

ACI-NA Human Resources Committee Participation Plan

1) **Committee Name**

- a) ACI-NA Human Resources Committee.

2) **Definition**

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

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

ACI-NA Human Resources Committee Vision Statement:

“To be the human resource leaders within the aviation community.”

ACI-NA Human Resources Committee Mission Statement:

“The ACI-NA Human Resources Committee provides a forum where the aviation community can collaborate on strategic initiatives with a goal of optimizing Human Capital. The Committee’s objective is to be the airport community’s HR resource.”

Purpose

- a) To share ideas and exchange information among fellow Airport Human Resources professionals;
- b) To actively support human resources benchmarking initiatives so that airports can be more accurately compared;
- c) To 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;
- d) To actively provide the ACI-NA Board and other ACI-NA committees with strategic input to key human resources legislative and/or policy matters, and to coordinate selected initiatives as needed; and
- e) To assist ACI-NA with the coordination of the spring meeting (which is the HR Track of the Business of Airports Conference) each year.

Committee Values

- a) Personal Integrity (honest & forthright)
- b) Personal Responsibility (does what is committed to do)
- c) Engagement & Participation
- d) Quality
- e) Results/Outcomes Oriented
- f) Respect
- g) Teamwork

Committee Behavioral Norms

The following describe individual behavioral norms that all Human Resources Committee group members should expect of themselves and others.

- A. The tone of our voices and choice of words are calm and respectful.
- B. We listen in an engaged and active manner.
- C. We are accountable to each other and ourselves by striving to arrive on time, being prepared, and by following through on assignments and commitments.
- D. We demonstrate respect for diversity in all individuals and things, including opinions, ideas, styles of learning and contribution. We recognize every team member is valued and has a contribution to make.
- E. We practice effective communication, which includes:
 - Explaining our reasoning and intention to ensure clarity
 - Testing personal assumptions and inferences by asking questions with an intention of being influenced
 - Using specific examples and agreeing on what important words mean (e.g., is consensus 100% agreement or 100% opportunity to contribute before decision is made)
 - Focusing on individual and group interests rather than positions
 - Combining advocacy and inquiry
 - Jointly designing next steps and ways to test disagreements
 - Discussing undiscussable issues (e.g., we will tell Jeff when his zipper is down) in support of the good of the whole

- F. We will use a consensus based approach to decision-making, 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 will fully support it.

- G. We will engage in constructive disagreement, when appropriate, which means we will:
 - o Allow each party to share their goal/objective and preferred approach/methodology
 - o Practice the agreed upon norms (outlined above)
 - o Utilize mediation, when necessary, to remain focused on HR Committee Mission and Vision

- H. We will build confidence and commitment by celebrating the success of the team on an individual and team basis.

- I. We will have fun.

4) **Committee Officers/Leaders Team**

- a. **Chair** – One year term or two year term; should have a minimum of three years on the Steering Group, and must be an airport employee.

- b. **Vice-Chair** – One year term or two year term; should have a minimum of two years 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. **Second Vice-Chair (optional)** - One year term or two year term; should have a minimum of one year on the Steering Group and must be an airport employee. The Second Vice-Chair normally becomes the Vice-Chair in the following year. If this seat is open, leadership will make a recommendation to fill the vacancy which is subject to an affirmative vote of the majority of Steering Group members during their August/September call just prior to the annual.

- d. **Canadian Airport Member Representative** – One year term; should have a minimum of one year on the Steering Group and must be elected during the August/September Steering Group call just prior to the annual by an affirmative vote.

- e. **Associate Member Representative** – One year term; should have a minimum of one year on the Steering Group and must be elected during the August/September Steering Group call just prior to the annual by an affirmative vote.

- f. **Board Liaison Representative** – Appointed by the ACI-NA Chairman each year.
- g. **Commissioner's Liaison**– A member of the Commissioner's Committee may be nominated by that Commissioner's Committee to serve as a liaison between the Human Resources Committee and the Commissioner's Committee.
- h. **Immediate Past Chairman** – One or two year term; previous calendar year Chair, and must be an airport employee.

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 meets two times per year: at a spring meeting and at the Annual Conference (and may meet more frequently as determined by the Committee Officers/Leadership Team).

7) **Nomination and Election Process**

- a. By August 15 of each year, an ad-hoc Nomination Committee, chaired by the Past Human Resources Committee Chair, shall request ACI-NA to circulate a request for nominations for the open Steering Group and Officer/Leadership positions to committee members.
- b. The Nomination Committee shall be chaired by the Immediate Past Chair of the Human Resources Committee and shall include the Human Resources Committee Chair, Vice-Chair, Second Vice -Chair, Associate Member Representative, and up to 2 other Airport Steering Group Members and any 1 Associate Steering Group Member.
- c. Any Human Resources Committee member may self-nominate for any open position(s) on the Steering Group or for consideration to be an Officer or Associate Member Representative subject to the leadership requirements mentioned above.
- d. The Nomination Committee shall review the candidates and make recommendations to the Steering Group for vote at the Annual Conference. 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.
- e. An election of Officers, the Associate Member Representative and open Steering Group positions will be held at the Human Resources Committee Steering Group meeting at the ACI-NA Annual Conference. The nominees

for each Officer and Associate Member Representative shall be made by motion through a voice vote. The nominees for new Steering Group members shall then be voted collectively through a second voice vote.

- f. Terms shall run from January 1 through December 31 each 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 in this position for an additional year.
- h. If the Vice Chair resigns during the year, then the Second Vice Chair will assume the Vice Chair position for the remainder of that term, and may serve in this position for an additional year.
- i. If the Second 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. The vote may be handled through email or conference call.

8) **Human Resources Committee Steering Group**

The Human Resources Committee Steering Group shall consist of up to **22** members, with a minimum of 70% being from airports, including:

- a. 6 Human Resources Committee Officers/Leadership Team;
- b. 1 Human Resources Committee Immediate Past Chairman;
- c. 10-14 Airport Representatives
 - 1. Should include chairs of all Working Groups
 - 2. Only one representative from each airport
 - 3. Have up to 2 Canadian airport representatives
 - 4. Strive to have representation from all airport membership classes (A, B, C, D);
- d. 1-2 Associate Member representatives
- e. Ex-officio representatives from past Committee Chairs (not part of 22) for up to 3 years, and continuing at the approval of leadership, following the end of the year in which they held the Immediate Past Chair position.

9) **Steering Group Terms**

- a) Steering Group members may serve a term of up to 4 consecutive 1-year terms, after which, the member cannot serve on the Steering Group for a least a one-year period, subject to the following exceptions:
- b) Time served as an Officer, Associate Member Representative or Immediate Past Chairman is not included as part of the 4 1-year terms.
- c) The Human Resources Committee desires that the Steering Group has staggered terms so that approximately 25% of the membership rolls over (is up for

nomination) each year. Accordingly, as part of the first year nomination process, Steering Group members shall initially be given terms of from one to four year terms, first based on the nominee's preference, and then as determined by the Officers. Members with initial partial terms may be renominated to serve up to one additional 4- year term.

- d) If a Steering Group vacancy arises during the year, the position shall remain vacant until the next election period.
- e) The Human Resources Steering Group shall meet a minimum of two times per year: at a spring meeting and at the Annual Conference. ACI-NA staff will give advance notice of Human Resources Steering Group meetings which shall be open to any Committee member that wishes to attend.
- f) 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.

10) **Human Resources Working Groups**

- a) There are five active Working Groups of the Human Resources Committee. A brief description of their mission follows:

- i) **Compensation and Benefits Survey Working Group**

- 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 focus of this working group is to advance and implement enhancements to the survey in order to meet the needs of the survey users; to implement awareness programs and development marketing strategies.

- ii) **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.

- iii) **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.

iv) 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.

i) Knowledge Sharing Planning Working Group

The focus of the Knowledge Sharing and Collaboration Best Practices (KSCBP) Working Group was to identify technological tools required to facilitate the networking efforts by the use of webinars, website, chat rooms, social networking, etc.

ii) Human Resources Metrics Working Group (New - inactive)

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.

- b) New Working Groups may be initiated as deemed necessary by the Human Resources Committee Officers/Leadership Team.
- c) Working Groups may be discontinued or inactivated if there are no pertinent issues to be discussed or the subcommittee does not have an Annual Work Plan.
- d) Working Groups shall have a Chair, who will be appointed by the Officers/Leadership Team. Working Group Chairs must be an airport 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 Chair 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.
- e) All Human Resources Steering Group members are strongly encouraged to actively participate in at least one Working Group or designated Steering Group project.
- f) Any member of the Human Resources Committee, even if not on the Steering Group, may request to participate in a Working Group.