



**Reno-Tahoe
International**

ACI-NA HR Excellence

Change Management



“What if we don’t change at all ...
and something magical just happens?”

Introduction

❖ Who We Are

- 261 employees
- Small hub airport
- 3.4 million passengers annually
- 8 airlines
- Owner operator of Reno-Stead



Introduction

❖ HR Profile – 4.5 Employees

- Director
- Sr. Benefits Specialist
- Training Specialist
- HR Specialist
- Administrative Assistant (part-time)



Why Change Management?

❖ A Brief History...

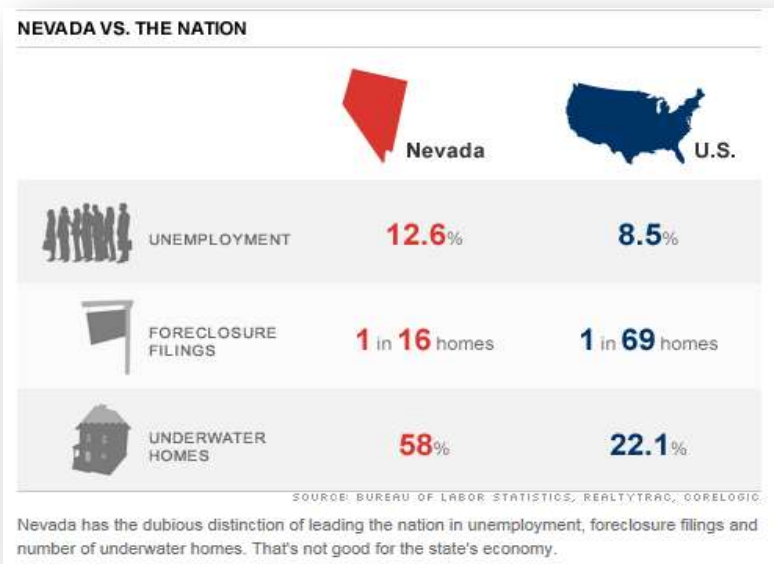
- The (Economic) Boom
 - 2005 – Robust Economy
 - Housing and tourism strong
 - Medium hub – up to 5.2 million passengers
 - Talk of terminal expansion



Why Change Management?

❖ A Brief History...

- The (Economic) Bust
 - “Nevada’s Triple Economic Whammy”



Why Change Management?

❖ A Brief History...

Reno-Tahoe Passenger Service Comparison (2014 Vs. 2005)

	2014	2005	% Change
Airline Partners	8	11	-27.3%
Destinations Served	16	20	-20.0%
Daily Departures	60	90	-33.3%
Daily Departing Seats	6,412	10,904	-41.2%
Annual Passenger Count	3.2	5.2	-40.0%
Largest Carrier Daily Departures	21	42	-50.0%
Largest Carrier Daily Departing Seats	2,911	5,754	-49.4%

Why Change Management?

But Wait...
**THERE'S
MORE!**

- CEO Retirement
- + New CEO appointed
- + New HR Director
- + New Strategic Plan
- = **A New Approach**

Why Change Management?

*Excerpt from the **Reno-Tahoe Airport Authority Comprehensive Strategic Plan – Priority # 5***

*“... the RTAA recognizes that the organizational team is the foundation of maintaining a world-class airport. In order to stay proactive in a changing industry, it is critical to invest in people while enhancing the organizational environment. This will be accomplished through a focus on training and innovation to strengthen the professional development, skills and abilities of the RTAA staff and the Board of Trustees, maintaining and enhancing the **positive RTAA environment and organizational values...***

Why Change Management?



- ❖ HR Strategic Process
 - Surveyed the landscape
 - Identifying our culture
 - Where could we make most significant impact?
 - Support RTAA's strategic plan

Why Change Management?

❖ HR Strategic Process – Twofold Approach

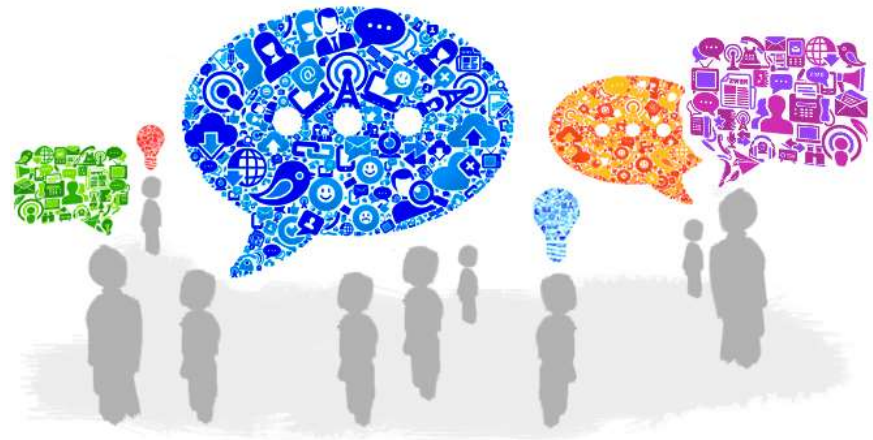
1. Support new organizational culture:
 - Values
 - Culture Club
2. Focus on workforce planning/development:
 - Targeted Succession Planning Program
 - Airport Authority University



Organizational Values

❖ New Culture, New Values

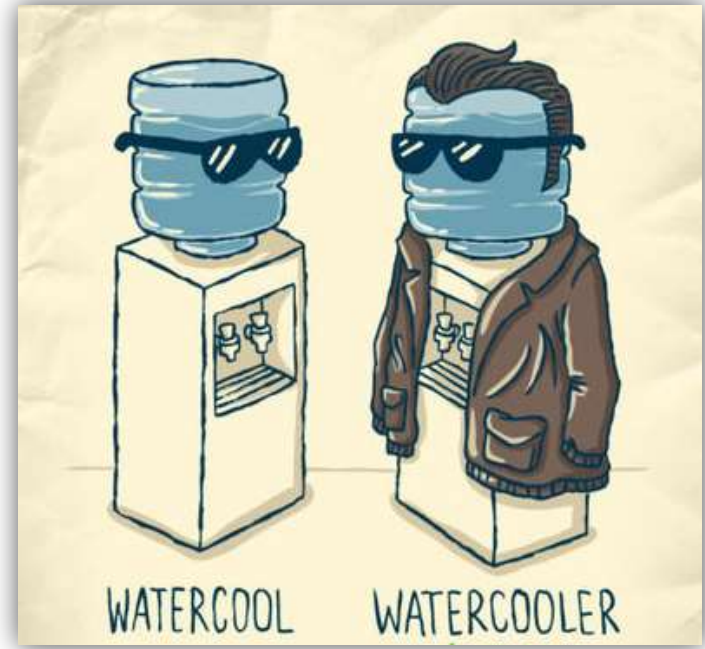
- Leadership development program “Book Club”
- Opportunity to infuse positive change
- Fired up about values



Organizational Values

❖ Their Mission: Values

- Crusader phase – watercooler conversations
- Met with all divisions/all shifts
- Four questions:
 1. What are our current values?
 2. What values are important to you/your family?
 3. How does that translate to the workplace?
 4. What does that look like?



Organizational Values



❖ What Emerged

- **T**eamwork for Results
- **H**onesty & Integrity
- **R**espect & Recognition
- **I**nspire & Innovate
- **V**ersatility
- **E**nthusiasm for Excellence

Organizational Values

❖ No Dust Gathering Here!

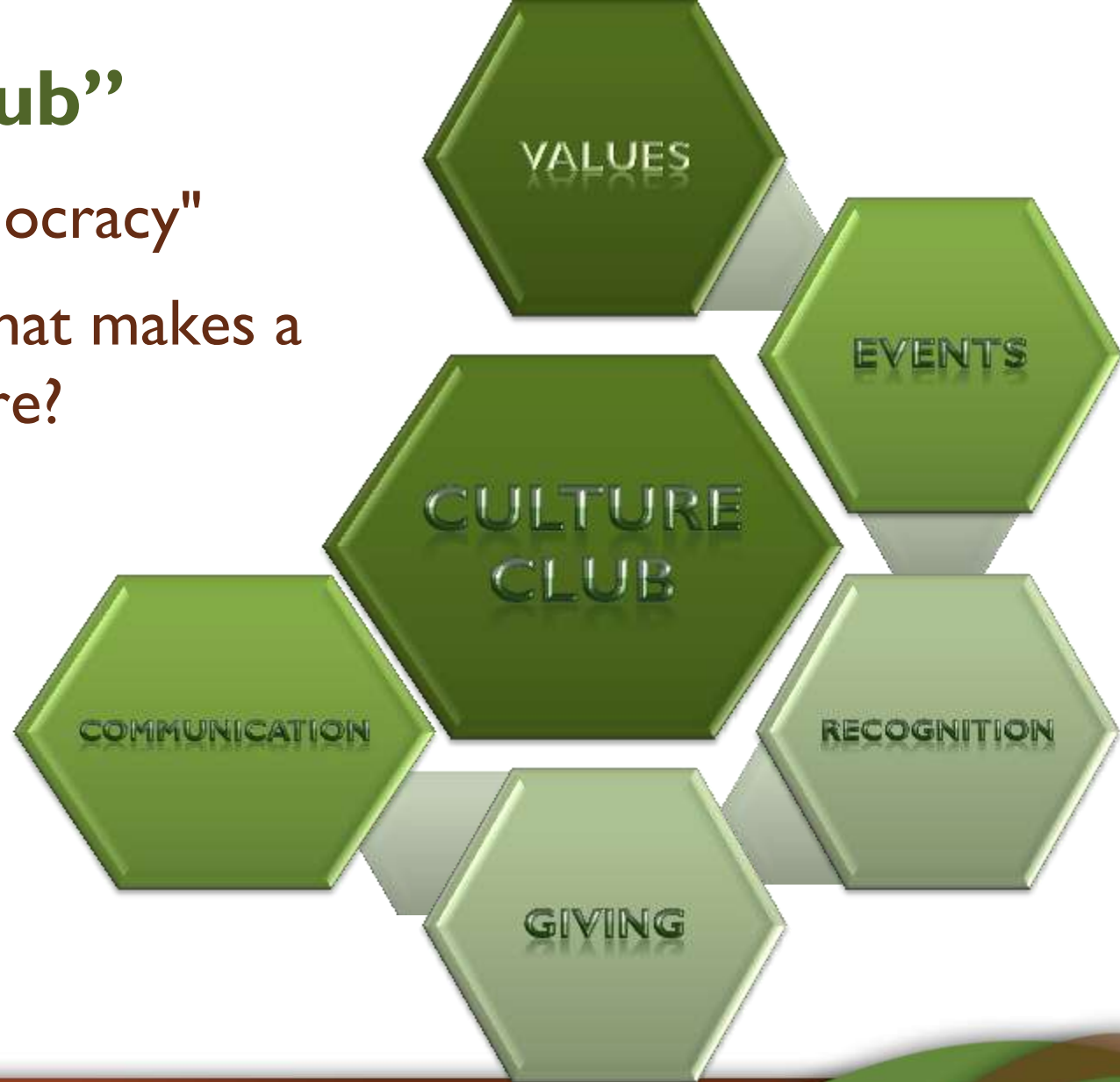
- Dynamic rollout
- THRIVE awards: Most VALUE-able Players & President's Award
- Values Boards
- Year-long effort: Two executives per letter with employee team



Example of THRIVE poster

“Culture Club”

- ❖ "Cultural Democracy"
- ❖ We asked, “what makes a *positive* culture?”



“Culture Club”

Steps to Implementation

- ❖ Announce/Publicize
- ❖ Application process for Chair & Vice-chair

LEADERSHIP OPPORTUNITY - HELP WANTED

Is This You?
It Could Be!



Chair



Vice Chair

CULTURE CLUB. Now recruiting for volunteers to hold the key of **Chair and Vice-Chair** for the following committees:

1. **Events** - Holiday Party, Summer Picnic, etc.
2. **Values/THRIVE** - Assists with and participate in THRIVE-related activities throughout the year
3. **Recognition** - Revamps, revises, and rolls out and maintains the recognition program tied to THRIVE
4. **Communication** - Assists with communication efforts to all employees regarding committee activities and assorted organizational happenings
5. **Giving Campaign** - *Previously selected. New election in 2016 for vice-chair.*

Job Description, Time Commitment, and Benefits of Service

- ♦ The chair and vice-chair will work together with their committees to design & complete objectives and activities
- ♦ Attend monthly “all chair/co-chair meetings” (approximately 1 hour per month)
- ♦ Committees will meet individually on a regular basis to plan and implement committee business (time varies based on activities planned)
- ♦ The chair serves for one year, then the vice-chair assumes the responsibility and a new vice-chair is chosen
- ♦ Present to Executive Forum regarding committee initiatives and progress
- ♦ Opportunity to show and grow your leadership talents + looks great on a resume!

“Culture Club”

Steps to Implementation

- ❖ **Select** chair/co-chair, provide “faculty advisor”
- ❖ Chair/co-chair recruit membership
- ❖ HR provides framework
- ❖ Meet monthly with chairs/co-chairs



“Culture Club”

Benefits

- ❖ Engagement
- ❖ Succession planning
- ❖ Employees “help us be what’s next”
- ❖ Skin in the game
- ❖ Shape the Culture!



Succession Planning



Why Now?

- ❖ Systematic and deliberate efforts needed
- ❖ Talent-constrained workforce – pre- and post-recovery
- ❖ Rapidly changing employment landscape

Succession Planning



Why Now?

❖ Regional “big wins”

- Tesla gigafactory (13.9 million square feet)
- Apple doubles iCloud datacenter
- Nevada named UAS test site by FAA

❖ Five year forecast: 50,000 new jobs

❖ Alarming internal statistics

- 15% of managers retirement eligible within a year
- 27% in 4 – 5 years

Succession Planning

Launched in 2015

- ❖ *“A process for identifying and developing internal people with the potential to fill key business leadership positions in the organization...our approach is systematic, scheduled, planned and annual.”*

Succession Planning

Phased Roll Out



Succession Planning Slate Form

Incumbent	Position	Salary Grade
		Click to Select

Ready Now		Enter up to four names of those whom you feel are ready to assume your position immediately.						
Name			Name					
How Long at RTAA?			How Long at RTAA?					
Salary Grade	Risk Factor	Length in Current Role	Salary Grade	Risk Factor	Length in Current Role			
Click to Select	Click		Click to Select	Click				
Name			Name					
How Long at RTAA?			How Long at RTAA?					
Salary Grade	Risk Factor	Length in Current Role	Salary Grade	Risk Factor	Length in Current Role			
Click to Select	Click		Click to Select	Click				

1 - 3 Years		Enter up to four names of those whom you feel will be ready to assume your position within 1 - 3 years. These candidates are in need of some fundamental development, but with some additional focus and exposure can grow into your position in the near term.						
Name			Name					
How Long at RTAA?			How Long at RTAA?					
Salary Grade	Risk Factor	Length in Current Role	Salary Grade	Risk Factor	Length in Current Role			
Click to Select	Click		Click to Select	Click				
Name			Name					
How Long at RTAA?			How Long at RTAA?					
Salary Grade	Risk Factor	Length in Current Role	Salary Grade	Risk Factor	Length in Current Role			
Click to Select	Click		Click to Select	Click				

Potentials and Externals

Use the "Potentials" section to document names of talented employees who may not be on your slate at this time, but who deserve additional consideration and development opportunities on the part of the organization. "Externals" are individuals outside our organization worthy of serious consideration.

Potentials			Externals		

1	Salary Grade
	Click to Select

Enter up to four names of those whom you feel will be ready to assume your position within 1 - 3 years. These candidates are in need of some fundamental development, but with some additional exposure can grow into your position in the near term.

Name
How Long at RTAA?

1s

document names of talented employees who may not be on your slate at this time, but who deserve additional consideration and development opportunities on the part of the organization. "Externals" are individuals outside our organization worthy of serious consideration.

Externals	

Succession Planning



A meeting in which the Senior Leadership Team reviews all the slates in order to provide insight and input, and to complete a comparative analysis. Provides awareness about redundancies or gaps and helps to break down the “silo thinking” that leaders can fall into.



A process which is essentially a conversation between the manager and the employee to determine their level of aspiration, ability, and engagement. In other words, are they even interested in succeeding into the position for which they have been identified?



An individual development plan for each successor helps identify skills and experiences, competencies, and potential mentors that can assist them in their development toward the role for which they have been identified.



In cooperation with the successor’s manager, allows the future manager to create goals and incorporate them into the annual performance review process.

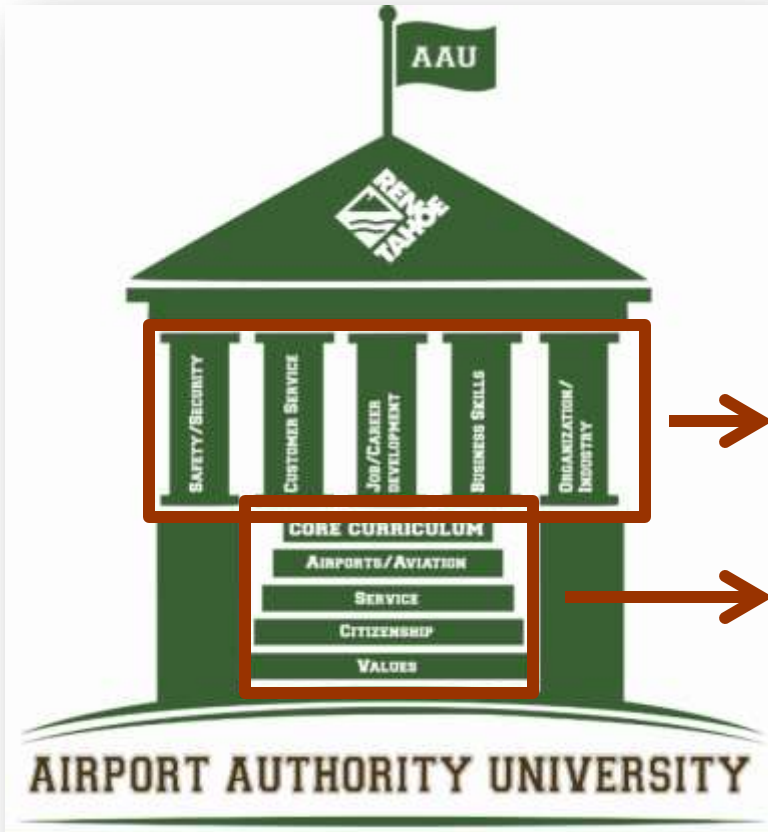
Airport Authority University (AAU)

Framework for Training

- ❖ Talent development tool
- ❖ Supports succession planning efforts
- ❖ Our own “Institute of Higher Learning”
- ❖ Launched in 2014



Airport Authority University (AAU)



Pillars of Learning (Electives)

- Safety/security

Core Curriculum

- Customer Service
 - Developed annually (1 or 2 classes)
- Job/Career Development
 - Based on organizational needs
- Organization/Industry
 - Required for all employees

Airport Authority University (AAU)



Certificates and Degrees

- ❖ Leadership/Supervisory Skills Degree
- ❖ Airport Operations Degree
- ❖ Airport Safety Certification
- ❖ Five Star Learner

Airport Authority University (AAU)



Certificates and Degrees

- ❖ 60+ classes this year
- ❖ Developed in-house
- ❖ Needs determined annually in “polling meetings”
- ❖ Timely & relevant

Outcomes



Culture

- ❖ Employee satisfaction survey (2015)
 - 81% participation – 20% increase from 2013
 - 4.55 satisfaction rate (out of 6 point scale)
 - 74% are “engaged” (39%) or “contributor” (35%)
- ❖ 70% increase in employee suggestions to incentive awards program
- ❖ Decrease in “bad turnover”

Outcomes



Workforce Planning/Development

- ❖ Internal promotions up in 2015 to 31% (from 19.5 in previous year)
- ❖ \$10,000 over budget on tuition reimbursement
- ❖ Internal training to support program:
 - “The Right Side of Succession Planning”
 - “So You Want a Promotion”
 - Resume/Interview Workshops
- ❖ Average training hours per person – 2015 = 67

Questions?