



Transec World Expo 2009 - Amsterdam

“Tightening Up Staff” and “Key Employment Screening Procedures”



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I. Key Employment Screening Procedures

- ICAO Doc.9809
Chapter 1.2
- Case Study
(Hong Kong International Airport)

ICAO - Human Factor



(Personnel selection)

- Lack of international standards
- Little attention to selection policies, procedures & processes
- Lack of specific selection criteria for screeners
- A general lack of psychometric assessment (e.g. X-ray screeners)

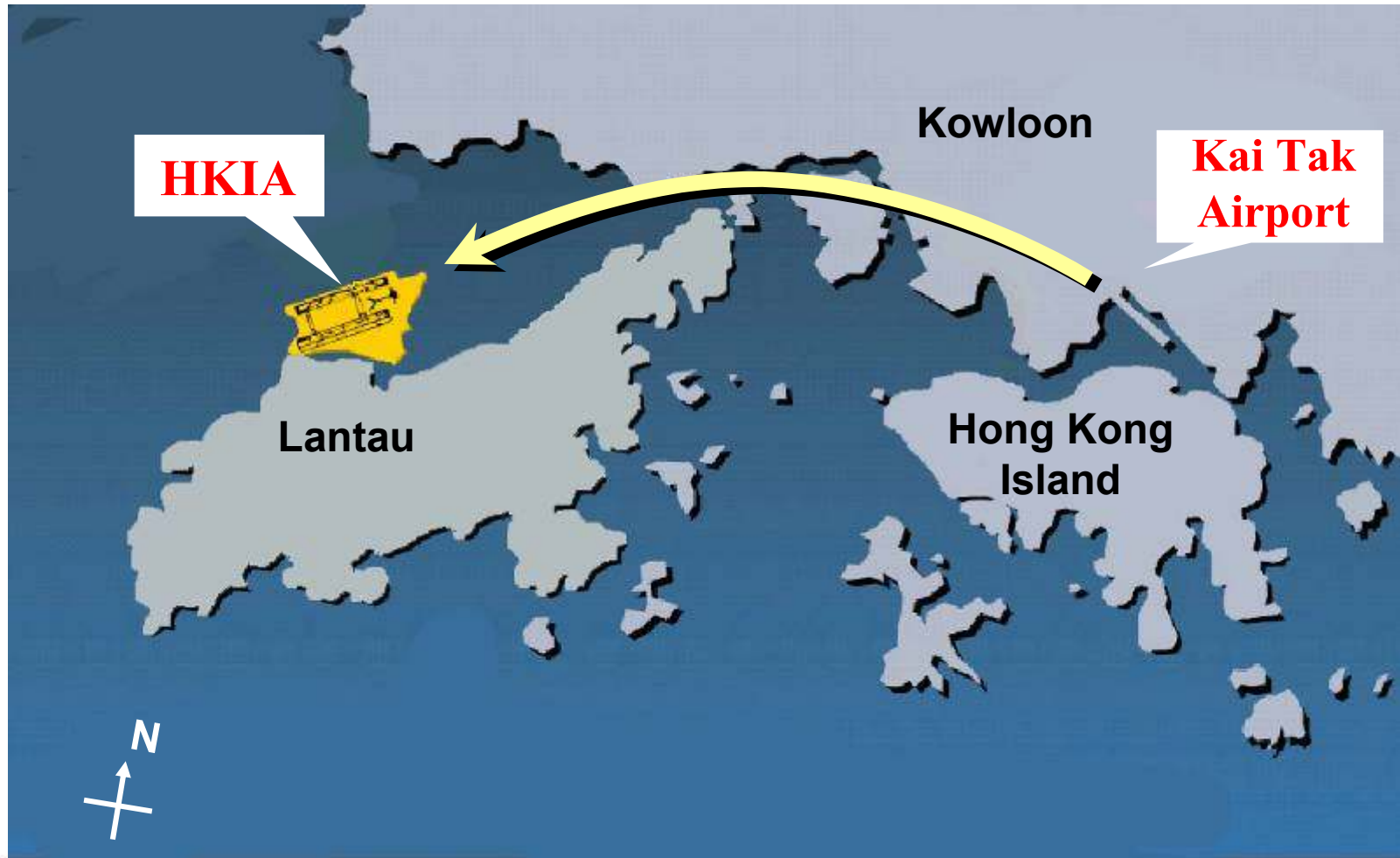
(source: ICAO Doc.9809, chapter 1.2)

Case study

AVSECO - HKIA



6 July 1998



Establishment of AVSECO



December 1997

- Government Company
- 2 Share Holders
(HK Govt. + AA)
- 3,000 Staff
- Change of culture of:-
1,500 staff from old
company, 1500 staff
from the market, users of
the new airport

Basic Requirements for Employment

(knowledge, skills, attitude)

- Academic standards
- Aptitude for security work
- High standard of department?
- Good physique (height, color blind?)
- Additional skills (language?)



Selection Process

(an extended selection process)

- Paper board
- Written test
- Interview
- Medical examination
- Pre-employment training course
(guarding course)

Vetting

- Past career history
- Reference check (from former employers)
- Character check (from 2 referees)
- Application for security permit (criminal record check)
- Application for airport R.A. permit (vetting by Police, Immigration and Customs service)



- Severe vetting (in case of sensitive work)

Personal data privacy

(keeping staff records)

- No access to personal data of staff except by authorized persons on need-to-know basis
- Authorized persons - required to sign understanding to observe stringent code of practice on safeguarding confidentiality of personal data

e.g. Applicants fail to secure employment

- Personal data should be retained no longer than 2 years (legal requirement)
- List of rejected applicants can be kept for future reference

e.g. Dismissal of staff

- Findings of disciplinary investigation against the staff will not be promulgated
- Only minimum information is disclosed when departure of the dismissed staff is announced
- Record of dismissed staff will not be retained for more than 2 years except in the case of reporting tax
- Staff records could not be retained for more than 7 years except in special cases (e.g. kept for outstanding litigation case)

II. Tightening up staff





Corporate governance

- Openness
(transparency)
- Impartiality
- Accountability



Corporate governance



Airport Authority

Hong Kong Government



Board of Directors

Executive Director

Management Team

3,000 Staff

Man-management

Managing a commercial organization with discipline!

Our culture

- Succinct company's **Visions,**
Missions
- **Company values**
 - 1) Integrity
 - 2) Professionalism
 - 3) Continuous improvement
 - 4) Team work
 - 5) Impartiality

Management tools

- Code of ethics/conduct
- Discipline
- Supervision
(mentoring, coaching, confronting...)
- Quality assurance programme
(benchmarks compliance, complaints investigation, security test)
- Monthly re-certification tests

Management tools

- Zone command
(geographic or functional zone)
- Supervisory accountability
- Zero-tolerance
(objectives-carrot & stick, continuous improvement)
- “auto-pilot” !
- “management by excitement” to enhance staff vigilance

Management by Excitement

“motivation of staff!”

- e.g.
- frequent visit to front-line staff
 - supervision
 - make the job interesting (job rotation, enrichment)
 - conduct security tests (at night & on holidays)
 - drills / exercises conducted to enhance efficiency
 - sharing of information, updates or security matters
 - compliments, rewards (performance pay)
 - implement “supervisory accountability”
 - other motivating methods

The Hong Kong International Airport



Thank You !