Airport Security and Facilitation

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Outline

A. Introduction

B. Security Management Principles

C. Airport Security Planning

D. Security-Oriented Facility Design

E. Airport Facilitation and Coordination

F. Conclusion

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Introduction

Introduction

National Security Realities

- **Airports are just another transport business**
  - Typical risks like property theft, hackers seeking intellectual property, and staff corruption
  - Demands typical crime-prevention response like door locks, cyber protection, and integrity audits
- **Airports also face sovereignty-related costs with little relationship to transport business**
  - Border control and national security protections vastly complicate airport operations, especially for international flights

National Security Realities

- **Peaceful now, but future attacks are ongoing risk**

Privatization Complicates National Security

- **Strategic (geo-political) target**
  - Threat to aviation not bound by geographic limits
  - Air transport represent huge political target, whether privatized or remains in state hands
  - Violent acts introduce uncertainty, affecting safety, security and regularity of air transport
  - National security protocols undermine the aviation industry's value proposition
  - Encourages travellers / shippers to use more user-friendly alternative modes, where practical

Other Modes Starting to Face Similar Scrutiny

Airport Management Strategy

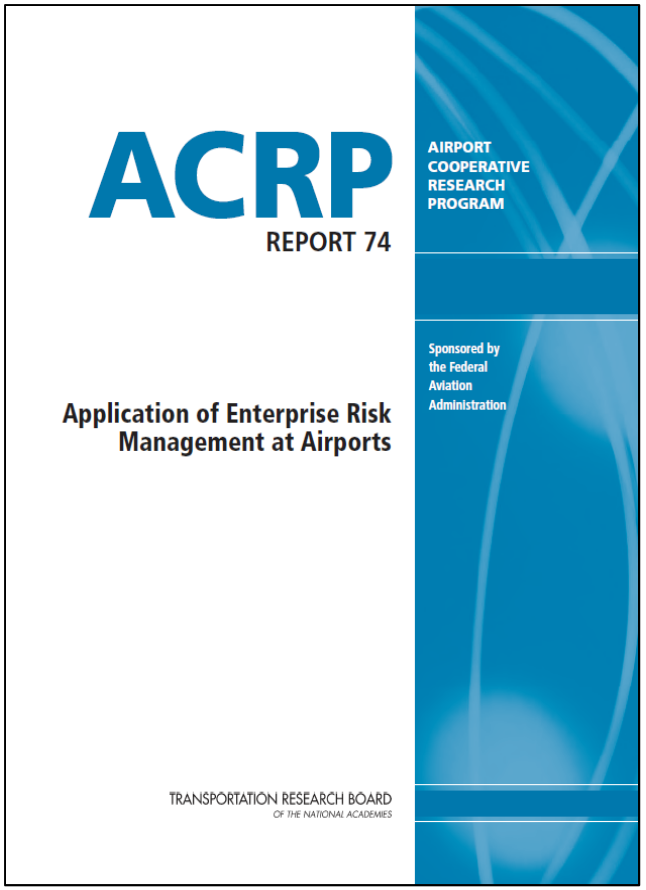
- **Better coordinated response needed**
  - State directives to protect national security interests will not disappear anytime soon
  - Facilitation vital to smooth national security obstacles to travel within and between states
  - Facilitation also necessary to retain aviation industry speed advantages or industry will wither
  - Collaboration will reduce delays, administrative expenses, and improve customer service

http://www.futuretravelexperience.com/2014/10/melbourne-airport-and-qantas-sign-up-to-smart-security/video

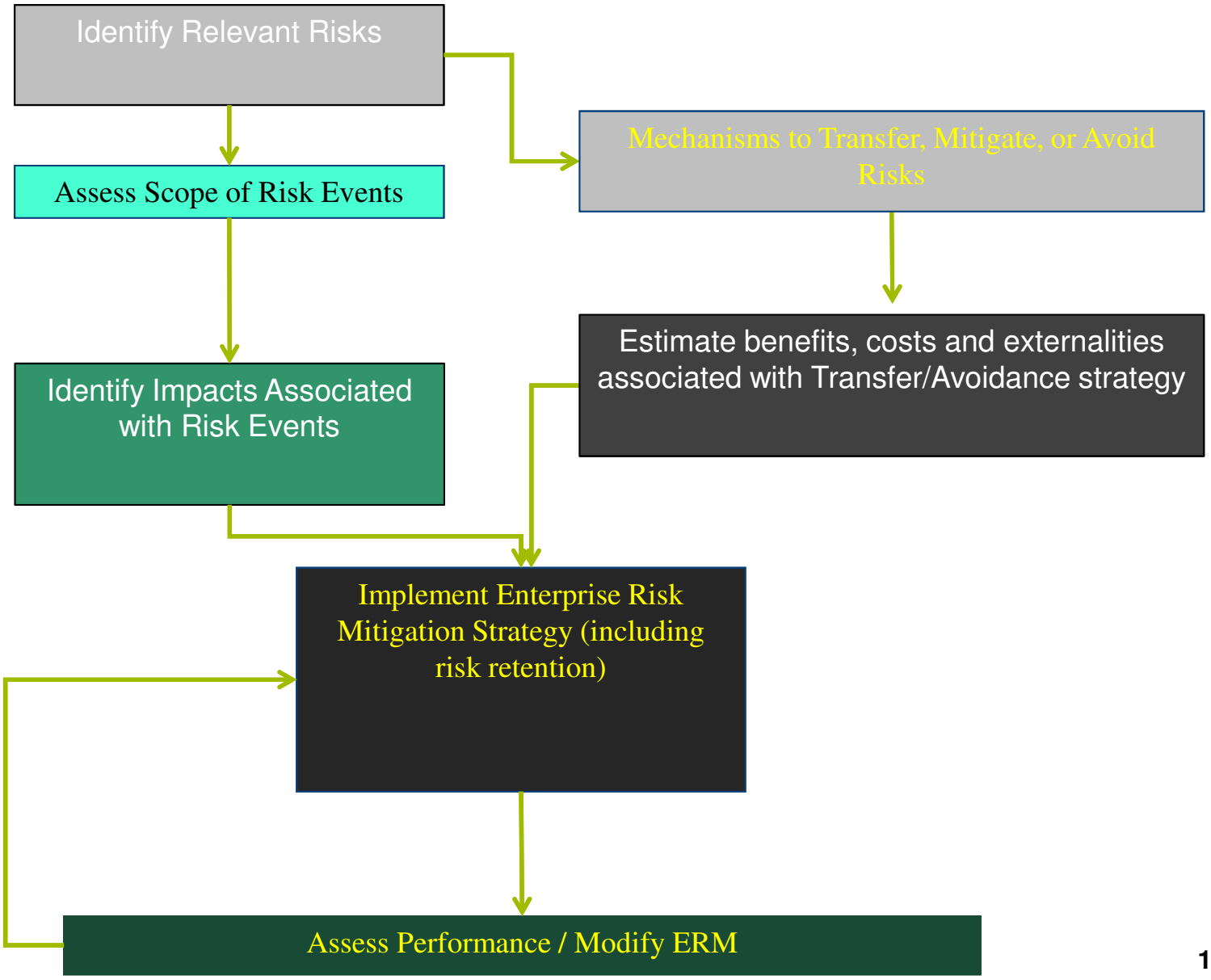
Security Management Principles

Enterprise Risk Management (ERM)

- **Airport Security Framework**
  - Operational risks can create adverse outcomes leading to costs and system failures
  - ERM process to identify and assesse risk
  - Need strategy to implement actions that mitigate, monitor, or control probability, and accompanying adverse effect of un-desirable events



Enterprise Risk Management



Aviation Security Perspectives

- **ICAO Annex 17 Requirements**
  - "*Combination of measures, regulations, practices and procedures to safeguard civil aviation against acts of unlawful interference, taking into account the safety, regularity and efficiency of air travel*"
  - State may delegate security functions to airport entities, aircraft operators, and local police
  - State to determine which costs for security facilities and services should be borne by the State, airport, or other responsible agencies

Aviation Security Perspectives

- **IATA Position**
  - First and foremost, state responsible for security
  - Governments should assess and provide cost effective solution for security measures
  - Provide airlines with adequate and transparent financial information
  - Consult airlines on security measures at a given airport and on the level of security charges
  - Airports and airlines should agree a fair share allocation of costs to ensure that all users make a contribution towards security costs

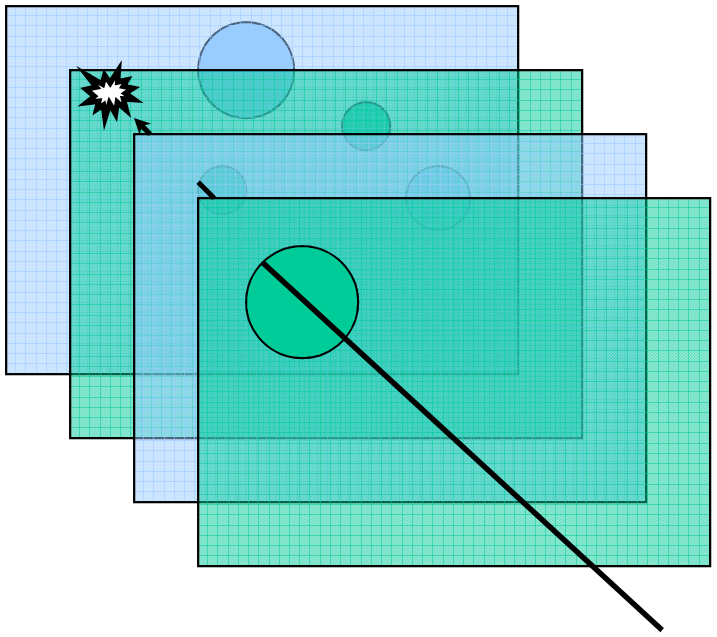
Airport Management Relevance

- **Crucial to Airport Business Continuity**
  - Allocation of resources and organizational accountabilities to respond and recover
  - Capital markets require risk management to ensure cash flow continuity / bond coverage
  - Requires specific Board and Executive level governance / oversight structures
  - **C**orporate **S**ocial **R**esponsibility integration
    - IATA / ACI signed in 2013 *Memorandum of Understanding* to jointly develop **Smart Security** (SmartS)

Airport Security Planning

Security Planning Model

- **"Swiss Cheese" Risk Model**
  - No single security application is 100% effective
  - Layered and stratified system reduces threat penetration



LAYERED SYSTEM

Security Planning Model

- **"Swiss Cheese Model" by J. Reason (1990)**
  - Hypothesis that non-standard events traced to organizational failures, but if dealt pro-actively would reduce fault occasions and severity
  - Cheese holes represent individual system weakness that continually vary in size and location
  - System produces failures when holes align permitting "*trajectory of accident opportunity*" so hazard freely passes through all defences
  - Thus, ICAO recommends firms organize defences through series of barriers with random elements

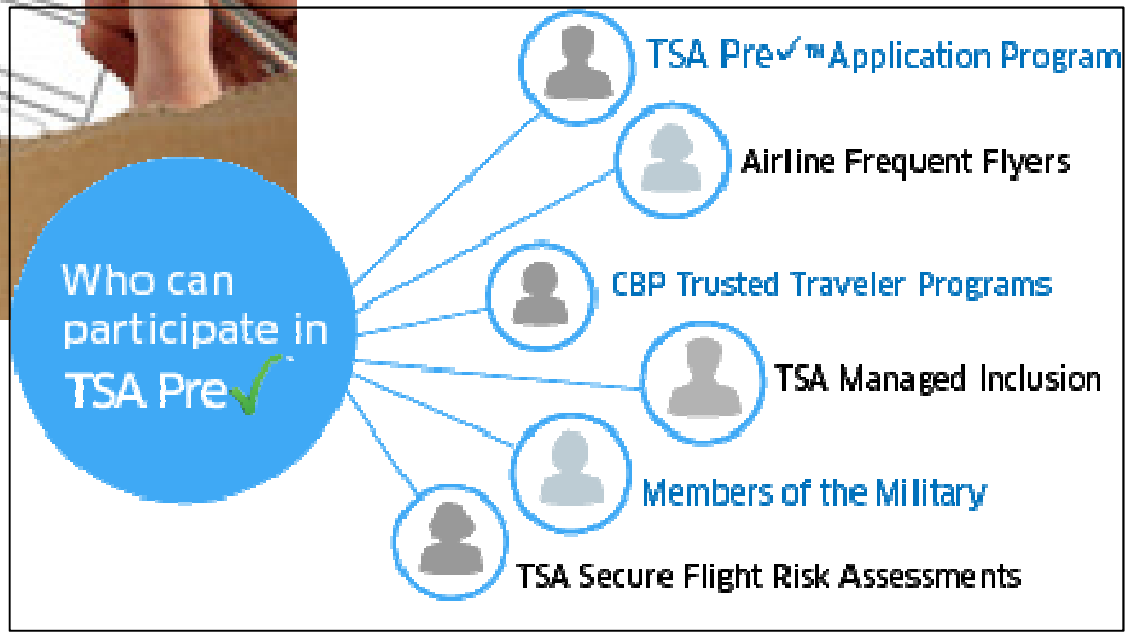
Airport Security Practice

- **ICAO Security Management System (SEMS)**
  - Holistic approach to security intended to permeate the entire organizational structure, consistent with **Annex 19, Safety Mgmt System**
  - Performance-based and established against carefully evaluated threats
  - Fully structured yet flexibly designed to respond to changing needs
  - Widespread introduction remains work-in-progress, although no alternative approach would appear superior at present

Airport Security Practice

- **Needs integrated process across value chain**
  - Closer cooperation and common objectives involving all relevant stakeholders
  - Encourage states to share information in timely manner, without duplication, to identify advance threats so appropriate risk management strategy / tactics can be employed
  - Information technology solutions to reduce costs and delivery global solutions across partners
  - Focus where insufficient data, but must maintain defences even for “Known” traveller / shippers

Known Shipper / Traveler Programs



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Security-Oriented Facility Design

ICAO Related Obligations

- **Annex 17, Standard 3.2.6**
  - "*Each Contracting State shall ensure the architectural and infrastructure requirements for the optimum implementation of security measures are integrated into design and construction of new facilities and alterations to airports*"
  - Privatized airports, through concession or national law must be obliged in all circumstances to comply with security rules in compliance with ICAO, treaty obligations, and national practice
  - Creates uncertainty and undermine project viability

Security Design Principles

- **Design Fundamentals**
  - Demarcation of airside and groundside areas through designation of security access restrictions
  - Protection of barriers between access points
  - Recognize that each type of airport development may have unique security requirements
  - Establish protocols for passenger and staff segregation before access permitted to sensitive areas, increasingly involving flight crews
  - Perimeter security depending on threat profile

Security Design Principles

- **Design Fundamentals**
  - Use of construction materials that mitigate impacts of weapons/explosives use within the building on passengers, staff, and building integrity
  - Reinforce core structure to limit impacts and casualties from post-attack building failures
  - Require construction materials and assembly techniques resilient to anticipated threat events
  - Enhance system protection for high threat areas such as communications / electrical systems

Security Design Principles

- **Design Fundamentals**
  - Integrate security designs in building flows so to avoid conflicts between efficient use of passenger processing areas and protective systems, including ground access and commercial/retail services
  - Failure to adopt balanced risk management approach can lead to security practices overwhelm or seriously interrupt passenger and staff flows
  - Modular **Contingency Plan** implementation so that non-affected building areas remain generally usable to avoid total operational system failure

Security Design Principles

- **Complementary Requirements**
  - Permit access for commercial deliveries to buildings without onerous costs to retail operators
  - Enhanced lighting and CCTV for surveillance
  - Recognize special arrangements will complicate security access protocols (e.g. diplomatic baggage, prisoners, and deportees under armed escort)
  - "*Social Equity*" concerns demand that service levels to disabled / mobility impaired travelers must be equivalent to standard requirements
    - Accommodation versus Equivalence

Security Design Principles

- **Industry Consultation Must Be Mandatory**
  - New building or renovations require conceptual design study well before detailed construction plans and tender documents prepared to ensure security elements are sufficiently addressed
  - Requires collaboration between security agencies, airport managers, building architects, and especially airlines throughout planning process
  - Anticipate future security / border control facility design standards will assist in planning practice – ***what type and where is next threat coming from?***

Security Planning Criteria

- **Encourage Security Agencies to Produce Design Manuals**
  - Benefits to incorporating security into airport planning at earliest design phase
  - Timely consideration of such needs is almost guaranteed to result in cost effective, less obtrusive, with more effective and efficient security outcomes

U.S. TSA Facility Planning Manual

- **Overview**
  - Introduction
  - Applicability
  - Purpose
  - Background
  - Coordination
  - Changing Security Concerns and Contingency
- **Initial Planning**
  - Security Boundaries
  - Vulnerability Assessment
  - Protection Criteria
  - Physical Protection
  - Crime Prevention
  - Record Keeping
  - Responsibilities
  - Design Factors

U.S. TSA Facility Planning Manual

- **Guidelines**
  - Airport Layout
  - Aircraft and airside maneuvering areas
  - Landside ground access and facilities
  - Passenger and cargo terminals, including baggage and pre-board screening and inspection
- **Supplementary Topics**
  - Vulnerability Management
  - Weapons of Mass Destruction Protocols
  - Airport Blast Protection
  - General Aviation
  - Command and Control
  - International Parameters
  - Agency coordination

Airport Facilitation and Coordination

Facilitation Purpose

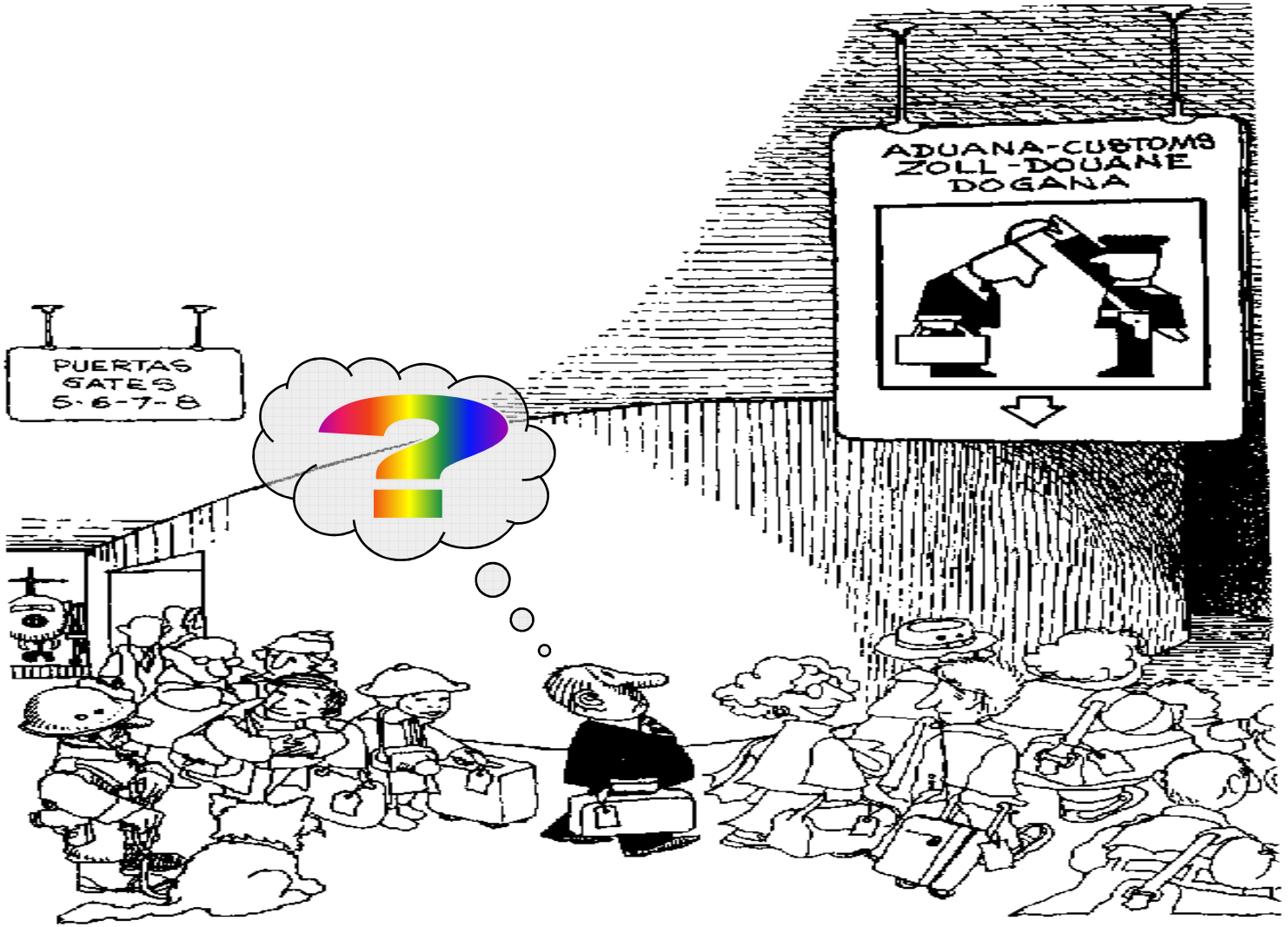
- **ICAO Annex 9**
  - *A combination of measures and resources intended to facilitate access to facilities and services as well as to expedite the process of air transportation*
- **Rationale**
  - Traffic volume and mix increasing
  - Fast technology evolution permits new services
  - Threat assessment demands greater sophistication
  - Implementation / monitoring costs in value chain
  - Despite gains, states increasing security protocols

Facilitation Challenges

- **Select Global Threats**
  - Acts of unlawful interference, illegal migration, illicit trafficking, and contagious disease
  - Response is severe state controls
    - Multiple passport controls
    - Aviation security measures
    - Special customs procedures
  - Need to reconcile facilitation and security

http://www.iata.org/pressroom/speeches/Pages/2014-06-02-1.aspx
(minutes 9:44 to 12:40)

Challenge for National Security Agencies



Airport Facilitation Priorities

- **Service Quality**
  - Sequential travel stages depends on link efficiency
  - Airports monitor services for improvement actions
  - Travelers prefer consistent (usually high) quality

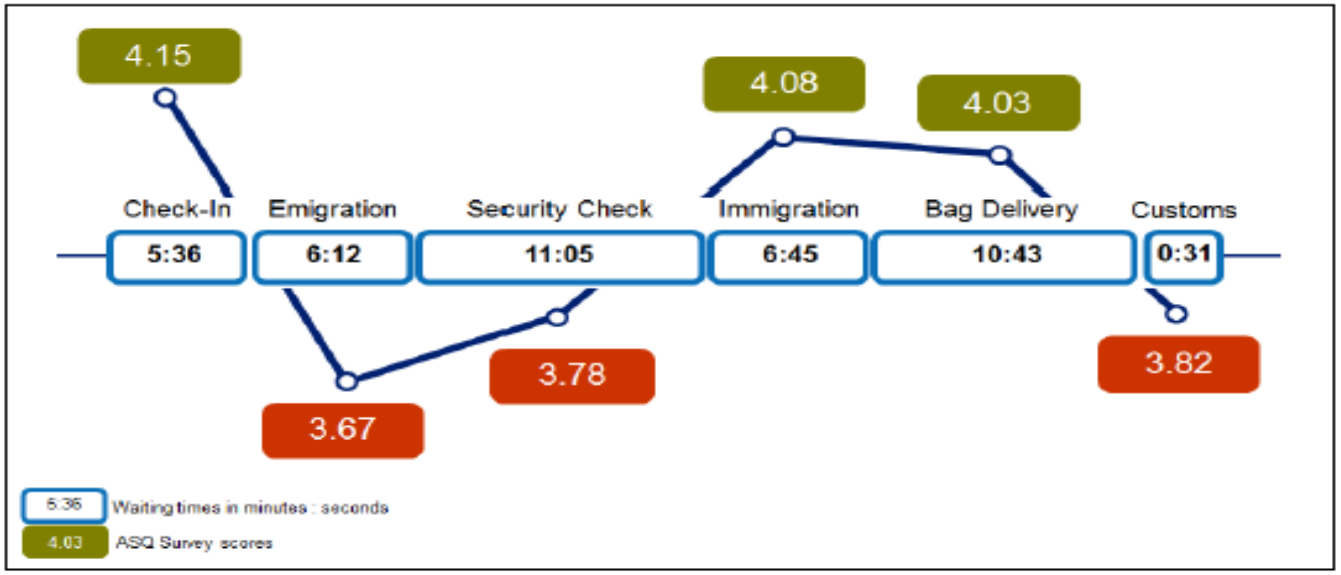


Figure 2: Impact of waiting times in customer satisfaction

Airport Facilitation Priorities

- **Operating Efficiency**
  - Airports and commercial partners must improve processes and flows under their control
  - Frequently, major services that impact efficiency are controlled by other parties, thus improvements can only be achieved through consensus
  - Establish cooperative process (e.g. Facilitation Committee) that allows all parties to see processes holistically with a common objective and focus
    - Irregular operations (IRROPS) will strain system, so build goodwill before you need it

Airport Facilitation Priorities

- **Facility Utilization**
  - Achieve capacity optimization through investment
  - Measure processes at key locations and optimize flow rates to avoid bottlenecks
  - Recognize, specialized facilities need to be allocated to specific users at specific times
  - Undertake thorough cost analysis with objective to improve handling control and redundancy
  - Postpone capital expenditures and use savings to invest in facilitation, as well as R&D with industry

Airport Facilitation Priorities

- **"Journey Management" Intermodal Integration**
  - While airports compete with each other, significant potential exists to expand airport catchment area
  - Airlines are beginning to pursue beyond aviation service offerings, including through rail ticketing
  - Mode combinations can gain speed and convenience to reach smaller markets at lower cost
    - Lufthansa has multiple rail connections at FRA
  - From user mobility perspective, modal integration just matter of time, and finding right business model

Future Paradigm

- **Business NOT as usual**
  - "***Trade with security*** *is a premise equally applicable to firms and the state in their respective decision-making processes*"

Role of Advanced Border Controls at Canadian Airports, Sulmona, L.G. et al, 2014

Emerging Paradigm

Emerging Paradigm

Future Paradigm

- **Airport system consequences**
  - Security / border control relocating to forward positions including to virtual cyber-space
    - *Turkey introduces virtual pre-clearance* - https://www.evisa.gov.tr/en/
  - Competitive advantage for first-movers
    - *Just walk through, no immigration queues at Dubai airports, Khaleej Times, 2013*
  - Fundamental design / process changes coming so airports that invest can create major advantages for their airline customers

Future Paradigm

Conclusion

Conclusion

- **Reality national security will permanently influence airport design, construction, and operations**
  - Airport security risk management starts with planning and system integration objectives
  - State, airline, and service provider consultation crucial to workable / affordable security system
  - Facility design needs security perspective to deliver cost-effective solutions and avoid retrofit
  - Facilitation and coordination efforts demand airport leadership that can become long-lasting source of competitive advantage

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