



BIAC

BRUSSELS INTERNATIONAL AIRPORT COMPANY
DEPARTMENT SECURITY
DIRECTORATE OF THE EVP AVIATION AFFAIRS

Caroline Coutereel - Speaker notes

Good morning ladies and gentlemen,

It is a privilege to be a member of this working session.

Professional background

My name is Caroline Coutereel. I am employed by the Airport Operator B.I.A.C (Brussels International Airport Company).

I am appointed as Security Planning & Project Officer within the department of the Airport Inspection Security, "which has been legally assigned to carry out AVSEC measures at the airport, measures related to Access & Security control for passengers, staff, hand luggage, hold baggage and goods.

I work in close collaboration with the Senior Security Manager of the Airport, monitoring International developments in the field of Aviation Security and making proposals to improve the Airport Security Concept in order the Airport to remain compliant with new AVSEC legislation requirements.

I participated in the development of the Airport Security Program and am responsible for the development and update of operational security-procedures ; I am also involved in training & certification of security-staff in a joint-venture between the airport authorities and the Belgian CAA; I was involved in the implementation of the project 100 % HBS; I upgraded the internal quality control system by initiating an innovative project on the implementation of "networked" security equipment systems such as "networked TIP", "networked metal archway system" and lately "adaptive training systems" for both Passenger and Hold baggage screening; in this perspective , I am the liaison officer with the "**on site management**" of the **subcontractor**. One of the key-elements of the internal quality control system is the interaction between the client (BIAC) and the service provider (Securair) through all levels - management level, supervisor level and performance level-.

Legal construction

To execute the AV/SEC measures which are legally assigned to the Airport Inspection Security , **BIAC is entitled to subcontract a private security company** , if the requirements concerning **training and certification** are met by this private company.

The Civil Aviation Administration is responsible for training & certification. **Certified** Security Staff of the subcontractor are **auxiliary-agents of the Airport Inspection Security**. They are allowed to execute access- & security control **under the supervision and liability of the Inspectors of the Airport Inspection Security**, accordingly the strict conditions of the Royal Decree of 4 May 1999, governing Training and Certification of Staff members of the Airport Inspection Security.

Brussels Airport has been outsourcing security tasks related to Access control and Security Control to private security companies since **mid eighties**. The outsourcing process has been refined through the years. Every 6 years, a new tender has been published.

On April 1st 2001, BIAC renewed the contract with the private security company **SECURAIR** for a period of 3 years, extendable for another 3 years. The decision was made based upon an evaluation accordingly the methodology of the **Memorandum of Co ESS and Euro-FIET on the award of Contracts to private security companies in the public sector.**

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Using this recommended methodology, the weight of both price & quality were determined and agreed upon prior to “the decision making process”; consequently no objections from the board appeared when the results for “granting” the contract to the “best” subscriber was proposed.

Using this methodology requires the client to clearly identify his needs and to describe in detail the required services by the subcontractor. The **more detailed** the “technical part” of the tender document can be defined

- **the better** the client can set forward the weight of quality parameters, through which he emphasises to the subscribers what is most important to him,
- **the better** the subscriber can respond in the offer to fill in the needs of his client,
- the more information the client will get from the subscriber enabling the client to make a valid & objective assessment of the best offer,
- and last but not least, **the less surprises** both client and subcontractor shall encounter during the contract period.

Partnership

The key- element to obtain the best possible quality is the built-up of a **partnership** rather than a **strict “client –service provider” relationship;**

It is important for the service provider to know “exactly” what needs to be done, in what way, by whom, by the use of which equipment ; therefore written detailed operating procedures are essential (but not sufficient).

Within the very stringent legislative and economic context of today , private security companies are not left much liberty to fill in the needs of the client, especially in the model of a strict “client-service provider” relationship . In the latter, Quality Performance is often a “one way” prerogative of the client. Moreover, due to the economic context, more than ever, a high degree of flexibility and availability of Staff is requested in relation to peak and low hours.

We believe very strongly in a “partnership” between client and service provider and involve the “on site management” of our service provider as much as possible in the further development and refinement of our “Operating Procedures”.

We have established a “quality performance mechanism” **on the field** by continuously exchanging information between the Supervisor of the Subcontractor and the Supervisor of the Airport Inspection Security. The period to go through this alteration of power relations into a real “partnership” required a lot of coaching, but was reasonable achieved in less than 2 years. Whereas in the beginning, it was not easily accepted by neither the Staff of the Subcontractor nor the Inspectors, whom both tended to stick to their “own” internal structure with separate and different “quality systems “, today, everybody – from performance level to management- is convinced that the approach of partnership is the “key of success” to improve quality performance.

Sharing data of security networked systems

Involving the service provider closely in sharing and using all kind of available data, by granting access levels on networked systems owned by the Airport Inspection , not only creates a band of mutual trust and recognition, but provides an added value to the follow up of the performance of security staff at all levels and decreases human failures in a security system.

Whereas the service provider has been given access to the TIP data related to screener performances, they provided “refresher” training sessions on their own training systems and shared training results with the Airport Inspection Security.

The latest project which recently was initiated by BIAC is to provide an “adaptive training system” for Cabin Baggage screeners and Hold Baggage screeners with a library of 28.000 images with different difficulty levels, providing training images adapted to the screening level of the trainee. Data of training results are also shared with the subcontractor. As from 2005, the TIP results of each individual screener will be linked to the adaptive training system.

Staffplanning

*A high degree of flexibility related to staff planning has been obtained over the years in response to the operational needs of low and peak hours. Supervisors are trained and have developed skills in how to organise the workflow. Supervisors should not waste any time in organising the workflow, which must be an automatism. The primarily objective of Supervisors must be the quality control of **duty performance of security staff**.*

Queueing management is monitored closely both by Management BIAC and the on site Management of Securair through analysing SLA measurements and based on an automated passenger forecast tool , developed by the Airport Operator. Both data are used as a basis for Staff planning and adjustments to it.

The better the communication between client & service provider, the higher the level of quality performance will be assured.

*Our Airport has established by experience , that the methodology set forward in the **Memorandum of Co ESS and Euro-FIET on the award of Contracts to private security companies in the public sector** has proven to be very effective in the choice for the best value.*

It is worth mentioning that all tender documents of BIAC have been subjected to an external audit in 2002; the tender document developed by the Airport Inspection Security- based on the Memorandum- has received “no remarks” and was overall “compliant” ; the methodology was even recommended by the auditors to “other departments” as an example to be used in the future.

I would like to conclude my presentation with this statement and will be happy to answer any of your questions during the open debate and of course during the breaks.

Thank you very much for your attention.