



Dublin to host ACI Global Training Course

By Kevin Caron, Assistant Director, Global Training



Airports Council International (ACI) and Dublin Airports Authority (DAA) are pleased to announce their agreement to open a new training venue, making Dublin the first training venue in Western Europe. This strategic location will enable ACI to continue to pursue its objective of bringing ACI training opportunities closer to airport staff and management teams. The new centre will serve both DAA's airport employees and ACI members from across Europe and the rest of the world.

Damien Lenagh, DAA Human Resources Director and Kevin O'Driscoll, DAA Career Development Centre Director, worked closely with ACI World's Global Training Team in Montreal to make this new cooperative venture a reality. Dublin with its Irish charm, hospitality and its unique location makes it an ideal setting for bringing together candidates from Europe, Asia, Middle East and Africa. 2013 will see two courses delivered at DAA's Castlemoate House, Career Development Centre.

Castlemoate House built in 1822 is located adjacent to the airport and conveniently connected to the city centre. The ACI/DAA training venue will have two training rooms, two computer labs and two meeting rooms all equipped with high technology material and modern features to meet participants' expectations.

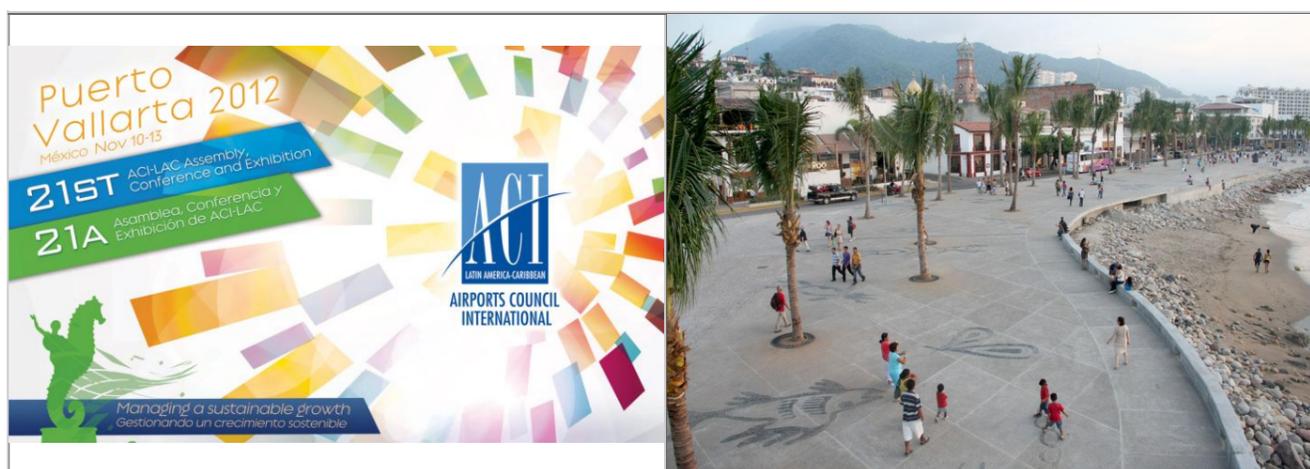
2013 Courses in Dublin:

- [Airline Management for Airport Professionals](#), 06-10 May 2013, AMPAP Elective Course
- [Managing Service Quality at Airports](#), 11-13 November 2013

For additional information, please email us: training@aci.aero

The 21st ACI-LAC Assembly, Conference and Exhibition, Puerto Vallarta, Mexico

By John Webster, Senior Manager, Global Training



The 21st ACI-LAC Assembly, Conference and Exhibition was held from 10-13 November in Puerto Vallarta, Mexico and graciously hosted by Grupo Aeroportuario del Pacífico (GAP). The main theme of the conference was, "Managing a Sustainable Growth".

The Conference was well attended from representatives of member airports throughout the Caribbean and Latin America. The topics discussed over were sufficiently diverse to address the areas of interest to airport managers in the region.

Some of the panels of greatest interest included:

1. Collaborative Work Among the Industry: Key to Manage a Sustainable Growth

This session had panelists from the airports, airlines and local tourist agencies to discuss how collaboration is fundamental to operate in a growing market, considering economic, social and sustainable perspectives. The areas that were analysed were that of capacity, infrastructures, services, costs, regulations and several other components.

2. Generating Revenues to Fund Airports Capacity Development

Given the 9% growth of passenger traffic in the region, airports need to develop and enhance airport capacity. This session explored the best practices in commercial concessions management and other non-aeronautical revenue generation activities for airports to become financially independent and economically sustainable.

3. Enhancement of Airport Services: A Way Forward to Attract New Airlines

Airports operate in a highly competitive environment and in order to grow, they have to focus on maximizing their potential market share in catchment areas shared by other competitors. This session looked at the importance of airports providing the required infrastructures and competitive services for developing and attracting existing as well as new air airlines.

4. Traffic Growth and Safety: Initiatives to Cope with the Challenge

In this session, important initiatives such as the ACI Airport Excellence (APEX) in Safety programme were presented, which showcased how ACI and ICAO are working closely together in order to enhance the safety levels required to cope with traffic increases in the region.

Another session that received high levels of participation and interaction from participants was the presentation, "Customer Service: Moving from Ordinary to WOW" delivered by Joanne Paternoster. Her session focused on how excellent customer service provided by an airport (which includes all stakeholders working at and within the airport) needs to match customer perceptions and needs. In doing so, the customer will be delighted by great service, the airport's image will be enhanced, and employees will be more engaged, which will all have a positive impact on net revenues and sustained growth.

The conference was a great success, with informative panel discussions held at a wonderful venue suited for networking opportunities with World Business Partners and other airport employees in the region who share common goals and objectives.

ACI Global Training recommends the following courses which complement the topics discussed at the conference as they provide in-depth information:

- Airport Revenue Generation
- Airport Non-Aeronautical Revenues
- Airport Route Development & Marketing
- ACI/ICAO User Charges
- Developing a Customer Service Culture
- Airport Environmental Management – Online
- Global Safety Network (GSN) Diploma
- Airport Safety Management Systems (SMS) Implementation

For additional information, please email us: training@aci.aero

Airports and Succession Planning

By Kevin Caron, Assistant Director, Global Training



Airports along with other industries take succession planning at the CEO-level very seriously. In a recent study carried out by the American Society for Training and Development, only 44.5% of various companies polled had a formal succession plan in place - and in most cases, only for top level positions.

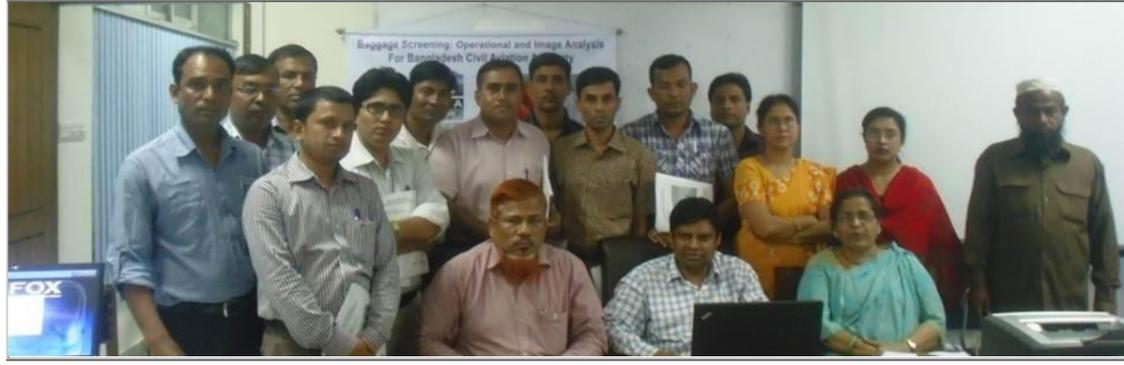
We can all imagine the consequences of failing to have a succession plan for an airport President or CEO. Many airports have recognized that they cannot afford to fail in this area. Middle management and technical positions are however often overlooked when it comes to succession planning, which can lead to potentially disastrous consequences. Do you have a succession plan in place should your airport manager leave tomorrow? Would this have a minor or major impact on the airport's safety department?

Take a moment to consider your airport's human resources and ask yourself the following questions:

1. How many of the people in middle management roles are age 55 or over?
2. On average, how many more years will they be employed by the airport?
3. Who will replace them (internal or external)?
4. How will you identify replacement candidates?
5. What will they require to succeed in the role? Training and skill development?

An increasingly popular trend is the use of mentoring programmes in which senior staff are used to help bring newer airport employees up to higher levels of skill and responsibility. That being said, you must carefully select mentors and train them in the art of mentoring.

Recognizing this complex set of challenges and immediately taking the necessary steps to conduct a succession plan assessment and development programme, may head off a real crisis in leadership and/or general staffing five years down the road.



ACI in collaboration with SGS our World Business Partner have been asked to provide Baggage Screening training for approximately 100 employees from the Civil Aviation Authority of Bangladesh (CAAB).

This training programme provides participants with image analysis training for both cargo and airport scanners. It is a unique classroom course that is delivered via the traditional classroom method as well as utilizing a computer based training (CBT) simulator. The use of both methods ensures that operators of baggage screening equipment have a full understanding of the operational and safety functions of the equipment. It also ensures that image analysts develop the necessary skills and abilities to analyse images to the highest standard, thereby increasing the chances of detecting prohibited or dangerous items.

To date, ACI has delivered 3 classes to 42 CAAB students. The feedback from course participants has been very positive and the course has been highly rated. Another 4 classes are scheduled before the end of November 2012.

We would like to personally thank Mr. Ataul Islam, Director/Principal at the Civil Aviation Training Center in Dhaka, Bangladesh for all of his assistance and for providing his staff with this training opportunity.

For more information on this course, please feel free to contact us at training@aci.aero

ACI Global Training Staff

Jeremias Rodriguez Global Training and Events Registrar Airports Council International



Jeremias joined Airports Council International as a Training Coordinator in May 2011 and was promoted to Global Training and Events Registrar in August 2011. Jeremias supports both ACI Global Training and ACI Events. Jeremias's main functions include overseeing the entire registration process for courses and events, development of online registration forms, marketing support for Global Training, management of Global Training's website presence and lending database administration support. Jeremias is also the Editor of the monthly Global Training Newsletter.

Jeremias' career began in 1999 with the airline ground service provider Menzies Aviation and US Tour operator Apple Vacations as Customer Service Supervisor at Cancun Airport. Both companies provide ground services to airlines such as US Airways, US 3000, Canada 3000 among others.

In 2006, Jeremias joined the leading Mexican Events and Conference agency Tropical Incentives in Los Cabos Mexico as a Group Sales Manager and handled events ranging in size from 100 to 2000 delegates.

In 2009, Jeremias joined Altima Concept Inc., a Montreal-based destination management company specialized in conferences and special events as an Account Executive. Event sizes ranged from 100 to 8000 delegates.

Jeremias holds a Bachelor of Business Administration Degree with major in Travel Industry from "Universidad de Las Americas Mexico" and a Certificate in International Travel Administration from the Netherlands Institute of Tourism and Transport Studies.



Developing Tomorrow's Airport Professionals

The ACI Airport Operations Diploma Programme is designed to provide emerging airport professionals with broad knowledge and understanding of Airport Operations in the areas of Airside Operations, Terminal and Landside Operations and Airport Business Operations.

Who Should Enrol?

- Current, new or future personnel involved in Airside, Terminal, Landside or Business Operations that require a sound understanding of an airport's complex operational functions
- Personnel who would like to enhance their knowledge and understanding of the complex relationships involved between the various aspects of Airport Operations
- Personnel wishing to enhance their career opportunities and advance to leadership and management positions
- World Business Partners and Associates who wish to improve their knowledge and understanding of Airport Operations.

Programme Structure

The Airport Operations Diploma Programme consists of three online courses:

1. Airside Operations (available now)
2. Terminal and Landside Operations (scheduled release Q1 2013)
3. Airport Business Operations (scheduled release Q2 2013)
4. Candidates must successfully complete all three courses within a three-year time frame to obtain the ACI Airport Operations Diploma.

Assessment

Each course includes an integrated online assessment. Candidates must successfully complete the assessment for each course to earn the Airport Operations Diploma.

Enrolment

The Online Learning Centre is accepting Pre-Registrations for the ACI Airport Operations Diploma Programme.

Pre-registration candidates will be able to commence the Airside Operations course immediately and will be automatically enrolled in the Terminal and Landside Operations and Airport Business Operations courses as they are released in the first half of 2013.

To register for this online programme, please visit: www.olc.aero or contact enrolments@olc.aero

For all other course and programme inquiries, contact ACI Global Training at: training@aci.aero

Meet

Glenn Wheeler, LBIPP

our

Faculty



Glenn has over 30 years of experience in the Aviation Industry.

Glenn served in the Royal Air Force (RAF) as a photographer engaged in production and exploitation of imagery used in planning and accident / incident investigation.

On leaving the RAF, Glenn became a UK Police Officer. During his early career he worked in many areas of policing including contingency planning and major incident casualty handling. He later took on the highly specialised role of air crew on the Police forces rotary and fixed wing aircraft where he undertook 15 years of operational flying, earning a total of 4000 operational flying hours.

Glenn has attended a number of fatal and non-fatal accidents where he was directly involved with the investigation and victim support.

Glenn is now a Consultant and Trainer working for Airport Solutions specialising in Emergency Planning and Crisis Management where he is able to utilise his extensive knowledge gained in over 30 years of front line experience.

Featured ACI Training Center
Athens International Airport S.A. (AIA)



ACI Training Center since:	2007
Onsite ACI Training Coordinator:	Zeta Papageorgiou
Airport CEO	Dr Yiannis N. Paraschis
Date of establishment	March 28th, 2001

The Athens International Airport (AIA), is Greece's gateway to destinations all around the world. AIA provides modern infrastructure and facilities, while its professional and well trained personnel offers high quality customer services that enhance passengers' travelling experiences.

Airport Brief History

The beginning of operation of Athens International Airport "Eleftherios Venizelos" on March 28th, 2001 marked the onset of a new era for air transport in Greece. The new airport changed radically the image of the Greek capital and quickly developed into the most important air-hub in Southeastern Europe. Since the beginning of operations, the airport gained the trust of both passengers and airlines, while it soon earned a great number of key international awards. Today, it is regarded as one of the best and safest airports in the world and continues its steady development thanks to the constant improvement of its performance.

Athens International Airport Nowadays

The unique characteristics of the Athens International Airport is its Art & Culture approach as well as its Destination Marketing campaign implemented through the "athenspotlighted" city-card which is offered for free to all foreign residents arriving to Athens.

AIA being a crossroads for people and cultures from all over the world actively promotes Greece's cultural heritage and contemporary art. It is one of the few airports in the world that offers to passengers and visitors the opportunity to visit an Archaeological museum within the Main Terminal Building. The museum hosts 172 archaeological findings dating from the Neolithic and Early Helladic period through the Post Byzantine period. In addition there is a permanent exhibition dedicated to Eleftherios Venizelos who was the founder of Greek Civil Aviation sector and a prominent statesman in the Greek and European Modern History. AIA also hosts cultural events, including painting and photography exhibitions, book presentations and a number of cultural collaborations in various aspects, thus offering its millions of passengers and visitors an exciting airport stay.

The "athenspotlighted" programme" is addressed specifically to its foreign residents travelling to Athens, and it is materialized through a unique city card which is offered free of charge, to those who are visiting Athens for a 10-day stay. The "athenspotlighted" city-card aims to attract foreign residents to visit Athens and enjoy the city's unique and most interesting aspect. The programme promotes a variety of services, ranging from the city's cultural sites to shops and restaurants at discounted prices. The average discount of the services offered is 20%-25%.

Traffic Highlights

Year	Total Passengers (million)	Number of Total Aircraft Movements (thousand)	Total Cargo Uplift (thousand tonnes)
2011	14.4	173.3	85.9
2010	15.4	191.8	96.7

About Athens



Each year, more and more travelers are choosing Athens for leisure and business travel all year round. There are several reasons. Athens offers a variety of things to see and do, and most of the times, under favourable weather conditions. Athens is considered one of Europe's safest capitals; its transportation network is user-friendly and there are numerous museums and archeological sites and hundreds of restaurants to satisfy every taste.

Surrounded by a lining of stunning seas and mountains, Athens is filled with gems just waiting to be discovered. Located at the crossroads of three continents, the capital of Greece, with an overall population of close to four million has often been the hub of many cultures. Characterized by a culture and people that are welcoming and hospitable, every visitor just feels at home.

Course Calendar December 2012 - February 2013

DATES	COURSE	LOCATION	LANGUAGE	NON-MEMBER PRICE (USD)	MEMBER PRICE (USD)
03-07 December 2012	ACI/CAO User Charges*	Nashville, USA	English	\$2,600.00	\$2,600.00
09-13 December 2012	Apron Management	Abu Dhabi, U.A.E.	English	\$1,400.00	\$1,400.00
28 January- 8 March 2013	Online - Airport Environmental Management*	Online	English	\$2,400.00	\$1,600.00

04-08 February 2013	GSN 2 - Airport Operations and Safety	Athens, Greece	English	\$2,100.00	\$1,450.00
10-14 February 2013	Airport Business Planning and Development	Abu Dhabi, UAE	English	\$1,400.00	\$950.00
11-15 February 2013	Airport Enterprise Risk Management	Istanbul, Turkey	English	\$2,100.00	\$1,450.00
18-22 February 2013	Developing a Customer Service Culture at Airport*	San Francisco, USA	English	\$2,400.00	\$1,600.00
18-22 February 2013	GSN 3 - Emergency Planning and Crisis Management	Riga, Latvia	English	\$2,100.00	\$1,450.00
20-22 February 2013	Managing Airport Service Quality at Airports	Zagreb, Croatia	English	\$1,400.00	\$950.00

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

To view the full 2013 Calendar, [click here](#)
 Or send us an email: training@aci.aero



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