



DEVELOPMENT OF REGIONAL EMPLOYMENT AND AIRPORT AREAS MANPOWER

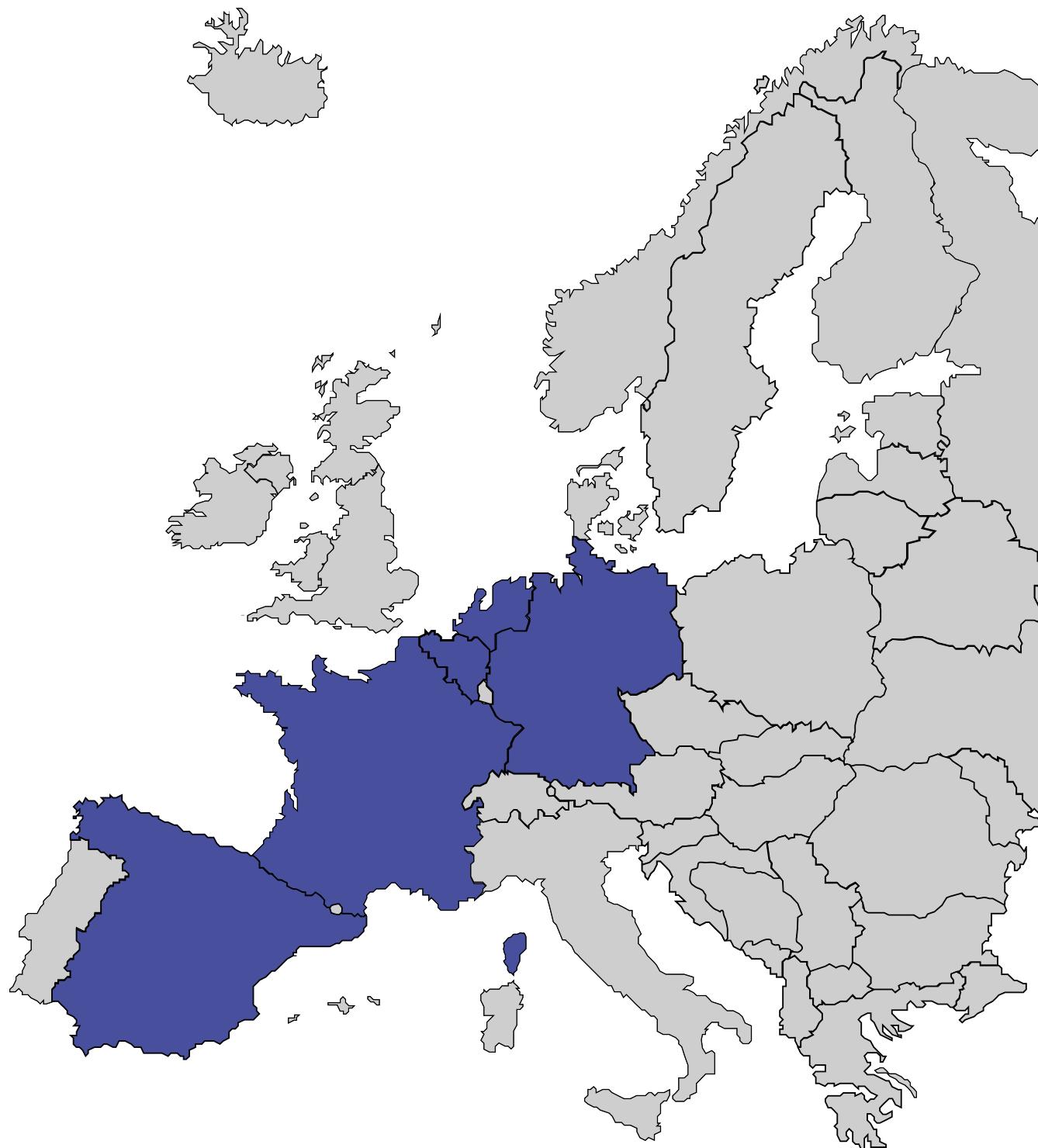


# EMPLOYMENT BEST PRACTICES IN AIRPORT AREAS



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# INTRODUCTION

When the DREAAM project started, in 2018, air traffic was growing at an unprecedented pace, airports throughout Europe and beyond were continuing to expand and develop, and so did the surrounded areas. At the same time, many airports were struggling to respond to the needs that the numerous companies on their platforms had. In particular, they were dealing with an ever-increasing skill gap problem, as well as an issue in attracting employees to the airport area.

It is clear that employment in airport areas was, and will continue to be in the future a source of growth, development and economic impact. European airports were creating and facilitating more than 12 million jobs in 2015 and some 700 billion euros in GDP per year, just over 4% of the entire European economy.

Therefore, in 2018, a group of regional public authorities, airports and, economic and development agencies started the Development of Regional Employment and Airport Areas Manpower (DREAAM) project. Supported by Erasmus+, the objective, over two years of activity has been to exchange good practices mainly on vocational education, training in airport areas, branding and recruitment.

The project partners were: lead partner Paris CDG Alliance (France), communication partner Airport Regions Council (Belgium), Aviato (Belgium), Economic Development Agency Dahme-Spreewald (Germany), El Prat de Llobregat Town Council (Spain), Regional Authority FrankfurtRheinMain (Germany), Municipality of Beek (The Netherlands) and Orly International (France).

The main activities of the project partners revolved around:

- Perception and promotion of jobs in airport areas: considering the perception of jobs in those areas, are the existing promotion tools efficient? How to duplicate them in other territories? What are the remaining gaps?
- Matching workforce qualifications with the companies' requirements: is there really a shortage between the needs of employers and existing staff qualifications? What are the good practices to reduce this gap?
- Anticipation of future work patterns: will anticipating the future needs of companies allow for the development of relevant skills before they become a gap? What are the best practices in this respect?
- Synthesis of the findings, implications for the attractiveness of airport areas: considering the project's analysis, which solutions can be developed to promote these jobs?

At the end of all our transnational meetings, the answers to all the above mentioned questions were collected in order to design a small guide which includes the best practices which were identified among all consortium partners during the implementation of the project. It can be split into nine categories and covers all information from branding any airport region up to the development of well-working partnerships within the airport area.



# AIRPORT AREAS' ID CARDS

## Paris-Charles de Gaulle (CDG) & Paris-Le Bourget (LBG) Airports

Airports operator: Groupe ADP

### KEY FIGURES

76,150,007 (CDG) passengers in 2019 (Rank 2<sup>nd</sup> in Europe)

54,656 (LBG) passengers in 2019 (Business)

2,102 (CDG) million of tons of cargo in 2019

706,300 inhabitants in Paris CDG Airport Area

50 municipalities

18% unemployment rate in 2018

### MAIN ECONOMIC FIELDS

- Airports and Aeronautics ;
- Logistics and Transport ;
- Tourism ;
- Retail, Wholesale and E-Commerce ;
- Industry.

### MAIN CHALLENGES

- Adapt the training offer and create new training centres to train the inhabitants to the trades induced by the building of the Terminal 4 (by 2028) in order to reduce the unemployment rate.
- Work on upskilling the inhabitants' competencies to create new career paths inside the airport area and to adapt the training to the companies' needs.
- Implement new international companies in order to participate to the sustainable growth and development of the airport area.

## Paris-Orly Airport (ORY)

Airport operator: Groupe ADP

### KEY FIGURES

31,853,049 passengers in 2019  
(Rank 13th in Europe, 2nd in France)

86,204 tons of cargo in 2018

166,000 inhabitants in the area

8 municipalities

11,7% unemployment rate

Expanded employment area (including main area)

1,224,000 inhabitants in the area

61 municipalities

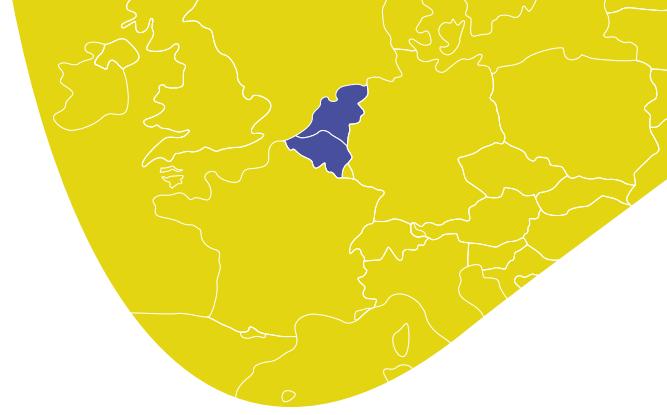
12,5% unemployment rate

### MAIN ECONOMIC FIELDS

- Airports and Aeronautics;
- Logistics and Transport;
- Tourism;
- Retail, Wholesale and E-Commerce;
- Industry.

### MAIN CHALLENGES

- Contribute to the economic development of the Paris-Orly perimeter and to attract international companies inside the economic areas.
- Analyse and anticipate the employment needs and skills of the Paris-Orly perimeter, to contribute to inform and orientate the inhabitants towards the regional professions.
- Adapt the training schemes to the needs of companies and to the profiles of the inhabitants of the Paris-Orly perimeter: training on English language, focus on behaviour (quality of service and hospitality).



## Maastricht Aachen Airport (MST)

Airport operator: Provincie Limburg

### KEY FIGURES

445,000	passengers in 2019
143,000	tons of cargo in 2019
600,000	inhabitants in South Limburg
16	municipalities (South Limburg)
3.4%	unemployment rate in 2019

### MAIN ECONOMIC FIELDS

- Logistic Excellence;
- Airport Village and MRO;
- Smart Innovation (Med-Tech and High- Tech);
- Sustainability – Building and construction sector.

### MAIN CHALLENGES

- Increasingly ageing population.
- Branding of the Area and promoting unity and cooperation inside the business area of the Aviation Valley.
- Shortage of logistic and technical workforce and mismatch between supply and demand in the labor market.

## Brussels Airport (BRU)

Airport operator: Brussels Airport Company

### KEY FIGURES

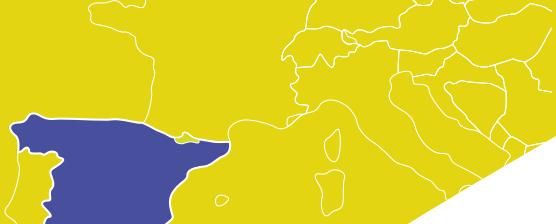
26 million	passengers in 2019 (Rank 24 <sup>th</sup> in Europe)
500.000	tons of cargo in 2018 (21 <sup>st</sup> Airport in Europe)
11,492,641	inhabitants
581	municipalities
unemployment rate in December 2019	
5,4%	in Belgium
3,3%	in Flanders
12,6%	in Brussels Capital Region

### MAIN ECONOMIC FIELDS

- Financial services ;
- IT;
- Services.

### MAIN CHALLENGES

- Growth of the Airport that expects to have 40 million passengers and 800.000 tons of cargo for 2040.
- Increasing traffic jams creating a need to find new mobility solutions.
- Attract a growing number of profiles that fit with companies' expectations.
- Conceive and organize training programs for job seekers in order to prepare them to the Airport Jobs.



## Josep Tarradellas Barcelona-El Prat Airport (BCN)

Airport operator: Aena

### KEY FIGURES

52,686,314 passengers in 2019

177,271 tons of cargo in 2019

3,291,654 inhabitants of Metropolitan Area  
Barcelona

36 municipalities

10.8% unemployment rate  
(December 2019)

### MAIN ECONOMIC FIELDS

- Wholesale and retail trade;
- Logistic Platform;
- Industrial technology sectors and knowledge-based services;
- Industry and Productive activities.

Focus will be made on El Prat de Llobregat Municipality: 64,674 inhabitants

### MAIN CHALLENGES

- Reduce involuntary part-time work associated with low wages for the low-skilled jobs, that especially affect women and younger population.
- Continue to attract FDI thanks to the situation of an airport and a port in the same area that creates an important logistics centre for the Euro-Mediterranean area.
- Dialogue between public authorities and airport authorities to collaborate in the development of the workforce in the sector and anticipate employment needs and skills.
- Maintain the level of excellence in teaching of Vocational Training.

# Berlin Brandenburg „Willy Brandt“<sup>1</sup>(BER) and Berlin-Schönefeld (SFX) Airports

Airport operator: Flughafen Berlin Brandenburg GmbH

## KEY FIGURES

34 million\* passengers in 2019 (Rank 12<sup>th</sup> in Europe)

50.000\* tons of cargo in 2019

169.067 inhabitants (District Dahme-Spreewald)

1 number of municipalities

3,7% unemployment rate in 2019

## MAIN ECONOMIC FIELDS

- Aerospace;
- Logistics;
- Tourism.

## MAIN CHALLENGES

- The airport has been a strong driver for the regional labor market for years and measurably leads to more employment both at the airport and in the region.
- The planned opening of BER in autumn 2020 is expected to provide strong impulses for the job market with 40.000 direct and indirect jobs at the moment, going up to app. 70.000 in the next 15 years.
- With workforce resources already low in the airport region, this will result in exhausted local and regional labour markets.
- Businesses will have to shape up their recruiting for supraregional source markets.
- Advance training programs to educate and integrate potential staff from diverse backgrounds (i.e. migrants, long-term-unemployed, commuters).

# Frankfurt am Main Airport (FRA)

Airport operator: Fraport AG

## KEY FIGURES

70,556,072 passengers in 2019 (Rank 4<sup>th</sup> in Europe)

2,21 million tons of cargo in 2018

5,8 million inhabitants in Metropolitan Region FrankfurtRheinMain

463 municipalities

4,5% unemployment rate

## MAIN ECONOMIC FIELDS

- Finance and Consulting;
- Logistic and Transport;
- Pharma, Chemistry and Life Science;
- Aviation and Aeronautics;
- Automotive and Automation;
- Tourism.

## MAIN CHALLENGES

- Demographic change: Need of international and qualified workers;
- Growth of the airport with a new Terminal that could welcomes up to 25 million passengers at its final stage;
- Lack of affordable housing.

1. Opening in October 2020

\* Numbers are an addition of TXL & SXF airports, as the new Brandenburg airport (BER) will get the passenger and cargo flows of TXL.



# BEST PRACTICES

The best practices on training and employment in airport areas can be split into nine categories since they are dealing with the main issues which have to be kept in mind in order to innovate and implement some tools about employment and manpower in airport areas. The proposed best practices can also be transferred to other airport areas and local communities.

**#1**



**#2**



**#3**



**#4**



**#5**



**#6**



**#7**



**#8**



**#9**





# Best practice #1

FIND NEW GOVERNANCE MODEL BETWEEN PUBLIC AND PRIVATE ENTITIES TO DEVELOP WORKFORCE AND TO FACE SOCIAL CHALLENGES

## WHY?

Airport areas are often characterized by a fragmentation of actors and a lack of coordination between the different stakeholders. However, these areas are at the core of the economic growth of the Region, with the implementation of major projects generating specific workforce needs. Coordination between the different institutions in charge of setting up policies, as well as between public and private actors, is the key to find innovative solutions to face social challenges.



WITH	Public & private partners, Employment center and support structures, Companies of the different economic fields, Training organizations and Accredited collecting funds for training (OPCA).
MAIN OBJECTIVE	To gather public and private partners of different economic field of the airport area in order to promote jobs.
HOW	<ul style="list-style-type: none"> <li>- Design an annual action plan;</li> <li>- Manage operational actions;</li> <li>- Organize visits of hotels and training organizations;</li> <li>- Communicate and inform job seekers about the different jobs, positions that need to be filled and training paths;</li> <li>- Encourage job seekers to meet professionals.</li> </ul>
RESULTS	<ul style="list-style-type: none"> <li>- A group of job seekers willing to improve their skills and practices in corporate relations;</li> <li>- Professionalize actors of the area, raising awareness on companies' needs (prerequisites related to job offers);</li> <li>- Optimize available means and resources to create new partnership projects;</li> <li>- Enhance the visibility of the partners' service offers to companies;</li> <li>- Create a continuous update/monitoring of information on employment opportunities in the sector;</li> <li>- Design of a common employer brand.</li> </ul>
REQUIREMENTS	<ul style="list-style-type: none"> <li>- Part time work of a project manager on each economic field;</li> <li>- A good network for logistics and communication.</li> </ul>



Paris CDG Airport Trades and Qualifications Campus

WITH	Different educational parties from the secondary schools to the University.
MAIN OBJECTIVE	To foster vocational training paths for the students of the airport area.
HOW	<p>The action of the Trades and Qualifications Campus aims to :</p> <ul style="list-style-type: none"> <li>- Share means between the different vocational centres;</li> <li>- Improve the visibility of jobs that need to recruit and promote those jobs;</li> <li>- Co-construct and reinforce the vocational training offer;</li> <li>- Increase the promotion of language learning;</li> <li>- Develop the values of hospitality and service in an international context.</li> </ul>
RESULTS	<ul style="list-style-type: none"> <li>- 484 students benefit from 20 different actions;</li> <li>- 18 actions were carried out in the secondary schools, as well as in the high schools of the three departments of Paris CDG Airport Area;</li> <li>- 2 innovative events have been developed (Logistic Olympiad, "Shake your English") to promote another way to learn English and new reasons to choose the Logistics career.</li> </ul>
REQUIREMENTS	One person full-time and project budget to set up actions.



WITH	City Council of El Prat de Llobregat through Economic Development and Education Areas and two public Vocational Training Institutes of El Prat (Les Salines and Illa dels Banyols Institutes).
MAIN OBJECTIVE	To create a "Vocational Training Council" in the area in order to negotiate and decide new training activities according to the needs of employers.
HOW	<ul style="list-style-type: none"> <li>- Develop a governance, reflection and commitment space that aims to improve initial and occupational training : the Vocational Training Council;</li> <li>- Become a valid representative organ to dialogue with administrations, businesses, union organizations and various institutions linked to vocational training: <ul style="list-style-type: none"> <li>- Adapt training programs to the demands of the nearest labour market;</li> <li>- Making training a tool for the improvement of the economic fabric of the territory.</li> </ul> </li> </ul>
RESULTS AFTER 6 YEARS	<ul style="list-style-type: none"> <li>- Institutionalize a working body, which was necessary to have greater capacity for representation, decision and connection with official bodies;</li> <li>- Design new training activities according to the needs detected such as higher Vocational Training "Guide, information and tourist assistance" in Illa dels Banyols Training Institute.</li> </ul>
REQUIREMENTS	The agents involved in the establishment of a collaboration between different actors crucial for the efficiency of this political and operational governance.



WITH	Public & private partners as Aviato is an interregional collaboration.
MAIN OBJECTIVE	Aviato creates an attractive & dynamic airport community which is unique in informing, inspiring and connecting talent & organisations.
HOW	Aviato will take the lead in 5 domains, promoting the experience of working at Brussels Airport and the diverse offer of jobs as Unique Selling Propositions: <ul style="list-style-type: none"> <li>- Employment : 10 people (in contact with the companies) working with the unemployment agencies and using their job seekers database in order to close the gap;</li> <li>- Training &amp; learning;</li> <li>- Education: airport academy with a link with schools too;</li> <li>- Communication: a digital portal with all jobs opportunities, information about working at the airport;</li> <li>- Mobility.</li> </ul>
RESULTS	<ul style="list-style-type: none"> <li>- The training platform that develops talents in a unique way and connects the available competencies to the needs of the organizations, today and tomorrow;</li> <li>- The marketplace for employment at and around the airport, known for its user experience and qualitative service;</li> <li>- The knowledge center for data and information related to employment, training &amp; learning, and mobility at and around the airport;</li> <li>- A progressive community &amp; experience center in an attractive environment inspired by what 'working at the airport' means now and in the future.</li> </ul>
REQUIREMENTS	Aviato needs to closely link with the employers at and around Brussels Airport in order to achieve its goals and objectives. Aviato needs the support and finance from the regional and public partners.

# Best practice #2

OBSERVE AND ANTICIPATE THE FUTURE NEEDS OF THE LABOUR MARKET

## WHY?

Knowledge of the main economic characteristics of a territory and of its future projects allows to have an accurate vision of future workforce needs and then establish innovative solutions to adapt training programs, to contribute to upgrade inhabitants' skills and to give local residents a tailored career guidance.



## MAIN OBJECTIVE

Knowledge of the main economic characteristics of the territory and of the expected projects to establish a diagnosis of the territorial training offer and the job needs.

## HOW

Coordination of an Observatory of the area that carries out prospective studies:

- Collect different data about economy, training and employment in the area by bringing together local data experts;
- Run qualitative studies focusing on expected projects of the territory (new Terminals...) to envision jobs' evolution by interviewing companies and local stakeholders;
- Share a common understanding of the main challenges of the territory and of the fields which may suffer from strangulation.

## RESULTS AFTER 1,5 YEARS OF IMPLEMENTATION

1. Publication of "territory description" as well as "key figures";
2. Publication of two prospective studies on two major projects;
3. Design of a digital easy-to-use tool to share the different analysis to the general public, as well as professionals and experts.

## REQUIREMENTS

Communication of the study is a huge part of the project, as it will influence the implementation of solutions. In 2020, Paris CDG Alliance is working on the design of a web platform to easily disseminate the results.



Ajuntament del  
Prat de Llobregat



## MAIN OBJECTIVE

Run an operational planning of training and competencies of the airport area, in relation with the needs & demands of the companies.

## HOW

- Define and understand the magnitude of the activity of the airport of the Prat, its strategic importance for the territory, the productive fabric and the employment;
- Conduct a quantitative study to detect the training needs and professional profiles requested by companies that operate in the airport area;
- Detect the future trend of the needs for talent and technical skills of the airport workforce by organizing working groups to detail professional profiles.

## MEDIUM TERM RESULTS EXPECTED AFTER THE STUDY

- Ensure the competitiveness of companies by training qualified professionals;
- Improve the insertion of young people.

## REQUIREMENTS

- Creation of a dynamic of public-private collaboration in charge of carrying out both this projection and the constantly evolving adaptation between supply and demand in the labour market;
- Difficulty in obtaining data from the airport economic sector, since much of this information is confidential.



## WITH

The definitive knowledge centre for data and information relating to employment, training and mobility at and around the airport.

## MAIN OBJECTIVE

Coordination of an Observatory of the Brussels Airport area that gives a clear vision of the labour market at the airport and carries out prospective studies.

## HOW

- Collect different data about economic and employment in the area working with a Research Institute specialized in Work and Society (HIVA - KU Leuven);
- Analyze the role of the Airport entity as an employers in the Region;
- Conduct a quantitative study on Labour market (Direct and indirect jobs) : gender, places of residence (Walloon and Flemish Region, Brussels-Capital Region), full-time jobs versus part-time jobs, key sectors...
- Share a common understanding of the main challenges of the area (Employment engine with upside potential – 400 positions vacant) with the stakeholders.

## RESULTS AFTER THE STUDY

1. Publication of the results and discussion with the stakeholders;
2. A targeted policy on new recruitments in order to further develop Brussels Airport as an attractive and dynamic Airport community;
3. Aviato ensured its place as a centre of knowledge and skills in the field of work, training and mobility around the airport;
4. An opportunity for all job seekers and specifically those from the Brussels-Capital Region and the Walloon Region, where there is a supply surplus. A way to connect these job seekers with employment opportunities at and around the airport.

## REQUIREMENTS

Communication of the study and proposals for concrete actions to meet current and future needs.

# Best practice #3

## FOSTER SOCIAL INCLUSION INSIDE AIRPORT AREAS' LABOUR MARKET

### WHY?

Nature of work is changing and our societies fail simultaneously to integrate everyone into the workforce. A remaining part of airport areas' inhabitants cannot access to the labour market without any specific support. Public institutions, as well as companies which want to integrate fair and social approaches of employment, can set up programs to make easier for job seekers to join or re-join the workforce.





**MAIN  
OBJECTIVE**

Work with the companies of the airport area to include legal provision, such as social inclusion clause in their market.

**HOW**

Since 2019, Paris CDG Alliance is working in close relation with Paris CDG airport operator and the public institutions of the area to:

- Share good practices in ways to include social inclusion clauses in legal contracts;
- Make sure that positions are fully filled and monitor the needs;
- Mobilize the public and communicate about positions.

**RESULTS AFTER  
1 YEAR OF  
IMPLEMENTATION**

- A pilot on 3 procurement contracts (2 construction contracts & 1 cleaning contract);
- 16,250 hours will be reserved for people that can benefit from the social inclusion clauses.

**REQUIREMENTS**

Areas which want to innovate in that field should be careful to include all the different stakeholders of a territory, particularly when huge projects are in-between different zones of intervention (different employment and recruitment loops).



Government of the Netherlands

**MAIN  
OBJECTIVE**

The Dutch Participation Act underlines the need for participation for all Dutch employees, also those with labour limitations. Objective with this act: to ensure that more people, with or without labor limitations, find a job at regular employers.

**HOW**

- Gemeente Sittard-Geleen, Stein and Beek contribute to the job finding by allowing the Team Work and Employers Service Point to create an enterprise named PWM (Participatiebedrijf Westelijke Mijnstreek PWM)
- To provide wage value measurement for employers to accomodate labor costs, when they hire employees who can't earn the minimum wage. The amount of the labor subsidy is determined, based on wage value measurement, as well as the need of support of a candidate.

**RESULTS**

- 700 people with labor limitations have jobs in the PWM area;
- A social added value more than a financial added value.

**REQUIREMENTS**

Governement contribution for each wage.



<b>MAIN OBJECTIVE</b>	Runs an enterprise named "Participatiebedrijf Westelijke Mijnstreek PWM" with the participation of two other municipalities: Stein and Beek.
<b>HOW</b>	To redesign tasks within a company to give more work chances for people with labour limitations : Inclusive Job Design.
<b>RESULTS</b>	<p>1st step: Creation of the public company PWM;</p> <p>2nd step: Analyze standard procedures and activities in companies and identify parts of the activities that can be carried out by people with labour limitations;</p> <p>3<sup>rd</sup> step: Create new and inclusive jobs for people with labour limitations in the PWM company and for other companies.</p>
<b>REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>- Job creation provides new jobs (and created added value) for people with labour limitations;</li> <li>- For "regular" employees (without labour limitation) more time is provided for carrying out their main activities and therefore more added value can be created.</li> </ul> <p>Not all companies and all activities are suitable for inclusive job design.</p>

# Best practice #4

ENHANCE THE EMPLOYABILITY OF  
YOUNG PEOPLE BY DEVELOPING THE LANGUAGE  
AND INTERCULTURAL SKILLS

## WHY?

Despite the presence of job positions to fill and a rich pool of job seekers in the airport area, HR Managers experiment real difficulties in recruiting people to fill the vacant positions. A crucial identified lacking skill is linguistic competence, especially in English. In order to increase the employability of young people, airport areas set up different kinds of programs.





An ERASMUS + Program

#### MAIN OBJECTIVE

ENVOL PRO and CCAERO are two programs that give the opportunity to job seekers from the Paris airport area to do an internship in a company abroad for a period of 3 to 4 months, in order to increase their language skills.



#### HOW

- Allows job seekers aged between 18 to 30 who have a serious professional project in the main sectors of the Paris CDG airport area, to improve their linguistic and professional skills;
- Allows language learning via European mobility;
- Facilitate the entry into training/co-op /or the labour market of job seekers;
- Develop job seekers' knowledge (professional posture, adaptability, open-mindedness...).

Job seekers selected in the program have 60 hours English classes training in addition to cultural preparation courses in the form of a MOOC before doing their internship abroad. After their internship, job seekers are helped with their integration in the professional world through different activities such as job dating with recruiters, professional coaching, skills development.

#### RESULTS

- 189 job seekers benefited of the program;
- 61% of the participants are employed since their return and 31% are in a training
- 4 countries (England, Ireland, Malta and Spain);
- 8 to 9 destinations (Manchester, Eastbourne, Brighton, Cork, Newcastle, Leeds, Galway, Seville, La Valletta) and upcoming new destinations.

#### REQUIREMENTS

The selection board of ENVOL PRO is composed of employment organization whereas CCAERO beneficiaries are chosen by companies which have found potential new recruits who need a better level in English.

# #4

OPERATED BY



IN PARTNERSHIP WITH



MAIN OBJECTIVE

Creation of a MOOC named "France welcomes the world" to boost skills of people who will welcome tourists in Paris Airports.



HOW

- Launch of a MOOC oriented on Intercultural skills and ways to welcome people coming from China, India, Great-Britain, Germany, The Netherlands, Belgium, Spain and Italy;
- By focusing on the practices and cultural behaviours of the different clients of an airport;
- Users learn how to improve their way to welcome people of different nationalities and to ensure the customer satisfaction.

RESULTS

- 1st edition "Paris CDG Airport": 443 learners;
- 2nd edition "Paris Airports" oriented : 594 learners;
- 3rd edition : 1100 learners (target).

REQUIREMENTS

This new way to operate "on line and in a network" training solutions for job seekers need a heavy mobilisation of all the stakeholders of such a project. Special training solutions were operated for Pôle emploi staff, the national french agency, but also those who works in job associations operating at a territorial level or "traditional" training compagnies.

# Best practice #5

BRING INSIDE ONE PLACE IN THE AIRPORT AREA  
ALL THE RESOURCES TO BUILD ONE'S  
PROFESSIONAL DEVELOPMENT

## WHY?

Information on airport jobs is often spread by diverse stakeholders and it remains hard for the public to have a plain and complete view of all the opportunities they could embrace with their curricula. By creating a single place to promote airport jobs, or by renewing the type of place to communicate on it, airport areas are giving additional values to the jobs.





**MAIN  
OBJECTIVE**

To give more visibility of Orly airport jobs offers to unemployed people, as well as employment counselor and sectors.

**HOW**

- Set up a collaborative agreement with the governmental Job Center (Pôle emploi);
- Create a special airport Job Center office (called Airport office in the following) with the idea that the proximity would facilitate the pooling of resources and the co-organization of actions;
- Anticipate and help businesses to recruit people, centralize job offers inside a platform and organize recruitment sessions;
- Develop communication tools to improve job offers visibility : a special newsletter, interactive Terminals in Orly 3 and Orly 4 to advertise job offers and a web platform to facilitate job meetings.

**RESULTS**

1200 partners are concerned by the Newsletter : an updated information on available job offers and a bigger advertisement is given to airport job offers.

**REQUIREMENTS**

Cost related to the rent of interactive terminals and development of communication tools.



**Ajuntament del  
Prat de Llobregat**

City Council of El Prat de Llobregat through the Economic Development Area

**MAIN  
OBJECTIVE**

To configure a place and a meeting point between people and companies in order to contribute to the local economic development.

**HOW**

- Guidance : labour orientation, promotion of professional qualification, develop tools and resources to support groups at risk of social exclusion;
- Support economic activity by strengthening business competitiveness and cooperative economy. Help company to diversify their activities and develop strategic sectors;
- Support businesses and promote entrepreneurial initiative. Help entrepreneurs to make their ideas becoming concrete;
- Promote local trade and local products.

**RESULTS**

- More than 1,500 people received job guidance;
- 366 people have participated in training activities to promote the occupation;
- More than 500 people were recruited through the services and programs offered by the Centre;
- 323 entrepreneurs have been assisted and 178 new business projects have been intensively accompanied, also for collective and social impact entrepreneurship;
- Creation of a catalogue with more than 50 programs and services.

**REQUIREMENTS**

A public policy that wants to obtain results in the field of economic development requiring the cooperation between all agents (public and private) in charge of this strategy.

Budget of the Economic Promotion Center and its services: 6 million €.



MAIN OBJECTIVE	Opening of a Cité des Métiers right in the centre of the airport city of Paris CDG Airport, in order to provide the services of different stakeholders on the topics of employment, training and attractiveness.
HOW	<ul style="list-style-type: none"> <li>- Create a friendly space that encourages dialogue between the people : a coffee shop that will be run by an NGO of people in social inclusion;</li> <li>- Present the main projects of the airport area, as well as their impacts on workforce development of the area;</li> <li>- Develop a co-working place for partners, who will be able to use the meeting rooms, coffee area, the learning lab and a creativity room;</li> <li>- Provide a unique place for lifelong guidance, thanks to the advices of professionals in the fields of counselling and professional life;</li> <li>- Give free access documentation on employment, careers and vocational training;</li> <li>- Organize one-day information sessions, symposia and meetings.</li> </ul>
RESULTS	Inauguration of the premises of the Cité des Métiers held on February 2020 with more than 350 participants. Official opening to come by end of 2020. Current negotiation of partnership agreements.
REQUIREMENTS	Multi-partnership framework provides a sustainable financial model.



MAIN OBJECTIVE	Provide information on employment, training and attractiveness of Brussels airport to (un)employed people, airport companies as well as employment counselor and sectors.
HOW	<ul style="list-style-type: none"> <li>- Set up a collaborative agreement with the regional employment offices;</li> <li>- Create a special airport Job Center office in the passengers terminal (the proximity facilitates the networking with airport companies and gives the job seeker an impression of the unique environment);</li> <li>- Support companies in recruitment by organizing jobdays;</li> <li>- Website with all information about working at the airport, job offers, trainings, events.</li> </ul>
RESULTS	<ul style="list-style-type: none"> <li>- An average of 400 job offers constantly available;</li> <li>- &gt;100 companies used the Aviato-platform to place their vacancies;</li> <li>- 2 airport jobfairs;</li> <li>- Promotion of working at the airport and focusing on the 400 joboffers by the Aviato team at 26 jobevents and 20 events for employment agents;</li> <li>- 100 job seekers followed a training and got a job at Brussels airport;</li> <li>- 775 people were recruited through the services offered by Aviato.</li> </ul>
REQUIREMENTS	Multi-partnership framework providing a sustainable financial model.

# Best practice #6

SET UP NEW WAYS OF LEARNING AND TRAINING THANKS TO JOB SIMULATIONS AND COLLABORATIVE WORK

## WHY?

Traditional teaching technics and pedagogical approaches are not always successful to capture students' attention, especially when most of the job seekers of one's territory choose to leave school before graduating. However, practical approaches and new ways to stimulate the interest of the learners could help people to be trained to various work situations and to upgrade their skills. Airport areas set up different approaches of learning, focusing on the different situations job seekers will meet in airport jobs.





## WITH

A community of actors of the territory: companies, training organizations, National Education System, Universities, local government organizations.

## MAIN OBJECTIVE

To transform the pedagogical approaches and practices of trainings in the airport area, in order to attract and commit learners, reveal skills thanks to new methods and work on professional attitudes in different circumstances.

## HOW

- Create a community of training organizations and partners who are keen on innovating in their educational practices;
- Develop innovative tools and practices considering the partners' needs and the efficiency of the tool comparing to the strategic targets;
- Help and foster training experimentations which include new ways of learning, innovating forms and contents.

## RESULTS AFTER 6 MONTHS OF WORKING GROUP

- About 20 structures joined the project;
- Creation of an airport terminal in a Virtual Reality Tool and setting of the first scenarii.

## REQUIREMENTS

Motivation of the partners and budget to develop new tools.



## MAIN OBJECTIVE

Reproduce a simulated enterprise to train job seekers in an real-life environment for educational purpose.

## HOW

- Create a simulated company that offers International and national transport by road, air and sea named "Cargo Prat";
- Develop an ecosystem of activities following standard commercial business procedures and frameworks;
- Use software and online tools for accounting, banking, taxes, shipping and excise, to help trainees to become familiar with the use of technology;
- Trainees develop soft skills as well as hard skills like Administration, Accounting, Social and Digital Media.

## RESULT IN THE LAST FIVE YEARS

Program started in 1990 :

- 160 training places have been offered;
- 80% of the participants have been recruited;
- 46 companies have collaborated with the program.

## REQUIREMENTS

Maintain relations with companies in the territory, without neglecting the incorporation of new companies.



MAASTRICHT AACHEN AIRPORT



#### MAIN OBJECTIVE

Reduce costs to train staff by training airlines' staff in the airport : training on location of the customer.

#### HOW

- Use the mobile Flight Safety Truck at the customer's own location, Maastricht Aachen Airport, Corendon can save travel costs / travel hours for their staff;
- Train staff to act in emergency situations : this truck can simulate real emergency situations (with real fire!), its interior simulates a real aircraft;
- Allow to schedule training sessions very easily (usually 4 hours before or after a flight).

#### RESULTS

- Acaleph is providing trainings on location of the customer for more than 15 airlines, spread over 6 airports;
- Improvement of the local employability because Acaleph trains people in their own region;
- Less absents in trainings.

#### REQUIREMENTS

If Corendon wants to expand even more to other airports in the future, Acaleph can extend this service to the other airports.



#### MAIN OBJECTIVE

Bridge the skills and workforce gap of Safety Agents at Orly Airport. This profession requires complex soft skills as well as a number of other skills that are not necessarily obvious.

#### HOW

A survey carried out by Orly pointed out that soft skills and client relations are crucial skills. Many employees in the Safety Agent field lack these skills and in general they were not taken into account for training.

Orly developed a training system that include soft skills, immersion and English. This block was conceived to work on stereotypes by allowing Immersion, to work on client relationship to highlight soft skills by using theatre in particular in work situations and how we can rely on them, and improving English.

Acting out possible situations in a theatre setting allowed us to point out what are soft skills, transversal skills and to work on them.

#### RESULTS

3 groups (31 trainees) ended the training in 2019;  
87% success = 100% success in training and employment on the 2 first groups;  
4 people did not succeed in the exam in the third group.

#### REQUIREMENTS

Developing training programs which include immersion modules in different languages.

# Best practice #7

CREATE TRAINING PROGRAMS BY FOCUSING  
ON SPECIAL NEEDS OF THE COMPANIES

## WHY?

European countries develop different legal provisions to make vocational training paths be more attractive and to train more skilled professionals. Public and private sectors collaborate increasingly in the implementation of joint degrees that enable future workers to have the good certifications to work in specific industries. Technical as well as soft skills are particularly and increasingly important and are included in more and more hiring policies.



MAIN  
OBJECTIVE

Help prospective employees to meet the immediate needs of companies in the field of customer relationship (a skill that will be needed in all the services within an airport).

HOW

- A program of 400 hours of training ("Proactive Pedagogy") which included 70 hours of internship;
- A group of job seekers willing to improve their skills and practices in corporate relations;
- Improve the quality and speed of transformation of the job seekers' ways of addressing clients;
- Improve the quality and speed of their skills acquisition as well as integration into the workplace.

RESULTS AFTER 6  
MONTHS

- Trainees in training: 56;
- Completed the training: 37;
- Found a job at the end of the training: 22.

Trainees think the program has helped them to develop:

- Their self-confidence;
- Their awareness that working in an airport is possible;
- Their way to describe their motivations and their attitude;
- Their comprehension of business needs.

REQUIREMENTS

This experimentation is funded by the training centers, the National Employment Agency (Pole Emploi), and an Accredited Collecting Fund for Training (Opcalia).



MAIN  
OBJECTIVE

Allow companies at Brussels airport to attract necessary staff in a more efficient manner.

HOW

A taskforce created by Aviato, gathering different airport companies representatives and public employment partners developing training programs for job seekers (language and technical training).

Airport companies :

- are active in the selection process;
- give advice about technical training;
- offer contracts to candidates who successfully complete the training.

RESULTS AFTER 6  
MONTHS

Since 01/01/2018 Aviato, managed to place 1000 people in different positions at Brussels Airport among which :

- 50 Airport Bus Drivers were hired;
- 150 Airport Security Agents;
- 50 Loaders-Sorters.

REQUIREMENTS

The project can only succeed if the different stakeholders are fully aligned on its goals. All the stakeholders have to be involved since they have some responsibilities in it. Of course this has to be carefully monitored.



## MAIN OBJECTIVE

Train skilled professionals in a fast and effective manner and to make them employable for VDL Nedcar.

## HOW

- Educational model that made workplace learning possible (developed by VISTA college);
- A joint-degree involving both educational parties and businesses : an official recognized diploma senior vocational education/post-secondary college (MBO diploma);
- Development of digital learning platform;
- intensive supervision by VDL Nedcar and VISTA College;
- Development of a permanent learning culture for employees.

## RESULTS

In 2019, there were 300 employees in the school, from vocational education level 1 (basics) to level 4 (specialists). More than 200 employees have received their official Dutch diploma via VDL Nedcar.

Main benefit: Reduction in people who fail to complete their official education (from 35% to 15%). This means ultimately lower costs for all, less effort and higher quality of employees.

## REQUIREMENTS

VDL Nedcar contributed for the development of teaching materials, making location available, unlocking guidance, making testing grounds available, supporting the digital network (WiFi, PCs) and supporting staff, setting up premises and digitization. They also hired training specialists.



## Ajuntament del Prat de Llobregat

## MAIN OBJECTIVE

Illa dels Banyols Institute with the support of the City Council of El Prat de Llobregat through its Economic Development and Education Areas.

## HOW

Adapting and implementing a professional training cycle to respond to the skills demanded by the airport area for flight attendants:

- The region identified the need to further train flight attendants in the areas, as there is no official degree for this type of cabin crew;
- Thus, they developed a professional training profile that is adapted to the needs and skill requirements for flight attendants.

## RESULTS

This type of training was only available from private training and was sometimes inaccessible to a number of possible students. This program brings flight attendant training into the range of public training services offered.



Aviation Competence Centre Maastricht with VISTA college and Maastricht Aachen Airport.

#### MAIN OBJECTIVE

A need of Qualified Labour as Aircraft Maintenance Engineers at Maastricht Aachen Airport led to the creation of a new training centre with appropriate aircraft, system and parts.

For a public organisation there were two big issues:

1. The time : the teachers had most of the knowledge, but they had to teach;
2. The money : the start-up costs were too high for a government funded school;
3. Having appropriate Aircrafts, systems or parts.

#### HOW

We developed our own training material in English and the examination Data Base. With the support of the local and regional authorities it was made possible to reach some goals within short notice. Also the donation from the MRO companies helped a lot.

#### RESULTS

At the end we have a very nice education centre which is approved to the EASA standard. There is a good ECO-system between the school and the MRO-companies. Each year there are 30-40 employees available for the MRO companies. In close cooperation with MRO companies, we are still making some improvements to meet market needs.

From the 30-40 students who graduate from the school each year, during the last 4 years, 96% found a job within a MRO company, not only on the Maastricht-Aachen site but Worldwide.

For the Maastricht-Aachen site it was approximately 40-50%.

# Best practice #8

PROMOTE AND FACILITATE  
EARLY CAREER GUIDANCE

## WHY?

A few decades ago, a career in an airport area was something that needed no advertising, being one of the most coveted areas to work in. Today, airport areas deal with migration of labour force and a general incapacity to attract the amount of workforce necessary. Thus, the need of inspiring a new generation of people to work in airport areas arises.



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|---------------------------|---|
| <b>MAIN<br/>OBJECTIVE</b> | <ul style="list-style-type: none"> <li>- Due to a very dynamic employment trend workforce resources in the Berlin Brandenburg airport Region are low;</li> <li>- Vacancies can't be staffed and the demand will multiply with the opening of BER airport;</li> <li>- Safeguarding economical growth by supporting and attracting potential workforce;</li> <li>- Regional commitment: minimize emigration of potential employees from the region;</li> <li>- Inspire young people for a career entry in the airport area;</li> <li>- Enhance transparency of local and regional job offers and career opportunities.</li> </ul> |
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**HOW N°1** Intense early career guidance:

- Annual organisation of a recruiting fair to spotlight regional businesses and create supraregional publicity and recruitment;
- Companies can present themselves and their job offers to the target audience;
- Early contacts to trainees, pupils and junior employees;
- Organisation of tailor made workshops for pupils;
- Participants will visit various companies of the Aerospace industry;
- Pupils get hands on experience on daily job routines ;
- Initiation of contracts and contacts;
- Arrangement of work placements.

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| <b>RESULTS N°1</b> | <ul style="list-style-type: none"> <li>- Ca. 3.000 pupils participated in workshops for early career guidance in the past 10 years;</li> <li>- Ca. 1.500 people per year participate in the recruiting fair;</li> <li>- Improved regional recruiting of the companies in the airport area;</li> <li>- Decline of drop out rates from apprenticeships.</li> </ul> |
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**HOW N°2** Transparency of job offers and career options:

- The objective is to increase awareness for local employers;
- Biannual organisation of the "Long night of economy" in the district;
- Event platform for regional companies to present themselves and their job offers to a broad public;
- The participating companies give a look behind the scenes;
- Organisation of individual matching events for aerospace industries every year: "Young Professionals Aerospace";
- Support for academics on their career entry;
- Direct initiation of job applications and interviews.

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| <b>RESULTS N°2</b> | <ul style="list-style-type: none"> <li>- Ca. 3.000 people participate in the long night of economy (biannual);</li> <li>- Create high visibility for the companies;</li> <li>- High personal identification of both employers to their region and employees to their company.</li> </ul> |
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**HOW N°3**

Promoting good working conditions with an Award for the best employer of the district:

- Every second year WFG LDS LTD and its partners host a competition for companies in the airport area: "Best employer of the District Dahme-Spreewald";
- It focuses on good working conditions such as work-life-balance, business culture, career options etc;
- Through the award, companies can advertise their good working conditions and improve their visibility and attractiveness.

**RESULTS N°3**

- Higher number of applicants for vacancies;
- Improved relationship between employers and employees, high sustainability of the core workforce;
- The exchange with the jury and with other competitors in the competition inspires companies to improve their own working conditions;
- Companies can set themselves apart and get ahead of other businesses in the competition for skilled staff.

The single projects are designed to build up on each other and link together to allow addressing any age group of the workforce population and reach people repeatedly. They are part of a labour market strategy that adjusts to the companies needs and evolves accordingly. The opening of BER Airport will result in even higher requirements on the regional labour market. Therefore, new projects will be needed to complement the portfolio. They will focus on matching issues, attracting personnel from national and international source markets and attractive working conditions.

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**REQUIREMENTS**

Good network to both public and private partners such as companies, schools, authorities, chambers of commerce, employment agencies, institutes of further education etc.

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# Best practice #9

## BRANDING YOUR AIRPORT AREA AND ITS JOBS OPPORTUNITIES

### WHY?

Against the background of demographic change, a low unemployment rate and the resulting lack of skilled workers that some regions are facing, it is crucial that retaining and bringing in new employees from all over the world is on the top of the agenda of municipalities and governments. This can be achieved through active, ongoing communication and branding campaigns in order to become a successful long term strategy.





## MAIN OBJECTIVE

Orientate both new arrivals to the Frankfurt area, as well as a first contact point for professionals looking for careers in the area.

## HOW

"Germany's best place - Find it in FrankfurtRheinMain" – this is the name for a website for international professionals ([www.find-it-in-frm.de](http://www.find-it-in-frm.de)) and an associated advisory service, the FRM International Office.  
 The team welcomes all interested people and newcomers and gives advice on all questions concerning entry, work and life in the region.  
 They also give contact to the custom-fit advice centers when needed. This makes it easier for newcomers to find a new home in FrankfurtRheinMain.  
 In particular, people who are still abroad and are considering migrating to Germany take advantage of this advisory service.

## RESULTS

- 2019: About 800 requests from international professionals via email, phone or on Facebook;
- 2019: About 90 personal advisory sessions in the FRM International Office;
- More than 9.000 Likes and Followers on Facebook;
- Now also new on Instagram and already about 200 followers;
- More than 40.000 clicks and around 20.000 users on the website [www.find-it-in-frm.de](http://www.find-it-in-frm.de)

## REQUIREMENTS

1. A good network is needed. Establishing a network costs time and is needed even before the implementation starts. Such structures should therefore be formed at a very early stage.
2. Good marketing measures must be implemented to reach the target group abroad. It makes sense to rely on digital media. For this, however, you do not only need professional marketing personnel, but also sufficient financial resources.



# CONCLUSION

Compiling and writing these best practices took place just before the beginning of the 2020 COVID-19 crisis. They reflect a reality that existed at that time, and surely, some of them will be in the long term more beneficial than others for the new reality that the airport and aviation world will face after 2020.

Many of the lessons learned from our project remain valuable and will surely pass the test of time:

- Facing social challenges will keep on requiring innovative solutions and key collaboration between public and private entities;
- Regardless of the number of people working in an airport area, and regardless of time, the future will always bring different skills needs – all stakeholders may remain alert and be able to foresee until a certain degree the upcoming shifts to come;
- Integration of those with lower chances to access the labour market will become increasingly important, those who will make it easier for them to access jobs will reap the rewards;
- Language skills and soft skills are also increasingly required by employers everywhere, those with programs in place to easily and swiftly teach these skills to their employees will pave the way;
- Sometimes there is too much information, sometimes there is not enough information – especially when it is all about the job opportunities in a single huge area of possibility: one-stop-shop solutions to find employments in airport areas will make it easier to meet the desired workforce;
- Each company is unique – the skills it needs will differ. It makes sense that vocational education is adapted and that business has a path in influencing and adapting educational curriculums. Collaboration between industry and educators remains crucial;
- The golden age of aviation has in a way flown away. This means there are fewer people dreaming from the onset of their careers to work for an airport. Sometimes it is because they do not know about the numerous opportunities and rewards such a career can offer. Airport areas which will be able to showcase and disseminate them efficiently will reap the rewards;
- Demographic changes and migration can be opportunities for airport areas to seek employees in new parts of the world. However, they must have a compelling case for those workers. Branding airport regions will remain crucial.

# NOTES

# NOTES



A project funded by the European Union



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