

## 2011 - another record year for AFL



AFL Chairman Adrian Sofield presents the \$1 million dividend cheque to the Attorney General and Minister of Public Enterprises, Aiyaz Sayed-Khaiyum.

AFL has achieved another record year recording a profit of \$12.5 million after tax, surpassing last year's record results by 42.5%.

Total revenue for the year was

\$60.2 million, up from \$55.6 million in 2010. Expenses increased to \$47.7 million, up \$3.9 million from the previous year. Return on equity was 8.8%.

In announcing the results at its Annual General Meeting held in Suva, AFL Chairman Adrian Sofield said the continued success of the company was reflected in its careful planning, financial discipline, and the better utilisation of existing facilities.

At the meeting AFL presented a \$1 million dividend cheque to the Attorney General and Minister for Public Enterprises, Aiyaz Sayed-Khaiyum, who accepted on behalf of the Fiji Government, the company's shareholder.

In his remarks, Mr. Sayed-Khaiyum said that the Government had approved a modernisation decree for Nadi International Airport that would allow for the expansion of retail space and offer facilities befitting modern airports.

Mr. Sofield in the annual report said that AFL would also begin work on the Nadi International Terminal that would encompass Government concerns with the aim of maximising "our returns from the investment."

He also reported that AFL would begin the \$58.7 million upgrade of Nausori Airport to be developed in three stages over a ten-year period beginning towards the end of 2012.

Mr. Sofield emphasised that the results reflected the hard work by both his Board and the staff.

"As we move into 2012, with two record years behind us, we can do so with the confidence that AFL is a solid company positioned to substantially grow in the future."

## Work on terminal to begin soon

A major step was taken towards the upgrading of the Nadi International Terminal with the presentation of initial concept drawings to the media by the Attorney General Aiyaz Sayed-Khaiyum and AFL CEO Tony Gollin.

In his opening remarks Mr. Sayed-Khaiyum stressed that Government had put in place the Airports (Development and Modernisation) Decree 2011 that addressed a number of fundamental problems regarding the concessionaires, as well as in terms of improvements to the airport.

He said that there was a time frame for the completion of the upgrade for "everything needs to be completed within the one year, as far as the core objective of the

decreed is concerned." Completion is scheduled for next April.

Mr. Sayed-Khaiyum said that the airport is the first and last impression for the visitor. To enhance the experience more window space has been incorporated into the design of the departure lounge that will provide better views of ocean and the Sabeto mountain range.

The process, he said, will see a streamlined airport, where services and retail outlets will be in a structural organisation, to give a lasting good impression, as the airport is the gateway to the world.

In the presentation of the conceptual drawings Mr. Gollin highlighted some of the plans in the upgrading.

For those departing there will be an enlarged immigration and security screening area.

The departure lounge will have a makeover with more retail and specialty shops, a quality food court with food cooked on the premises, and a small bar. On landside, downstairs the food and shopping outlets will be increased.

Mr. Gollin said arriving passengers would experience an expanded immigration and health area. The baggage hall will be extended to not only allow for a third carousel, but for a new arrangement to include more airport services. All rental car agencies will be removed from the area with their activities to be located in the parking lot.

Roads around the terminal will



AFL CEO Tony Gollin describing changes to the terminal during the media conference.

be rerouted with rental cars going directly into the parking lot, and the parking lot itself built to two levels.

"Work is expected to begin in September," Mr. Gollin said, "with no disruptions to passengers while the renovations are carried out."

PAGE

2



Academy certified

PAGE

3



Air Vanuatu arrives

PAGE

4



40 years of service

inside

# Passengers to benefit from Lean Six Sigma

"THE passenger is everything to us," said AFL CEO Tony Gollin as he explained the introduction of Lean Six Sigma training into the company, a highly disciplined programme to help the company focus on developing near-perfect passenger services.

The programme is now up and running with representatives from AFL, FRCA, Immigration, Health, Biosecurity, Airlines, Border Police and ATS all taking part.

Experts in Lean Six Sigma methodology, the Beca Company from New Zealand, are conducting the programme. They will continue the training process until December 2012 when it is expected that AFL will then take over.

Presently Francis Tse from Beca is conducting the training. Beca will send trainers monthly until the end of the year to help those taking part achieve their targets.

Introduced into Japanese manufacturing in the 1950s and since embraced by companies such as General Electric, the main purpose of Lean Six Sigma is to reduce waste and variation in procedures. In AFL four main operations have been identified as needing improvement:

- Passenger: check in, arrival and departure, processing time.
- Regulatory: increasing the current license certification period,
- Procurement: the procurement process,
- Human Resource: the selection and recruitment process.

To achieve the improvements the participants have been divided into teams that are called Yellow Belt (identification of ideas and improvement projects) and Green Belt (leading the project teams).



Rohit Prasad (Management Accountant), Shalni Prasad (Audit Executive), Frances Tse (Lean Six Sigma Consultant), Sunia Korosigasiga (Quality and Risk Assessment Officer), and Renny Anand (HR Officer) during the Lean Six Sigma Training.

There will eventually be a Black Belt (manage the programme), to be selected at a later date.

As Mr. Gollin has pointed out, the primary aim is to provide a better experience for passengers.

"We are grateful that all the agencies at the airport

are involved with the Lean Six Sigma programme. The programme needs the support from all the stakeholders and the establishment of a common core practice with shared information needed to improve the passenger experience."

## CAAF workshop addresses ATM future



Terry Atalifo (Fiji Meteorological Services), Ratu Ilaitia Tabakaucoro (CAAF Air Traffic Management Inspector) and Josateki Temo (Ministry of Strategic Planning, National Development and Statistics) at the workshop.

IN preparation for the 12th Air Navigation Conference to be held in Montreal in November, aviation professionals from Pacific states of the ICAO APAC region took part in a four-day workshop held at CAAF headquarters.

To ensure international compatibility and performance improvements the workshop focused on the planning and implementation of air navigation systems based on an Aviation System Block Upgrades (ASBU) methodology.

ASBU is a method to achieve standardisation of Air Traffic Management (ATM) performance worldwide to ensure that all systems are compatible with each other, and that all aircraft have been modernised.

It is expected that to achieve this standardisation of the world's air transportation system will cost the industry \$120 billion over the next ten years.

Countries that attended from the Pacific were Australia, Fiji, Papua New Guinea, and Vanuatu. Mr. Saulo Da Silva and Mr. H.V. Sudarshan from ICAO headquarters in Montreal Canada conducted the workshop.

## Swimming pool a hit

THE AFL swimming pool has become a popular venue for youth and adults alike.

Shown here during training at the pool are students of the Mount Saint Mary School's swimming team. The pool hours are Monday through Saturday 7a.m. to 7p.m. and Sunday 10a.m. to 5p.m.



## Historic moment for the Academy

THE AFL Aviation Academy has been certified as an international training institution by the country's aviation regulator, the Civil Aviation Authority of Fiji (CAAF); a historic moment for AFL and an affirmation that its role as an educator has been recognised.

This recognition also allows ICAO (International Civil Aviation Organisation) to fully endorse all of the Academy's air traffic management courses, an important step in ensuring that many countries in the world will now recognise graduate certificates from the Academy.

In announcing the certification, AFL CEO Tony Gollin said that immediate beneficiaries, in addition to Fiji, would be those countries in the region who want to further develop their aviation industry.

"We have already provided air traffic management training for students from the Solomon Islands and Tuvalu and Rescue Fire Services training for Nauru. With the certification we will now be able to better plan



From left- Joseva Baivatu (Senior Aviation Academy Instructor), Mosese Niumataiwalu (Manager Aviation Academy), Isei Tudreu (CAAF/CGAS), Jeremaia Lewaravu (Acting Controller Aeronautical Information Services), Tony Gollin (AFL CEO), Jovilisi Vatu (Senior Aviation Instructor) and Vula Seru (Manager Air Traffic Management and Aviation Training) at the announcement of the Academy's certification.

courses and provide a better fit for our regional neighbours," he said.

Prior to certification the Academy had to clear each course with CAAF on a case by case basis before it could be operated. As a fully certified school, the Academy will now operate on its own, with CAAF oversight.

# Solomon and Fiji students near air traffic controller licenses

SOLOMON Islanders and 10 Fiji students have moved one step closer to becoming Air Traffic Controllers with the completion of their formal studies at the AFL Aviation Academy in Nadi.

A graduation ceremony was held at the Academy with Chief Guest, AFL CEO Tony Gollin telling the successful students that “this is the first time AFL has shared its knowledge and skills with our neighbouring countries, but it certainly won’t be the last.

“This marks a milestone in the company’s history with the completion of a significant training course with the involvement of the Solomon Islanders.”

The students will now begin their on the job training, the Fiji students working in the control tower at Nadi International, and the Solomon Islanders at Nausori Airport, both for six months. With the successful completion of this phase of their training they will then become licensed Air Traffic Controllers.



Back (L-R) – Peni Waqalekaleka, Allan Navo, Amelia Vulisoko, Vinal Chandra Prasad, Ravneel Nitesh Singh, Paul Peniko Kito and Taufa Seniroqa  
Front (L-R) – Jovili Lewamosa, Venaini Ravudakua, Allan Keuni, Tony Gollin (AFL CEO), Aqela Buka, Lositika Mataitini and Allan Babalu.

Mr. Gollin said that the AFL Aviation Academy is now certified as a fully accredited aviation training institution by the Civil Aviation Authority of Fiji, the country’s aviation regulatory body. “This means that the Air Traffic Control courses are now fully endorsed by the world’s International Civil Aviation

Organisation (ICAO) and ensures that the license they receive when they finish their on-the-job-training is recognised by other States,” said Mr. Gollin.

The Aviation Academy provides a wide range of aviation related courses such as Air Traffic Management, Fire and Security Services.

## Air Vanuatu Sunday service to Nausori



Air Vanuatu receives a water salute on arrival at Nausori.

UNDER cascading water from Nausori Airport fire tender hoses, Air Vanuatu’s new 68 passenger ATR 72 was rainbow welcomed into the country as it taxied on the tarmac towards its docking location.

The Vanuatu carrier will operate a weekly Sunday service between Port Vila and Nausori with an 11a.m. arrival and 12 noon departure.

## AFL applauds Air Pacific success



“WITH Air Pacific’s Chief Executive and Managing Director, David Pflieger announcing a \$10.7 million profit for the last financial year compared with the two previous years of losses that totalled \$106 million, an extraordinary turnaround has taken place that augurs well for the future success of the airline,” said AFL CEO, Tony Gollin.

He said that for AFL the importance of the airline, not only to the nation, but for the health of its international airports could not be overstated. In the 2011/12 financial year, Air Pacific continued to grow passenger numbers, carrying 85,000 more passengers than the previous financial year. The airline on

average carries 68% of all visitors to Fiji.

“There is much that we are doing that relates directly to the success of Air Pacific. The upgrading at the terminal to improve customer services as well as the major undertaking at Nausori Airport.

“Nausori will ultimately provide a capital city gateway for aircraft as large as the Airbus A330/200 capable of carrying 260 passengers.”

Mr. Pflieger has announced that Air Pacific will receive its three new Airbus A330/200 to be delivered in 2013.

In addition, it is changing its name to Fiji Airways with the airline’s new brand and colour scheme to be rolled out over the next 18 months.

## Nauru firemen train at AFL

AIRPORTS Fiji Limited (AFL) has received a further endorsement of the growing importance of its aviation academy in the region with the recent training of three firemen from Nauru.

The Nauruans attended a two-weeks course in aircraft and structural fire fighting using the latest technology according to AFL Acting Fire Training Officer, Semi Banuve.



Semi Banuve, Acting Fire Training Officer, (second from right) with Nauruan firemen Debenamo Sebastian, Rewaru Diminiski, and Temaki Nanitten discuss vital equipment.

## Cleanup at Nausori



Left to right : Vijay Singh (Head Terminal Attendant), Police Inspector Peni Dagaga (OC Border Control Unit, Nausori Airport), Jone Kubu (Air Pacific Aircraft Porter), Police Constable Solomon Korobure (Border Control Unit), Airport Security Supervisor Seveti Rokosuka (Home Link Security Services), Police Constable Nakiti Bulu (Border Control Unit), and Lasaro Bolabiu conducting Airside Safety Briefing.

CONCERNED AFL staff and the Nausori Community Policing Unit joined hands and walked the landing strip at Nausori Airport to pick-up FODs (foreign object debris) recently. The total weight of the debris gathered by the

nineteen members of the FOD team was 8.5kg. “As a result of the exercise recommendations were made such as more rubbish bins, but most importantly, for an airside safety awareness training,” said Lasaro Bolabiu, AFL Airside Officer.



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## Labasa airport to close for two weeks



LABASA Airport will close for runway repairs August 31 to September 13.

"The runway requires resealing and we have allotted two weeks for the work. It would normally take longer but we will work around the clock to minimise the inconvenience to the travelling public," said AFL General Manager Airports, Lawrence Liew.

Pacific Sun's General Manager Shaenaz Voss said that the airline would cease flights into Labasa for the August 31 to September 13 period but would increase its services to Savusavu to twice daily during that time to "relieve some of the pressure because of the closing."

## Betty says goodbye to 40 years of aviation



Betty Heritage seated centre with AFL well wishers.

WHEN Betty Heritage retired from AFL in May of this year it brought to a close a career that spanned four decades, three different organisations and nine chief executives.

In fact she must be among the very few who have seen the company grow from a Government aviation department, then to the Civil Aviation Authority of Fiji, and finally into Airports Fiji Limited.

In commenting on her retirement, AFL CEO Tony Gollin, thanked her for her years of service, especially in the

last six months where she served as his executive secretary, and wished her well in her retirement.

Her career began with the Civil Aviation Authority of Fiji in 1977. She has been a personal assistant, then executive secretary to CEOs, of CAAF and AFL, from that time until her retirement.

To acknowledge her contribution, many of the ladies who served with her threw a farewell luncheon to acknowledge the role she played in mentoring young junior staff over the years.



## Pita Leweniqila farewelled

MANAGER Human Resources Pita Leweniqila has left AFL after finishing his three year contract with the company. At a farewell function he was thanked for his leadership and guidance especially in union matters.



## Josefa Rainima retires

AFTER a long and distinguished career mostly associated with fire services, Mr. Josefa Rainima has retired as Manager Airport Rescue and Fire Fighting Services, a position he held since 2009. He was responsible for helping to set up the National Fire Service in 1995 and served as Aerodrome Lead Auditor and Aerodrome Inspector at CAAFI from 2002 before joining AFL.

## Job description review

HUMAN Resources have completed work with respective departments in reformatting job descriptions. The new format will assist facilitate the Performance Management System (PMS) process when it commences in 2013. HR is presently finalising the job description format. PMS involves setting a staff performance target at the beginning of the year, monitoring and finally measuring the performance at the end of the year.

## AFL cares

*CONCERN for the community, staff and the nation is an ongoing commitment by AFL. The following are the more recent efforts by the company to help those in need:*

### Staff flood victims

Sixty-four families received help from AFL, each was presented with a cheque of \$500, this amounted to a total of \$32,000.

This money was given in addition to clothes and food donated by employees.

### Prime Minister Flood Relief Appeal

AFL donated \$20,000 to the Prime Minister's Relief Fund.

### Comfort for Nadi Hospital

AFL provided Nadi Hospital with tensor barriers (control queuing) and seven wooden rest chairs to provide comfort to waiting and nursing mothers in the children's ward.

### Loloma Home receives food

AFL is committed to providing \$1,000 quarterly to this home for single mothers and their children. In May, true to its promise, AFL presented the home with \$1,000 in food.

### The Bubble grows

For those visitors returning to their countries, they have one last opportunity to help out the more unfortunate in Fiji by donating their loose change and paper money into



the Bubble. It stands alone in the departure lounge and through its clear plastic, visitors can watch the money grow. Installed in April of this year the income will be given to a revolving number of charities.