



Appendix 2 – Service Quality and Passenger Focus



1. Service Quality and Passenger Focus

1.1 Quality of Service Offering Overview

- 1.1.1 As has been discussed in our regulatory proposition paper, service quality is not considered a fundamental economic building block, however, it effects the overall price cap.
- 1.1.2 Passenger expectations are more prevalent than ever before, especially due to changes in passenger needs and expectations post pandemic.
- 1.1.3 In previous determinations, the Commission has set high level metrics, typically 8-9/10, with little scope for 'average' performance, with no explicit costs being taken into account.
- 1.1.4 Metrics have either been subjective or objective, as the regime incorporates a 'financial penalty' based approach, rather than incentivising the airport through a commonly seen rebates and bonuses-based approach.
- 1.1.5 Our regulatory proposition paper looks at the benchmarking exercises Dublin Airport have carried out as we weigh up a penalties v bonus-rebate based approach.
- 1.1.6 The purpose of this appendix is to provide a greater review of both objective and subjective metrics.

1.2 Review of Existing Objective Metrics and Changes Proposed

- 1.2.1 Dublin Airport's objective measures are based on metrics set by the Commission that must be met for three different areas of the business, Security, Assets and Baggage and PRM.

Assets and Baggage

- 1.2.2 Dublin Airport was successful in meeting its metrics and targets for the availability of baggage handling, IT systems, self-service check in kiosks and bag drop machines in 2020-2021.

T2 Lift, Escalator & Travelator Monitoring

- 1.2.3 The T2 lift, escalator, and travelator availability monitoring system provides live information on the availability status of passenger facing lifts, escalators, and travelators in T2. This information is then recorded and stored via the Ignition platform.
- 1.2.4 Key challenges in this area sit with our service partner, resourcing and recruitment, training, supply chains – lead times and reduced maintenance availability in 2021/2022.
- 1.2.5 Asset availability for this group is currently; lifts at January 96.6% and escalators in January at 95.75%. The target was 98% availability for 2021 and 99% availability for 2022.
- 1.2.6 Our proposition is 98% form H2 2023.

Fixed Electrical Ground Power (FEGP)

- 1.2.7 For FEGP, the availability monitoring system provides live information on the availability status of FEGP units across the Dublin Airport Campus. This information is then recorded and stored via the Ignition platform. This system monitors 57 units in total across Piers 1, 3 & 4.
- 1.2.8 Availability was at 97.8% for January 2022, while the target was 93.5% previously and is now at 99%.
- 1.2.9 Key challenges in this area sit with, increased demand, resourcing and recruitment, training, and supply chains – lead times.
- 1.2.10 Our proposition is 98% form H2 2023.

Advanced Visual Docking Guidance System (AVDGS)

- 1.2.11 The AVDGS monitoring system aims to provide live information on the availability status of all AVDGS units across the Dublin Airport Campus. This information will be recorded and stored via the Ignition platform.
- 1.2.12 The system will monitor 85 AVDGS units in total. The AVDGS monitoring system is now operational with reporting available from the end of April 2022.
- 1.2.13 Key challenges in this area sit with, increased demand, resourcing and recruitment, training, supply chains – lead times and new technology.
- 1.2.14 Our proposition is 98% form H2 2023.

Availability of Baggage System

- 1.2.15 Dublin Airport will be expected to avoid any delays of more than 30 minutes in providing ground handlers at check-in desks with access to a functioning outbound baggage system or a comparable alternative that achieves the outcome of delivering departing bags to the make-up position.
- 1.2.16 Similarly, for the inbound baggage system, Dublin Airport will be expected to avoid any delays of more than 30 minutes in providing ground handlers at make-up positions with access to a functioning inbound baggage system or a comparable alternative that achieves the outcome of delivering bags to the arrivals hall carrousel.
- 1.2.17 Our ask for availability of baggage is for the Commission to consider the below three points:
1. Consideration should be given to the fact that a full baggage system will not be available to Dublin Airport until the end of Q1 2023 resulting in reduced capacity and resilience for the T1 area.
 2. Consideration should be given to the fact that Dublin Airport are operating with reduced resources both technically and operationally because of COVID-19 impacts.

3. Consideration should be given to the fact that Dublin Airport are undergoing major restructuring of new ways of working that will have an expected effect on the training and capabilities of new staff.

Proposition for Assets and Baggage

TABLE 1: PROPOSITION FOR ASSETS AND BAGGAGE METRICS

Assets and Baggage	
T2 Lift, Escalator & Travelator Monitoring	98% form H2 2023.
Fixed Electrical Ground Power (FEGP)	98% form H2 2023.
AVDGS	98% form H2 2023.
Availability of Baggage System	Three considerations as above (1.2.17)

PRM

- 1.2.18 COVID-19 essentially reduced the PRM operation to zero, which has required considerable rebuilding following the reinstatement of non-essential travel. As a result of COVID-19, the presentation of PRM's as a % of total passenger is very much outside of the norm, with a great deal of fluctuation.
- 1.2.19 It is worth noting the high level of non-pre-advised PRMs (over 40% on average), which has made rostering a very difficult task to complete accurately.
- 1.2.20 PRM passengers are one of our most vulnerable cohort of passenger. Social distancing, COVID-19 requirements and the overall greater amount of planning required when it comes to air travel has impacted this passenger profile, and how Dublin Airport need to plan for their needs. We see this particularly with arrivals to both assistance desks, with passengers arriving excessively early before opening of check-in requesting assistance.
- 1.2.21 For our PRM metrics we believe the Commission should amend targets in line with SLA targets, so there is harmonisation across the applicable measures.
- 1.2.22 Historically, "assistance from reception" has been the most challenging SLA to achieve as part of the PRM SQMs, and in our opinion, this metric requires amendment. It is outside of Dublin Airport's and OCS's control with high levels of non-pre-advised passengers arriving, adding uncertainly each day as to expected numbers of PRM passengers.
- 1.2.23 Our metrics are above and beyond peer airports, in which the "at" metric is used. This makes a big difference operationally, as it changes the start of the countdown, and ensures we are in line with peer airports.
- 1.2.24 Dublin Airport believes that having 100% KPI's does not allow for anomalies driven by operational challenges. A max 3% reduction in the KPI's allows for said anomalies (such as, presenting for assistance before checking in is open or arriving late), while continuing to drive high levels of performance and passenger experience. The revised KPI's also incentivises high

levels of performance and continued improvement. A 100% measure leave no opportunity to pass.

Proposition for PRM Metrics

TABLE 2: PROPOSITION FOR PRM METRICS

Proposition for PRM Metrics
Commission targets in line with SLA targets.
A maximum 3% reduction in the KPI's allows for anomalies, such as presenting for assistance before check-in is open or arriving late, while continuing to drive high levels of performance and passenger experience. The revised KPI's should incentivise high levels of performance and continued improvement. (100% measure leave no opportunity to pass).
Ensure quality standards are aligned with peer Airports regarding assistance at reception.
Align targets, as current measures exceed ECAC code with higher targets at equal or less than time frames.
No changes to current OCS SLA – driving passenger experience and supplier performance remain high and top priority.

Security

- 1.2.25 Dublin Airport is subject to different key regulatory requirements, that include:
- ICAO annex 17
 - EU Regulation
 - Irish Legislation
- 1.2.26 Under these requirements, Dublin Airport are subject to continuous audits/inspections. We have an absolute focus on compliance.
- 1.2.27 Our focus in security is to ensure the safety of an aircraft in terms of what passengers can and cannot bring onboard. The primary objective being to comply fully with all European and Irish security regulations.
- 1.2.28 Failure to maintain our focus on compliance can result in having an Article 15 issued by the IAA. Article 15 of Regulation (EC) No 300/2008¹ requires the Commission to conduct inspections, including inspections of airports, operators and entities applying aviation security standards, in order to monitor the application of the Regulation by the Member States and, as appropriate, to make recommendations to improve aviation security.

¹ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2008:097:0072:0084:EN:PDF>

Current Security Model v 2018/2019

1.2.29 Since the lifting of travel restrictions by the Irish government, we have faced numerous challenges in our security operations. The challenges have made it difficult to meet the targets

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1.2.36 We have taken numerous corrective actions to implement a new security operations model to help address these new challenges, many of which are outside of the control of Dublin Airport.

1.2.37 A key focus has been to increase resources. A significant recruitment drive was launched targeting roughly 250 Permanent/Seasonal staff. To address resourcing challenges in the immediate term, we also established a Task Force of almost 600 senior management and non-front-line staff.

1.2.38 We have also increased overtime rates for front-line teams to encourage take-up of additional hours and shifts.

1.2.39 Dublin Airport has put a strong focus on driving improvements in all security/operational processes. The new 'Stretch Model' has been developed and implemented with respect to security processing, to stretch existing resources and enable the opening of more lanes.

1.2.40 We also have introduced a new roster model. This includes core rosters with fixed supply patterns, and 'flexi' rosters. This gives us the ability to scale up and down our staff numbers based on fluctuating passenger demand. Our new way of working allows cross terminal work and greater efficiency being achieved by deploying employees to where they are required.

1.2.41 We have introduced the use of new technology planning solutions, to support the resource planning process, which results in data driven decision making. The use of our Copenhagen optimisation tool allows for more accurate and better planning.

- 1.2.42 Dublin Airport have increased our communication with passengers in light of the challenges in security, ensuring we stay passenger focused. We have implemented a wide-ranging comms and media strategy with respect to recommended arrival times, which are modified on an ongoing basis.
- 1.2.43 We have undertaken significant engagement with airlines and airport partners to ensure alignment on messaging/check-in opening hours.
- 1.2.44 On 7th of April 2022, we had our meeting with the Commission and the Passenger Advisory Group. The Passenger Advisory Group consists of people that represent the diversity of passengers at Dublin Airport. The group allows us to improve our understanding as to what is important to passengers at Dublin Airport.
- 1.2.45 The airport has installed new security signage throughout the terminals to improve passenger experience and delivered overflow queuing solutions (e.g. departures road) as required.

Proposition for Security

- 1.2.46 As we mentioned earlier in this section, we are proposing that the Commission re-considers the approach for financial queue time penalties as the focus of the security metrics.
- 1.2.47 We strongly believe a more proactive approach is to reward and not penalise, or at the very least have a combination of both.
- 1.2.48 Instead of only penalising for going over 30minutes 100% of the time, we believe the Commission should look to incentive Dublin Airport when queue times stay below 20 minutes 70% of the time and below 30 minutes 98%.
- 1.2.49 Our benchmarking exercises, as mentioned in chapter 6 of the Regulatory Proposition, led us to focus on the approach at both Heathrow and Gatwick Airports, and the use of the SQRB approach in quality of service.
- 1.2.50 We are proposing that the Commission considers the following metrics for security:

TABLE 3: PROPOSITION FOR SECURITY METRICS

Proposal for 2023-26
<20minutes 70% of the time.
<30minutes 98% of the time.
Is equal to or greater than 30 minutes but less than 45 minutes, at any time.
Is equal to or greater than 45 minutes, at any time.

1.3 Review of Existing Subjective Metrics and Changes Proposed

1.3.1 Dublin Airport's subjective metrics are focused on our passenger satisfaction service quality metrics. To understand this area of metrics, it is crucial to develop a clear understanding of how the needs and expectations of passengers have developed since the out-break of COVID-19, which we have highlighted in Section 2 of our Proposition Paper.

Development of Metrics 2019-2022

1.3.2 In 2019, based on our interactions with the Commission, changes were made across a range of regime attributes.

1.3.3 The number of passenger measures attracting a fine increased from an original nine to thirteen. The number of audiences getting specific focus also increased from focusing on departing customers only to including arriving, transferring and PRM passengers. These increases were largely driven by the Commission who wanted to focus on and highlight the performance of measures relating to the experience of PRM passengers.

1.3.4 A decision was made to move to Customer Service Monitor as source of passenger feedback. We saw an expansion of metrics to include arrivals experience with a proposed new study, that included 'On My Way' and transfers. Metrics excluded 'satisfaction with SSKs' (due to lack of direct control) and retained 'satisfaction with walking distances' despite our concerns regarding capability to make meaningful improvements/mitigations.

1.3.5 As part of the consultation process, three additional passenger metrics were proposed and addressed. Immigration queue times were deemed not appropriate as an SQM due to third party responsibility (INIS). Transfer passenger experience was added as a measure. Finally, US Preclearance satisfaction was deemed not appropriate as an SQM due to the extent of third-party responsibility (USCBP).

1.3.6 For the 2022 review, the Commission agreed with the adjustments to the suite of passenger satisfaction measures suggested by Dublin Airport, noting that they were reasonable and will capture the most important elements of the passenger experience in the airport for 2022.

Dublin Airport's Passenger Satisfaction Strategy

1.3.7 Central to our passengers is creating a seamless journey through the airport. Our aim is to provide an easy, intuitive, and tailored travel experience. We want our passengers to feel in control, with the choice of products, services, and express options.

1.3.8 We have the ambition to create a stress-free journey for passengers as they travel through the airport. The passenger should feel in control and at ease as they seamlessly navigate through each step in their journey. Every passenger touch point potentially reduces the ease of passengers' flow through the airport.

1.3.9 Safety and security of our passengers is our priority, hence any improvement in the ease and efficiency of the passenger journey must maintain or improve these standards.

- 1.3.10 Time is precious, particularly leisure time, and time spent queuing detracts from a passenger's overall experience. Time spent queuing also reduces passenger's dwell time, which in turn reduces propensity to shop and spend in food and beverage units and other commercial products. Our default approach will be to eradicate queues to enable our passengers to spend time on the things that matter to them.
- 1.3.11 Successfully delivering positive passenger experiences depends on having a real understanding of passengers, their needs/expectations and monitoring how they believe Dublin Airport is performing in meeting those needs. As a company, we will drive insight and data focused decisions to ensure customer.
- 1.3.12 The primary digital channels for passengers are the Dublin Airport website, Dublin Airport Wi-Fi, and the Dublin Airport App. These mediums provide fast access to flight information and bookings.

Looking Forward into 2023-2026

- 1.3.13 Despite ongoing challenges relating to COVID-19, international travel is building back to recovery. The pent-up demand for travel, ongoing vaccinations and gradual lifting of travelling restrictions has alleviated a number of barriers for passengers to travel.
- 1.3.14 Air travel is expected to recover quicker in markets that depend on domestic and short-haul flights, due in part to a consumer desire for familiarity and trips closer to home, lower costs, fewer travel restrictions.
- 1.3.15 Two current factors that could negatively impact air travel are geo-political as seen with Russia and Ukraine, and economic factors as seen with rising inflation, especially in the cost of fuel.

Proposition for Passenger Satisfaction Metrics

- 1.3.16 For the 2022 review, the Commission agreed with the adjustments to the suite of passenger satisfaction measures suggested by Dublin Airport, noting that they were reasonable and will capture the most important elements of the passenger experience in the airport for 2022.

Ease of Movement

- 1.3.17 Dublin Airport are proposing that the Commission consider replacing existing metric 'Walking Distance' with an alternative, 'Ease of Movement'. We believe this reflects the heightened focus on personal space/social distancing.
- 1.3.18 This metric is consistently identified as a key driver of passenger satisfaction. Each year, regression analysis is completed to determine what aspects of passenger experience have the greatest impact on overall satisfaction and our relative performance on each. 'Ease of Movement' has been identified as one of several metrics that plays a key role in influencing overall journey satisfaction (especially along the departures journey). Walking distance does not emerge as a key driver.

1.3.19 Ease of Movement is the measure of how easily the passenger gets through the airport to their final destination (boarding the plane). This metric would therefore encompass a range of different aspects of the journey, including wayfinding and distance.

Information on Ground Transportation on Arrival

1.3.20 Information on Ground Transportation on Arrival was a new metric introduced for 2020. This metric was removed for 2022. Between 2020–2022, several initiatives had been implemented in the onwards arrivals journey. This includes a new seating area in the T1 atrium area, significant work undertaken on bus information including partnering with the NTA to deliver live bus information on screens throughout the arrivals journey. Dublin Airport will continue to work with NTA to provide improved information and a journey planner online.

1.3.21 At the 2022 PAG Meeting, attendees identified areas of focus, which included continuing to improve signage and wayfinding, information available at bus shelters, taxi ranks etc. These areas will be monitored via suggested research programme and the feedback incorporated into planning for this area of the passenger journey.

1.3.22 Dublin Airport's Insights team have identified two potential proposals when considering this metric:

- Proposal 1: Establish areas of importance to passengers, then set metric. Our suggestion is to monitor the 'journey' to establish baseline experience and highlight which aspects have the most importance to passengers, e.g., information, wayfinding, facilities at shelters etc.
- Proposal 2: Change in methodology of data collection, to monitor information on ground transportation on arrival, with a different methodology to maximise responses. A face-to-face interviewing approach is best in class for ensuring a representative sample and moving to a bi-annual timing (surveys conducted twice a year) which would allow Dublin Airport to maximise representativeness of sample while working within restriction of resource and investment. An always-on survey is not considered feasible at this time due to the nature of the Onwards–Arrivals journey (passengers trying to catch buses, queuing for taxis etc). Two waves a year would be more feasible in terms of achieving robust sample while preserving high quality representation.

Sense of Safety for my Health

1.3.23 As we move into a post-pandemic era when dealing with the challenges of COVID-19, the emphasis should move from managing risk to health to personal responsibility.

1.3.24 While the airport has an important responsibility to keep the journey as safe as possible for passengers, there is a limit as to how much is in control of the airport. Other passengers and the health situation of passengers themselves all have an influence on one's sense of safety for health.

1.3.25 The proposal is therefore to continue to monitor 'Sense of Safety for my Health' but not as an attached targets to this metric.

TABLE 4: PROPOSITION FOR PASSENGER SATISFACTION METRICS

Proposition for Passenger Satisfaction – Subjective Metrics	
Walking Distance	Replacing existing metric, ‘Walking Distance’ with an alternative, ‘Ease of Movement’.
Information on Ground Transportation on Arrival (Proposal 1)	Establish areas of importance to passengers, then set metric. Our suggestion is to monitor the ‘journey’ to establish baseline experience and highlight which aspects have the most importance to passengers.
Information on Ground Transportation on Arrival (Proposal 2)	Change in methodology of data collection, to monitor information on ground transportation on arrival, with a different methodology to maximise responses while preserving representativeness.
Sense of Safety for my Health	Continue to monitor ‘Sense of Safety for my Health’ but not as an attached targets to this metric.

1.4 Summary of Dublin Airport’s Service Quality Metrics Proposition

TABLE 5: SUMMARY OF DUBLIN AIRPORT SQM PROPOSITION

Dublin Airport’s Service Quality Metrics Proposition / Considerations		
Assets & Baggage		
Metric	2019 Determination	Proposal 2023-2026
T2 Lift, Escalator & Travelator Monitoring	In 2021: 98% available, on average across units. From 2022: 99%.	98% available form H2.
Self Service Kiosk and Baggage Drop Machines	99% available on average	98% available form H2.
FEGP	From 2021, for new units, 93.5% available on average in the first year and 99% thereafter.	98% available form H2.
AVDGS	From 2021, for new units, 93.5% available on average in the first year and 99% thereafter.	98% available form H2.

Baggage – Outbound and Inbound.	On completion of HBS3, the outcome of delivering arriving and departing bags should be available within 30 minutes of an airline’s request.	When considering this metric, we are asking the Commission to consider the fact full baggage system will not be available to DAP until end of Q1 2023 resulting in reduced capacity and resilience for the T1 area.
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Dublin Airport’s Service Quality Metrics Proposition / Considerations

PRM		
Metric	2019 Determination	Proposal 2023-2026
Maximum wait time for assistance departing passengers	<u>Pre-Advised</u>	<u>Pre-Advised</u>
	95% within 15 min	92% within 15 min
	100% within 20 min	97% within 20 min
	<u>Not Pre-Advised</u>	<u>Not Pre-Advised</u>
Maximum wait time for assistance arriving passengers	98% within 20 min	92% within 20 min
	100% within 30 min	97% within 30 min
	<u>Pre-Advised</u>	<u>Pre-Advised</u>
	95% within 15 min	92% within 15 min
Maximum wait time for assistance arriving passengers	100% within 20 min	97% within 20 min
	<u>Not Pre-Advised</u>	<u>Not Pre-Advised</u>
	98% within 20 min	92% within 20 min
	100% within 30 min	97% within 30 min

Dublin Airport’s Service Quality Metrics Proposition / Considerations

Security Queue Times		
Metric	2019 Determination	Proposal 2023-2026
Maximum Security Queue Time	Less than 20 minutes for less than 70% of the time but less than 30 minutes 100% of the time.	<20minutes 70% of the time. <30minutes 98% of the time.
	Is equal to or greater than 30 minutes but less than 45 minutes, at any time.	Is equal to or greater than 30 minutes but less than 45 minutes, at any time.
	Is equal to or greater than 45 minutes, at any time.	Is equal to or greater than 45 minutes, at any time.

Dublin Airport’s Service Quality Metrics Proposition / Considerations

Passenger Care		
Metric	2019 Determination (Revised 22)	Proposal 2023-2026

Dublin Airport's Service Quality Metrics Proposition / Considerations		
Additional Assistance	9	9
Helpfulness of Security Staff	8.5	8.5
Helpfulness of Airport Staff	8.5	8.5
Cleanliness of terminal	8.5	8.5
Cleanliness of toilets	8.0	8.0
Overall satisfaction	8.5	8.5
Departure gates	8.0	8.0
Walking distance	7.5 (2019 Metric Removed)	Replace with Ease of Movement
Ease of Movement	8.0 (New Metric)	8.0
Passenger Information		
Finding your way around	8.5	8.5
Flight information screens	8.5	8.5
Ground transport information on arrival	8.0 (2019 Metric Removed)	Proposal to change approach to this metric in one of two ways: Establish areas of importance to passengers, then set metric. Change in methodology of data collection.
Passenger Facilities and Services		
Facilities for Passengers who require additional assistance	9	9
Wi-Fi	8.5	8.5
Availability of trolleys	8.5	8.5
Sense of Safety for Health	8 (New Metric)	Added for monitoring in 2022, proposal not to be included from 2023 onwards as target, but to monitor going forward