

THE ORGANIZATIONAL STRUCTURE OF THE ENVIRONMENTAL DEPARTMENT OF ATHENS INTERNATIONAL AIRPORT “ELEFThERIOS VENIZELOS” AND ITS ROLE AS A REGULATOR

P. KARAMANOS, C.N. KAVOURAS and I. KOKKINIOTOU

Environmental Department of Athens International Airport
Athens International Airport S.A., Building 11, P.C. 19019, Spata
E-mail: karamanosp@aia.gr

EXTENDED ABSTRACT

The Environmental Department of Athens International Airport (AIA) “Eleftherios Venizelos” was established from the first day of the company’s operation in 1996. The objectives of the department are to: 1) Monitor environmental conditions within and outside the airport & ensure compliance with environmental regulations; 2) Communicate environmental information to competent authorities and the public; and 3) Undertake initiatives to improve environmental conditions.

The goal of this case study is to examine how the organizational structure of an Environmental Department can lead to improved environmental effectiveness, to discuss the effectiveness of the “Polluter Pays Principle,” and to analyze the environmental behavior of Third Parties.

This paper suggests that the organizational structure of a company with many environmental objectives should be based on the creation of small independent teams with related topics. This type of structure allows fast and effective solution of problems, provides opportunities for personnel development and leads to more efficient time allocation at all levels of the department. At the same time, especially at the early stages of operation, it can lead to delays in decision-making and uncertainties on how to address specific problems.

The application of the “polluter pays principle” has led to a fair distribution of waste management operational costs, created incentives for proper environmental behavior, increased recycling rates, and led to cost savings to Third Parties. At the same time it has created some additional administrative challenges. Regarding Third Parties, although most of them are environmentally responsible, challenges are faced regarding their activities on water, waste, and other pollution control issues. AIA’s initiatives target these weak points of Third Parties and attempt to alter their behavior.

Key words: organizational structure, airport, environmental management system, noise, air, waste, water, nature, resources, polluter pays principle, recycling, regulatory role, incentives.