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# 2010 TRAINING PROGRAMME



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## FOREWORD BY THE SECRETARY GENERAL

Adequately trained personnel and competent management are key to safe, secure and profitable operations throughout the aviation industry. The major events witnessed and which are currently shaking the airline industry such as turmoil in the world financial markets and the high & fluctuating fuel prices highlight the need for the training and re-training of personnel so that they can adapt quickly to the dynamic changes in this industry.

In its tireless efforts to strive for high quality service in human resource development, AFRAA will continue to develop the skills of member airline's employees as well as the know-how and expertise of airline managers.

With globalisation, liberalisation, consolidation, partnerships and the like being the current buzz words coupled with breathtaking advances in the electronic field, it has become essential to equip the airline manager with appropriate skills, know-how and expertise to be able to effectively manage the complex challenges which confront the industry.

AFRAA will continue to work closely with the International Airline Training Fund (IATF) to offer courses for free on topical subjects. IATF has a pool of highly qualified instructors whose expertise has been of immense benefits to participants of member airlines. In this regard, collaboration will continue with the IATF to offer joint programmes. The Association will also organise workshops, seminars and conferences where prominent speakers will be invited to lead discussions on topical issues.

To assist airlines 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 all areas of airline activities.

The Association also offers customised training on request. This entails offering courses at an airline's base and tailored to its specific needs. This makes the training very competitive especially where an airline is training a large number of its personnel.

The success of the training programme that AFRAA offers hinges critically on the support that African airlines' Chief Executive Officers (CEOs) provide. I would, 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 airlines.

The venues for the courses have been carefully selected for ease of accessibility. For improved security of candidates, the courses will be conducted at airline premises/training schools with affordable hotel accommodation close to the venue.

**Christian Folly-Kossi**

## AFRAA TRAINING UNIT

### **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



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- ◆ 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.

### **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.



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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.

### **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.).



	<b>COURSE TITLE</b>	<b>PROVIDER</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>
1	AIRLINE STRATEGIC MANAGEMENT	AFRAA												
2	AIRLINE FUEL CONSERVATION TRAINING	AFRAA/IATF												
3	COST REDUCTION STRATEGIES	AFRAA												
4	AIRSID SAFETY AWARENESS	AFRAA/IATF												
5	LEADERSHIP AND TEAM BUILDING	AFRAA												
6	SENIOR MANAGEMENT OF CIVIL AVIATION SECURITY	AFRAA/IATA												
7	AIRLINE TURNAROUND STRATEGIES	AFRAA												
8	MANAGEMENT OF TRAINING	AFRAA/IATA												
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AIRLINE STRATEGIC MANAGEMENT
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**1. Objective**

The objective of this course is to provide executives 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?**

- **Directors (all departments)**
- Senior Managers
- Planning Managers
- Economists
- Civil Aviation and Airport Managers

**3. Programme Overview**

- Strategic Planning (vision, mission, goals, ethics, social responsibility)
- 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

**Register Now:**

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Fees: US\$ 600 for tuition and training materials for each candidate  
Venue: TBA  
Dates: TBA Duration – 5 days  
Language: English

AIRLINE FUEL CONSERVATION TRAINING
------------------------------------

**1. Objective**

The course aims at assisting participants to identify areas to save on fuel costs and ensure effective fuel management and operation optimisation.

**2. Who Should Attend?**

- Fuel Managers
- Flight Operations Managers
- Flight Planners and Dispatchers
- Engineering and Maintenance Managers
- Ground Operations personnel

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### 3. Programme Overview

- A holistic approach and understanding of efficient fuel management
- Increase fuel efficiency while improving safety
- Measure the impact of fuel management on your operation
- Improve on-time performance while decreasing your costs
- Maximize the use of cost index optimisation in your operation
- Perform a “Fuel Efficiency” audit of your own organization
- Identify areas and operational techniques that can save on fuel consumption
- Develop skills that can be used within your organisation to recognise deficiencies, identify opportunities and implement fuel efficiency actions
- Gain insight into various organizational approaches to manage fuel efficiency programmes
- Develop a Fuel Management (MI) system to track all aspects of fuel consumption
- Develop a Fuel Champion responsibility statement for your organisation
- Understand the positive relationship between effective fuel management and environmental responsibility

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: FREE  
Venue: TBA  
Sponsor: IATF/AFRAA  
Dates: TBA.  
Language: English

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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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 officers
- Ground operations managers
- Duty officers
- Civil Aviation and Airport Authorities

**3. Programme Overview**

- Human Resources
- Training Needs Analysis
- 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: TBA  
Sponsor: IATF/AFRAA  
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Language: English

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LEADERSHIP 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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SENIOR MANAGEMENT OF CIVIL AVIATION SECURITY
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**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

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 Fees: FREE  
 Venue: TBA  
 Sponsor: IATF/AFRAA  
 Dates: TBA.  
 Language: English

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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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

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Fees: FREE  
Venue: TBA  
Sponsor: IATF/AFRAA  
Dates: TBA Duration – 5 days  
Language: English

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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

**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\$600 for tuition and training material for each candidate  
Venue: TBA  
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Language: English

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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 Fees: US\$600 for tuition and training material for each candidate  
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 Dates: TBA. Duration – 5 days  
 Language: English

AIRLINE FLEET MANAGEMENT
--------------------------

**1. Objective**

The course will focus on how the airline fleets fit in with airline strategic/corporate plans, financing options as well as the impact of alliances on fleet decisions.

**2. Who Should Attend?**

- Finance, Operations, Engineering and Marketing Directors and Senior Managers
- Strategic/corporate planners
- Fleet planners
- Aircraft evaluators

**3. Programme Overview**

- Strategic/corporate planning overview
- Fleet management concepts
- Current aircraft developments
- Traffic forecasting
- Industry performance
- Aircraft operating costs
- Aircraft residual values
- Aircraft acquisition options
- Induction of new aircraft into fleet
- Aircraft scheduling

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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
- Civil Aviation Authorities

**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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Fees: US\$600 for tuition and training material for each candidate  
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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

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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

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: US\$600 for tuition and training material for each candidate  
Venue: TBA  
Dates: TBA. Duration – 5 days  
Language: English

COMMUNICATION SKILLS FOR AIRLINE STAFF
--

**1. Objective**

This course aims at providing participants with communication skills essential for effective functioning of organisations.

**2. Who Should Attend?**

- Supervisors
- Team leaders
- Airline Staff

**3. Programme Overview**

- Introduction to Communication Skills
- Communicating in Your Organization
- Better Public Speaking

- 
- Speaking to an Audience
  - Presentation Planning Checklist
  - Writing Skills
  - Effective E-mail
  - Running Productive Meetings
  - Win-Win Negotiations
  - Role Playing
  - The Johari Window
  - Communicating Internationally

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Cc: [akibebe@afraa.org](mailto:akibebe@afraa.org)  
Fees: US\$450 for tuition and training material for each candidate  
Venue: TBA  
Dates: TBA, Duration – 3 days  
Language: English

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### Skills Courses on offer

AFRAA also offers a number of courses at the request and convenience of the customer. To allow more participants to attend and reduce costs to the particular organization, the course will be conducted at the customer's home base. Expert instructors will tailor the course to the specific needs of the customer. Other airlines or related organizations are also free to send participants to join the course. The courses offered are:

- Basic Fares and Ticketing
- Intermediate Fares and Ticketing
- Advanced Fares and Ticketing
- Passenger Proration
- Cargo Proration
- Dangerous Goods Regulations Initial
- Training Manager Course (IATF)
- Calculus des Quotes Parts (Pax) (in French)
- Professional Skills for Instructors
- Fraud Prevention

The course fees will be negotiated with the customer. The duration of the course will be tailored to the specific needs of the customer.

Below are some of the skills courses being conducted at a customer base with participants from other organizations being welcome to attend:

DANGEROUS GOODS REGULATIONS AND AWARENESS
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#### 1. Objective

This course will enable aviation students to apply the IATA Dangerous Goods Regulations and understand the legal aspects. Participants 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

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### 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

#### Register Now:

Tel: 254-20-2320144/2320148 Fax: 254-20-601173  
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: US\$450 for tuition and training material for each candidate  
Venue: TBA  
Dates: TBA. Duration – 3 days  
Language: English

LIVE ANIMALS REGULATIONS
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#### 1. Objective

At the end of the customer participants will learn how to ship live animals safely and legally.

#### 2. Who should attend?

- Freight forwarders and cargo agents
- Shippers and consolidators
- Cargo acceptance staff of airlines
- Live Animals Regulations training specialists
- Customer service agents and cargo officers
- Cargo import/export specialists

#### 3. Programme Overview

- Proper use of IATA's Live Animals Regulations manual
- Government and airline regulations
- Shippers and airlines responsibilities
- Classification and identification of live animals
  - Packaging, documentation and marking requirements for live animal shipments
- Special shipping procedures and considerations for endangered species
- Delay and emergency handling
- Load planning and calculation
- Completion of the Shipper's Certification for Live Animals, the Notification to Captain (NOTOC) and CITES documentation

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**Register Now:**

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

Fax: 254-20-601173  
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: US\$500 for tuition and training material for each candidate  
Venue: TBA  
Dates: TBA, Duration – 4 days  
Language: English

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## REGISTRATION INFORMATION

Please complete the Registration Form enclosed with this Brochure (Xerox copies may be made if required) and send it either by company mail, fax 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)  
Fax: +254 20 601173  
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.

### **MODE OF PAYMENT:**

Fees should be remitted in US Dollars, through the IATA Clearing House, Bank Drafts or Cheques and can be sent directly to African Airlines Association, at P.O. Box 20116, NAIROBI 00200, Kenya. However, telegraphic bank transfers can be made in US Dollars at our Current Account No. 84590844, Barclays Bank PLC, Knightsbridge International Branch, 38 Hans Crescent, London SW1X 0LZ, IBAN No. GB39 BARC 2047 3584 5908 44, SWIFTBIC BARCGB22, Bank Code 20.47.35, with a copy to AFRAA. Payment should be made before a seat can be confirmed for the participant on any desired course.

### **CANCELLATION**

As these courses are very competitive and places are given on first come first served basis, the participant's fees should be paid in advance and in case of cancellation there should be a written notification of minimum 14 days before the course otherwise there will a penalty charge of 10 %.

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## ACCOMMODATION IN NAIROBI

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

### **680 HOTEL - inclusive of tax + bed and breakfast**

Standard Single KSHS.4,100

### **RED COURT HOTEL – inclusive of tax + bed and breakfast**

Standard Single USD 95

### **PANARI HOTEL - inclusive of tax + bed and breakfast**

Standard Single USD 150

### **NAIROBI SAFARI CLUB: LILLIAN TOWERS – inclusive of tax + bed and breakfast**

Suite USD 115

**SAMRA HOTEL SOUTH C SHOPPING CENTRE – inclusive of tax + bed and breakfast**  
 Standard Single KSHS.3,500

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.

REGISTRATION FORM

<b>FAX TO:</b>	Alice Kibebe, Training Coordinator, AFRAA (Nairobi) Fax: +254 20 601173
<b>Or EMAIL TO:</b>	<u><a href="mailto:echingosho@afraa.org">echingosho@afraa.org</a></u> / <u><a href="mailto:akibebe@afraa.org">akibebe@afraa.org</a></u>
<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: .....