



Advisory # **2021-A-061**

Subject: GTAA Pass Permit Control Office Customer Service Update

From: Governance, Corporate Safety and Security

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As our collective business recovers, we are encouraged by the return of employees to Toronto Pearson. Recovery from the pandemic, however, has seen a significant influx in customers to our Pass Permit Control Office (PPCO) with numbers far exceeding pre-pandemic levels. Coupled with employee turnover and the reduction of staffing resources at the PPCO during the peak of the pandemic, our capacity to meet the significant demand for passes for new employees has been a challenge, creating customer wait times that regularly exceed 5 hours.

With that being said, I want to take this opportunity to share with you some information about various measures that we have been implementing to help manage this historic demand. The PPCO currently operates a walk-in operating model versus an appointment model. During a trial in 2019, it was proven that the PPCO could handle 50% more customers a day when compared against an appointment system. Although today's demand has created a poor experience for customers waiting in long lines, it continues to allow us to get more passes in the hands of employees faster. To draw a comparison, with an appointment model, employees would need to wait 8 weeks or longer with the current demand before getting an appointment just to submit their transportation security clearance, while their RAIC appointment would be another few months later. In that case, employees would not be able to join the workforce for 4-6 months. We know the experience is not what any of us would hope but the team is doing everything humanly possible to support the individuals and the companies at Toronto Pearson. We have reached out to our colleagues and the unprecedented demand is having the same effect on pass offices across the country, whether appointment or walk-in .

The team continue to look at ways to improve the experience for the community. We are working on implementing a queuing system that will allow people to join the line virtually, minimizing the time they will have to wait in line at the PPCO. As an interim solution, we have applied several measures to assist with the wait times. In the morning, PPCO supervisors triage the line to confirm the service and that employees have accurate documentation. If the employee has the correct documentation they may stay in line, however, if they do not, they are advised to leave and collect their required documentation. We do this to save the employee queuing time. The supervisor then opens a second line for those attending for services that are 15 minutes or less (i.e., Access Control Officer card issuance, extend Security Control Pass, and AVOPs). These services are processed by a dedicated PPCO resource prior to mid-day. Simultaneously, we have contracted a security guard to record employee's names and contact numbers to provide people the option to leave and receive a call back 30 minutes before they are going to be seen by reception.

Based on the number of PPCO staff we have on production and the types of services in queue, it can be determined approximately how many customers the team can serve for the day. Regular communications are made to employees waiting in line on how processing is proceeding and whether everyone will be seen that day. The team also communicates the option of billable appointments so employees can discuss it with their employers.

In addition to the above actions, the PPCO has implemented the following measures to assist and facilitate the return to work for employees:

- Based on staffing resource The PPCO will open earlier than the normal scheduled time to accept customers.
- Group billable clinics are offered to companies after hours to support priority demand.
- There is a daily CAP of 5 new hires attending the pass office each day for all companies. This ensures equal access during the restart of operations across Toronto Pearson.
- The GTAA has increased PPCO staffing resources by 65% to maximize front of house production capacity. Some of these resources are currently training and will be coming online as quickly as training allows.
- Issuance of Security Control Pass for a 6-month period to support Transport Canada security clearance processing time.
- PPCO monthly training day has been temporarily suspended to add more processing time for customers.
- We will be launching a new pass processing system in the new year which will add efficiencies.

The PPCO team continues to look for other innovative measures to help build capacity to satisfy the demand from this historical and unprecedented demand in aviation growth. The team is working hard to identify efficiencies and to continue to look for innovative solutions to help serve the community better both now and after the surge has subsided. We will keep you updated on further developments and ask for your continued support and patience and we all find our way back to what the new normal will look like. Please communicate these mitigants to your respective teams.

Thank you for your support and stay safe.

Dwayne MacIntosh
Director Safety & Security