



GUIDE TO PREPARING THE AIRPORTS' WORKPLACE & WORKFORCE FOR THE NEW NORMAL

Regional HR Committee

ACI Asia-Pacific

January 2021

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The graphic features a central blue 3D-style pentagon with the text 'ACI ASIA-PACIFIC' in white. Surrounding the pentagon are various glowing icons: a gear, a dollar sign in a speech bubble, a person silhouette, a shield with a checkmark, an information 'i' in a speech bubble, and an atom symbol. The background is a gradient from purple to orange with a network of white lines and nodes.

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PREFACE

As airports progressively resume operations in the pandemic recovery process, the Regional Human Resources (HR) Committee has compiled this guide for ACI Asia-Pacific members to facilitate the **safe return** of their workforces to airports and offices.

This guide touches on key areas of workforce needs which HR managers are recommended to consider.

A **highlight** of this guide are members' **case studies** and **experience sharing** on how they fared and what they have been doing to cope with the effects of COVID-19 pandemic.



PREFACE

This guide was also compiled on the premise airports are well aware of pertinent external factors and in compliance with surrounding environment conditions, legal considerations.

Considerations may include directives or recommendations from World Health Organization (WHO), International Civil Aviation Organization (ICAO), Airports Council International (ACI), national/ local governments, etc.

Directives from local governments would have direct impact on the airport workforce's mobility and consequential operational capacities. Such is the new normal environment for airport members.



KEY AREAS OF WORKFORCE NEEDS



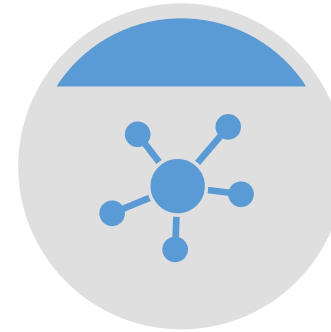
Communication

Ensure multi-way communication channels for timely information dissemination.



Wellness

Adapt to evolving circumstances and needs to ensure wellness and care for workforce.



Facilities Management

Gauge readiness and adapt physical, hardware needs in workplace environment.



On the Job

Gauge and adjust scheduling and resource needs for work efficiency and effectiveness.



1. COMMUNICATIONS

Ensure multi-way communication channels for timely information dissemination.

- A. Establish channel in print or digital media for official updates whenever pertinent information needs to be disseminated; when possible or appropriate, to internal employees before public announcements
- B. Establish channel in print or digital media for official updates to airport community, including contractors, service providers, airlines, etc.
- C. Establish departmental/ team, 2-way communication channels e.g. digital apps, to facilitate/ allow less formal, spontaneous, interaction, addressing concerns, anxieties, etc., with accessibility to appropriate level(s) of management
- D. Utilize social media or relevant digital tools for other periodic information, guidance or personal experience sharing among employees
- E. Utilize social media channels or relevant digital tools to transparently share relevant updates to both internal and external airport workforce, and public



2. WORKFORCE WELLNESS

Adapt to evolving circumstances and needs to ensure wellness and care for workforce.

- A. Coordinate with relevant procurement counterparts to ensure ample supply of PPE (e.g. masks, gloves, etc.), hand-sanitizers, etc., for workforce's on the job use
- B. Update or refresh any resource for first aid or emergency response
- C. Provide COVID-19 testing for workforce, particularly those in frontline, high-exposure, high-risk positions
- D. Prioritize and coordinate with relevant health authorities to ensure vaccination provision to workforce, particularly those in frontline, high-exposure, high-risk position.
- E. Allow flexible work arrangements such as time-off, rearranged work hours, for workforce who need to care for family members impacted by pandemic circumstances
- F. Arrange additional virtual meetings at regular intervals as means of informal interaction and engagement with workforce, even without official agenda, for management to express more personal concern and care



3. FACILITIES MANAGEMENT

Gauge readiness and adapt physical, hardware needs in workplace environment.

- A. Step up cleaning/ disinfecting schedules of offices, facilities, public areas or other high-traffic/ foot-fall areas
- B. Check and ensure proper functioning of pertinent building facilities including ventilation, power, lighting, etc.
- C. Installation of new/ additional temperature screening and sanitizing stations
- D. Check and revise entry/ access protocols, where appropriate, segregating where appropriate for internal and external parties' access
- E. Inventory and limit number of places with physical touchpoints
- F. Install ample signage and guidance to address all the changes and adjustments in facilities
- G. Adapt seating plans, meeting / gathering venues and other pertinent facilities to ensure safe physical/ social distancing



4. ON THE JOB

Gauge and adjust scheduling and resource needs for work efficiency and effectiveness.

- A. Review and adjust shift patterns, staffing levels per operational needs and evolving traffic levels
- B. Allow flexibility/ feasibility of rotating remote/ work from home arrangements where practicable, for back-of-house or other office employees or those with extenuating circumstances
- C. Allow flexi-work hours or meal breaks to minimize employees interactions in crowded places or during commutes
- D. Provide necessary resources, such as mobile devices, tools/ applications, remote server access, etc., to facilitate work and communications
- E. Revise and update relevant policies, procedures, practices or operational contingency plans to adapt to evolving circumstances and needs
- F. Adjust workload schedules, deadlines, roles and responsibilities, if necessary, to accommodate needs and changes arising

EXPERIENCE SHARING

Appreciating the rich diversity of our Asia-Pacific region, which includes the Middle East, airport members, hailing from 49 countries and territories, have been impacted at varying degrees.

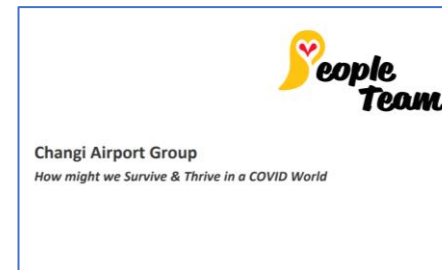
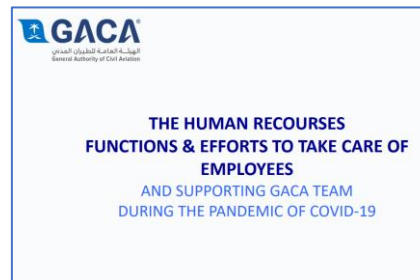
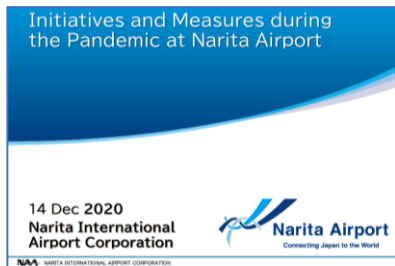
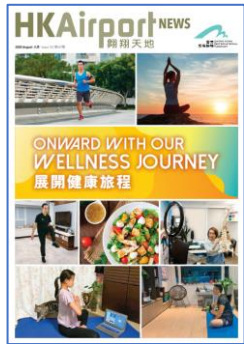
Steps taken to cope, adapt and care for the workforce at airports of varying sizes and scale of operations have also been diversely challenging.

This next section features stories, case studies, examples from ACI Asia-Pacific Regional HR Committee members on how their workforces coped at different junctures of the pandemic and what they have been preparing for the recovery and resumption of operations.



Stories and case studies

We appreciate the Regional HR Committee members' willingness to share their stories, experience, case studies or sample procedure documents with the broader ACI Asia-Pacific airports community. Please click below to access.



ACI Asia-Pacific Regional HR Committee

The Committee is comprised of members representing the following airports/ airport groups.

Abu Dhabi Airports

Airport Authority Hong Kong

Airports Authority of India

Airports of Thailand Public Company Ltd.

Bahrain Airport Company

Beijing Capital International Airport Co. Ltd

Cambodia Airports

Changi Airport Group (Singapore) Pte Ltd.

Delhi International Airport Ltd.

General Authority of Civil Aviation

Hamad International Airport

Incheon International Airport Corp.

Kansai Airports

Korea Airports Corp.

Oman Airports Management Company

Narita International Airport Corp.

Sharjah Airport Authority

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