# Course Catalogue 2011

www.aci.aero/training

# Training and Development for Airport Professionals



Welcome to ACI's Global Training! Our airport programmes and certificate courses are designed to provide you with a unique educational experience to acquire the necessary skills to increase your success as airport professionals.

ACI Global Training offers executive leadership, professional accreditation, certificate, and in-house training courses, as well as a wide range of web-based training courses and programmes through our Online Learning Centre (OLC).

We invite you to explore our programmes and certificate courses and discover the wide variety of options that we offer for your pursuit of professional training and development.

A dedicated team of education and industry professionals is at your service to answer any questions regarding our programmes and courses.

Best regards,

Angela Gittens
Director General
ACI World

# Table of Contents

\* This course can be taken as an AMPAP Elective course
\*\* This course can be taken as a mandatory to the Project Management Programmes
\*\*\* This course can be taken as a an elective to the Project Management Programmes

# ACI Global Training Locations

## ACI Training Centres

The 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 members needs.



## Other locations

In order to meet our members' needs, specialized Global Training courses are now being offered in additional locations such as:

| | | | |
|---|---|---|---|
| Amsterdam | Brussels | Lisbon | Singapore |
| Accra | Cape Town | Manchester | Tehran |
| Atlanta | Cluj | Montreal | Vienna |
| Beijing | Dubrovnik | Nashville | Warsaw |
| Bologna | Geneva | Prague | Zagreb |
| Bucharest | Krakow | Riga | Zurich |

## In-house Training

Our courses can be provided as an 'in-house' course or we can tailor the design a course based on the training needs of your airport. Contact us at **training@aci.aero** for more information.

# ACI Global Training Programmes



## 1.  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.



## 2. ACI - ICAO Airport Management Professional Accreditation Programme (AMPAP)

AMPAP is a programme jointly developed by Airports Council International (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 3-year period.



## 3. Airport Dynamics

The Airport Dynamics training 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.

## 4. Professional Certificate Courses (PCC)

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:

### 4.1. Safety

Airport Council International (ACI) considers safety to be number one priority for airports and the aviation community. Our core functional expertise is dedicated to safety. Our Safety training portfolio provides airport safety professionals and aviation executives the knowledge needed to ensure their airport operations are safe for their customers and employees. The ACI GT Certificate specialized courses also include safety courses offered under the ACI **Global Safety Network (GSN**) programme.

### 4.2. 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.

### 4.3. Facilitation

Excellent customer service is a top priority for airports in today's competitive environment and there are many factors that help an airport develop its customer base. A strong customer service culture is a determining factor in providing a positive travel experience to the airport's customers.

### 4.4. Economics/Commercial

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.

### 4.5. 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 that airports and the rest of the aviation industry are active in the environment.

### 4.6. Other Subjects

ACI offers a wide range of courses such as Master Planning, Air Traffic Forecasting and Human Resource Management which may be taken as independent classes, part of a certificate programme or as a global ACI-ICAO AMPAP elective.

## 5.  Operational and Regulatory courses

ACI Global Training offers a range of short courses designed to help airports meet operational and regulatory training requirements for airport employees, contractors and service providers. These competency based courses equip personnel working at the airport 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 Executive programmes and career succession planning

**AMPAP** — Airport Top Leadership programmes aimed at high level management

**Professional Certificate Courses**

**Global Safety Network** — Required competencies to manage airport operation in a safe, effective and efficient manner, aimed at department leaders.

**Airport Dynamics** — Airport entry level and supervisory training programmes, aimed at operational efficiencies

**Operational and Regulatory courses** — Technical and regulatory courses aimed at all airport operational staff

# 1. Airport Executive Leadership Programme (AELP) *

Professional Certificate course, face-to-face: 5 days

**Brief**

This course will foster the development of airport industry leaders, assisting them to develop their leadership and strategic management skills. It will also provide participants with; advice on strategies to handle leadership responsibilities in an effective manner; with global, regional and cultural perspectives; and new professional opportunities. Furthermore, a global forum will be created for future leaders to network with peers.

**Benefits**

Successful participants are awarded an ACI/JMSB-Concordia University diploma; others will receive a certificate of attendance.

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.

**Who should attend?**

To be considered for the AELP, participants must be 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.

**Course content**
- 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)

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

Airport management, as a profession, has been faced with growing pressure to establish ways and means of promoting its credibility and to ensure an appropriate degree of standardization of related expertize 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.

### Objectives
The main objectives of AMPAP are to:
- Increase the professional knowledge and capability of airport management staff worldwide in order to improve the performance of airports in their core missions (safety, security, efficiency, quality, social/environmental responsibility, etc.);
- Encourage the adherence to uniform standards and awareness of best practices at the world's airports;
- Promote the recognition of professional excellence in airport management; and,
- Expand communication among airport management staff globally so as to optimize knowledge sharing among the world's airports.

### Description
All candidates will be required to successfully complete four mandatory courses and two electives within a three-year timeframe.

Some courses will involve five days of classroom training, with advance preparation using electronically-transmitted materials. Other courses will be 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.

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**The mandatory courses** curriculum is based on expertize requirements in principal areas of functional airport management and the need to heighten and expand awareness of ICAO Standards and Recommended Practices.

**The four** AMPAP **mandatory courses focus on the AMPAP targeted expertise:**
- 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)

The existing ICAO or ACI courses accepted as **electives** for the purposes of AMPAP:
- Airport User Charges (ACI-ICAO)                                      p. 57
- Airport Communication and Public Relations (ACI)              p. 70
- Airport Environmental Management (ACI)                          p. 65
- Airport Executive Leadership Programme (AELP) (ACI)       p. 13
- Airport Human Resources Management (ACI)                     p. 74
- Airline Management for Airport Professionals (ACI)            p. 58
- Airport Safety Management Systems Implementation (ACI)   p. 32
- Airport Security Professional Management Course (ICAO)  - online
- Developing a Customer Service Culture at Airports: Measuring and Benchmarking the Results (ACI)                                                          p. 50
- Online Elective: Airport Environmental Management (ACI)      p. 66

ACI Training Course Catalogue 2011
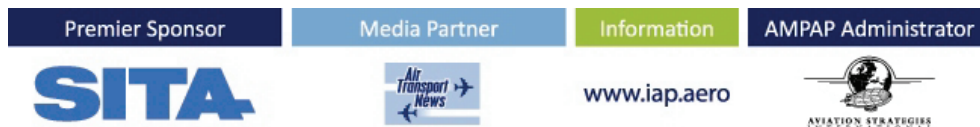
## 2.1 Air Transportation System

AMPAP mandatory, face-to-face: 5 days

**Course Objective**

The overall objective of this course is to provide the participants with a broad understanding of global air transportation as a system from an airport professional's viewpoint. The course will address the public regime and private industry structure as well as major contemporary issues and challenges that confront the various stakeholders in the aviation industry, more specifically, airport professionals.

**Learning Objectives**

Upon completion of 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;
- Identify the legal structure relating to the air transport system based on public international air law and private air law;
- Identify contemporary issues of the global air transportation system and explain the role played by stakeholders including airport professionals, in these major issues;
- Analyze the interrelationships between key factors affecting the system's efficiencies;
- Define the strategic position of airports in the global aviation marketplace, and
- Recommend an action plan for the effective operation of a fictitious new international airport applying the air transport systemic 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

## 2.2 Airport Commercial and Financial Management

AMPAP mandatory, online: 4 weeks

**Course Objective**

The overall objective of this course is to improve the knowledge of the participants regarding contemporary best practices in the areas of airport commercial and financial management. The course will emphasize ways of optimizing airport revenues and controlling costs. The importance of aligning commercial development activities and financial performance management systems against the overall corporate strategic business planning focus will be addressed. ICAO policies regarding the principles and processes for setting user charges will be presented and related implementation considerations discussed.

**Learning Objectives**

Upon completion of 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;
- Identify the ICAO policies and recommendations related to setting user charges at airports;
- Explain best practices in airport marketing and key components of a typical airport air service, and
- 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

## 2.3   Airport Operations, Safety and Security
AMPAP mandatory, online: 4 weeks

**Course Objective**

The overall objective of this course is to improve the knowledge of the participants in order to facilitate safe, secure and efficient movement of aircrafts, passengers, baggage and cargo/mail also to provide a consistent level of service in conformity with global standards and best practices as identified by ACI, ICAO, and recognized stakeholders.

**Learning Objectives**

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

- Describe 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 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 SMS can help improve operations and create a more efficient safety environment;
- Explain 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

## 2.4 Airport Master Planning, Development and Environmental Management
AMPAP mandatory, online: 4 weeks

**Course Objective**

The overall objective of this course is to improve the knowledge of participants with regard to best practices in the area of airport infrastructure planning and development. The course will outline ways of optimizing airport facilities, of providing the required capacity on a timely basis and of providing airport users with levels of service that are consistent with the objectives and orientations set out in Airport Strategic Business Plans.

**Learning Objectives**

Upon completion of 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 the guidance provided a in Master Plan;
- Describe procedures for assessing social and environmental impacts of airport infrastructure development and operations as well as 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

# 3. Airport Dynamics – NEW PROGRAMME

Airports are no longer just a place to embark and disembark people or load and unload cargo. Today airports not only support the local and global economy, they are defining 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.

## Objectives

The course will benefit various airport, CAA and ground handling employees and other airport service providers such as:

- New employees who are responsible for landside, terminal or airside operations that need a sound understanding of the airport's complex functions;
- Current staff who would like to enhance their knowledge of overall airport operations and complex relationships in providing world class customer service;
- World Business Partners looking for a global understanding of the airport business.

## Description

The Airport Dynamics training programme is designed to expose participants to all the facets of activities associated with an airport from airside operations and landside operations, 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.

Successful candidates will be awarded the Airport Dynamics Certificate.

The new training programme consists of 3 courses to be completed over a period of three years:

- Airport Business Dynamics, an Introduction – 4 days (mandatory first course)
- Airport Terminal and Landside Operations – 4 days
- Airport Airside Operations – delivered online

 ACI Training Course Catalogue 2011

## 3.1 Airport Business Dynamics

Airport Dynamics mandatory, face-to-face: 4 days

**Brief**

The objective of this gateway course is to give participants an understanding of the airport functions and how they interrelate; the regulatory framework and an exposure to the challenges airports are facing today; and how they are addressed.

**Benefits**

- Understand the major role of an airport and its relationship with supervisory bodies, partners, service providers and airport customers;
- Gain an understanding of the airport's regulatory framework;
- Get an overview of the challenges airports are facing and analyse the new operational, business and ownership models that emerged in response to each challenge;
- Understand the new financial and economic models that effect airports operations;
- Get an introduction to airport performance benchmarking.

**Who should take this course?**

- 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 operations and complex relationships in providing world class customer service.
- World Business Partners looking for a global understanding of the airport business.

**Course content**

- Airports and the fast changing aviation industry
- Challenges of 21st century airports
- Airport branding and the social impact of an airport
- Airport economics: finance for non-financial managers
- Regulatory framework
- Airport system
- Airport customers
- Airport performance measurement and benchmarking

**Airport Dynamics**

## 3.2  Airport Terminal and Landside Operation

Airport Dynamics mandatory, face-to-face: 4 days

**Brief**

The Airport Terminal and Landside Operations course is designed to teach participants how to optimize airport terminal and landside operations to provide a positive passenger experience in harmony with revenue generation activities.

**Benefits**

- Get an overview of the Airport Landside and Terminal sub-systems and how they interrelate;
- Understand the security obligations of the State and aerodrome operator;
- Understand the needs of the two main airport customers;
- Identify ways to increase the revenue generated by non-aeronautical activities;
- Gain an understanding of performance measurement tools and how they can be used to improve the airport terminal overall performance.

**Who should take this course?**

- 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 operations and complex relationships in providing world class customer service.
- World Business Partners looking for a global understanding of the airport business.

**Course content**

- Process definition
- Airport security
- Facilitation
- Airport terminal and revenue generation
- Configuration of passenger buildings
- Flow and queue management and process improvement
- Meeting passenger needs
- Performance measurement
- Impact of landside and terminal operations on the environment

**Airport Dynamics**

## 3.3  Airport Airside Operations

Airport Dynamics, online: on demand

**Brief**

The Airport Airside Operations course is designed to give participants a broad understanding of airside operations at an airport.  It will provide participants with the knowledge and skills to be more effective and efficient in their day to day activities and develop a more complete understanding of the inter-related components of airside operations.

**Benefits**

- Understand the importance of Airport Safety and how modern airports utilize safety management systems to identify hazards and minimize risk;
- Describe the basic design and layout of the various components of the airside;
- Describe the various signs, markings and lighting;
- Understand the function of airfield communications and navigation aids;
- Describe the major aspects of Airport Emergency Management;
- Understand the importance of Airport Security Management;
- Explain the basic concepts of Human Factors and how to recognize, understand and manage human performance issues at an airport.

**Who should take this course?**

- 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 operations and complex relationships in providing world class customer service.
- World Business Partners looking for a global understanding of the airport business.

**Course content**

- Airport safety
- Airport operations
- Signs, markings and lighting
- Communications and navigation
- Hazard identification and management
- Emergency management
- Human factors awareness
- Performance measurement
- Impact of airside operations on environment

In partnership with: ceventas

# 4. Professional Certificate Course

## 4.1 Safety

## 4.1.1 Global Safety Network training (GSN)

The ACI Global Safety Network Diploma training 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.

**Objective**

Each module may be taken as a stand-alone course or combined with the other two modules in order to achieve the ACI GSN Diploma. Delegates will receive comprehensive notes on each module, a copy of the ACI Airside Safety Handbook and advice on where they can obtain further information following the training.

**Description**

The programme is made up of three five-day courses:
- Safety Management Systems (SMS)
- Airside Safety and Operations
- Emergency Planning and Crisis Management

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.

ACI Training Course Catalogue 2011

## 4.1.1.1   Safety Management Systems

Global Safety Network Module I, face-to-face: 5 days

**Brief**

This course has been designed to give guidance on aerodrome Safety Management System (SMS). It explains the importance of SMS, safety in inter-structure relations and in operational areas.

**Benefits**

- Provides an in-depth understanding of SMS systems, their importance and application
- Prepares airports for safety audits (based on ICAO SARP's);
- Eases adaptation of standards, practices and regulations in SMS;
- Demonstrates best practices.

**Who should attend?**

- 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 safety management systems
- An airport's liability following an accident
- How to implement an effective SMS
- Airside auditing and inspections
- The ICAO universal safety oversight programme
- Safety cultures and human factors
- SMS documentation, competencies and training
- Incident and accident investigation
- Health and safety at work
- Safety committees
- Integrating SMS
- Case studies

### 4.1.1.2 Airside Safety and Operations
Global Safety Network Module II, face-to-face: 5 days

**Brief**

This course has been designed to give an overview of all aspects of airside safety and operations. It aims to provide essential guidance to airport managers and supervisors on best practice, new technology, equipment, procedures and regulations, which are applied to the safe and efficient operation of the airside.

**Benefits**

- Provides practical and up-to-date tools for managing safety on the airport;
- Enhances expertize on safety standards implementation in airport operations;
- Indicates safety factors identification, control and maintenance; and
- Provides overview on all safety operations at airport.

**Who should attend?**

- 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
- Aerodrome operations – obstacle limitation surfaces
- Signals, signs and markings, nav-aids and lighting
- Meteorology and the implications for airports
- Air traffic and ramp control
- Airside vehicle control and driving
- Aircraft turnaround plan
- Handling agent licensing and low-cost operations
- Hazardous materials and fuel management
- Operations during construction aerodrome planning, development and control of obstacles
- Runway incursions awareness and prevention
- Wildlife hazard management
- Winter services, low visibility operations, the weather factor
- Coordination with service partners

## 4.1.1.3   Emergency Planning and Crisis Management
Global Safety Network Module III, face-to-face: 5 days

**Brief**

The course will show the importance of planning for emergency situations and manage activities in crisis situations. The course will give an introduction to the international requirements of an Emergency Plan, how to manage press and media in crucial situations, how to support victims, and how to rebuild liability after an incident occurs. Current topics such as aircraft hijacking and terrorism will be discussed. Case studies will be presented and discussed to give an important understanding to the current world climate.

**Benefits**

- Demonstrates the key role of emergency planning;
- Offers tools and advice on implementation of emergency plans and procedures; and
- Examines best practice in crisis management.

**Who should attend?**

- 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
- Aircraft accident case study
- Managing the media and victim support
- Rescue and fire fighting service
- Aviation terrorism and aircraft hijacking
- Airport liability
- Aircraft recovery
- Crisis Control Centres

*Professional Certificate Courses: Safety*

## 4.1.2 Accident and Incident Investigation
Professional Certificate Course, face-to-face: 3 days

**Brief**

Delegates will be introduced to industry "best practice" methods for Accident and Incident Investigation for airports. They will learn new concepts, such as the impact that human factors can have on increasing incidents and accidents in aviation. An understanding of these issues will enhance the delegates' awareness enabling them to establish mitigation measures at their own aerodrome with the aim to reduce incidents and accidents. Case studies will be used as illustrative points throughout the three day course.

**Benefits**

- Delegates attending this course will learn how to conduct formal investigations and learn how the results can be used to reduce and prevent accidents at their airport;
- Transfer of knowledge and personal experience will be a fundamental aspect of the learning process.

**Who should attend?**

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

**Course content**

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

## 4.1.3 Aerodrome Auditing

Professional Certificate course, face-to-face: 5 days

**Brief**

In accordance with ICAO's international standards and recommended practices undertaking regular and frequent audits of aerodromes' physical characteristics, safety management system and third parties operating in airside locations is a fundamental part of the aerodrome certificate. This course is designed to give managers and staff the fundamental knowledge required to undertake an aerodrome and service partner audit.

**Benefits**

- Ensures staff are trained in accordance with international standards;
- The training is 50% practical giving actual "real time" experience to all participants;
- Enables airports to comply with International Standards and check their own SMS;
- Provides airports with documentation and "tips" for Auditing third parties.

**Who should attend?**

- 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**

- Aims and objectives of auditing
- International standards and regulations
- CAA / regulator audits
- ICAO universal safety oversight audit programme
- Planning and types of the audit
- Human factors and auditing "tips"
- Designing an audit form and report writing
- Auditing equipment and techniques
- Managing data and follow up
- Auditing the apron / ramp and airfield and aircraft turnaround
- Auditing aerodrome works, a third party / service partner

**Notes:** This course can also be conducted as an internal course whereby participants will benefit from receiving documentation and techniques directly applicable to their own Aerodrome.

**Professional Certificate Courses: Safety**

## 4.1.4 Aerodrome Certification

Professional Certificate course, face-to-face: 5 days

**Brief**

In accordance with ICAO International Standards and Recommended Practices as detailed in Annex 14 and Doc 9774 all aerodromes should be certified by the State and licensed for use. This course explains the certification process applied by State regulators and exactly what aerodromes need to do, not only to become "certified" but to remain certified as traffic grows and the aerodrome expands for the future.

**Benefits**

- Fully understand the rationale for Aerodrome Certification;
- Apply and develop procedures in accordance with ICAO requirements;
- Obtain "tips" from experts who have certified aerodromes;
- Learn how certification enhances safety and brings efficiency;
- Participate with others from industry in certification exercises;

**Who should attend?**

- 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**

- Why certification?
- International standards and regulations
- The aerodrome manual
- Aerodrome physical characteristics
- Safety management systems and emergency planning
- Documentation and record keeping
- Staff training and auditing
- The certification check list and process
- Case studies and live group exercises on the aerodrome

**Notes:** This course can also be held as an Internal Course whereby participants will benefit from receiving documentation and techniques directly applicable to their own Aerodrome.

29     ACI Training Course Catalogue 2011

## 4.1.5 Airport Airside Capacity Enhancement
Professional Certificate course, face-to-face: 5 days

**Brief**

The requirement to enhance airside capacity can be challenging for many Airport Operators. In many cases, investment in new infrastructure takes time in order to resolve environmental, political and inevitably cost issues. This course will introduce participants to the principles and concepts of airside performance analysis, to focus on which data is required to support capacity enhancement and capacity planning techniques.

Case studies will be used to raise awareness of methods which have successfully been adopted by airports to enhance capacity for short to medium term business requirements at little or no cost.

**Benefits**
- To maximize the use of runways, taxiways and aprons to their full potential;
- To improve airport airside efficiency;
- To anticipate, and be prepared for, future airport airside capacity needs;
- To bring together the airport community to work together to enhance the efficiency of operations;
- Reduce costs and increase capacity.

**Who should attend?**
- Airport Operations Directors, Managers, Officers and Staff
- Airport Construction and Engineering Directors, Managers and Staff
- Air Navigation Service Providers Officials

**Course Content**
- Capacity planning and declaration
- Capacity enhancement
- Data collection
- Latent capacity
- Pilot reaction times
- The ATCO role in airside capacity
- Environment
- Airport design and infrastructure

Professional Certificate Courses: Safety

## 4.1.6 Airport Safety Management Systems Implementation *
### Professional Certificate course, face-to-face: 5 days

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* This course can be taken as a Global ACI-ICAO AMPAP elective course

**Brief**

Safety is the number one priority for the airport industry and therefore needs to be understood and correctly implemented by the airport industry stakeholders so that the aerodrome can be better prepared to comply with CAA regulations and ICAO SARP's. This course has been designed to provide participants with necessary and sufficient training that will enable them to plan, develop and implement a Safety Management System and further, to manage the system once implemented.

**Benefits**

- Develop participant's knowledge of safety management systems for aerodromes based on ICAO regulation and international best practices;
- Provide participants with sufficient specific tools, knowledge and know how allowing for planning, development and implementation of aerodrome safety management systems;
- Provide participants with adequate course materials containing examples and experiences that can be used to reinforce their knowledge of aerodrome safety management systems.

**Who should attend?**

- 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**

- Basic safety concepts
- The fundamentals of hazards and risks
- The principles of safety management
- The components of a safety management system
- The regulatory background
- SMS planning and implementation
- SMS tools
- SMS in operation
- SMS and safety culture
- SMS problems and solutions

## 4.1.7 Understanding ICAO Annex 14

Professional Certificate course, face-to-face: 3 days

**Brief**

The ICAO Annex 14 sets out the fundamental rules and requirements for airport design and operations, which States undertake to apply through national laws. ACI's Understanding ICAO Annex 14 course explains, in everyday language and using a practical approach, the requirements set out by Annex 14 and how they should be implemented by an airport operator.

**Benefits**

- Obtain a solid understanding of the regulatory framework ICAO has put in place to govern design, operation and safety at airports;
- Obtain a clear interpretation of the requirements set out in the Annex 14;
- Learn best practise approaches on how to fulfil to the requirements of Annex 14;
- Share experience with experts on the different options for implementation and learn more about best practises.

**Who should attend?**

- 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
- Civil Aviation Authority Officials
- World Business Partners

**Course outline**

- Legal status Chicago Convention, Annexes and SARPS
- Airport design and master planning
- Layout runways, taxiways, manoeuvring and safety areas
- Air navigations system/services
- Aerodrome ground lighting, signals and markings, threats and obstacles
- Aerodrome safeguarding, ATM and ATC, ILS
- Communications and Navaids (VOR and signals)
- Aeronautical information (markers, NOTAM, ATIS)
- Safety Management System (SMS)
- Airport emergency plans

**Professional Certificate Courses: Safety**

## 4.1.8 Annex 14 for Advanced Users

Professional Certificate course, face-to-face: 5 days

**Brief**

Our Advanced Annex 14 training will provide participants with a comprehensive working knowledge of the document and how the technical aspects are applied to their own airport, both for current operations and also for future developments.

This course is ideal for airport personnel who have already attended the ACI "Understanding Annex 14" training or have a basic knowledge of the document. The course also looks in detail at the use of Aeronautical Studies in the event that full compliance with ICAO Annex SARPs cannot be achieved.

**Benefits**

- To provide an in depth understanding of the requirements of ICAO Annex 14;
- To understand how the SARP's contained in Annex 14 are applied to different types of aerodromes;
- To apply Annex 14 SARP's to new aerodrome developments;
- To understand how to use Aeronautical Studies in the event of non-compliance – the fundamental principles of how they are developed.

**Who should attend?**

- 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
- Civil Aviation Authority Officials

**Course Content**

- Introduction – aerodrome codes
- Aerodrome physical characteristics – runways, taxiways and aprons
- Pavement types and classification, markings and obstacles
- Friction measurement
- Dual runway operations – separation of runways / taxiways
- Obstacle limitation surfaces – safeguarding and legal issues
- Visual aids to navigation, signage and aerodrome lighting

## 4.1.9 Apron Management

Professional Certificate course, face-to-face: 5 days

**Brief**

All airports have a responsibility to "manage" the risks associated with an aircraft turnround and ensure safety is never compromized. However, statistically the apron can be the most dangerous place at an airport where unusual types of specialist equipment and people with different priorities gather to undertake their work, often under immense pressure due to time and space constraints. However, it is a fact that a well managed apron will not only reduce accidents but also improve efficiency and customer service.

**Benefits**

- Experienced and knowledgeable instructors who have a proven track record in apron management;
- Design and implementation of new apron management policies and procedures;
- Highly explicit "case studies" will demonstrate good practice and lessons learned;
- Reduce accidents, reduce overheads, improve efficiency;
- Certificate of attendance awarded at the conclusion of the course.

**Who should attend?**

- Airport Operations Directors, Managers, Officers and Staff
- Airport Safety Managers, Officers and Staff
- Airline and Ground Handling Management

**Course outline**

- Implementing effective safety management systems for your apron
- Apron inspections, markings, signs and signals
- Health and safety / PPE
- Establishing an effective apron diving scheme
- Auditing apron users
- The aircraft turnaround plan
- Accident and incident case investigation and case studies
- Ground service equipment permits and checks
- Revitalising the apron safety committee, CDA and coordination of work in progress

Professional Certificate Courses: Safety

### 4.1.10 Air Traffic Control Appreciation for Airport Operation Staff

Professional Certificate course, face-to-face: 5 days

**Brief**

Air Traffic Services are provided in accordance with the Standards and Recommended Practices of the International Civil Aviation Organisation (ICAO).

This course provides an overview of air traffic services, the various types of airspace and the rules and procedures which are adopted by air traffic controllers. It is important that airport operations personnel have a basic appreciation and understanding of how Air Traffic Control (ATC) is organized and functions both from an Airport and Airspace perspective in order to be able to communicate more efficiently with their Air Navigation Service Partner (ANSP).

**Benefits**

By gaining a basic knowledge of ATC, airport operators will be able to communicate with their ANSP more effectively and in doing so enhance their working relationship through a mutual respect of the issues associated with the complex operating environment where safety is paramount.

**Who should attend?**

- Airport Operations Directors, Managers, Officers and Staff
- Airport Safety Managers, Officers and Staff
- Airline and Ground Handling Management
- World Business Partners

**Course Content**

- Introduction to Air Traffic Services (ATS)
- Divisions of airspace and flight rules
- Separation standards
- Control of traffic
- ATS surveillance systems
- Altimeter setting and vertical reference
- Aerodrome control
- Approach radar and area services
- Emergency procedures
- Reporting procedures
- ATC Licensing and Regulation

## 4.1.11 Aviation English - RTF Phraseology for Airside Drivers
### Professional Certificate course, face-to-face: 5 days

**Brief**

Driving on an aerodrome in close proximity to aircraft requires training, concentration and regular practice.

Drivers must comply with the rules and standards of conduct, which may require the use of radio frequencies that are used by pilots and air traffic control. In order to do this, drivers need to understand and use correct radiotelephony (RTF) phraseology and techniques.

The importance of using correct and precise standard phraseology cannot be over-emphasized.

**Benefits**

Safety is the main benefit of accurate and well understood radiotelephony messages between drivers and Air Traffic Control. Vehicle accidents will be reduced and in a busy and complex airside environment the risk of runway incursions will be minimized.

**Who should attend?**
- Airport, Airline And Ground Service Providers
- Airside Operational Personnel

**Course Content**
- Basic English language revision
- Aerodrome terms and meanings
- General phraseology
- Good RTF practice and techniques
- Movement instructions
- Entering and crossing runways
- Towing an aircraft
- Adverse weather
- Additional messages

## 4.1.12 Collaborative Decision Making (CDM)

Professional Certificate course, face-to-face: 3 days

**Brief**

Airport Collaborative Decision Making (CDM) is about airport operators, airlines, ground handlers and Air Traffic Control (ATC) working together to improve decision making thereby reducing delays and enhancing efficiency. The focus of CDM is for all airport partners to share information so that each organisation has the same operational picture enabling effective and timely resolution of issues.

**Benefits**

- For the airport operator, CDM can lead to an improvement in the efficiency of use of stands / gates, resulting in an increase in capacity.
- Stable traffic flows can be developed and established, which can reduce taxi times, leading to a reduction in congestion.
- Air Traffic Control will benefit from enhanced runway and capacity planning.

The ability to predict accurate take-off times enables the air traffic service provider to improve flow control and increase airspace capacity. The ground handler will also benefit as they are able to allocate resources where required, which will reduce delays. From an environmental perspective, fuel burn resulting from queues at the threshold or aircraft holding in the air will be reduced.

**Who should attend?**

- 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 airport CDM
- Setting up anairport CDM project
- Implementation
- Project risks and mitigation
- Case studies
- How to measure success
- Post implementation activities

## 4.1.13 Comprensión y Administración del SMS
### Professional Certificate course, face-to-face: 5 days

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**Introducción**

El progreso de la aviación y los adelantos tecnológicos que ha experimentado, son el resultado de acciones coordinadas y variadas; entre ellas destacan el control y reducción de los peligros para la seguridad operacional de la aviación. Desde los albores de la aviación uno de los aspectos preponderantes se refiere a la aplicación disciplinada de las mejores prácticas de gestión de la seguridad operacional, hecho que ha adquirido relevancia y se refleja en las acciones implementadas por la Organización de Aviación Civil Internacional en el Sistema de Gestión de la Seguridad Operacional, del cual trataremos en este Seminario.

**Objetivo**

Proporcionar la guía básica a personal del aeropuerto para elaborar, implementar y mejorar su Sistema de Gestión de la Seguridad Operacional (SMS).

**¿Quién debe asistir?**

- Directores, Gerentes, Oficiales y Personal de Operaciones Aeroportuaria
- Gerentes, Oficiales y Personal de Seguridad Operacional Aeroportuaria
- Gerentes, Oficiales y Personal de Emergencia Aeroportuaria
- Oficiales de la Autoridad de Aviación Civil

**Temario**

- Requerimientos Internacionales, las Normas y Métodos Recomendados Internacionales
- Los principios del SMS
- La responsabilidad del aeropuerto en caso de un accidente,investigación de accidentes e incidentes
- Implementación efectiva del SMS
- Inspecciones y auditorías de la Parte Aire (Airside)
- El Programa Universal de la OACI de auditoría de vigilancia de la Seguridad Operacional
- Cultura de la Seguridad
- Documentación del SMS, competencias y adiestramiento
- Higiene y Seguridad en el trabajo, los equipos de protección personal
- Comité de Seguridad Operacional

## 4.1.14 Human Factor for Airport Managers and ATC
Professional Certificate course, face-to-face: 5 days

**Brief**

Human performance is fundamental to operational safety in aviation as the majority of incidents and accidents are attributable to human error. This course will introduce 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.

**Benefits**

- To become self-aware of human factors - factors which affect personal performance but also affect interaction with others, which often defines overall safety performance;
- To consider the human element in the design of systems and procedures in the aviation context;
- To recognize the factors which lead to human error;
- To understand and apply threat and error management in airport and ATC operations;
- To learn of the benefits of team resource management;
- To be introduced to the human factor elements in incident and accident investigation.

**Who should attend?**

- 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
- Team resource management
- Threat and error management
- Human factors in systems design
- Human factors in incident and accident investigation
- Case studies

## 4.1.15 Mise en Œuvre des Systèmes de Gestion de la Sécurité
### Professional Certificate course, face-to-face: 3 days

**Description**

La sécurité est la priorité de l'industrie aéroportuaire. La gérer de manière efficace est vital pour tout aérodrome qui doit satisfaire aux exigences de l'OACI. Cela implique que toutes les parties prenantes de l'industrie aéroportuaire aient une connaissance approfondie des concepts liés à la sécurité, de sa gestion et sa mise en œuvre. Ce cours a été conçu pour fournir aux participants la formation nécessaire aux professionnels de l'industrie aéroportuaire pour planifier, développer et mettre en place un Système de Gestion de la Sécurité.

**Bénéfices**

- Développer les connaissances des participants sur les Systèmes de Gestion de la Sécurité basés sur les exigences de l'OACI et sur les meilleures pratiques internationales;
- Doter les participants d'outils, connaissances et un savoir faire suffisant pour planifier, développer et mettre en œuvre des SMS pour aérodromes;
- Fournir aux participants les supports de cours incluant des exemples et des études de cas qui renforcent leur connaissance des Systèmes de Gestion de la Sécurité des aérodromes.

**A qui s'adresse ce cours**

- Directeurs, Chefs de service, Membres de la Direction et Personnel responsable des opérations aéroportuaires
- Directeurs, Chefs de service, Membres de la Direction et Personnel responsable de la sécurité aéroportuaires
- Chefs de service, Membres de la Direction et Personnel responsable des Urgences aéroportuaire
- Direction générale de l`aviation civile

**Contenu du cours**

- Concepts de base de la sécurité et les fondamentaux : dangers et risques
- Principes de gestion de la sécurité
- Le contexte réglementaire
- Planification et mise en œuvre du SMS
- Les composantes, les outils et le fonctionnement du SMS
- SMS et culture de la Sécurité
- SMS – Problèmes et solutions

## 4.1.16 Planificación de Emergencia y Manejo de Crisis
Professional Certificate course, face-to-face: 3 days

### Introducción

Uno de los servicios requeridos por el Anexo 14 al Convenio sobre Aviación Civil Internacional, es el relativo a la planificación para casos de emergencia en los aeródromos, cuyo objetivo es reducir al mínimo las repercusiones de una emergencia, especialmente por lo que respecta a salvar vidas humanas sin interrumpir las operaciones de las aeronaves. Otro factor determinante es el aprovechamiento de los recursos para enfrentar la emergencia, a partir de la intervención coordinada de los apoyos internos y externos al Plan de Emergencia del Aeródromo.

### Objetivo

Proporcionar la guía básica a personal del aeropuerto para elaborar, implementar y mejorar su Planificación de Emergencia en el manejo de una crisis.

### ¿Quién debe asistir?

- Directores, Gerentes, Oficiales y Personal de Operaciones Aeroportuaria
- Gerentes, Oficiales y Personal de Seguridad Operacional Aeroportuaria
- Gerentes, Oficiales y Personal de Emergencia Aeroportuaria
- Directores, Gerentes y Personal Asuntos Públicos y Comunicación
- Seguridad Organizacionales
- Oficiales de la Autoridad de Aviación Civil
- Oficiales de Aerolínea
- Policía, Emergencia Sanitaria y el Cuerpo de Bomberos locales

### Temario

- Requerimientos Internacionales para la elaboración del Plan de Emergencia, las Normas y Métodos Recomendados Internacionales
- Trato a la prensa y medios de comunicación (Media)
- Apoyo a las víctimas
- La responsabilidad del aeropuerto en el manejo de la crisis
- Actos de interferencia ilícita en contra de la Aviación y secuestro de aeronaves
- Servicio de Salvamento y Extinción de Incendios
- Centros de Control de Crisis

## 4.1.17 Planificación Aeroportuaria

Professional Certificate course, face-to-face: 3 days

**Introducción**

Participantes en este programa podrán revisar anexos específicos de la OACI, estándares internacionales y prácticas recomendadas en el diseño aeroportuario. El programa está planeado para miembros del equipo de planificación aeroportuaria existente y para gerentes aeroportuarios con responsabilidades en planificación y desarrollo aeroportuarios. El programa básico de tres días provee una guía básica sobre el desarrollo del concepto de Planificación Aeroportuaria o Master Planning, así como medidas de desarrollo, evaluación y diseño para aeropuertos con mayor seguridad.

El programa revisa contenido específico del Manual de Referencia de desarrollo de Aeropuertos de IATA (IATA Airport Development Reference Manual), Anexos 14 y 17 de la OACI, así como el documento 30 de ECAC y EU300 (2008).

**Objetivo**

- Desarrollo de un borrador o plan de acción inicial para Planificación aeroportuaria – Master Plan;
- Revisión de prácticas recomendadas para planificación de aeropuertos. Manual 9ª edición;
- Revisión de sistemas de equipaje y su diseño;
- Utilización de modelos financieros y de planificación reales, mediante ejemplos para entender    los modelos óptimos de planificación aeroportuaria y evaluación de ejemplos.

**¿Quién debe asistir?**

- Gerente General de Aeropuerto / Directores Ejecutivo
- Directores, Gerentes y Personal Construcción y Ingeniería Aeroportuaria
- Directores, Gerentes, Oficiales y Personal de Operaciones Aeroportuaria
- Consultores y Concesionarios Aeroportuarios
- Oficiales de la Autoridad de Aviación Civil

**Temario**

- Planificación aeroportuaria – Master Planning
- Planificación de terminal y satélites – incluye planificación área pasajero
- Diseño de Seguridad - Detalles en diseño de planificación

Professional Certificate Courses: Safety

## 4.1.18 Runway Incursion Awareness and Prevention

Professional Certificate course, face-to-face: 3 days

**Brief**

Runway Incursion prevention is a top priority for ICAO, ACI and every regulator throughout the world. This course has been designed to raise awareness of the danger of runway incursions by sharing information of Incidents (through case studies and facilitated discussion) and offering advice to operational personnel about how airport operators, airlines and air traffic service providers can prevent runway incursions.

**Benefits**

The Runway Incursion Awareness and Prevention course will raise awareness of this key topic and give participants practical ideas which they can implement at their own aerodrome to enhance safety.

**Who should attend?**

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

**Course Content**

- Hazard identification and risk assessment
- Promulgation of information
- Awareness campaigns
- New technology and systems
- Incident reporting and classification
- Human factors
- Facilitated discussion
- Hot spots
- Local runway safety teams

### 4.1.19 Safety Management Systems in Air Traffic Management
Professional Certificate course, face-to-face: 5 days

**Brief**

This course is designed as an introduction to all aspects of Safety Management within Air Traffic Management. It is centred on the practical implementation of SMS within an ATM service provider and supported by practical examples and case studies.

The course will also introduce participants to the concept of safety assurance with respect to the introduction into service of Navigational Aids and Equipment**.**

**Benefits**

- On completion of this course participants will be able to explain the concepts, principles and best practices of the ATM Safety Management System and to describe the individual's safety roles and responsibilities;
- This course will lead onto the requirements for an air navigation service provider to implement and maintain equipment system safety cases and an ATC Unit safety case.

**Who should attend?**

- Air Navigation Service Providers officials
- Civil Aviation Authority officials

**Course Content**

- Introduction to safety management systems (SMS)
- Hazards and their identification
- Safety risks
- SMS planning
- SMS in operation

## 4.1.20  Diseño y Operación de Aeródromos

Professional Certificate course, face-to-face: 5 days

**Introducción**

Aumentar su comprensión de las normas y métodos recomendados establecidos por la OACI sobre el diseño y operación de aeródromos. Este curso de 3 días le dará una visión general de las características físicas y de las superficies limitadoras de obstáculo con que deben contar los aeródromos, y ciertas instalaciones y servicios técnicos que normalmente se suministran en un aeródromo. Este curso esté enfocado en la seguridad operacional.

**Objetivo**

Obtener una sólida comprensión de la OACI marco El objetivo es darle al personal de su aeropuerto un entendimiento de las normas y métodos recomendados sobre el diseño y operación de aeródromo de tal forma que puedan participar activamente en la mejora de la seguridad operacional, en la planificación de de los servicios de operación y mantenimiento y en la coordinación con actividades de construcción en el aeródromo.

**¿Quién debe asistir?**

- Directores, Gerentes, Oficiales y Personal de Operaciones Aeroportuaria
- Gerentes, Oficiales y Personal de Seguridad Operacional Aeroportuaria
- Gerentes, Oficiales y Personal de Emergencia Aeroportuaria
- Directores, Gerentes y Personal Asuntos Públicos y Comunicación
- Oficiales de la Autoridad de Aviación Civil

**Temario**

- Normas y métodos recomendados de la OACI
- El Manual de Aeródromo
- Certificación de Aeródromo
- Características de las pistas y de las calles de rodaje
- Señales en el aeródromo
- Luces en el aeródromo
- Letreros en el aeródromo
- Ayudas de navegación para aeronaves
- Características y estructuras del aeródromo
- Meteorología
- Principios de gestión de la seguridad
- Sistemas de gestión de seguridad

## 4.1.21 Victim Support and Media Management

Professional Certificate course, face-to-face: 3 days

**Brief**

Participants will be introduced to industry 'best practice' methods for handling survivors, victim's family and friends, other customers, the general public and media following an incident. They will learn the skills required to ensure that the airport is sensitive to the needs of all those who may be affected in any way by such an event, and to ensure that the airport is portrayed as handling any crisis effectively and professionally. Case studies will be used as illustrative points throughout the two day course.

**Benefits**

An airport's handling of all those involved in such events is critical to its ability to continue business and to limit potential reputation damage, both in terms of its immediate handling of those directly involved and in its dialogue with the media, other customers and the general public.

**Who should attend?**

- 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 outline**

- 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
- Understanding cultural differences
- Media management
- Understanding the needs of the media and making use of them in positive promotion
- Handling media enquiries

Professional Certificate Courses: Safety

### 4.1.22 Wildlife Hazard Prevention and Management
Professional Certificate course, face-to-face: 3 days

**Brief**

This course provides delegates with a comprehensive overview of the key principles which should be applied in order to practice effective wildlife hazard and prevention management at their aerodrome. The course will provide essential information about the latest technology and equipment, methods and techniques, as well as guidance and measures which should be adopted as part of an aerodrome's Safety Management System.

**Benefits**

The course covers all facets of wildlife hazard and prevention management including:
- Information about the latest equipment available;
- Advice in terms of industry best practice,
- How to minimize wildlife hazard attractants,
- Identifying trends and patterns and record keeping.

**Who should attend?**
- Airport Operations Directors, Managers, Officers and staff
- Airport Emergency Managers, Officers and staff
- Airport Safety Managers, Officers and staff
- Civil Aviation Authority officials

**Course outline**
- Bird identification
- Bird strike reporting and the ICAO ibis system
- Aerodrome topography and habitat management
- Control of contractors
- Record keeping
- Bird scaring methods and techniques
- Health and safety measures
- Wildlife management in the vicinity of the aerodrome
- Local aerodrome bird control procedures

## 4.2  Security

## 4.2.1 Airport Security

Professional Certificate course, face-to-face: 3 days

**Brief**

The Airport Security course gives ann overview of the legal regime and requirements governing airport security plus their practical implementation at an airport. Case studies and practical examples on efficient application of airports security will be given.

**Benefits**

- Overview on the legal regime on airport security;
- Up to date overview with latest developments in the field of airport security;
- How to manage security staff and equipment at your airport;
- How to handle crisis situations.

**Who should attend?**

- Airport Security Managers, Airport Security Supervisors and staff,
- Airport Operations Directors, Managers, Officers and staff
- Airport Emergency Managers, Officers and staff
- Airline officials
- Security organizations
- Civil Aviation Authority officials
- Local Police officials

**Course outline**

- Historical overview airport security
- International security regulation including inspections and audits
- National AVSEC requirements
- Airport security activities
- Security awareness building
- Access control and ground security measures
- Passenger / cabin crew security
- Hold baggage screening and baggage reconciliation
- Security equipment
- Cargo and catering and mail security
- Prohibited articles and weapons
- Bomb threat management, crisis management and reporting

## 4.3  Facilitation

### 4.3.1 Developing a Customer Service Culture at Airport : Measuring and Benchmarking the Results  *
Professional Certificate course, face-to-face: 5 days

**Brief**

The objectives of this course are to show the importance of excellent customer service, how to do it and the benefits for those who do. The course will suggest techniques, principles and the practical applications necessary to allow you and your company to reap the very rewarding benefits that come from excellent customer service.

**Benefits**

- Provides the tools to build customer loyalty;
- Enhances the reputation of your airport;
- Attracts new customers to your airport and increases your passenger traffic;
- Motivates airport staff;
- Provides airport managers with the tools to make key business and operational decisions;
- Provides practical information on how to implement customer satisfaction research define your airport's brand, and implement a comprehensive customer service improvement programme.

**Who should attend?**

- 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
- Airport Security Managers, Airport Security Supervisors and staff,

**Course content**

- Managing service quality – a best practice approach
- Raising internal and external customer service awareness including PRM needs
- Setting customer satisfaction goals and set up reward and recognition programme
- Defining customer satisfaction and selecting the right benchmarks
- Survey design and methodology and analysing and presenting survey results
- Analysis and presentation of survey results

## 4.3.2 Managing Service Quality at Airport
### Professional Certificate course, face-to-face: 3 days

**Brief**

The main objective of this training module is to equip managers with the knowledge, skills and tools to manage service quality effectively at an airport. The course will adopt a holistic approach to the issue, drawing on industry best practices and using case studies and practical exercises to show how theory has been put into practice at the leading airports. Participants will learn how to use the ACI Airport Service Quality (ASQ) Programme tools as part of a service improvement strategy.

**Benefits**

- A highly practical course, participants will take away knowledge and tools which they can apply immediately;
- Well researched material, validated by the ASQ programme;
- Experienced instructors with expertize in customer service research and airport management;
- Participants will benefit from the industry best practice knowledge developed through the ASQ programme in recent years.

**Who should attend?**

- 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
- 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 customer satisfaction survey data  and develop continuous improvement programmes
- Benchmarking and gap analysis and management reporting

**Professional Certificate Courses: Facilitation**

### 4.3.3 Passengers with Reduced Mobility
Professional Certificate course, face-to-face: 3 days

**Brief**

This workshop on Passengers with Reduced Mobility will reflect the latest developments in the field of EU Regulation 1107/2006 at airports and will give an overview of the changes (particularly those in ECAC Doc 30 Annexes)recently introduced. Further special focus will be given on the interrelation between European and United States approach in handling PRM at airports. Analysing the short comings as well as presenting best practises and solutions to unsolved problems in the field of PRM is the ultimate goal of the course.

**Benefits**

- Provide an in-depth understanding of the requirements set out in Regulation 1107/2006 and learn about the recent changes that ECAC Doc. 30 introduced;
- Learn about the findings of international organiZations and supervisory authorities on the implementation and application of the PRM regulation;
- Avoid fines by learning how to comply correctly with the legal requirements;
- Suggest ways to handle the increasing numbers of requests for reduced mobility services and about best and bad practises found in the every day application of the Regulation 1107/2006;
- Analyse best practice case studies on transferring passengers with reduced mobility through the airport.

**Who should attend?**

- Airport Operations Directors, Managers, officers and staff
- Airport Security Management
- Airline officials
- Ground Handling officials

**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

## 4.3.4 Passengers with Reduced Mobility Awareness
Professional Certificate course, face-to-face: 1 day

**Brief**

The EU Regulation 1107/2006 establishes rules that airports in the European Union have to follow in order to make sure that passengers with reduced mobility (PRM) can travel as smoothly through and airport as passengers without any mobility impairments (problems) and that all staff working at and airport with direct contact with PRM need to be trained.

But the Regulations go even further and Article 11 c requires that all staff that deal directly with the travelling public must go through disability-equality and disability-awareness training. This means every employee working in the public area including restaurant, shops etc. should undergo PRM awareness training.

**Benefits**
- Increase your level of quality of service toward passengers with reduced mobility;
- Fulfil your obligation under EU Regulation 1107/2006 to ensure your staff have obtained the required training;
- Increase the level of comfort for your staff on how to deal with PRM;
- Establish a consistent approach of PRM treatment at your airport.

**Who should attend?**
- Airport Operations Officers and staff
- Airport Security staff
- Airline staff
- Ground Handling staff
- Retail and Concession staff

**Course outline**
- General disability awareness and understand the different concepts of handicapped
- Specifics of different disabilities
- Wheelchair users and walking aid users
- Invisible disabilities and mental disabilities
- Blind and low vision
- Deaf and hard of hearing
- Assistance animals
- Mobility equipment
- Job related solutions at the airport including practical exercises

ACI Training Course Catalogue 2011

Professional Certificate Courses: Facilitation

### 4.3.5 Train the trainers for Internal Airport PRM training
Professional Certificate course, face-to-face: 3 days

**Brief**

An air transport industry specific three-day program specifically designed for inhouse trainers of check-in and gate staff.

Quality assistance should not only comply with the requirements of the legislation set out by the EU and the USA, but should in particular meet the needs of all PRMs. In addition, the service should be based on the commitment of all parties involved at the airport, including all staff working with the travelling public. The latter is only achievable if all staff, including check-in and gate staff, are provided with well balanced training on the issues of disability awareness, disability equality, its practical approach in daily customer service to the PRM, as well as a specific 'on the job' training.

The trainers from airlines and ground handlers will get first–hand information to provide a quality service to the disabled passenger and PRM. The participants are invited to exchange experience among peers in a confidential environment

**Benefits**

The trainers will be provided with best practice approach and first–hand information to provide a quality service to the disabled passenger and PRM within the context of the European and U.S. PRM legislation.

**Who should attend?**
- Airport/ Airline Trainers
- Airport/ Airline check-in and gate staff

**Course content**

The following subjects will be addressed:
- EUR 1107 and ECAC Doc 30, Part I, Section 5 and its annexes
- ACAA -14 CFR Part 382
- IATA coding
- Disability awareness/ disability equality and its best practice approach in daily customer service to disabled passengers and PRMs.
- Types of mobility/medical equipment and principles of kinetics of lifting

## 4.3.6 Facilitación Aeroporturia

Professional Certificate course, face-to-face: 3 days

**Introducción**

Aumentar su comprensión de acuerdos internacionales y nacionales, las obligaciones relativas a la facilitación de aeropuerto. Este curso de 3 días le dará una visión general de las funciones que desempeñan los gobiernos, las autoridades del aeropuerto y aerolíneas en facilitación. Qué medidas deben tomar los aeropuertos en solucionar aéreas de: los procesos de inmigración virtual, verificación de la web en, lectura de biometría, comités de facilitación.

**Objetivos**

El objetivo es darle a su aeropuerto de la capacidad para mejorar el servicio al cliente, a través de la elaboración y aplicación de las técnicas apropiadas para mejorar la experiencia de pasajeros.

**¿Quién debe asistir?**

- Gerente de Facilitación y personal de servicios a pasajeros
- Directores, Gerentes, Oficiales y Personal de Operaciones Aeroportuaria
- Gerentes, Oficiales y Personal de Seguridad Operacional Aeroportuaria
- Oficiales de la Autoridad de Aviación Civil

**Temario**

- La base para tener foco en facilitación
- Aeropuertos y su puesto en la facilitación
- OACI anexo 9 actualización
- Aeropuerto facilitación programas
- Programas del país / internacionales
- Comités / comisiones
- Seguridad frente a facilitación
- Inmigración tendencias y las personas de detección de documentos de fraude
- Pasajeros con movilidad reducida (PRMs)
- Facilitación y legislación nueva

## 4.3.7 Mesurer et comparer la qualité du service aux passagers
Professional Certificate course, face-to-face: 5 days

**Résumé**

Ce module a pour objectif principal d'équiper les responsables avec les connaissances, les compétences et les outils pour gérer la qualité de service efficacement. Le cours adoptera une approche holistique du problème, en s'inspirant des bonnes pratiques de l'industrie ainsi qu'en utilisant des études de cas et exercices pratiques des aéroports majeurs. Les participants apprendront comment utiliser les outils du programme « Airport Service Quality » (ASQ) comme élément de la stratégie d'amélioration du service.

**Bénéfices**

- Cours à hautement pratique, les participants emporteront avec eux les connaissances et outils pouvant être appliqués immédiatement;
- Matériel très recherché, validé par le programme ASQ;
- Orateurs expérimentés avec une compétence dans la recherche et la gestion aéroportuaire du service à la clientele;
- Etudes de cas fondés;
- Les participants profiteront de connaissances tirées des bonnes pratiques de l'industrie à travers le programme ASQ au cours de ces dernières années.

**A qui s'adresse ce cours**

- Directeur Général/Administrateur dirigeant de l'aéroport
- Directeurs et Personnel responsable du Marketing et de la Commercialisation de l'aéroport
- Directeurs, Chefs de service et Personnel responsable des Affaires Publiques et de la Communication de l'aéroport
- Directeurs, Chefs de service, Membres de la Direction et Personnel responsable des opérations aéroportuaires

**Contenu du cours**

- Définition des valeurs du service et de la satisfaction à la clientèle
- Mesure de la délivrance du service et mise en place des Indicateurs de Performance Clé
- Compréhension et utilisation des données de l'enquête de satisfaction
- Pourquoi employer le benchmarking?
- Entreprendre des études sur les analyses d'écart et les analyses sur le problème d'origine
- Développement et implantation d'un programme d'amélioration de service
- Exécution et validation des ameliorations

## 4.4 Economics/commercial

## 4.4.1 ACI/ICAO Airport User Chargers *
Professional Certificate course, face-to-face: 5 days

* This course can be taken as an AMPAP elective course

**Brief**

The ICAO designed workshop includes a review of the main recommendations adopted by the Conference on the Economics of Airports and Air Navigation Services (CEANS), held in Montreal in September 2008 and of the eighth edition of ICAO's Policies on Charges for Airports and Air Navigation Services (Doc 9082), which has been updated to reflect the CEANS recommendations and was published in 2009.

**Benefits**

Emphasising practical skills, participants will learn how to:
- Apply user charges;
- Analyse costs for key airport areas;
- Establish cost bases;
- Allocate all costs between airport services and functions;
- Apply policies to achieve the objectives of the airport;
- Accurately calculate charges for these services;
- Calculate rates that achieve the best balance of generating revenue for the airport;
- Develop a negotiating strategy to achieve airport business objectives; and
- Negotiate charges and rates.

**Who should attend?**
- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- World Business Partners

**Course outline**

The three-part course, covering the key elements of establishing and implementing user charges at airports, is led by an expert from the ICAO Economic Analysis and Policy Section (EAP) of the Air Transport Bureau, ICAO Headquarters, Montreal.
- ICAO's Policies on Charges
- Establishing User Charges
- Consultation and Negotiation

## 4.4.2 Airline Management for Airport Professionals *
Professional Certificate course, face-to-face: 5 days

* This course can be taken as an AMPAP elective course

**Brief**

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

**Benefits**
- Gain a deeper understanding of airline commercial and operational priorities;
- Manage the impact on airport decision making created by the fast-moving nature of airline marketing;
- Understand the key characteristics of aircraft selection;
- Gain an insight into how air cargo is sold, marketed and handled;
- Understand the rationale behind current alliance strategies.

**Who should attend?**
- 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 outline**
- Introduction to the airline industry
- Low cost carriers
- Technical regulation
- Airport operational planning – network
- Economic regulation air cargo
- Airline revenues and costs
- The new breed of business-class only airlines
- Airline alliances
- Airport operational planning – scheduling
- The role of the airport
- Potential problems and how to avoid them

### 4.4.3 Airport Business Development and Planning
Professional Certificate course, face-to-face: 3 days

**Brief**

The course will examine and analyse the issues and challenges of commercially developing an airport. Given the universal need for airports to grow their business whether to finance future capital expenditure and/or maximize shareholder value, the course will suggest policies and procedures that can unlock the potential that already exists to fully develop and exploit commercial activities to increase revenue solutions for optimizing revenues and planning this growth. A review of business development planning strategies and tools will also help managers create a roadmap for the airport and its community that defines goals for development and financial growth.

**Benefits**

- Delivers a high level overview of airport management;
- Offers a better understanding of the airport business drivers;
- Provides insight into how to engage in air traffic development;
- Helps to ensure effective planning and use of terminal space;
- Provides practical and up-to-date advice on effective project management practices.

**Who should attend?**

- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Operations Directors, Managers
- Airport Consultants and Concessionaires
- Civil Aviation Authority Officials
- World Business Partners

**Course content**

- Overview of airport growth opportunities
- Strategic airport business drivers
- Developing and managing air traffic growth potentials
- Marketing the airport for maximum return
- Can your airport sustain commercial growth?
- Terminal planning process and procedures

### 4.4.4 Airport Economics

Professional Certificate course, face-to-face: 5 days

**Brief**

The main objectives of this course are to provide managers with a thorough understanding of the fundamental economic drivers of the airport industry, explore the key issues affecting the business from an economic perspective, and to develop the skills to evaluate the most important aspects of airport competition and economic regulation policy.

**Benefits**

- A highly practical course providing a thorough understanding of the economic issues affecting the airport industry - a must for all airport managers working in a competitive environment
- Well researched material and a step-by-step approach that facilitates the understanding of the airport economic issues by taking delegates from the theoretical background to real-life practice
- Provides insight into how to approach airport economic pricing and regulatory issues
- Experienced instructors with sound background and expertise in air transport economics

**Who should attend?**

- All airport managers and senior officials new to the industry
- Senior airport managers and Heads of Department
- Airport Managers dealing with economic and financial issues, and business planning
- Civil Aviation Authority personnel dealing with economic regulation and competition policy
- Airline Managers dealing with airport charges and airport management issues
- Business and Financial Analysts from the investment banking sector

**Course outline**

- Principles of airport economics
- Key drivers of the airport business
- Pricing of airport services
- Airport charges
- Airport economic regulation
- Economic performance and efficiency
- Determinants and structure of airport costs and revenues
- Ownership models and organizational structures
- The airport-airline relationship

## 4.4.5 Certificate in Airport Concession Management
Professional Certificate course, online

**Brief**

This programme is designed for staff engaged in managing concessions such as retail, food/beverage, duty free, services, parking and ground transportation and rental cars. The programme provides the groundwork for you to be more proficient in both the theory and practice of managing concessions at your airport.

The key learning objectives of the Certificate in Concession Management programme are to understand the role of commercial operations in an airport including:

- The development of commercial goals, strategies and actions;
- The importance of your airport's layout when planning concessions;
- Evaluating and benchmarking your commercial results;
- Negotiating and managing concessions.

  Planning and managing Food & Beverage, retail and duty free concessions including:
- Developing a concession plan;
- Getting your concessions up and running;
- Managing concession finances and contracts.

Planning and managing parking, ground transportation, services and developing a concession action plan:

- Designing, locating and sizing concessions;
- Forecasting potential revenue;
- Establishing contract monitoring systems and standards of operation.

**Who should attend?**

- Airport Finance Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Operations Managers and Staff
- Airport Consultants and Concessionaires
- World Business Partners

In partnership with: ceventas

Professional Certificate Courses: Economics/Commercial

### 4.4.6 Airport Non-Aeronautical Revenues

Professional Certificate course, face-to-face: 3 days

**Brief**

Non-aeronautical revenues are a key source to the financial success of airports.

In times of economic crisis that decrease airport revenues from the aviation business, it is important to maximize existing, and access new non-aeronautical revenues.

This training course has been designed to introduce airports and business partners to fresh and new successfully applied approaches in the field of generating non-aeronautical revenues. Attendees in this course will be asked to participate through individual and team exercise work – this course is a very interactive. Active participation and comments are encouraged throughout this three day course.

**Benefits**

- Knowledge of industry best practises in the field of non-aeronautical revenues;
- Learn how to optimize and modernize your approach to existing sources of non-aeronautical revenues;
- Identify new sources of non-aeronautical revenues at your airport;
- Analyse your market and client base in order to be able to adjust your offerings to that market;
- Make efficient use of modern technologies in the field of non-aeronautical revenues;
- How to find a coherent marketing and branding approach together with service providers at your airport.

**Who should attend?**

- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Operations Directors, Managers
- Airport Consultants and Concessionaires

**Course outline**

- Market knowledge and dedicated offerings
- Optimizing concession management and opening new sources of revenue
- Commercial operations marketing and promotional plans
- Innovative and up to date approaches to non-aeronautical revenues

In partnership with: **ceventas**

## 4.4.7 Airport Route Development and Marketing
Professional Certificate course, face-to-face: 3 days

**Brief**

Not only improving the function of an airport as a connecting point for the local economy to the rest of the world, a well developed route network is also key for the commercial success for an airport. Incoming and outgoing air services and passenger streams will stimulate revenues from the aviation business and also increase the non-aeronautical revenue streams of the airport and the overall market value of the airport as a place to do business. The course is designed to enhance and update your knowledge on how to successfully approach airlines in order to attract them to fly to your airport.

**Benefits**
- Overview on the fundamentals of airport/airline business relations;
- How to identify the right target airlines for your market;
- How to adjust your marketing strategy in a difficult commercial environment;
- How to prepare for Routes Conferences and bilateral meetings with airlines;
- How to involve local and national stakeholders into your marketing approach (tourism, bilateral agreements etc.);
- How to establish efficient communication and cooperation with airlines in order to establish a long term expanding business relationship;
- How to deal with the challenges and demands of low cost carriers (LCC) to your airport.

**Who should attend?**
- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Consultants

**Course outline**
- Airport/airline business relations (fields of conflicts and cooperation)
- Identifying the potential of your location
- Legal issues and cooperation between airports & authorities
- Experience exchange from routes and bilateral negotiations with airlines
- Overall airport marketing strategy in order to boost aeronautical and non-aeronautical revenue

Professional Certificate Courses: Economics/Commercial

## 4.4.8 EU Funds and Airport Financing

Professional Certificate course, face-to-face: 3 days

**Brief**

This training course gives an overview of the currently available EU Funds for the construction and extension of airport infrastructure. During the course participants will learn more about the challenging application process and what approaches have been most efficient in the past. In terms of alternative forms for infrastructure financing, the course will present several models and concepts on how to raise funds to prepare any airport for the future.

**Benefits**

Participants will receive materials and instructions including:

- Comprehensive information regarding the availability of EU funds for airport and transportation in general;
- How to successfully apply for such funds and what are the most important administrative requirements;
- Share best practices and become aware of the "do's and don'ts" when applying for EU funds;
- Learn more about alternative forms of airport infrastructure financing – models, advantages, and disadvantages.

**Who should attend?**

- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Construction and Engineering Directors, Managers and Staff
- Airport Consultants and Concessionaires
- Civil Aviation Authority Officials

**Course content**

- European Union funds
- Programmes available and their guidelines
- Introduction to all elements of a successful EU fund application
- The application process and all forms involved
- Alternative forms of financing and airport development  and ownership models
- Internal and external financing
- Capital and credit market
- Different methods of financing

## 4.5  Environment

## 4.5.1 Airport Carbon Management

Professional Certificate course, face-to-face: 1.5 days

**Brief**

Mankind is looking at the effects of carbon emissions in relation to climate change and how these changes can be mitigated.

This course discusses 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.

**Benefits**
- Understanding the influence of human factor in climate change;
- Understand the financial implications arising from carbon emissions liabilities;
- Identifying opportunities for carbon reduction, operational efficiencies and managing forthcoming regulatory and legal requirements;
- Assistance with setting up a Carbon Management Strategy.

**Who should attend?**
- 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 outline**
- Why manage carbon? 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

## 4.5.2 Airport Environment Management *
Professional Certificate course, face-to-face: 5 days

* This course can be taken as an AMPAP Elective course

**Brief**

This is a course aimed at providing the background to managing an airport sustainably. The course will cover important aspects of sustainability and environmental management issues at an airport.

**Benefits**

- Introduce the concept of sustainable development and how it impacts upon airport operations and development;
- Describe the key elements of environmental management systems;
- Highlight the environmental and commercial advantages of a systematic approach to environmental management;
- Provide a detailed overview of the key airport environmental impacts;
- Enable participants to engage with the practical realities of planning for environmental improvements;
- Demonstrate the significance of airport stakeholders in determining environmental impacts and realising potential solutions.

**Who should attend?**

- 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 outline**

- 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

### 4.5.3 Global ACI/ICAO AMPAP Elective on Airport Environment Management
ACI/ICAO AMPAP Elective course, online

**Brief**

The online airport environmental management course will enable airports to better understand 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 at your airport.

**Benefits**

Understand the airport industry's latest challenges by learning how to respond to environmental issues such as noise, local and global emissions, water and waste management, how to implementing an Environmental Management System.

**Who should attend?**

- 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 environment assignment
- Group environment assignment

**Note: Only open to participants enrolled in the ACI-ICAO AMPAP Programme**

In partnership with: ceventas

Professional Certificate Courses: Environment

## 4.5.4 Certificate in Airport Environment Management
Professional Certificate course, online

**Brief**

This certificate programme provides airport staff with an understanding of the basic 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 at your airport.

The Certificate in Airport Environmental Management is made up of the following seven modules:

Module 1 - Introduction to Airport Environmental Management and Sustainability

Module 2 - Noise Management and Community Relations

Module 3 - Local Air Quality

Module 4 - Climate Change and Greenhouse Gas Emissions

Module 5 - Airport Resource Management

Module 6 - Airport Waste Prevention and Management

Module 7 - Implementing an Environmental Management System

**Who should attend?**

- 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

In partnership with: ceventas

## 4.5.5 Managing an Airport Sustainably
Professional Certificate course, face-to-face: 1.5 days

**Brief**

In a world with ever increasing attention to climate change and greenhouse gases, aviation has been put under pressure to operate more sustainably. Airports form an integral part of the air transport value chain and hence feel the pressure to operate more sustainably.

This course answers the question "What Does Sustainable Development Mean for the Air Transport Industry" by identifying what airports need to do today to achieve sustainable development.

**Benefits**
- Understand the concept of sustainable development and how it impacts upon airport operations and development;
- Gain an understand the airport social and environmental impacts and their potential to constrain airport growth;
- Identify the stakeholder and their involvement in decision-making for sustainability;
- Highlight the relevance of environmental management systems to more sustainable development;
- Apply sustainability principles to airport strategic and operational planning.

**Who should attend?**
- 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 outline**
- Introduction
- Sustainable development and the world economy
- The environmental and social impacts of air transport
- Sustainable development and environmental management
- Making effective and efficient decisions to enhance sustainability
- Environmental management systems: systematic management of environmental and social performance
- Environmental management system

## 4.6  Other subjects

## 4.6.1 Airport Related subject

### 4.6.1.1    Air Traffic Forecasting
Professional Certificate course, face-to-face: 3 days

**Brief**

This training course has been designed to give essential guidance to airport managers and staff on interpreting air traffic forecasts and using different forecast techniques – their strengths and weaknesses. Using a combination of theory and case studies the participant will better understand the key industry drivers, the data available to the forecasters and the various forecasting techniques.

**Benefits**

- Best practice and extensive case studies utilized in teaching
- Practical information on how to interpret and create air traffic forecasts
- New trends and techniques applied in Air Traffic Forecasting
- Case studies – benchmark opportunities with own models and technique

**Who should attend?**

- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers and Staff
- Airport Marketing and Commercial Managers and Staff
- Airport Consultants

**Course outline**

- Travel market profiles and categories
- Traffic data sources
- Traffic segmentations
- Competition
- Constraints
- Airline strategies
- Hubbing
- Forecasting
- Influencing factors
- Forecasting methodologies
- Forecasting hourly profile

## 4.6.1.2    Airport Communication and Public Relations *

Professional Certificate course, face-to-face: 5 days

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* This course can be taken as an AMPAP elective course

**Brief**

Business communication has become too complex. That is why business directives often go unheeded, misunderstood or are not carried out. Learn to define, develop and deliver more effective messages. Become a plain-talking, public-spirited professional. Find out how to cut the B.S. (that's Bureaucrat Speak) from your workplace. Use "The One-Minute Power Message" template to improve your writing, thinking and speaking.

**Benefits**

This course will introduce you to the basic principles of management and public relations and communication in an airport context while exploring the underlying developments that has led to the shape of the communications and PR industry today. You will learn how to apply these in real-world projects and to manage them from initial design to final delivery and evaluation and have the opportunity to gain:

- knowledge of communication and public relations issues in an organisational context
- communication, media-handling and research skills
- experience of working on challenging, real-world projects

**Who should attend?**

- Airport General Manager/ Executive Director
- Airport Operations Directors, Managers, Officers and Staff
- Airport Environment Directors, Managers, Officers and Staff
- Airport Public Affairs and Communications, Directors, Managers and Staff
- Civil Aviation Authority Officials

**Course outline**

- Linking communication to the mission
- Understanding public relation terminology
- Preparing powerful positive messages on issues
- Developing a communication plan
- Using technology in modern communications
- The one minute power message
- Media relations and issues management
- Preparing and delivering an interview

### 4.6.1.3  Airport Master Planning

Professional Certificate course, face-to-face: 3 days

**Brief**

This course makes participants aware of specific ICAO Annexes, International Standards and Recommended Practices for aerodrome design. The course is targeted at existing airport planners and general airport managers involved with airport development.

The course reviews specific content of ICAO Annex 14 and 17, the IATA Airport Development Reference Manual, and ECAC document 30 material, and EU300(2008).

**Benefits**

- Gives a strategic view of the key master plan planning/design issues, principles and deliverables;
- Gain an understanding of the work breakdown structure, methodologies (capacity equations and simulation), standards and recommended practices;
- Gain a workable and practical knowledge of conducting planning studies behind developing a master plan.

**Who should attend?**

- Airport General Manager/ Executive Director
- Airport Construction and Engineering Directors, Managers and Staff
- Airport Operations Directors, Managers
- Airport Consultants
- Civil Aviation Authority Officials
- World Business Partners

**Course content**

- Planning principles
- ICAO and IATA standards and recommended practices
- Forecasts and facility planning
- Environmental constraints
- Runway-taxiway system
- Aircraft stand system
- Apron-terminal concepts
- Passenger terminal layout
- Airport support and maintenance facilities
- Land use plan and financial analysis
- Engineering, site servicing and utilities
- Capital expenditure (CAPEX)

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## 4.6.1.4   EU Regulations for Airports

Professional Certificate course, face-to-face: 3 days

**Brief**

This overview course provides clear and concise interpretation of the obligations that airports in the European Community are required to adhere to. The existing EU Law and Policy will be fully explained and even the most intricate regulations will be made manageable. The course provides useful content for all EU airport managers and team leaders who need to implement these policies, and specifically respond to the needs of airports in the new European Union member States (those that joined in May 2004 and 2007).

**Benefits**

- Gain knowledge of EU institutions, law making and enforcement, with special focus on DG Transport and Energy;
- Understand existing EU legislation and policy on airports;
- Learn to read and to understand the applicable laws and regulations;
- Understand which direct and indirect obligations and responsibilities apply to airports;
- Acquire guidelines on how to deal with these responsibilities.

**Who should attend?**

- Airport Lawyers
- Airport Managers involved in strategic and commercial decision making
- Ground Handlers
- Managers dealing with EU Legislation
- Governmental Staff dealing with EU legislation in the field of aviation

**Course outline**

- Historic development of the European aviation market
- Current and future developments of  in the field of EU aviation policy and law with effect on airports
- Presentation of all relevant EU regulations and directives having effect on airports
- Interpretation and discussion on the obligations and chances the EU regulations create for airports and related businesses

ACI Training Course Catalogue 2011

### 4.6.1.5 Relaciones Públicas y Comunicación en los Aeropuertos

Professional Certificate course, face-to-face: 3 days

**Introducción**

El curso le brindará herramientas prácticas para la planificación estratégica de las comunicaciones a lo interno y externo de los aeropuertos, así como las relaciones con el entorno, para fortalecer la eficiencia en su gestión. Adquirirá la construcción de mensajes dirigido a diversos medios de comunicación, incluyendo las nuevas tendencias tecnológicas de comunicación de masas y redes. También le mostrará las nuevas tendencias para la construcción de capital relacional y buena reputación, partiendo de modelos de Responsabilidad Social, lo cual contribuye a facilitar los logros operacionales y los planes de los aeropuertos, orientando acciones eficientes y mesurables hacia los stakeholders.

**Objetivo**

El objetivo es brindar herramientas para identificar, analizar, organizar y desarrollar estrategias de comunicación y capital relacional, con el fin de fortalecer la buena reputación del aeropuerto para apoyar sus operaciones.

**¿Quién debe asistir?**
- Personal directivo de aeropuerto
- Personal de operaciones y de manejo directo a públicos
- Personal de departamentos de comunicación y relaciones públicas.

**Temario**
- Planificación estratégica de las comunicaciones y relaciones del entorno: Mapa de actores. Análisis de riesgos e Issue Management, Modelos de monitoreo de entorno, nuevas tendencias tecnológicas en la comunicación. Matrices de planificación.
- Construcción de mensajes, vocería, uso de medios de comunicación y preparación para el manejo de crisis.
- Construcción de buena reputación y de capital relacional en los buenos tiempos, con el entorno y los medios de comunicación. Conocer modelos de responsabilidad social y sus tendencias. Promover el modelo de construcción de alianzas trisectoriales en el manejo de comunidades. Conocer las ventajas del voluntariado y su promoción en la institución.

## 4.6.2 Human Resource

## 4.6.2.1    Airport Human Resources Management *
Professional Certificate course, face-to-face: 5 days

* This course can be taken as an AMPAP elective course

**Brief**

Maximize your most valuable asset - your staff - by enhancing your HR strategies. This course will help you learn how to make your existing HR strategies more effective and efficient so that you may successfully manage your airport's future changes and challenges.

**Benefits**

- Gain a broad conceptual understanding of Human Resource Management (HRM) as a strategic activity;
- Learn how the strategic role of HR is changing the airport environment;
- Understand how HRM contributes to your business strategy and organisational performance of airports;
- Gain insights into the analysis of organisations;
- Learn how to measure achievements in HR policies;
- Best practises in staff hiring, training and development, including succession planning;
- New approaches in Union relations.

**Who should attend?**

- Airport Human Resources Directors, Managers and Staff
- Airport Operations Directors, Managers, Officers
- Airport Managers and Supervisors responsible for staff supervision

**Course outline**

- An overview of airport business strategy
- Company Mission / Vision /values: communications to employees
- Motivation management, staff development and staff training strategies
- Methodology for analysing organisational culture and structure
- Benchmarking HR strategies and policies (against those of other airports)
- Defining and implementing your of HR strategy
- Union relations management
- Best practises in candidate identification and hire practises

**Professional Certificate Courses: Other Subjects**

## 4.6.2.2   Human Resources training
Professional Certificate course, online

**Brief**

Effective management of an organizations human capital is a key indicator of organizational success. This training category provides online courses in recruiting and selecting the right people for your organization and providing effective workplace mentoring.

**Who should attend?**

- Airport Human Resources Staff
- Airport Operation Directors, Managers, Officers
- Airport Managers and Supervisors responsible for staff supervision

**Course outline**

- Recruitment & selection
- Workplace mentor - provide training through instruction and demonstration of work skills

In partnership with: ceventas

## 4.6.2.3    Leadership and Management training
Professional Certificate course, online

**Brief**

Core leadership and management skills are essential for all emerging leaders and managers within your organization.  These online modules provide crucial training for any staff member taking on management responsibilities, or any staff member employed in a frontline or middle management position such as divisional managers, operations managers, team managers or team leaders, supervisors or project managers.

Core management skills provide you with the ability to: develop teams to achieve objectives; understand the nature of conflict and use creative techniques to resolve and avoid disputes; formulate, maintain and review business contracts to gain maximum advantage and make the right decisions to get the desired solutions every time.

**Who should attend?**
- Airport Human Resources Staff
- Airport Operation, Managers, Officers
- Airport Managers and Supervisors responsible for staff supervision

**Course outline**
- How to develop business plans and budgets
- How to manage workplace conflict
- Implement continuous improvement
- Introduction to performance management
- Introduction to total quality management
- Managing and developing teams
- Meetings - the essentials

In partnership with: ceventas

## 4.6.2.4  Personal Development
Professional Certificate course, online

**Brief**

Personal Development training provides specialized skills fundamental to personal and professional success.  These online modules provide staff with a range of effective tools to better manage the competing priorities of their professional and personal lives.

**Who should attend?**

- Open to all airport staff

**Course outline**

- Business writing skills
- How to communicate effectively in the workplace
- How to manage priorities
- How to manage stress
- How to manage workplace conflict
- How to write effective business emails
- How to write effective business letters
- Innovation - an introduction
- Key accounts - how to strengthen client relationships

In partnership with: ceventas

## 4.6.3 Information Technology

## 4.6.3.1    Microsoft Office
Professional Certificate course, online

**Brief**

Information Technology skills are a vital part of the working life of an increasing number of people throughout the world today. These online courses provide immediate, self-paced access to critical skills in the use of today's most used business applications.

**Who should attend?**

- Open to all airport staff

**Courses available**

Access - 2002, 2003, 2007
Excel - 2000, 2002, 2003, 2007
Front Page - 2002, 2003
Outlook - 2002, 2003, 2007
PowerPoint - 2002, 2003, 2007
Project - 2000, 2002, 2003, 2007
Word - 2000, 2003, XP
Word - 2002, 2003, Office Word 2007

In partnership with: ceventas

### 4.6.3.2 Microsoft Operating System
Professional Certificate course, online

**Brief**

Information Technology skills are a vital part of the working life of an increasing number of people throughout the world today. These online courses provide immediate, self-paced access to critical skills in the use of today's most used business applications.

**Who should attend?**

- Open to all airport staff

**Course outline**

Windows Vista

In partnership with: ceventas

ACI Training Course Catalogue 2011

## 4.6.4 Project Management

## 4.6.4.1    Project Management Programmes

## 4.6.4.1.1    The Project Management Fundamentals Programme

**Brief**

This programme covers the end-to-end project fundamentals of project management. It shows how to establish projects effectively from the start, monitor project performance, and ensure projects are completed. Although designed as a twelve-day integrated programme, these sessions can be conducted individually as stand-alone sessions, to focus on your organization's needs and to ensure the best value for your organization development investment.

To complete the programme participants must complete four five-day sessions over a three-year period:

- **Airport Project Management Essentials (Mandatory)** - This highly interactive workshop guides participants through the various stages and challenges a project
- **Project Monitoring and Control (Elective)** - Learn techniques for monitoring budgets and performance, working with risks, and ensuring quality outputs. Learn how to manage your team so that the work rolls along smoothly.
- **Organizational Leadership (Elective)** – This session focuses on the three levels of leadership required for airport staff, creating personal leadership, applying these techniques to team leadership, and aligning to the organizational leadership.
- **Enterprise Risk Management (Elective)** – In the dynamic airport environment, dealing with risk becomes a part of the day-to-day routine.  All organizational teams should have a common understanding and approach to dealing with risk to ensure organizational value.
- **International Procurement and Contracts Management (Elective)** – As our organizations increase the ability to succeed in the global environment, more and more of our employees are talking across borders and effectively making international agreements as part of their daily tasks.

**Who Should Attend?**

This session is vital for leaders at all levels of the organization who are involved or interested in contributing to the definition, design, and implementation of effective projects, as well as those looking for formal project management training.

         ACI Training Course Catalogue 2011

Professional Certificate Courses: Other Subjects

## 4.6.4.1.2 The Organizational Development Programme

**Brief**

This programme provides techniques and develops skills for leading people and projects in an organization. Learn not only how to manage people, but how to work with risk, create successful strategic plans, and improve your capability to create strong partnerships with suppliers and customers. The programme is based on best practices of successful organizations, looks at the key success factors to moving your organization forward. These are organizational skills your individuals need.

Please see the following pages for details on the workshops.

- **Strategic Planning (Mandatory)** – Every plan needs to be viewed as a strategic plan. These plans need to align with the organizations direction. If the most junior person in your organization fails to plan, your organization is at risk.
- **Project Monitoring and Control (Elective)** - Learn techniques for monitoring budgets and performance, working with risks, and ensuring quality outputs. Learn how to manage your team so that the work rolls along smoothly.
- **Organizational Leadership (Elective)** – This session focuses on the three levels of leadership required for Airport staff, Creating Personal Leadership, Applying these techniques to Team Leadership, and Aligning to the Organizational Leadership.
- **Enterprise Risk Management (Elective)** – In the dynamic airport environment, dealing with risk becomes a part of the day-to-day routine. All organizational teams should have a common understanding and approach to dealing with risk to ensure organizational value.
- **International Procurement and Contracts Management (Elective)** – As our organizations increase the ability to succeed in the global environment, more and more of our employees are talking across borders and effectively making international agreements as part of their daily tasks

**Who Should Attend**

This session is designed for leaders at all levels of the organization who are involved or interested in contributing to the definition, design, and implementation of organizational strategies. This includes business professionals and strategic planners, executives, division leaders and other senior managers involved in the formation and implementation of strategy; also, line managers in finance, marketing, R&D, and manufacturing who are responsible for formal project management training.

## 4.6.4.2    Project Management Courses

### 4.6.4.2.1    Airport Project Management Essential **
Professional Certificate course, face-to-face: 5 days

** This course can be taken as a Project Management Fundamentals Programme mandatory
course

**Brief**

Effective planning is key to ensuring that your team provides a solid business result.

Because the initial planning phase of a project can be rushed, with an emphasis on getting things started now, planning is all the more crucial. You want a well-planned project where you can maintain control when challenges arise.

**Benefits**

- Creating a common action plan and schedule
- Knowing your project: creating a solid definition
- Keeping control of the dynamic plan

**Who should attend?**

- Airport finance directors, managers
- Airport operations directors, managers
- Airport construction and engineering directors, managers
- Airport consultants

**Course Content**

- Project management's role in an organization
- Understanding customers' functional needs
- Project selection criteria and methods
- Define project requirements
- Define customer acceptance, activity and events, estimate accurately
- Understand critical path and other management concerns
- Use risk management methods for calculating a cost and schedule contingency
- Conduct a stakeholder identification and analysis
- Conduct an effective project kick-off
- Develop the project baseline and obtain team commitment

## 4.6.4.2.2 Strategic Planning **
### Professional Certificate course, face-to-face: 5 days

** This course can be taken as an Organizational Development Programme mandatory course

**Brief**

In a dynamic and flexible industry, leaders must continuously consider the changing business environment, the impact of various new factors on policy, and the ripple-down effect of the team in an unstable workplace. Become a key player in defining your organization's future success plans. Convert thinking into action by integrating your organizational mission, objectives, and strategies with the ongoing day-to-day activities that help define your team's success.

**Benefits**

This session provides practical tools that enable you to implement and manage your dynamic strategic plan skilfully and with control. Specifically you develop the skills and knowledge to:

- Have your team use effective strategic planning methods
- Become a change agent, embrace and use the changes around you to strengthen your organization
- Understand the risks and uncertainty of strategic choices
- Position your organization for competitive success
- Understand the core principles of organization redesign
- Allocate resources for organizational action

**Who should attend?**

- Airport General Manager / Executive Director
- Airport Finance Directors, Managers
- Airport Marketing and Commercial Managers
- Airport Operations Directors, Managers
- Airport Consultants

**Course content**

- The Strategic Planning Process –translating a corporate mission into action
- Strategic Anticipation – understanding competition and identifying the most attractive strategic opportunities
- Strategic Choice – Identifying and selecting the right strategic options
- Action Plan and Review - executing a plan which leads to the fulfilment of your company's mission
- Governance – communicating, implementing and monitoring progress

## 4.6.4.2.3   Project Monitoring and Control***
### Professional Certificate course, face-to-face: 5 days

*** This course can be taken as a an elective to the Project Management Programmes

**Brief**

A key ingredient of an effective team is the leader understanding when to apply pressure and when to back off.  Having a great communications plan in place ensures that all team members know what is happening so that when challenges arise they are able to respond quickly to help. This workshop emphasizes how to work with the unique challenges of maintaining control in dynamic project environments.

**Benefits**

Know:

- The project manager's integration role
- How to maintain a complete product life-cycle vision
- Difference between project and product success
- What Earned Value Analysis (EVA) tells
- Methods for collecting performance information and to maintain baseline commitment
- The organizational-level change control system and the project's change system
- When and how to change the baseline

Learn:

- Risk Management Accountability – how to keep track of the use of the reserves
- How to ensure that the customer's needs are met during the final phase
- The importance of maintaining quality assurance activities during the dynamic implementation phase
- Customer interactivity methods to ensure the team stays on track

**Who should attend?**

- Airport Finance Directors, Managers
- Airport Operations Directors, Managers
- Airport Construction and Engineering Directors, Managers
- Airport Consultant

**Course content**

- Completing the Success Metrics
- Defining and Verifying Performance
- Transition to Operations – Closing the Project

Professional Certificate Courses: Other Subjects

## 4.6.4.2.4   Organizational Leadership ***
### Professional Certificate course, face-to-face: 5 days

*** This course can be taken as a an elective to the Project Management Programmes

**Brief**

Great leaders have great attitudes. Sometimes as leaders we want to renew techniques for getting things done and feeling motivated. This course provides that boost. In a successful organization, everybody is a leader in their role. The challenge is to align their personal leadership vision and energy towards organizational success.

**Benefits**

- Learn tools for goal setting, communicating, and time management, among others.
- Learn how to achieve many of the exciting and rewarding aspects of life, through cooperation and team leadership.
- Learn how to lead an organization and understand how to be a successful executive.

**Who should attend?**

- Airport General Manager/ Executive Director
- Airport Finance Directors, Managers
- Airport Human Resource Directors and Managers
- Airport Marketing and Commercial Managers
- Airport Operations Directors, Managers
- Airport Consultants

**Course content**

**Module 1:  Creating Personal Leadership**

Leading yourself effectively makes you more efficient and confident in your job and in meeting life's personal goals.

**Module 2:  Developing Team Leadership**

This module deals with how to be an effective team member and leader.

**Module 3:  Understanding Organizational Value**

Learn the skills for being an executive.

## 4.6.4.2.5 Airport Enterprise Risk Management ***
### Professional Certificate course, face-to-face: 5 days

*** This course can be taken as a an elective to the Project Management Programmes

**Brief**

Our ability to manage this unknown and have confidence in a dynamic time and ever-changing environment is a key to maintaining our stress levels and sanity, both at work and at play. Organizations are changing, and change can be uncomfortable. We need the concepts and tools to take any risk and ensure we use it to our benefit.

This five-day session takes managers and leaders beyond the confines of their individual projects or functional areas, and helps us understand risk in the bigger picture. Then we can see where our team fits.

**Benefits**
- more knowledgeable about risk and risk management across their organization
- up-to date on new and emerging risks such as market and credit risk
- more successful business managers using the latest approaches to risk analysis
- more effective at risk control

**Course content**
- Understanding organizational culture
- Transition to the team
- Managing risk in the real world
- Global project

## 4.6.4.2.6 International Procurement and Contracts Management ***
### Professional Certificate course, face-to-face: 5 days

*** This course can be taken as a an elective to the Project Management Programmes

**Brief**

Most requests for proposals go well beyond national boundaries and cause new challenges in the monitoring, control, and measurement of contracted services. Even mature organizations must continually update their processes and procedures to stay current with changing standards and regulations. Add to that the need to keep your employees trained, and your suppliers aligned to your organization's vision.

**Benefits**

- Learn about what other organizations are doing about the composition and role of a procurement department in your company and in your project. Discuss how to define the "best" contractor then develop evaluation criteria to select the best partner.
- Learn about the proposal process your suppliers go through, to understand what we have to do to make their proposals clear and easy to evaluate.

**Who should attend?**

- Airport Lawyers
- Airport Finance Directors, Managers
- Airport Operations Directors, Managers
- Airport Construction and Engineering Directors, Managers
- Airport Consultant

**Course content**

- Common Procurement Definitions and Concepts.
- Brest Practices in Creating a Procurement Organization
- Creating an Effective Statement of Work and Statement of Objectives
- Deciding on the Right Evaluation Criteria
- Common Contracting Structures to Share Risks
- Prioritizing bids
- Awarding the Contract
- Special Circumstances Unsolicited Proposals
- Methods for Protecting Intellectual Property
- Post Award Roles of the Buyer and Seller
- Contract Change Control, Termination and Disputes
- New Developments in Contracts and Procurement

## 4.6.4.3 Project Management training

Professional Certificate course, online

**Brief**

Project Management short courses provide airport staff with excellent high-level overview of the project management process.

**Who should attend?**

- Airport Construction and Engineering Staff
- Airport Operation, Managers, Officers

**Course content**

- Project Management - An Introduction

  This course provides a brief introduction to the concept of project management and is designed to encourage you to further explore the full nature and importance of project management as a discipline.

- Project Management – Essentials

  This course provides an excellent overview of project management for practical applications and will give you the insights necessary to address those uncertainties and minimize them.

In partnership with: ceventas

## 4.6.4.4    ACI Certificate in Project Management

Professional Certificate course, online

**Brief**

The ACI Certificate in Project Management is developed in line with the Project Management Body of Knowledge (PMBOK) adopted by the Project Management Institute (USA) and by organizations throughout the world.

The programme 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.

**Who should attend?**

- Airport Finance Directors, Managers
- Airport Operations Directors, Managers
- Airport Construction and Engineering Directors, Managers
- Airport Consultant

**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: ceventas

# 5. Operations and Regulatory Courses

## 5.1 Safety

### 5.1.1 Airport Wildlife Hazard Awareness
Professional Certificate course, online

**Brief**

This module 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 airport managers should consider when managing wildlife hazards.

**Benefits**

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

**Who should attend?**

- Airport Operation, Managers, Officers and Staff
- Airport Safety Officers and Staff

In partnership with: ceventas

## 5.1.2 Basic Airside Safety Awareness
Professional Certificate course, online

**Brief**

The objective of this course is to provide a general safety awareness to staff that work on or have contact with the airside. The aim is to introduce them to the concepts of airside operational safety and the fundamentals of safety management systems.

**Benefits**

- To understand the rationale for airport safety including the need for safety in the airport work environment and the various hazards that may be encountered.
- To know the roles and responsibilities of operators, employers and employees
- To introduce key safety concepts such as the development of an Safety Management System and culture
- To explain the key safety oversight responsibilities of the various stakeholders such as ICAO, the Civil Aviation Authority and the airport operator
- To understand the key practical implications of airside safety including:
  - Hazard identification and reporting
  - Incident and accident reporting
  - Baggage hall safety
  - Foreign object debris/damage
  - Driving airside
  - Apron safety
  - Risk assessment

**Who should attend?**

- Airport operation officers and staff
- Airport safety officers and staff
- Airline staff
- Ground handling staff

In partnership with: ceventas

### 5.1.3 Dangerous Good Awareness

Professional Certificate course, online

**Brief**

This course is made up of two sessions that will provide participants with the minimum Dangerous Goods Awareness training required for:

- Ramp Personnel
- Passenger Handling and Security Personnel

**Benefits**

To understand the general philosophy, requirements and responsibilities with regards to Dangerous Goods in relation to aviation.

- To recognize the various types of dangerous goods that may be encountered at an airport environment;
- To understand the classification, marking and labelling systems of dangerous goods;
- To know and understand safe storage, loading, handling and provision of information required for dangerous goods (Ramp personnel);
- To know and understand emergency response procedures.

In partnership with: ceventas

## 5.1.4 Human Factor Awareness
Professional Certificate course, online

**Brief**

This course will provide participants with an introduction to the fundamental human factors concepts and will assist staff to recognize, understand and manage human performance issues at an airport.

**Benefits**

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

**Who should attend?**

- Airport Operation Officers and Staff
- Airport Safety Officers and Staff
- Airline Staff
- Ground Handling Staff

Operational and Regulatory Courses

In partnership with: ceventas

## 5.1.5 Introduction to Safety Management System
Professional Certificate course, online

**Brief**

The Introduction to Safety Management Systems Course provides Airport Managers with an overview of the key components of an Airport Safety Management System.

**Benefits**

The key learning objectives of the Introduction to Safety Management Systems course are:
- To build a general understanding of the way that aviation is regulated at the national and international level and how certification is achieved;
- To understand the purpose, structure and type of information that must be contained within an Aerodrome Manual and the importance of the Civil Aviation Authority (CAA) in regard to aerodrome certification;
- To understand how to undertake airside safety audits and inspections and how the information from the audit should be actioned;
- To understand how civil aviation authorities ensure that ICAO standards and recommended practices are complied with;
- To understand how SMS have been established at airports throughout the world and provide a step-by-step approach to creating an effective SMS.

**Who should attend?**
- Airport Operation Officers and Staff
- Airport Safety Officers and Staff
- Airline Staff
- Ground Handling Staff

**Course content**
- SMS 1 International Requirements of Aviation Regulations and Aerodrome Certification
- SMS 2 The Aerodrome Manual
- SMS 3 Airside Safety Audits and Inspections
- SMS 4 ICAO Universal Safety Oversight Programme
- SMS 5 Implementing an Effective Safety Management System

In partnership with: ceventas

Operational and Regulatory Courses

## 5.1.6 SMS Awareness

Professional Certificate course, online

**Brief**

This training course will introduce participants to the key principles and concepts of Safety Management Systems (SMS) and is part of ACI's safety strategy.

**Who should attend?**

- Airport operation officers and staff
- Airport safety officers and staff
- Airline staff
- Ground handling staff

**Course content**

- 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
  - Safety assurance

In partnership with: ceventas

## 5.2  Security

## 5.2.1 Basic Security Checkpoint Screener
Professional Certificate course, online

**Brief**

This course will provide comprehensive training from the basic through to the more complex parts of the job to be a good security checkpoint operative. You will also receive training on X-Ray image recognition, in preparation for the next progression to the X-Ray simulator, X-Screen. During your learning experience you will be asked to complete various quizzes and tests that must be taken in order to finish the course successfully.

**Course outline**

The complete course consists of 17 theory lessons and 27 X-Screen Simulator practical sessions.

In partnership with: ceventas

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Operational and Regulatory Courses

## 5.2.2 General Security Awareness Training
Professional Certificate course, online

**Brief**

The General Security Awareness Training (GSAT) course is designed to provide all airport personnel (including employees, contractors and concession staff) with a minimum level of knowledge and understanding of airport security.

**Benefits**

- Understanding the meaning of the term threat and the effect it has on airport security standards;
- Develop a basic understanding of the International, National and Local organisation of aviation security;
- Understand how effective Access Control to the Restricted Zone of an airport is achieved;
- Know what constitutes a prohibited article and what you should do if you suspect a prohibited article has been brought into the Restricted Zone;
- Understand what you can do to support aviation security at your airport, how to deal with an unattended or suspicious item found anywhere in an airport and how to respond to suspicious behaviour you may see in the airport.

In partnership with:

# ACI World and Regional Events Calendar

| Dates | Month | Event title | Location |
|---|---|---|---|
| **ACI WORLD** | | | |
| **31-02** | **Oct - Nov** | **ACI World and Regional Annual Conference and Exhibition** | **Cairo, Egypt** |
| **AFRICA** | | | |
| **31-02** | **Oct - Nov** | **ACI World and Regional Annual Conference and Exhibition** | **Cairo, Egypt** |
| 31-01 | Mar - April | ACI Africa / ACI World Safety Seminar | Marrakech, Morocco |
| **ASIA-PACIFIC** | | | |
| 05-08 | April | 6th ACI Asia-Pacific Regional Assembly, Conference & Exhibition | New Delgi, India |
| 02-04 | June | 7th ACI Asia-Pacific Small Airports Seminar | Incheon, South Korea |
| **EUROPE** | | | |
| 01-02 | March | 3rd ACI Airport Economics and Finance Conference & Exhibition | London, United Kingdom |
| 04-06 | April | 20th ACI EUROPE Airport Trading Conference and Exhibition | Dublin, Ireland |
| 09-11 | May | 4th ACI EUROPE's Regional Airports' Forum | Cagliari, Italy |
| **15-17** | **June** | **21st ACI EUROPE Annual Assembly, Congress and Exhibition** | **Lisbon, Portugal** |
| 28-30 | November | 5th ACI EUROPE and ACI ASIA-PACIFIC Airport Exchange Conferences & Exhibition | Abu Dhabi, UAE |
| **NORTH AMERICA** | | | |
| 01-03 | February | AAAE/ACI-NA Legislative Conference | Washington, DC, USA |
| 18-18 | February | Winter Board and CEO Forum (invite only) | Savannah, GA |
| 15-17 | March | Customer Service & Aviation Education Seminar | Denver, CO, USA |
| 04-07 | April | Public Safety Security Spring Conference | Kansas City, MO, USA |
| 04-07 | April | Operation and Technical Affairs Conference | Kansas City, MO |
| 13-15 | April | Spring Legal Issues Conference | Philadelphia, PA, USA |
| 01-03 | May | Airport Board Members and Commissioners annual conference | Tucson, AZ |
| 02-04 | May | Airport Economics and Human Capital conference | Phoenix, AZ, USA |
| 02-04 | May | Business Information and Technology Conference | Phoenix, AZ, USA |
| 01-02 | June | Air Cargo conference | Arlington, VA, USA |
| 20-23 | June | Marketing & communications and JumpStart@ Air Service Development Program | Cleveland, OH, USA |
| 26-28 | June | Environmental Affairs Conference | Cincinnati, OH, USA |
| 27-28 | June | Small Airports Conference | Cincinnati, OH |
| 29-01 | Aug - Sep | PS&S Fall Conference | Washington, DC, USA |
| 16-19 | **October** | **ACI-NA 20th Annual Conference & Exhibition** | **San Diego, CA, USA** |
| 07-10 | November | Airport Concessions Conference | Atlanta, GA, USA |
| 01-02 | December | International Aviation Issues Seminar | Washington, DC, USA |

Note: dates are submitted to changes; check www.aci.aero for the latest information

ACI Training Course Catalogue 2011

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