

ACI-NA Human Resources Committee Participation Plan

1) **Committee Name**

- a) ACI-NA Human Resources Committee.

2) **Definition**

Airport Employee - A person employed by an airport authority, a governmental body (e.g., city, county, or port who may operate multiple transportation systems) or a third party operator whose job is to provide human resources support for the airport.

Associate Member – A person employed by an ACI-NA World Business Partner or Associate business that has airport-related business revenue in North America.

Ex-Officio – A person who has served on the ACI-NA Human Resources Committee Steering Group or has held an officer position of the Steering Group.

3) **Committee Vision, Mission, Objectives, Values and Norms**

ACI-NA Human Resources Committee Vision Statement:

An aviation community in which strategic HR leadership advances talent succession, promotes social equity, and advocates for positive structural changes that affect the airport workforce.

ACI-NA Human Resources Committee Mission Statement:

We collaborate to deliver HR strategy and tools that optimize the airport industry's human capital.

ACI-NA Human Resources Committee Objectives:

- a) Promote the critical strategic HR and future workforce issues facing North American airports and directly engage with Airport Directors/CEOs to address these issues,
- b) Develop and share best-practice strategies, tactics, programs, and tools that foster HR excellence and address business needs among fellow airport HR professionals,
- c) Identify and communicate airport industry HR benchmarks to support efficient and effective use of airport resources,
- d) Initiate and complete an annual work plan of projects that will benefit the airport industry as it relates to human resources and airport business matters,
- e) Recognize excellence in HR leadership and management throughout North America and around the world,
- f) Provide the ACI-NA Board and other ACI-NA committees with strategic input on key HR legislative and/or policy matters, and to coordinate selected initiatives as needed, and

- g) Foster a professional development culture by developing and delivering, in coordination with ACI-NA staff, the Business of Airports Conference HR Track each year.

ACI-NA Human Resources Committee Values

- a) Engagement: Commits to getting the work done by volunteering for workgroup activities and other annual initiatives; contributes to meetings and activities.
- b) Results: Focuses on outcomes and impact; delivers on and is accountable for commitments.
- c) Diversity and Inclusion: Supports and promotes the industry's diversity, equity, inclusion, and belonging efforts; exhibits behaviors that respect the different backgrounds, experiences, and perspectives of Steering Group members and others in the industry.
- d) Teamwork: Actively listens, communicates, and provides constructive and respectful feedback for the betterment of the group to advance the work of the group.
- e) Innovation: Explores new and creative ideas and concepts to improve business processes and services in a manner that delivers additional value to our customers.

ACI-NA Human Resources Committee Norms

The following behavioral norms are expected of all members:

- a) Respect divergent and alternative opinions and positions.
 - b) Listen for understanding and insight.
 - c) Deliver on expectations and commitments.
 - d) Question assumptions and personal perspectives.
 - e) Advocate for best-practice outcomes and measures.
- 4) **Decision Making**: We will use a consensus based approach, giving all interested parties an opportunity to shape the outcome and will default to majority rules as a means of coming to closure if 100% consensus is not possible. Individual team members may not fully agree with a team decision but are expected to fully support it.
 - 5) **Committee Membership**: Any employee of an Airport Member or Associate Member of ACI-NA can join the Human Resources Committee by notifying the appropriate ACI-NA committee secretary/support person who will place them on the distribution list.
 - 6) **Committee Meetings**: The Human Resources Committee generally meets in person two times per year: at the ACI-NA Business of Airports Conference and at the ACI-NA Annual Conference (and may meet more frequently as determined by the Steering Group). ACI-NA staff will give advance notice of Human Resources Committee Meetings which shall be open to any Committee member that wishes to attend.

7) **Steering Group**

The Human Resources Committee Steering Group shall consist of up to 25 members, with a minimum of 70% being from airports, including:

- a) 7 Officers (see Section 9)
- b) 10-14 Airport Representatives:
 - i) Should include chairs of all Working Groups
 - ii) Strive to have representation from all airport membership classes (A, B, C, D)
 - iii) Only one representative from each airport
 - iv) Have a minimum of 2 Canadian Airport Representatives
- c) 1-2 Associate Member Representatives
- d) 2 Young Professionals (YP):
 - i) 1 from an Airport and 1 from an Associate Member
 - ii) Representative must be under 40 years old
 - iii) YPs may represent an Airport or Associate Member that already participates as a Steering Group member
- e) Ex-officio Representatives
 - i) Representatives do not count toward the maximum 25 Steering Group Members and are not permitted to vote on committee matters

8) **Steering Group Terms**

- a) Steering Group members may serve a single term of up to 3 years. One year may be added to a member's existing term. No member may serve more than 4 consecutive years, after which, the member can serve as an Ex-officio Representative. Steering Group term limits are subject to the following exceptions:
 - i) Time served as an Officer is not included as part of the 4 year limit
 - ii) Associate Members may serve a one year term with the option of being re-elected in the following year
 - iii) Young Professionals may serve a one year term with the option of being re-elected in the following year
 - iv) Ex-officio Representatives may serve up to 3 years with the approval of the Officers
- b) Terms shall run from January 1 through December 31 each year.
- c) Steering Group members should have staggered terms so that approximately 25% of the membership rolls over (is up for nomination) each year.
- d) If a Steering Group vacancy arises during the year, the Officers may appoint an individual to complete the term.
- e) If any Steering Group member engages in conduct or practices inconsistent with the goals and objectives of the committee, and/or with the overall policies and procedures of ACI-NA, ACI-NA reserves the right, either in consultation with the Steering Group officers or independently, to remove or suspend that member's

participation in the Steering Group, any associated Working Group, and designated Steering Group/Working Group only meeting.

9) **Officers**

- a) **Chair** – Two year term; should have a minimum of two years on the Steering Group and must be an airport employee.
- b) **Vice-Chair** – Two year term; should have a minimum of one year on the Steering Group and must be an airport employee. The Vice-Chair normally becomes the Chair in the following year. If this seat is open, leadership will make a recommendation to fill the vacancy subject to an affirmative vote of the majority of Steering Group members.
- c) **Canadian Airport Member Representative** – Two year term; should have a minimum of one year on the Steering Group and must be an airport employee.
- d) **Associate Member Representative** – Two year term; should have a minimum of one year on the Steering Group and must be an associate member employee.
- e) **Immediate Past Chair** – Two year term; served as Chair immediately preceding the current Chair and is Chair of the Nominating Committee.
- f) **Board Liaison Representative** – Appointed by the ACI-NA Board Chair each year to serve as a liaison between the HR Committee and the ACI-NA Board.
- g) **Sustainability Representative** – One year term; should have a minimum of one year on the Steering Group and must be an airport employee and must be able to meet the commitments of both the HR Steering Committee and the Sustainability Integration & Advisory Council.
- h) **Commissioner's Liaison Representative (optional)** – Appointed by the Commissioner's Committee to serve as a liaison between the HR Committee and the Commissioner's Committee.

10) **Steering Group Nomination and Election Process**

- a) A Nomination Committee shall convene each year to review, discuss, and recommend new Steering Group and Officer members.
- b) The Nomination Committee shall be composed of the following members:
 - i) Immediate Past Chair of the Steering Group, who shall be Chair of the Committee
 - ii) The Officers of the Steering Group: Chair, Vice-Chair, Canadian Airport Member Representative, and Associate Member Representative
 - iii) One Airport Steering Group Member
- c) By October of each year, the Nomination Committee shall ask ACI-NA to circulate a request for nominations for the open Steering Group and Officer positions.
- d) Any Human Resources Committee member may self-nominate for any open position(s) on the Steering Group or for consideration to be an Officer, subject to the requirements mentioned above.

- e) The Nomination Committee shall review the candidates and make recommendations to the Steering Group for approval. If more nominations are received than there are positions available, then the Nomination Committee shall make recommendations based on the person's experience, size of airport, type of business, diversity, etc.
- f) The Steering Group shall approve the nominees for the Steering Group and Officer positions by the end of the calendar year.
- g) If the Chair resigns during the year, then the Vice-Chair will assume the Chair position for the remainder of that term and may serve for an additional term.
- h) If the Vice-Chair resigns during the year, then a special election may be held for that position. The Nomination Committee shall handle this process as discussed above.

11) Human Resources Working Groups:

- a) Each year the Steering Group will establish and publish a work plan for review and acceptance at the Winter ACI-NA Board of Directors Meeting. The work plan will define the required Working Groups for that calendar year and include a description of each group's objectives and outcomes.
- b) New Working Groups may be initiated as deemed necessary by the HR Steering Group.
- a) Working Groups may be discontinued or inactivated if there are no pertinent issues to be discussed or there are no currently defined outcomes.
- b) Working Groups shall have a Lead, who will be appointed by the Steering Group Officers. Working Group Leads should be a Steering Group member and may serve for a maximum of three years or the life of the Working Group, if less than three years. The Working Group Lead will be responsible for identifying an Annual Work Plan for the Working Group and presenting the Work Plan and progress reports at the Steering Group meetings.
- c) All HR Steering Group members are strongly encouraged to actively participate in at least one Working Group or designated Steering Group project.
- d) Any member of the Human Resources Committee, even if not on the Steering Group, may participate in a Working Group.