# Airport Operational Practice
## Examples for Managing COVID-19

2020

ACI advances the collective interests of, and acts as the voice of, the world's airports and the communities they serve, and promotes professional excellence in airport management and operations.

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The COVID-19 outbreak has massively impacted the aviation industry. For airport operators, the main aims are to protect the health and welfare of travelers, staff and the public, and to reduce the opportunities for further spread of the virus.

National regulators and health authorities have reacted to the spread of the virus by introducing measures directly affecting aviation and more broadly across society. Many airports are operating at vastly reduced capacity, and almost all have introduced operational measures to deal with the crisis.

This document describes a set of typical measures implemented at major international airports, gathered from across ACI's membership. This document is intended to provide a number of options and examples that airports can use, rather than being a best practice. It should be noted that local regulations may require alternative measures and approaches.

ACI World would like to thank members of its Facilitation and Services, Safety and Technical, Security and Airport IT Standing Committees for their contributions.

The following are examples of measures that have been adopted by major international airports:

## MANAGEMENT AND PLANNING

### 1. Management:

- Establish a crisis coordination team and ensure all parties are engaged. This might include the executive team, IT management, communications team, terminal operations, safety, security and airfield operations.
- Consider what communication might be needed and what the impacts might be from a possible culture change as the company or organization goes into financial survival thinking.
- Start to plan ahead to what recovery might look like.

### 2. Resource analysis

- Make an inventory of current staff and contractors.
- Consider if adequate staff with appropriate skills are available across all shifts.
- Determine if contract agreements are being met and if sufficient staff are available to meet needs.
- Review passenger volumes and gate utilization daily to assess needs to revise plan.

## STAFF

### 1. Staff education and wellbeing

- Plan for communication to the airport community the latest information regarding the COVID-19 outbreak, and work in collaboration with airport business partners to educate their staff on health information and advice (see table below).
- Use airport news, health talks, airport circulars, extranet and emails.
- Consider staff support programs to help manage stress.
- Consider using downtime for online training.

- Reduce staff in the control center (for example, reduce reporting of patrol staff to control center).
- Split operations may be considered whereas backup sites may be activated and staffed by separate duty teams, for example set up separate crews for security, operations, AOC and Customer Service.
- Arrange for backup teams to be available should a team become quarantined.

| Who | When | Information shared |
|---|---|---|
| 1-Employees<br>2-All major airport stakeholders<br>3-Major airlines<br>4-Ministry public health<br>5-Authorities<br>6-Aviation consumers<br>7-Business partners<br>8-Community | 1-Daily<br>2-As required | 1-Alert bulletins<br>2-Briefings<br>3-Quarantine Procedures<br>4-Quarantine updates<br>5-Bulletins to inform on the evolution of situation<br>6- Guidelines<br>7-Directives |

### 2. Airport staff health monitoring

- Encourage airport staff to have their temperature taken before reporting for duty at the airport.
- Staff who have a temperature of over 38C should not report for duty but rather should immediately seek medical advice.
- Staff showing any COVID-19 symptoms should self-quarantine.

### 3. Restrict access and stagger work deployment

- Restrict access to critical operation control centers.

- Do not allow physical contact between crews (lunches, free time, off airport activities).
- Increase cleaning of equipment after use including desks, radios, phones etc.

### 4. Social distancing

- Deploy social distancing at the workplace whereby staff are assigned to workstations that are more spatially spread out or alternate with other departments.

- Consider flexible work hours for staff
- Require staff to work at home when not operationally critical. Do not allow physical contact between crews (lunches, free time, off airport activities).
- Hold meetings virtually when possible, avoid large physical meetings.
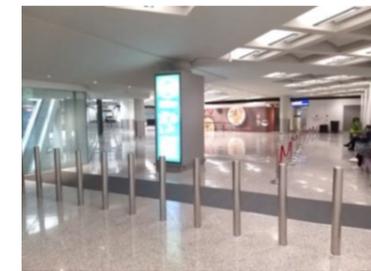
## PASSENGER MANAGEMENT

### 1. Temperature screening and health declaration

- As required by local health authorities, passengers are to undergo temperature screening, either by handheld infrared detector or infrared screening system.
- Passengers failing the temperature check will be referred to a medical post for further examination.
- Provide Health Declaration Forms if required by regulation.

### 2. Cleaning and sanitizing

- Provide facilities for passengers to sanitize their hands before and after passenger touchpoints.



- Disinfect frequently touched surfaces such as hand rails, handles, elevator panels.
- Consider installing sanitizer mats at strategic locations such as entrance to all concourses.





Sanitization mats

### 3. Social distancing for passengers

- Consider measures such as stickers on the floor to encourage 2 meters distancing at all passenger touchpoints including arrivals, check in, passport control, security checkpoint and self-service gates.
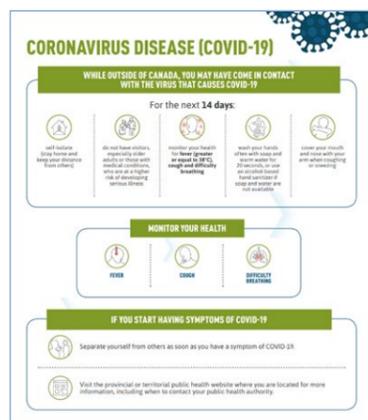


Typical floor sticker used in check-in areas



### 4. Passenger information

- Provide posters and information displays to inform passengers of required procedures.



Example passenger information poster and signage



## FACILITIES

### 1. Facility planning

- Analyse gate utilization and ensure most efficient use of gating, enabling sections to be closed to reduce maintenance and resources.
- Identify critical restrooms and facilities.
- Schedule cleaning and maintenance resources accordingly.
- Reduce the risk of transmission by removing or restricting access to optional or high risk items such as massage chairs, water fountains, children play areas or multi-purpose spaces.

### 2. Restaurants

- Encourage restaurants to provide utensils in the dining areas (even for fast food).
- Individual portions should be served rather than providing common-use serving utensils for self-serve food.
- All restaurant staff (frontline & kitchen) should wear face masks and protective gloves at work.

### 3. Cleaning and disinfection of public areas

- Increase cleaning and disinfection activities as well as the frequency, including commonly touched surfaces.
- Adjust ambient air temperature and increase ventilation.
- Step up cleaning of indoor ventilation system including air filters.
- Remove potential transmission media e.g. removal of candies, closure of drinking fountains.
- Set up sterilization teams to support airport tenants.

### 4. Cleaning and disinfection of staff facilities

- Step up cleaning and disinfection of offices within terminal buildings and passenger concourses.
- Increase cleaning of office toilets, meeting rooms and office lift halls, carpets, desks and office appliances, air-filters.
- Increase cleaning of trucks, buggies, baggage carts and other airport equipment.
- Provide lidded bins for disposal of masks and gloves.

### 5. Step up pest control measures

- Increase pest surveys.
- Perform pest elimination treatment if infestation is detected.
- Advise airport business partners to step up their pest control measures.

## PROTECTIVE AND CLEANING EQUIPMENT

### 1. Inventory

- Inventory current product supplies and procure additional products needed.
- Ensure procedures are in place to deliver supplies to locations where they are needed.

### 2. Protective equipment

- Maintain an adequate supply of the personal protection equipment including surgical face mask, alcohol swab, gloves in each department.
- Provide the following equipment for frontline staff: surgical face mask, alcohol swab, gloves, goggles, gowns, caps and shoe covers, face shields.

### 3. Provide adequate facilities and cleaning materials for handwashing

- Provide disinfecting gel at strategic locations with busy flows in the terminals and concourses.
- Provide disposable paper towel in toilets.

## AIRSIDE OPERATIONS AND SAFETY

### 1. Consider safety risks[1]

- Consider all operations as non-normal and therefore a threat to safety
- Ensure cost pressures do not unduly reduce acceptable safety levels
- Ensure sufficient staff available commensurate with the actual level of operations
- Ensure continued use of safety management system (SMS) to its full potential
- Consider the risk of missed or reduced safety or quality assurance (audits, etc)

[1]Flight Safety Foundation COVID-19 V1 March 2020

- Share risk assessments and experiences with other operators.

**2. Consider operational impacts**

- Ensure that the airfield has a master parking plan and that standard and crisis level capacity are known.
- Consider requirements to keep aerodrome facilities and services operational and certified.
- Work closely with the Air Navigation Service Providers (ANSP) and airlines - especially those that have a base at the airport.
- ***Further information is available in ACI's Advisory Bulletin on Airside Safety and Operations.***

## SECURITY

**1. Passenger and staff security screening**

- Work with local regulators to modify procedures to minimize pat-downs and face to face contact.
- Opt for Explosive Dog Detection (EDD) and Explosive Trace Detection (ETD) to resolve alarms rather than hand search and pat-down.
- Consider frequency of changing of swabs for ETD equipment. Ensure continued use of safety management system (SMS) to its full potential.
- Ensure passengers are separated in line to the greatest extent possible (using appropriate signage and verbal reminders.
- Consider the risk of missed or reduced safety or quality assurance (audits, etc).
- Consider opening alternate lanes if operationally feasible, and without preventing queues.
- Provide security staff with protective equipment.
- Further information is available in ACI's ***Advisory Bulletin on Security Screening***

## INFORMATION TECHNOLOGY

**1. Consider information technology requirements**

- Ensure IT management is part of the crisis management team and there is collaboration across the organization.
- Ensure effective and secure IT infrastructure for remote access.
- Procure sufficient equipment is available for remote working and agree protocols and software for collaboration (such as Zoom, Teams, WhatsApp).
- Ensure effective system shut down, back up, and restoration plans in place.
- Ensure staff are aware of increased phishing attacks related to COVID-19.
- Ensure robust cybersecurity measures are in place for home working.
- Establish a common information sharing approach, in coordination with communications team.
- Ensure continued use of safety management system (SMS) to its full potential.
- Further information is available in ACI's ***Advisory Bulletin on IT Measures.***

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