

# Case Study: Airports & Air Services



Dublin Airport Authority

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## Dublin Airport Authority

### Executive summary

*Following a period of unprecedented growth and then an economic downturn in the economy, Dublin Airport Authority (DAA) needed to restructure its rota systems at Terminal 2 to ensure passenger satisfaction while planning for peaks and troughs in demand.*

*In partnership with the experts at Working Time Solutions, staff and other key stakeholders, the DAA implemented an annualised hours rota system resulting in significant and sustainable payroll savings and creating a better work/life balance for the employees.*

### Key Challenges

- Unprecedented growth 2001-2009 followed by downturn in the economy
- Development of severe peaks and troughs in demand
- Existing infrastructure above capacity
- Aviation authority set strict customer satisfaction criteria
- Needed to reduce the number of rosters – 14 at the beginning of the process

### Key Outcomes

- Sustained payroll cost savings/year
- Reduced administration
- Staffing levels that meets demand – both peaks and troughs
- Stabilised costs by reducing overtime
- Customer services targets met
- Improved transparency of hours for staff
- Better work/life balance for staff

### Key Learnings

- Communication and stakeholder involvement is essential
- Define the challenges well – what is the organisation trying to solve
- Keep an open mind and don't start with the solution in mind
- Commit to annual reviews to constantly evolve
- Allow plenty of time
- You won't please everyone!

## **Background**

Dublin Airport Authority (DAA) experienced phenomenal growth between 2001-2009 and opened Terminal 2 in October 2010 to cope with the high demand. The organisation approached Working Time Solution to find a strategical and practical solution to help plan staff rotas more effectively.

However, just as the new larger airport was launched, the Irish economy slipped into recession. This combined with stricter customer services regulations imposed by the Commission for Aviation Regulations (CAR), meant that the need for a thought through rota system became even more critical.

## **Defining the issues**

The first step in the process was to identify the key peaks and troughs by carrying out a comprehensive passenger study to map out their journey through the airport. This involved analysing existing data as well as following a number of individuals during a week and a half and how they made their way through the terminal.

As part of the analysis, the DAA examined everything from how early passengers arrived at the airport prior to take-off, how long it took them to go from checking-in to reaching security and passport control, how long they then spent in the terminal shopping and eating, when they went to the gate to how long they then waited to board their plane.

By carefully tracking passenger's progress through the airport, the Authority could work out where it needed staff and when. For instance, the study found that at peak time at 6am during the week, 95 staff were required to get customers quickly and efficiently through security and passport control. By 7am, this had dropped to 25.

## **Annualised Hours**

Having identified the key points in the day when a greater number of staff were required for the airport to run efficiently and to ensure customers had a pleasant experience, the DAA team sat down with representatives from all key stakeholders to find a solution. At the beginning of the process, the organisation ran 14 different rosters, which were halved to seven.