



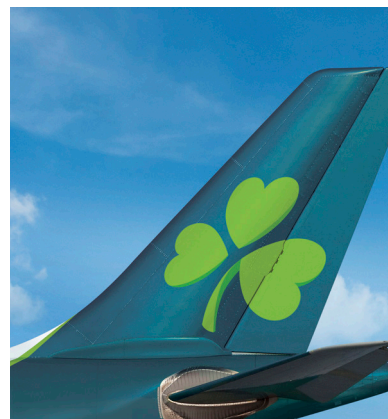
Online Pre-course Workbook

VERSION 5, APRIL 2021

Aer Lingus 

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Pre-course Workbook



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Introduction

Pre-course Information



This workbook aims to provide you with some introductory information to proceed successfully into your initial training with Aer Lingus.

All new candidates are expected to read through this workbook, completing the online activities in each section to build a solid foundational knowledge in our airline and topics relevant to your future role.

After you have completed this online work-book you will be able to:

- Gain introductory knowledge of Aer Lingus
- Better understand general aviation information and terminology
- Gain introductory knowledge of our service ethos

The completed activities will be submitted to your trainer for evaluation.



This icon identifies websites for you to access further information



This icon indicates an online activity which you must complete

Welcome to Aer Lingus



Welcome to Aer Lingus and congratulations on your new role.

Airlines are a unique and dynamic place to work, and you are joining Aer Lingus at an exciting time as we start transatlantic flying from Manchester for the first time.

While the last year has certainly been challenging for the travel industry globally, we are resilient and keen to make the most of new opportunities.

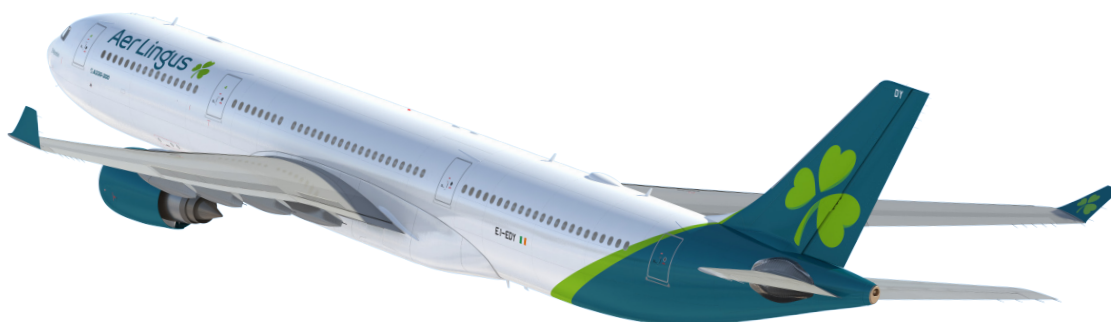
Some of you are joining from our Irish bases, some of you will have worked in other airlines and for others this is your first time working in an airline.

What you will find in Aer Lingus is an airline with a rich heritage and strong vision for the future. The onboard experience delivered by you – our cabin crew – helps to differentiate Aer Lingus in the competitive and rewarding industry in which we operate.

I hope you realise your full potential here at Aer Lingus.

Lynne Embleton

Chief Executive Officer



Our Vision and Strategy

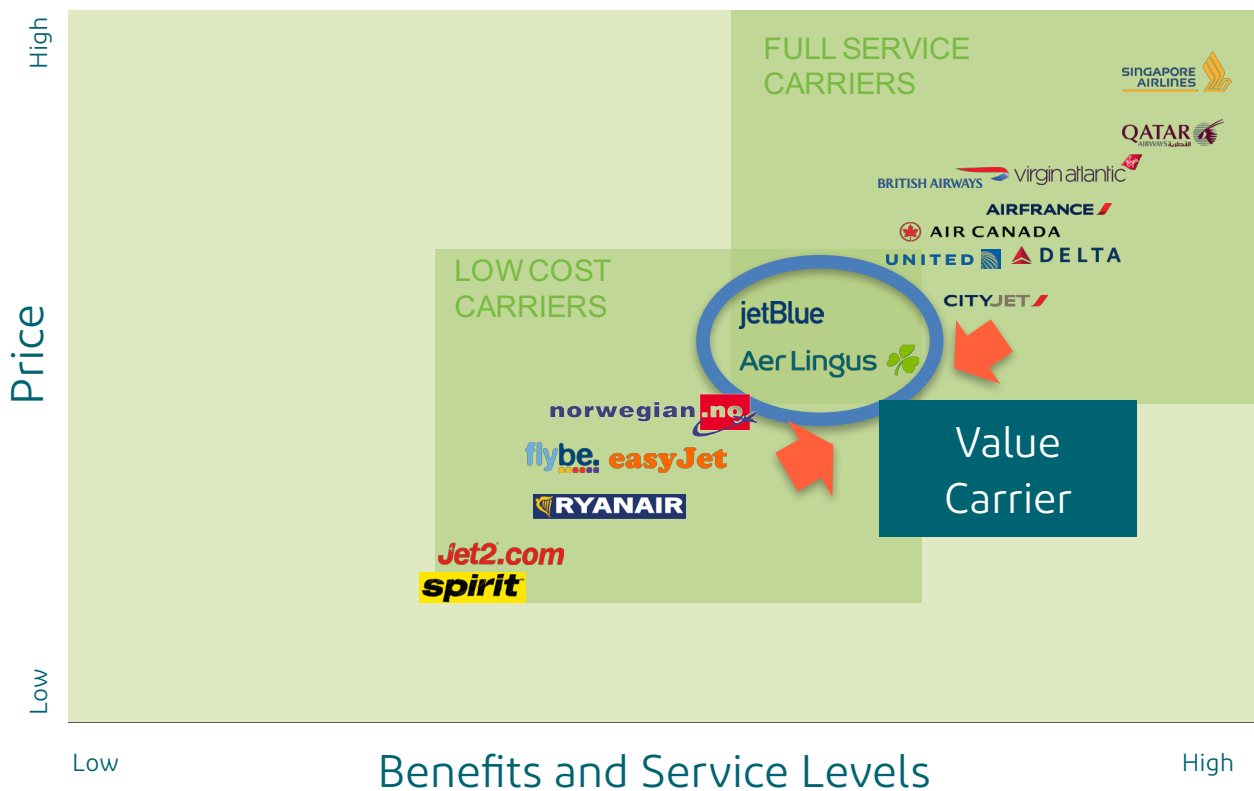
Aer Lingus is an iconic brand with a proud history and heritage. Our people are passionate about our brand, our guests and our service. As we strive to create a successful future for Aer Lingus, it's essential that we create a culture where we work together towards one common goal.

Our Vision

To be the leading value carrier across the North Atlantic.

What does that mean?

Airline business models range from full-service carrier to low-cost carrier. Our value carrier model stands out from our competitors by offering a quality experience for our guests at a competitive fare price. The below chart gives you an idea of where we sit in the value carrier space...



Our Strategy

We enable this vision with:

- A guest focused, brand and digitally enabled value proposition.**
 A 'value proposition' is essentially what you have on offer to your consumers that they feel is value for money. The ability for us to make this proposition centred around our guests' needs, the strength of the Aer Lingus brand as one which resonates with our guests, and accessible through our mobile app and aerlingus.com where a large portion of our business happens.
- A demand-led value proposition centred on cost, product and service.**
 The success of Aer Lingus as a value carrier is based on our continuous focus on the three pillars of cost, product and service. We must offer that proposition in a way that responds to clearly identified demand among our guests (rather than us trying to sell something that we think people want) and the strength of this proposition relies on our ability to control our costs (thereby offering lower fares to our guests), as well as a 4-star product and service experience.
- A profitable and sustainable short-haul network.**
 Aer Lingus operates both long-haul and short-haul services. Our business model requires our short-haul flights to operate in a profitable way, without the need to be compensated by other profitable long-haul routes. Our short-haul network has to stand on its own.
- An operating model that is simple by design.**
 The way in which we operate our airline, including all of our processes and procedures, must be simple and straightforward so that we can consistently excel at what we do. We remove complexity wherever possible.

Looking at how we focus on both our transatlantic and European networks, the following are the strategic priorities for Aer Lingus:

North Atlantic	Europe
<ul style="list-style-type: none"> Leverage Dublin as a Gateway between Europe and North America. This means we establish Dublin Airport as the most desired stop-over point for those flying between Europe and North America. Develop network opportunities with North American partners. To allow us to fly people to/from a wider range of destinations in North America, our airline partnerships are key. Create a compelling flight connection proposition. Providing a simple, seamless and easy connecting flight experience is important to our guests. Exploit potential for profitable growth. We can take full advantage of growth opportunities across more locations in North America as our fleet grows in response to demand from routes we currently don't serve and existing routes that we can serve more frequently. 	<ul style="list-style-type: none"> Achieve competitive market share position. For our short-haul services to be successful, we must achieve a competitive market share position on each of the routes that we fly to. Reducing costs to offer our guests competitive fares. CASK (cost per available seat-kilometre) is an airline industry standard for measuring the airline's unit cost, allowing like-for-like comparisons between airlines. We need to get our unit costs closer to our competitors' cost levels in order to give equally competitive fares to our guests. Delivering competitive schedule depth and breath on mainline. We need to offer a good range of options for where our guests can fly across European and UK destinations on the Aer Lingus mainline fleet operation. Utilising the franchise model to extend network breadth. To serve even more destinations than our own mainline fleet allows, we have partnership franchise agreements (e.g. Aer Lingus Regional operated by Stobart Air).

Our Story

We take a look at the history of Aer Lingus and how the airline has evolved from modest beginnings to becoming a leading international airline.

Aer Lingus has a rich heritage that spans eight decades. Since the Iolar's first flight in May 1936, the airline has grown from carrying five passengers to eleven million guests today with a worldwide reputation for friendly staff, high-quality service, value for money and innovation.

The 30s and 40s

Aer Lingus Teoranta was registered as an airline on 22nd May 1936. Teoranta means 'limited company'. The word 'Lingus' is derived from the Irish 'Loingeas' meaning 'fleet'.

The entire Aer Lingus staff of 12 turned out to see the first Aer Lingus plane, 'Iolar' (meaning eagle) take off for Bristol. The 'Iolar' was the 38th plane on the Irish Aircraft Register, and was blessed by the Irish Air Corps Chaplain, the Rev W O'Riordan.

In January 1940, a new airport was completed at Collinstown and Aer Lingus moved operations to the new centre. Apart from a new DC3 service to Liverpool and an internal service to Shannon, the airlines services was curtailed during World War II. By 1st January 1944 the Aer Lingus fleet stood at two de Havillands, the 'Eire' and the 'Sasana', plus a Douglas DC3.

In 1945 the first Aer Lingus stewardesses went on duty, earning something in the region of 4 pounds per week. The travel allowance for passengers, the amount they could take onboard with them, was fixed at £75.

The 50s

By 1950 almost 200,000 people were flying on Aer Lingus planes, mostly DC3 Douglas Dakotas, one of the most reliable and versatile planes ever built, however these were replaced with the arrival of the Fokker F27, and the Irish flag on the tail fin was replaced with the now famous shamrock.

The most important step forward since the war came when Aer Lingus took delivery of a fleet of four ultra-modern Vickers Viscount 707 jet-props. Services commenced to Lourdes in southwest France, and Aer Lingus became a pioneer in the carriage of passengers with disability.

Aerlinte Eireann, originally formed in the 1940s, was re-established with a US airline, Seaboard and Western, providing Super Constellations for the service to New York. On 18th April 1958, the first service left Dublin and Shannon for New York. Three flights a week were planned, with daily flights during the summer months.



AERLINGUS, TEORANTA. Aerlíníocht Ára Cláir, Baile Boinnail. DUBLIN AIRPORT, BALDONNEL.		59
Ann (Name):	HORGAN	(Number) (Date)
O (From):	DUBLIN	09.02.67.36 (Service)
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• Socrann Cúlomhaire as an amarc (Agreed Stopping Places)	SH	• Maid go veir (Valid until)
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(At)	Dublin	67.36
• Fi na Conraitheacha Iomlána Leasaithe. [Subject to Conditions of Carriage on Back].		• Tíocán bagairce uimh (Baggage Ticket No.)



The 60s

Aer Lingus entered the jet age in 1960 with Boeing 720s operating the routes from Dublin and Shannon to New York and Boston and BAC 1-11s operating on short-haul.



With the arrival of the larger Boeing 707 in 1964, new transatlantic routes opened with service from Shannon to Montreal and onward to Chicago commencing in 1966.

By the end of the 60s, the BAC 1-11's small size prompted the order of two Boeing 737-200s specifically for the London route. By the time the first aircraft were delivered in April, Aer Lingus had decided to standardise on the Boeing 737 for all its European service and increased the original order to eight aircraft.

The 70s

In 1971, Aer Lingus took delivery of two new Boeing 747 jumbo jets for use on the transatlantic routes and in 1974, unveiled a revamped livery featuring two new green and blue colours. A new white shamrock appeared on the fin, provoking outrage among the purists. The 'Irish International' title was replaced with a plain bold 'Aer Lingus'.

In 1979, Pope John Paul II flew from Rome to Dublin, and later from Shannon to Boston, on a specially modified Aer Lingus Boeing 747. Aer Lingus was the first airline other than Alitalia that Pope John Paul II ever left Italy on.

The 80s

By 1983, Aer Lingus had operated an all-jet fleet for over ten years. A new wholly owned subsidiary, Aer Lingus Commuter, was formed specifically to replace the jets on the thinner routes. Its first aircraft, a Shorts 330, entered service on routes to Liverpool and Leeds/Bradford.

In 1986, Aer Lingus celebrated its 50th anniversary and the replacement of the first generation 737 jets started with the delivery of two 737-300s. The first of a fleet of five Boeing 737-400s, the largest 737 to date with a capacity for 156 passengers, entered service in 1989 and the BAC 1-11s were retired.



The 90s

By 1992 Aer Lingus' entire original 737-200 fleet had been replaced and was now the first operator in the world of all three versions of the Boeing 737 aircraft.

By 1994, following the introduction of the 'Cahill Plan' to restructure and address the commercial challenges faced by the airline, Aer Lingus took delivery of three large new generation twin-engined Airbus A330s.

On 2nd October 1995, the last Aer Lingus Boeing 747 flight took place, after 25 years of service. By that time, over eight million people had travelled across the Atlantic in Aer Lingus 'Jumbo Jets'.

Aer Lingus introduced its new livery, which was more of an update of that last one than an overhaul, in 1996. The livery featured a green top and a more traditional-style slanted shamrock.

More new generation aircraft from Airbus started arriving in 1998, this time a fleet of five A321s primarily for the London services. The transatlantic network also increased during the 90s with the launch of services to Newark and Los Angeles.

The 00s

This was the decade when the events of 9/11 and technology changed the way Aer Lingus did business with the introduction of its website www.aerlingus.com, self service kiosks and online check-in.



Following the attacks of 11th September 2001, Aer Lingus' business was severely reduced. After extensive restructuring of the business, the airline returned to profit through a strategy of lowering its cost base, updating the fleet with modern Airbus aircraft, and re-positioning the business model to compete against European low-cost carriers.

In 2005, the last Boeing 737-500 aircraft was withdrawn from service, making Aer Lingus an all Airbus airline. The following year, Aer Lingus launched its first scheduled service to the Middle East, with direct flights from Dublin to Dubai in the United Arab Emirates and later that year became a publicly quoted company when it was floated on the Irish and London Stock exchanges.

The open skies agreement between the US and EU in 2007, provided Aer Lingus with the opportunity to grow its long-haul network with the addition of three new routes to Washington DC, Orlando and San Francisco. 50 years of transatlantic flying was celebrated on 28th April 2008, an occasion marked at the US Ambassador's residence in Dublin with special guests and crew from the original flight attending.

Further expansion continued with the first new bases outside the Republic of Ireland opening at Belfast and Gatwick in the UK and Washington Dulles in the US. Aer Lingus Regional also took to the skies significantly increasing the UK-Ireland presence.



The 10s

In 2010, Aer Lingus expanded its codeshare agreement with Aer Arann (now Stobart Air) into a full franchise agreement and Aer Lingus Regional was born. This was set up to feed into the Aer Lingus mainline operation, creating connectivity opportunities between the Regional and Transatlantic networks.

Aer Lingus moves to its new home at Dublin Airport's new Terminal 2 in early 2011.

In March 2011, Aer Lingus took delivery of a new A320 aircraft, St Coleman, in a specially commissioned retro 1960s 'Irish International' livery ahead of the 75th Birthday celebrations on 27th May. The celebrations also included the 'Iolar', our first aircraft, fully restored and ready to fly once again.

In 2012, Aer Lingus commenced operations for short haul flights in the UK on behalf of Virgin Atlantic, called Little Red. In 2014, Aer Lingus starts a major contract with Air Contractors to operate the Boeing 757-200 series aircraft on selected transatlantic routes.

In 2016, we welcomed two new Airbus 330-300 planes which expanded our A330 fleet to a total of ten. We also increased our B757 fleet from three to four planes in 2017. In 2019, we welcomed four new long range A321neos.

In 2018, we launched two brand new routes, Philadelphia and Seattle. In Summer 2019, we launched our new route to Minneapolis–St. Paul.

The other exciting development in 2019 Aer Lingus was the unveiling of its new brand livery, more than two decades since the airline's last refresh. The update aims to give the brand a more modern and fresh image as the airline continues its expansion into the North Atlantic market.

A Day in the Life

In this section, we explain the various functions of the organisation and some of the key departments across the airline. We meet some of our people to get an insight on what various colleagues do on a day-to-day basis.

Aer Lingus is one of Ireland's truly iconic companies. We fly 54 aircraft, and we carry about 12 million guests safely to their destinations every year. We are a team of 4,000 employees who are passionate about our brand, our guests and our service. We fly people, not just planes, and we are enormously proud of our history and our reputation. To familiarise yourself with the various roles and functions across Aer Lingus, please click on to careers.aerlingus.com and click on the Career Profile videos section.

On the website you will get an insight from some of our colleagues speaking about their day to day role in the following areas:

- Pilot
- Cabin Crew
- Head Office
- Baggage Handling
- Guest Services
- Cabin Appearance
- Maintenance & Engineering
- Cargo
- Catering
- Global Control Centre



Keeping up-to-speed

In this section, we highlight the importance of keeping up-to-date with the information required to do your job. This includes an overview of the communication channels available.

Aviation is fast paced and ever changing – it is vital that all team members know what is happening within the organisation and beyond. Individual responsibility is required to ensure when reporting for duty that you make time to familiarise yourself with any updated or new information.

Includes overview of the following channels of communication

- Company email
- My Aer Lingus intranet
- Portal
- Daily briefings
- Local newsletters
- Notice boards
- Manager and supervisors



Social Media

Recognising that all of us are using social media more and more to connect with our friends, families and wider world, Aer Lingus has put together a set of guidelines to help you understand your responsibilities as an Aer Lingus employee when it comes to your use of social media. These guidelines have been drawn up in order to protect Aer Lingus, its brand and its people, from the risks that exist in the world of social media (refer to 'Aer Lingus Internet, Social Media and Email Usage Policy' available on company intranet – you will receive access to our Intranet when you receive your LAN log-in details).

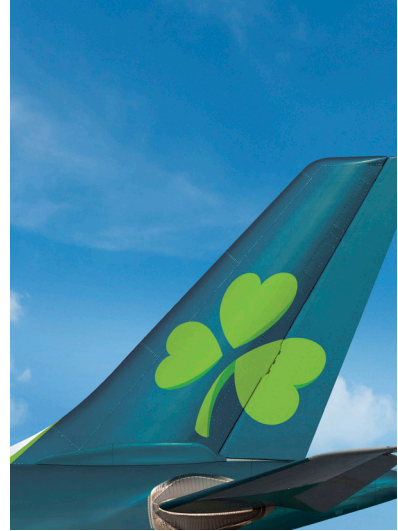
It is important that you familiarise yourself with all aspects of this policy, in particular the following:

Social media should never be used in a way that breaches any other Aer Lingus policies. If an internet post would breach any of our policies in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:

- Breach other aspects of our communications policy;
- Breach our obligations with respect to the rules of relevant regulatory bodies;
- Breach any obligations employees may have relating to confidentiality;
- Defame or disparage Aer Lingus or its affiliates, customers, clients, business partners, suppliers, vendors or other stakeholders;
- Harass or bully other staff in any way or breach our Respect and Dignity policy;
- Unlawfully discriminate against other staff or third parties;
- Breach our Data Protection Policy (for example, never disclose personal information about a customer or colleague online);
- Breach any other laws or ethical standards.

Failure to comply with the Aer Lingus policy may result in disciplinary action and serious breaches may lead to dismissal.

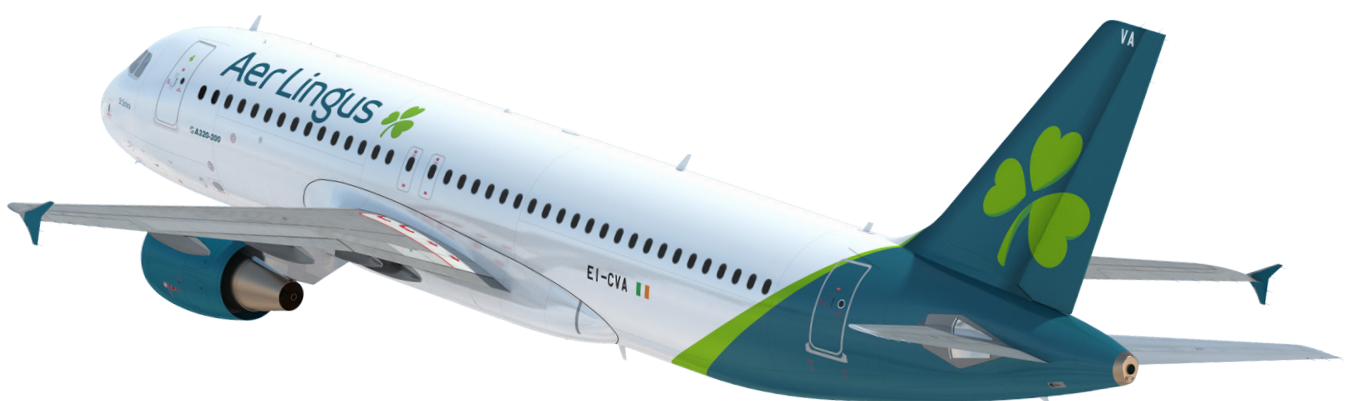
Airline and Aviation Information



In this section, we start your immersion into the airline world. Starting with an explanation of the aviation industry and where Aer Lingus has found its niche, we then introduce you to some of the basics of the airline. The overall aim here is to highlight how in many respects the airline business is very unique, but it is this uniqueness that makes it such an exciting and diverse working environment.

The following topics are covered:

- Our Fleet
- Route Network
- Airport Codes and Explanations
- Phonetic Alphabet
- 24 hour Clock



Understanding our Industry

In this section, we explore the airline industry, the commercial challenges that face airlines, as well as the fundamentals of our business model and how we ensure the success of Aer Lingus going forward.

Our Business Model

Aer Lingus has evolved its business model over the decades. Previously, we were positioned as a full service carrier. We operated under this model right up until the early 2000s.

With huge challenges facing airlines in the aftermath of 9/11, airlines had to make drastic changes for survival. Aer Lingus was no exception and adopted a low fares business model and re-positioned the Aer Lingus brand in an effort to change perceptions of the flying public by promoting low fares, aerlingus.com and some elements of superior quality.

The low cost airline model, however, was unsustainable for Aer Lingus and in 2007, we moved to a value carrier model, offering competitive fares with high-quality product and service experience. This model is the one which Aer Lingus continues to operate under today and has yielded successful business results and profits.

Our Industry and our Competitors

The airline industry is fiercely competitive. Our model as a value carrier is one which many other airlines are starting to copy– with formerly full service airlines now starting to un-bundle and formerly no-frills airlines now realising the benefits of enhancing their guest service offering.

What does this mean for Aer Lingus? It means the ‘middle ground’ we enjoyed for many years is now starting to get squeezed by other airlines following suit. It means we have to fight harder to stay competitive and relevant for the flying public.

Delivering a Smarter Travel Experience

As Aer Lingus continues to grow within the value carrier model, we continually seek ways to strengthen our offering. In 2015, Aer Lingus launched a new brand positioning with our tagline ‘Smart flies Aer Lingus’.

What does this mean? It means we need to promote and build awareness among the flying public on why Aer Lingus is the smarter travel choice: notably for value, convenience, consistency and seamlessness. With the recent adoption of fresh, modern advertising, social media activity and internal programmes to move Aer Lingus from ‘Good to Great’, we look to maintain relevance for the modern-day smart flyer to select Aer Lingus as their airline of choice.

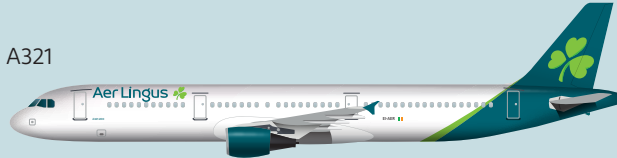
Our Fleet

The Aer Lingus Mainline Fleet

A320



A321



Short Haul

These narrow-body aircraft are used solely for short haul flying.

The cabin is a 3-3 seating configuration with leather seating.

Long Haul

These aircraft are used primarily for long haul flying, although they may occasionally be used for short haul routes, too.

Airbus 330

There are two variations: the A330-300 and the A330-200, both of which have two classes: Business Class and Economy Class, with fabric seating in both classes. In Business Class, we have all forward-facing seats in three different configurations. The A330-300 the cabin features 30 seats, while the A330-200 features 23 seats, all of which recline to a fully lie-flat bed position. In Economy Class, the seating configuration is 2-4-2. There are currently ten A330's in our fleet.

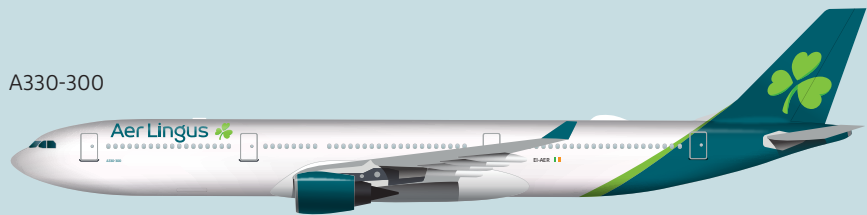
Boeing 757

These aircraft are used for long haul flying. They have two classes: Business Class and Economy Class, with fabric seating in both classes. In Business Class, we have all forward-facing seats in three different configurations. In Economy Class, the seating configuration is 3-3. We currently have four 757's in our fleet.

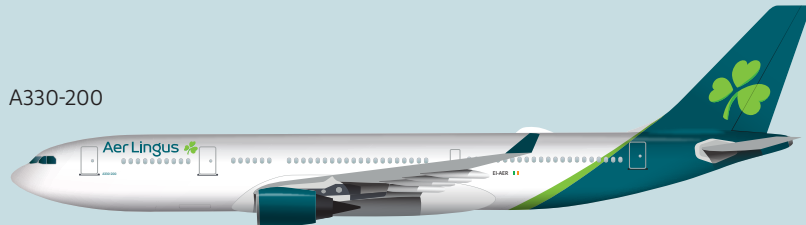
Neo

We took delivery of four new A321neos in Summer 2019.

A330-300



A330-200



B757

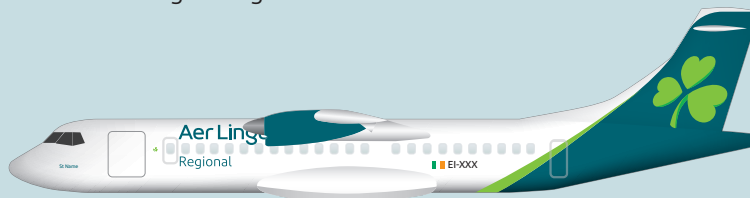


A321 Neo



The Aer Lingus Regional Fleet

Aer Lingus Regional services, operated in conjunction with our partner Stobart Air operate low demand routes between Ireland the United Kingdom and France using ATR aircraft which feature a 2-2 seating configuration.



TOPIC – Seats & Cabin



For further information on the seats and cabin features of our fleet, refer to [aerlingus.com](https://www.aerlingus.com)

- Click on Experience Aer Lingus
- Click on Seats and Cabin within the Onboard Features section



ACTIVITY 1

Refer to the above website and fill in the following:

a) The four different seating options available on flights within Europe:

b) The three different seating options available on transatlantic flights:

Our Route Network

142

INFLIGHT

cara

Explore the world with us



*Route map based off 2019 schedule.

Our Route Network

144

INFLIGHT

cara

Connections to Middle East & Australasia



You can book flights from Dublin to the Middle East and Australia at aerlingus.com with our codeshare partners, British Airways and Etihad Airways.

- Aer Lingus routes via Abu Dhabi (Operated by our codeshare partner Etihad Airways)
- Aer Lingus routes via London Heathrow (Operated by our codeshare partner British Airways)

*Route map based off 2019 schedule.

Airport Codes and Explanations

All airports around the world are identified by a three letter IATA code. These codes are used to identify airports and they are also used in timetables, baggage tags, tickets and Airline and Global Reservations Systems. The table below lists some of the airport codes for the various countries within the Aer Lingus route network.

Country	City/Airport Name	IATA Airport Code
Austria	Vienna	VIE
Barbados	Barbados	BGI
Belgium	Brussels	BRU
Bulgaria	Bourgas	BOJ
Canada	Toronto	YYZ
Croatia	Pula	PUY
	Split	SPU
Czech Republic	Prague	PRG
Denmark	Copenhagen	CPH
France	Paris – Charles de Gaulles	CDG
	Bordeaux	BOD
	Nice	NCE
	Lyon	LYS
	Toulouse	TLS
	Marseille	MRS
	Rennes	RNS
	Perpignan	PGF
	Nantes	NTE
Germany	Dusseldorf	DUS
	Frankfurt	FRA
	Berlin	TXL
	Hamburg	HAM
	Munich	MUC
	Stuttgart	STR
Greece	Athens	ATH
Hungary	Budapest	BUD
Ireland	Dublin	DUB
	Cork	ORK
	Shannon	SNN
	Kerry	KIR
	Knock	NOC
	Donegal	CFN
Italy	Rome	FCO
	Verona	VRN
	Milan – Malpensa	MLP
	Milan – Linate	LIN
	Naples	NAP
	Venice	VCE
	Bologna	BLQ
	Catania, Sicily	CTA
Morocco	Agadir	AGA
Netherlands	Amsterdam	AMS
Northern Ireland	Belfast	BHD

Country	City/Airport Name	IATA Airport Code
Poland	Warsaw	WAW
	Krakow	KRK
Portugal	Faro	FAO
	Lisbon	LIS
	Porto	OPO
Spain	Barcelona	BCN
	Madrid	MAD
	Malaga	AGP
	Alicante	ALC
	Fuerteventura	FUE
	Lanzarote	ACE
	Gran Canaria – Las Palmas	LPA
	Tenerife	TFS
	Santiago de Compostela	SCQ
	Palma Majorca	PMI
	Ibiza	IBZ
Switzerland	Geneva	GVA
	Zurich	ZRH
Turkey	Izmir	ADB
United Kingdom	London – Heathrow	LHR
	London – Gatwick	LGW
	London – City	LCY
	London – Southend	SEN
	Manchester	MAN
	Birmingham	BHX
	Liverpool	LPL
	Newcastle	NCL
	Southampton	SOU
	Bournemouth	BOH
	Exeter	EXT
	Newquay	NQY
	Jersey	JER
	Bristol	BRS
	Cardiff	CWL
	Doncaster	DSA
	East Midlands	EMA
	Leeds Bradford	LBA
	Blackpool	BLK
	Isle of Man	IOM
Aberdeen	ABZ	
Inverness	INV	
United States	New York – John F Kennedy	JFK
	Newark	EWR
	Boston	BOS
	Hartford	BDL
	Chicago	ORD
	Miami	MIA
	Minneapolis–St. Paul	MSP
	Orlando	MCO
	Philadelphia	PHL
	San Francisco	SFO
	Seattle	SEA
	Los Angeles	LAX
	Washington–Dulles	IAD

Airline Codes

Each Aer Lingus flight is allocated a flight number prefixed by the letters EI. EI is the code for Aer Lingus operations. Each airline has a unique letter code (usually two or three letters), which distinguishes it from other airlines. In each case the letter code is used as a prefix to the airline flight number. For example, EI 522 is a typical Aer Lingus flight number. BA 0805 is a typical British Airways flight number. Sample Codes are:

CODE AIRLINE

EI	Aer Lingus
RE	Stobart Air (Formerly Aer Arann)
BE	FlyBe
B6	Jetblue
BA	British Airways
AA	American Airlines
AZ	Alitalia
CX	Cathay Pacific
AY	Finnair
IB	Iberia

CODE AIRLINE

LA	LanChile
QF	Qantas
DL	Delta Airlines
FR	Ryanair
LH	Lufthansa
SK	SAS
LX	Swiss
WX	Cityjet
EY	Etihad
VS	Virgin Atlantic
UA	United Airlines

Phonetic Alphabet

The phonetic alphabet is used internationally within aviation. This is in order to avoid misunderstandings between sounds of the alphabet. The letters of the alphabet are used to identify aircraft registrations. Under international law all aircraft in Ireland are registered as EI.

The first two letters signify the country in which the aircraft is registered. In Aer Lingus, aircraft are identified by using the Phonetic Alphabet sounds for the last two letters of the aircraft registration eg. the A330 aircraft registered EI-DAA is identified as Alpha, Alpha.

FULL PHONETIC ALPHABET

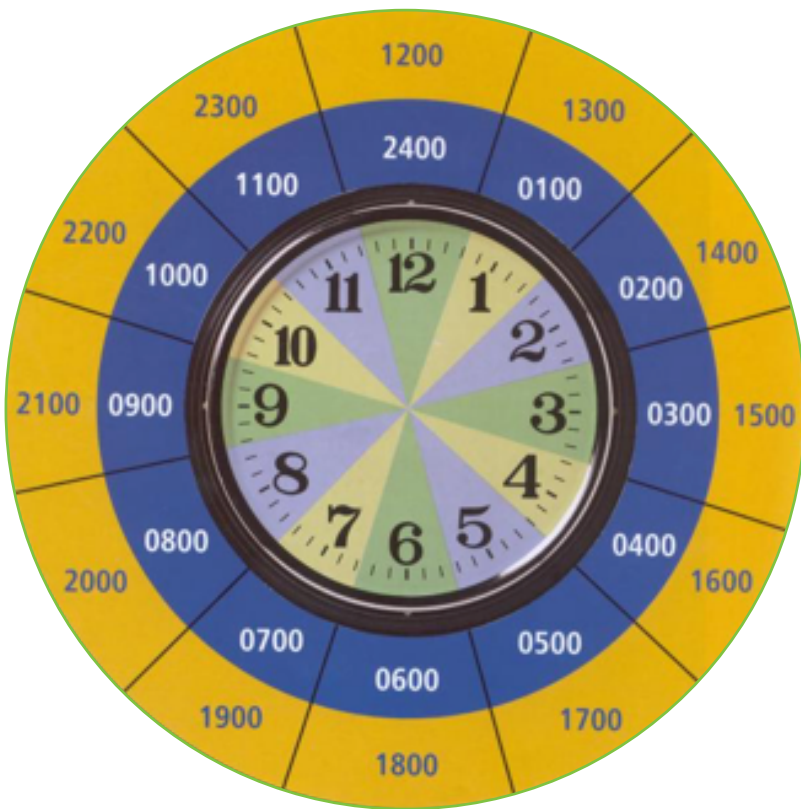
A	Alpha	N	November
B	Bravo	O	Oscar
C	Charlie	P	Papa
D	Delta	Q	Quebec
E	Echo	R	Romeo
F	Foxtrot	S	Sierra
G	Golf	T	Tango
H	Hotel	U	Uniform
I	India	V	Victor
J	Juliet	W	Whiskey
K	Kilo	X	X-ray
L	Lima	Y	Yankee
M	Mike	Z	Zulu

Common Language

English is the required language for communication by all crew members on Aer Lingus flight operations. This includes pre flight briefings and commands. All training and manuals will be in English.

For safety reasons, cabin crew members whose first language is not English must meet, as a minimum, the English language requirements of ICAO Annex 1, Level 4, so that they can comfortably fulfill the duties assigned to them. This proficiency is determined at the recruitment stage by the Human Resources department and by Cabin Crew Instructors during the New Entrant Cabin Crew training course. It is important that conversations and messages, which relate to aircraft operations, are always in English, even when the cabin crew member's native language is different.

24 Hour Clock




When using the 24-hour clock times:

- Do not write am/pm.
- Always use 4 digits.
- No dots between hours and minutes.


All airlines operate using the 24-hour clock.

For example:


 7.05am is **0705**

 7.05pm is **1905**

 1.00am is **0100**

 3.00pm is **1500**

 6.30am is **0630**

 9.45pm is **2145**

 12.00 midday is **1200**

 12.15 midnight is **0015**

Staff should be familiar with the use of the 24-hour clock.

Passenger FIRSTE/ADULTE	Electronic 05324319101074	Seq No. 7
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From DUBLIN	DUB	TML 2	PRIORITY BOARDING
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to NEW YORK JFK	JFK	TML 5
---------------------------	------------	--------------

Flight Number EI105	Date 20 AUG	Departing 10:50	Seat 23A	Boarding 10:20
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Travel Information

Travel Documents: You must have all required travel documents with you.

Checked Baggage:

- o Europe Bag Drop for all short-haul flights opens 2½ hours before departure.
- o USA Economy: Bag Drop on all long-haul flights opens 3 hours before departure.
- o USA Business: Bag Drop available 3½ hours before departure.
- o Overnight Check-in is available for short-haul flights departing before 08:00 from Dublin between 16:00 and 20:00 the previous day.

Cabin Baggage only and holding a boarding pass: Proceed directly to boarding gate.

Cabin Baggage Allowance:

- o One piece within the size limits of 55 x 40 x 25 cm and a maximum weight of 10kg/22lb. In addition, you may carry one personal item within the size limits of 25 x 33 x 20cm which must be stowed under the seat in front of you.
- o **AerClub Concierge, Platinum & Silver members, Business Class or Flex Fare Customers:** Additional personal item allowed eg. slim line laptop bag.
- o **Aer Lingus Regional:** One piece within the size limits of 48 x 33 x 20cm and a maximum weight of 7kg/15lb

MAX 63KG IN 3 BAGS

Travel will be refused if you arrive late at the gate.



ACTIVITY 2

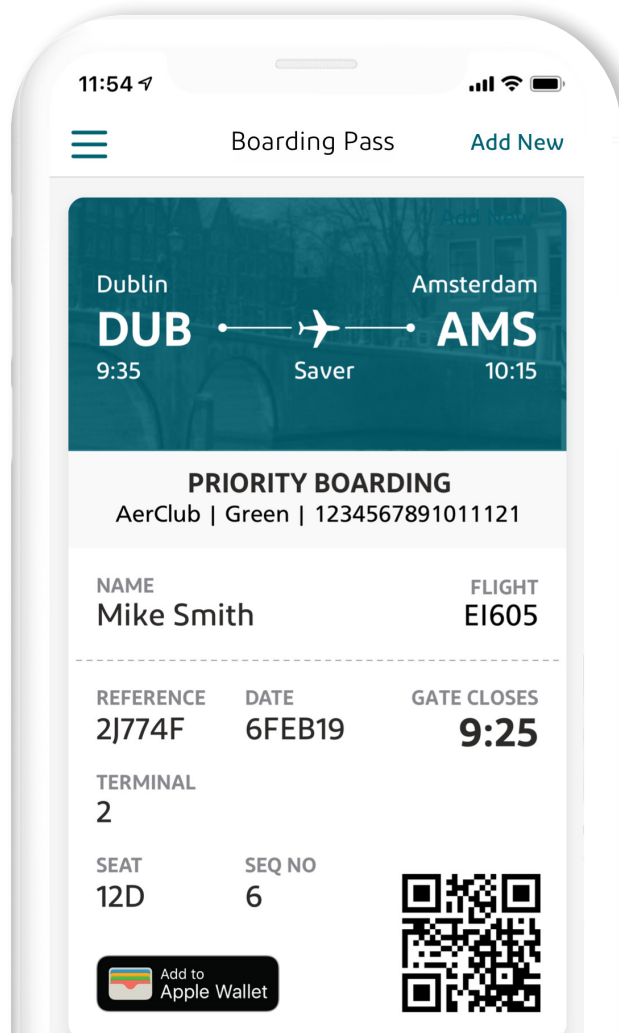
From the web boarding pass above, find the following information:

What's the guest's first name?

Where are they travelling from/to today?

What time does the flight leave at? (24-hour format)

What does their boarding pass state as their cabin baggage allowance?



ACTIVITY 3

From the mobile boarding pass above, find the following information:

What is the guest's surname?

What time do they arrive into London Heathrow?

What is their flight number?

What seat are they in?

Airline Terminology and Abbreviations

This section sets out the various terminology and airline jargon that new entrants will hear on a daily basis and with which you should be familiar.

Airport Terminology	
Guest	The term used to refer to a passenger on Aer Lingus from a service perspective
Coupon	Portion of a flight booking, which is valid for a particular flight
Boarding Pass	A document issued to a guest to board the aircraft
Double Sector Flight	A flight with a stop-over before reaching its final destination
Transit Airport	The airport where this stop-over occurs
Transit Guest	A guest on a double sector flight who must disembark or remain onboard at the transit airport before continuing on to their final destination
No-show Guest	A guest who fails to show for the flight on which they are booked/checked-in
Standby Guest	A guest who is unable to get a confirmed reservation for a particular and is waiting at the airport for a vacant seat
Rebate Ticket	Special fare not available to the travelling public, normally reserved for airline staff and qualified relatives/companions
Airbridge/Jetway	Mobile mechanical link from the terminal to aircraft door
Gate	Point of embarkation and disembarkation of guests
Airside	The area past security screening – restricted to those with valid boarding passes or personnel with a valid airside ID pass
Landside	The area of an airport between the place of check-in/arrivals and security screening
Apron (Ramp)	The concrete area adjacent to the terminal buildings of an airport where aircraft are parked on stand
Offload	An item or guest, which is removed from the aircraft
Ramp Agent/Redcap	The person responsible for liaising between ground personnel, flight crew and cabin crew, to co-ordinate the departure of a flight
Runway	The long concrete strip used by aircraft for take-off and landing
Taxiway	Connecting area between the apron (ramp) and the runway

Onboard Terminology

Forward	Towards the nose of the aircraft
Aft	Towards the tail section of the aircraft
Air Operator Certificate (AOC)	A certificate authorising an operator to carry out specified commercial air transport operations
Anti-collision Beacon	A flashing red light on the aircraft fuselage which is switched on when the aircraft is moving or about to move, to alert other vehicles and personnel
Aircraft Equipment	Articles, other than stores and spare parts, of removable nature including first-aid and survival equipment, for use on board and aircraft during flight
Augmented flight Crew/Relief Crew	A flight which comprises more than the minimum number required for the operation of the aircraft and in which each flight crew member can leave his/her post and be replaced by another appropriately qualified flight crew member
Banking	Having one wing of an aircraft higher than another while making a turn
Bulkhead	A partition wall inside an aircraft
Hold	The stowage area beneath the cabin
Cargo	In relation to Commercial Air Transportation, any property, including animals and mail, carried by an aircraft other than stores and accompanied baggage
Charter Flight	A revenue flight, which is not operated on a regular, published schedule
Dangerous Goods	Articles or substances which are capable of posing significant risk to health, safety or property when transported by air and which are classified according to IATA and European regulations
Ditching	The aircraft makes an emergency landing on water
Drag	The force hindering forward motion of an aircraft, directly opposing thrust
Drill	A sequence of actions which must be strictly adhered to
Exemption	A formal authorisation issued by the Authority providing relief from part or all of the provisions of EASA
Fuselage	External framework of an aircraft
Galley	The kitchen area of an aircraft cabin. Each galley has a number (e.g. G7/G6A)
Landing gear	The undercarriage (wheels) of an aircraft
Master Minimum Equipment List (MMEL)	A list prepared by the manufacturer, which provided for the operation of aircraft, with particular equipment inoperative, as approved by the certification authorities
Nose Wheel	The part of the undercarriage directly underneath the nose of the aircraft
OPE (Opening)	The name given to the open spaces where galley stores are loaded. Each OPE has a number so that catering supplies/stocks can be correctly loaded
Minimum Equipment List (MEL)	A list prepared by the operator, which provides for the operation of aircraft, subject to specified conditions, with particular equipment inoperative, in conformity with, or more restrictive than the MMEL established for the aircraft type.
Sterile Cockpit	Access to the cockpit restricted, access only authorised for essential safety related information
Taxiing	Driving the aircraft from the apron/ramp to the runway before take-off or from the runway to the apron/ramp after landing

A-Z of Abbreviations

A/C	Aircraft
ETA	Estimated time of arrival – when the flight is expected to arrive
ETD	Estimated time of departure – when the flight is expected to depart
STD	Scheduled time of departure – according to the timetable
STA	Scheduled time of arrival – according to the timetable
ATA	Actual time of arrival – the time the aircraft is ‘on chocks’
ATD	Actual time of departure – the time the aircraft is ‘off chocks’
ASAP	As soon as possible
LT	Local time
SSR	Special service requirement
SPML	Special meal
TBA/TBN	To be advised/To be notified
TOB	The total number of guests on board a flight
FQTV	Frequent traveller
U/S	Unserviceable/cannot be used e.g. when equipment onboard the aircraft is not usable or working
FTJ	Failed to join – a guest who has missed their flight
IATA	International Air Transport Association
IAA	Irish Aviation Authority
OPS	Operations
CCM	Cabin Crew Member
SCCM	Senior Cabin Crew Member
CSM	Cabin Services Manager
PIC	Pilot in Command – refers to the captain of a flight
FO	First Officer/Co-pilot
INF	Infant
YP	Young (Passenger) Guest – between the ages of 12 and 16
PIL	(Passenger) Guest Information List
ABP	Able-bodied person – those eligible to sit at an emergency exit row, fully mobile and able to assist in emergency situations such as operating exit doors and evacuation
PRM	(Passenger) Guest with Reduced Mobility
WCHR	Passenger with reduce mobility PRM, some impairment in mobility but can walk on/off aircraft
WCHS	PRM more heavily impaired in mobility, but can move about with some assistance
WCHC	PRM unable to cover distances unassisted – Lift on/off aircraft
AVI	Live animal
SSK	Self-service Kiosk

A–Z of Abbreviations (Continued)

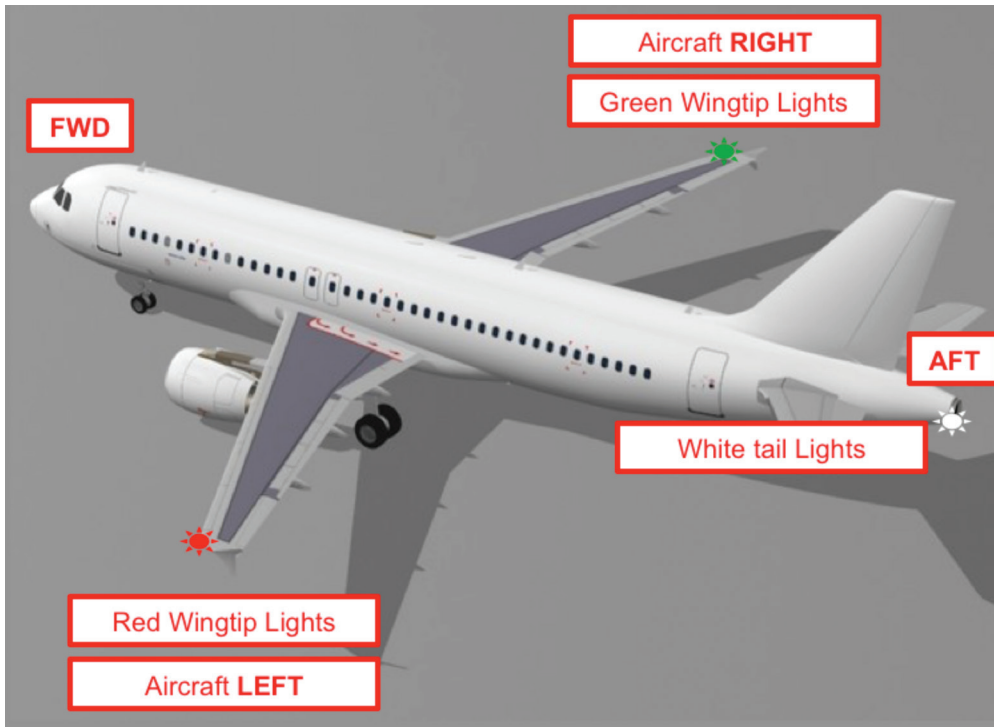
BSM	Baggage Sort Message
CBP	Customs and Border Protection (for United States)
BILS	Baggage Imaging and Location System
ART	Annual Recurrent Training
DL	Deferred defects list
DEST	Destination
ETOPS	Extended twin-engine operations
EU-OPS	Regulations governing Flight Operations within EU member states
FAM	Familiarisation flight where a cabin crew member operates a working number but not as one of the required crew
INCAD	Incapacitated Guest Advice Form
MEL	Minimum Equipment List
OPS	Operations
POS/PY	Positioning crew
PA	Public Address (announcements)
SEP	Safety and Emergency Procedures
SOP	Standard Operating Procedures
SPML	Special Meal
SNY	Supernumery/extra cabin crew member, additional to the normal operating crew complement
TECH/INOP	Technically unserviceable
U/S	Unserviceable

Note:

While the above terminology and lingo is used on a daily basis among colleagues within the aviation industry/airline, we must refrain using such terminology with our guests. Using terminology they do not understand makes matters confusing for them and adds unnecessary hassle to their travel experience, so we favour the every-day word when relaying airline operational information on to our guests except in the case of standard airline terminology which is commonly used with the flying public.

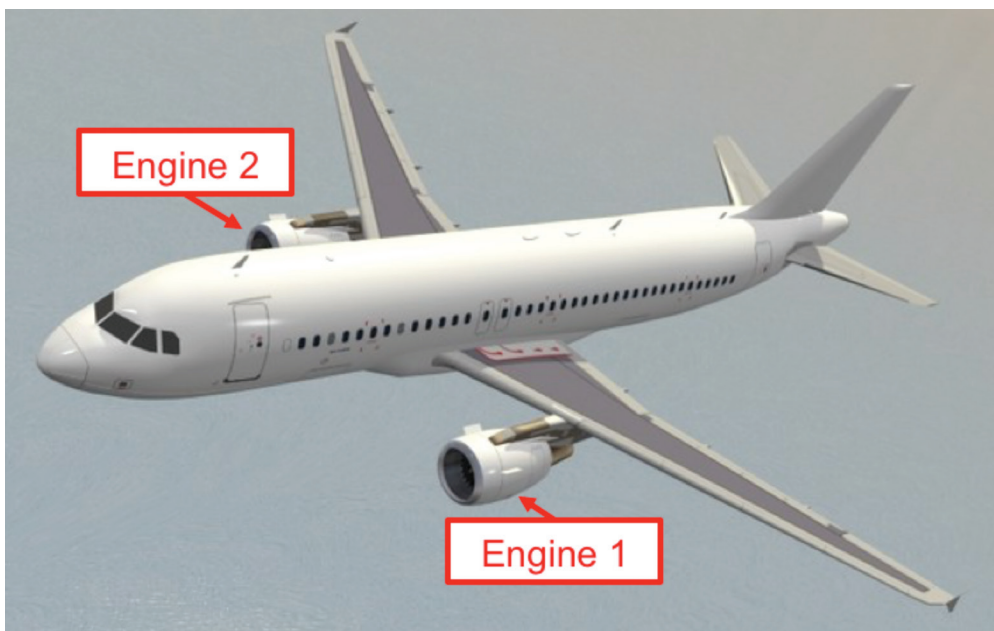
Aircraft Terminology

It is vitally important, when communicating with the flight crew that you can accurately describe what you see, be especially careful about LEFT and RIGHT. The LEFT and RIGHT side of the aircraft is always referred to when the aircraft is in the forward facing position.



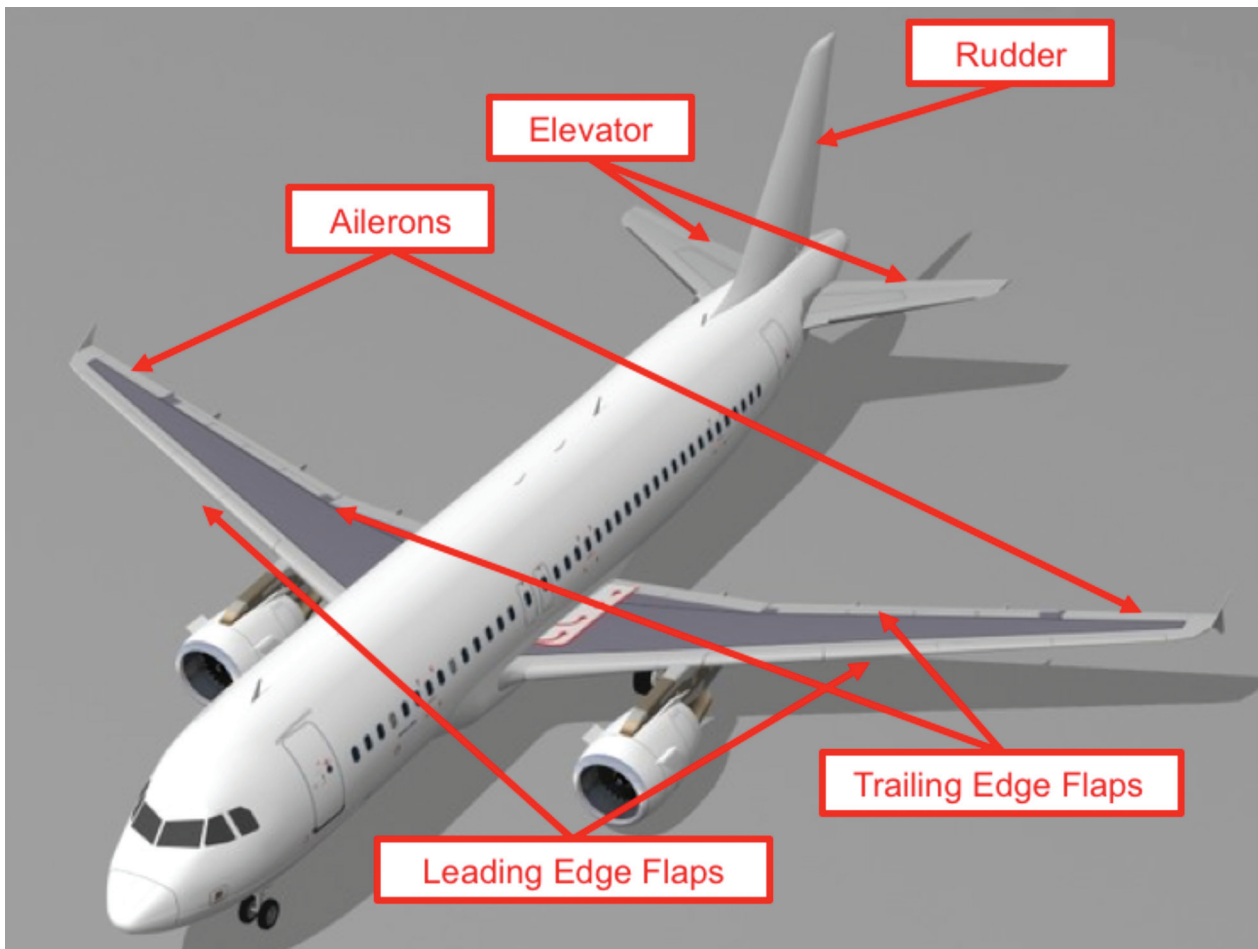
Engine configuration

Engines are always numbered from left to right.



Aircraft Flying Controls

Elevators	The elevators move up and down to change the aircraft pitch attitude.
Ailerons	Ailerons are used to roll the aircraft into bank angles to enable it to turn.
Rudder	The rudder enables the aircraft to yaw, forcing the tail to move from left to right.
Stabiliser	The stabiliser allows the pilot to trim the aircraft to maintain a climb, cruise or descent pitch attitude.
Trailing & Leading Edge Flaps	The flaps are used for takeoff and landing to increase lift, allowing the aircraft to fly at slower speeds.
Spoilers & Speed Brakes	Spoilers are used as speed brakes to reduce lift on both wings allowing the aircraft to descend faster without increasing airspeed. Speed brakes are used on the ground at touchdown to dramatically reduce the lift during landing.



Phases of Flight

Take-off	Engine power is increased to take off power. This forces the aircraft to accelerate down the runway. At a specific airspeed the aircraft is rotated [nose up] in order to start its climb.
Initial Climb	With a positive rate of climb the landing gear is selected up. A little later the flaps are selected up as the aircraft starts to accelerate to the higher speed. A lower engine power [climb power] is selected at this time.
Climb and Cruise	As the climb continues into the cruise, a further reduction in the engine power takes place until cruise power is achieved.
Descent	At the top of descent the engine power is reduced to 'flight idle' [a lower setting]. The aircraft and the cabin altitudes start to descend. Speed brakes may be selected during the descent to maintain descent rate without increasing speed. They deploy on top of the wings and will cause a slight vibration while they are deployed.
Approach	During the approach engine power will increase together with flaps being selected out. There might be several flap selections until approach/landing flap is achieved. Just prior to landing the landing gear is selected down.
Landing and Taxi	On touchdown the speed brakes extend and reverse engine power is selected [reverse thrust]. As the aircraft slows down, braking is continued with brakes being applied. The aircraft then taxis onto its assigned stand.

Our Guests



Our Guest Philosophy

Why we see Guests

At Aer Lingus, we don't see those who travel with us as passengers or customers – they fly with us as Guests.

When we speak of Guests, we think about people we want to serve – and serve well – not faceless transactions or logistical processes. It is important we speak a common language when it comes to how we refer to those who choose to fly with us. It's about a mind set... While we may be familiar with other terminology, below sets out why we take the lead from best practice in the airline and hospitality sectors to adopt a guest philosophy.

Think of how you would like to be treated when you fly?

As a passenger, you are merely being transported from point A to point B. You are seen as a seat number or one of many in a faceless queue. This lacks the personal touch.

As a customer, you are only as valuable as your share of wallet. Someone who pays for a service or product that is simply delivered as expected. This lacks a sense of loyalty and recognition.

As a guest, you are elevated from a transaction or a number to a person whose presence is valued. You can expect to be warmly greeted and cared for throughout your journey. The word in itself indicates a higher level of quality and service over other airlines.

Our guest segments

It is important for us to understand the varied needs of our many guests who travel with us. By understanding their motivations and needs, we can provide a more personal and appropriate service.

Our guests expect us to know who they are and what they want. So, to help us identify these guests and what's important to them, we have broken the guest base into four key segments.

While we cannot generalise and look to fit each individual guest into a 'category', the following segment profiles acts as a starting point to guide us on the key market demographics who typically fly with Aer Lingus:

Short Break Optimisation



These guests have limited time but want to make the most of it. They typically travel for short breaks and will often consider other competitors, meaning there is an opportunity to retain and attract these guests by promoting the benefits of Aer Lingus to them.

"I would consider the location of the airport so it doesn't eat into my holiday time."

GUEST QUOTE

Family Harmony



These are guests who like hassle-free travel with their kids – both young and teens – often taking a one or two week break in the year. They value the ease of travel and the ability to sit together as a family. In previous research studies, Aer Lingus has been described as 'family friendly', so the Aer Lingus Marketing team actively targets families to grow our share of this segment.

"Price does not always dictate the airline choice, I would consider a slight premium to fly with Aer Lingus for security and peace of mind."

GUEST QUOTE

Personal Discovery



This guest is likely to travel to a range of destinations, sometimes using their networks of friends and family abroad, looking mostly to long-haul destinations. This includes the Far East, Australia and throughout North America. The group is typically made up of younger couples as well as older couples making the most of their retirement. This is why codeshare and interline relationships with other airlines are a key part of the Aer Lingus growth strategy. These guests are also more likely to place a higher value on inflight comfort and service.

"I want to get the most out of life and explore the world."

GUEST QUOTE

Business Status



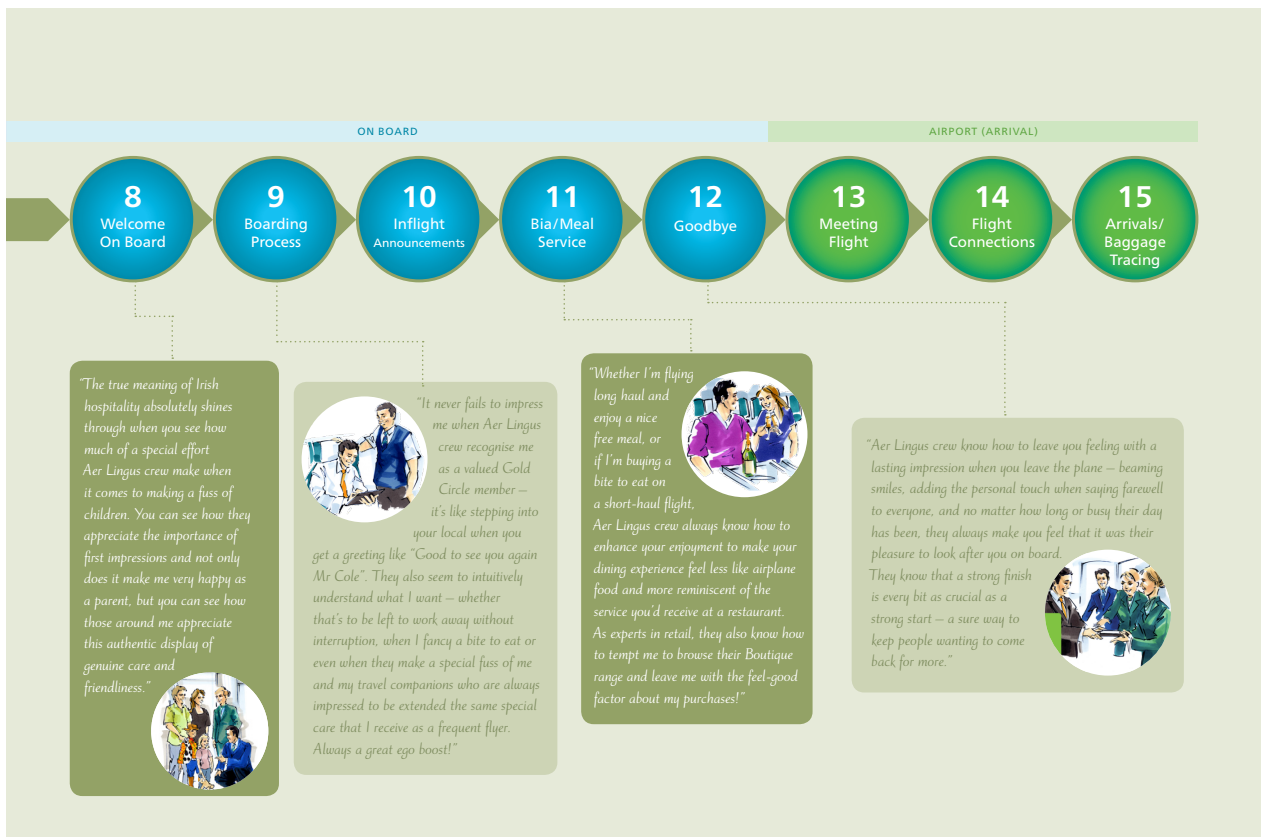
The business market is an important segment due to travel frequency and their close-in booking patterns. Business guests relish status, recognition and good service. Their time is critical, so speed, efficiency, schedules, punctuality and airport location are important to them. A loyalty scheme that rewards their travel is also key. Through innovative pricing and product bundles we can develop and grow our share of this segment.

"I expect that cabin crew know I am a frequent flyer, whether I am travelling on Business or on a personal capacity with my family, and they acknowledge it."

GUEST QUOTE

Our Guest Journey

The below map sets out the end-to-end Aer Lingus guest journey.



Cultural Awareness

Our vision is to be a leading carrier. To make this happen we want travellers from around the world to fly Aer Lingus. This then requires a whole new skillset as we need to understand these guests' cultures and values. It is crucial that we respect how cultures differ to our own – just as we would want them to respect our culture and values – and that we interact with them in a courteous and respectful manner. Here are some suggestions to help you understand, respect and interact with people from different cultures.



Understanding our Product and Service

At Check-in...

Aer Lingus occupy the west-end of the check-in hall at Dublin Airport, Terminal 2. We have the following facilities available to guests:

- Check-in Assistance desks (for those who require full service check-in)
- Bag Drop desks (for those who have already checked-in online or on a kiosk)
- Self-service kiosks (for guests to self check-in)
- Express Bag Drop (for guests who can self tag and drop off their own bags)
- Premium check-in area (dedicated zone for our AerClub members and Business Class guests)
- Closing Flights Desk/Standby Desk (at these desks, we call guests on flights due to close for check-in, as well as manage the onloading of standby guests)
- Ticket Sales & Reservations (for guests who need to make or change reservations or other booking-related queries)
- OCS assistance (for guests with reduced mobility requiring wheelchair assistance)
- Aer Lingus floor staff to assist guests make their way through the check-in area, manage queues and help guests to use kiosks.



At Boarding...

Aer Lingus flights depart from most gates across Terminal 2 as well as Terminal 1, with the majority of our flights operating from the 400 gates. Our boarding staff provide the following services for guests at the gates:

- Set-up gate in advance of boarding and be available for guest queries
- Make PA announcements to inform guests of their flight status and other relevant information
- Seek out and invite forward guests who require special assistance or extra time to board
- Board guests on the correct flight, while managing the cabin baggage brought on board
- Meet in arriving flights, directing guests towards the Arrivals Hall or Flight Connections and providing assistance for inbound guests.



At our Lounge...

Eligible AerClub members (Silver, Platinum & Concierge), those travelling Business Class along with other guests who are eligible for lounge access, may avail of the services at the Aer Lingus departure lounge before their flight – a calm retreat from the hustle and bustle of the boarding area.

Our flagship lounge at Dublin Airport offers the following services:

- Reception desk where guests are greeted and registered
- Comfortable seating areas with a mixture of seating configurations for guests travelling alone or as part of a group, for leisure or business
- Complimentary Wi-Fi, computers and printing stations
- Bistro area with complimentary snacks and beverages
- Shower facilities.

Business Class Guests (and eligible AerClub members) can also avail of the 51st&Green Lounge situated directly after US Preclearance in Dublin Airport.

AERCLUB 
LOYALTY PROGRAMME OF AER LINGUS

AerClub is the new loyalty programme of Aer Lingus. Members can collect reward points every time they fly and also through a range of retail, accommodation and leisure partners. Visit aerlingus.com/aerclub



At Arrivals...

Our inbound guests pass through either the Baggage Reclaim hall or the Flight Connections corridor after arriving in Dublin Airport. At these locations on the Arrivals route we offer guests the following services:

- Each baggage belt features live updates on the time the first and last bags were delivered
- A Guest Service desk for any baggage or general queries guests may have, along with a dedicated premium lane
- Our Baggage Tracing office handles all missing bag reports and retrieval of bags to reunite them with their owners
- A brand new transfer facility in Terminal 2 has opened to give Dublin Airport capacity to quadruple its connecting passenger business. The three-storey hub includes airline information desks, boarding card checkpoints, and immigration and customs facilities, allowing transfer passengers to complete 'a one-stop flight connection process' within Pier 4. A bespoke Aer Lingus Flight Connections desk allows guests to collect their onwards boarding pass if they're not already in possession, as well as any transfer queries. There is also a dedicated priority lane at the desk for our Business Class guests.



At our Revival Lounge...

In Dublin Airport, our inbound long-haul Business Class guests have the opportunity to avail of our Revival Lounge located in the baggage reclaim hall to refresh themselves before the day ahead.

We offer the following services at the Revival lounge:

- Six self-contained changing rooms, WC and showers with fresh towels and amenity kits
- Steam pressing of shirts on request
- Refreshments and light snacks
- Waiting area for up to eight guests with TV and newspapers.



Inflight...

The Aer Lingus inflight experience takes place from the moment our guests step on board the aircraft. The inflight experience varies depending on what routes and what aircraft our guests are flying on. We offer our guests the option of customising their inflight experience by offering a range of optional add-on products and services.

Please refer to [aerlingus.com](https://www.aerlingus.com) and explore the following sections to familiarise yourself with our on-board product and service offering. Within the 'Experience Aer Lingus' section you can learn:

- The onboard features of our short-haul and long-haul fleets
- The onboard dining experience for short-haul and long-haul flights
- The benefits of our Business Class product and service offering across the Atlantic.



Our Service Standards

During your initial training, you will receive a copy of our Service Standards booklet. This guide sets out our standards for service delivery to ensure that our guests enjoy a consistently great experience when they deal with Aer Lingus staff.

In addition to the core standards, your training will guide you through the practical and procedural elements of your role – but you are expected to be aware of and link in our Service Standards into these elements of your training, as well as real-life application when you start your new role. Your knowledge and delivery of our Service Standards will form the basis of performance assessment and appraisal.

Introduction to some of our standards for check-in and on board

We show Service Standards examples on the following pages. To illustrate this, we have used the first standard from each of our Airport and On-board Service Standards.

In the first box, we read the service standard description – this outlines what our guest should experience at this particular stage of their journey.

In the section entitled 'A guide to Good', we list the core service requirements. These are the functional service requirements which must be delivered consistently to our guests.

In the gold box entitled 'How you make it Great', we include behavioural guidelines and some points for consideration of how you can elevate consistently 'Good' service to a personalised service experience for our guests which represents a 'Great' experience.



Airport Service Standards Example (for Ground Operations staff)

Service Standard

Guests enjoy a seamless check-in or bag drop experience.

Many guests without checked baggage check-in online or on their mobile phone. The remaining guests use our check-in area as the main assembly point. Here, the process for either check-in or bag drop should be conducted as efficiently and smoothly as possible. This is when we can make a strong first impression with superb service and a friendly welcome.

"The staff really are what make the difference. Throughout my entire flight experience, every staff member was friendly, courteous and extremely helpful. It was nice to not feel intimidated when having to check-in my bags, for a change!"

A guide to Good

- ✔ Open check-in no later than the published time and close no later than 45 minutes before departure or 75 minutes before departure for transatlantic flights.
- ✔ Acknowledge and thank guests for waiting if they have been queuing during busy periods. Look to set them at ease now that they're on their way.
- ✔ The supervisor's role in allocating agents to desks is to ensure the queue timing standards for each of the check-in, bag drop, Business Class and AerClub queues are met at least 95% of the time. To act as an incentive for self-service check-in options (web/mobile/kiosk), we aim to achieve a quicker processing time at the bag drop desk. Similarly, a speedy check-in queue time is expected by our high-value AerClub and Business Class guests.
- ✔ Acknowledge waiting or approaching guests with a suitable greeting and an offer to help.
- ✔ Work as a team to ensure a co-ordinated and efficient flow of guests through the check-in area.
- ✔ Guests should never be made to feel that they are getting in the way or slowing things down.
- ✔ Position cabin baggage gauge units to face check-in desks. Use these to verify size and weight compliance of guests' carry-on items. Tags to be applied to approved items.

✔ Key steps of the check-in process:

- Always remember to greet the guest with a smile and a personal acknowledgement.
- Using their name once you have been handed their documents.
- Confirm final destination with the guest and number of bags to be checked.
- Verify all documentation and ask the security questions.
- Confirm size and weight of carry-on bags.
- Present the options available for payment of charges and fees (if applicable).
- Avoid periods of non-interaction with the guest.
- When returning documents, stand up and present boarding passes and bag tag receipts, indicating both verbally and visually, the guest's boarding time and gate information. (Do not stick bag tag receipts to passport – they should be affixed to the appropriate boarding passes.)
- Explain process for US Preclearance, onwards flight connections, etc., where relevant.
- Provide directions to the security screening, boarding area and lounges, plus any information on flight status.
- Finish the interaction with a genuine farewell, e.g. "I hope you have a great trip with us today".

✔ Express Bag Drop:

- Greet the guest and welcome them to Aer Lingus check-in. Promote the benefits of Express Bag Drop.
- Agents should be evenly dispersed between kiosks and dispatch belts so guests can call upon you easily for help where needed.
- Monitor the red/amber/green status lights on top of the kiosks to identify guests who may need your help.
- If the kiosk doesn't work, apologise and guide the guest to a check-in or assistance desk.
- Give a genuine farewell and direct the guest to security screening.
- Body language – look approachable and display open body language (e.g. no arms folded or leaning against barriers or kiosks).



How you make it Great

- ★ Remember to employ the 'Make it Personal' service behaviours.
- ★ Acknowledge and apologise to guests if they have been queuing during busy periods to help diffuse any built-up stress. Look to set them at ease now that they're on their way.
- ★ Invite short but engaging conversations with guests during the brief time you have with them to 'Make it Personal' while maintaining speed and efficiency.
- ★ If seat selection is still available, ask guests what would be their seat preference and find out what would work best for families or groups.
- ★ Make each guest feel like they are the first person you have dealt with today, even if time is limited, we can leave a lasting positive impression.
- ★ Pay special attention to children and seek opportunities for interaction with them to build the excitement for them at the start of their journey through the airport.
- ★ Establishing yourself as the guest's ally when it comes to more difficult interactions such as excess baggage, overbookings, missed flights, etc. is crucial to avoid any negative service perception.
- ★ Any requests made of a guest, in the interests of improving the service to other guests (e.g. asking someone to stand to the side of the gate to allow others to pass through), shall be made courteously and politely.



Please remember that when you are signalling for the next guest in the queue

- ✔ Stand up, if seated and hold your hand up in the air, looking at the next guest in line.
- ✔ Politely gesture with the palm of your hand to call them forward. Do not beckon them along.
- ✔ Any verbal prompt should avoid beckoning phrases such as "Next please!"



Service Standard

Reservations queries are looked after at our Ticket Desk.

Our Ticket Desk is the primary service point for any reservation queries or changes, payment of fees/charges or support during disruptions. As such, this is often the contact point where the most challenging guest interactions will occur, especially when taking payments. Staff at the Ticket Desk must therefore always demonstrate tact, empathy and courtesy.

A guide to Good

- ✔ The Ticket Desk will open from the time that check-in starts until the actual departure time of the last flight.
- ✔ Acknowledge and thank guests for waiting if they have been queuing during busy periods.
- ✔ Questions or enquiries should be dealt with as efficiently as possible to minimise queuing.
- ✔ The Ticket Desk will be clearly identified using an Aer Lingus sign.
- ✔ Supervisors must ensure that the area is clean, presentable and free from obstacles (trolleys, etc.)



Onboard Service Standards Example (for Cabin Crew)

18 STANDARDS ACROSS THE ON-BOARD JOURNEY
ON-BOARD SERVICE STANDARDS 19


Service Standard SHORT HAUL

Guests are warmly welcomed on board.

First impressions count – and we only get to make one! It's important for each of our guests to experience a great first impression when they step on board our aircraft. They will be met by friendly and enthusiastic crew, who clearly demonstrate that their attention is on every person coming on board.

A guide to Good ✓

- Presence of crew throughout the cabin is important as our guests step on board. Being at your correct boarding positions will ensure each guest is greeted by many friendly, smiling crew.
- We can set the tone for a relaxing cabin ambience by playing the boarding music.
- Being ready to meet our guests in full uniform and being impeccably groomed is a sure way to create a striking effect for guests admiring the professional and polished appearance of their cabin crew.
- We need to be present and available to guests, ensuring that they are the focus of our attention, avoiding other distractions or carrying activities that should be kept behind-the-scenes.
- Acknowledge waiting or approaching guests with a suitable greeting and an offer to help.
- Greet as many guests as possible by name when checking their boarding pass.



How you make it Great ★

- Remember to employ the 'Make it Personal' service behaviours.
- Watch out for 'CONC'/'PLAT'/'SILV' on boarding pass to identify valued AerClub members.
- Leave a positive and long lasting impression on all our guests.
- Reassure and calm late-comers who may be flustered due to being late to the gate.
- Think of thoughtful gestures – e.g. a guest is boarding and has misplaced their boarding pass. To save them from being flustered and panicked, invite them to step into the galley while they look for their boarding pass and reassure them with something like "Don't worry, this happens all the time – take your time, I'm sure it's somewhere in there".

"I would just like to note how helpful the cabin crew were to us and how patient they were with a noisy toddler. We had the same member of staff looking after us on the way out and way back. He remembered us and asked how our holiday was and he was really good with the kids."

20 STANDARDS ACROSS THE ON-BOARD JOURNEY
ON-BOARD SERVICE STANDARDS 21


Service Standard SHORT HAUL

Guests reach their seats efficiently and get settled.

The whole process of boarding has the potential to be a pinch-point, causing stress for our guests if not conducted properly. This is where Aer Lingus crew must carefully manage the process. Our aim is to ensure that everything flows smoothly in the limited time available – from the moment the first guest steps on board to getting every guest seated, with carry-on bags stowed, ready for departure.

A guide to Good ✓

- Help guests find their way to their seats. Watch for the subtle signals that indicate a guest may need help finding their seat. Offer assistance.
- Acknowledge waiting or approaching guests with a suitable greeting and an offer to help.
- Work as a team to ensure a co-ordinated and efficient boarding process.
- Where you notice a bag with a pink under-seat tag is being placed overhead, kindly advise the guest that this piece needs to go under the seat in front of them to maximise overhead stowage space for larger bags.



How you make it Great ★

- Remember to employ the 'Make it Personal' service behaviours.
- Vary your greeting for approaching guests, always with a friendly smile.
- From your boarding position, seek opportunities to make eye contact and engage in conversation with your guests, particularly when there is a lull in boarding.

- Actively assist guests to find space to stow their bags, making best use of all stowage space on board. Only when all stowage spaces are full should we start to remove baggage from the cabin.
- Close down overhead lockers in rows one to seven prior to boarding to prevent this space being used by guests not seated in these premium rows. Remain vigilant and intervene courteously where this happens to ensure the overhead space is reserved for guests actually seated in these rows.
- Overhead lockers should be closed quietly. Gestures and movements should convey a calm impression rather than rushed or flustered.

A Customer @twitterhandle • 25m

Well done to Aer Lingus and GLA Airport for the most efficient boarding and take off for me this year! 13 mins from lounge to being in air!

👍 1 🗨️ 3

About Core Guest promises

At Aer Lingus, we pride ourselves on delivering great service to our guests. It's our ability to deliver consistent processes and authenticity in how we deal with our guests that has allowed us to become Ireland's only 4-star airline and drives the consistently high satisfaction scores that we see through our Voice of Guest survey. Nonetheless, we always need to keep our focus on how we can improve the guest experience, never becoming complacent – our competitors are constantly improving their product and service, so we can't sit still!

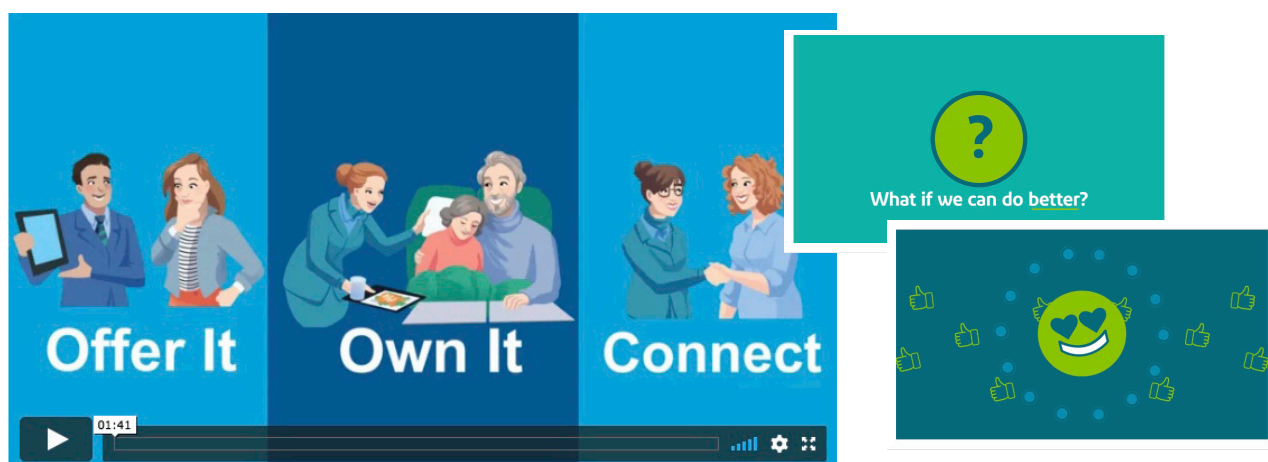
As we grow as an airline and our front-line teams become more diverse, it's important for us to be able to clearly define what it is that makes our service unique – in short, why should a guest choose Aer Lingus? If they choose Aer Lingus, how do we go beyond just satisfying their expectation and create a memorable experience that will keep them coming back?

In order to achieve this, we need to rely on your personal efforts – after all, you are the embodiment of the Aer Lingus brand in the eyes of our guests.

What are Core Guest Promises and how were they defined?

This starts with understanding the key objective – we don't just satisfy our guests, we Delight them! We commissioned a project with Root Inc (who are a customer experience consultancy firm based in the US who we have used for the Good to Great programme among other key projects) to conduct research on how we currently deliver delight for our guests, and where the gaps are. The insights from this research were hugely useful in identifying two ways in which Aer Lingus guests feel delighted – by feeling cared for, and by being treated as an individual.

We need to consistently deliver upon certain behaviours that our guests have identified as essential to make them feel delighted. They are 3 simple things we can do every day which signify the unique and thoughtful service we deliver to our guests at every point in their journey – this is the promise we make to them. When we deliver these specific behaviors, we delight our guests.



Find out more with this quick video introducing our Core Guest Promises
<https://vimeopro.com/aerlingusinternal/core-guest-promises>

The Core Guest Promises in a bit more detail...

Offer it

We want our guests to feel that they have options. That they get the very best of the Aer Lingus experience on offer. That they have a sense of control over their journey. We deliver this by always using our knowledge and experience to ensure guests have all the options of the core product available.

How do we do 'Offer it'?

For example, this can be offering a helping hand at Express Bag Drop, offering fast track security to an eligible guest or simply offering what you know, when it helps!



CORE GUEST PROMISE

Offer It

We always use our knowledge and experience to ensure guests have all the options of the core product available. Offering guests options gives them a sense of control during their journey.

What It Means For Our Guests:
When guests feel like they have options, they gain more control over their experience.


AerLingus ✿

Own it

We want our guests to feel that we are taking personal ownership for them having a great Aer Lingus experience, one which is seamless – on good days, as well as the more challenging ones.

How do we 'Own it'?

We deliver this by taking personal responsibility for making their journey a positive one, so they see you as their ally. We find solutions when things go wrong and give reassurance that we will make things right, knowing they're in capable hands.



CORE GUEST PROMISE

Own It

We take responsibility for making a guest's journey a positive one. By demonstrating our commitment to each and every guest, we will help ensure the rest of their journey is seamless.

What It Means For Our Guests:
When guests feel that we are accountable to find solutions, especially when they experience challenges, they have more positive experiences.

AerLingus ✿

Connect

We want our guests to feel that we added the personal touch – in how we communicate with them, making them feel heard and respected.

How do we 'Connect'?

We deliver this by using our time with each and every guest to connect personally – whether verbally or non-verbally, 5 minute or 5 second interaction, we have the opportunity to provide a human touch and show we care. We treat them as our guest!

CORE GUEST PROMISE

Connect

We use our time with each guest to connect personally. When we do this, both verbally and nonverbally, we provide a human touch that shows we care.

What It Means For Our Guests:
Everyone appreciates a personal touch, and the way we communicate with guests can make them feel heard and respected.

AerLingus

Will there be training or how will this be rolled out?

While training days are a great way of getting everyone on the same page, we are taking a slightly different approach this time. Instead of a classroom day, we will be rolling out our Core Guest Promises every day – we'll do this by conducting team huddles.

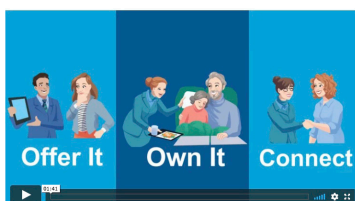
You might be asking what is a huddle, and is it any different to a start-of-shift briefing? Huddles are quick discussions among the various teams, focussed on bringing our Core Guest Promises to life, always focussed on the guest experience rather than solely on operational updates that you would typically associate with start-of-shift briefings.

Your management team and a selection of supervisors have undergone training to deliver these huddles, which will be kicking off later this month. This is an opportunity for us to focus on what really matters – the guests who are the life blood of our company, our growth and our jobs.

In addition to the daily team huddles, we'll also be rolling out regular communication campaigns and e-learning modules to deepen your understanding and ability to deliver the Core Guest Promises in all aspects of your role, as an individual, but more importantly as a team.

Find out more with this quick video introducing our Core Guest Promises

<https://vimeopro.com/aerlingusinternal/core-guest-promises>



Offer, own it, connect..
three simple actions..
one great result.

Honing your guest service skills

When you work with guests day-to-day, your learning curve and your knowledge are always growing and always expanding. In such a stimulating environment you will constantly find new ways to stay passionate about delivering great service. This is what makes your career all the more fulfilling, while also delivering a brilliant guest experience for those who fly with us.

Staying passionate about guest service

When you work with the public day-to-day in a guest-facing role, it can be a challenge to stay focused and keep the smile on your face. But, without your enthusiasm, passion and pride for serving our guests with our unique promise of great service, we have no business.

In one study, guests were asked why they stopped doing business with a company. 43% listed "negative experience with a staff person" as the main reason for taking their business elsewhere, and 30% said they moved on because they were made to feel they were not a valued guest. That is why you are so important to Aer Lingus. Indeed, you are Aer Lingus.

"I understand that serving guests can sometimes be downright miserable. They can show up in a lousy mood. They can be self-centred and unreasonable. They can be nasty and abusive. Look at this as an opportunity to give them something, even if it's as trivial as a smile that will boost their mood, a compliment that will inflate their ego, or a helpful hint that will alleviate their frustration. In the end, doing so will have a tremendous upside. The guests will leave feeling positive about you and your company and will be far more likely to do business with you again. And you'll find that you too are left feeling better about yourself and your company. You know you gave of yourself. You know you went above and beyond and did your best to serve. That is the best reward of all."

THE GUEST RULES, LEE COCKERELL

Body Language

It's often said that actions speak louder than words. Our body language says so much about us and our feelings – usually far more than we realise. And just as you can quickly assess a guest's frame of mind, so they can tell whether you are paying attention to their concerns.

Bear the following aspects of body language in mind:

- **Voice tone.** Is it measured? How do we convey interest? Is it too rushed? Do we vary pace and volume? Are we conveying confidence and assurance? Do we want to share a passion and enthusiasm for the topic?
- **Eye contact.** Engage guests with your eyes while you are talking to them. Never avoid eye contact as it makes you appear uninterested and remember to share eye contact if there are several people present.
- **Facial expressions.** Think about what your facial expression might be giving away. Is it appropriate to the message you are conveying verbally?
- **Hand gestures.** Using appropriate hand gestures to place emphasis can be very powerful, but too many hand movements can distract from the point you are trying to make.
- **Posture and body movement.** Your posture conveys meaning. Are you rooted to the spot, engaged in conversation with all your attention focused on the guest? Or are you relaxed and moving easily as you go about your duties. As with hand gestures, too much body movement during a conversation can be distracting.

Active Listening



Most of us believe we're good at listening, but in this hectic world the truth is that most of us are not nearly as good as we think we are. Active Listening is more than just opening your ears – it is about paying attention, remembering, confirming details and being prepared to respond to the other person's issues.



- Get into the right position to listen – i.e. speak to the guest in a quiet location where neither of you will be distracted, where possible.
- Give the guest your full attention. Maintain eye contact. Don't interrupt. Don't multitask. Don't show any signs of impatience or distraction with your body language.
- Don't try to anticipate what the guest is going to say; you are not a mind reader.
- If possible, take notes. Don't count on remembering everything that was said.
- Give the guest a chance to finish before you reply. You might even ask, "Is there anything else you would like to tell me?" before responding.
- When the guest is finished speaking, reiterate or paraphrase what he or she said. For example, "I think you are saying that you tried to add checked bags to your booking for the return flight but the Manage Booking section of the website wouldn't allow this?" You may not remember all the details, especially if the person is angry or long-winded (or both), but rephrasing will ensure that you clearly understand the main points and satisfy the guest that you have been paying attention.
- Once you verify what was said, ask additional questions to improve your understanding.
- At every step, make the guest feel valued and appreciated.
- The golden rule – if you receive a complaint, apologise! Saying that you are sorry can be the best way to make guests feel that you care, as long as you are being genuine and then outline a way to deal with the guest's issue/complaint.

Guests who feel understood are likely to come back and those who don't feel understood will go where the employees have better ears.

ADAPTED FROM THE GUEST RULES, LEE COCKERELL

Assertiveness

Assertiveness can be a misunderstood term, often being mistaken for over-confidence. But, developed properly, assertiveness skills enable you to communicate your ideas and enthusiasm in a confident, effective manner, whilst still respecting someone else's view and perspective.

It also gives off an air of reassurance which is an important quality for all Aer Lingus employees when dealing with guests. Here are some tips for building your personal assertiveness:



- Be positive about yourself. Get across your point of view but always listen to the points of view of others.
- Be clear about what you want, your opinions and feelings.
- Be willing and prepared to stand up for yourself and Aer Lingus in a non-aggressive way.
- Respect the rights and views of other people.
- Keep calm and confident at all times.
- Appropriate body language means being relaxed, maintaining eye contact and speaking with a steady voice.
- Seek a resolution that is "win-win".

Be careful that your assertiveness is not perceived as aggressive or cocky behaviour. That is why it's crucial to be open and honest. It means you are open to discussion. Remember, if you come across as being unassertive, this can be interpreted as weakness and guests/colleagues may not follow your instructions and may be left feeling confused about your abilities.

Workbook Activities



In addition to the activities contained within the previous sections, you are required to complete the following activities online before initial training.

TOPIC – Aer Lingus as a family-friendly airline



For information on why Aer Lingus is considered a truly family-friendly airline, refer to aerlingus.com

- Click on Plan and Book
- Click on Family First



ACTIVITY 4

Refer to the above section of the website and select all the applicable service features Aer Lingus offers for guests travelling with children.

Free check-in

Buggy checked in

Crèche facilities

Pre boarding for babies

Evening before check-in

Bottle and food warming facilities on-board

TOPIC – Aer Lingus as the Smart travel choice



For information on why Aer Lingus is considered the smarter travel choice for Business travellers, refer to [aerlingus.com](https://www.aerlingus.com)

- Click on Plan and Book
- Click on Best for Business



ACTIVITY 5

Refer to the above section of the website and select all the applicable benefits Aer Lingus offers for guests travelling in Business Class.

Flexible fare and flight options

Convenient travel times and locations

City centre ticket office

Easy access flight management

Premium terminal to terminal experience

TOPIC – Aer Lingus booking options



For information on the booking options available to Aer Lingus guests, refer to [aerlingus.com](https://www.aerlingus.com)

Click on Plan and Book, Browse the following:

- Pricelock
- Fare Deposit
- Upgrade Yourself



ACTIVITY 6

Refer to above section of the website and match each to the correct description.

Pricelock You can delay paying 50% of your fare until 120 days before you travel.

Fare Deposit Offer to upgrade your transatlantic economy booking, and travel in Business Class.

Upgrade Yourself You can lock your flight and fare for 24 hours for just €5 per person, per flight.

TOPIC – The Aer Lingus inflight experience



For information on our Inflight Experience, refer to [aerlingus.com](https://www.aerlingus.com)

- Click on Experience Aer Lingus



ACTIVITY 7

Refer to the above website and fill out the four options for Transatlantic Economy in-flight dining available to our guests:

1 _____

2 _____

3 _____

4 _____

What is the name of our on-board shopping range?

Wi-Fi is available to purchase on-board all of our [———] aircraft.

TOPIC – The Aer Lingus Business Class experience



For information on our Business Class Experience, refer to [aerlingus.com](https://www.aerlingus.com)

- Click on Experience Aer Lingus
- Click on Flying Business



ACTIVITY 8

Refer to the above website and please indicate the following:

What kind of seats do we offer in Business Class? Please tick

Recliner seats	<input type="radio"/>	Angled lie-flat seats	<input type="radio"/>
Fully lie-flat seats	<input type="radio"/>	Private suites	<input type="radio"/>

Where is our Pre-dine Service available?

DUB Lounge	<input type="radio"/>	BOS Lounge	<input type="radio"/>
ORD Lounge	<input type="radio"/>	JFK Lounge	<input type="radio"/>

TOPIC – Transatlantic Special Meals



For information on transatlantic special meals, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Experience Aer Lingus > Dining > Transatlantic Economy



ACTIVITY 9

What is the correct sequence for booking a special meal on a transatlantic flight?

Let the crew know on board that you have ordered a special meal.

Have your booking reference to hand to make things easier.

Contact your local reservations office up to 24 hours before your flight departure.

TOPIC – Children’s Facilities



For information on children’s facilities onboard, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Experience Aer Lingus > Kiddies Corner > Facilities Onboard



ACTIVITY 10

Refer to the above section of the website and select all the applicable service features Aer Lingus offers for guests travelling with children and infants on-board.

On-board nanny service

Baby changing facilities

Bottle/Food heating

Infant seat belts

Bassinet seats

Transatlantic on demand entertainment

TOPIC – Lounge Access



For information on Aer Lingus lounge access, refer to aerlingus.com
Click on Travel information > Airport Information > Airport Lounges > Lounge Access



ACTIVITY 11

Refer to the above section of the website and select which guests are eligible to use the Aer Lingus lounges

Business Class Guests

AerClub Members (Silver, Platinum and Concierge)

Advantage Fare Guests (travelling within Europe)

Aer Lingus staff and family members

United Airlines Codeshare Guests

Bank of Ireland Mastercard Gold Business card holders

Pre-paid Lounge pass holders

TOPIC – Baggage Allowance



For information on baggage allowances, refer to aerlingus.com
Click on Travel Information > Baggage Information > Cabin Baggage



ACTIVITY 12

Refer to the above section of the website and fill in the blank fields below.

A. Max weight is:

B. Guests are allowed the following additional items:

-

-

-

-

TOPIC – Checked Baggage



For information on checked baggage options, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Travel Information > Baggage Information > Checked Baggage



ACTIVITY 13

What are the **4 options** for purchasing checked baggage on short-haul flights?

1

2

3

4

TOPIC – Special Assistance



For information on special assistance, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Travel Information > Special Assistance



ACTIVITY 14

In order to plan the assistance for guests unique travel needs our Special Assistance team should be notified of requests at time of booking or no later than 48 hours in advance.

True

False

TOPIC – Guest Relations



For information on contacting Guest Relations, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Support (down the bottom of the homepage) > Guest Relations



ACTIVITY 15

Refer to the above section of the website and select the correct answer below.

Question 1: A guest wants to query an existing reservation, prior to departure, what do they click?

Upcoming Travel Enquiry form

Guest Relations form

Question 2: A guest wants to compliment our service, submit a claim or bring any unsatisfactory service to our attention – what do they click?

Upcoming Travel Enquiry form

Guest Relations form

Question 3: Can our guests submit complaints by email instead of using the online form?

Yes

No

TOPIC – Booking Options



For information on booking options, refer to [aerlingus.com](https://www.aerlingus.com)
Click on Support (down the bottom of the homepage) > Changing your Booking



ACTIVITY 16

Refer to the above section of the website and select all of the applicable correct answers below.

If a guest wants to make changes to their booking, how do they do so?

Use the 'Manage Trip' facility on [aerlingus.com](https://www.aerlingus.com).

Contact Aer Lingus at least 20 minutes before departure.

Contact local reservations office if booking was not made online.

To change bookings made through other channels such as a travel agent, the original sales agent should be contacted

TOPIC – Phonetic Alphabet



ACTIVITY 17

On the basis that we identify aircraft registrations by the last two letters of the registration in the phonetic alphabet, fill out the phonetic alphabet identifiers for the following aircraft:

EI-DEA

EI-EDY

EI-DUO

EI-FAS

EI-CPH

EI-JFK

TOPIC – 24 Hour Clock



ACTIVITY 18

Convert the following times to/from the 24-hour clock:

9.45am

3.20pm

12 midday

5.30pm

11.10am

0740

1910

0000

0215



Online Pre-course Workbook

VERSION 5, APRIL 2021

Aer Lingus 