



HAPPY NEW YEAR 2013!



ACI Global Training Goals 2013

By Kevin Caron, Assistant Director, Global Training

Welcome to 2013!

The symbol for the Chinese New Year that will be celebrated from 10 to 25 February is the snake. The Snake, which is one of the 12-year cycles of animals in the Chinese zodiac symbolizes intelligence, happiness and auspiciousness. As we reflect on these three words and link them to our roles at airports, we should stand proud of how our collective ingenuity has allowed airports to ride out the storms (both meteorological and economic) and emerge stronger and more resilient to future challenges--all in benefit of our airport passengers.

In 2013, ACI Global Training will continue to provide its members with the very best training solutions to help ensure this year is another resounding success. Included in our Global Training newsletter is an update of what we have in store for the remainder of 2013.

New Offerings in response to member and industry needs:

- Dublin Airports Authority becomes the first training venue in Western Europe;
- Updated Airport Executive Leadership Programme (AELP), which is our flagship leadership course;
- A new 3-day airport leadership workshop that will be launched by the end of February;
- Terminal and Landside Operations and Airport Business Operations Courses: Representing the last two courses of the online Airport Operations Diploma Programme (AODP). These two courses will be launched by the end of April;
- A new 5-day course on Airport Revenue Management which can be taken as an AMPAP elective or as a stand alone course ;
- A new 5-day course on Enterprise Risk Management.

Meet the Global Training Steering Group

Last year we introduced you to the Global Training Team. In 2013, we'd like to continue in this vein by introducing you to the individuals behind our Global Training Steering Group. These talented individuals are key to setting our strategic direction in the benefit of our members.

Additionally, we welcome Issa Castro, our interim Global Training Manager and take an inside look at Istanbul, Turkey which is one of our training centres and the site of the upcoming World Annual General Assembly (WAGA) in June.

Lastly, if you have any ideas, suggestions or feedback on our newsletter or our courses, please feel free to contact me at: training@aci.aero.

2012: Year of Human Resources in the Airport Industry

By Dr Richard Plenty and Ms Terri Morrissey
Directors of "This Is" and ACI Global Training Instructors

2012 was not just the year of the London Olympics and Paralympics, the re-election of Barack Obama and the year in which Felix Baumgartner broke the world free fall record with a 24 mile leap from the edge of space .

It was also the year when human resources in the airport sector came of age, rising up the management agenda to become a priority matter of strategic importance to airport leaders. There was a flurry of activity within the ACI community reflecting this development:

- The first ACI World HR Forum was held in September brought together HR practitioners from around the world to discuss 'hot' HR issues including employer branding, employee engagement , diversity and inclusiveness;
- The topic of succession planning and the development of airport leaders for the future took pride of place at the ACI World Annual General Assembly in Calgary and was attended by over 800 attentive delegates with three influential CEOs and a senior HR Director

discussing the issues;

- ACI Europe's Leadership and Change Management Forum held in London in October 2012 attracted prominent CEOs and HR Directors from around the world to discuss issues such as leadership and change management best practices, wellbeing and mental toughness, leading in collaboration and the increasingly strategic role of Human Resources.

These events have demonstrated that there is a need to develop leaders for the future and manage people issues very professionally. In the words of Jim Cherry, CEO Aeroports de Montreal and former President of ACI World, 'Given the expected growth, increasing complexity and dynamic nature of civil aviation, there is no more important issue facing airports today than the development of the talent that is going to take the industry forward'.

So if you want to make sure that your airport and leaders are up to speed with up to date thinking in Strategic HR, as well as developing your understanding and skills on leadership, change and people matters, then why not attend the ACI World Airport Strategic HR program. It was first launched in 2012 and has received excellent reviews! We'll make sure you have a great experience and take home invaluable insights to help you in your career.



Featured course: Airport Strategic Human Resources Management* AMPAP Elective

Brief

Maximise your most valuable asset - your people - by enhancing your HR strategies and leadership contribution. This course will help you learn how to create a high performance airport organisation by making your existing HR strategies more effective and developing the key leadership skills necessary to manage your airport's future changes and challenges. The objectives of this programme are:

- To set the context for strategic HR Management in the airport sector in the 21st Century
- To outline key concepts and frameworks for airport HR Management
- To review the key HR activities required to create the high performance airport and develop participants' skills in these areas
- To educate participants about the importance of leadership, change and effective people management in creating better organisations

Benefits

- Gain a broad conceptual understanding of Human Resource Management (HRM) as a strategic activity
- Understand the changing business environment and its impact on organisations and people
- Understand how HRM contributes to the business strategy and organisational performance of airports
- Learn about the strategic role of HR in a changing airport environment and its relevance to creating a high performance airport culture and ethos
- Understand how senior managers, line managers and HR function need to work together for success
- Develop a clear understanding of current concepts in HRM such as employer branding, psychological contract, employee engagement, talent management, cultural change, diversity and mental toughness
- Learn about best practices in performance management, attraction and recruitment, selection, development and training, motivation and retention, employee relations, leadership, organisational and individual change
- Gain insights into the analysis of organisations, how organisations work and measuring HR success
- Develop your skills in performance management, team working and communication

Who should attend?

- Senior Airport Managers
- Departmental Managers
- Organisation Development, Change and Business Process Specialists
- Human Resources and Training Managers

Course Content

This is a highly participative and interactive programme which uses relevant case studies from other airports. We tailor the exact content to the level of participants and the circumstances of the airport/airports concerned. This course content includes:

- An overview of airport business strategy in a changing world
- Approaches to HRM: role of line and HR
- High performing teams
- Performance management
- Organisation design and assessment
- Attracting staff, employer branding, recruitment and selection
- Development, training, talent management, managing diversity
- Engagement, communication, conversation skills
- Reward and recognition
- Organisational and individual change
- Mental toughness and wellbeing



**For information on ACI Global Training, programmes and course offerings,
visit us online at: www.aci.aero/Global-Training**

Maternity Leave - Melisa Monje, Manager, Global Training ACI World

We wish to advise our membership that Ms. Melisa Monje, Manager, Global Training, will be going on a one year maternity leave as of January 25th, 2013.

During this period, her portfolio will be handled by interim Manager, Ms. Issa Castro, who will take over her duties and projects for the duration of the leave as of February 11th, 2013.

We would like to take this opportunity to wish Melisa all the best and look forward to seeing her in the next year with the new addition to the ACI Family!

ACI Global Training Staff

Issa Castro, Manager, Global Training ACI World



Issa joined Airports Council International in January 2013. As Manager for Global Training, she is responsible for the operational management and delivery of training solutions for ACI's worldwide membership. Her tasks include design, scheduling, administration and delivery of safety training offerings, with focus on quality service and relationship management in collaboration with GT team members.

Issa brings to ACI over fifteen years of international experience. Her career in the aviation and service industry began in 1993, when she joined Cathay Pacific Airways as a Flight Attendant based in Hong Kong. She also worked for US-based Princess Cruises as youth Activities Coordinator. In 2006, she joined the International Air Transport Association (IATA) as a member of the IATA Training and Development Institute. By 2010, she was Assistant Manager, supporting the IATA Airline Training Fund, and the airline safety and security training portfolios. Prior to joining ACI, she also served as Project Administrator, Education with Dassault Systemes Services, LLC.



Issa obtained her Bachelor of Arts Degree in Interdisciplinary Studies, majoring in Industrial Psychology, from the Ateneo de Manila University. Additional training included Project Management Essentials (IATA) and Instructional Standards (IATA).

Meet our Faculty

Richard Plenty



Richard is Managing Director of This Is. He is an experienced international organisation development consultant, human resources leader and business psychologist. He works with leaders and top teams on issues associated with leadership, strategic change, organisation culture, and talent management and organisation effectiveness. His style is strategic, engaging and business focused.

His experience includes 20 years coordinating and facilitating strategic change in Europe, Asia and North America with Shell International as both an Organisation Development Manager and HR Leader, including substantial periods based outside the UK. His roles included Manager Organisation Development Practice Shell International based in London; Resourcing and Development Manager in Shell Expro based in Aberdeen; Employee Relations and Quality Planning Manager in Shell Chemicals UK based in Chester; HR Coordinator in Shell Canada based in Calgary; and Head of Organisation Effectiveness in Brunei Shell based in Syria.

During his Shell career he worked across all business sectors with clients up to and including the very top level of the organisation. He was a key player in international projects such as the development of a global chemicals business (involving the 'merger' of many previously independent national organisations in North America, Europe and Asia), the introduction of common global staff resourcing systems and the pioneering Shell People Survey.

Earlier in his career Richard worked for WS Atkins as a named Human Factors consultant for the UK nuclear industry advising on how to minimise the possibility of human error and as a psychologist in the British Steel industry working on job design, working conditions and work organisation.

Richard's more recent work has included providing coaching and mentoring support of business leaders and fellow professionals, as well as leading and working on consultancy assignments in a variety of sectors including:

Airports: long term integrated and strategic change programme (from 2005 - present) to transform the effectiveness of DAA, working with the top team and involving Dublin, Cork and Shannon Airports as well as Aer Rianta International.

Oil & Gas: design of the organisation and subsequent transition plan for a \$35b oil and gas project based in Perth Australia, partnering with DC Energy for INPEX.

Healthcare: worked with the Chief Executive and top team of the Kingston NHS Provider Services to help them make the transition to an independent social enterprise Your HealthCare.

FMCG: working with the top production team in IDL, based in Ireland, to build a high performance team culture for the makers of the iconic Jameson brand.

Financial Services: advising on organisation structure issues with a major rating agency. Local Government; orchestrating the successful rollout of performance management to 30,000 staff in Ireland through design and deployment of a "train the trainer" programme and national conference.

Multinational Blue Chip: design of process for rolling out Unilever global leadership framework across the world, including training trainers and monitoring results.

Third Sector: support to Board of Aobhneas women and children's refuge in Ireland on their strategy.

Richard is increasingly in demand as a speaker at international conferences, particularly in the airport sector. 'This Is' was the co-organiser of the first ACI sponsored "Leadership and Change Management Forum" for the Airport Sector, attracting global interest, held Sept 2011 in Dublin.

Richard holds postgraduate qualifications (MSc and a PhD) in psychology and human factors (ergonomics) and is a Chartered Psychologist (current practicing certificate, level A and B trained), a Principal Member of the Association of Business Psychologists and a Fellow of the Institute of Ergonomics and Human Factors. He also holds a first class honours degree in Physics from London University. He has recently completed an Advanced Diploma in Business and Executive Coaching at the Smurfit Graduate Business School, University College Dublin for which he was awarded first class honours. He currently serves on the Board of the Association of Business Psychologists.



Kick Start 2013 with ACI Online Training

Thank you to everyone that supported the ACI Online Learning Centre last year!

Over 225 Airports around the world have successfully used ACI online courses to meet critical training and professional development requirements for their personnel.

In 2012 we received 2,635 enrolments representing 11,472 hours of training across five ACI Regions. The most popular courses by enrolment were Human Factors and Safety Management Systems training followed by the Certificate in Airside Operations.

Now it's time to look ahead and plan for 2013.

We have been busy developing the new Airport Operations Diploma Programme that includes the Airside Operations course and new courses in Terminal and Landside Management and Airport Business Operations.

Visit our website at www.olc.aero and choose from over 50 online programs and courses in the following Categories:

- Diploma Programs
- Certificate Programs
- Airport Safety
- Airport Customer Service
- Dangerous Goods Regulations

- Airport Governance
- Airport Project Management
- Leadership and Management
- Personal Development

To register, please visit the Online Learning Centre at www.ola.aero or contact enrolments@ola.aero for more information on how to get started.

For information on ACI Global Training, programmes and course offerings, visit us online at: www.aci.aero/Global-Training

**Featured ACI Training Venue
Ataturk Airport, Tav Airports Holding
Istanbul, Turkey**



Brief

The first aerodrome in Istanbul was opened in Yesilkoy in 1912 for military purposes. In consequence of the International Civil Aviation Convention undersigned in Chicago in 1944, it was decided to found an international airport in Istanbul/Yesilkoy. A contract was signed with Westinghouse Electric International Company and the IG White Engineering Corporation for the construction of this airport in 1947. Construction began in 1949 and completed in 1953 and the airport put into service on August 1, 1953 dedicated as Yesilkoy Airport. As Runway 06/24 became insufficient with the development of international civil aviation, it was decided that a new runway should be constructed. The construction of Runway 18/36, which is 45 meters wide by 3,000 meters long, was started in 1968 and was completed in 1972.

History

Istanbul

Airport

Today

Istanbul, Turkey's gate to the world, the city that never sleeps, is a test in terms of airport operations-- with its population over 15 million, and millions of guests welcomed every year. The Atatürk Airport International Terminal, which was built according to the Build-Operate-Transfer (BOT) model, was constructed in a record period of 22 months. The terminal, which was opened for services in January 2000, was expanded with an additional facility in 2004. TAV Airports Holding was awarded operation of the Domestic Terminal in July 2005. With renovations undertaken in 2006, the Domestic Terminal was modernized with new technological systems and it renewed with a process covering the façade. In February 2010, a new extension project carried out to enhance the comfort and service quality offered to the passengers at the International and Domestic Terminals and Car Park. The Istanbul Atatürk Airport is not only the biggest airport of Turkey, but also welcomed with respect throughout Europe; with its architecture, speed of passenger flow and services. Istanbul Atatürk Airport serves more than 1,000 aircraft and approximately 100,000 passengers every day.

In 1971, a new master plan was put into effect for Yesilkoy Airport. The plan consisted of 4 terminal buildings each of which has a capacity of 5 million passengers per year and complementaries besides the Runways 06/24 and 18/36. The project by Architect Hayati TABANLIOĞLU included Turkish Airlines Hangar Facilities, Cargo Terminal Facilities, Air Traffic Control Tower and Technical Block, Lighting System, Electric Distribution System, reconstruction of Runway 06/24, Aircraft Fuel Facilities and other related facilities. The International Terminal included in the project under consideration was opened on October 29, 1983. In 1985, with the modern appearance it was re-dedicated as Atatürk Airport.





As a result of the development of air cargo transportation, Cargo Terminal Facilities were put into service in 1993. Terminal C began to operate on December 7, 1995 in order to serve on increasing charter traffic and suitcase trade arose by the dissolution of the Soviet Union. Terminal C was closed up for the passenger services on January 16, 2000 and started operating for cargo operations of private companies.

A new international terminal was decided to be constructed in the BOT model to meet the increasing passenger capacity. A project was established by a project competition and consequently the construction adjudication of a facility in the BOT model based on offering a period of time for management in return for investment to be made and construction and management services was carried out by DHMI. Tepe Group, Akfen Group and Vienna Airport Consortium won the contract by giving the best bid. The construction area of a terminal with a 20 million passengers per year capacity and a multi-storey car park with a 7076 vehicle capacity was conceded on February 17, 1998. Following the opening ceremony on January 3, 2000, terminal began to operate on January 10, 2000. The international terminal is being operated by the

company founded as TAV Investment Construction Management Company after the undersigning of the contract.

In 2001, TAV negotiated an amendment to their BOT Agreement with DHMI to include an extension to complete International Terminal. Exchange for an extension to the period of time TAV would be allowed to operate the terminal in the agreement. Under the terms of the amendment, the terminal floor space has been increased by 30 percent, and TAV's operating period had been extended from May 2004 until July 2005.

In May 2004, the extension construction was completed. Terminal extension increased the passenger handling capacity of the terminal from 14 million to 20 million annual passengers and also included an airside and landside hotel and expanded VIP terminal facilities. TAV has been operating International Terminal since June 2005. According to the contract TAV will operate the terminal for 15,5 years more.

TAV Airports is the leading airport operator of Turkey. TAV Airports is operating Istanbul Atatürk, Ankara Esenboga, Izmir Adnan Menderes and Antalya Gazipasa Airports in Turkey, as well as Tbilisi and Batumi Airports in Georgia, Monastir and Enfidha-Hammamet Airports in Tunisia, Skopje and Ohrid Airports Macedonia. The Holding took over the operations of Medinah Airport, the first privatization project of Saudi Arabia in the first half of 2012. TAV Airports also operates in other areas of airport operations such as duty-free, food and beverage services, ground handling services, IT, security and operational services. Within that context TAV Airports also operates duty free, food and beverage and other commercial areas at Riga Airport in Latvia. The company, together with its subsidiaries, provides services to approximately 451 thousand flights and 53 million passengers each year.

Did you know?

- The biggest and busiest airport in Turkey, Istanbul Ataturk Airport's IATA code is IST
- IST serves more than 100 000 passengers (pax) each day. In 2011, a total of 37,452,187 pax passed through its domestic and international terminals, reflecting a 17 per cent increase in comparison to 2010.
- Serving passengers 24/7, more than 485 companies such as airlines, ground handling companies, public authorities and commercial companies function at IST.
- Electricity consumption at the airport amounts to that of a town with a population of 25, 000 using an annual 116 million kw/h.
- The car park can accommodate 7,074 vehicles. Plus, there's an open parking area with a capacity of 2,250 vehicles
- The duty-free area, operated by ATU, comprises 6,030 square meters
- The catering services at 65 sales points, are operated by BTA. On average, 1 ton of coffee, 15 tons of meat, 46 tons of fruit, 85 tons of vegetables were consumed monthly in 2011.

More Facts and Figures...

Domestic Terminal	International Terminal
12 boarding bridges	38 boarding bridges
96 check-in counters	224 check-in counters
5 arrival baggage conveyors and 2 heavy load conveyors	48 departure passport booths and 42 arrival passport booths
4 departure baggage conveyors	15 bus gates
17 elevators	62 elevators
8 bus gates	28 escalators
11 escalators	37 travelators
20 X-ray devices	11 arrival baggage conveyors
20 metal gate detectors	65 X-ray devices
42 arrival passport booths	63 metal gate detectors

Top Historic and Tourist Attractions in Istanbul:

Leander's Tower: One of the city's most important landmarks and a symbol of its silhouette, the Maiden's Tower dates back as far as 2475 BC.

The Grand Bazaar: When we think about Istanbul one of the first things to come to mind is the Grand Bazaar. With its foundations first laid in 1461 and constantly expanding since, this huge covered market consists of more than 3600 stores located on 30,060 streets and ranks as the very heart of Istanbul's touristic attractions.

Topkapi Palace: Home to Ottoman emperors for hundreds of years, the palace also displays the Holy Relics and is one of the most famous and valuable historic treasures of the city.

Hagia Sofia: Commissioned by the Byzantine Emperor Justinian 1st between 532-537, the Hagia Sofia is one of the key architectural masterpieces of the world.

Suleymaniye Mosque: One of the key architectural achievements of the Ottomans, Suleymaniye is also home to the second largest religious complex in Istanbul. Despite having survived over 100 earthquakes since its consecration, not even a hairline crack mars its walls; this fact alone is sufficient to ensure the mosque a place in architectural history. Assumed to date back to Sinan the Architect's apprenticeship period, Suleymaniye has been the subject of many an academic research project.



Course Calendar February-March 2013

Dates	Course	Location	Language	Non-Member Price (USD)	Member Price (USD)
18-22 February	<u>GSN 3 - Emergency Planning and Crisis Management</u>	Riga, Latvia	English	\$2,100.00	\$1,450.00
23-27 February	<u>GSN 2 - Airport Operations and Safety</u>	Abu Dhabi, UAE	English	\$2,100.00	\$1,450.00
04-06 March	<u>Runway Incursion Awareness and Prevention</u>	Johannesburg, South Africa	English	\$1,400.00	\$950.00
10-14 March	<u>GSN 3 - Emergency Planning and Crisis Management</u>	Abu Dhabi, UAE	English	\$2,100.00	\$1,450.00
11-13 March	<u>Airport Non-Aeronautical Revenues</u>	Krakow, Poland	English	\$1,400.00	\$950.00
11-15 March	<u>GSN 5 - Advanced SMS</u>	Zagreb, Croatia	English	\$2,100.00	\$1,450.00
11-15 March	<u>GSN 3 - Emergency Planning and Crisis Management</u>	Kuala Lumpur, Malaysia	English	\$2,100.00	\$1,450.00
17-21 March	<u>Airport Enterprise Risk Management</u>	Abu Dhabi, UAE	English	\$2,100.00	\$1,450.00
18-20 March	<u>Accident and Incident Investigation for Airport Operators</u>	Hyderabad, India	English	\$1,400.00	\$950.00
18-22 March	<u>GSN 6 - Aerodrome Safety Compliance and Auditing</u>	Nairobi, Kenya	English	\$2,100.00	\$1,450.00
18-22 March	<u>Apron Management</u>	Riga, Latvia	English	\$2,100.00	\$1,450.00

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

To view the full calendar, [click here](#)
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