



Maintaining Airport Safety and Security through Governance

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Airport Safety and Security Realities

- Airport safety and security regulations are promulgated primarily at the international and national levels
- Although airport safety and security is but just one segment of an airport's total operation, the costs have increased significantly since 2001
- Airports internationally have evolved into becoming self-supporting enterprises

Consequences

- Airports are limited in their ability to modify their safety and security procedures to suit local conditions
- Airport decisions involving airport safety and security must consider:
 - Strength of the mandate(s)
 - Cost effectiveness
 - Passenger experience

Consequences

- Airports are becoming more dependent upon their airlines, concessions, contractors, tenants, and other actors to successfully carry out safety and security programs that assures the traveling public that civil aviation is both a convenient and safe transportation mode

Why Governance?

- Institutions, including airports, are becoming less able to unilaterally impose their decisions upon others
- Contemporary public activities at the international, national, regional, and local levels now involves the coordinated actions and/or decisions of numerous independent actors within a formal or informal network

Findings on Airports and Governance

- ◉ Airport management at US hub airports reported in 2012 having a more mutually collaborative relationship with outside governmental entities regarding ground transportation regulatory functions
- ◉ However, the management at these same airports also reported having a commanding relationship with their service providers

Implications for Airport Safety and Security

- Airport management will likely have a more collegial and collaborative relationship with governmental entities
- Airport management will also likely have a more autocratic and authoritarian relationship with those they regulate including those who are likely to be on the airport's front lines

Implications for Airport Safety and Security

- Issues or concerns experienced in the field are less likely to be acknowledged and addressed by airport management in their deliberations
- Potentially less “buy in” or “going the extra mile” by airport front line personnel in carrying out any directives related to safety and security

Presentation Takeaways

- Airports should continue in their collaborations with external entities responsible for the establishment and/or enforcement of aviation safety and security standards
- Airports must acknowledge that they are dependent upon numerous other airport actors (e.g., airlines) to ensure the safety and security of the travelling public

Presentation Takeaways

- Airport management should commence transforming their relationships concerning airport safety and security matters with other airport actors to foster mutual collaboration to further enhance airport safety and security for both the travelling public and community.

References

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