Principles of Airport Management

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Regulatory vs non-regulatory

👩‍💼 Role of Aviation Authority
- Establish policies for each aspect of airport functions and manage service standards
- Regulate and promote development of air services
- Certification and safety oversight of national registered aircraft

👩‍💼 Role of airport operator
- Maintenance and operations of airport
- Provision of air traffic control services within the national flight information region
- Provide airport fire and rescue services
- Other commercial activities and services (including non-aviation related)
Modern Day Airports

- Gateways to the world
- Architectural showpieces
- National icons
- Commercial/shopping centres
- Infrastructure contributing to national economy

Airport Operations

- Airport Operations constitute:-
  - All activities involved in ensuring the smooth and efficient handling aircraft, passenger and cargo
  - Includes operations of passenger terminals, hangars, runways, taxiways, apron, aircraft parking areas, airfreight terminals, airport logistics and real estate, commercial developments

- Airport Operators are expected to:-
  - Provide safe and efficient airport operations and user-friendly facilities and services
  - Pressure is there to meet needs and expectations of many faceted airport users – clients (passengers, airlines, cargo/ freight forwarders)
Airport Stakeholders

Typical involve multitude of Airport Organizations including:
- Government Agencies
- Airlines
- Ground Handling Companies
- Cargo Agents
- Oil Companies (refuelling/storage)
- Concessionaires
- Ground Transport Companies
- Service Providers

Airport Stakeholders

Government Agencies include
- Airport Authority
- Customs, Immigration & Health (Quarantine)
- Telecommunications and Land Transport Authorities
- Police/Security Authority
- Trade and Tourism Departments
- Public Works/ Veterinary Departments
Establishing Airport Policies

- Airport is a service industry
- Establish service oriented policies geared towards needs of clients which include passengers, airlines, cargo operators
- Manage, monitor and control established policies via service standards:
  - Speed of clearance, baggage delivery
  - Satisfaction of customers
  - Availability of services
  - Competitive pricing, value for money

Key Principles

- Close working relationship between airport operators and each of the airport organization and between airport organization themselves
- Balance different components of operations
  - Eg facilitation vs security vs commercial
- Setting common standards on safety, efficiency and service
- Meet needs of clients
  - Passengers, airlines, shippers, ground handlers
- Strive to achieve win-win situation for all
Safety and Security

- Safety and Security will not be compromised
- Paramount importance to maintain safety and security of the airports at all times
  - fundamental driver in airport operations
- Lapses in safety or security could result in serious consequences affecting lives of passengers and airport staff, damages to property and create irreparable damage to the image of airport.
- Security of airports rests with the respective government, and will work with them to ensure the security and safety of operations.

Safety and Security

- Integrity of Airport Safety and Security Plans
- Security Programs
  - Provide close coordination and full cooperation with national security services for overall airport security to combat threats
  - Need good level of security consciousness and awareness by airport staff
  - Need to overcome the threat of complacency
Safety and Security

- Safety Programs
  - Strict management and enforcement of airside safety,
  - Train apron vehicle drivers and equipment operators
  - Schedule safety evacuation, emergency drills and crash exercises to ensure staff are aware of their roles
  - Provide sufficient and properly located evacuation points

Airport Operational Efficiency

- Efficiency is critical to achieve:
  - reliability of service
  - pursuit of convenience
  - time savings
  - price value
- Facilitation of passengers, bags and cargo at the airports as differentiating factor
- Optimal staffing, equipment and facilities
- Keep operating expenses down
- Achieve a quick turnaround and on-time departure for airlines
- Provide adequate infrastructure and facilities
Airport Operational Efficiency

- Streamlining and re-engineering operational processes
- Applying technology to improve airport efficiency
- Develops and applies a standardised set of airport operations manual for the full spectrum of airport operations

Service Quality Delivery

- Passengers’ first and last impression of the destination
- Develop a culture of “service excellence” creating sense of pride amongst airport staff
- Actual level of service at each airport will vary depending on hygiene factors
- Promote ISO certification
New Facilities to Improve Services

- Free Internet
- Movie Theatre

Human Resource Development

- Investing in human resource development, equipping staff with the necessary skills for their assigned responsibilities
- Continuous training to enhance staff skills
- Improving productivity and morale.
- Respect the rights and entitlements of staff
- Create a work environment that is supportive and stimulating
- Rewards initiative and effort
- Compensates employees at a level that ensures the recruitment and retention of a high calibre, effective, productive professional and technically qualified staff
Commercial Development

- Airports with healthy financial returns instill confidence in the stakeholders and airlines
- Maximising commercial returns is produces positive financial returns
- Development of non-aeronautical revenues benefit airlines and improve competitiveness

Commercial Development

- Optimise commercial opportunities with initiatives, diversification, effective commercial retail layout, promotional campaigns
- maximise cargo and logistics potential
### Performance Standards

Translate expectations of service standards into quantifiable measures, differs from airport to airport

- **Processing speed**
  - check-in process
  - immigration/customs clearance
  - pax and baggage security screening
  - baggage delivery

- **Functionality standards**
  - Minimum connecting time

- **Availability**
  - Key operating systems
    - eg flight monitor, escalators, trolleys

- **Financial performance**
  - P&L