



Issue 12 - December 2016

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Message from the Chair



Dear Colleagues,

Welcome to the 12th issue of the ACI Asia-Pacific HR Bulletin!

Since our last meeting in Gold Coast, the Regional Office has helped design and conduct an HR survey to identify members' interests and priority areas for the future direction of the HR & Training Committee. The survey reflected our member airports' views that the two strongest interest areas were on employee engagement and talent management. With this insight, our next Committee meeting which will take place in Seoul in September 2017, will focus on these two themes. To build broader exposure for our network members, we are also looking to introduce visits to Incheon Airport Academy and other airports in Korea as part of the overall programme for next year's conference. I am deeply appreciative that Incheon Airport has generously offered to host the next HR & Training Committee meeting.

In the year ahead, we look forward to the active participation of all of you within the HR network platform to share your best practices with the Airport HR community. It is through the exchange and sharing from each other that we can promote the standards of HR excellence to support the future growth and development of airport through people.

With the holidays upon us and 2016 drawing to a close, may I take this opportunity to wish you and your families Happy Holidays and Best Wishes for the New Year!

JUSTINA TAN

Chair – ACI Asia-Pacific Regional HR & Training Committee

Managing Director, People, Changi Airport Group (Singapore) Pte Limited

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AIRPORT'S CORNER

Culture, leadership and diversity the keys to Adelaide Airport's HR success

By Sue Doyle, Executive General Manager, People & Culture, Adelaide Airport

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Adelaide Airport has recognised that putting 'people' at the core of the company's business strategy has helped to drive growth, innovation and leadership.

In 2012 we set about revising our strategy for long-term growth and sustainable operations, with a strong focus on people, community and the environment. We have moved to a culture of empowerment and accountability, responsible for contributing to and fostering innovation, diversity and engagement, and integrating environmental considerations in the way we think and work.

As a result of our initiatives, Adelaide Airport in 2016 airport secured 'Gold Recognition' for demonstrating best practice in HR management from ACI Asia-Pacific.

Our Leadership Framework best demonstrates where we want to be as a business. This framework clearly articulates what great leadership looks like at Adelaide Airport by detailing leadership imperatives and key actions for each of the levels of leadership.

Our 'Moments That Matter' program continues to prove popular and has contributed to HR management.

In 2015/16 we conducted workshops across all departments focussing on our values and how we contribute to the strategic plan by living our company values and documenting how behaviours and actions translate differently across departments. We also considered what our values look like in practice, by describing 'Moments that Matter' to our customers (both internal and external), giving an impression of great service.

Our core value remains 'Our Promise to Each Other', which was launched in 2014 as an internal

service charter.

Our Promise describes the commitment, attitude and behaviours expected of us to maintain a culture of great customer service. Our Promise ensures we hold ourselves and each other to the highest standards and ultimately defines how we are perceived as a company.



Our Values

A—Be ACCOUNTABLE and AUTHENTIC

I—Conduct ourselves with INTEGRITY

R—Be RESPONSIVE, efficient and RESPECTFUL

P—Take PRIDE in our achievements

O—Be OPEN and friendly and encourage diversity

R—Build RELATIONSHIPS based on trust

T—Foster great TEAMS

Core Values of Adelaide Airport Limited

We are proud of our diverse workforce, with a team that represent various cultures, generations and nationalities, as well as a strong gender equality philosophy. Diversity and inclusion for us spans age, gender, culture, experience (we have highly skilled graduate engineers to 80-year-old volunteer 'ambassadors'), disabilities and the way we work and respect each other.

Our focus on diversity has seen female staff numbers increase year-on-year in what is traditionally a male-dominated industry. We recognise the need for flexible working arrangements, particularly given the challenges of our 24/7 airport operation.

In the past year, as a result of feedback from our staff engagement survey, we've introduced a new Performance Management System. This system allows our people and their managers/leaders to work together to plan, monitor and review their work goals and overall contribution to the company. More than just an annual appraisal, our new system is a continual process of setting goals, assessing progress and providing on-going feedback through 'connecting conversations'.

Progress over the past three years has seen:

- Employee engagement score of 73.5%, up from 51%
- Doubled investment in training and development
- Increased female employment by 5%
- Halved attrition rates
- Equal gender promotions in 2015
- 100% maternity leave return to work

DNA Seminar on Airport Security Delivered in Siem Reap, Cambodia

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The ACI-Developing Nations Airports Assistance (DNA) Programme organized its 36th training seminar in Siem Reap, Cambodia from 27-28 October 2016 on Airport Security. The seminar was held alongside the Small and Emerging Airports Seminar, hosted by CAMBODIA Airports.

The objective of the DNA programme is to achieve meaningful, sustainable results and engage in development of ACI member airports in developing countries, enabling those members' effort to realise their development objectives.

17 participants from 7 airport operators (CAMBODIA Airports, Aviation Security Company Limited, HNA Airport group Co Ltd, Malaysia Airports, National Airports Corporation, TransAire Development Holdings Corp., and Yangon Aerodrome Company Limited) received the training delivered by two guest instructors from Aviation Security Co. Ltd (AVSECO), Hong Kong, Mr. Jeremy Dickers and Ms. Novem Lui.

On the first day, the Airport Security training conducted by Mr. Dickers focused on landside security in helping participants to identify nature of threat, acts of unlawful interference, and methods of attack. Case studies of airport attacks were shared with the group and what security measures were neglected that has led to those incidents.

Video clips were shown to participants how terrorists attacked the airports through various types of bombing (e.g. suicide bombing, bombs planted in unattended baggage). Mr. Dickers also shared with the group in distinguishing the five different categories of restricted articles (1. Firearms, Guns and Weapons, 2. Pointed / edged weapons and sharp objects, 3. Blunt instruments, 4. Explosive and Flammable substance, 5. Chemical and Toxic substances) in the context of aviation and how they may be concealed on the person and in the baggage.

During the second day, Ms. Lui has built on Mr. Dicker's training by delivering the practical approach in how screening and searching are conducted on passengers and baggage. With a recap of the modules taught on the first day, Ms. Lui shared with the group the levels of search and passenger screening locations (concourse, holding areas and boarding gate) of Hong Kong International Airport where AVSECO provides its security services.

The participants shared similarities of where passengers are screened at their airports. The usage of walk through metal detector (WTMD), its screening and testing procedures were also delivered to the group.

As the group interacted with each other, differentiations in the frequency of testing the WTMD were identified and they all thought it was a good opportunity to reflect this issue with their airports in adopting the best practices.

Frisk search and baggage search techniques were also shared amongst the group. The participants demonstrated with each other on how they conduct frisk search at their airports and dealing with passengers who are found suspicious of concealing restricted articles in body parts which may be sensitive to search for.

Towards the end of the training, Ms. Lui also provided some guidelines in handling suspected explosive device and all participants agreed that any suspicious item of such should be moved out of passenger's reach if safe enough to do so and the police should be called upon to deal with the item.



Participants demonstrating frisk search techniques

The training was concluded with a tour of Siem Reap International Airport organised by CAMBODIA Airports. The participants had the opportunity to walk through the terminal, security screening area, security office and its operation control centre.



Participants of the DNA Seminar – Airport Security

Mr. Dickers from AVSECO commented that: "The seminar was attended by representatives from a cross section of Nations in the Asia-Pacific region. There was a diverse level of knowledge and experience among the participants but all took an active role in the seminar and were keen to share their own knowledge and experiences. Overall it was a highly productive Seminar enjoyed by all who attended."

The Regional Office is very grateful for the hospitality of CAMBODIA Airports in hosting this DNA seminar.

For further information about DNA Programme, please visit the programme website at www.aci.aero/Services/DNA-Assistance-Programme.

Updates on Young Executive of the Year 2017

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The ACI Asia-Pacific Young Executive Award 2017 is closed for submission and the Regional Office is pleased to have overwhelming response from members and received sixteen entries.

The candidates were required to submit research papers on 1) Achieving Sustainability for Airports in Asia-Pacific or 2) Challenges and Opportunities in Small & Emerging Airports for the 21st Century. The screening process is now taking place and will be assessed by the following panel of judges:

Chairperson:

Emmanuel MENANTEAU, Co-CEO, Kansai Airports and Secretary-Treasurer, ACI Asia-Pacific

Judges:

- **Tan Sri Bashir Ahmad ABDUL MAJID**, *Advisor, Malaysia Airports Holdings Berhad, and Immediate Past President, ACI Asia-Pacific*
Arun MISHRA, *Regional Director, ICAO Asia and Pacific Office*
- **Justina TAN**, *Managing Director, People, Changi Airport Group (Singapore) Pte Ltd & Chairperson, ACI Asia-Pacific HR & Training Committee*
- **Patti CHAU**, *Regional Director, ACI Asia-Pacific*

This is the eighth Young Executive Award since its launching in 2009 with the objective to honour the outstanding talents in the Asia-Pacific Region. The award is to encourage and promote the contribution for innovative ideas and solutions to the current aviation industry issues.

Announcement of the result is scheduled to be in late February 2017 and the award presentation will take place during the ACI Asia-Pacific Regional Assembly in Doha on 11 April 2017.

Updates on Regional HR & Training Committee

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The ACI Asia-Pacific Regional HR & Training Committee had a phone conference on 21 November to follow-up on the actions agreed by the committee meeting held in Gold Coast, Australia in April 2016.

The discussion mainly focused on the survey which was disseminated to the 15 committee members in October with the aim to identify the theme and topics for the next two years for the participating airports working group to work on. 8 responses were received and reflected that the two most pressing issues facing the respective airports are matters focusing on Employee Engagement and Talent Management.

A working group will also be formed to work on the topics for discussions in future HR & Training Committee meetings based on the two themes:

Employee Engagement

- How would Effective Internal Communications have an impact on Employee Engagement?
- What kind of Mechanism should be set up to ensure Sustainability of Employee Engagement?

Talent Management

- How can HR better manage the perception of its Employees when Communicating Changes or New Initiatives in the Organisation?

The committee is currently reviewing the revised Terms of Reference (TOR) as a result of the merged HR & Training Committee and an election of the 2nd Vice-chair will take place upon the approval of the new TOR. The next meeting will take place in September 2017 in Seoul, Korea where Incheon Airport has kindly offered to be the host.

Training Needs Assessment – Your Key to Success

By Kevin Caron, Head, Global Training and DNA Assistance Programmes, ACI World

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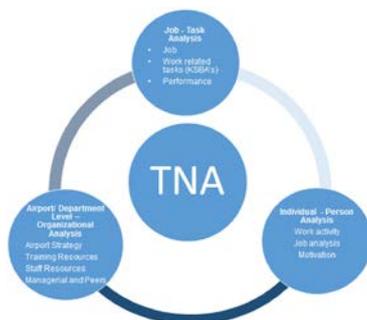
As aviation training professionals we know the importance of conducting a training needs assessment (TNA). This cannot be overemphasized, since TNAs are used to identify whether training is the correct intervention for a performance problem.

On an annual basis, to ensure we are continuously meeting the needs of our members and the professionals they hire to lead and operate the worlds' airports, ACI carries out several TNAs. In looking at the specifics of conducting a TNA, it is important to understand how it will be used in the larger setting of addressing performance issues.

One example of this would be an airport with low customer service survey scores on the Airport Service Quality (ASQ). Before determining how to fix a performance issue, they first need to know what the desirable performance outcome is. What customer service level is expected? What is the cause(s) of the low survey numbers? Possible scenarios could be attributed to equipment issues, unclear expectations, lack of knowledge of skills or a result of a poor attitude or low motivation. In this scenario, training would be an appropriate intervention if the performance issue is caused by a knowledge or skill gap.

A TNA is the process for determining whether training to address a performance gap is necessary:

- Training might be appropriate when the performance issue is a “can’t do” issue:
 - New/ updated aviation regulations or policies requiring new knowledge or skills;
 - i.e. Safety Management Systems
 - A customer request for new products or services;
 - New technology or poor performance (resulting from a knowledge or skill deficiency);
 - Higher performance standards; and
 - New jobs



Training is not the best solution when the performance issue is a result of issues related to:

- Internal policies and procedures issues;
- Recruiting, selection or compensation issues;
- A lack of coaching and feedback;
- Insufficient equipment or resources; and
- A lack of motivation (job-person fit; person-org fit); a “won’t do” issue

In these cases there are other tools that the organization should evaluate, such as job redesign, increased feedback and removal of obstacles. If training is the route identified, three levels of analysis should be carried out to ensure the best training course is provided:

Airport level - Organizational Analysis

- To align training with business strategy and ensure there are resources and managerial support for training;

Job - Task Analysis

- To identify the important work-related tasks and knowledge, skills, behaviors, abilities (KSABAs); determine if the content and activities are consistent with trainee on-the-job experience; and to develop measurable and relevant content, objectives and methods;

Individual - Person Analysis

- To ensure that trainees have the basic skills, motivation, prerequisite skills or confidence.

In the next issue, I will provide examples of the actual design of the TNA. Until then, remember that if a training needs assessment is not conducted, a training programme may fail to clearly meet the airports performance need, which will result in diminishing returns on what is likely a costly investment.

Source: Society for Human Resource Management.

New Secretary of ACI Asia-Pacific HR & Training Committee

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Vincent Wong has recently joined the Regional Office as Manager, People Development and Member Services. Vincent will act as the Secretary for the Regional HR & Training Committee.

Vincent has started his career in the field of HR and has over 10 years of HR experience across various industries specialising in recruitment, talent management and people development. He has a strong passion for HR and working in the aviation industry. "I am very excited with this role at ACI Asia-Pacific where I will have the opportunity to interact with different airport representatives in the region and being in the Regional Committee, I can continue to keep close attention to human resources matters."

Should you have any questions about the Regional Committee or any training matters, please contact Vincent at vincent@aci-asiapac.aero.

ACI Global Training Course Calendar 2017

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ASIA PACIFIC			
Date	Course	Programme	Location
6–10 February	Behavioral Analysis: Pax Screening and Insider Threat Management	Security	Incheon, South Korea
13–17 February	Developing a Customer Service Culture*	Facilitation	Hyderabad, India
20–24 February	Airport Master Planning	Management	Incheon, South Korea
26–28 February	Capacity Enhancement and Resource Planning	Safety	Abu Dhabi, UAE
15–17 March	Runway Incursion Awareness and Prevention	Safety	Incheon, South Korea
19–23 March	GSN 1 - Safety Management Systems	Safety	Abu Dhabi, UAE
26–28 March	Safety Risk Assessment	Safety	Abu Dhabi, UAE
3–7 April	Developing a Customer Service Culture*	Facilitation	Incheon, South Korea
10–14 April	Capacity Enhancement and Resource Planning	Safety	Kuala Lumpur, Malaysia
17–21 April	GSN 6: Aerodrome Auditing and Compliance	Safety	Incheon, South Korea
7–9 May	Managing Service Quality at Airports	Facilitation	Abu Dhabi, UAE
7–12 May	GSN 4: Working with Annex 14	Safety	Abu Dhabi, UAE
10–12 May	Capacity Enhancement and Resource Planning	Safety	Incheon, South Korea
14–18 May	Airport Collaborative Decision Making (A-CDM)	Safety	Abu Dhabi, UAE
15-19 May	Advanced Airport Operations	Safety	Kuala Lumpur, Malaysia
22–26 May	GSN 2: Airside Safety and Operations	Safety	Seoul, South Korea
12–16 June	Security and Facilitation	Security	Incheon, South Korea
16–20 July	Airport Enterprise Risk Management	Management	Abu Dhabi, UAE
17-21 July	GSN 6: Aerodrome Auditing and Compliance	Safety	Kuala Lumpur, Malaysia
6–10 August	Airline Management for Airport Professionals*	Economics	Abu Dhabi, UAE
13–17 August	Advanced Airport Operations	Safety	Abu Dhabi, UAE

20–24 August	GSN 3: Emergency Planning and Crisis Management	Safety	Abu Dhabi, UAE
6–8 September	Managing Service Quality at Airports	Facilitation	Incheon, South Korea
10–14 September	Security and Facilitation	Security	Abu Dhabi, UAE
10–14 September	ACI/ICAO Aerodrome Certification*	Safety	Abu Dhabi, UAE
24–28 September	Airport Safety Management Systems Implementation*	Safety	Abu Dhabi, UAE
1–5 October	GSN 2: Airside Safety and Operations	Safety	Abu Dhabi, UAE
8–12 October	GSN 5: Advanced Safety Management Systems	Safety	Abu Dhabi, UAE
22–26 October	Airport Revenue Generation*	Economics	Abu Dhabi, UAE
5–9 November	Airport Human Resource Management*	Management	Abu Dhabi, UAE
10–12 December	Airport Non-Aeronautical Revenues*	Economics	Abu Dhabi, UAE
12–14 November	Airport Business Development and Planning	Economics	Abu Dhabi, UAE
12–16 November	Advanced Airside Safety	Safety	Abu Dhabi, UAE
13–17 November	ACI/ICAO Aerodrome Certification*	Safety	Kuala Lumpur, Malaysia

*Can be taken as an elective for the Airport Management Professional Accreditation Programme (AMPAP)

ACI Global Training Offer



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ACI Asia-Pacific HR Committee Members

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Chair

Ms. Justina TAN
Managing Director, People,
Changi Airport Group (Singapore) Pte Limited



First Vice Chair

Ms. Sue Doyle
Executive General Manager, People & Culture, Adelaide
Airport Limited

Other members:

- Mr. A.S.K. REDDY, Delhi International Airport (P) Ltd.
- Mr. Ali AL AMIMI, Dubai Airports
- Ms. Florence CHUNG, Airport Authority Hong Kong
- Ms. Hind MAHMOOD, Bahrain Airport Company
- Mr. LUO Ji, Beijing Capital International Airport Co. Ltd.
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ACI Asia-Pacific Region

Unit 13, 2/F, Airport World Trade Center, 1 Sky Plaza Road, Hong Kong International Airport, Hong Kong

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