Human Resources (HR) Training Practices of Incheon Airport Aviation Academy

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Speaker (Panel 5)

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2. Introduction to Incheon Airport Aviation Academy
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5. Major Achievements of Incheon Airport Aviation Academy (IAAA)
Chapter 01

Introduction to Incheon Airport
01. Introduction to Incheon Airport

✓ Global Standard Airport possible for practical training and field exercise

- Site: 21,292,000 m²
- Runway (3): 1st RWY: 3,750m X 60m, 2nd RWY: 3,750m X 60m, 3rd RWY: 4,000m X 60m
- Apron: Passenger Terminal, Concourse, Cargo Apron
- Apron 1, 2, 3: Passenger Terminal 1, Concourse 1, Cargo apron 1, 2

Incheon Airport
# 01. Introduction to Incheon Airport

<table>
<thead>
<tr>
<th>Total</th>
<th>Capacity (Passenger)</th>
<th>62 million pax.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>(Cargo)</td>
<td>5.8 million ton</td>
</tr>
<tr>
<td>Stands (Passenger)</td>
<td></td>
<td>173</td>
</tr>
<tr>
<td></td>
<td>(Cargo)</td>
<td>57</td>
</tr>
<tr>
<td>PAX. Terminal</td>
<td></td>
<td>646,000 m²</td>
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The 3rd expansion construction is underway. (up to 2017)
Introduction to Incheon Airport Aviation Academy (IAAA)
02. Introduction to IAAA

- Global Training began (Nov. 2007) (Mongolia Airport)
- Incheon Airport Aviation Academy was established (Jun. 2008)
- ICAO Fellowship Programmes began (Mar. 2009)
- Global Training Task Force (T/F) was organized (Oct. 2011)
- ICAO TRAINAIR PLUS Assessment (Dec. 2011)
- ICAO TRAINAIR PLUS Associate Member (Mar. 2011)
- ICAO Standardized Training Package (STP) was developed (Nov. 2011)
- Total Trainees will be over 21,899 (Dec. 2011)
02. Introduction to IAAA

✓ Pleasant and comfortable aviation and airport training HUB

• **SIZE** : 73,891m² (11 floors, 1 basement)
  Classes: (24) / Accommodation (63 rooms)

• **LAYOUT** : Training and operation facilities (1st to 3rd floor)
  Accommodation (4th to 10th floor)
  Amenities (2nd to 3rd floor)
02. Introduction to IAAA

✓ Training expansion for pilots and air traffic controllers

• **Size**: 6,228 m² (8th floor)
  - Classrooms (13) / Accommodation (40 rooms)

• **Layout**: Multi-Purpose Training Facilities (1st floor)
  - Airport Safety Facilities (2nd floor)
  - Accommodation (4th to 8th floor)

※ Construction will be completed in March, 201.
Human Resources (HR) Training System
03. Human Resources (HR) Training System

✓ Leading the aviation training center to fulfill the Vision of Incheon Airport

Vision of Incheon Airport

Vision 2015: A Global Airport leader creating the difference

Strategy

- Secure future growth engines
- Strengthen hub competitiveness
- Enhance Safety and efficiency
- Establish sustainability management system

Vision 2015: A Global Airport leader creating the difference

HR Objective

Value-creative human resources with global competitiveness

Strategy

- Foster Value-creative capable people
- Take off global airport professional training center
- Create self-directed Training Environment
- Generate creative culture space

Secure future growth engines
Strengthen hub competitiveness
Enhance Safety and efficiency
Establish sustainability management system

Foster Value-creative capable people
Take off global airport professional training center
Create self-directed Training Environment
Generate creative culture space
03. Human Resources (HR) Training System

✓ Systematic Training System according to strategies

- **Value**
- **Leadership**
- **Competency based programme**

**Value**
- Workshop / CAN meeting
- Ethics / Culture / CS / Security
- Promotion Course
- International training course
- Overseas business relevant
- SME(Subject Matter Expert) Trainer Course
- ICAO Course
- Fellowship Training
- ACI GTH

**Leadership**
- Executive
- Executive director
- Manager
- Assistant manager
- Mandatory Course / Workshop
- AMPAP
- Overseas Training
- Foreign Language
- Overseas MBA / Aviation professional
- Internation MBA & Doctorate Degree Course
- Specialist MBA Course
- International MBA Course
- IAAA Course
- ACI Course
- Airport Management / Operation Course
- Airline Security course

**Competency based programme**
- Master degree & Doctorate degree Course
- SME(Subject Matter Expert) Trainer Course
- International training course
- Overseas business relevant
- International MBA Course
- IAAA Course
- Fellowship Training
- ACI GTH

**Internal Trainees**
- Executive
- Executive director
- Director
- Manager
- Assistant manager

**External Trainees**
- National External Trainees
- Overseas External Trainees

**Overseas External Trainees**
- International training course
- Overseas business relevant
- SME(Subject Matter Expert) Trainer Course
- ICAO Course
- Fellowship Training
- ACI GTH

**Internal MBA / Aviation professional**
- International MBA Course
- IAAA Course
- Fellowship Training
- ACI GTH
03. Human Resources (HR) Training System

✓ Integrated Human Resources (HR) management
   - Consistent human resource management by integration of HRM and HRD department

- Human Resource Team
- Labor relations & Welfare
- HRM
- Human Resource Group
- Interaction
- Direct control of CEO
- Direct Reporting
- CEO
- HRD
- Incheon Airport Aviation Academy
- Training & Development Planning
  - General training Plan
  - Academy facility management
- Global Training
  - Global training development & Operation
  - Global aviation professional training
- Aviation Training
  - Internal employee job training
  - Internal trainee job competency training
03. Human Resources (HR) Training System

Learning Follow-Up System (LFS) for internal employees

- General Employees
- Manager Level Employees
- HRM (Human Resources Management)
- HRD (Human Resources Management)
- Competency Evaluation (General/Leadership)
- Competency Analysis (Leadership/Job)
- Establish Personal Objective (MBO: Management By Objectives)
- Consult Competency Development Path (Approve IDP)
- Consult Career Development Plan (Connect with CDP)
- Decide Training Plan
- Establish Individual Competency Development Plan (Establish IDP)
- Constant Coaching / Support
- Competency Development Activities
- Career Development Monitoring/Support
- Training Management / Feedback
- Training
- HRM (Human Resources Management)

More than an Airport, Beyond Expectation
03. Human Resources (HR) Training System

✔ External employees training management system
- Systematic training process for entire airport personnel

- Training Demand Survey
  - E-Survey (E-mail)
  - Formal Letter (Questionnaire, opinion survey)

- Course Development
  - Job Analysis
  - Population Analysis
  - Course Design (Curriculum, Module)

- Trainee Registration
  - System Registration
    - Learning Management System
  - Documentation
    - Formal Documentation

- Feedback
  - Review (Course Operation Result Review)

- Course Operation
Chapter 04

Human Resources (HR) Training Programme
04. Human Resources (HR) Training Programme

✓ Customer Satisfaction (CS) training for the word best service airport

- **Regular Course**: Training dedicated to Continuous CS Improvement
  - Basic Course: Assistant Manager Level (7 Hours)
  - Advanced Course: Manager level (7 Hours)
  - Leadership Course: Director Level (7 Hours)
  - Instructor Workshop: In-house instructors (7 Hours)

- **Global CS Course**: Sharing know-how with overseas airports
  - Started in 2009
  - Based on Incheon Airport CS best practices
  - Best practice Sharing, Airport Field Visit, workshop

- **CS Training Facility**: Consistent Training Facility Improvement
  - On-demand training environment
  - Standing organization and customized material development
04. Human Resources (HR) Training Programme

✓ MBA and aviation business master and doctorate program at the airport

- **Doctorate Programme**
  - IIAC and all the employees in the airport (30 students per year)
  - Government endorsed regular doctorate degree course

- **Masters Programme**
  - IIAC and all the employees in the airport (90 students per year)
  - Government endorsed regular master’s degree course

- **Aviation Professional MBA Programme**
  - IIAC and all the employees in the airport (100 students per year)
  - Specialized in Aviation & Airport Operation, Aviation Administration

- **Advanced OJT Course**
  - Employees with more than 4 years experience responsible for the relevant job

- **Basic OJT Course**
  - Employees with less than 4 years experience responsible for the relevant job
04. Human Resources (HR) Training Programme

- Global training course development and operation according to training environment and characteristics

- Curriculum based on practice
- Global Standards Training Contents
- Best Facility & up-to-date equipment
- Affordable Training Costs

- Specifically tailored training suitable for each organization
- General training according to annual training schedule

- Training for developing countries in cooperation with ICAO, Korean CAA and Korea International Cooperation Agency (KOICA)
- Training with organization on the basis of MOU

- 2012
04. Human Resources (HR) Training Programme

✓ Specifically tailored global training programmes

- Group Workshop (Discussion)
- Airport Field Visit
- Leadership Training
- Culture Experiences
- Practical Exercise
- Industrial Site Visit
More than an Airport, Beyond Expectation

Chapter 05

Major Achievements of Incheon Airport Aviation Academy (IAAA)
05. Major Achievement of IAAA

✓ Fostering 728 aviation professionals through doctorate, master and aviation professional programmes (since 2009)

Aviation MBA Professional (Aviation Semi-MBA Programme)
- Stakeholder Employees: 178 (58%)
- Internal Employees: 252 (42%)
- Total: 430

Master (Master Degree Programme)
- Stakeholder Employees: 114 (58%)
- Internal Employees: 213 (46%)
- Total: 327

Doctorate (PHD Programme)
- Stakeholder Employees: 49 (58%)
- Internal Employees: 36 (42%)
- Total: 85

✓ 43% of internal employees have completed these programmes (387 of 897 employees)
# 05. Major Achievement of IAAA

- **Global Standard Airport through training of airport core functions**

<table>
<thead>
<tr>
<th>Area</th>
<th>Training Details</th>
<th>Yearly average trainees</th>
</tr>
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<tbody>
<tr>
<td>CS</td>
<td>Systematic CS training for relevant stakeholders and IIAC</td>
<td>1,200</td>
</tr>
<tr>
<td>Safety</td>
<td>On the Job Training (OJT) and Specialized training for airside operation related entities and IIAC</td>
<td>1,100</td>
</tr>
<tr>
<td>Security</td>
<td>On the Job Training (OJT) and Specialized training for security agents and IIAC security employees</td>
<td>2,500</td>
</tr>
<tr>
<td>Overseas Training</td>
<td>Training for airport operations, safety, security, CS and etc.</td>
<td>500 (2011)</td>
</tr>
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- **World Best Service Airport**
  - (ASQ 7\textsuperscript{th} years in a raw)

- **ICAO USOAP No. #1**
  - (98.89%)

- **ICAO USAP Best Security Airport**

- **Overseas Training**
  - 1,162 overseas trainees from 63 countries (since 2008)
05. Major Achievement of IAAA

✓ 1st ICAO accredited Aviation Training Center

- Successful Completion of ICAO Training Center Assessment (6 areas, 66 items)
- World 1st ICAO TRAINAIR PLUS STP Development
- ICAO Full Member following successful completion of STP
- ICAO Full Member Approved Course developer
- Developed according to ICAO standard development procedure (TDG : ICAO Doc. 9941)

- December, 2010
- March, 2011
- November, 2011
- December, 2011
- December, 2011

6 Course Developers
05. Major Achievement of IAAA

✓ Future action plans for sustainable training

- **Course Development**
  - Global Standardized Training Course and Programme Development (2012: Environment / 2013: CS and CAT3 Operation)

- **Best Practice Sharing**
  - Sharing of Practices of Course Development & Operation

- **Mutual Cooperation**
  - Strengthening International Cooperation

- **Training Course Promotion**
  - National and International Training Course Promotion
05. Major Achievement of IAAA

✓ Key Success Factors of IAAA

- High-ends Airport & Facilities
- Best Practices with systemized training system
- Cooperation with International Organizations (ICAO / ACI)
- Strong Willingness
Thank you for your attention.