

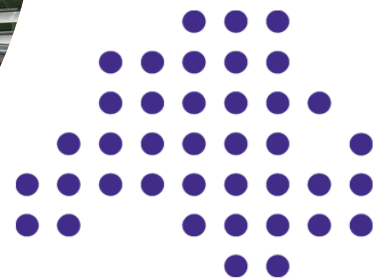


Totalmobile

**CASE STUDY**

# Dublin Airport Authority (DAA)

New shift patterns to manage rapid growth and regulator targets



We helped Dublin Airport Authority (DAA) to restructure its rota systems at Terminal 2 by analysing existing customer data and designing a demand-led rostering system which appropriately planned for peaks and troughs in footfall.

Using our shift planning, rostering and workforce management software and consultancy, the team implemented a Demand-Led Rostering and Annualised Hours shift work system resulting in significant and sustainable payroll savings.



## Key Challenges

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



## Key Outcomes

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

## Key Learnings

- Communication and shift worker involvement is essential.
- Define the shift work challenges well – what is the organisation trying to solve?
- Keep an open mind and don't start with the shift pattern solution in mind.
- Commit to annual reviews to constantly evolve shift planning, rostering and workforce management.
- Allow plenty of time.

## Our Customer

Dublin Airport Authority owns and operates Dublin Airport and Cork Airport. They are the two largest airports in the Republic of Ireland handling over 35.5 million passengers a year.

## The Situation

Dublin Airport Authority experienced phenomenal growth between 2001-2009 and opened Terminal 2 in October 2010 to cope with the high demand. 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 an optimised approach to shift planning, rostering and workforce management became even more critical.



## Our Role

Dublin Airport Authority approached us to find a strategic and practical solution to help plan staff shift patterns, rotas and rosters more effectively.

This was carried out through a comprehensive passenger study which mapped out their journey through the airport and involved analysing existing data as well as following a number of individuals during a week and a half. As part of the analysis, the Dublin Airport Authority 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, Dublin Airport 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.

Having identified the key points in the day when a greater number of shift workers were required for the airport to run efficiently and to ensure customers had a pleasant experience, the Dublin Airport Authority 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.

The team decided on net-hour rostering – or Annualised Hours – which meant that employees were guaranteed a set number of hours per year – rather than the regular 40 hours/week. This allowed the Dublin Airport Authority to staff-up during busy periods in preparation for holidays, large events and bank holidays, as well as plan for peak times in the day such as the morning and afternoon ‘rush hour’.

As part of the process, it also became clear that shift workers needed to multi-task to a larger extent to support other areas than their own during peak times. By providing training in the core service areas, this helped make passengers transition through the airport during potential crunch times smoother, while removing the need to bring in extra staff for very short periods of time thus ensuring that all employees were kept busy.

For instance, facilities management staff would be deployed to passenger services to open more security check points during the morning rush hour. Using our shift planning, rostering and workforce management software, WORKSuite, the Dublin Airport Authority is also able to run scenario planning sessions on a regular basis to examine what certain changes in the shift patterns, rotas and rosters would mean practically.

As the demands on the Terminal are constantly changing, this enables the team to monitor and check that the current shift work system is still the most efficient and effective.

## Outcomes

The Dublin Airport Authority has made significant and sustainable payroll savings and staffing levels were controlled and fully tasked across the operation. However, the benefits of the new system can be felt throughout the organisation. Shift workers now know how many hours they are guaranteed to work in a year and are entitled to six weeks’ annual leave which is planned in the workforce management system.

This means that they can readily plan for occasions without fear of the leave being declined while keeping a small allowance of incidental leave for unforeseen circumstances, which they can book themselves through the system. The general feedback is very positive and the new system has created a better work-life balance for employees, while giving them the reassurance of a set income.

# Benefits

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



## What's Next?

To learn more about our products & solutions , visit

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# Totalmobile

Totalmobile is market leader in field service and mobile workforce management technology, helping organisations deliver more service, of the highest quality and at reduced cost.

Our SaaS based software provides a range of innovative products that deliver a step change in field service performance, mobile worker empowerment and management control.

This unlocks transformative cost savings, capacity gains, productivity improvements and empowers allows mobile workers to focus on consistently delivering the best service.

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