

Training initiative provides AVSEC managers with skills to address new challenges

The first of a new generation of aviation security training programmes helps to build the management skills that are essential in today's increasingly complex and challenging environment.

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IN response to the growing demand to regulate and monitor aviation security (AVSEC) activity worldwide, AVSEC managers are required to perform more complex tasks and display greater communicative and management skills than in the past. They must also have a thorough understanding of the different standards and recommended practices (SARPs) that apply to the safeguarding of international civil aviation, particularly those contained in Annex 17 to the *Convention on International Civil Aviation*. Today's AVSEC managers, in other words, need to master a complex web of security and management issues.

Recent events have highlighted a number of new challenges for aviation security. While many AVSEC managers are well versed in a number of areas, too few are prepared to face all of the new challenges. And as the pace of change continues to increase, it becomes even harder for aviation security managers to keep up.

To provide support for aviation security managers through development of new skills, ICAO has partnered with Concordia University of Montreal to create the first AVSEC Manager Certification Programme. The programme is designed to help managers develop a more complete understanding of current challenges and give them new management skills for handling more complex situations while maintaining creative and pragmatic thinking.

The Concordia programme, conducted by the International Centre for Aviation Management Education and Research (ICAMER), departs from classical aviation

security courses by offering an integrated, yet flexible approach to learning. The course aims to provide participants with an in-depth and common understanding of the international aviation security provisions contained in ICAO Annex 17, together with a review of the main security concepts and objectives. Among subjects covered by the review are the need to establish a legal framework, address the threat of terrorism, implement suitable technology, provide for security-oriented terminal design and implement quality

designed to ensure that the material covered can be readily applied in the real world. Moreover, the diversified composition of the groups allows participants to exchange ideas and discuss varied experiences, fostering a more global perspective of the issues.

The AVSEC course leads to formal certification by both ICAO and Concordia University. Graduates are entitled to use the professional designation of AVSEC Certified Manager (AVSEC CM). It is thought that many organizations, including



A group of AVSEC managers, trainers and officials met in Casablanca, Morocco in mid-2004 to take part in the first AVSEC Manager Certification Programme.

control measures. All of these subjects are presented in the context of day-to-day operational management. The programme also includes training in the basic skills managers must perform daily, such as financial and human resource management.

The various topics that are covered in the ICAO/Concordia programme are presented in a highly relevant manner, with frequent reference to examples from the field of aviation security. Exercises are

ICAQ, will soon favour or require the AVSEC CM for security-related mandates and activities.

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More information about the AVSEC Manager Certification Programme and the ICAO AVSEC Training and Certification Programme is available at the ICAO website (www.icao.int/avsec). Qualified managers and other professionals may register for the ICAO/Concordia Manager Certification Programme via e-mail (avsecmcp@icao.int).

level of air service, defined in terms of capacity, periodicity and price, between one or more specified originating travel markets and one or more specified poor-country tourist markets, where such a level of service is not fully supplied or is at risk under existing market and regulatory arrangements.

ETDR is based on the premise of external support to air carriers or tour operators for achievement of the specified level of service. Such support would normally be in terms of supplemental funding, by government or tourism entities in the receiving market, by bilateral aid from the originating market or by third-party aid from development institutions. Such support could take the form of public-private partnerships involving governments, tourism entities, airports and air carriers. Support might include reductions or exemptions from taxes or charges (for the route concerned) in the receiving country. It could also be in the form of enabling regulatory provisions.

At the ICAO conference of 2003, WTO called for the ETDR concept to be explored jointly by ICAO and WTO, with the objective of greater definition, acceptance and application. The ICAO Council, ICAO's governing body, endorsed the need for a study, which is now nearing completion.

Crisis management. In recent years WTO has been proactive in coordinating responses to crises in the tourism industry, notably following the attacks in the United States in September 2001 and subsequent terrorist activities, and the outbreak of severe acute respiratory syndrome (SARS) in 2003. This response has included coordination of recovery efforts (assisted by the convening of a Tourism Recovery Committee), practical support in the field, and manuals on tourist safety and security and on crisis guidelines for the tourism industry.

WTO took immediate action in the wake of the recent Indian Ocean tsunami. Following contact with national tourism authorities to find the best ways and means to minimize the damage and restore the industry as rapidly as possible, experts were dispatched to the affected areas in order to assess the situation on the ground and come up with specific recommendations. An emergency session of the WTO Executive Council was held in Phuket, Thailand on 1 February 2005.

The Phuket meeting adopted the "Phuket Action Plan" that had been developed by an emergency task force. The main goal of the plan is to speed up recovery of the tourism sector in the affected areas by restoring traveller confidence. The plan also aims to help affected areas resume normal operations by maximizing the use of existing tourism infrastructure, and by helping small tourism-related businesses and employees survive the recovery period.

Secondary goals include putting systems in place that strengthen the sustainability of the affected destinations, and working with the United Nations system on disaster reduction in the region. The plan is divided into five operational areas: marketing efforts; community relief; professional training; sustainable redevelopment; and risk management.

Some of the activities in the plan are regional in nature, while others are specifically designed for particular countries. Many of them are already under way.²

Throughout this process the WTO has been liaising closely

with the Pacific Area Travel Association and the Asia-Pacific Economic Cooperation (APEC) International Centre for Sustainable Tourism. Consultation with ICAO regarding aviation-related aspects also continues.

Experience gained with previous emergency situations shows that tourism is capable of recovering vigorously and rapidly. The likelihood is that this occasion will be no different, despite the scale of the human tragedy and the wide geographical coverage of the disaster.

Conclusion. Aviation, tourism and trade tend to be dealt with by separate institutions, both nationally and internationally, and coordination between these institutions is not always seamless. As illustrated above, there are a number of issues of common interest on which improved cooperation could produce substantial benefits.

In particular, benefits could be expected from a much closer relationship between aviation and tourism in national, regional and global air transport and tourism strategies. Closer collaboration between the World Tourism Organization and ICAO could help to improve security measures, enhance facilitation, produce substantial socio-economic benefits through responsible liberalization, and keep costs under control, to the advantage in particular of the world's poorest countries. □

User charges

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commercialization and privatization of airports and air navigation services. Within this framework, it is possible to combine a cost-based charging system with a performance-based airport and air navigation system. This can be achieved, for example, through economic regulation and the application of price caps (i.e. limitations on price increases) or through the establishment of performance objectives and targets.

The 35th Session of the ICAO Assembly held in the fall of 2004 agreed that ICAO should convene a global meeting to develop performance objectives and monitoring requirements. Consequently, ICAO has proposed convening a worldwide air navigation and air transport conference on the performance of the air navigation system in the autumn of 2006. The purpose of the conference will be to establish performance objectives, where possible and appropriate, and to provide guidance so that States and regional planning and implementation groups are prepared to develop national and regional performance targets. This conference will provide a unique opportunity to establish a performance-based air navigation system and develop increased efficiency and cost-effectiveness in the future provision of air navigation services by adjusting the existing policies and creating the incentives required. □

AVSEC manager training

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A hybrid approach, based on a combination of classroom and distance instruction, provides a flexible and stimulating learning environment that is better adapted to the busy life of aviation security managers. Typically, the course is comprised of two weeks in the classroom and 10 more weeks of instruction conducted over the Internet.

The design and delivery of the course was established with

2. The effects of the tsunami on the tourism industry continue to be closely monitored by the WTO Market Intelligence and Promotion Section. Ongoing assessment of the situation, as well as the text of the Phuket Action Plan and reports on its progress, are available on the WTO website.

the help of recognized security and management experts with strong experience in the field. Among the main topics covered are development of specific measures to comply with international requirements, incorporation of security measures in the design of infrastructures and processes, project management, the role of international cooperation, and management of the response to major security emergencies. The programme also looks at how management issues, including finances and human resources, can have a direct impact on aviation security.

The AVSEC Manager Certification Programme is the first of a new generation of training initiatives that attempts to provide a comprehensive approach while still offering "hands-on" opportunities so that the material learned can be readily applied in the workplace. It is taught from the manager's point of view.

Graduates of the programme automatically become members of the AVSEC "eProfessional Community" network. Through this web-based portal, managed jointly by ICAMER and ICAO, graduates stay in touch with their certified peers and have access to a service that allows them to update their knowledge and skills. Network users are kept aware of regulatory changes and new approaches to management as well as technological developments. The service is made possible through contributions by experts as well as through group discussion; community members may use the network to exchange ideas and information about practical security measures.

While the AVSEC Manager Certification Programme is designed to assist appropriate authorities from Contracting States in upgrading the skills of managers at the decision and

policy levels, it is also well suited to airports and airlines whose personnel can benefit from an enhanced understanding of the aviation security issues, thus enabling airports and airlines to implement more cost-effective and flexible security systems. Another group that can benefit from participation is the large community of security consultancies; such companies can strengthen their capability and credibility by acquiring internationally recognized professional accreditation.

The diverse origins of the participants extends to varied regions and cultures, making the AVSEC Manager Certification Programme an enriching experience. The first two classes of AVSEC managers graduated in July 2004 and February 2005. The now certified AVSEC managers are experts from more than 20 different States in all ICAO regions, and are employed not only by administrations, airports, and airlines but also by the International Air Transport Association (IATA) and the International Federation of Air Line Pilots' Associations (IFALPA).

Future AVSEC manager courses scheduled for 2005 will be held in English in Montreal (May), Geneva (August), Hong Kong (August) and Auckland (November). At the same time, courses will be conducted in French in Casablanca in August and Dakar in November 2005.

Although the Concordia programme offers a unique, worldwide, high-level training and certification programme for AVSEC managers, security professionals also require knowledge of regional issues and should participate in more specialized training courses. A number of specialized AVSEC courses organized by the ICAO aviation security training centres






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(ASTCs) located around the world serve as a perfect complement to the Manager Certification Programme. Some of the courses help lead to certification as AVSEC instructors or national AVSEC auditor-inspectors.

Importantly, most professionals directly involved in the design, development, implementation, testing and quality control of national civil aviation security systems require more than just internal courses and certificates of attendance from national administrations and training institutes. Well-rounded AVSEC professionals require both regional and international exposure as well as international recognition of their skills and potential in the aviation security discipline.

Regional AVSEC management training programmes are currently under development. In Europe, for example, the European Aviation Security Training Institute (www.easti.org) will begin this autumn to provide a regional complementary training and certification programme for managers through a joint venture involving the European Civil Aviation Conference (ECAC), Airports Council International (ACI)-Europe, the Association of European Airlines (AEA), the International Air Carrier Association (IACA), and the International Federation of Air Line Pilots' Associations (IFALPA). Other organizations, specifically the International Air Transport Association (IATA) and ACI, are making valuable contributions towards the professionalism of the AVSEC discipline by offering a large variety of specialized training courses in cooperation with ICAO.

States, airports, airlines and consultants — indeed, all industry stakeholders — can develop a truly innovative yet pragmatic and holistic approach to the development of aviation security management. This can be achieved at the global and regional levels by participating in a new approach to aviation security training in which the ICAO/Concordia AVSEC Manager Certification Programme is a predominant element. □

Appointment of ICAO Director



Denys Wibaux

Denys Wibaux, of France, is serving as Director of the ICAO Legal Bureau for a four-year term. Mr. Wibaux commenced his duties in May 2004.

Educated at the Institut d'études politiques de Paris, Mr. Wibaux is the holder of a master's degree in law as well as a post-graduate diploma in international law from the University of Paris. As a French civil servant, he has occupied several diplomatic posts

abroad, both in Europe and in South America. A diplomat but also a lawyer, he served over a period of 12 years in the Directorate of Legal Affairs of the French Ministry of Foreign Affairs where he dealt, among other things, with European law and air law. His last assignment was Director of International Law. In this capacity, he was involved in various UN conferences and meetings.

Mr. Wibaux has taught public law as well as international and European law at a number of French institutions such as the Institut d'études politiques de Paris, the University of Paris and the École nationale d'administration (ENA).

Mr. Wibaux is the author of numerous academic articles published in legal magazines. □

Accident report

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system fault.

- The overwriting of 90 minutes of the CVR recording deprived the investigation of data that could have resulted in a clearer understanding of the underlying factors.
- There was no documentation readily available to the crew regarding the deactivation of the flight recorders; consequently, only two of the three recorder circuit breakers were pulled, which allowed the inadvertent overwriting of the CVR recording.
- Jamming of one emergency exit somewhat hampered the evacuation of the aircraft.
- The presence of three Portuguese-speaking flight attendants enhanced passengers' understanding of the safety briefings being given in preparation for the anticipated emergency ditching and actual land evacuation.

Among other conclusions contained in the report are the following findings.

- The unusual oil parameters on the right engine were the result of the high fuel-flow rate through the fuel/oil heat exchanger after the leak commenced.
- There is not a readily available, effective, commonly accepted method to compare the SB (configuration) status of engines, placing reliance on other processes to detect the differences.
- The logbook entry detailing the installation of the fuel line from the replaced engine was not recorded.
- The risk associated with the use of force while installing mixed-construction lines is not well known in the maintenance community, and is not covered in the training of maintenance technicians.

Safety action. The final report contains numerous safety recommendations addressed to various regulatory bodies concerning fuel leak detection and warning systems, fuel leak training for flight crews, the handling of significant fuel imbalances, the safeguarding of cockpit voice recorders, power supply for on-board flight recorders, and regulations and industry standards related to the configuration of major aircraft components such as engines. Another recommendation, addressed to the Direction Générale de l'Aviation Civile (DGAC) of France, called for a review of the automated fuel-transfer systems on Airbus aircraft to ensure that these are able to detect abnormal fuel transfers, and also to establish that systems and procedures are in place to inhibit abnormal transfers and to ensure that crews are notified of abnormal fuel transfers.

The report also identified a number of safety actions that had been initiated by October 2004, when the final report was released. These actions were initiated by Transport Canada, Air Transat, the DGAC of France, Airbus, Rolls-Royce and the U.K. Civil Aviation Authority.

Among safety actions implemented since the occurrence, in late August 2001 Rolls-Royce issued a worldwide communication advising operators, in part, to check all engines to ensure that adequate clearance exists between the fuel and hydraulic lines. Also in August 2001, Airbus issued a telex to all operators requiring a one-time visual inspection to verify that no interference exists between the fuel and hydraulic lines on all A330 aircraft equipped with Rolls-Royce 700 series engines.

The full report, including findings not cited here, is available at the GPIAA website (see box, page 20). □