



ASA Brief Survey Regarding Shortage of Staff

Date: 16 February, 2024

Sent to: 17 companies among ASA EU members

Received: 4 answers, resulting in a response rate of 24%

- **Are you currently impacted by a shortage in personnel?**

75% stated they were impacted by a shortage of personnel in at least one of the stations where they operate.

- **If you operate in various countries/stations in the EU/EEA, do you feel it is spread out evenly across the board, or do you see major differences amongst countries/stations?** Those impacted mentioned huge differences from country to country, and even from station to station. They underlined that in stations without restrictions on the number of handling agents, the situation was generally much worse.

- **At countries/stations where you are impacted by a shortage of personnel, can you estimate on average the percentage of the personnel you would need to hire to match your needs.**

- From 1 to 10% of your current personnel?
- From 11 to 20%?
- More?

50% of those impacted said it was between 1 and 10% of their need, and the other 50% said it was up to 15%.

- **How do you overcome the lack of personnel in your day-to-day operations?** Several measures were implemented, including:

- Hiring campaigns in adjacent countries
- Use (and abuse) of overtime
- Partnership with staff agencies
- Special advantages and incentives (extra holidays, etc.) to attract and retain
- Upskilling of people to cover more skilled/experienced positions
- Creation of emergency teams to be deployed across the network on short notice

- **Do you believe the situation will return to normal anytime soon? This year already? Not in the foreseeable future?** 1

100% of the respondents, even those currently unaffected, forecast a toughening of the situation in the months and years to come.

- **Do you believe regulatory measures could be taken to help? Can you provide a couple of examples?** Answers varied, ranging from stating that no regulatory measures could be helpful in this context to more hopeful solutions, such as:

- Loosening up the right to work for certain roles to people outside of the EU
- Flexibility to deploy staff from other EU countries during peak periods.



- Securing airport passes
 - Financial assistance to support upskilling for roles requiring specific skills
 - Greater implication to deal with unruly passengers
 - Financial and other support to improve working conditions and facilities used by employees
 - Collective bargaining agreements
 - Re-assessment of access to the market Directive and consideration for restrictions on the maximum number of GHSPs at a given station
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- **Do you address this with the local authorities?**
Answers were mixed, but generally indicated either "not at all" or "more now than in the past (especially after Covid), but probably not getting enough support from the authorities when the dialogue is established".