



NATIONAL SAFE SKIES ALLIANCE

Program for Applied Research in Airport Security

PARAS 0058 Project Summary

Project Title:	Workforce Planning and Development for Airport Operator Security Roles
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BACKGROUND

Establishing and maintaining a secure airport environment requires numerous employees in various positions. Security-related roles that are typically the responsibility of the airport operator significantly impact overall airport operations. Enormous effort is required to ensure roles are appropriately defined, compensation is reflective of responsibilities, and employees have the knowledge, tools, and support needed to effectively perform their duties. Industry-specific challenges, such as credentialing requirements and governance structures, further complicate hiring and retention in a challenging job market. Comprehensive guidance is needed to assist airports in developing and optimizing their workforce strategies for security-related positions.

OBJECTIVE

The objective of this research is to create comprehensive guidance to assist airports in developing and optimizing their workforce strategies for security-related positions. At a minimum, the guidance should address:

- Organizational structure and authorities
- Understanding security-related duties and priorities
- Positions and functions to maximize efficiencies
- Competencies and skills
- Airport operator employees vs. third-party contract staff
- Training and certification needs and opportunities
- Compensation structures
- Recruiting strategies
- Challenges during the hiring process
- Employee development, engagement, and retention
- Strategic planning for future needs
- Metrics and justification strategies

The resulting guidance should be scalable to airports of all sizes and resource levels.