



ACI ASIA-PACIFIC HR BULLETIN

Issue 16 – December 2018

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Airports Vanuatu Limited

Airports Vanuatu Limited (AVL) is the gateway to the world for Vanuatu's 13 islands and 60 islets. AVL manages the three primary airports on the islands. These airports are central to the future development of Vanuatu and the continued growth of aviation within the nation and the wider Pacific region.

AVL sets a roadmap for the future

As part of its vision for improved organizational excellence, AVL engaged Airports Council International (ACI) World Global Training in two specific programmes through the Pacific Aviation Investment Programme (PAIP), under the guidance of Ministry of Infrastructure and Public Utilities (MIPU) of Vanuatu. ACI Global Training assisted AVL staff to develop and complete a Training Needs Analysis (TNA) and Compliance programmes, the purpose of which was to ensure AVL as an organisation (management and staff) acquire the knowledge and skills to be fully competent to operate our aerodromes.

The first step required by AVL was to develop a detailed Training Needs Analysis to discover the correct path that the organisation could follow to give the desired results.

The TNA was completed by a working group of AVL staff drawn from each department and supported by an ACI consultant.

Delivering on the AVL Vision

The Training Needs Analysis - (Jointly completed by AVL and ACI World) provided:

- AVL with a comprehensive training requirements report based on best international practice in respect of staff development and compliance
- A detailed review of AVL compliance requirements to ensure AVL is in line and compliant with national and international standards
- The concept plan to deliver of the ACI/ICAO Aerodrome Certification (on-site in Port Vila).



ACI/ICAO Aerodrome Certificate course delivered in Port Vila



AVL successfully hosted the ACI/ICAO Aerodrome Certificate course at AVL in October 2018.

The official opening was hosted by CEO of AVL (Mr. Jason Rakau), who offered a warm personal welcome to the 13 AVL staff attending and the five other international drawn from four other countries in the region.

An interesting feature of the opening featured a native folk show followed by a welcome speech from the Director of CAAV, Mr. Joseph Niel.



AVL - State Agencies Partnerships - Vanuatu Qualifications Authority (VQA)

As part of the TNA findings, AVL also began a process of establishment of mutual benefit partnerships with local universities to find common purpose. AVL identified some technical skills at the airport that could attract national certification. AVL proposed the following sections be considered for this certificate process;

- Fire service – Entry & Advanced Aviation Fire Fighting
- Aviation Security (AVSEC) – Entry-level Aviation Security Modules
- Maintenance – Advanced Aviation Instrumentation

Agreement in principle has been reached with VQA. A test case has commenced in respect of AVL Fire Service.

AVL - Partnerships with Academic Agencies of Vanuatu

AVL has also undertaken a unique process of forming relationships with educational bodies based on Vanuatu. A Chinese language programme was agreed with Vanuatu Institute of Public Administration and Management (VIPAM) and to date, 15 AVL staff have been selected to enroll in the programme.

AVL has also formed a relationship with The University of the South Pacific (USP)

This University provided English language tests for AVL staff. Six staff have completed the first test as an example of how it could be rolled out to others at AVL. The outer two island airport staff have also completed the test. AVL arranged for a suitably qualified staff member to be appointed as an invigilator to facilitate these tests.



Airport's Corner - Bahrain Airport Company

Capacity Building at Bahrain Airport

BAC Graduate Trainee Program – Tahleeq

Bahrain Airport Company (BAC) was established in 2008 to privatize the management and operation of Bahrain International Airport (BIA) in order to sustain BIA's operational and commercial excellence and maintain its competitiveness as an attractive and convenient cargo and transit hub in the region.

Over the past years BAC began working on one of the most important projects in the Kingdom's history, the Airport Modernisation Programme (AMP). Designed with projected passenger demands and aviation trends in mind, it comprises a number of strategic initiatives that will transform BIA's infrastructure, facilities, and services into those of a world-class boutique airport.

Along with AMP came a massive need for capacity building with BAC, which resulted in various development programs for existing staff and the initiation of the Tahleeq concept for a newly recruited calibre of Bahraini youth.

BAC designed Tahleeq as a four-year program which attracted top Bahraini graduates from different disciplines and placed them within the organization to receive extensive technical aviation training, soft skills training, and on-the-job training utilizing BIA as a platform and leveraging on learning opportunities being uniquely offered by the Airport Modernization Program. BAC initially launched 2 batches of 20 trainees each and customised the training programs and vendors to match the ongoing phases of the Airport Modernisation Programme (AMP).

On 2nd December Bahrain witnessed the success of the Tahleeq Program as the first batch graduated and the third batch was launched aiming to expand the talent pool of Bahrainis to serve the aviation sector in the Kingdom of Bahrain.

Regional HR Committee Fall Meeting 2018 Concluded in Abu Dhabi, UAE

The Regional HR Committee Fall Meeting 2018 was held on 11 - 13 December at Gulf Center for Aviation Studies (GCAS), Abu Dhabi, UAE. Hosted by Abu Dhabi Airports, the 3-day meeting was well-attended by 40 participants representing 15 airport members. The theme of this meeting was "Learning and Development" (L&D).



Over the first two days, the participants took part in consultant-led group discussions, exercises, and debates on "e-Learning" and the "70-20-10" HR principle. There was also a group exercise which focused on "How might we improve the business value of L&D?" and encouraged participants to do role-play of different stakeholders, such as young graduates and CFO in their airports, and demonstrate their perceptions of L&D to help members put themselves in others' shoes when formulating L&D strategies for their colleagues.



The group also exchanged best practices based on the 4 presentations contributed by the committee members. Abu Dhabi Airports' presentation, made by Mr. David Studden, Senior Manager, Business Development, provided an overview of the HR challenges they currently face, especially those associated to the Midfield Terminal Building project. They also shared insights on the coaching initiatives as a solution to bridge the trust gaps among different levels of employees.



Cambodia Airports' presentation, by Mr. Philippe Araujo, Secretary General, probed into their innovative approach to create a new employee experience through digitization of HR initiatives. They shared stories of employer-branding via social media, launching interactive onboarding videos games, and adapting international e-learning platforms to fit local context.

Bahrain Airport Company's presentation was made by Ms. Noora Isa Saif, Head of Training and Development, who introduced their Graduate Trainee program "Tahleeq", the key HR initiative to support Bahrain's Airport Modernization Program. It is a 4-year capacity building program to equip young Bahraini graduates with specialized aviation knowledge and hands-on experience on airport construction and operation.



Oman Airports' Mr. Ali Al Eisri, Senior Learning and Development Manager presented on their new Competency Framework "Kafu". By sharing their results from the pilot project at Salalah Airport, it demonstrated that the Competency Framework provided a structured mechanism for HR to monitor the knowledge, skills, and abilities (KSA) of employees for their further development.

Mr. Kevin Caron, ACI World, also gave a presentation updating members on ACI Global Training programs and initiatives in 2018. He shared the key areas his team will focus in 2019 and welcomed members to participate in the upcoming World HR Forum in Hong Kong in April 2019.

On the third day, Abu Dhabi Airports arranged a visit to the Midfield Terminal Building in the morning and city tour in the afternoon to conclude the meeting.



The next meeting will be held on 1 April 2019 in Hong Kong, in conjunction with the 2019 ACI Asia-Pacific / World Annual General Assembly, Conference and Exhibition (WAGA 2019). The theme will centre around "Digitization of HR". Further information will be announced in due course. Stay tuned!

Three more DNA Seminars Delivered in the Asia-Pacific Region in 2018

DNA Seminar on Airport Customer Service Concluded in Haikou, China



HNA Airport Group Co., Ltd hosted this year's third ACI-DNA Seminar on "Airport Customer Service" in Haikou, China on 30-31 August. The 2-day seminar was well-attended by 30 airport representatives from Cambodia, China, India, Maldives and Tonga. The seminar was conducted by Ms. Joanne Paternoster, former Director for Customer Services and Standards in the Aviation Department of the Port Authority of New York and New Jersey before becoming a management consultant.

Participants discussed topics such as the holistic approach of customer experience management, collaboration with business partners, airport's brand-building, employee engagement and measurement of customer satisfaction.

DNA Seminar on Airport Air Service Development Concluded in Nadi, Fiji



Fiji Airports hosted this year's fourth ACI-DNA Seminar on "Airport Air Service Development" in Nadi, Fiji on 29-31 October. The 3-day seminar was well-attended by 19 airport executives from Cook Islands, Fiji, India, Kiribati, Micronesia, Samoa, Tonga, Vanuatu as well as our partners from Atlanta Airport and CIFAL UNITAR.

Interactive discussions were led by Instructor George Karamanos on Airport Business Models, Aeronautical Revenues, and Airline-Airport Cooperation.

DNA Seminar on Understanding ICAO Annex 14 Concluded in Phnom Penh, Cambodia



The fifth and last ACI DNA seminar of 2018 was held from 4 - 6 December in Phnom Penh, Cambodia on Understanding ICAO Annex 14. Kindly hosted by Cambodia Airports, the 3-day seminar was well-attended by 17 airport representatives from Cambodia, Cook Islands, India, Malaysia, and Myanmar.

Discussion centered around topics including regulatory requirements, navigation aids and emergency planning under the guidance of the instructor Mohd Zubir Mohd Meerah, Senior Manager – Technical Excellence, Planning, Development and Compliance Division at Malaysia Airports Holding Berhad. The airside visit at the Phnom Penh International Airport facilitated better understanding of the features of aerodrome operations for the participants.

ACI Asia-Pacific Small Airports Assistance Program 2018



In response to ICAO's "No Country Left Behind" campaign, the Regional Office had been supporting capacity building initiatives for airport staff in our region through the Small Airports Assistance Program, aimed to assist airport members which are small in size and with limited budget, to attend ACI training courses and participate in initiatives that encourage knowledge exchange amongst airports in the region.



In 2018, the Regional Office supported airport colleagues from Bhutan, Myanmar, Nepal, Samoa and Tonga to participate in respective ACI training courses of their interests.



ACI Asia-Pacific Regional HR Committee Members



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Ms. Justina TAN
Changi Airport Group
(Singapore) Pte Limited



First Vice Chair
Ms. Florence CHUNG
Airport Authority Hong Kong



Second Vice Chair
Ms. Hind MAHMOOD
Bahrain Airport Company

Other Committee Members include:

- Mr. Sultan AL MANSOORI, Abu Dhabi Airports
- Mr. Abdullah Saleh AL YAF AEI, Oman Airports Management Company
- Ms. Hong CHEN, Beijing Capital International Airport Co Ltd.
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- Mr. Jon EBINA, Kansai Airports
- Ms. Rosemarie ERENETA, Manila International Airport Authority
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- Mr. Socheat PHOURNG, Cambodia Airports
- Mr. Dong Hwa SHIN, Incheon International Airport Corporation
- Mr. Murli Dhar SHYAM, Delhi International Airport Ltd.
- Mr. Sebastian WOJTUN, Hamad International Airport



ACI Global Training Course Calendar in the Asia-Pacific Region (January – June 2019)

AIRPORT SAFETY COURSES

11-15 Feb	Airport Safety Management Systems (SMS) Implementation*	Kuala Lumpur, Malaysia
03-05 Mar	Understanding ICAO Annex 14	Abu Dhabi, United Arab Emirates
07-11 Apr	GSN 6 - Aerodrome Auditing and Compliance	Abu Dhabi, United Arab Emirates
14-18 Apr	GSN 1 - Safety Management Systems	Abu Dhabi, United Arab Emirates
28-30 Apr	Aerodrome Safeguarding	Abu Dhabi, United Arab Emirates

OPERATIONAL & TECHNICAL COURSES

27-29 Jan	Airport Business Development and Planning	Abu Dhabi, United Arab Emirates
08-12 Apr	Advanced Airport Operations	Hyderabad, India
22-26 Apr	Capacity Enhancement and Resource Planning	Kuala Lumpur, Malaysia
10-14 Jun	Advanced Airport Operations	Gimpo, South Korea

AIRPORT LEADERSHIP & MANAGEMENT COURSES

28 Jan - 01 Feb	Airport Communication & Public Relations*	Delhi, India
10-14 Mar	Airport Communications & Public Relations*	Abu Dhabi, United Arab Emirates

AIRPORT SECURITY COURSES

24-28 Mar	Airport Security Operations	Abu Dhabi, United Arab Emirates
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AIRPORT ECONOMICS COURSES

27-29 Jan	Airport Business Development and Planning	Abu Dhabi, United Arab Emirates
11-13 Feb	Introduction to Airport Economics	Delhi, India
18-22 Feb	Airport Revenue Generation*	Kuala Lumpur, Malaysia
08-12 Apr	ACI-ICAO Airport User Charges*	Incheon, South Korea
14-18 Apr	Airport Commercial Marketing	Abu Dhabi, United Arab Emirates

AIRPORT CUSTOMER EXPERIENCE COURSES

17-21 Feb	Implementing Branded Customer Service Programmes at Airports	Abu Dhabi, United Arab Emirates
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ENVIRONMENT COURSES

28 Jan - 08 Mar	Online - Airport Environmental Management*	Online
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Upcoming events

2019 ACI Asia-Pacific / World Annual General Assembly, Conference and Exhibition

The 2019 ACI Asia-Pacific/ World Annual General Assembly, Conference & Exhibition (WAGA 2019) will be held in Hong Kong on 2 - 4 April 2019. The event brings together senior executives of the airport industry from all over the world, and features discussion topics that shape the way in which the aviation industry is quickly evolving. Please [register](#) now and see you in Hong Kong soon!



2019 ACI Asia-Pacific/World
Annual General Assembly,
Conference & Exhibition

2 - 4 April 2019



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