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# 2010 TRAINING PROGRAMME



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## FOREWORD BY THE SECRETARY GENERAL

With breath-taking changes taking place in the aviation industry, including new safety and security standards, globalization, advanced information technology, advanced aircraft, stiff competition, unstable world financial markets, fluctuating fuel prices and the need for customer-centric organizations, it is necessary for African aviation to have adequately trained staff and competent leadership to lead the organizations forward. Training and re-training of personnel in the relevant courses will enable our organizations to adapt quickly and appropriately to the dynamic changes in the industry.

AFRAA is committed to the development of people so that African aviation continues to grow using highly trained and capable personnel. We appreciate that people are the basic foundation upon which aviation organizations build their strategic success, continue to develop and adapt to the enormous changes taking place in the operating environment.

Our mission, therefore, is to develop knowledge of the aviation business through training, seminars, workshops and conferences. We will continue to develop good links with reputable training organizations to create new synergies in delivering relevant training for the industry.

To assist aviation organizations in their restructuring programmes as well as improving their operational efficiency and productivity, AFRAA has a number of highly experienced and capable consultants with proficiency in various areas of aviation activities.

Customized training programmes are offered to organizations that seek expertise to meet organizational and departmental business objectives. Customized training entails offering courses at say an airline's base and tailored to its specific needs. This makes the training very competitive especially where an organization is training a large number of its personnel.

The success of the training programme that AFRAA offers hinges critically on the support that Chief Executive Officers (CEOs) provide. I therefore appeal to all CEOs to allow their top executives, managers and staff to attend the courses on offer so that the management is better qualified to spearhead the development and prosperity of our organizations.

The venues for the courses will be carefully selected for ease of accessibility. For improved convenience of candidates, the courses will be conducted at organization's premises/training schools with affordable hotel accommodation close to the venue.

*Secretariat*

**AFRAA TRAINING UNIT**



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## AFRAA TRAINING VISION

To be the African continent's leading airline training provider and a centre of reference in airline consultancy.

## MISSION

To develop and promote highest possible safety, quality and security standards and customer services through managerial and skills training for all airline personnel through its programmes and activities on the African continent.

## VALUES

AFRAA believes in:

- ◆ Highest safety and security standards
- ◆ Top quality customer orientation
- ◆ Continuous human resource development
- ◆ A learning culture
- ◆ Professionalism
- ◆ Responsiveness and flexibility
- ◆ Co-operation and joint projects

## TRAINING AND DEVELOPMENT PHILOSOPHY

AFRAA's training and development strategies and activities are guided and underpinned by the following guiding principles:

### a) Stakeholder Primacy

AFRAA exists primarily to serve the interests of its members and other stakeholders, who include:

- Airline Customers
- Staff
- Suppliers
- Partners
- Civil Aviation Authorities
- International Aviation Organisations (ICAO, IATA, ACI, AFCAC etc.)
- Governments

### b) Strategy Critical Activity

Training is a strategy-critical activity in the airline industry where technical know-how and managerial expertise are changing and advancing very rapidly. Any company would lose its ability to compete effectively unless its personnel are kept updated and have cutting edge expertise.

In this regard, AFRAA will ensure that its strategies, programmes and delivery are aligned to the prevailing dynamic and challenging operating environment in order to achieve excellence in meeting the needs and expectations of its stakeholders.

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## **b) Partnerships**

AFRAA will work with any organisation, groups or persons that enhance its capabilities and are relevant to the development and delivery of the best practices in training.

In this regard, AFRAA will:

- i) develop networks and co-operate with appropriate individuals, groups and organisations and
- ii) promote co-operation and networking among and between member airlines, partners and clients.

## **d) Social Responsibility**

In its quest to develop high quality training programmes, the Association will strive to do so both qualitatively and quantitatively.

In this regard, AFRAA will:

- i) ensure that its programmes and activities are geographically spread as widely as possible to all regions of the continent
- ii) endeavour to ensure that the training programmes are in both French and English

## **HUMAN RESOURCE DEVELOPMENT**

Adequately trained and skilled human resources are key to the success of any organisation. This is especially the case in the airline industry where the pace of change is mind-boggling. The critical expertise required to effectively run airlines is also changing rapidly.

With the current trends towards globalisation, consolidation and liberalisation, the rapid technological changes especially in the electronic field and other challenges confronting African airlines, the need to increase the skills and competencies of airline personnel at all levels is self-evident.

## **LEARNING APPROACH**

The training programmes are designed to be highly participative and challenging. Training methods include a mix of formal lectures, group discussions and in some cases, carefully selected videos and case studies.

The number of participants is limited to allow maximum individual attention and participation.

## **INSTRUCTORS/FACILITATORS**

The instructors/facilitators for the various courses are of world class standards. They have wide and extensive experience and proficiency in the relevant fields.

To provide as much local (African) value added material as possible, reliance will be made largely on experts from within the continent rather than relying on first-world models.

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## **LOCATION AND FACILITIES**

The venues of the courses have been carefully selected for ease of accessibility. The courses will be hosted either at AFRAA headquarters or by various airlines' training schools so as to increase awareness of each other's facilities and capabilities. This should improve bilateral co-operation and interaction among member airlines.

## **COURSE DATES**

The course dates will be outlined on the training calendar in this prospectus as they become available, as well as on individual course programmes.

## **CUSTOMISED PROGRAMMES**

Where an airline wishes to train a large number of its own employees on a particular course, this can be arranged to be carried out at the airline's own base and tailored to its own specific needs.

## **WORKSHOPS, SEMINARS AND CONFERENCES**

AFRAA organises various workshops, seminars and conferences where some prominent speakers from within and outside the continent are invited to lead discussions on topical issues. The objectives of these are to:

- Avail participants with the latest ideas, views and information on current developments in the industry.
- Afford opportunities for participants to network.
- Provide opportunities for participants to draw lessons, which could facilitate their coming up with appropriate strategies and action plans for their organisations.

## **CONSULTANCY SERVICES**

By tapping on the expertise of retired and serving Chief Executive Officers and other very experienced senior airline personnel within the African continent, AFRAA offers effective consultancy services to airlines which may be experiencing difficulties or viability problems. The services available cover all areas of airline operations.

AFRAA offers high quality, relevant and appropriate solutions to African airline challenges at competitive rates.

## **HIRING OF FACILITIES**

AFRAA has lecture/conference rooms for hire at its headquarters in Nairobi. These can accommodate up to fifty (50) participants. The usual training aids namely flip charts, chalkboards, overhead projector, VCR and television are available. Also available are facilities for providing refreshments (tea, coffee etc)

## SUMMARY OF COURSES

	COURSE TITLE	PROVIDER	JUN/JUL 2010	AUG 2010	SEP 2010	OCT 2010	NOV 2010	DEC 2010	JAN 2011	FEB 2011	MAR 2011	APR 2011	MAY 2011	JUN 2011
1	HUMAN FACTORS FOR MAINTENANCE PERSONNEL	AFRAA	Dar Es Salaam											
2	AIRLINE STRATEGIC MANAGEMENT	AFRAA			Gaborone									
3	CREW RESOURCE MANAGEMENT	AFRAA												
4	COST REDUCTION STRATEGIES	AFRAA												
5	LEADERSHIP SKILLS AND TEAM BUILDING	AFRAA												
6	AIRLINE SECURITY OPERATIONS	AFRAA												
7	DANGEROUS GOODS REGULATIONS & AWARENESS	AFRAA												
8	MANAGING PEOPLE THROUGH CHANGE	AFRAA			Gaborone									
9	AIRLINE MARKETING MANAGEMENT	AFRAA												
10	PROFESSIONAL SKILLS FOR INSTRUCTOR (TRAIN THE TRAINER)	AFRAA												
11	AIR LAW AND REGULATIONS	AFRAA												
12	E-COMMERCE IN THE AVIATION INDUSTRY	AFRAA												
13	AIRLINE MAINTENANCE COST MANAGEMENT	AFRAA/ IATF				Port Louis								
14	AIRSIDE SAFETY AWARENESS	AFRAA/ IATF	Kigali											
15	SENIOR MANAGEMENT OF AVIATION SECURITY	AFRAA/ IATF				Lagos								
16	MANAGEMENT OF TRAINING	AFRAA/ IATF	Nairobi											



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## HUMAN FACTORS FOR MAINTENANCE PERSONNEL

### 1. Objective

The course focuses on gaining insight into the impact of human performance on aircraft maintenance and understands how organisational factors are critical to safe aircraft maintenance. It will also focus on identifying factors that affect human performance, and how to identify and control them. The course will address how to establish a Human Factors and Error Management programme and discover the role of disciplinary policies in creating an environment to investigate errors.

### 2. Who Should Attend?

- Maintenance managers and staff
- Fleet, quality and engineering managers
- Human resources personnel
- Maintenance Engineering Trainers

### 3. Programme Overview

- Introduction to Human Factors in Aviation
- Safety Culture
- Human Performance and Limitations
- Factors Affecting Performance
- Human Error in Aviation Maintenance
- Physical Environment and Human Performance
- Procedures, Information, Tools and Practices
- Communication
- Team Working
- Professionalism and Integrity
- Organisational Factors and System Safety
- Human Factor Cases

### Register Now:

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: US\$500 for tuition and training material for each candidate  
Venue: Dar es Salaam (hosted by Air Tanzania)  
Dates: 7 – 11 June and 14 – 18 June 2010. Duration – 5 days each course  
Language: English

## AIRLINE STRATEGIC MANAGEMENT

### 1. Objective

The objective of this course is to provide personnel with the skills and expertise required for airlines to have a competitive edge necessary for success in the current dynamic operating environment.

### 2. Who Should Attend?

- Managers/Directors
- Economists
- Supervisors (all departments)

### 3. Programme Overview

- Strategic Management Concepts
- The Operating Environment
- Types of Strategies
- Business Portfolio Analysis
- Strategy Implementation
- Structure and Strategy
- Corporate Culture and Ethics
- Leadership and Strategy
- Politics and Strategy
- Case Study and exercises

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Fees: US\$500 for tuition and training materials for each candidate  
Venue: Gaborone, Botswana (hosted by Air Botswana)  
Dates: 6 -10 September. Duration – 5 days  
Language: English

## CREW RESOURCE MANAGEMENT

### 1. Objective

The course aims at providing participants with skills to prevent human errors, improve operational efficiency and enhance flight safety in the aviation industry.

### 2. Who Should Attend?

- Cockpit crew
- Cabin attendants
- Safety managers/auditors

### 3. Programme Overview

- Situational awareness
- Team work/crew cooperation
- Cockpit/cabin crew communication
- Problem solving
- Planning and decision making
- Emotional climate
- Managing stress

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA – 5 days

Language: English

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## COST REDUCTION STRATEGIES

### 1. Objective

The course aims at providing managers with an understanding of the degree to which costs can be cut and how they should handle the consequences for their divisions/departments/sections.

### 2. Who Should Attend?

- Managers in all airline departments with significant cost budgets
- Directors for example in Operations, Engineering and Maintenance, Marketing and Human Resources

### 3. Programme Overview

- Key drivers of airline profitability
- Operational Cost Improvement
- Planning Cost Reduction Programme
- Analytical Principles for Cost Analysis
- Use of management and financial accounts, ratios, performance indicators, cost accounting for services and products
- Impact of cutting costs
- Types of budgeting, value of a service/product

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

Language: English

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## LEADERSHIP SKILLS AND TEAMBUILDING

### 1. Objective

Participants will learn the difference between leadership and management, leadership styles, sources of power, delegation and decentralisation, motivation and inspiration, time-management, effective communication and how to deal with conflict and stress.

### 2. Who Should Attend?

- Junior, Middle and Senior Managers in all departments

### 3. Programme Overview

- Leadership and Management
- Different styles of leadership
- Motivation, inspiration and empowerment of team members
- Effective communication
- Time management
- Effective use of power
- Authority, delegation and decentralisation

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

Language: English

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## AIRLINE TURNAROUND STRATEGIES

### 1. Objective

To provide airline executives with strategic options to turnaround the poor economic and financial performance of airlines.

### 2. Who Should Attend?

- Directors
- Senior Managers in Marketing, Finance, Operations and Human Resources
- Planning Managers
- Economists

### 3. Programme Overview

- Strategic Planning (vision, mission, goals, ethics, social responsibility)
- The Operating Environment
- Competitive Strategies
- Management and Organisational Decline/Upturn
- Strategic and Operational Turnarounds
- Managing Organisational Change
- Establishing a New Corporate Culture
- Effective Communication During Turnaround
- Case Studies of Successful Turnarounds

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

Language: English

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# DANGEROUS GOODS REGULATIONS AND AWARENESS

## 1. Objective

The course will enable students to apply the IATA Dangerous Goods Regulations and understand the legal aspects. They will have a better understanding to differentiate between shipper's and operator's responsibilities, in addition to identifying the different categories of dangerous goods. The course will provide the necessary training to properly extract and apply the relevant information from the list of dangerous goods, as well as the general packing requirements and specific packing instructions or verify that they have been followed. Students will be taught marking and labelling dangerous goods packages and verify that the marking and labelling requirements have been met in conjunction with completing a shipper's declaration for dangerous goods and verifying that the information was entered properly. Participants will learn to comply with the requirements for providing the pilot-in-command with the pertinent information on the dangerous goods loaded aboard his/her aircraft in addition to using an acceptance checklist to correctly accept or reject a shipment.

## 2. Who Should Attend?

- Staff of passenger handling and cargo services departments
- Staff of any other department with a direct relation to the subject matter

## 3. Programme Overview

- Introduction
- Legal aspects
- Responsibilities
- General information
- Hazard classes and divisions
- Identification of dangerous goods
- Dangerous goods list
- Packing
- Packaging specifications
- Marking and labelling of dangerous goods
- Documentation
- Airline acceptance and forwarding
- Handling of dangerous goods

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: US\$300 for tuition and training material for each candidate  
Venue: TBA  
Dates: TBA. Duration – 3 days  
Language: English

## MANAGING PEOPLE THROUGH CHANGE

### 1. Objective

The course provides participants with an understanding of how to plan, implement, consolidate and manage change effectively.

### 2. Who Should Attend?

- Airline Managers at all levels
- Supervisors at all levels

### 3. Programme Overview

- Understanding Change
  - Causes and sources of change
  - Types of change
- Planning Change
  - Goal focus, making action plans, checking plans
  - Demand for change, selecting essential change
  - Involving people, dealing with resistance to change
- Implementing Change
  - Communicating change, developing commitment
  - Assigning responsibility, change culture
- Consolidating Change
  - Monitoring progress, reviewing assumptions
  - Maintaining momentum, building on change

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Fees: US\$500 for tuition and training material for each candidate

Venue: Gaborone, Botswana (hosted by Air Botswana)

Dates: 13 - 17 September. Duration – 5 days

Language: English

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## AIRLINE MARKETING MANAGEMENT

### 1. Objective

The course aims at assisting managers in the identification and formulation of effective marketing strategies and providing them with an understanding of major issues in the marketing of air transport services.

### 2. Who Should Attend?

- Marketing Managers and Directors
- Planning Managers
- Top airline executives

### 3. Programme Overview

- Developing a marketing plan
- Survival strategies
- Market research
- Innovative Pricing
- Effective Revenue Management
- Product Planning
- Sustaining Customer Loyalty
- Advertising
- Franchising: Brand extension
- Travel agents and distribution costs

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

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Language: English



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## PROFESSIONAL SKILLS FOR INSTRUCTOR (TRAIN THE TRAINER)

### 1. Objective

The course teaches trainers about the adult learning process, planning skills, implementing and assessing training programmes and the ability to use training resources to their full benefit.

### 2. Who Should Attend?

- Managers who currently train employees
- New training professionals
- Human Resource Managers
- Instructors

### 3. Programme Overview

- The role of the instructor
- How and why people learn
- Lecturing techniques
- Visual aids
- The classroom lesson
- Arranging the training syllabus
- Handling questions and students
- Assessing progress
- Evaluation and course exercises

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Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

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Language: English



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## AIR LAW AND REGULATIONS

### 1. Objective

To provide participants with a review of the major agreements and contracts that are known and commonly used in the industry and an understanding of recent developments in air transport regulation.

### 2. Who should attend?

- Company Secretary, General Counsel and other airline legal personnel
- Corporate and Industry Affairs managers and staff
- Those personnel whose responsibilities require an understanding of air law such as managers in operations, marketing, international affairs and government relations

### 3. Programme Overview

- Commercial Agreements;
  - Franchising
  - Code sharing, alliances and other commercial arrangements
- Cape Town Convention and Protocol
- Airline contracts /Agreements
  - Aircraft purchase and Engine/lease
  - Aircraft Financing

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: US\$500 for tuition and training material for each candidate

Venue: TBA

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Dates: TBA. Duration – 5 days  
Language: English

## E-COMMERCE IN THE AVIATION INDUSTRY

### 1. Objective

With the advent of the information age, the management of information via technology and human resources has become an integral part of today's corporate infrastructure. Participants in this course engage in the study of e-commerce in airline industry analysing various business models and strategies pertaining to e-commerce as applied in the settings of business-to-customer commerce.

### 2. Who Should Attend?

- Sales, marketing, strategy and information technology staff interested in studying fundamental concepts of e-commerce applied to sales, marketing, corporate strategy, organization and technology management

### 3. Programme Overview

- Acquire an in-depth understanding of how e-commerce transforms market structures within the international airline industry.
- Examine the economic benefits of e-commerce from an airline micro and macro perspective.
- Learn of the different internet business model strategies and evaluate their respective impacts on corporate re-sourcing and competitive behaviour.
- Develop/analyze airline e-commerce sales and marketing strategies.
- Develop an understanding of the value chain concept within the context of electronic commerce.
- Assess the impact of internal and external forces shaping information technology trends.
- Form projects teams to apply knowledge about e-commerce sales and marketing strategies, technology and organization transformation in a real business case.

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Fees: US\$ 500 for tuition and training materials for each candidate

Venue: TBA

Dates: TBA. Duration – 5 days

Language: English

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## AIRLINE MAINTENANCE COST MANAGEMENT

### 1. Objective

This course enhances the identification, benchmarking, controlling and reduction of maintenance and engineering related costs. The student will gain a better understanding of the technical operations costs and their key drivers, the long-term impact of MRO decisions on an airline's total expenses and aircraft asset value and also learn about the Maintenance, Repair and Overhaul (MRO) market status and trends, and how it affects airlines. They will be able to identify key opportunities for cost reduction in maintenance and engineering and also learn how to better evaluate MRO related projects; "make versus buy" decisions, supplier selection, etc, and a wide array of techniques and strategies to control and reduce maintenance costs

### 2. Who Should Attend?

- Airline and MRO Management personnel directly related to aircraft engineering and maintenance, who need to understand the impact of their decisions on maintenance costs and budgets
- Finance Managers who are involved in the accounting and reporting of aircraft maintenance costs
- Supply Chain Managers who are responsible for identifying the best MRO providers and for their fleet
- Asset and Fleet Management Managers responsible to maintain the highest value for their aircraft by making smart maintenance decisions

### 3. Programme Overview

- MRO market and current trends in maintenance and engineering
- Requirements and qualifications of airlines, MROs, suppliers
- Maintenance economics overview
- Maintenance cost drivers; plan and control
- Maintenance cost benchmarking toolset
- Strategic sourcing: from a request for proposal (RFP) to the contract
- Practical maintenance management decisions and business case development

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: FREE  
Venue: Port Louis (hosted by Air Mauritius)  
Sponsor: IATF/AFRAA  
Dates: 21 – 24 September – 4 Days  
Language: English



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## AIRSIDE SAFETY AWARENESS

### 1. Objective

This course supplements the understanding of the safety systems while giving gainful insight into how 'human factors' affect airside safety. It further improved the understanding of staff training, safety inspections and how to reduce accidents.

### 2. Who Should Attend?

- Safety managers/officers
- Quality Assurance Personnel
- Ground operations managers/Officers
- Duty officers/managers
- Engineering/Maintenance personnel

### 3. Programme Overview

- Human Resources
- Training Needs Analysis and Staff Training
- Human Factors in the Workplace
- The Airside Area Aircraft Arrival, off loading, loading and departure
- Fuelling of Aircraft
- Fire in the Airside Area
- Accidents Airside
- Accident Investigation, Accident Case
- Studies The true cost of Accidents
- Airport / Airside Visit
- Ramp Inspection Workshop Ramp visit feedback against
- Inspection Check List and Safety Tools
- Safety Audit Family / Risk Assessments
- Personal Protective Equipment
- Alcohol and Drug Abuse
- Working under the influence of prescribed drugs

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Fees: FREE  
Venue: Kigali (hosted by RwandAir)  
Sponsor: IATF/AFRAA  
Dates: 4 – 6 July 2010 and 7 – 9 July 2010. Duration – 3 days each course  
Language: English

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## SENIOR MANAGEMENT OF AVIATION SECURITY

### 1. Objective

This course will broaden the student's knowledge of a safe and secure Global Air Transportation System, of crisis management and of worldwide best practices for senior managers. The student will learn about international security conventions and regulations, plan and implement new aviation security policies and programme. Knowledge of crisis management and security impact on aviation will be enhanced.

### 2. Who Should Attend?

- Senior civil aviation managers and directors
- Senior government representatives involved in aviation security
- Senior directors of safety, security and quality
- Ground handling company executives
- Senior law enforcement agencies responsible for aviation security

### 3. Programme Overview

- The role of IATA in Aviation Security
- National Civil Aviation programmes
- Ground Security & Perimeter Control
- Annex 17 & Security Manual
- Risk Management
- Bomb Threat management
- Airline Security Programme
- Passenger & Baggage Screening
- Concealed Weapons
- Case studies in threat/bomb Management

### Register Now:

Please fill in the attached form and fax or e-mail it to:

Tel: 254-20-2320144/2320148

E-mail: [echingosho@afraa.org](mailto:echingosho@afraa.org) / [chingosho@hotmail.com](mailto:chingosho@hotmail.com)

Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: FREE

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Venue: Lagos (hosted by Air Nigeria)  
Sponsor: IATF/AFRAA  
Dates: 11 – 15 October  
Language: English

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## MANAGEMENT OF TRAINING

### 1. Objective

The course is designed to give the student critical insights into the role of training in organizations, increase their ability to influence management decisions on training and development and to train the student to develop plans for program development, maintenance and renewal. They will be able to exercise better financial management, improve their management of training resources and understand the key concepts and lessons on integrating computer technology into training.

### 2. Who should attend?

Experienced trainer and those fully familiar with training principles and practice seeking to become training managers or lead a training unit.

### 3. Programme Overview

- From training to learning in organisations
- Business and operational models for training
- Systems thinking and a systemic approach to managing training
- Training for organisational improvement: developing a strong vision
- Strategic and operational planning
- Effective financial management of the training unit
- Staffing the training unit
- Leading and guiding training staff
- Measuring and evaluating trainer performance
- Measuring overall results and return on investment (ROI)
- Integrating computer technology into training

### Register Now:

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E-mail: [echingosho@afraa.org](mailto:echingosho@afraa.org) / [chingosho@hotmail.com](mailto:chingosho@hotmail.com)

Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)

Fees: FREE

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Venue: Nairobi (hosted by Kenya Airways)  
Sponsor: IATF/AFRAA  
Dates: 5 – 9 July 2010 – 5 days  
Language: English

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## REGISTRATION INFORMATION

Please complete the Registration Form enclosed with this Brochure and send it either by company mail or e-mail for the attention of:

Dr. Elijah CHINGOSHO  
Technical and Training Director  
African Airlines Association  
P O Box 20116  
Nairobi 00200  
Kenya  
E-mail: [echingosho@afraa.org](mailto:echingosho@afraa.org) or [chingosho@hotmail.com](mailto:chingosho@hotmail.com)  
Tel: +254-20-2320144/2320148

In order to allow the Secretariat to smoothly handle the logistics for each event in good time, it is essential that the enrolments are done at least 21 days prior to the beginning of each event.

Any airline that may have a large number of people to train in one particular course can cut the expense by handling the training at its own base. For further information on in-house training, the Secretariat is at your disposal.

To achieve tangible results, the participant must be of the right level and background.

## CANCELLATION

As these courses are very competitive, places are given on first come first served basis. In case of cancellation there should be a written notification of minimum 14 days before the course.

## ACCOMMODATION IN NAIROBI, KENYA

For courses taking place in Nairobi, AFRAA has arrangement of special rates at the following hotels if the reservation is made through AFRAA:

**PANARI HOTEL - inclusive of tax + bed and breakfast**  
Standard Single                      USD 150

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**NAIROBI SAFARI CLUB: LILLIAN TOWERS – inclusive of tax + bed and breakfast**  
Suite USD 115

**RED COURT HOTEL – inclusive of tax + bed and breakfast**  
Standard Single USD 95

**680 HOTEL - inclusive of tax + bed and breakfast**  
Standard Single KSHS.4,100 (about USD 55.00)

**SAMRA HOTEL SOUTH C SHOPPING CENTRE – inclusive of tax + bed and breakfast**  
Standard Single KSHS.3,500 (about USD 46.00)  
However, for courses outside Nairobi, arrangements will be made with the AFRAA member airline based in that location.

#### HOTEL RESERVATIONS

Please note that the above rates will only be available if booked through AFRAA, which may be subject to change without prior notice.

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### REGISTRATION FORM

<b>EMAIL TO:</b>	<a href="mailto:echingosho@afraa.org">echingosho@afraa.org</a> / <a href="mailto:akibebe@afraa.org">akibebe@afraa.org</a>
<b>COURSES:</b>	Course Title: ..... Date: ..... Venue:.....
<b>PARTICIPANT'S PERSONAL DATA</b>	Last Name: (Mr/Mrs/Miss)..... First Name: ..... Date of Birth:.....



<b>EMPLOYMENT DETAILS</b>	Name of Airline:..... Address:..... ..... Tel: (.....)..... Fax: (.....)..... E-Mail:.....
<b>CURRENT JOB</b>	Position (title): .....
<b>DIRECT SUPERVISOR'S APPROVAL</b>	<b>NAME AND TITLE OF DIRECT SUPERVISOR:</b> .....  Date: ..... Signature: .....

