodrome visit and group presentations
Human Factors for Airport Managers

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
Human performance is fundamental to operational safety in aviation as the majority of incidents and accidents are attributable to human error. This course introduces participants to the principles of human factors awareness, the factors that affect personal performance and how the human element interfaces with equipment, the working environment, the tools to be used and the organizational context.

Learning Objectives
Upon completing this course, participants will be able to:
• Explain what are human factors, how they affect personal performance and interaction with others.
• Explain how to consider the human element in the design of systems and procedures in the aviation context.
• Recognize the factors that lead to human error.
• Manage human performance
• Describe the benefits of team resource management.
• Explain how human factor elements are considered in incident and accident investigation.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Airline and Ground Handling Management
• Air Navigation Service Providers Officials

Course Content
• Introduction to human factors
• Human error and violations
• Team resource management
• Managing Human performance
• Human factors in systems design / Ergonomics
• Human factors in incident and accident investigation
• Case studies

Additional Information
• Available in Spanish
Managing Aerodrome Works

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
All aerodromes must manage work in progress at some point whilst maintaining daily airport operations in a safe manner. This course provides detailed information on how to plan aerodrome works, ensure the necessary documentation is prepared in accordance with the Airport’s Safety Management System (SMS), control the work daily and to bring new developments to operational status. This course details how to manage construction in a safe manner that allows aircraft operation to continue while work is on-going.

Learning Objectives
Upon completing this course, participants will be able to:

• Outline the documentation needed to effectively manage works, Risk Assessments and Compliance Statements.
• Ensure all documentation complies with National and International Standards.
• Develop an aerodrome works plan.
• Explain how to effectively manage contractors to ensure safe operations.
• Discuss examples of managing works and how they relate to their own projects.
• Explain the need for effective and safe “Management of Change” in the Aerodrome works process.

Target Audience
Participants should be involved in the aerodrome compliance and certification process in their capacities as:

• Senior Airport Management who manage Aerodrome Works
• Airfield Planners and Project Managers
• Airside Safety and Compliance Managers

• Duty Managers, Airside Safety Staff and Supervisors
• Strategic development managers
• Civil engineering managers
• National Regulators

Course Content

• The airport development process
• Introduction to aerodrome works
• Project planning and preparation
• Project submission process
• Runway incursion
• Hazard Identification, Safety Cases and Risk Assessments
• Permits to Work
• Runway Works

• Environmental Impacts
• Progress and Development Meetings
• Stakeholder Consultation
• ATC / Airfield Operations Coordination
• Accepting Works Areas into Operation
• Regulatory Approval
• Compliance Matrices
• Case studies and Group exercises
Redeclaration of Runway Distances

Professional Certificate Course
Delivery: Classroom – on demand
Duration: 3 days

Aim
This course is designed for delegates who have involvement in aerodrome works where redeclaring of distances is a planned event as well as operational staff who may be required to redeclare distances as part of their duties in response to an emergency situation where the runway becomes blocked.

The course provides a combination of theoretical training combined with practical exercises in order to enable delegates to gain a full understanding of the fundamentals of redeclaring distances.

Learning Objectives
Upon completing this course, participants will be able to:
• Provides information on when to redeclare runway distances
• Explains the limitations for redeclaration, including weather, night operations and aircraft performance issues
• Provides guidance on how to redeclare distances
• Explains how to promulgate information and the importance of stakeholder consultation
• Provides practical exercises to experience redeclaration of distances

Target Audience
• Airport Management who manage Aerodrome Works and need to redeclare distances as part of their works
• Airfield Planners and Project Managers
• Airside Safety and Compliance Managers
• Duty Managers and Supervisors who may redeclare as part of an Emergency Situation
• Civil Engineering Managers
• National Regulators

Course Content
• Physical Characteristics of Runway Distances
• Relationship between Declared Distances and Obstacle Limitation Surfaces
• When, Why and How to Redecclare
• Planned Runway Works
• Emergency Redeclaration
• Impact on Markings, Lighting and Navaids
• Approvals and Promulgation of Information
• Consultation with Operators
• Weather Implications – Low Visibility and Night Operations
• Aircraft Performance Issues
• Undertaking Calculations
Runway Incursion Awareness and Prevention
Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
Runway Incursion prevention is a top priority for airports, airlines and air traffic service providers, ICAO, ACI and every regulator throughout the world. This course raises the awareness of the danger of runway incursions by reviewing and analysing incidents and providing guidance to operational personnel on how airport operators, airlines and air traffic service providers can prevent runway incursions.

Learning Objectives
Upon completing this course, participants will be able to:
• Explain how to identify hazards and assess risks related to runway incursions.
• Promulgate information and raise awareness.
• Classify and report incidents.
• Describe the influence of human factors in runway safety.
• Explain the roles and responsibilities of runway safety teams.

Target Audience
• Airport Operations Directors, Managers, Officers and Staff
• Airport Safety Managers, Officers and Staff
• Airline Management
• Air Navigation Service Providers Officials
• National Regulators

Course Content
• Runway Incursion: History and introduction
• Influence of Human Factors in runway incursion
• Runway Incursion and Causal Factors
• Runway Incursion Prevention
• Reporting and Investigation
• New Technology
• Case Studies
Runway Incursion and Excursion

Professional Certificate Course
Delivery: Classroom – on demand
Duration: 5 days

Aim
This course provides participants with a comprehensive overview of the principle concerns in runway safety, namely runway incursion and excursion. This course is designed to introduce delegates to the main causal factors which contribute to Runway Incursions and aircraft excursions. Through Case Studies, Group Discussion and an understanding of International Standards and Recommended Practices (SARPs) this course will enable delegates to apply best practice at their aerodromes to effectively manage runway safety.

Learning Objectives
Upon completing this course, participants will be able to:
- Explain how to identify hazards and assess risks related to runway incursions and excursions.
- Promulgate information and raise awareness.
- Identify and causal factors of runway incursions and excursions.
- Describe the influence of human factors in runway safety.
- Audit the processes and procedures which influence runway safety.
- Explain the roles and responsibilities of runway safety teams.

Target Audience
- Airport Operations Directors, Managers, Officers and staff
- Air Navigation Service Provider Managers, Officers and staff
- Airport Safety Managers, Officers and staff
- Airport Runway Safety Team personnel
- Airline Safety Managers and Staff
- Civil Aviation Authority officials

Course Content
- Runway Incursion and Excursion: History and introduction
- Influence of Human Factors
- Runway Incursion and Causal Factors
- Runway Incursion Prevention
- Role of Runway Safety teams – Best Practice
- Reporting and Investigation
- New Technology
- Runway Excursion Causal Factors
- The role of runway works and friction monitoring in runway excursion
Safety Risk Assessment

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides personnel from airport operators with a more detailed understanding of the procedures for hazard identification and risk assessment, the related processes, activities and tools, and application within their own Safety Management Systems (SMS). This course is designed to enable delegates to gain an understanding of how hazards can be identified on the aerodrome and the various mitigation techniques that can be established to manage safety effectively.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe the basic principles of human performance and safety management in aviation operational contexts.
• Determine the parameters of a Safety Risk Assessment.
• Provide guidance on mitigation measures for managing hazards.
• Analyze how aeronautical studies and safety cases can be developed and used to manage safety.

Target Audience
• Airport Managers, Safety and Compliance Managers and Staff
• Duty Managers and Supervisors
• Personnel with active roles in managing safety at an aerodrome

Course Content
• Four Fundamentals of Hazard Identification
• Safety Risk Assessment process
• Severity
• Probability
• Tolerability
• Safety Accountabilities and Responsibilities
• How to develop and apply Mitigation to Hazards Identified
• Aerodrome works risk assessment
• Aeronautical studies
• Group practical exercise
• Case studies

Additional Information
• Available in Spanish
Understanding ICAO Annex 14

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
The ICAO Annex 14 sets out the fundamental Standards and Recommended Practices (SARPs) for airport design and operations, which States undertake to apply through national legislation. This course provides an introduction to the content and structure of Annex 14.

Learning Objectives
Upon completing this course, participants will be able to:
- Describe the SARPs contained in Annex 14
- Implementation of SARPs.
- Discuss best practices to meet the requirements of Annex 14.
- Share experience with experts on the different options to implement and further improve best practices.

Target Audience
- Airport Operations Directors, Safety Managers, Officers and Staff
- Airport Construction and Engineering Directors, Managers and Staff
- Airport Emergency Managers, Officers and Staff
- Civil Aviation Authority Officials

Course Content
- Introduction to Annex 14, Chicago Convention, Annexes and SARPs
- Aerodrome physical characteristics
- Standards versus Recommendations
- Emergency planning
- Wildlife Hazard Management
- Airport Operability
- Safety Management System (SMS)
- Case Studies and Group Exercise

Additional Information
- Available in Spanish and French
Victim Support and Media Management

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course introduces participants to industry best practices for handling survivors, victim’s family and friends, other victims, the general public and media after an incident. Because an airport’s handling of all those involved in such events is critical to continue business and limit potential reputation damage, participants will develop the necessary skills to ensure that the airport is sensitive to the needs of all those affected by such an event, and that the airport is portrayed as handling any crisis effectively and professionally.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain why airports must be prepared to handle a crisis.
• Give examples of the types of crisis that affect airports and those involved.
• Identify who are the victims of an accident.
• Understand the needs of victims in a crisis.
• Prepare to communicate effectively during a crisis.
• Demonstrate how to effectively handle the media and meet their requirements while representing the airport.

Target Audience

• Airport Operations Directors, Managers, Officers and staff
• Airport Emergency Managers, Officers and staff
• Airport Safety Managers, Officers and staff
• Airline officials
• Civil Aviation Authority officials
• Local Police, Emergency Health and Fire Department officials Airport Public Affairs and Communications, Directors, Managers and staff
• Understanding cultural differences
• Media management
• Handling the medias
• Organising a press conference
• Making the media work for you
• Case Studies and Group Exercises

Course Content

• The need for an airport to be prepared to handle a crisis
• Types of crises affecting airports
• How crises affect people
• Post-Traumatic Stress Disorder, and how it can affect people
• Crisis communication skills
Wildlife Hazard Management

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides participants with a comprehensive overview of the key principles to follow to effectively manage wildlife hazard and prevention at their aerodrome. The course reviews the latest developments in technology and equipment, methods and techniques, and investigates the measures to adopt for wildlife management as part of an aerodrome’s Safety Management System (SMS).

Learning Objectives
Upon completing this course, participants will be able to:
- Identify common types of wildlife hazards at aerodromes.
- Describe the latest equipment, methods and techniques to manage wildlife hazards at aerodromes.
- Give examples of industry best practices and their application at their aerodrome.
- Explain how to minimize wildlife hazard attractants.
- Analyze and record trends and patterns in wildlife management.

Target Audience
- Airport Operations Directors, Managers, Officers and staff
- Airport Emergency Managers, Officers and staff
- Airport Safety Managers, Officers and staff
- Wildlife managers and staff
- Civil Aviation Authority officials

Course Content
- History of wildlife strikes
- Roles and responsibilities
- Risk assessment and the wildlife management plan
- Bird Identification
- Other wildlife that may impact aircraft safety
- Equipment use and techniques for managing wildlife
- Avian Flu and health and safety
- Bird strike reporting and the ICAO Bird Strike Information System (IBIS)
- Aerodrome topography and habitat management
- Record keeping
- Wildlife management in the vicinity of the aerodrome
Aim
This course provides an overview of aviation security global structure, its legal regime, human and technical requirements governing airport security, and their practical implementation at an airport.

Learning Objectives
Upon completion of this course, participants will be able to:

• Describe the legal regime on airport security.
• Describe the close relationship and the need for close cooperation between Security and Facilitation
• Discuss the latest developments in the field of airport security.
• Give examples of how to manage security staff and equipment at their airport in cases of emergencies.
• Explain how to handle crisis situations and review case studies.

Target Audience

• Airport Security Managers, Supervisors and staff
• Airport Operations Directors, Managers, Officers and staff
• Airport Emergency Managers, Officers and staff
• Airline officials
• Special services providers
• Government and Private Security organizations
• Civil Aviation Authority officials
• Law Enforcement Personnel with Airport assignments

Course Content

• Aviation Security (AVSEC) Global Structure
• Security Regulations
• Threat and Risks Evaluation
• Access Control and Surveillance
• Passenger Baggage Security Inspection (Hold and Cabin)
• Cargo, Mail and Supplies Security
• Anti-sabotage measures
• Crisis management
• Response to Security Emergencies
• Human Factors in Security
• Prohibited and Dangerous articles
• Technology and Security Equipment
• Aviation Security and Drug Traffic
• Security and Facilitation

Additional Information

• Available in Spanish
Baggage Screening: Operational and Image Analysis

Professional Certificate Course
Delivery: Classroom and Computer Based Training (CBT)
Duration: 3 days

Aim
This course blends classroom instruction and computer based training and is designed to enhance participants image analysis expertise for both cargo and airport scanners. It provides operators of baggage screening equipment with a detailed understanding of the operational and safety functions of the equipment so they can analyse images to the highest standard and better detect prohibited or dangerous items.

Learning Objectives
Upon completing this course, participants will be able to:
• Explain what are X-rays and their use via X-ray machines.
• Describe the procedures to operate a baggage X-ray system.
• Discuss health and safety regulations, and radiation protection basics.
• Detect a wider range threats and prohibited objects using X-ray machines.
• Detect threats and prohibited items in more complex and difficult positions

Target Audience
Those with responsibility for the operation of baggage screening equipment and the analysis of baggage screening images

Course Content
• The nature of X-rays
• The principles of X-ray images
• The X-ray machine features
• Procedures for the operation of baggage X-ray systems
• Health and safety regulations
• Radiation protection basics
• Security clearance with X-ray machines
• Threat detection training – explosives, weapons, prohibited items
• Extensive Computer Based Training using a scanner simulator (SIMFOX)

Additional Information
• Available in Spanish and French
• The difficulty level and course content can be adjusted to suit the experience level of your operators
Effective Application of Security Requirements

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
This course provides an overview of the legal regime and requirements governing airport security, and their practical implementation at an airport, with special focus on efficiency of the passenger screening point.

Learning Objectives
Upon completion of this course, participants will be able to:

• Enhance the customer service experience for airport related traffic
• Implement guidelines to establish a framework for passenger security screening service quality, including components to facilitate continuous improvement
• Review of suggested area layouts, appearance, and information to passengers
• Establish Key Performance Indicators (KPI) for security service quality with recommended targets and ranges
• Analyse customer service behavioural training requirements for security agents
• Develop screening point for passengers in accordance to best practice.
• Understand how to plan passengers screening with minimum inconvenience for passengers to improve the facilitation process.
• Organize efficient departure passengers screening with minimum negative impact on airside commercial revenue.

Target Audience
• Airport terminal architects
• Airport terminal managers
• Airport Security Managers, Supervisors and staff,
• Airline officials
• Airport Operations and Emergency Management and staff
• Local Police Officials and Security organizations
• Civil Aviation Authority officials

Course Content
• International security regulation including inspections and audits
• National Aviation Security (AVSEC) requirements
• Security awareness building
• Access control and ground security measures
• Security Measures affecting Passenger Flow
• Crisis Management
• Security and airport financial performance
• Tools to provide effective security screening
• Measuring passenger satisfaction
• Preparing for AVSEC audits
• Case Studies Review

Additional Information
• Available as a three-day workshop
Security and Facilitation

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
This course provides participants with the principles upon which security and facilitation are built, their global structure, the need to have them working in a coordinated effort and airport industry best practices and tools to accomplish tasks related to Security and Facilitation in their workplaces.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the various aspects of aviation facilitation and security and enhance their knowledge of the legal foundation upon airport programmes are established.
• Analyse the security and facilitation global structure and its importance on aircraft, crews, passenger, cargo and mail.
• Review security and facilitation common challenges, goals and operational activities.
• Critique case studies (anonym) and review best practices for facilitation and security working towards a common goal in a coordinated effort.
• Learn about the wide range of new tools and resources required to accomplish tasks related to security and facilitation.

Target Audience
• Airport managers and personnel with security and facilitation responsibilities
• Airline Officials
• Civil Aviation Regulators
• Governmental agency staff responsible for access and border controls (e.g. Immigration, Customs, etc.)

Course Content
• ICAO and its role in security and facilitation
• Security and facilitation global structure
• Cargo Security and Facilitation Biometrics and its application in facilitation and security
• Machine Readable Travel Documents (MRTD)
• Challenges and common goals of security and facilitation
• Common operational activities between security and facilitation
FACILITATION AND CUSTOMER SERVICE

Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
This course explores how to integrate the airport’s mission/vision, master plan, airport brand and customer service delivery, and create the necessary alignment between all essential players (airport operator and the entire airport community) to achieve excellent results. These include enhanced customer experiences, improved customer satisfaction, a more positive airport image, stakeholder involvement and buy-in, and increased net revenues. The course examines techniques and principles and how to use them to achieve the very rewarding benefits that come from excellent customer experience management.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe tools that enhance customer service airport-wide and build customer loyalty.
• Use customer service techniques to attract new clients, increase passenger traffic, enhance the reputation of the airport, and motivate airport staff.
• Apply customer-centric tools to make key business and operational decisions.
• Analyse customer satisfaction research to define and manage the airport’s brand and implement a comprehensive customer service improvement programme.

Target Audience
• Airport General Manager/ Executive Director
• Airport Operations, Customer Service, Quality Assurance Directors, Managers, officers and staff
• Airport Marketing, Commercial, Public Relations and Communications Directors and staff
• Airport Security and Regulatory Managers, Airport Security Supervisors and staff
• Airport Administration Management and staff

Course Content
• Best practice approach to managing service quality, airport-wide brand and service standards
• Raising internal and external customer service awareness including PRM needs
• Defining customer satisfaction and selecting the right benchmarks
• Setting customer satisfaction goals using reward and recognition programmes
• Survey design and methodology and analysing and presenting results
• Approaches to engaging, energizing, and motivating airport employees and airport partners
• Developing performance management programmes and communications plan
Managing Service Quality at Airports

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides managers with the knowledge, skills and tools needed to manage service quality effectively at an airport. The course adopts a holistic perspective that draws on industry best practices and case studies to demonstrate how to apply key concepts and techniques at leading airports to achieve practical results. Participants will also become familiar with the ACI Airport Service Quality (ASQ) Programme and how to integrate related tools into an effective service improvement strategy.

Learning Objectives
Upon completing this course, participants will be able to:
• Define service standards and customer satisfaction.
• Measure service delivery and set Key Performance Indicators (KPIs).
• Use qualitative customer satisfaction survey data and quantitative service measures to develop continuous improvement programmes.
• Report service quality results that use benchmarking and gap analysis to identify true service levels.

Target Audience
• Airport General Manager/ Executive Director
• Airport Operations, Customer Service, Service Quality Directors, Managers, Officers and staff
• Airport Marketing and Commercial Managers and staff
• Airport Public Affairs and Communications, Directors, Managers and staff
• World Business Partners

Course Content
• Managing service quality – a best practice approach
• Defining service standards and customer satisfaction
• Measuring service delivery and setting KPIs
• Understanding and using qualitative customer satisfaction survey data and quantitative service measures and develop continuous improvement programmes
• Benchmarking, gap analysis and management reporting
• Utilizing an interactive case study approach to apply concepts learned in the course

Additional Information
• Available in Spanish
Passengers with Reduced Mobility (PRM) Workshop

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course reflects the latest developments in the field of EU Regulation 1107/2006 at airports and provides an overview of the changes (particularly those in ECAC Doc 30 Annexes) that were recently introduced for PRM. The course highlights in particular the interrelation between European and United States approaches to PRM at airports. Course participants will analyse their own PRM programme and identify possible short comings, discuss best practises and how best to resolve the problems they encounter.

Learning Objectives
Upon completing this course, participants will be able to:
- Describe the requirements set out in Regulation 1107/2006 and the recent changes introduced in ECAC Doc. 30.
- Discuss the findings of international organizations and supervisory authorities on the implementation and application of the PRM regulation.
- Explain how to comply with the legal requirements and avoid fines.
- Give examples of how to handle the increasing number of requests for reduced mobility services and of good and bad practises that occur daily when applying Regulation 1107/2006.
- Analyse best practices on transferring passengers with reduced mobility through the airport.

Target Audience
- Airport Operations Directors, Managers and staff
- Airport Security Management
- Airline staff
- Ground Handling staff

Course Content
- Part I: Review of the legal requirements for Airports and current status on regulations
- Part II: Results and experiences of one year of daily application of Regulations 1107/2006 at airports
- Part III: Need for improvement and best practises to achieve the goals
Passengers with Reduced Mobility (PRM) Workshop for Experienced Managers

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course focuses on ensuring that Passengers with Reduced Mobility (PRM) also enjoy a safe and pleasant journey while traveling through your airport. During the course, participants analyze the shortcomings and best practices of assistance to PRM, and how to resolve actual problems. They will therefore analyse their own PRM programmes, identify possible short comings, and discuss best practises and how to apply them to resolve the problems identified.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the requirements set out in the European Regulation 1107/2006 and in ECAC Doc 30 (actual content).
• Describe the relation between the European regulation and the USA law.
• Explain how to handle complaints and claims based on EC 1107/2006 and ACAA 14 CFR Part 382.
• Describe the infrastructure and equipment needed to meet the needs of PRM.
• Explain how to handle the increasing numbers of PRM assistance requests.
• Discuss best and worse practice case studies related to the PRM.

Target Audience
• Airport Operations Directors, Managers and staff
• Airport Security Management
• Airline staff
• Ground Handling staff

Participants should:
• Have good knowledge about the European Regulation 1107/2006; ECAC DOC 30 part 1 section 5 and US ACAA 14 CFR 382;
• Bring practical/operational examples to discuss with colleagues;
• Share with colleagues the problems you have in the daily PRM assistance operations and bring an overview of complaints (anonym) and how you handled them.

Course Content
• Review the European Regulation 1107/2006; ECAC DOC 30 part 1 section 5 and US ACAA 14 CFR 382;
• Interactive discussions and case studies review
ACI/ICAO Airport User Charges*
Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
This course, which is jointly delivered by ACI and ICAO, aims to provide a detailed understanding of the international policies applying to airport charges to develop, implement and manage a user charges policy, as well as specific charges/rates, compliant with international regulations and best practice.

The course reviews in detail the main recommendations adopted by the Conference on the Economics of Airports and Air Navigation Services (CEANS), held in Montreal in September 2008, the ninth edition of ICAO’s Policies on Charges for Airports and Air Navigation Services (Doc 9082), which was published in 2012, and the third edition of ICAO’s Airport Economics Manual (Doc 9562), which was published in 2013.

Learning Objectives
Upon completing this course, participants will be able to:

• Develop a user charges policy compliant with international recommendations and best practice
• Fully understand the position of ICAO, ACI and IATA regarding airport charges
• Apply user charges
• Analyse costs for key airport areas
• Establish cost bases for the calculation of airport charges
• Allocate all costs between airport services and functions
• Apply charging policies to achieve the objectives of the airport
• Accurately calculate charges for airport services
• Calculate rates that achieve the best balance to generate revenue for an airport
• Develop a negotiating strategy to achieve airport business objectives
• Negotiate charges and rates

Target Audience
• Airport General Manager/Executive Director
• Airport Finance Directors, Managers and Staff
• Airport Marketing and Commercial Managers and Staff
• Airport Investors, Airport Business Planners and Financial Analysts
• Civil Aviation Authorities/Regulators

Course Content
• Part I: ICAO’s Policies on Charges
• Part II: Cost Bases, Cost Allocation and Establishing Charges and Rates
• Part III: Consultation and Negotiation
Airport Air Service Development

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
A well-developed route network not only improves the function of an airport as a connecting point for the local economy to the rest of the world, but is the underlying factor that permits an airport’s commercial success. Incoming and outgoing air services, which builds cargo and passenger streams, will stimulate direct revenues and increase non-aeronautical revenues as well as the airport’s overall market value as a place to undertake airport / non-airport related business activities. Within this context, the course provides participants with the understanding of how to effectively approach and support airline decisions to serve your airport.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe the fundamental elements of airport/airline business relations, including the evolution of airline business models (e.g. low-cost carriers, premium service offerings, etc.)
• Develop an air service development strategy that correctly approaches the airport’s domestic and/or international markets.
• Identify the right target airlines to serve airport strategic markets, including provision of supportive airport policies, facility access, pricing, and marketing incentives (where necessary)
• Adjust the airport’s air service marketing strategy to reflect competitive responses and the evolving airline industry commercial environment.
• Involve domestic and international stakeholders in the airport’s marketing approach to achieve commercial success through policy support (bilateral agreements etc.);
• Establish collaborative communication and cooperative dialogue with airlines that supports a long term and growing business relationship.

Target Audience
• Airport General Manager / Executive / Finance / Marketing Directors and staff
• Airport Consultants
• Local and National Stakeholders (public policy agencies, tourism and hospitality organizations, cargo associations, etc.)

Course Content
• Airport/airline business relations
• Identify the market potential for the airport’s location through detailed data analysis
• Overall airport marketing strategy to grow airline and non-aeronautical revenues
• Commercial, financial, and legal issues between airports and policy agencies
• Marketing support and financial incentives for route development and bilateral negotiations to create successful environment for airline operations
• Maintain and grow airline business once operations commenced
Air Traffic Forecasting

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides airport managers and staff with the essential guidance needed to interpret air traffic forecasts and use different forecasting techniques (including a review of strengths and weaknesses). Using a combination of theory and case studies, course participants will learn about key industry drivers, the data available to forecasters and the various forecasting techniques.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe best practices for effective Air Traffic Forecasting.
• Interpret existing air traffic forecasts.
• Prepare air traffic forecasts.
• Describe the new trends and techniques in Air Traffic Forecasting.
• Identify opportunities for benchmarking using own models and techniques.

Target Audience
• Airport General Manager/ Executive Director
• Airport Finance Directors, Managers and Staff
• Airport Marketing and Commercial Managers and Staff
• Airport Consultants
• Airport Planners

Course Content
• Travel market profiles and categories
• Traffic data sources
• Traffic segmentations
• Competition
• Constraints
• Airline strategies
• Hubbing
• Forecasting methodologies and hourly profiles
• Influencing factors
Airline Management for Airport Professionals*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

**Aim**
This course provides airport managers with a broad overview of the airline industry. It focuses on raising participant awareness of the underlying marketing, financial, operational and competitive factors that influence airline viability. Participants will investigate how the sensitivity of airline profitability impacts airline management decisions and analyze the principles of airline economics, costs and pricing. The course develops both passenger and cargo models, and assesses the individual characteristics of low-cost carriers and business only airlines.

**Learning Objectives**
Upon completing this course, participants will be able to:
- Describe typical airline commercial and operational priorities.
- Appreciate the fast-moving nature of airline activities and relate them to airport management.
- Describe the key characteristics of aircraft selection and network planning.
- Understand how air cargo differs from passenger markets.
- Explain the rationale behind current alliance strategies.

**Target Audience**
- Airport General Manager/ Executive Director
- Airport Operations Directors, Managers, Officers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Public Affairs and Communications, Directors, Managers and Staff
- Civil Aviation Authority Officials
- World Business Partners

**Course Content**
- Airline revenues and costs
- Airport operational and network planning
- Air cargo economics
- Airline alliances
- Low cost carriers
- Airline business planning
- The Airline Business Challenge – simulating the management of an airline, in teams, against competitors
Airport Business Development & Planning

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
Airport’s today are market-driven requiring a business-oriented organization. This course examines all aspects of business performance, from development of the organization’s strategic plan through air service development, aeronautical fee management, and commercial revenue maximization to management and control of both capital and operational programs.

Learning Objectives
Upon completing this course, participants will:

• Understand the market, competitive, and business organizational challenges faced by airports.
• Know the importance of driving all aspects of airport planning, operations, marketing and capital development from the foundation of a sound strategic plan.
• Understand how an effective air service development program will contribute to growth and enhanced services to passengers and cargo operators.
• Be able to review the structure and level of aeronautical fees to determine if they are consistent with ICAO recommended practices, adjusted for local conditions in order to optimize airline revenue outcomes and manage related service levels.
• Understand how to effectively plan for concession and other non-aeronautical revenue programs to deliver optimal revenues.
• Understand the challenges and demands faced by airports to deal with evolving airline business models (e.g. low cost carriers, premium service providers).
• Know how effective facility planning and capital program management can contain costs while delivering appropriate levels of service for each market segment.

Target Audience

• Airport General Manager/ Executive / Finance / Commercial / Development Director and staff
• Airport Consultants
• Airlines/other business partners (cargo / airport service providers, concession managers, etc.)

Course Content

• Driving from the top – the importance of strategic planning and action
• Air service development to maximize service
• Managing aeronautical revenues
• Using level of service to guide facility and operational planning
• Effective management of full-service, Low Cost Carriers (LCC), and premium airline operations
• Managing the capital and operational programs through airport investment life cycle
• Integrating business and people-management elements into an overall strategy
Airport Non-Aeronautical Revenues

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
As non-aeronautical revenues are a key contributor to the financial success of airports, the course will increase participant knowledge in regards to global best practices to optimize revenue development. The course will aim to emphasize the opportunities available to airport managers to enhance non-aeronautical and through third-party services. This will involve engaging participants to understand the role of innovation, competitiveness, and new outreach technologies in developing marketing strategies that effectively influence the airport’s strategic business plan. Also important for airports to understand is how best to address the challenging relationships between airport management, its primary customers (airlines, passengers, cargo operators), and concession providers together with suppliers (e.g. retail brands). Ultimately, the course will assist participants to develop and maintain long-term value propositions for all affected parties.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand challenging environment that demands attention to non-aeronautical development and other revenue innovations
• Identify best practices for defining target customer groups
• Describe airport marketing strategy and optimal revenue methods
• Describe demand projection to prepare revenue forecasts
• Explain the business case with application to land development and concession management
• Explain Customer Relation Management tools and technology-based outreach programs (e.g. social media)
• Develop team structure and sales management efforts
• Integrate learning and apply to case study exercise to demonstrate a comprehension of the overall principles and detailed practices for successful revenue generation

Target Audience
• Airport Finance / Marketing / Commercial / Operations Directors, Managers and Staff
• Airport Consultants, Concession Management Organizations, and related service providers

Course Content
• Commercial market knowledge
• Prepare Airport commercial strategy and program objectives
• Develop airport revenue forecast
• Prepare airport business case for commercial operations
• Engage and manage concession operations
• Develop Customer Relationship Management (CRM) programs
• Ensure effective sales management
• Airport commercial case study
Airport Revenue Generation*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
The course goal is to increase participant knowledge in regards to global best practices to optimize airport revenue generation and related revenue management programs. The course emphasizes the opportunities available to airport managers to enhance all forms of revenue sources including airline, non-aeronautical, and through third-party service providers. The course will engage participants to understand the role of innovation, competitiveness, and new outreach technologies in developing marketing strategies that effectively influence the airport’s strategic business plan. The course also examines the relationships between airport management, its primary customers (airlines, passengers, cargo operators), and concession providers together with suppliers (e.g. retail brands) for purpose of maintaining long-term value propositions for all affected parties.

Learning Objectives
Upon completion of this course, participants will be able to:

• Understand the challenging environment and evolving business models that encourage airport managers to focus on revenue generation that support passenger and cargo traffic expansion, non-aeronautical activity development, and the increasing efforts by airports to deliver non-conventional revenue innovations;
• Describe the relationship between the airport’s overall marketing strategy and optimal revenue methods;
• Identify the best practices for determining target customer groups;
• Describe demand forecasting techniques and use of modern pricing strategy to prepare revenue forecasts
• Explain the principles of business proposal development with application to the primary spheres of airport revenue generation including airline, passenger, and cargo traffic retention and expansion;
• Define how airport managers plan and then implement concession and land development programs;
• Explain Customer Relation Management tools and technology-based outreach programs (e.g. social media);
• Understanding how to use benchmarks to maintain airport revenue performance
• Develop the team structure and prepare for implementation of sales efforts and business negotiations
• Integrate the learning from course topic areas and apply to a case study exercise to demonstrate a comprehension of the overall principles and detailed practices for successful revenue generation

Target Audience
• Airport General Managers / Executive / Finance / Commercial Directors and staff
• Airport Consultants
• Airport business partners (e.g. concession managers, airport service providers, etc.)

Course Content
• Market Knowledge
• Marketing Strategy
• Traffic and Revenue Forecasts
• Business Development
• Concession Management
• Customer Relations
• Organization Development

www.aci.aero/global-training
Airport Social Media Marketing – Advanced

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
In the age of connected travellers, airport marketers need to think differently. Airports are becoming havens for the Connected Traveller – people who are always on the move, and always connected to office, to their families and to the web, through multiple devices.

This course will exposes airport marketers to concepts on how to think differently and stay ahead in this age of the connected traveller. It will analyse methods in using social media to drive specific business goals, and measure these results using this medium so as to help an airport to provide the best mix of social media and marketing tactics for their specific airport audience.

Learning Objectives
Upon completing this course, participants will be able to:
• Learn from over 50 globally diverse case studies of airline and airport successes/failures in social media
• Assess and evaluate the appropriateness of various social media marketing approaches and tactics
• Drive return on investment (ROI) and present a case to senior management to continue increasing social media budget and resources
• Have a deeper understanding of the social media environment and how it can directly affect an airport’s brand image and ROI

Target Audience
• Airport staff in Commercial departments (regardless of level) such as Public Relations, Communications, Marketing, Retail and eCommerce
• Suppliers working with airports, such as handling agents and IT companies, who wish to gain a better understanding of advanced social media marketing concepts

Course Content
• Analyse airports in social media
• Review social monitoring and analysis tools
• Identifying key social influences of the airport and its customers
• Measuring ROI and performance indicators
• Designing a roadmap for executing the top 5 airport social media strategies
Airport Technical Planning

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course introduces participants to the technical aspects involved in developing an Airport Master Plan. The development of technically sound plans for airport development requires a careful balance between safety / security objectives, operational effectiveness that serves airlines and their passenger and cargo clientele, and enables a return on investment for the airport owner.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the different technical elements of the Master Plan.
• Describe the ICAO standards and recommended practices that drives the entire airport development process.
• Understand potential airport sub-system innovations and future challenges (e.g. security systems)
• Identify the different methodologies for determining airport capacity and related supply options.
• Recognize evolving airline business models and challenges to match service levels with customer expectations
• Ensure matching capacity across airport sub-systems, including integration with off-airport surface / marine transportation, utility requirements, and other urban development priorities.
• Address the growing importance of sustainability and environmental impacts associated with airport growth and change.

Target Audience
• Senior Airport Management with oversight responsibilities for their Airport Master Plan.
• Airfield and Terminal Planners and Project Team members
• National Regulatory Officials
• City and Town Planners
• Team members from Financial Organisations who are involved in Airport Developments

Course Content
• Definition and understanding of the technical aspects of an Airport Master Plan
• Understand methodologies for determining airport capacity
• Physical planning for all airport sub-systems including airfield, passenger and cargo terminals, support and utility services, commercial and business related activities, ground / marine transportation, and integration with off-site development requirements
• Introduction of airport innovation, sustainability and environmental impact assessment
• The role of technical simulation in airport case study analysis
• Determining capital / operating costs and revenue potential for various airport design options
• Review multiple examples of technical aspects of best-practice Master Plans.
Introduction to Airport Economics

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course reviews and explores the principles and characteristics of airport economics, and the economic regulations to consider when generating revenues and developing new business models.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the key concepts of airport economics and their application.
• Describe different airport business models.
• Share best practices and the “do’s and don’ts” of airport economics.
• Use economic benchmarks to measure business performance.

Target Audience
• Airport General Manager/ Executive Director
• Airport Finance Directors, Managers
• Airport Marketing and Commercial Managers
• Airport Operations Directors, Managers
• Airport Consultants
• Civil Aviation Authority Officials
• World Business Partners

Course Content
• The Airport Industry & Economic Characteristics
• The Demand for Airport Services
• Ownership Models and Organizational Structures
• Nature and Structure of Revenues
• Determinants and Structure of Costs
• Economic Regulations
• Airport Charges
• Performance Indicators
Airport Carbon Management

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course analyses and reviews the carbon footprint of an airport; explains the environmental, political and financial arguments for carbon management at airports; and guides participants through the principles of setting up of a Carbon Management Strategy.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the influence of the human factor on climate change.
• Describe the financial implications arising from carbon emissions liabilities.
• Identify opportunities to reduce carbon emissions and improve operational efficiencies.
• Manage forthcoming regulatory and legal requirements.
• Utilize the ACI Airport Carbon and Emissions Reporting Tool (ACERT).
• Set up a Carbon Management Strategy.

Target Audience
• Airport General Manager/ Executive Director
• Airport Finance Directors, Managers and Staff
• Airport Operations Directors, Managers, Officers and Staff
• Airport Environment Directors, Managers, Officers and Staff
• Civil Aviation Authority Officials

Course Content
• Explore the effects of carbon emissions on climate change and the commercial imperative
• Accounting for airport carbon emissions: scope and resolution
• Prioritising carbon management options
• Background to carbon management
• Developing and implementing a carbon reduction strategy
Airport Environmental Management*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
This course provides the essential background to manage airport sustainably. It addresses important aspects of sustainability and environmental management issues at an airport.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the concept of sustainable development and its impact on airport operations and development.
• Describe the key elements of environmental management systems.
• Describe the environmental and commercial advantages of a systematic approach to environmental management.
• Elaborate on the key environmental impacts on airports.
• Discuss the practical realities of planning for environmental improvements.
• Demonstrate the significance of airport stakeholders in determining environmental impacts and realising potential solutions.

Target Audience
• Airport General Manager/ Executive Director
• Airport Operations Directors, Managers, Officers and Staff
• Airport Environment Directors, Managers, Officers and Staff
• Airport Construction and Engineering Directors, Managers and Staff
• Civil Aviation Authority Officials
• World Business Partners

Course Content
• Sustainable development and the world economy
• Air transport and environmental aspects and impacts
• Sustainable development and environmental management
• Environmental management systems plans and implementation
• Climate change and carbon management at airports
• Aircraft noise monitoring, management and communication
• Water use and waster generation, treatment and minimisation
• Land-use and Habitat Management
• Local Air Quality (LAQ) – sources, impacts and management
Airport Energy Management

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides a rationale for and explanation of energy management at airports, highlighting the critical importance of energy management to airport capacity and growth, customer service standards, commercial performance, energy security and emergent climate change concerns.

Learning Objectives
Upon completing this course, participants will be able to:

- Understand the key drivers for improved energy performance at airports
- Describe key elements of a systematic energy audit
- Use financial and technical data to identify and select cost effective energy reduction opportunities
- Appreciate the significance of energy management in the wider context of a carbon management plan
- Conduct a basic carbon footprint to inform strategic decisions over how best to reduce energy requirements and thereby carbon emissions of the airport system.

Target Audience
- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers and Staff
- Airport Operations Directors, Managers, Officers and Staff
- Airport Environment Directors, Managers, Officers and Staff
- Civil Aviation Authority Officials

Course Content
- Economic, capacity, service standard and political drivers for energy efficiency
- Energy audit procedures
- Catalogue of the range of energy reduction opportunities at airports, including good practice examples
- Criteria for the selection of energy reduction options
- Designing a low energy airport – the role of new build in reducing energy demand, increasing renewable energy generation and heightening energy resilience
- Conflicting stakeholder requirements for energy management
- Carbon management plan options for infrastructure, equipment, operations and training
- Carbon accounting – GRI scopes and data resolution requirements
- Airport challenges resulting from a comprehensive understanding of energy and carbon liabilities
Collaborative Environmental Management Workshop

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course will analyse key environmental impacts, explain the role of different stakeholders in achieving effective management, describe the principles of collaborative environmental management and the process by which an integrated management system can be developed and delivered.

Learning Objectives
Upon completing this course, participants will be able to:

• Explain the environmental implications of airport operations.
• Describe the business drivers for environmental improvement.
• Understand the principal elements of an effective environmental management system.
• Explain the role of different stakeholders in effective management of different issues.
• Recognise the conflicting priorities of different stakeholders.
• Understand the principles of Collaborative Environmental Management (CEM).
• Develop and deliver a ‘sustainable’ environmental management system at an airport.

Target Audience
• Airport, Airline, ATM, Ground Handling Agents, Terminal Concessionaires and other Service Partners:
  - General Manager/ Executive Director
  - Finance Directors, Managers and Staff
  - Operations Directors, Managers, Officers and Staff
  - Environment Directors, Managers, Officers and Staff

Course Content
• The variety of environmental impacts arising from the operation of airports
• Drivers for action to reduce environmental impacts
• The implications of the activities of Airport, Airline, ATM, Ground Handling Agents, Terminal Concessionaires and other Service Partners on environmental impacts
• The principle methods of management for reducing environmental impacts
• The components of an effective environmental management system
• The principles of Collaborative Environmental Management
• The role of different stakeholders in delivering effective site wide environmental management.
Online - Airport Environmental Management*

Professional Certificate Course, *AMPAP Elective
Delivery: Online
Duration: 40 Hours

**Aim**
This course investigates the principles of sustainable development and environmental management. It covers the key environmental impacts associated with airport operations and growth, the benefits gained from effective environmental management and the essential elements of implementing an Environmental Management System (EMS) at your airport.

**Learning Objectives**
Upon completing this course, participants will be able to:
- Describe the airport industry’s latest challenges in regards to environmental management.
- Respond to environmental issues such as noise, local and global emissions, water and waste management.
- Implement an Environmental Management System.

**Target Audience**
- Airport General Manager / Executive Director
- Airport Operations Directors, Managers, Officers and Staff
- Airport Environment Directors, Managers, Officers and Staff
- Airport Construction and Engineering Directors, Managers and Staff
- Civil Aviation Authority Officials

**Course Content**
- Introduction to airport environmental management and sustainable development
- Airport noise management and community relations
- Local air quality
- Climate change and greenhouse gas emissions
- Airport resource management
- Airport waste management
- Implementing an environmental management system
- Individual written environment assignment

**Note:** This courses is only open to participants enrolled in the Global ACI-ICAO AMPAP Programme
Airport Communication and Public Relations*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
Airports are probably the most complex organizations in aviation. Airports are often presented as a city within a city where anything can happen and sometime does. Airport managers must have the capacity to deal with complex and sometimes political issues.

The Airport Communications & Public Relations course prepares airport professionals and managers to deal with the communication issues that may arise in daily but also in exceptional airport situations. Participants will learn the principles for creating strategic communication messages, which are aligned to the organizational mission and vision as well as provide the framework to address any communication issues that an airport professional may face.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the mission and communication plan of your organization.
• 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.
• Prepare an interview (live or recorded).
• Managing public consultations and community relations.
• Preparing the digital tools of your organization.
• Prepare your organization for Web 2.0 and mobile coverage.
• Apply a crisis management model for communications in exceptional or sensitive situations.
• Understand emerging trends and special issues in airport communication.

Target Audience
• Airport communication managers or specialists
• Airport International Relations managers
• Project managers of large or sensitive airport projects
• Airport General Manager/ Executive Director
• Airport Operations Directors, Managers, Officers and Staff
• Airport Environment Directors, Managers, Officers and Staff
• Civil Aviation Authority Officials
• Airport managers that have direct contact with the public or the press
Airport Leadership Workshop (ALW)

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Purpose
This programme provides an interactive forum where airport professionals can develop quality leadership competencies in preparation for future roles in executive leadership positions.

Benefits
Successful participants are awarded a joint ACI/JMSB-Concordia University/The Ohio State University Diploma; others will receive a certificate of attendance.

Target Audience
This programme is intended for airport managers, airport operations and supervisory personnel.

Programme Structure
This three day leadership workshop is based on findings from the National Academies’ Airports Cooperative Research Program’s recently published Report 75: Airport Leadership Development Program and the objectives of the programme are to:

• Develop quality leadership competencies in preparation for future roles in executive leadership positions.
• Discuss current challenges in airport management.
• Participate in case-based activities that present both fundamental leadership skills and their application to the airport environment.

In partnership with:
Airport Enterprise Risk Management

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

**Aim**

This course provides a forum for airport executives to better understand best practices in uncertainty management. The goal of uncertainty management is to position the organization to excel over the long-term by exploiting major opportunities and addressing critical risks in a balanced and systematic, but flexible manner.

Participants will take part in individual and group exercises to develop approaches and a draft framework for effectively setting strategic direction, making daily decisions and maintaining operations in a manner that addresses uncertainty and benefits the organization.

**Learning Objectives**

Upon completing this course, participants will be able to:

- Prioritize the critical risks and major opportunities that currently exist at their airport or that may emerge in the future.
- Establish risk/reward parameters that can be translated into guidelines for daily decision making and for setting ranges of authority.
- Establish an uncertainty awareness culture throughout the organization and integrate uncertainty management into strategic planning, major organizational initiatives and key systems.
- Develop action plans that reflect best practices and adapt decision making to optimize organizational performance in an uncertain environment.

**Target Audience**

- Airport Senior Management staff across all functional areas
- Airport Strategic Planners and Risk Managers
- Airport Consultants

**Course Content**

- Risk/Opportunity Profile (populated with common airport risks and opportunities)
- Criteria for evaluating likelihood, impact, and ability to influence
- Risk/Reward Parameters Diagram Template and Decision Guidelines Framework
- Action/Report Form Plan Template and Uncertainty Management Plan Template with participant input
- Draft memorandum explaining the benefits of Uncertainty Management and Adaptive Decision Making
Airport Ground Handling Obligations and Slots

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course provides clear and concise interpretation of the obligations that airports in the European Union must meet regarding the organization and function of ground handling market and slots. The existing EU Regulations are reviewed in tandem with the proposals of the European Commission on ground handling market and slots.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the content and impact of Council Directive 96/66/EC of 15 October on access to the ground handling market at Community Airports.
• Describe the impact of Regulation no. 793/2004 of 21 April 2004 amending Council Regulation no. 95/93 on common rules to allocate slots at Community airports.
• Describe the content and impact of the Draft of EU Regulation on slots.

Target Audience
The course provides useful content for all EU airport managers, team leaders and lawyers who need to understand the organization of ground handling and slots market and specifically respond to the needs of airports and slots coordinator.

• Airport Lawyers
• Aviation Lawyers
• Legal counselors from legal affairs departments of airports and ground handling agents
• Legal counselors from Civil Aviation Authorities
• Ground Handling Managers dealing with specific airport issues falling under EU Legislation
• Governmental Staff dealing with EU legislation in the field of aviation

Course Content
• Overview of Council Directive 96/66/EC of 15 October on access to the ground handling market at Community Airports and its consequences
• Overview of Regulation no. 793/2004 of 21 April 2004 amending Council Regulation n.º 95/93 on common rules for the allocation of slots at Community airports
• Draft of EU Regulation on slots – Overview and consequences

In partnership with:
Airport Human Resources Management*

Professional Certificate Course, *AMPAP Elective
Delivery: Classroom
Duration: 5 days

Aim
This course enables participants to create a high performance airport organisation and culture by developing human resource (HR) strategies consistent with business strategy and developing the key leadership skills necessary to manage upcoming changes and challenges.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe Human Resource Management (HRM) as a strategic activity.
• Explain how HRM contributes to the business strategy and organisational performance of airports.
• Describe the strategic role of HR in a changing airport environment and its relevance to creating a high performance airport culture and ethos.
• Explain why senior managers, line managers and the HR function must work together for success.
• Explain key HRM concepts such as leadership development, employer branding, psychological contract, employee engagement, talent management, cultural change, diversity and mental toughness.
• Discuss and review best practices in organisation design, performance management, attraction and recruitment, selection, development and training, motivation and retention, employee relations, leadership, organisational and individual change.

Target Audience
• Senior Airport Managers
• HR managers at all levels
• Departmental Managers
• High Potential Staff aspiring to Leadership Roles

Course Content
• An overview of airport business strategy in a changing world.
• Approaches to HRM: role of line and HR.
• Organisation design and assessment.
• Performance management.
• Attracting staff, employer branding, recruitment and selection.
• Development, training, talent management, managing diversity.
• Leadership development and leadership competences.
• Engagement, communication, conversation skills.
• Strategic change management.
Airport Law for Managers

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
The overall aim of this course is create a forum that enables discussion and engagement on current principles and legal problems that pertain to the legal status of the airport and its functions. Participants will be exposed to general principles of corporate liability, corporate management and law; threat assessment and risk management; negligence; liability under contract law (with focus on contracts entered into by the airport); and legal and regulatory issues relating to aerodromes.

Learning Objectives
Upon completing this course, participants will be able to:

- Understand basic legal principles as they apply to the aviation industry as well as the international conventions and treaties by which the industry is predicated
- Identify the principles of executive liability and laws that apply to crime
- Examine contracts, torts and principles and practices of mitigation pertaining to insurance and risk management
- Review laws and regulations that relate to aerodromes

Target Audience
- Senior Airport Management
- Legal Advisors and Council
- Civil Aviation Authorities

Course Content
- Negligent entrustment
- White collar crime
- Negligent misstatements and false information
- Vicarious liability
- Insurance and remoteness of damage
- Airport planning laws
- Airport safety and security
Airport Master Planning

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
The overall aim is to increase participant knowledge and skill with regard to preparing global best practice Airport Master Plans (AMP). Consistent with the objectives and orientations set out in the airport's Business Plan, the course emphasizes the opportunities available to enhance airport capacity in a cost-effective, timely, and sustainable manner. The course will focus on the challenges of balancing differing service level requirements arising from differing airline business models, changing passenger mix, specialized cargo handling, and other non-aeronautical requirements such as third-party commercial service providers. The course will also introduce the role of innovation to achieve facility competitiveness through a combination of process change and information technology applications. The course will further explain how best to engage interested parties to identify issues that may have consequences for achieving long-term value for investors in airport assets and customers.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the challenging economic, social and environmental issues that demand airport management plan and deliver best-in-class facilities and services
• Describe the relationship between airport strategic planning and optimal capacity management;
• Identify best practice traffic forecasting practices, including scenario analysis;
• Explain demand/capacity gap assessment for airline, passenger, and cargo traffic patterns
• Define process for identifying and then challenging the viability of capacity solution concepts both at the system and sub-system levels, including process change and technological adaption
• Describe the multiple-account evaluation process including operational, financial, social, and environmental parameters necessary to achieve internal and external project approvals
• Elaborate upon proper methods to ensure a meaningful stakeholder engagement strategy
• Review AMP relationship to Capital Expenditure (CAPEX) programs
• Develop team structure and prepare for Master Plan and CAPEX plan implementation
• Integrate learning from course topics through a case study exercise to demonstrate comprehension of the overall principles of Airport Master Plan and CAPEX program development

Target Audience
• Senior airport management who are to manage a master plan.
• Strategic development managers
• Airport business managers
• Airfield and terminal planners and project managers
• Civil engineering managers, city and town planners
• Environmental and sustainability managers
• National regulators
Course Content

• Master plan history and legal aspects (ICAO, IATA, and National Requirements
• Strategic plan objectives and Service Level requirements
• Airport Traffic Forecasting
• Demand / Capacity “Gap” Assessment
• Design concept appraisals
• Multiple-Account Evaluation and decision-making criteria
• Stakeholder engagement strategy
• Capital and life-cycle programming
• Master Plan organization and skill capacity
• Airport Master Plan case study exercise
English for Airports

Professional Certificate Course
Delivery: Classroom
Duration: 5 days

Aim
This course will give the participants the tools needed to communicate effectively with a range of international air carriers and aviation related organisations in English. The course provides participants with an upgraded set of key phrases and vocabulary frequently used in the airport environment on a daily basis.

Learning Objectives
Upon completing this course, participants will be able to:
• Use the proper vocabulary to communicate in a friendly and professional manner with customers.
• Use appropriate strategies to cope with poor understanding or to clarify misunderstandings.
• Dialogue and network with people from different countries, airports or within the same airport.
• Participate fully in work related training courses conducted in English.

Target Audience
Airport staff involved with all operational issues: safety managers, ground handling companies, technical staff.

Course Content
• The language of ramp safety
• Naming and describing ramp objects
• Abbreviations and the NATO alphabet
• Weather vocabulary and its implications for the smooth running of an airport
• Following and giving directions
• Airport jobs and functions
• Airport markings and signs
• Airport layouts and distribution
• Landside and airside categories
• Passenger handling and terminal processes
• Aircraft turnaround
• Ramp safety incidents and verbal reporting of incidents
• Vehicles/equipment and their functions
• Airport zone security plan
• Hazards of airport operations
Introduction to Airport Business

Professional Certificate Course
Delivery: Classroom
Duration: 3 days

Aim
This course is designed to introduce delegates who have limited or no prior knowledge of aviation to the airport business. The course provides attendees with an overview of the key processes which take place at an airport, including operations, safety, security, income, expenditure and regulatory requirements. On completion of the course, delegates will have gained a general understanding of the systems in place at airports across the world, which will enable them to better understand the processes at their own airports.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the different elements of the airport business.
• Explain how the airports business is managed.
• Understand guidance on terminal and airfield operations and landside interface.
• Describe guidance on customer services at our airports.
• Understand Income and expenditure and the influence of airport ownership.

Target Audience
• Any personnel new to the Airport Business
• Airport staff who wish to gain an overview of how an Airport Business operates outside of their own areas of responsibility

Course Content
• The relationship of the various operational systems at an airport
• Legislation and Regulation
• Terminal Operations
• Airfield Operations
• Landside Interface
• Airport Ownership and Customer Service
• Security
• Income and Expenditure
• Practical Session – visit to key operational areas of an Airport
AIRPORT OPERATIONS DIPLOMA PROGRAMME (AODP)

Purpose
Airports are no longer just a place to embark and disembark people or load and unload cargo. Today’s airports not only support the local and global economy but also define it. Airports are at the heart of integrated multi-modal flows of people, goods, information and capital, and will continue to boost the economic growth as they continue to diversify their business models. This important change is reflected in the way airports operate and do business.

This programme introduces participants to all of the activities associated with an airport from airside and landside operations to terminal operations. It provides them with key knowledge and tools needed to proactively address the essential operational and business needs of 21st century airports.

Benefits
The Airport Operations Diploma Programme (AODP) provides participants with the knowledge to optimize airport terminal and landside operations and provide a positive passenger experience in harmony with security requirements and revenue generating activities. Additionally, the AODP offers an understanding of airport business operations including economic and regulatory principles, how airports are organized and the process of strategic, master and operations planning.

Target Audience
- New employees responsible for landside, terminal or airside operations that need a sound understanding of the airport’s complex functions;
- Current staff looking to enhance their knowledge of overall airport operations and the complex relationships at play in delivering world class customer service;
- World Business Partners seeking a global understanding of the airport business.

Programme Structure
To obtain the Airport Operations Diploma, participants must complete the following three self-paced online courses, in any sequence, within a three-year timeframe.
- Airside Operations
- Airport Business Operations
- Terminal and Landside Operations

Participants will earn a certificate of completion after successfully completing each course.

In partnership with:
Airside Operations

Airport Operations Diploma
Delivery: Online
Duration: 15 hours

Aim
The Airside Operations course provides participants with a broad understanding of airside operations at an airport. Participants will investigate the various components of airside operations and how they interact together to form an operational system.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the various components of the airside in terms of infrastructure, facilities and people, and their interaction as an operational system.
• Explain why airports need a systematic approach to Safety Management.
• Describe the elements needed to implement an effective safety management system.
• Discuss the various risks and hazards associated with aircraft ground operations at an airport and how they can be effectively managed.
• Describe the major aspects of Airport Emergency Management and how airports prepare and respond to airside emergencies.
• Describe the importance of Airport Security Management and the key airport security measures in place to protect the airside.

Target Audience
• All new employees that require initial airside training as part of their induction process;
• Employees wishing to enhance their knowledge and skills in airside operations and subsequently advance to leadership and management positions;
• World Business Partners seeking a global understanding of airside operations.

Course Content
• Airside Infrastructure, Facilities and Personnel
• Safety Management
• Airside Operations
• Emergency Management
• Airside Security
• Airside Operations and the Environment
• Safety Performance Indicators and Best Practices

Additional Information
• Available in Spanish

In partnership with:
Terminal and Landside Operations

Airport Operations Diploma  
Delivery: Online  
Duration: 15 hours

**Aim**

The Terminal and Landside Operations course explains how to optimize airport terminal and landside operations to provide a positive passenger experience in harmony with airport security requirements and revenue generation activities.

**Learning Objectives**

Upon completing this course, participants will be able to:

- Describe the airport landside and terminal sub-systems and how they interrelate.
- Explain the security obligations of the State and aerodrome operator.
- Describe the needs of the two main airport customers.
- Identify ways to increase the revenue generated by non-aeronautical activities.
- Explain the performance measurement tools and how to use them to improve the airport terminal’s overall performance.

**Target Audience**

- New employees who are responsible for landside, terminal or airside operations who require a sound understanding of the airport’s complex functions,
- Current staffs wishing to enhance their knowledge of overall airport operations and the complex relationships at play in delivering world class customer service.
- World Business Partners seeking a global understanding of the airport business.

**Course Content**

- Customer Experience Management
- Airport Passenger Terminals
- Landside Operations
- Baggage and Cargo
- International Perspective and Regulations

**Additional Information**

- Available in Spanish

In partnership with:
Airport Business Operations

Airport Operations Diploma
Delivery: Online
Duration: 15 hours

Aim
The Airport Business Operations course provides participants with an understanding of airport business operations including economic and regulatory principles, how airports are organized and the process of strategic, master and operations planning.

Learning Objectives
Upon completing this course, participants will be able to:
• Describe the major role of an airport and its relationship with supervisory bodies, partners, service providers and airport customers.
• Describe the airport’s regulatory framework.
• Discuss the challenges airports face.
• Analyze the new operational, business and ownership models that were developed to address each challenge.
• Explain how new financial and economic models affect airport operations.
• Explain what is airport performance benchmarking.

Target Audience
• New employees who are responsible for landside, terminal or airside operations that need to get a sound understanding of the airport’s complex functions.
• Current staff who would like to enhance their knowledge of overall airport business operations.
• World Business Partners looking for a global understanding of the airport business.

Course Content
• Airport Economics
• Regulatory Framework
• Airport Organization
• Airport Strategic Planning
• Airport Master Planning
• Airport Operations Planning

Additional Information
• Available in Spanish

In partnership with:
OPERATIONAL AND REGULATORY COURSES

Airside Safety Package

Professional e-Certificate Course
Delivery: Online
Duration: 3 hours

Aim
This course provides basic airside safety training for all new employees as well as safety refresher training for current employees.

Learning Objectives
Upon completing this course, participants will be able to:

- Describe the basic components of Airside Safety including the unique nature of the Airside, the various roles and responsibilities required to maintain a high level of safety, the major elements of airside safety and some of the common hazards that they may encounter.
- Apply the key principles and concepts of Safety Management Systems with the goal of increasing aviation safety.
- Recognize and deal with human performance issues at an airport.

Target Audience
- 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
- World Business Partners that wish to obtain an increased understanding of airside operations

Course Content
The course consists of the following three courses:

- Airside Safety Training
- Human Factors Training
- Safety Management Systems Training

Additional information
- Available version for the US airports operating under 14 CFR Part 139 will be required implement an airport Safety Management System (SMS).
Airside Safety Training

Professional e-Certificate Course
Delivery: Online
Duration: 1 hour

Aim
This Airside Safety course is designed to familiarise participants with the unique nature of the Airside, the various roles and responsibilities required to maintain a high level of safety, the major elements of airside safety and some of the common hazards that they may encounter.

Learning Objectives
Upon completing this course, participants will be able to:
• Understand the airport as an operational system
• Explain the various stakeholders and their roles and responsibilities with regards to Airside Safety
• Recognise important elements of Airside Safety required to operate in a safe manner
• Identify the key hazards that they may encounter on the Airside and how to approach them safely

Target Audience
• 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
• World Business Partners that wish to obtain an increased understanding of airside operations

Course Content
• Airport Familiarization
• Safety Stakeholders, Roles and Responsibilities
• Airside Safety Elements
• Airside Hazard Awareness

In partnership with: ceventas
Human Factors Safety Training

Professional e-Certificate Course
Delivery: Online
Duration: 1 hour

Aim
Human Factors Safety Training helps build the defences that reduce and mitigate human errors at airports by developing an awareness of the individual factors that can impact human performance that lead to errors in the first place.

This online course will provide participants with an introduction to the fundamental concepts of human factors and assist them to recognise, understand and mitigate human factors and errors on the airside.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the basic components of human factors and their relationship to safety
• Describe how human factors are related to airport operations and safety
• Improve safety through the application of basic human factors strategies

Target Audience
• 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
• World Business Partners that wish to obtain an increased understanding of airside operations

Course Content
• Understanding Human Factors
• Human Factors and Airport Safety
• Dealing with Human Factor Errors
Safety Management Systems (SMS) Awareness Training

Professional e-Certificate Course
Delivery: Online
Duration: 1 hour

Aim
This course will introduce you to the key principles and concepts of Safety Management Systems (SMS) with the goal of increasing aviation safety around the world.

Learning Objectives
Upon completing this course, participants will be able to:

• Describe the regulatory framework relevant to airport safety
• Understand the organizational nature of accidents and incidents
• Explain the key safety principles of a SMS and how they differ from traditional approaches to safety
• Understand the basic safety processes of a SMS and how they identify hazards and mitigate risks
• Describe the similarities between a SMS and a Quality Management System (QMS)
• Describe the major benefits of a SMS
• Describe the four primary components of a SMS including Safety Policy, Safety Risk Management, Safety Promotion and Safety Assurance

Target Audience
• 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
• World Business Partners that wish to obtain an increased understanding of airside operations

Course Content
• Introduction to SMS
• Key Components of an SMS
• Assessment
• Resource

Additional information
• Available version for the US airports operating under 14 CFR Part 139 will be required implement an airport Safety Management System (SMS).
Concession Management

Professional e-Certificate Course
Delivery: Online
Duration: 6 hours

Aim
This program is designed for staff engaged in managing concessions such as retail, food/beverage, duty free, services, parking and ground transportation and rental cars.

The program provides the groundwork for you to be more proficient in both the theory and practice of managing concessions at your airport.

Learning Objectives
Upon completing this course, participants will be able to:

- Understand the role of Commercial Operations in an airport
- Planning and managing Food/Beverage, Retail and Duty Free.
- Planning and managing parking, Ground Transportation, Services and developing a Concession Action Plan

Target Audience
- Airport Finance Managers and Staff
- Airport Marketing and commercial Mangers and Staff
- Airport Consultants and World Business Partners

Course Content
- The development of commercial goals, strategies and actions
- The importance of your airport’s layout when planning concessions
- Negotiating and managing concessions
- Developing a concession plan
- Forecasting potential revenue
- Establishing contract monitoring systems and standards of operation

In partnership with: ceventas
Dangerous Goods Awareness - Ramp Personnel (Category 8 per ICAO Technical Instructions)

Professional e-Certificate Course
Delivery: Online
Duration: 2 hours

Aim
This course will provide Ramp Personnel with the awareness level training required to carry out their responsibilities in relation to Dangerous Goods and is designed to meet the minimum awareness level training requirements for Category 8 Personnel specified in the ICAO Technical Instructions, Table 1-4 Content of training course.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the general philosophy for the safe transportation of Dangerous Goods by air.
• Know the responsibilities and provisions of Ramp Personnel, Passengers and Crew.
• Describe the limitations applicable to the carriage of Dangerous Goods.
• Describe the responsibilities of Shippers and Operators in relation to the safe transportation of Dangerous Goods by air and explain the system used to classify Dangerous Goods.
• Identify the packaging used to transport Dangerous Goods.
• Recognise and understand the various markings and labels used on Dangerous Goods packages.
• Properly store and load Dangerous Goods.
• Explain the requirements for notifying the flight crew of any Dangerous Goods that have been loaded onto the aircraft.
• Identify and recognise undeclared Dangerous Goods.
• Understand the recommended general emergency procedures and reporting requirements for Ramp Personnel in relation to a Dangerous Goods incident or accident.

Target Audience
• All Ramp Personnel

Course Content

• Identification, handling and classification
• Packing, marking and labelling
• Storage and loading
• Provision of information
• Emergency response
• Assessment

Additional information
Please note that your Civil Aviation and/or Competent Authority may have additional legislation that must be adhered to meet local regulatory requirements.

In partnership with:
Dangerous Goods Awareness - Passenger Handling Personnel
(Category 9 per ICAO Technical Instructions)

Professional e-Certificate Course
Delivery: Online
Duration: 2 hours

Aim
This course will provide Passenger Handling Personnel with the awareness level training required to carry out their responsibilities in relation to Dangerous Goods and is designed to meet the minimum awareness level training requirements for Category 9 Personnel specified in the ICAO Technical Instructions, Table 1-4 Content of training course.

Learning Objectives
Upon completing this course, participants will be able to:

• Understand the general philosophy for the safe transportation of Dangerous Goods by air.
• Know the responsibilities and provisions of Passenger Handling Personnel, Passengers and Crew.
• Describe the limitations applicable to the carriage of Dangerous Goods.
• Describe the responsibilities of Shippers and Operators in relation to the safe transportation of dangerous goods by air and explain the system used to classify Dangerous Goods.
• Recognise and understand the various markings and labels used on dangerous goods packages.
• Identify and recognise undeclared Dangerous Goods.
• Understand the recommended general emergency procedures and reporting requirements for Passenger Handling personnel in relation to a Dangerous Goods incident or accident.

Target Audience
• All Passenger Handling Personnel

Course Content
• Identification and handling of restricted dangerous goods
• Marking and labelling
• Emergency response
• Assessment

In partnership with: ceventas
Dangerous Goods Awareness - Security Screening Personnel (Category 12 per ICAO Technical Instructions)

Professional e-Certificate Course
Delivery: Online
Duration: 2 hours

Aim
This course will provide Security Screening Personnel with the awareness level training required to carry out their responsibilities in relation to Dangerous Goods and is designed to meet the minimum awareness level training requirements for Category 12 Personnel specified in the ICAO Technical Instructions, Table 1-4 Content of training course.

Learning Objectives
Upon completing this course, participants will be able to:
• Understand the general philosophy for the safe transportation of Dangerous Goods by air.
• Know the responsibilities and provisions of Security Screening Personnel, Passengers and Crew.
• Describe the limitations applicable to the carriage of Dangerous Goods.
• Describe the responsibilities of Shippers and Operators in relation to the safe transportation of dangerous goods by air and explain the system used to classify Dangerous Goods.
• Recognise and understand the various markings and labels used on Dangerous Goods packages.
• Identify and recognise undeclared Dangerous Goods.
• Understand the recommended general emergency procedures and reporting requirements for Security Screening personnel in relation to a Dangerous Goods incident or accident.

Target Audience
• All Security Screening Personnel

Course Content
• Identification and handling of restricted dangerous goods
• Marking and labelling
• Emergency response
• Assessment

Additional Information:
Please note that your Civil Aviation and/or Competent Authority may have additional legislation that must be adhered to meet local regulatory requirements.
Passengers with Disabilities and Reduced Mobility (PDRM)
Sensitivity Training

Professional e-Certificate Course
Delivery: Online
Duration: 1.5 hours

**Aim**
This course will provide participants with an awareness of, and appropriate responses to, customers with physical, sensory, mental, and hidden disabilities, as well as those using service animals.

It covers various methods of communication with people with hearing loss, vision loss, speech disabilities and cognitive disabilities.

**Learning Objectives**
Upon completing this course, participants will be able to:

- Understand the scope and importance of the disability travel market
- Define disability and distinguish between different types of disabilities
- Know basic disability terminology in common use
- Know how to appropriately offer and provide assistance so as to maintain customer safety and dignity
- Speak respectfully to/about people with disabilities using “Person First” terminology and avoiding offending terms
- Use basic techniques for communicating with people who have sensory, speech and cognitive disabilities
- Recognize service animals, understand their various roles and provide appropriate assistance as needed to their handlers
- Know basic techniques for guiding people who are blind and how to effectively give them directions

**Target Audience**
- All airport and airline customer service staff

**Course Content**
- The Disability Market
- Defining Disability and Types of Disabilities
- Appropriate Language and Customer Service Tips
- Assessment
- Resources

In partnership with: ceventas
Project Management

Professional e-Certificate Course
Delivery: Online
Duration: 36 hours

Aim
The ACI Certificate in Project Management is developed in line with the 3rd Edition of the Project Management Body of Knowledge (PMBOK) and covers the first nine Knowledge Areas.

The program is directed at individuals who are new to project management as a formal discipline and project team members and managers who have not had formal project management training.

Learning Objectives
Upon completing this course, participants will be able to:

• An ability to apply project management competencies, under general guidance, on progress and outcomes sought within the project.
• Supervision of others and/or an ability to guide and facilitate teams, including responsibility for the limited organization of the work of others.
• Sound understanding of the nine knowledge areas and a broad range of skills applied to the various tasks and roles of project management.
• Expertise in the range and choice of actions required within the routines, methods and procedures related to the Project Management discipline.

Target Audience
• Airport staff involved in airport projects
• Airport operational Managers and Staff
• Airport Consultants and World Business Partners

Course Content
• PM1 Understanding Project Management
• PM2 Project Scope Management
• PM3 Project Time Management
• PM4 Project Cost Management
• PM5 Project Quality Management
• PM6 Project Risk Management
• PM7 Project Communications Management
• PM8 Project Human Resource Management
• PM9 Project Procurement Management

In partnership with:
Wildlife Hazard Management Training

Professional e-Certificate Course
Delivery: Online
Duration: 1 hour

Aim
This course provides an overview of wildlife hazard prevention and management within an airport environment. It explains the major areas of wildlife management, explores the main causes of wildlife strikes and presents the four key areas that airports should consider when managing wildlife hazards.

Learning Objectives
Upon completing this course, participants will be able to:

• Develop a high level understanding of wildlife hazard prevention and management within an airport environment.
• Outline the main risks and causes of wildlife strikes with aircraft.
• Determine some of the major characteristics of wildlife strikes with aircraft.
• Identify the four key areas of wildlife hazard prevention and management.

Target Audience

• 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
• World Business Partners that wish to obtain an increased understanding of airside operations

Course Content

• Introduction to wildlife hazard prevention and management.
• Causes and examples of wildlife strikes.
• Wildlife strike characteristics.
• The four areas of wildlife hazard prevention and management.

In partnership with: ceventas
ACI Training Centres
Airports Council International (ACI) Global Training is endeavouring to make training opportunities more accessible to its members. In collaboration with member airports within the regions, Global Training has established Training Centres which offer regionally focussed training courses tailored to our member's needs.

In-house Training
ACI Global Training can provide ‘in-house’ courses, as well as tailor design a course based on the training needs of your airport. For more information, please contact us at: training@aci.aero