

Mobilization of Human Resources to Meet Contemporary Aviation Sector Leadership Challenges

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Global ACI-ICAO Airport Management
Professional Accreditation Programme

ICAO/World Bank
Development Forum
Kuala Lumpur – October 2008

Theme Introduction

- Mobilization
- Vast topic
- Managerial Perspective
- Contemporary Challenges
- Sustainability of Response



CONTEMPORARY CHALLENGES

1

ECONOMIC DOWNTURN



Fuel Cost and Supply



Environment and Climate Change

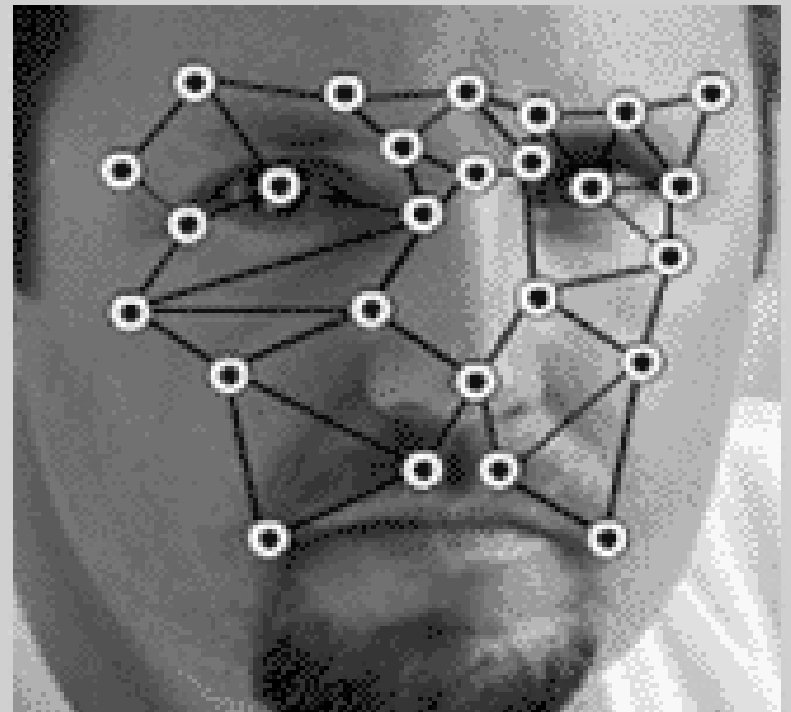


SECURITY

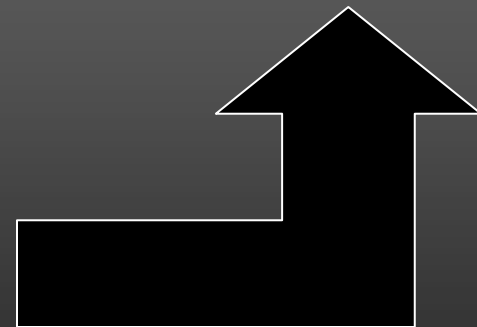
AMERICA WEST



Face Recognition



Click for Animation



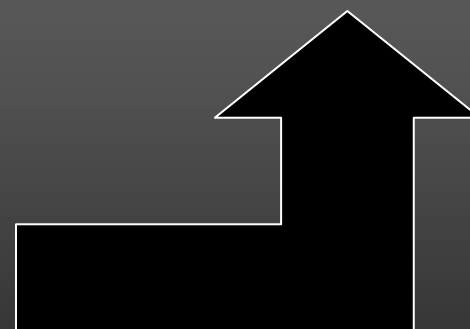
SAFETY



CAPACITY



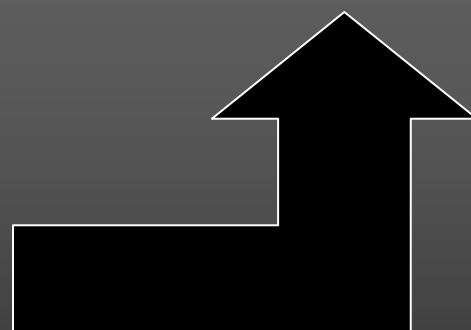
AIR CARGO



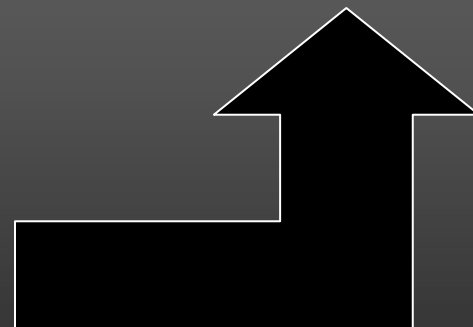
COMMERCIALIZATION



IT



NLAs



INFRASTRUCTURE REQUIREMENTS

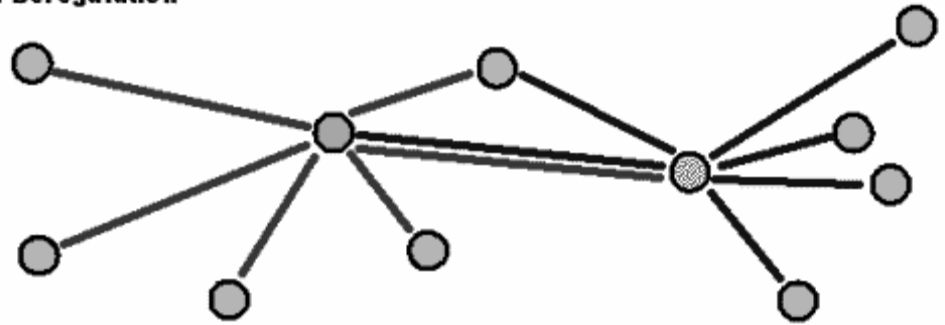


Changes in Airline Market

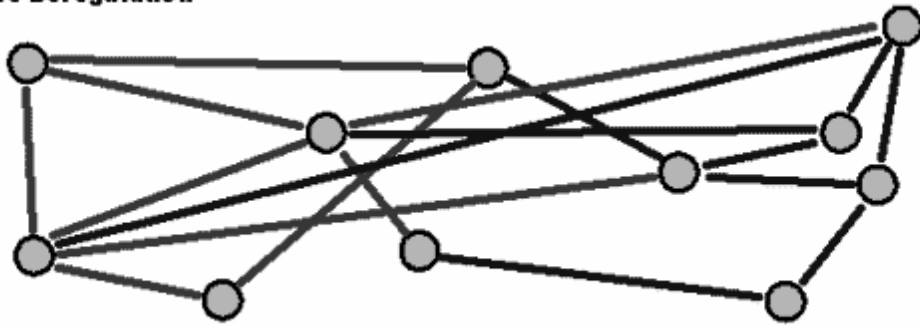


AIRLINE HUBS

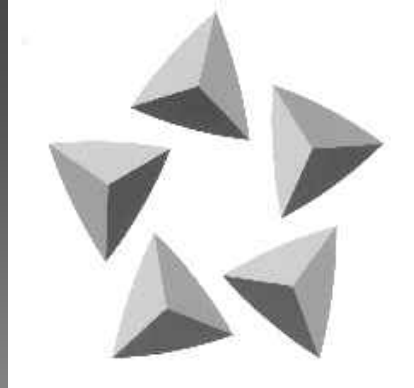
After Deregulation



Before Deregulation



AIRLINE ALLIANCES



LOW FARE CARRIERS



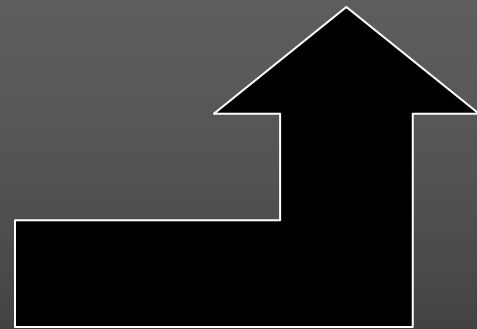
VOLATILITY OF AIRLINE MARKET
is pushing airports to diversify revenue sources
and leads to



AIRPORT COMMERCIALIZATION



DEVELOPMENT OF NON-AERONAUTICAL REVENUES





...what next?



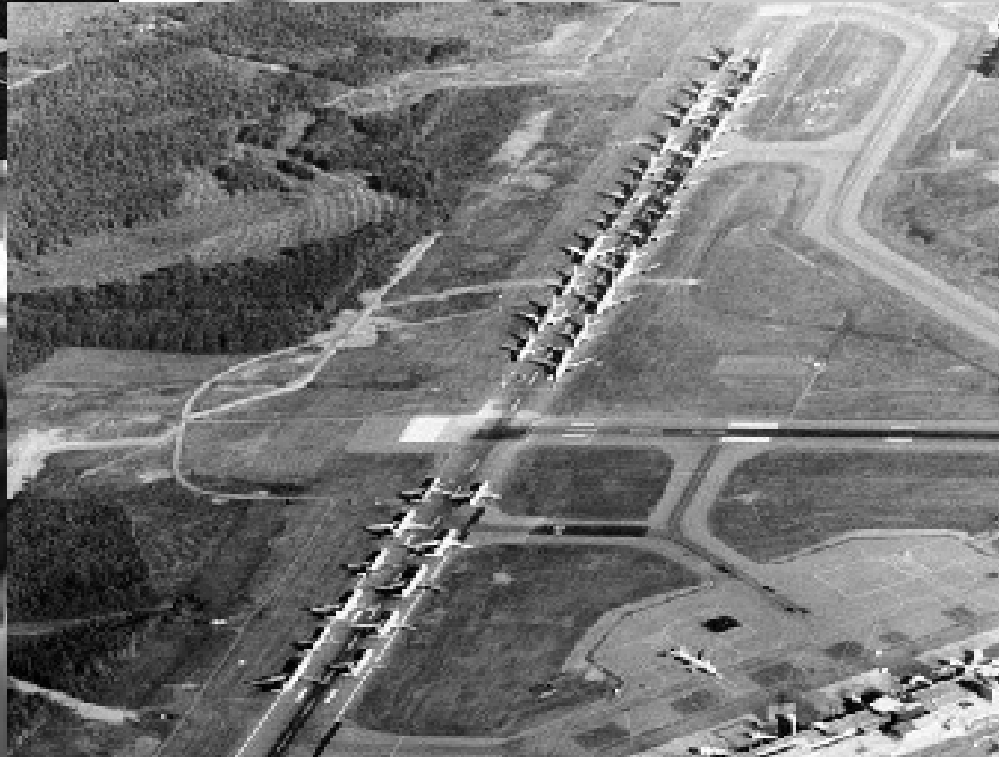


CARACTERISTICS OF CHALLENGES


2



Increased Complexity



Characteristics of Challenges

- 
- **Complex**
 - **Systemic**
 - **Global**
 - **Expensive to deal with**
 - **Multi-disciplinary nature**



HR MOBILIZATION - RESPONSE

3

Response

- Integrated
- Leadership
- Multi-dimensional
- HRD especially Executive Development
- Networking
- Professionalization
- Communities of Practice
- Think Thanks

TRAINING STANDARDS MUST BE RAISED and SILOS MUST BE BROKEN DOWN

Response Tools

- Communities of Practice
- Think Tanks
- PBL
- Continuous Learning
- E-learning
- Talent Management
- Succession Planning
- Practical Focus/Sharing of Best Practices
- Coaching
- Unused Resources
- Formalized Processes



A black and white photograph of a calm lake at dawn or dusk. In the foreground, a small, dark boat is visible, its interior and hull reflecting the light. The water is still, mirroring the sky and the distant hills. The background shows a range of low, forested hills under a soft, hazy sky. The overall mood is serene and contemplative.

Self-directed Learning...



GLOBAL ACI-ICAO PROGRAMME as EXAMPLE

4

AMPAP as Example

- Concertation
- Needs-based
- Partnership
- Client-focused
- By practitioners for practitioners
- Career-long learning (Global Community of Practice)



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



AMPAP Accreditation



- **AMPAP is the only joint ACI-ICAO programme that leads to the IAP (International Airport Professional) professional designation**



The Hallmark of Excellence in Airport Management

AMPAP – Target Clientele

“All individuals occupying a management position within a civil airport organisation”



AMPAP – Strategic Importance

- Airport management is increasingly complex due to the following:
 - *Commercialization* of airport enterprises
 - Need for adherence to *strict safety/security standards*
 - Growing *capacity constraints*
 - Rapid introduction of new *technology*
 - Expanding role of the *private sector*
 - Evolution of the *airline business models*

Demand for greater, broader and more sophisticated expertise

AMPAP

- Ensure sharing of best practices and applied expertise on a global basis

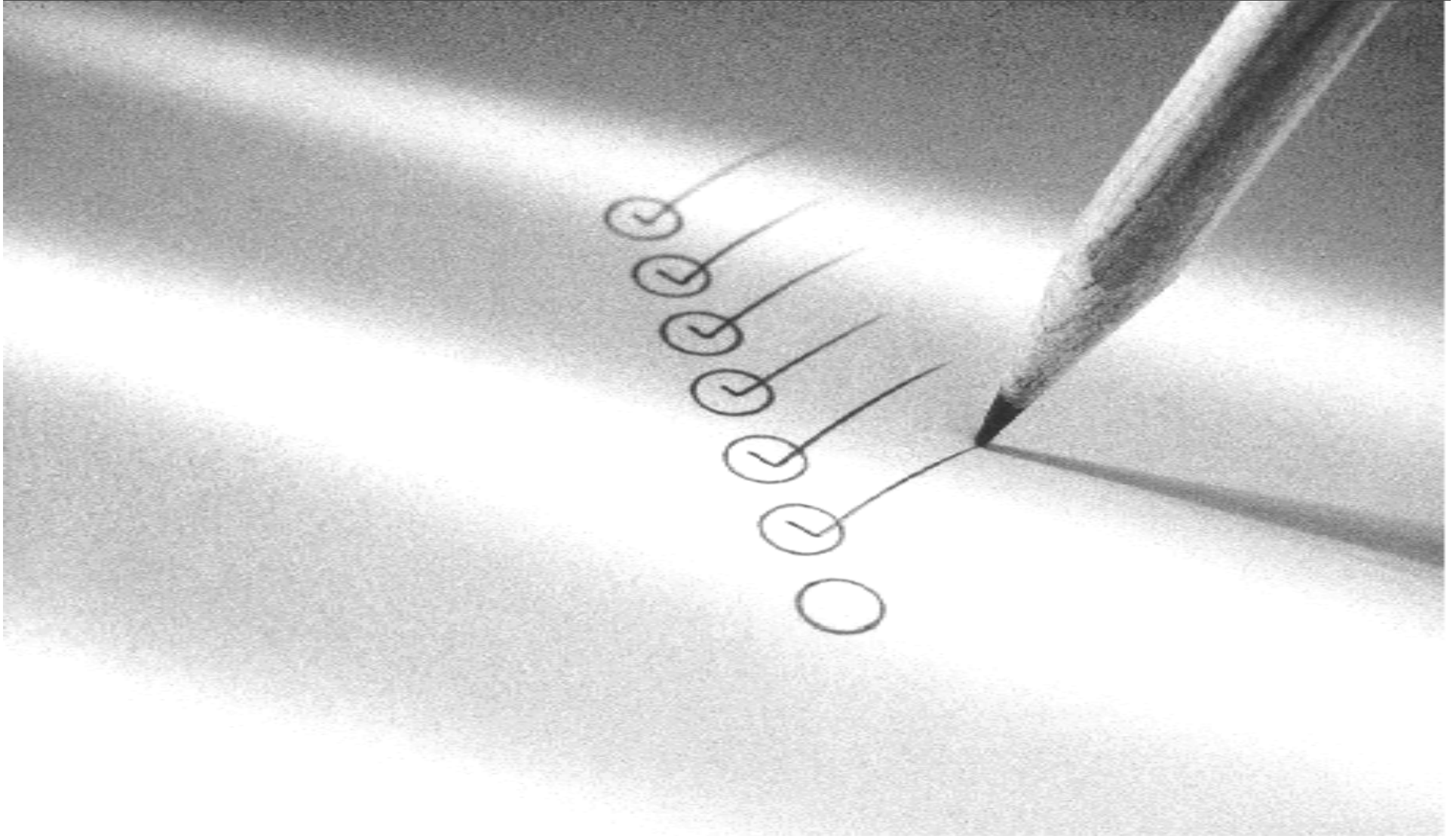
AMPAP – Objectives

- **The dissemination of knowledge about ICAO standards and recommended practices**
- **The sharing of airport management best-practices**
- **The promotion of Airport Management as a PROFESSION**

AMPAP Requirements

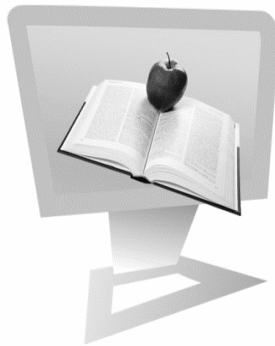
- **6 one-week courses** (or online equivalent)
 - **4 *mandatory courses***
 - **1 course face-to-face delivery**
 - Air Transport System, mandatory entry course
 - **3 online courses**
 - Airport Commercial and Financial Management
 - Airport Operations, Safety and Security
 - Airport Master Planning, Development and Environmental Management
 - **2 *electives offered by ACI and/or ICAO***

AMPAP – Formal Assessment



AMPAP – Online courses

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Online
Course



Terms

Section 1
Part 1 / 1



1 / 4

AMPAP – Focus on Best Practices

A “best practice” may be defined as a method that, through experimentation in the field and independent research, has been determined to be consistently superior to other methods in achieving desired results.



Source: Bain & Company & The Planning Forum, 1994


AMPAP- Pedagogical Approach: PBL


Problem-based Learning (PBL)

is the learning which results from the process of working towards the understanding, or the resolution of a “real-life” problem



AMPAP Awareness Campaign






News Flash: Airport World on AMPAP

A unique shared vision:
Dr. Taïeb Chérif — ICAO Secretary General
 and
Mr. Robert Aaronson — ACI Director General
 talk about the joint ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP)

ACI's World Governing Board gives
 engaging and enlightening views on the benefits of the programme

Read all about it (click on the Airport World cover page)




Plotting a new course
ICAO secretary general Dr. Taïeb Chérif explains the new ACI-ICAO initiative

In the spotlight:
Reports of Pakistan
 Washington DC's airport system
 Interim report
 ACI Asia Pacific's Whipple Road

Also:
The digital age
 Customer service
 Entry of the foreign

Upcoming Courses:

MONTREAL, CANADA Registrations Open	PANAMA, REPUBLIC OF PANAMA Registrations Open	ONLINE COURSE Operations, Safety and Security October 8-31, 2007
MALAYSIA Registrations Open	DUBAI, UNITED ARAB EMIRATES Air Transport System January 21-25, 2008	







BENEFITS

Create emotional commitment to your brand by showing concern for the professional well-being of the global airport community and the public that it serves. Expand your brand's global presence. Create positive PR and increase awareness of your enterprise as a whole.



A Message to Accredited Airport Executives

Dear Accredited Airport Executive,

A few weeks ago, I contacted you to announce the launching of the Joint ACI/ICAO Airport Management Professional Accreditation Programme (AMPAP) leading to the International Airport Professional (IAP) global designation. AMPAP is the only international course-based programme to offer both face-to-face and online courses.



It's finally here.

A joint ACI-ICAO initiative





The Hallmark of Excellence in Airport Management

The Joint 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 best business practices and to ensure an appropriate degree of standardization of related expertise 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), the programme that leads to the International Airport Management (IAP) designation.



www.iap.aero

Programme Objectives

1. Increase professional knowledge and capability of airport management staff worldwide to improve the performance of airports in their core missions (safety, security, efficiency, quality, social/environmental responsibility)
2. Encourage the adherence to uniform standards and awareness of best practices at the world's airports.
3. Promote the recognition of professional excellence in airport management.
4. Expand communication among airport management staff globally so as to optimize knowledge sharing among the world's airports.



The hallmark of Excellence in Airport Management

www.iap.aero



Transport System Overview Course, on June 14-15, 2007, already be halfway through nation.

The next generation of airport leaders: those years in this venture. An additional benefit is in contacts to interact with and share best practices.

Established as the premier airport management credential that this new venture will be well received.

If you have any questions on the programme, please contact:

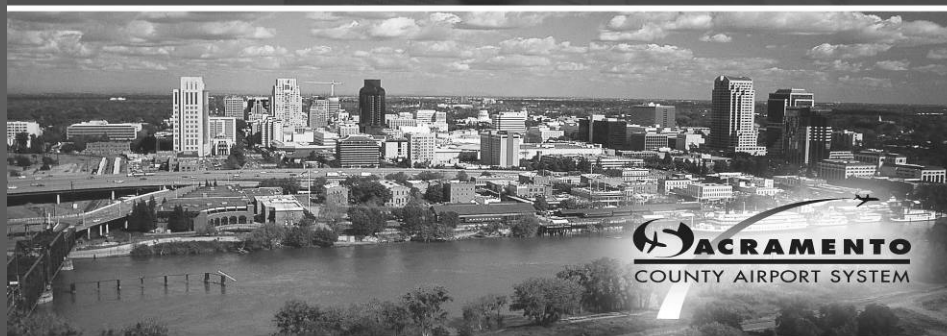
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INTERNATIONAL
AIRPORT
PROFESSIONAL



Next course
in North America
Sacramento•CA
October 27-31, 2008



The hallmark of Excellence
in Airport Management

AMPAP



INTERNATIONAL
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PROFESSIONAL

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IAP Candidates - 38 Countries

- Afghanistan
- Australia
- Armenia
- Aruba
- Burundi
- Canada
- Colombia
- Croatia
- Cyprus
- Dominican Republic
- Ecuador
- France
- Guinea
- India
- Italy
- Jamaica
- Japan
- Latvia
- Macau
- Malaysia
- Mali
- Nigeria
- Panama
- Peru
- Portugal
- Romania
- Senegal
- Serbia
- South Africa
- South Korea
- Sweden
- Switzerland
- Taiwan
- Tanzania
- Trinidad and Tobago
- UAE
- US
- Zambia



AMPAP First Graduation Sept. 2008



IAP Candidates - Comments

“This course had excellent content, good teaching and a participatory approach which all made it valuable for me. I recommend that our company continue to send management level personnel to this programme”

Hedehisa Matsumoto, Manager, International Policy and Planning,
Tokyo Narita International Airport





CONCLUSION

5

Conclusion

- **Multi-disciplinary nature**
- **Networking**
- **Think twice before cutting executive development**
- **Demand Value for Money**
- **Outlook is bright**



A Degree of Urgency...



Thank you

Comments/Questions?