

HUMAN RESOURCES COMMITTEE WORKING GROUPS

Compensation & Benefits Benchmarking Survey

Launched in 2008, this survey is the only aviation industry-specific compensation-and-benefits survey and is growing in stature as it has become one of the more important tools used by our airports members in workforce planning. The data is only available to those airports who participate in the survey. Once completed, the data can be customized or downloaded in a standard report.

The Compensation and Benefits Survey Working Group of the ACI-NA Human Resources Committee reviews survey materials annually. Materials are mailed out to ACI-NA airport members by the survey company, Western Management Group (WVG) in the fourth quarter of each year. The data submission deadline is in early November and results are made available for purchase in February timeframe for participating airports.

Goal

The Compensation & Benefits Survey Working Group is continually refining this survey tool by researching, reviewing and incorporating additional aviation positions, as appropriate and to increase survey participation rate by a minimum of 5% annually over the next five years.

Workforce Planning Working Group

The focus of this working group is to collect and review best practices for airports, regardless of size and budget, to create an effective workforce plan that will support an airport's strategic business plan and economic strategy. The working group will continue to look at developing executive level leadership development programming and succession planning strategies, current and long-term, using the best available HR practices currently available.

In order to accomplish this task the working group has been:

- a. Collecting, reviewing, and making available best practices/frameworks from current workforce plans in place at member airports via H.E.L.P., the Human *resources* Electronic Library Program;
- b. Identifying practices that show airports how to assess current HR Metrics, e.g., demographics, consider historical factors, and develop project activities to fulfill the organization's strategic goals; and
- c. Summarizing the key steps that are common to each workforce plan while taking into consideration elements that an airport can use to engage their entire workforce and enable employees to become self-leaders.

World Human Resources Forum (WHRF)

The focus of this group is to work with ACI World and other ACI regions to share information and ultimately advocate to the ACI World Governing Board the value of creating a world human resources committee.

Leadership Award Program Working Group

The focus of this working group is to develop an award recognition program that recognizes the Airport Director, Executive Director, or President/CEO of the year that best exemplify the following: relationship management, consultation, leadership & navigation, communication, global and cultural effectiveness, ethical practice, critical evaluation, and business acumen. Because workforce planning continues to be a top priority, airport leaders must lead by example to show change in order to retain/recruit current and future talent of the workforce.

Human Resources Metrics Working Group

The focus of this working group is to identify, measure, and track benchmarks within our industry that would be one of the key factors in determining the effectiveness of an organization's Strategic Workforce Plan. Because effective workforce planning is required for quality employee retention and recruiting in today's workplace, the working group would develop a portfolio of core and ancillary measures allowing continuous improvement in Human Resource practices. Some areas of focus include:

- Diversity of existing workforce (currently tracked)
- Diversity of talent pool
- Quality of hire
- Cost per recruitment
- Labor cost (net operating revenue per employee or absenteeism)
- Compensation as a percent of total operating expenses

Knowledge Sharing and Collaboration Best Practices Working Group

The focus of the Knowledge Sharing and Collaboration Best Practices (KSCBP) Working Group is to promote the use of networking tools (webinars, website, chat rooms, social networking, etc.) to allow HR best practices and information to be shared via H.E.L.P.

H.E.L.P. includes information pertaining to:

- General Aviation Policies/Procedures (HR Standards, Operational Policies, etc.)
- Human Capital (Job Descriptions, Performance Management, Talent Acquisition, Training)
- Leadership (Organizational Charts, Workforce Planning, Leadership Development, etc.)
- Policies-Standards-Rules
- Rewards (Benefits, Compensation, and Wellness)