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AIRPORT COOPERATIVE RESEARCH PROGRAM

ACRP RESEARCH REPORT 186

**Guidebook on Building
Airport Workforce Capacity**

ICF
Fairfax, VA

IN ASSOCIATION WITH
Steer Davies Gleave (North America Division)
Washington, DC

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2018

AIRPORT COOPERATIVE RESEARCH PROGRAM

Airports are vital national resources. They serve a key role in transportation of people and goods and in regional, national, and international commerce. They are where the nation's aviation system connects with other modes of transportation and where federal responsibility for managing and regulating air traffic operations intersects with the role of state and local governments that own and operate most airports. Research is necessary to solve common operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the airport industry. The Airport Cooperative Research Program (ACRP) serves as one of the principal means by which the airport industry can develop innovative near-term solutions to meet demands placed on it.

The need for ACRP was identified in *TRB Special Report 272: Airport Research Needs: Cooperative Solutions* in 2003, based on a study sponsored by the Federal Aviation Administration (FAA). ACRP carries out applied research on problems that are shared by airport operating agencies and not being adequately addressed by existing federal research programs. ACRP is modeled after the successful National Cooperative Highway Research Program (NCHRP) and Transit Cooperative Research Program (TCRP). ACRP undertakes research and other technical activities in various airport subject areas, including design, construction, legal, maintenance, operations, safety, policy, planning, human resources, and administration. ACRP provides a forum where airport operators can cooperatively address common operational problems.

ACRP was authorized in December 2003 as part of the Vision 100—Century of Aviation Reauthorization Act. The primary participants in the ACRP are (1) an independent governing board, the ACRP Oversight Committee (AOC), appointed by the Secretary of the U.S. Department of Transportation with representation from airport operating agencies, other stakeholders, and relevant industry organizations such as the Airports Council International-North America (ACI-NA), the American Association of Airport Executives (AAAE), the National Association of State Aviation Officials (NASAO), Airlines for America (A4A), and the Airport Consultants Council (ACC) as vital links to the airport community; (2) TRB as program manager and secretariat for the governing board; and (3) the FAA as program sponsor. In October 2005, the FAA executed a contract with the National Academy of Sciences formally initiating the program.

ACRP benefits from the cooperation and participation of airport professionals, air carriers, shippers, state and local government officials, equipment and service suppliers, other airport users, and research organizations. Each of these participants has different interests and responsibilities, and each is an integral part of this cooperative research effort.

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Primary emphasis is placed on disseminating ACRP results to the intended users of the research: airport operating agencies, service providers, and academic institutions. ACRP produces a series of research reports for use by airport operators, local agencies, the FAA, and other interested parties; industry associations may arrange for workshops, training aids, field visits, webinars, and other activities to ensure that results are implemented by airport industry practitioners.

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FOREWORD

By Lawrence D. Goldstein

Staff Officer

Transportation Research Board

ACRP Research Report 186 is the final product of a two-phase study to identify and evaluate workforce requirements for airports. Phase I, previously published as *ACRP Web-Only Document 28*, gathered information to analyze current and future airport job requirements and identify mission-critical airport occupations; assess the potential of current airport education, training, and resources to address workforce gaps; and project airport workforce capacity needs over the next 5 to 10 years. *ACRP Research Report 186*, which is the product of Phase II, builds on that preliminary analysis to identify optimal workforce planning and development strategies and best practices designed to help airports prepare their workforce for emerging industry changes. This report covers critical issues in (1) attracting new talent, (2) building internal staff capacity, (3) planning for future workforce needs, (4) identifying additional practices for future consideration, and (5) recommendations for implementing a workforce capacity building program over time.

Airports require a well-trained and skilled workforce to provide necessary services. Yet, many of the most experienced workers are now, or are about to become, eligible to retire. The trend toward increasing retirement of key personnel coupled with a growing prevalence of new technologies, regulations, and other emerging institutional frameworks is compounding a situation where it may already be difficult to attract, hire, train, and retain a workforce with the skills required to meet the needs of an ever-evolving industry. At best, airport workforce development is often performed primarily on an ad-hoc basis with a narrow focus that may only concentrate on a single human resource practice (e.g., training). What is often lacking is a comprehensive, sustainable workforce strategy that aligns existing and emerging business models with workforce development initiatives.

The ACRP Project 06-04 research team, led by ICF with assistance from Steer Davies Gleave, was contracted to address these concerns through a two-phase study. Phase I involved identifying industry demands that will affect key work requirements for airport personnel. Further, that phase of the study identified eight general occupations and five executive occupations that will be mission critical within the next 5 to 10 years. The study included an industry-wide review of airport training and education programs to determine how sufficient those programs are at addressing the skill requirements of what are defined as airport mission-critical occupations. This review and evaluation resulted in the identification of seven workforce capacity needs the industry will face within this decade. The Phase I report is published as *ACRP Web-Only Document 28*.

Following publication of the Phase I report, the ICF team conducted Phase II, an in-depth study of the seven workforce capacity needs, identifying best practices and effective strategies to help airports build and sustain a talent pipeline equipped to meet emerging capacity

and technology concerns. *ACRP Research Report 186* is the product of Phase II and is presented in the form of a practical guidebook on sharing these best practices and long-term workforce development strategies with industry stakeholders—airport leaders, academics, consultants, and industry associations. This comprehensive guidebook includes 12 detailed action plans, an additional 9 supplemental practices, real-world case studies of airports using workforce strategies, and tools and resources to support implementation of the strategies within the action plans.



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Chapter 1: Introduction to the Guidebook

This Guidebook is intended to be a practical resource to support workforce capacity building for airport stakeholders including airport leaders, academics, consultants, and industry associations. To serve this audience, the Guidebook includes detailed strategy implementation steps, relevant research, resource tools, real airport examples, and measurement guidance to help users determine the optimal course for making important workforce investments that promote continuity of operations and enhanced performance. This Guidebook is the final product of a two-part study conducted under ACRP Project 06-04.

The first phase of this ACRP study focused on identifying the workforce capacity needs anticipated for the airport industry over the next 5–10 years and the extent to which airports and national training and education providers can provide sufficient developmental opportunities to build a strong talent pipeline. This first phase of the study also identifies mission-critical occupations for airports. Mission-critical occupations are those that will be essential to executing the airports' mission and supporting long-term strategic goals. The results of the initial phase of research are published in *ACRP Web-Only Document 28* (<http://www.trb.org/Publications/Blurbs/175503.aspx>).

Moving to Phase II of this ACRP project, the focus shifted to identifying best practices and outlining strategies that can help airports better prepare their workforce for anticipated industry changes. Identification of the strategies was largely informed by scientific research and industry expertise. These strategies are further discussed in this Guidebook.

Contents of This Chapter

This chapter serves to recap some of the Phase I results and present the overarching structure of the Guidebook. Because the Phase I results are publicly accessible via TRB's website, this chapter only briefly touches upon the identified challenges and workforce capacity needs, mainly to set the context for why specific strategies and action plans are included herein. Thus, it may prove valuable for users of this Guidebook to become familiar with *ACRP Web-Only Document 28* as it details job requirements and other key job information pertaining to airport mission-critical occupations. A review of the top eight mission-critical jobs could serve as a useful starting point when trying to identify, scale, and introduce initiatives to occupational groups within the airport. The specific components of this chapter include the following:



Brief Recap of Phase I Results



Framework for Workforce Capacity Building Strategies



How to Use the Guidebook



Recap of Phase I: Emerging Industry Challenges and Workforce Capacity Needs

Phase I of this effort focused on emerging trends in the airport industry and their impact on workforce capacity needs, availability of future talent for critical airport jobs, current and future airport workforce requirements and skill needs, and the sufficiency of airport training and education (T&E) programs to address skill gaps. This information was collected through a literature review as well as surveys, interviews, and focus groups with over 750 airport leaders, industry stakeholders, and T&E providers. The findings of this research reinforce the necessity for innovative strategies that airport industry stakeholders can implement to meet impending workforce challenges brought on by rapidly evolving operational, regulatory, financial, technological, population, and political forces.

Workforce capacity, as defined in the Phase I report, reflects the potential of U.S. airports to respond effectively and efficiently to emerging job demands in the face of industry changes and trends.

Recap of Phase I: State of the Industry

As discussed in *ACRP Web-Only Document 28*, there are a number of changes facing the airport industry, which are certain to impact workforce needs. These include the following:

New Technologies – New technologies are rapidly emerging for two main purposes: to improve the customer service and passenger experience and to improve airport operations. Common technology changes include the increased use of social media, ticket kiosks, NextGen, computerized maintenance management systems, drones, and more. This increased reliance on technology and data comes with a greater need for technical expertise to utilize the systems effectively and make timely decisions.

Financial and Commercial Pressures – Airports are experiencing greater pressure to focus on the bottom line and embrace more traditionally commercial practices to deliver services efficiently and responsively. However, overhead operational and maintenance costs as well as federal safety and regulatory requirements have not subsided. Therefore, airports must adapt and innovate, and staff must adopt an entrepreneurial mindset to help contribute to the overall airport's success.

Political Pressures – Although airports are moving toward greater self-sufficiency and more entrepreneurial business models, state and local government leaders continue to wield influence over airport management. Airport leaders must maintain relationships with community stakeholders and satisfy political leaders, while sustaining the airport financially. Requirements to use standard civil service staffing and human resources (HR) systems also impact airports' flexibility and responsiveness to staffing and workforce needs. Additionally, airports are often unable to increase compensation to be competitive with private industry due to municipal or budget restrictions.

Regulatory Pressures – The highly-regulated nature of the airport industry means that airports face increasing operating costs and substantial risks for non-compliance. Airport

employees must be quick and effective in complying with both new and existing regulatory requirements, especially with simultaneous financial pressures demanding efficiency. Airports must also develop new and more efficient ways of monitoring and managing regulatory compliance to reduce both risk and cost.

Impending Retirements – Airports are facing impending retirements, many of which include high-profile and long-tenured senior leaders. Proper succession planning and leadership development will be required to prevent major losses of institutional knowledge and skills and prepare remaining employees for advancement. Additionally, a shift in hiring practices and greater job flexibility may be required to align with expectations of the future workforce.

For further details regarding the current state of the airport industry, view *ACRP Web-Only Document 28*.

Recap of Phase I: Mission-Critical Occupations

Airport mission-critical occupations are those that will be in high demand for airports, due to shrinking talent pools, and have a significant impact on operational continuity and business execution. Mission-critical occupations indicate where airports need to prioritize workforce development efforts over the next 5–10 years. Labor market analyses, interviews and focus groups with stakeholders, and an industry-wide survey of 746 airport leaders revealed the following eight occupations as mission-critical occupations for the next 5–10 years:

- Airport Development
- Airport Operations
- Airport Security
- Electrician
- Engineering (Civil, Electrical, Mechanical)
- Financial Analysis and Planning
- Information Technology (IT)
- Project Planning

For each mission-critical occupation listed, **over 60% of survey respondents** reported that additional developmental opportunities are needed.

The specific job titles represented by each of these eight mission-critical occupations are presented in *ACRP Web-Only Document 28*. Nearly all eight MCOs are expected to increase in employment over the next 10 years, with the greatest projected increases for Electrician, IT, and Financial Analysis and Planning. However, demand for mission-critical occupations may vary by state and/or at the local level (e.g., particularly high demand for IT in the San Francisco Bay Area). Additionally, survey results revealed that airports have difficulty providing sufficient developmental opportunities and recruiting qualified employees into these mission-critical occupations due to the need for highly specialized skillsets. Finally, all mission-critical occupations except Airport Security were found to lack a solid career track within airports and to have high competition for talent across numerous industry sectors.

In addition to these eight general workforce mission-critical occupations, a separate survey of airport stakeholders identified the following executive jobs as mission critical over the next 5–10 years:

1-4 Guidebook on Building Airport Workforce Capacity

- Airport Operations and Maintenance Executive
- Airport External Affairs/Government Relations Executive
- Airport Finance and Asset Management Executive
- Airport IT Executive
- Airport Marketing and Public Relations Executive

While all airport jobs are important and necessary for effective operations and performance, the eight general mission-critical occupations and five executive-level mission-critical occupations revealed in Phase I are more directly related to the mission of airports and the ability to achieve strategic and performance goals than other airport occupations in light of expected industry changes. Therefore, the strategies for overcoming workforce challenges presented in the following section are intended primarily to improve the talent base for these mission-critical occupations; however, many of the strategies may also be effective for capacity building across other jobs needed in a particular airport.

Recap of Phase I: Workforce Capacity Challenges and Specific Needs

This section provides a high-level overview of the three overarching challenges and workforce capacity needs airports will face over the next 5–10 years, as displayed in Exhibit 1. The three workforce challenge areas are parent categories that group the workforce capacity needs, while the workforce capacity needs are more specific issues that the airport industry will need to confront to ensure continued success moving into the future.

Exhibit 1. Overview of Challenge Areas and Workforce Capacity Needs



Chapters 2 through 4 of this Guidebook are each dedicated to one of these challenge areas. As such, the challenge areas are described more fully in their respective chapters.



Framework for Workforce Capacity Building Strategies

There are several strategies that airports can implement to address the challenges noted in the previous section. These strategies were identified and refined based on a literature review encompassing 44 airport-related sources, data collection with over 50 stakeholders across multiple rounds of interviews and focus groups, and attendance at multiple professional industry conferences. First, stakeholders from trade organizations, consulting firms, and community organizations provided high-level information regarding workforce development strategies that could be valuable for airports and identified airports with promising programs. Next, airport leaders including directors, chief executive officers, vice presidents, or other employees with knowledge of the strategies provided detailed information regarding effective workforce development programs at their airports. Participants involved in these data collection efforts are listed in Exhibit 2.

Exhibit 2. ACRP 06-04 Phase 2 Data Collection Participants

Participant Name	Title (at time of data collection)	Organization
<i>Industry Stakeholder Interviews</i>		
Michael Audino	Senior Research Associate	University of Florida, CUTR Airport Leadership Development Program
Randy Berg, AAE	Airport Director	King County Airport Division
Mike DeVoy, PE	SVP, Aviation Market	CHA Consulting, Inc.
Linda Frankl, AAE	Vice President	ADK Consulting & Executive Search
Angela Gittens	Director General	ACI World
Chris Oswald	Vice President, Safety and Regulatory Affairs	ACI-NA
Greg Principato	President and CEO	National Aeronautic Association
Jesse Romo	President	Kansas Association of Airports
Nancy Zimini	SVP, Administration and Operations; Secretary, ACI-NA HR Committee	ACI-NA
<i>Airport Leader Interviews</i>		
Paula Adams	Personnel Director	Los Angeles International Airport
Rosa Beckett	Chief Administrative Officer	Jacksonville Aviation Authority
Chappelle Broome	Director of HR & Diversity	Columbia Metropolitan Airport
Rick Busch	Former Director of Planning	Denver International Airport (former)
Kelly Campbell	Executive Director of Aviation	Lubbock International Airport
Jeff Fegan	Former CEO	Dallas-Fort Worth International Airport (former)
Alberto Galue	Assistant VP of Talent, Acquisition, and Development	Dallas-Fort Worth International Airport
Kurt Gering	Director, Talent, Culture, and Capability	San Diego International Airport
Tara Harl, Ph.D., ATP (Interview Participant)	Airport Management Program Lead	Kansas State Polytechnic
Shelli Swanson (Reviewer)	Director of Finance	Salina Regional Airport
Kelly Johnson	Airport Director	Northwest Arkansas Regional Airport Authority
Mitchell Kilian	Airport Director	Minneapolis-St. Paul Intl Airport, Metropolitan Airports Commission
Becky Kratt	HR Senior Manager	Southwest Florida International Airport
Juan Lopez-Rios	Deputy Director	Long Beach Airport
Joe Medici	Deputy Airport Director	Bishop International Airport

Participant Name	Title (at time of data collection)	Organization
Dale Murphy	Chair	Austin Airport Advisory Commission, Dept. of Aviation
Sharon Stone, J.D.	HR Manager	St. Louis Lambert International Airport
Zachary Sundquist, AAE	Assistant Airport Director	Portland International Jetport
<i>Airports@Work Conference Workshop</i>		
Wayne Anaka	President	AVCON WW, Inc.
Warren Askew, CM	Director, Operations	Hamilton International Airport Limited
Scott Ayers, AAE	Aviation Safety Management System Manager	City of Atlanta Department of Aviation, Hartsfield-Jackson Atlanta International Airport
Tom Ecklund, PE	Engineering & Facilities Director	Gerald R. Ford International Airport Authority
Vanessa Hickman, CM	Vice President, Chief Information Officer	Metropolitan Nashville Airport Authority
Fred McCosby, AAE	Director of Operations	Savannah Airport Commission
Eddie Ragauskas	Manager, Online Learning Center	ACI World
Michael Stephens	Operations and Public Safety Director	Dane County Regional Airport
<i>Business of Airports Conference Workshop</i>		
ACI-NA Human Resources Steering Committee		
<i>AAAE Focus Groups</i>		
Rosa Beckett	Chief Administrative Officer	Jacksonville International Airport
Dave Byers, AICP, CM	President	Quadrex Aviation
Daniel Elsea, AAE	Deputy Director	Lafayette Regional Airport
Alberto Galue, PhD	Assistant Vice President, Talent Acquisition and Development	Dallas-Fort Worth International Airport
Harleen Hines Smith	Chief Human Resources Officer	Houston Airport System
Jeff Horton	Director of Airside Operations and Communication	Tucson International Airport
Gina Jacobs, MBA	HR Business Partner	San Diego International Airport
Gale LaRoche	President; Chief Human Resources Officer	ADK Consulting (formerly of Detroit Metropolitan Wayne County Airport)
Bill O'Reilly	Chief Financial Officer	Albany County Airport Authority
Kurt Stanich	Airport Director	Waukesha County Airport
Rob Sullivan	Senior Culture & OD Analyst	San Diego International Airport

Synthesis of expert input and literature sources led to identification of the 21 strategies listed in Exhibits 3 and 4. Of the identified strategies, those that are the most scalable, feasible, and applicable for airports of different sizes and locations were developed into detailed action plans outlining implementation steps, necessary resources, considerations, and more. Exhibit 3 displays the strategies that were developed into full action plans and serve as the primary focus of the Guidebook. Exhibit 3 also presents the alignment of each strategy to the workforce capacity needs and encompassing challenge areas that emerged during Phase I of the research. Still, some of these strategies can address multiple workforce challenges and capacity needs in addition to those that are presented in this Guidebook.

Exhibit 3. Strategies Selected to Address Airport Workforce Capacity Needs

Overarching Capacity Challenge Area	Workforce Capacity Need	Strategies
Attracting New Talent Action Plans (Chapter 2)	A. Increasing awareness of airport career opportunities	1. Develop an Employer Brand
	B. Investing in early development of the talent pipeline	2. Develop Internships and Apprenticeships 3. Recruit Nontraditional Candidates
	C. Embracing a far-reaching strategy for new talent	4. Recruit Airport Employees from Other Industries
Building Internal Staff Capacity Action Plans (Chapter 3)	D. Addressing new skill gaps from industry change	5. Conduct Gap Analysis to Identify Skill Needs
	E. Increasing airport-specific knowledge	6. Establish Formal Mentoring Program 7. Establish Communities of Practice for Employees 8. Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs
Planning for Future Workforce Needs Action Plans (Chapter 4)	F. Preparing employees for advancement	9. Create Career Pathways 10. Leverage Expertise of Retirement-Eligible Employees
	G. Engaging in workforce planning	11. Support Economic Development via Workforce Planning 12. Implement Strategic Succession Planning

Supplemental best practices and approaches referenced by industry stakeholders are listed in Exhibit 4 and presented in Chapter 5. This supplemental content in Chapter 5 provides concepts that can be built out as standalone strategies or used alongside the strategies presented in Chapter 4 to enhance the workforce impact and engage in more robust transformation.

Exhibit 4. Supplemental Best Practices and Strategies to Address Workforce Capacity Challenges

Overarching Capacity Challenge	Supplemental Strategies/Best Practices
<p>Attracting New Talent Additional Strategies (Chapter 5)</p>	<ol style="list-style-type: none"> 1. Improve Community Relations/Partnerships and Develop Positive Press 2. Hold Career Days/Airport Days 3. Conduct Outreach to K-12 Educators with Curriculum Supplements 4. Partner with Local Community Colleges and Universities to Identify Talent 5. Engage in Strategic Outreach at Conferences
<p>Building Internal Staff Capacity Additional Strategies (Chapter 5)</p>	<ol style="list-style-type: none"> 6. Send Employees to ACI/AAAE Training and/or Conferences 7. Provide Opportunities for Employees to Develop Personal Effectiveness Skills
<p>Planning for Future Workforce Needs Additional Strategies (Chapter 5)</p>	<ol style="list-style-type: none"> 8. Implement Leadership Development Programs 9. Create Individual Development Plans (IDPs)

 **How to Use the Guidebook**

While airport leaders and industry stakeholders would likely benefit from reviewing this Guidebook in its entirety, it is structured such that individual strategies and topics can be pulled out for use individually or in combination with other strategies. A description of the content contained within the Guidebook chapters is provided in this section.

The strategies in this Guidebook are organized by chapter, according to which of the three challenge areas they are intended to address. Thus, the chapters are organized as follows:



Chapter 2: Attracting New Talent



Chapter 3: Building Internal Staff Capacity



Chapter 4: Planning for Future Workforce Needs



Chapter 5: Additional Practices and Strategies for Consideration



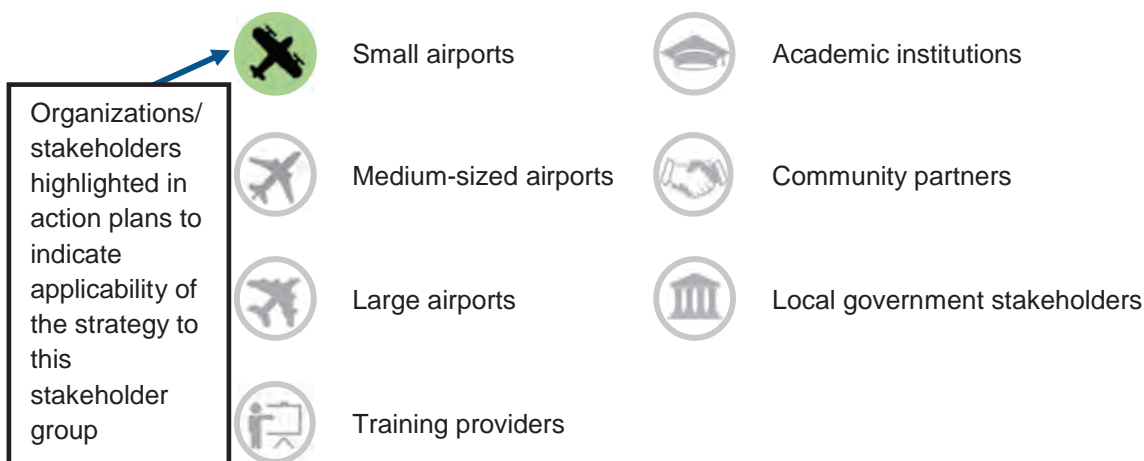
Chapter 6: Recommendations for Continuous Airport Workforce Capacity Building

Structure of Chapters 2 through 4

Chapters 2 through 4 each focus on one challenge area and contain action plans for strategies that are aligned with the associated workforce capacity needs contained within that challenge area. The **detailed action plans** in these chapters are intended to serve as step-by-step guidance for airports interested in implementing the various strategies. Each action plan includes information regarding relevant airport types and stakeholders represented by various icons, as displayed in the key below. The relevant airport types and stakeholders will be highlighted accordingly for each action plan.

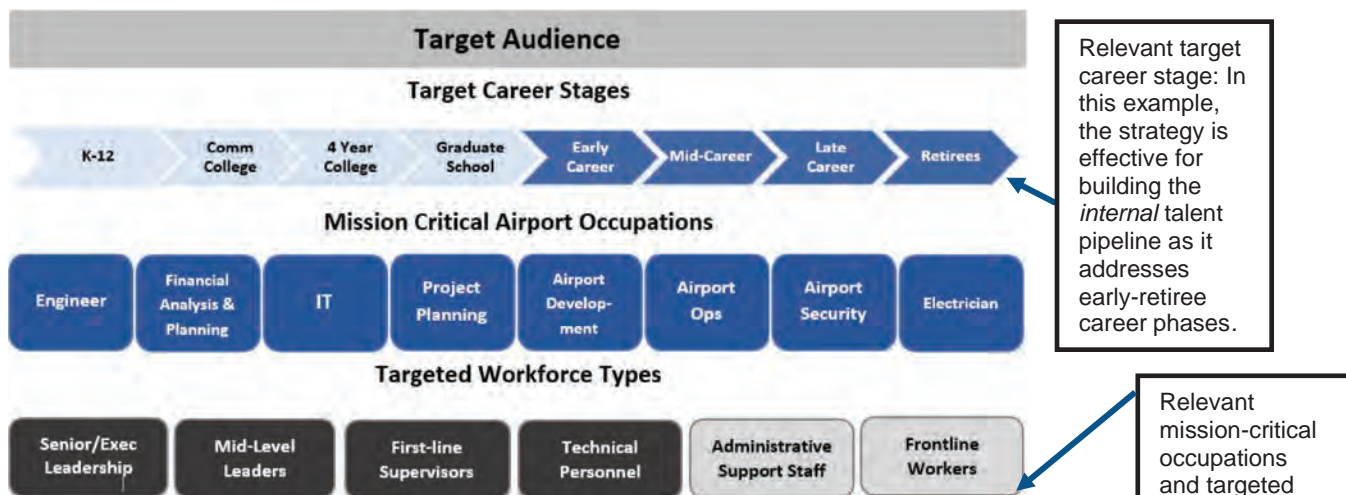
Chapters 2–4 Highlights

- Full detailed action plans
- Airport case studies
- Practical tools and resources

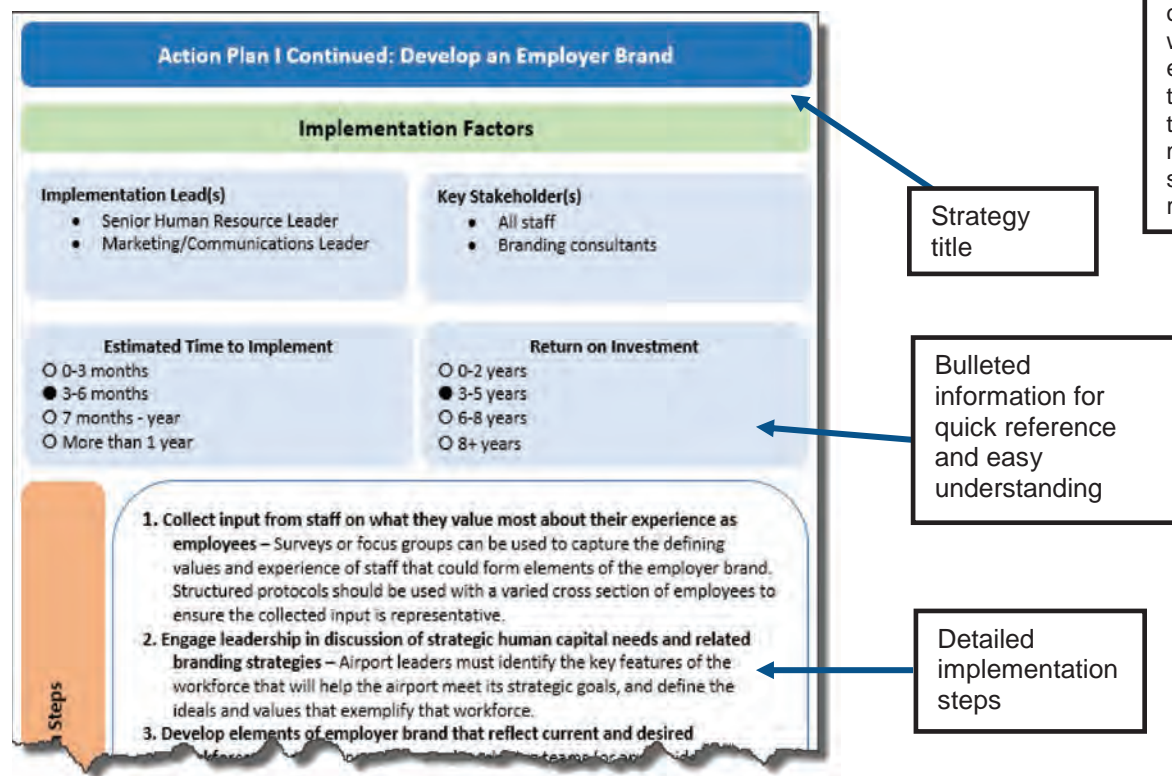


Each action plan also contains a key that indicates more specific characteristics of target audience groups to which the strategy applies within the airport industry and labor market. For example, the key identifies the relevance of the strategy based on the following target audience characteristics:

- **Target Career Stage:** The group (based on career phase) that is best targeted for building the future talent pipeline using the particular strategy presented (both the internal and external talent pipeline).
- **Mission-Critical Airport Occupations:** The mission-critical occupational groups (from Phase I) for which the strategy may be applicable. Information about each occupational group can be found in *ACRP Web-Only Document 28*.
- **Target Workforce Levels:** The levels or types of current jobs within the airport for which the strategies are most applicable.



Additionally, the action plans include detailed information and steps to support strategy implementation, as displayed in the following example.



Specifically, each action plan in Chapters 2 to 4 contains the following sections:

- **Overview of Strategic Recommendation**
- **Target Audience**
 - Target Career Stages
 - Mission-Critical Airport Occupations
 - Targeted Workforce Types
- **Planning Features**
 - Action Plan Lead(s)
 - Other Key Stakeholders
 - Resources Needed
 - Process for Obtaining Buy-In
- **Implementation Factors**
 - Implementation Lead(s)
 - Key Stakeholder(s)
 - Estimated Time to Implement
 - Return on Investment
 - Implementation Steps
 - Key Success Factors
 - Obstacles & Considerations
- **Sustain**
 - Quantifiable Outcomes/Measures of Impact
 - Alternative Approaches
 - Adapting to Industry Change

Callout boxes in the action plans feature highlights of the strategy. In addition, there are callout boxes throughout the remainder of the action plans that showcase **real-world examples** of airports facing the workforce challenges discussed in the chapter, as well as examples of airports that have successfully implemented strategies to tackle some of these challenges. The callout boxes may also include professional guidance (“**pro-tips**”) for more experienced HR or management teams that have resources to implement more robust practices. In contrast, the *Alternative Approaches* section within the action plans helps smaller airports or those with resource constraints that may not be able to implement the comprehensive approach detailed in the strategy action plan.

The action plans are followed by various **tools and resources** that correspond to the strategies presented in the chapter. These tools and resources include materials such as checklists, inventories, protocols, templates, worksheets, and resource materials (e.g., websites and books) that airports can use in the development and implementation of the strategies. While the tools have been designed to align with specific strategies, they can also be used by airports to support less formalized initiatives. For example, an airport may not have a formalized mentoring program, but may still find it beneficial to utilize the mentoring checklist as a resource to promote positive and effective informal mentoring relationships. The following images demonstrate examples of two tools included in this Guidebook.

Job Profile Template
Tool to: Plan for Future Workforce Needs

Instructions: Consider what a new employee entering your position would need to know. In particular, focus on information that may be difficult for a new employee to discover on his/her own.

Position Information*

Name:	Date Created:
Position:	Division/Department:
Supervisor:	
Core Responsibilities: <small>*Please also attach the most current version of your position description.</small>	% of Daily Responsibilities

Mentoring Program Agreement Template
Tool to Building Internal Staff Capacity

Mentoring Program Agreement

Who:

Mentor: _____

Mentee: _____

Who will be responsible for setting meetings?

When and Where:

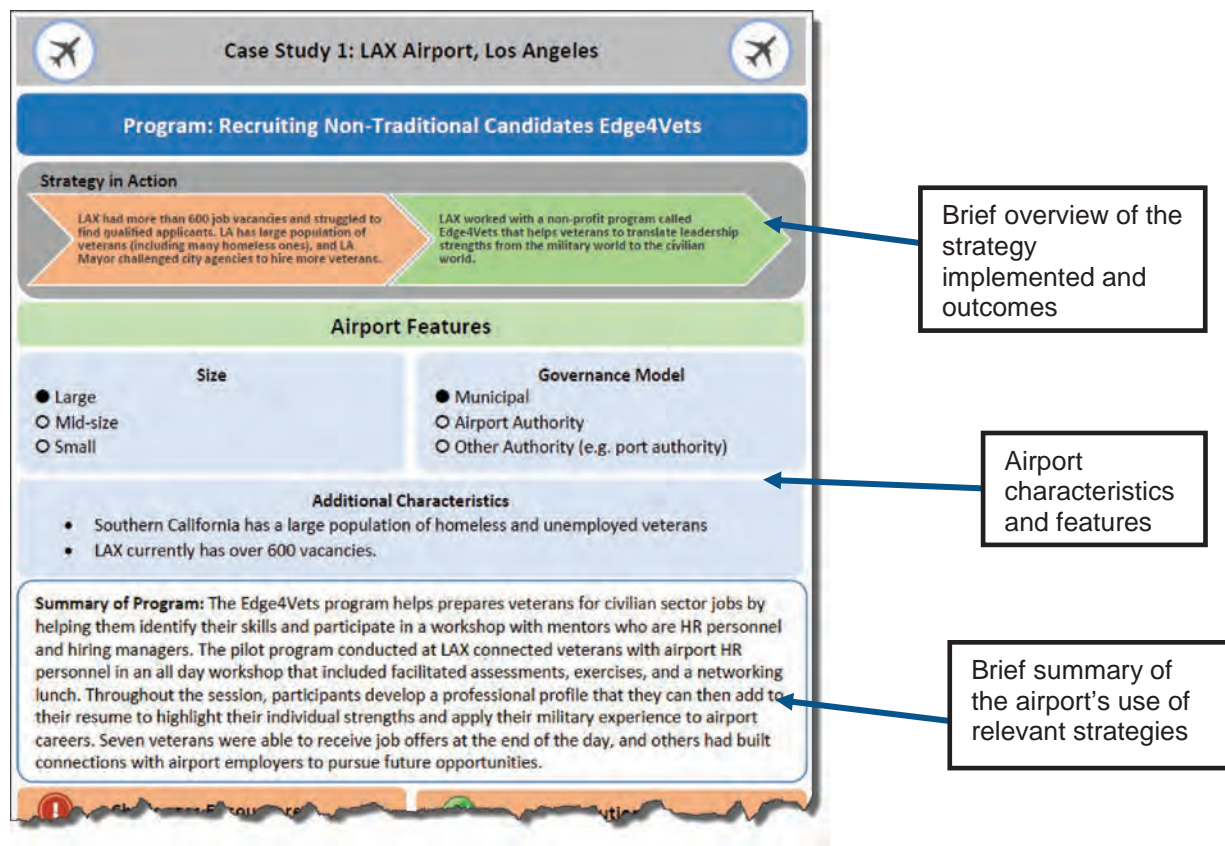
Length of Mentoring:	How often will we meet?
Start Date:	How long should our meetings last?
Mid-program Check in Date:	Where will we meet (e.g., office, phone, coffee shop)?
End Date:	

While the Guidebook will be most effective when used in its entirety, the various sections, particularly the action plans and tools, can be extracted to serve as standalone guides and templates. Depending on the challenges and needs at various airports, airport leaders can refer to sections that are most relevant to their own situation. For example, an airport with a particularly large number of retirement-eligible employees may find it most useful to begin with *Chapter 4: Planning for Future Workforce Needs*, while an airport working to close large skill gaps among current staff may begin with *Chapter 3: Building Internal Staff Capacity*.

Action plans and tools can be used in conjunction with one another or pulled out separately as **stand-alone guides and templates**.

Finally, each chapter contains **case studies** of airports that are currently using an approach or practice that mirrors the strategies presented within the chapter. Throughout the Guidebook, case studies are provided for airports of varying sizes and locations to demonstrate how

workforce capacity building strategies can be implemented by airports facing varying environments, industry demands, and resource constraints. However, given that the organizing structure and resource availability of airports vary, the case studies do not always directly replicate the action plans in each chapter. Instead, they may represent a single strategy, a modified strategy, or combination of strategies to overcome the challenge area presented in that chapter. Further, the case studies are not meant to serve as an evaluation of how well a practice is being implemented at the airport but rather as an illustration of how some airports are recognizing the challenges described in Phase I of this research and attempting to address those challenges in practical ways. For each case study, there is a narrative description of the strategies implemented and the outcomes that the airport has experienced or anticipates. The following image shows the types of information provided in each case study.



Structure of Chapter 5

Chapter 5 contains brief summary overviews of the additional supplemental best practices and strategies that emerged from discussions with stakeholders but were not considered robust enough for full action plans. These supplemental practices can be used as standalone initiatives or in conjunction with the strategies mapped out in the action plans (see Chapters 2 to 4) to create a robust approach to workforce capacity building. The overviews

Chapter 5 Highlights

- Summary overviews of additional strategies
- Real-world examples

provide insight into key elements of the strategy and include highlight boxes that feature real-world examples of the practices at actual airports.

Structure of Chapter 6

Chapter 6 concludes this Guidebook with a review of the need for workforce capacity building in the airport industry. Additionally, Chapter 6 contains recommendations for continuous workforce capacity building, based around a change management framework. These general recommendations can be customized and applied to any one of the strategies included in the Guidebook to help facilitate smooth and effective implementation. Additionally, the recommendations remind industry leaders of the importance of constantly tracking and evaluating the effectiveness of capacity building strategies to ensure that they continue to sustain the positive outcomes intended and help the airport meet emerging workforce demands in the future.

Chapter 6 Highlights

- Concluding remarks
- Recommendations for continuous airport workforce capacity building

Chapter 2: Attracting New Talent



Attracting new talent is vital to the long-term success and sustainability of airports as they face a high volume of potential retirements, evolving requirements in mission-critical occupations, and competition from other industries. By promoting greater awareness of airport job opportunities, building a diverse talent pipeline, and casting a wider net for talent, airports can help cultivate the future skilled workforce that it will need to confront technological, demographic, operational, and regulatory changes.

Chapter Overview

This chapter addresses the airport industry's need to build a robust talent pipeline that is sufficiently educated and prepared for airport careers in a variety of mission-critical occupations.

The specific workforce capacity needs related to this challenge include the following:

- A. Increasing awareness of airport career opportunities
- B. Investing in early development of the talent pipeline
- C. Embracing a far-reaching strategy for new talent

The research conducted to identify these workforce capacity needs is further detailed in *ACRP Web-Only Document 28*.

Within this chapter, four detailed action plans are included to address these specific workforce capacity needs. The strategies featured in these action plans include the following:

- *Develop an Employer Brand*
- *Develop Internships and Apprenticeships*
- *Recruit Nontraditional Candidates*
- *Recruit Airport Employees from Other Industries*

Following the action plans, there are three separate tools that can guide airports through strategy implementation related to attracting new talent. They include the following:

- *Employer Branding Discussion Guide*
- *Internship Program Development Checklist*
- *Guide to Public Resources to Recruit Employees from Other Industries*



Finally, the chapter concludes with three case studies that demonstrate how airports have successfully implemented strategies to address the challenge of attracting new talent.

Description of the Workforce Capacity Challenge

Airports are challenged in attracting new talent due to a range of labor market forces that are seemingly stacked against them. For example, local labor markets for mission-critical occupations (e.g., maintenance, engineering, and IT) can be quite competitive due to high demand for those skills and/or a lack of qualified applicants in the community. At the same time, airports require specialized skill sets and airport-specific knowledge that is typically very difficult to find locally. Most cities only have one major airport, and, in smaller cities and rural areas, finding locally-based candidates with airport experience may not be possible. As difficult as it can be to find this experience locally, competing for local talent in occupations popular across industries (e.g., IT, engineering) can be just as challenging due to more competitive wages at other employers, inflexible municipal hiring systems, and a lack of exposure to career opportunities within airports.

During Phase I of this effort, an airport leader from a rural airport noted that it is difficult to find suitable maintenance and operations personnel, given the limited local labor market in the area.

An airport leader from the San Francisco Bay Area also noted that it is difficult to hire IT employees, given the presence of several large tech companies in the area.

Attracting the right talent means people need to *know* about airport careers, *want* to pursue them, and *develop* the skills to succeed.

Furthermore, many new entrants into the labor market lack awareness of the career opportunities available at airports, due to a lack of programs that build interest in airport careers during various stages of the educational pipeline. For some, an airport career is seen as a fallback for those who find pilot training to be more rigorous than they anticipated. These challenges ultimately limit the number of qualified applicants, increase recruitment and training costs, and have the potential to impact airport performance.

This chapter addresses three ways that airports can mitigate these challenges and strengthen their ability to attract new talent:

1. **Increase awareness of airport career opportunities.** While marketing budgets for airports are often limited, increasing marketing efforts can encourage individuals who are new to the workforce, such as recent college graduates, to consider airports as a viable place to work.
2. **Invest in early and full-spectrum development of the talent pipeline.** This can help educate younger generations and nontraditional candidates, such as veterans, about airport careers, which can subsequently generate greater interest and help expand the future talent pipeline.



3. **Embrace a far-reaching strategy to attract new talent.** Given the challenges airports in both urban and rural areas face with regard to finding local talent, airports should embrace regional and national strategies to identify new talent beyond the local labor market.

The following infographics recap insights and data contained in *ACRP Web-Only Document 28* regarding the challenge of attracting new talent.

Attracting New Talent - Facts and Figures

As demand for air travel continues to grow, so too does the burden on the airport workforce, which must rise to meet the challenge of busier and more technologically complex airports. Challenge Area 1 focuses on airports' ability to attract new talent to meet growing workforce needs. Phase 1 of the research revealed a need to increase awareness of airport career opportunities, seek out talent in untapped markets, and overcome obstacles to hiring the best talent.



MCOs were identified as having a "small applicant pool" by a majority of survey participants

"The airport industry needs to get much better at engaging talent much earlier in the [talent pipeline]. We do not have a coordinated approach at a national level to address these problems." - Airport Leader

Planting the Seeds of Airport Careers



Creating awareness of airport careers requires vocational counselors, parents, community leaders, municipal governments, military, private institutions, parochial and alternative school systems to be aware of and include more examples of airport scenarios or practice opportunities in their curricula or extracurricular programs.





Action Plans for Attracting New Talent

This section includes four action plans airports may use for improving how they attract new talent to their organization. Information on strategy, implementation steps, resource requirements, and alternate approaches is included in each action plan. The following table describes the four action plans in this chapter along with brief highlights and corresponding page numbers.

Action Plan	Overview	Page
Develop an Employer Brand	Perceptions about the airport from leadership, employees, and prospective employees may not be consistent. Effective branding requires effort from throughout the organization. Numerous steps to take in achieving a more unified employer brand are discussed.	2-6
Develop Internships and Apprenticeships	Internship programs and apprenticeships are an effective way to attract early career employees and help them develop skills and knowledge important for working in the airport industry. This action plan covers the major steps and considerations involved in developing an internship and/or apprenticeship program.	2-10
Recruit Nontraditional Candidates	Nontraditional candidates can be an excellent recruitment source. This action plan covers tactics that can help in attracting applicants from nontraditional demographic groups such as military veterans, retirees, and stay-at-home parents.	2-15
Recruit Airport Employees from Other Industries	Because the pool of potential applicants within the airport industry is limited, recruiting from other industries can be a valuable alternative. This action plan covers methods airports can use to effectively recruit candidates who have the potential to succeed in a future airport career.	2-19



Action Plan 1: Develop an Employer Brand



Overview of Strategic Recommendation

Description. As technology becomes integral to more airport systems, data analysis becomes more critical to decision-making, and innovation becomes more vital to success, airports may find they need to attract a very different workforce than in the past. Yet, their image among the community may not align with their forward-thinking aspirations, especially when competing for top talent.

A compelling employer brand can help an airport differentiate itself in a competitive labor market. In the same way that a product brand conveys the strength of its reputation and is a driving factor in why customers want to purchase it (i.e., its value proposition), an organization’s *employer brand* represents its reputation as an employer and what an organization means to its employees. The employer brand unifies the organization’s messaging to attract, engage, and retain talent. A critical

element of the employer brand is the *employee value proposition (EVP)*, which defines the full scope of the benefits an organization offers to its employees. This concept includes and goes far beyond the traditional compensation packages (e.g., wage/salary, health insurance, pension/401K) to include elements of the total work experience that are meaningful to an organization’s employees, such as organizational culture, career opportunities, societal impact, and the work environment. Examples of the kinds of themes or statements an organization might include in their EVP are: “You will make an impact,” “We invest in our people,” and “We provide an environment for creativity and innovation to thrive.” The employer brand includes the EVP in addition to the full range of images, concepts, and values that the organization wants to convey to current and potential employees.

Strategy Highlights

- Demonstrate what makes an airport career—and your airport in particular—unique.
- Define your employee value proposition, including all the ways an airport career can be meaningful for its employees.
- Engage airport leaders and the workforce to determine what it means to work at your airport and align the employer brand to the airport’s values and culture.

Real-World Example

As an independent authority, **San Diego International** periodically updates its employer brand to integrate value-aligned behaviors such as “agile, entrepreneurial, and driven” in order to shed the image of a government bureaucracy and adopt one of an innovative company.

An effective employer brand is both accurate and aspirational, in that it reflects current employee perceptions of the airport and the way the airport would like to be seen by the workforce it hopes to attract. Airport leaders seeking to develop or improve their employer brand would benefit from first asking their own workforce what being an airport employee means to them. Focus groups and surveys can capture a broad and deep understanding of the defining experiences and attitudes of the workforce. At the same time, airports must assess future needs and consider how best to appeal to the workforce they seek to attract. For example, a brand focused on job security and union benefits may not appeal as much to younger, more mobile workers who expect to have many different employers throughout their



Action Plan 1 Cont'd: Develop an Employer Brand

careers. Identifying the aspirational elements of the employer brand is both a strategic human capital and marketing question, so leaders from both functions should typically be involved.

In the broader transportation industry, there are some useful elements airports can incorporate into their employer brand. In the transit industry, for example, agencies have successfully focused on their role in connecting people to work and social activities (see *TCRP Report 162*, Cronin et al., 2013). As a hub of international travel, a small city within a city, and a vital economic engine within any community, airports offer employees the opportunity to make an impact and face exciting challenges every day. But to truly stand out, airports must articulate what makes them a unique and stimulating place to work. The values expressed in the airport’s brand help supplement any insights generated by the airport’s own workforce.

Pro Tip

Featuring real life stories on the web of successful employees who have grown and developed in their careers at the airport can help communicate the employer brand to potential and new employees.

Target Audience

Target Career Stages



Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features



Resources Needed:

- Staff or consultant to identify values and other elements of employer brand
- Staff time to participate in surveys or focus groups
- Creative/design staff to develop materials
- Communications staff to coordinate advertising/message development
- Data from previously conducted employee satisfaction surveys



Action Plan 1 Cont'd: Develop an Employer Brand

Process for Obtaining Buy-In

1. Develop internal communications to explain the “employer brand” concept.
2. Involve employees from across the organization in identifying elements of the employer brand.
3. Develop messaging to present elements of the employer brand to the workforce.
4. Request employee feedback and integrate it into the brand concept.

Implementation Factors

Implementation Lead(s)

- Senior HR leader
- Marketing/Communications leader

Key Stakeholder(s)

- All staff
- Branding consultants (if applicable)

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- 0-2 years
- 3-5 years
- 6-8 years
- 8+ years

Implementation Steps

1. **Collect input from staff on what they value most about their experience as employees.** Surveys or focus groups can be used to capture the defining values and experience of staff that could form elements of the employer brand. Structured protocols should be used with a varied cross section of employees to ensure the collected input is representative.
2. **Engage leadership in a discussion of strategic human capital needs and related branding strategies.** Airport leaders must identify the key features of the workforce that will help the airport meet its strategic goals and define the ideals and values that exemplify that workforce.
3. **Develop elements of the employer brand that reflect current and desired workforce.** The human resource and marketing teams (or an outside marketing firm) should collaborate to brainstorm and refine core elements of the employer brand and align them to the broader public branding of the airport.
4. **Deploy the employer brand through an internal and external messaging campaign.** The new employer branding should be presented to employees first, followed by a broader rollout that integrates it into recruitment and other branding materials.
5. **Collect feedback from staff and leadership to measure success and identify opportunities for improvement.** Employer branding must resonate with employees and must continue to do so as the organization and its workforce needs evolve. Gathering feedback after launch and periodically thereafter can help to refine the employer brand and ensure it remains relevant.



Action Plan 1 Cont'd: Develop an Employer Brand



Key Success Factors

- Requesting employee input early and often.
- Promoting employer brand with community and government leaders and industry organizations to generate buzz.
- Branding must match reality.



Obstacles & Considerations

- It is possible that few common values exist within the airport or that many employee experiences are not positive. These underlying issues may need to be addressed prior to establishing the employer brand.

Sustain

Quantifiable Outcomes/Measures of Impact

1. Employee assessment of employer brand alignment with their experience
2. Employee satisfaction with the airport and their work experience
3. Employee intentions to remain with the airport
4. Candidate ratings of whether the airport seems like a good place to work
5. Turnover rates and time-to-fill open positions

Alternative Approaches

- Smaller airports with limited marketing or human resource budgets could conduct a small focus group with a mix of staff to identify common values. The information could be collected by a human resource or marketing staff member.
- Rather than a large-scale rollout of the employer brand, the values could simply be integrated into job postings and the career page of the airport website.
- If an airport-wide employer brand is not feasible, individual departments could focus on what makes their work unique and promote that message during recruiting.

Adapting to Industry Change

- **New Technologies:** As airports integrate new technology, they can incorporate this into their employer brand to show how they are innovative and “high tech.”
- **Financial and Commercial Pressures:** Airports operating as independent authorities may be able to promote a less rigid and more business-oriented image than their municipal peers.
- **Changing Demographics:** Adapting the employer brand to speak to a more diverse and often younger audience can help to replenish the workforce following (or in anticipation of) retirements of long-time employees.
- **Compensation Competition:** Employer branding enables the airport to expand the definition of compensation to include the broader value proposition the airport offers to the employee beyond pay and traditional benefits.



Action Plan 2: Develop Internships and Apprenticeships



Overview of Strategic Recommendation

Description. Many airports have a difficult time attracting and identifying individuals with both an interest in and the requisite knowledge, skills, and abilities to succeed in airport careers. Many technical positions such as engineers, airport planners, electricians, and IT personnel require specialized skill sets, the foundations of which must be developed during or prior to vocational/technical or undergraduate study. Yet, most high school, vocational/technical, and undergraduate students have little awareness of airport careers and may not appreciate the career opportunities that exist “behind the scenes” or hold the skills required to succeed in them. Educators may not be aware of these opportunities either, so it is necessary for airports to reach out and offer pathways for students to experience airport careers and plant the seeds for careers in the industry. Internship

Strategy Highlights

- Attracts early career employees interested in gaining industry experience
- Helps develop skills in future workforce at limited cost and risk
- Requires identifying needs and sources of talent, developing program structure, recruiting participants, and evaluating performance

Pro Tip

ACI-NA allows airports to post their internship opportunities on the ACI-NA website so the opportunities can be easily located by students across the country.

and apprenticeship programs provide opportunities for students to gain exposure to airport-related activities while helping to develop knowledge, skills, and motivation that airports require to meet their workforce needs.

An internship is any carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what he or she is learning. During the internship, interns should exercise real-world skills relevant to airport work in preparation for

jobs that they might pursue in the industry. Internships can be paid or unpaid, or students can receive course credit in exchange for summer or short-term employment. The airport benefits from the interns’ contributions at relatively low cost, while developing a potential future workforce with relevant experience and a stronger awareness of airport career opportunities.

Internship programs can provide opportunities as early as high school in order to foster an interest in airport jobs during important formative years. For example, Southwest Airlines’ Campus Reach program (<https://www.southwest.com/campusreach/>) provides distinct internship opportunities for high school students, undergraduates, MBA students, and recent graduates.

Real-World Example

The internship program at a large hub airport in the Western U.S. partnered with the career center at a local university to provide housing for interns, making it more attractive to those from out of state.



Action Plan 2 Cont'd: Develop Internships and Apprenticeships

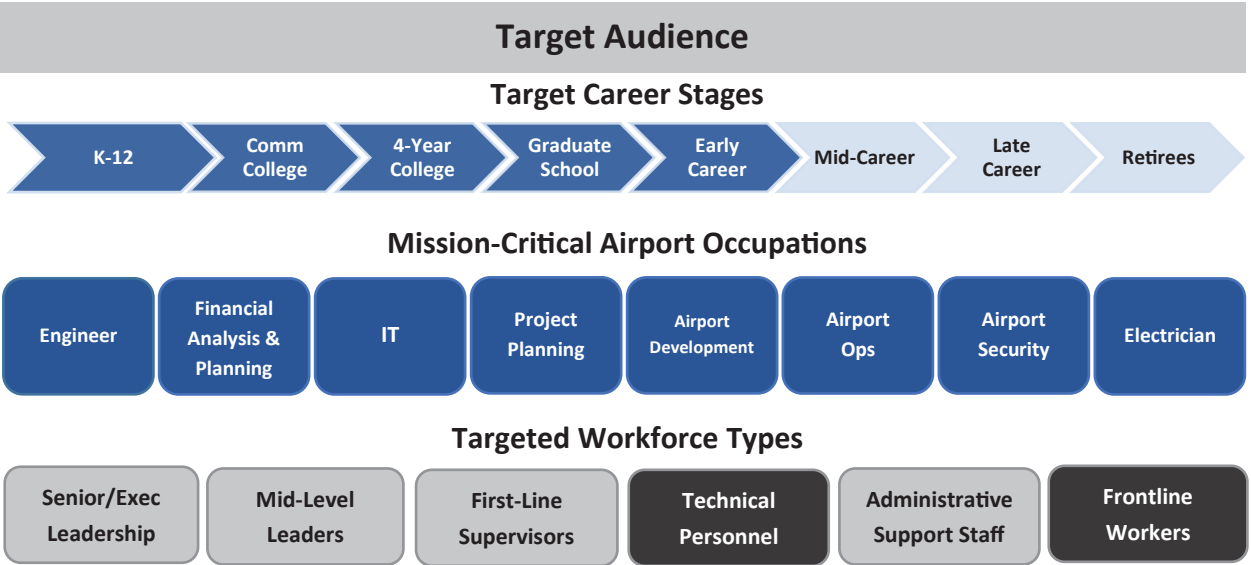
For Southwest, this provides not only an opportunity to identify potential future talent but also a chance to expose them to the unique culture of the organization that helps to attract, motivate, and retain its workforce.

Some internship programs include a formal process through which interns can be hired into full-time positions. However, if there is not a clear pathway between the internship and future employment with the airport, that should be noted to avoid unmet expectations. For example, at some municipality-run airports, job candidates may be required to have specific civil service credentials (e.g., degree type) that are not achieved through an internship. Even if interns are not hired directly, there is value in internships for these airports, as the internships provide exposure to jobs within the airport industry and allow the airport to gain from the fresh perspectives of the interns.

Pro Tip

It can be valuable to engage the appropriate union throughout development of the apprenticeship program if their commitment to member participation in the program would be required.

Apprenticeship programs fulfill a similar function to internships, but are typically developed for skilled trade jobs like construction, maintenance, electrical repair, and IT maintenance. The U.S. Department of Labor (DOL) defines an apprenticeship program as a “combination of on-the-job training and related instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation.” An apprenticeship typically has a more structured progression from the entry-level role to journeyman level, with close supervision and training from an experienced professional. Once developed, registering an apprenticeship program with DOL may provide opportunity for individuals and the airport to receive federal or state funding to support the program.





Action Plan 2 Cont'd: Develop Internships and Apprenticeships

Planning Features

Action Plan Lead(s)

- HR/Training personnel
- Director of relevant operational/functional area

Other Key Stakeholders

- Communications/marketing staff
- Union leadership

Resources Needed:

- Staff to identify options for internship/apprenticeship program and develop program materials
- Staff time to develop marketing materials to publicize program
- Staff time to supervise and mentor interns or apprentices

Process for Obtaining Buy-In

1. Engage team leads/supervisors to help identify occupational areas where workload is high, task variety exists without overly technical or complex requirements, a manageable learning curve exists, and experienced employees can serve as mentors.
2. Meet with local high schools, community colleges, vocational programs, and universities to identify the interests and skills of interested students.
3. Develop communications to explain the new program to the existing workforce, set expectations for employee involvement in program, and address any concerns.
4. Set up a referral program to promote employee involvement in recruiting.

Implementation Factors

Implementation Lead(s)

- HR/Training director or designee

Key Stakeholder(s)

- Director of relevant operational/functional area
- Supervisors in relevant operational/functional area
- Union leadership

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment


- 0-2 years
- 3-5 years
- 6-8 years
- 8+ years



Action Plan 2 Cont'd: Develop Internships and Apprenticeships

Implementation Steps

1. **Conduct needs assessment.** To identify occupational areas to support interns/apprentices, the airport should assess key areas of need for entry level talent in the years ahead. This could involve discussions with senior leaders or a survey of leaders across the airport.
2. **Identify sources of talent from which to attract candidates.** Explore the airport's existing sources of early career talent (e.g., local universities, technical schools) to identify those that could act as a source for interns/apprentices across the selected occupational areas.
3. **Design program structure.** In collaboration with incumbents in the target occupation, HR personnel should identify the structure of the program to include selection criteria, number to be accepted, typical assignments, rotational and developmental experiences, support/resources available to interns/apprentices, compensation (if any), and on/off-boarding activities.
4. **Engage sources of talent to promote program.** Unless individuals are already considering airports as a career option, they may not appreciate the value of an internship or apprenticeship at an airport. Building connections with college or high school career counselors can help provide greater visibility for the program and steer students in the right direction. Airport employees who have existing relationships with these institutions (e.g., alumni) could help with initial contact.
5. **Recruit and select participants.** Based on the criteria for participation, publicize the opportunity through local sources and airport communications (e.g., website, social media), review applicant qualifications, and select those who meet the criteria and show the most interest and aptitude.

 **Key Success Factors**

- Particularly for apprenticeship programs, it is critical to show a clear career path and estimated time frame for progression.
- It helps to have an internal champion to sell others on the value of having an intern in their departments and address any of their concerns.

 **Obstacles & Considerations**

- Interns should not be seen as a replacement for the current workforce, and it is important to ensure the experience is developmental in nature.
- Interns will need an airport badge; consider including related requirements on the application form (e.g., U.S. citizens).



Action Plan 2 Cont'd: Develop Internships and Apprenticeships

Sustain

Quantifiable Outcomes/Measures of Impact

1. Number of interns/apprentices applied and accepted per year
2. Number/percentage who become full-time employees
3. Supervisor ratings of performance
4. Savings in recruitment costs vs. cost of developing/maintaining program

Alternative Approaches

- For small airports where differentiated career tracks do not exist, internship programs could focus on providing experience with a broad range of general management activities.
- If there are no local colleges or trade schools to recruit from, consider posting the opportunity on ACI-NA's internship database to cast a wider net.
- If an apprenticeship isn't feasible, consider instituting individual development plans (IDPs). IDPs can help employees to feel that they have a promising future at the airport, even if it is not through the highly structured progression of an apprenticeship program.

Adapting to Industry Change

- **Compensation Competition:** Competing for top talent on salary alone is challenging for many airports, but internships and apprenticeships provide a way to capture that talent early on by contributing to their development and exposing them to the value of airport careers.
- **Changing Demographics:** As the older generation of airport employees retires, internships and apprenticeships offer a way to transfer expertise and experience to the next generation.
- **Gaps in Technical Trades:** With fewer young people pursuing technical trades, apprenticeship programs allow airports to attract and develop skilled tradespeople early on and develop their abilities to address airport-specific electrical, IT, and facility needs.
- **Local Job Market Factors:** Internships and apprenticeships can help attract candidates from a competitive local job market or attract students from outside the area for an experience they might not be able to find in their hometown.



Action Plan 3: Recruit Nontraditional Candidates



Overview of Strategic Recommendation

Description. Airports often struggle to find a sufficient number of quality, skilled employees within the applicant pools they have traditionally used to fill jobs (e.g., other airports, word-of-mouth, and industry postings). By creating a recruitment strategy that seeks out candidates from new sources and diverse backgrounds, airports are able to build a deeper and more dynamic pool of applicants not traditionally associated with the airport industry. For example, the industry should look to attract applicants from nontraditional demographic groups such as military veterans, retirees, and stay-at-home parents. These individuals offer unique and valuable skill sets and often desire to return to the workforce in some fashion, but may be unaware of the job opportunities airports have available. Nontraditional candidates often have a variety of skills and knowledge from previous positions that can bring innovative perspectives to airports that employ them.

Strategy Highlights

- Develop a targeted recruitment strategy based on required KSAs
- Provide job arrangements that may be attractive to nontraditional candidates (e.g., flexible scheduling)
- Implement a communications and marketing campaign
- Consider different resources for reaching specific candidates
- Sponsor career orientation activities or career fairs

Real-World Examples

- Several airports currently offer the Edge4Vets program, which aims to connect veterans with jobs at the airport or with local community partners.
- The program consists of two workshops that help veterans talk about their military skills in a way that resonates with a civilian audience and provides mentors to give constructive feedback on the job search process.

To begin targeting and attracting nontraditional candidates, airports should research and understand the key motivators and interests within these groups. For example, retirees often have interests similar to those who have dependents to care for, including a desire to have some flexibility in their work schedule. Thus, adapting work arrangements to allow for part-time or flexible work may help airports expand their reach and attract from a broader pool of applicants.

To successfully support implementation of this recruitment strategy, it is valuable to organize a recruitment committee consisting of both senior leaders and the Human Resources (HR) department.

This committee can be tasked with identifying the knowledge, skills, and abilities (KSAs) needed for airport jobs, as well as developing a means to market these jobs based on the pool of potential applicants being targeted.

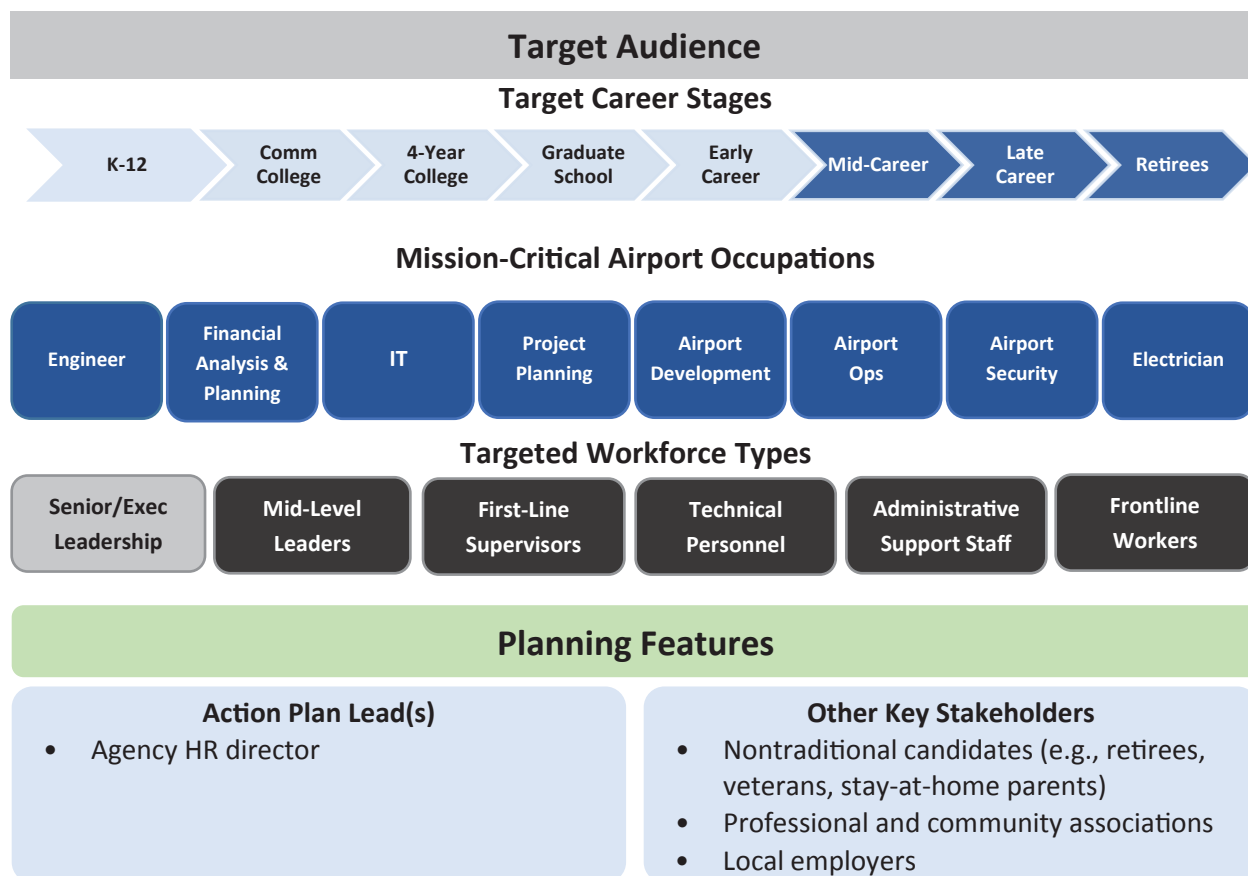


Action Plan 3 Cont'd: Recruit Nontraditional Candidates

Once a targeted recruitment strategy has been established, a communications and marketing campaign should also be developed to help reach specific candidates. Airports should tailor communications and marketing strategies based upon the type of job being filled (e.g., entry-level, leadership, specific experience required) and should work to identify different resources for reaching candidates. The details depend upon the specific type of candidate that would be appropriate for the position. For example:

- To reach military veterans, consider partnering with military organizations or local community veterans groups. Examples of relevant organizations and points of contact include transition assistance personnel at a local military base, veterans' employment centers, DOL Veterans' Employment and Training Service, and Edge4Vets.
- To reach retirees, consider partnerships with senior-related organizations (e.g., AARP), senior centers, or local community groups.
- To reach stay-at-home parents, identify local parent groups where potential candidates can be recruited.

As part of a recruitment effort, airports should also consider partnering with other local employers to sponsor career orientation activities or career fairs for individuals from particular populations. Hosting seminars, workshops, and mentoring events can help empower individuals with the skills and insights needed for the job search process, as well as help them understand how they would fit into an airport-related career.





Action Plan 3 Cont'd: Recruit Nontraditional Candidates

- Resources Needed:**
- Names of local employers, professional associations, and community associations
 - HR personnel proficient at designing targeted recruitment strategies
 - Senior leadership involvement in the recruitment committee

Process for Obtaining Buy-In

1. Create a committee composed of senior leadership from each business unit to discuss the development of a recruitment strategy that targets nontraditional candidates.
2. Identify KSAs needed upon entry into the job.
3. Form a communications team to help prepare marketing materials that are specific to the candidate groups targeted.
4. Collaborate with professional and community associations to gain information on potential candidates.
5. Contact other local employers to participate in or sponsor career orientation/fair.

Implementation Factors

- Implementation Lead(s)**
- Agency HR director
 - HR personnel
 - Communications and marketing team

- Key Stakeholder(s)**
- Senior leadership

- Estimated Time to Implement**
- 0-3 months
 - 3-6 months
 - 7 months - 1 year
 - More than 1 year

- Return on Investment**
- 0-2 years
 - 3-5 years
 - 6-8 years
 - 8+ years

Implementation Steps

1. **Identify target nontraditional candidate groups and relevant partners** based upon the needs of the airport and the demographics of the surrounding community.
2. **Establish professional and community partnerships** with organizations that may be involved with target nontraditional applicants and conduct information sessions to educate these partners about the airport industry and potential careers.
3. **Tap into local veteran transition programs, community groups, and senior centers** by marketing the airport’s need for unique skill sets. Focus on key motivators that may attract nontraditional candidates to the airport work environment, such as the potential for flexible work opportunities and accommodations.
4. **Sponsor career fairs** targeted at specific populations and/or career orientation activities that help potential applicants understand how their skills and abilities would fit into an airport-related career.



Action Plan 3 Cont'd: Recruit Nontraditional Candidates

Implementation Steps

5. **Partner with local employers and community associations** to offer training and other support for prospective nontraditional applicants that provides individuals with the skills needed during the hiring process. Potential opportunities include interview coaching, seminars, workshops, and face-to-face meetings with airport employers.



Key Success Factors

- Tailor marketing and recruitment materials to increase interest among target populations. Highlight airport's ability to accommodate specific groups.
- Promote airport jobs via the internet, press releases, community centers, and other places likely to attract nontraditional job seekers.



Obstacles & Considerations

- Consider how to leverage the experience and expertise of nontraditional applicants while adapting work arrangements to meet their needs (e.g., extended leave, flexible work arrangements, job sharing).
- Consider potential retention issues associated with a nontraditional workforce.

Sustain

Quantifiable Outcomes/Measures of Impact

1. Attendance size at airport-sponsored career fairs and/or targeted training opportunities.
2. Strength and number of active partnerships with local employers and community associations.
3. Number of nontraditional candidates recruited to open positions.
4. Nontraditional candidates' satisfaction with their airport work experience.

Alternative Approaches

- Offer veterans and other nontraditional candidates short-term (e.g., 6-month) assignments to interim positions or positions specifically funded for targeted groups. Individuals would be provided the opportunity to learn the job they are placed in and experience the standard interview process for positions that become available.
- Identify informal rotational activities to help inform nontraditional candidates about the different job activities that are performed within an airport environment.
- For smaller airports with limited HR support, partner with other local airports or state/national airport associations (e.g., AAAE, ACI-NA) on programs to attract nontraditional candidates.

Adapting to Industry Change

- **Changing Demographics:** As older employees prepare to retire, adapt airport marketing and recruitment efforts to attract a more diverse audience, including nontraditional applicants looking to re-enter the workforce. Offering a variety of working arrangements can help attract both younger generations and other skilled candidates who are looking for additional job flexibility not offered by other employers.



Action Plan 4: Recruit Airport Employees from Other Industries



Overview of Strategic Recommendation

Description. Many airport jobs require airport-specific knowledge, some of which can be taught on the job. However, for a number of mission-critical occupations (MCOs), skills from other fields of employment may be transferable to the airport industry. Specifically, skills for trades or highly technical jobs must be found outside of airport training and education (T&E) programs because those programs offer few courses in the trades skills. For example, MCOs like Engineer, Electrician, and Information Technology Specialist are all jobs for which searching outside of the airport industry might prove to be a necessary strategy for talent sourcing (see *ACRP Web-Only Document 28* for the eight MCOs and a review of current airport T&E).

Strategy Highlights

- Identifies new types of job candidates who could be targeted to fill open positions
- Provides airports with a larger pool of potential applicants
- Requires understanding of relevant labor market data and trends

In addition to focusing on talent sources that are most likely to produce candidates with relevant skills, it is helpful to focus on industries or markets where workers are more likely to be seeking new employment. For example, across industries, there are frequently ebbs and flows in terms of industry demand. In fact, as new technologies emerge and political or purchasing interests shift, different industries fluctuate in terms of their employment opportunities. By tapping into shrinking industries for new talent, airports may have a competitive advantage and find it easier to recruit capable talent than it is in their current talent sources.

Real-World Example

San Diego International Airport worked with a statewide airports' agency to develop a career page so people across the state can explore different airport careers. This career page also provides internship and job opportunities that residents, from any industry, can view and click on to be linked to the airport site to apply.

The U.S. Department of Labor (DOL) publishes data that can be used to identify industries that are expected to shrink in employment numbers in the near and longer term. Employees working in these downsizing industries are likely to be seeking employment, and, if their previous industry or job had similar skill requirements as jobs within airports, these employees could be a good fit at an airport. Further, these employees could offer new perspectives based on their experience within other industries. *TCRP Report 162* describes this strategy as a means for recruiting employees for hard-to-fill positions (Cronin et al., 2013). The DOL data could also be used to

identify employees for new positions that emerge based on changes occurring in the workforce and new skill requirements that airports will need to meet to continue providing high quality service to their customers.

One key step to recruiting new airport employees from other industries is to expand the reach of recruitment efforts and seek out candidates from new talent sources. As described in the "Real-World



Action Plan 4 Cont'd: Recruit Airport Employees from Other Industries

Example” presented here, teaming up with other airports, agencies, or regional organizations is another way to reach new audiences. Partnerships to promote broader outreach can be used in conjunction with cross-industry recruitment to create a robust recruitment strategy for airport jobs.

To attract high quality job candidates from other industries, it is important to also consider the likely job arrangements (e.g., flexibilities), compensation, and benefits that were made available to that workforce. It is important to conduct market research on these aspects of the industry from which talent is being sought to ensure similar positive aspects of airport employment are highlighted in recruitment material. One leader with experience at multiple large airports said that it is necessary to make pay appealing to be able to attract people from other industries into the airport. While airport salaries may not be commensurate with the private sector, some candidates may be willing to take a pay cut if other positive employment aspects are featured, such

Real-World Example

The City of Long Beach Public Works Department had plans to lay off workers from their painting division. **Long Beach Airport** looked at the qualifications of the painters and hired them internally for painting and maintenance services, which enabled Long Beach Airport to terminate its third-party contracts for painting services.

Pro Tip

Employees in other industries may not believe they have the skills needed for airport jobs. It can be helpful to map how the knowledge and skills of workers in a particular industry or field translate to specific careers within an airport.

as less travel and increased work-life balance compared to a private-sector job. Further, attracting talent from other industries may be best accomplished by highlighting the similarities between different career paths to demonstrate how skills are transferable. Still, to ensure the recruitment strategy translates into effective retention of new talent, it is also imperative that the airport recognize the adjustments required of employees moving across industries. Such employees should be offered adequate support and onboarding training to equip them with the airport-specific expertise necessary for success from the onset of employment.

Target Audience





Action Plan 4 Cont'd: Recruit Airport Employees from Other Industries

Planning Features

Action Plan Lead(s)

- HR personnel or steering committee
- Hiring managers

Other Key Stakeholders

- Airport senior leadership
- Data analysts to review employment numbers and industrial profiles

Resources Needed:

- Staff or consultant to identify key jobs and links to other industries
- Access to data regarding employment numbers in the local area
- Industry profiles including information on employment numbers

Process for Obtaining Buy-In

1. Identify airport jobs that require skill sets similar to those in other industries to determine the types of jobs that would benefit from recruiting new employees to the airport in this manner.
2. Create a plan to show how local industries or employers could provide the skill sets needed for mission-critical or open airport jobs.
3. Share the benefits that hiring employees from different industries with needed skills will bring to the airport, such as decreased training needs and new ideas coming from employees of different backgrounds.
4. Share benefits and plan with leadership to obtain full buy-in.

Implementation Factors

Implementation Lead(s)

- Designated HR personnel
- Steering committee for recruitment

Key Stakeholder(s)

- Data analysts
- Recruiters
- HR contacts in other industries

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months – 1 year
- More than 1 year

Return on Investment

- 0-2 years
- 3-5 years
- 6-8 years
- 8+ years



Action Plan 4 Cont'd: Recruit Airport Employees from Other Industries

Implementation Steps

1. **Determine which mission-critical jobs do not require previous airport experience.** Recruiting from other industries does not make sense for all airport jobs. For example, jobs within Airport Operations may require employees to have very specific airport-related knowledge from either prior airport work experience or airport training and education. On the other hand, some airport management or administrative jobs (e.g., finance, procurement) may not require prior airport experience at the point of hire, and any necessary airport knowledge could be gained from initial training and on-the-job experiences.
2. **Identify the knowledge, skill and ability (KSA) requirements for identified jobs.** New hires must be selected based upon the relevance of their KSAs for the job tasks that they will be required to perform upon entry — selecting solely based on relevant KSAs is the law. Thus, the airport must ensure job descriptions are up-to-date and the criteria used in the hiring process map to actual job requirements. The required KSAs are best determined by conducting a job analysis, though common KSAs for several mission-critical occupations can be found in *ACRP Web-Only Document 28*. The required KSAs for each target job should be well documented and used to guide the determination of talent sources (i.e., industries/organizations/programs likely to include or reach individuals with those KSAs).
3. **Select jobs that require similar skill sets to the target airport jobs.** Reputable, scientifically founded databases exist that organize jobs according to job duties and required KSAs to perform those duties. One example is the O*NET Occupational Information Network (www.onetonline.org). By reviewing the knowledge and skill requirements for the target airport jobs, other jobs with similar skills can be identified.
4. **Identify shrinking industries with jobs comparable to the identified airport MCOs.** Industries that are shrinking are expected to have fewer jobs available in the future, which means that employees from the industry will likely be seeking new employment opportunities. See Bureau of Labor Statistics website (www.bls.gov, e.g., www.bls.gov/emp/ep_table_105.htm).
5. **Create job advertisements that target individuals from jobs and industries outside of airports.** Job advertisements to target new types of employees should differ from those used to recruit employees who are already in the airport industry. These job advertisements should highlight the skills that are transferable between the identified jobs/industries and the target airport jobs, as well as the benefits of pursuing a career within the airport.
6. **Advertise job openings in places that will reach candidates from new industries.** Recruiting materials may need to be revamped to target employees outside of airports. This means that traditional ways of advertising jobs, such as airport membership associations, will likely not reach the intended audiences. Membership associations for other industries, state *JobWorks* websites, and job search engines like *Indeed*, *CareerBuilder*, *TheLadders*, or *LinkedIn* serve as good starting places to post job ads to reach new audiences.



Action Plan 4 Cont'd: Recruit Airport Employees from Other Industries



Key Success Factors

- Highlight benefits of working in airports (e.g., better work-life balance).
- Showcase positive features of benefit programs offered.
- Highlight the value of working within an industry that is vital to the local economy and vitality of the community as airports connect residents to the outside world.
- Emphasize career paths to demonstrate the long-term career potential.



Obstacles & Considerations

- Municipally operated airports may be faced with certain obstacles; for example, civil service job descriptions may require specific credentials (e.g., degrees, certifications) that applicants from other industries may not have.
- The presence or lack of a union for a position may be a deterrent for some.
- There may not be jobs or industries that have employees with the skills needed for some mission-critical jobs.

Sustain

Quantifiable Outcomes/Measures of Impact

1. Number of qualified applicants for key airport jobs
2. Number of applicants with experience in targeted industries
3. Employees recruited from outside the airport industry
4. Time to fill open positions

Alternative Approaches

- Rather than focusing on entire industries that are downsizing, airports can focus on local employers who are downsizing or certain types of employees likely to be looking for work in the local community.
- Consider more direct outreach to companies undergoing downsizing or unions and other organizations that support individuals in those industries. For example, the airport could host a career fair or info session with a local union for facilities maintenance technicians.

Adapting to Industry Change

- **New Technologies:** When looking to other industries to identify new employees, airports need to consider their emerging technology requirements and industries that may be ahead of airports in terms of technology implementation, thus having employees who will be well positioned to work with technological improvements.
- **Compensation Competition:** Employees from other industries may be accustomed to higher salaries. When recruiting, airports need to determine the types of benefits and job offer packages that they can provide to employees from other industries that will aid in enticing them to consider airport jobs.



Practical Tools and Resources for Attracting New Talent

As a way to help airports implement the action plans described in this chapter, three tools have been developed to guide strategy implementation efforts. Additionally, several links to publicly available resources that provide further information or effective practices for implementing each action plan have been identified. Each of the tools and practical resources included in this chapter, along with the action plan with which they are associated and the page number on which they begin, are provided in the table below.

Tools and Resources	Action Plan	Page
Employer Branding Discussion Guide	Develop an Employer Brand	2-28
Internship Program Development Checklist	Develop Internships and Apprenticeships	2-30
Guide to Public Resources to Recruit Employees from Other Industries	Recruit Airport Employees from Other Industries	2-33

The three tools and resources are described here, followed by the links to additional resources and the newly created tools and resources.

Employer Branding Discussion Guide

- This tool applies to *Action Plan 1: Develop an Employer Brand*
- The tool can be used to interview employees about what aspects of their experiences at the airport should be reflected in the employer brand. Topics covered include:
 - What employees like about working there
 - Employee values
 - Organizational culture
 - Perceptions and priorities regarding compensation

Internship Program Development Checklist

- This tool applies to *Action Plan 2: Develop Internships and Apprenticeships*
- The tool guides airports through the major tasks involved in establishing an effective internship program. Topics covered include:
 - Defining program goals and structure
 - Developing the intern job description
 - Recruiting and selecting interns
 - Developing the program
 - Conducting internship assessment and review

Guide to Public Resources to Recruit Employees from Other Industries

- This tool applies to *Action Plan 4: Recruit Airport Employees from Other Industries*
- This tool provides guidance to recruit employees from other industries using publicly accessible resources. Specifically, the guidance can help airports:



- Use O*NET to select jobs or industries where employees would have relevant skills
- Use Bureau of Labor Statistics (BLS) data to identify shrinking industries and occupations with employees with skills transferable to the airport

Links to Additional Resources

In addition to the tools that have been developed specifically for this Guidebook, there are numerous publicly available resources that airport managers can access to find more information about different strategies or support implementation of the associated action plans. A sample of resources to support airports with the challenge of *Attracting New Talent* are provided in the following table, organized by the action plan to which they primarily relate.

Note: These links were active at the time the resource was identified. While the links may change over time, a browser search of the resource titles should lead to valuable materials.

Action Plan 1: Develop an Employer Brand

Source	Resource	Description and Link
Society for Human Resource Management (SHRM)	The Employer Brand: A Strategic Tool to Attract, Recruit, and Retain Talent	This resource from the SHRM provides an overview of employer branding along with tips and effective practices based on their research with HR professionals. https://www.shrm.org/ResourcesAndTools/tools-and-samples/hr-qa/Documents/08-0201StaffingInsert_FINAL.pdf
Fast Company	Why These 4 Companies Are Getting Serious About Their Employer Brands	<i>Fast Company</i> describes the unique ways that GE, UPS, Sam Adams, and Foundation Medicine are enhancing their employer brands. The article includes embedded videos produced by several of the companies. https://www.fastcompany.com/3057020/why-these-4-companies-are-getting-serious-about-their-employer-brands
LinkedIn Talent Blog	Checklist: Employer Branding Tools and Tactics Every Modern Recruiter Should Know	This article discusses some basics of employer branding and provides a lengthy list of “Employer Brand Vehicles, Techniques, and Approaches” that HR professionals should be familiar with. https://business.linkedin.com/talent-solutions/blog/employer-brand/2016/checklist-employer-branding-tools-and-tactics-every-modern-recruiter-should-know



Action Plan 2: Develop Internships and Apprenticeships

Source	Resource	Description and Link
National Association of Colleges and Employers (NACE)	15 Best Practices for Internship Programs	NACE shares simple best practices that any organization should consider when developing their own internship programs in order to appeal to applicants and effectively manage the program. http://www.naceweb.org/talent-acquisition/internships/15-best-practices-for-internship-programs/
Department of Labor (DOL)	ApprenticeshipUSA Toolkit	DOL provides a diverse set of resources for employers looking to establish federally recognized internship programs, including FAQs, information on apprenticeship partnership models, and guidance on registering your apprenticeship program. https://www.dol.gov/apprenticeship/toolkit.htm
DOL	Apprenticeship Assessment and Planning Tool	This resource presents a step-by-step approach to assessing whether an apprenticeship program is right for your organization, designing the program, and evaluating outcomes. https://www.dol.gov/apprenticeship/docs/RA-Planning-Tool.pdf

Action Plan 3: Recruit Nontraditional Candidates

Source	Resource	Description and Link
Edge4Vets	Edge4Vets	This program, described in Case Study #1, helps veterans to translate their strengths from the military into tools for quality performance in the civilian workplace. It has been successfully piloted at LAX and can be adapted to airports of varying sizes. http://edge4vets.com/
DOL Veterans' Employment and Training Service	Hire a Veteran	This site provides employers with assistance in finding qualified veterans in their area, and includes a toolkit and information about relevant policies and programs. https://www.dol.gov/vets/hire/index.htm
Monster	Tapping Retirees for Contingent Workforce Needs	This article from job search site Monster.com provides employers with several tips for recruiting retirees to address workforce gaps and tap into the knowledge and skills of highly experienced individuals. https://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/strategic-workforce-planning/contingent-workforce.aspx



Action Plan 4: Recruit Airport Employees from Other Industries

Source	Resource	Description and Link
ACRP	ACRP Web-Only Document 28	This ACRP resource, which also provided the foundation for this Guidebook, has helpful information for those planning to recruit from other industries, including data on employment trends in various industries, as well as data on occupations that are in high or low demand in each state. The data can help airports develop a strategy for what industries to recruit from and where to focus their efforts. http://onlinepubs.trb.org/onlinepubs/acrp/acrp_webdoc_028.pdf
Bureau of Labor Statistics	Employment by Major Industry Sector	This BLS dataset provides current, detailed data on employment trends in different industry sectors that can be used to help airports focus their efforts to recruit from other industries. Other relevant datasets can also be found on the BLS site. https://www.bls.gov/emp/ep_table_201.htm



Employer Branding Discussion Guide

Tool to: *Attract New Talent*



Purpose and Overview

When developing an employer brand, it is helpful to engage current employees to understand common aspects of the employee experience and learn what they value about working for the airport. Their perspectives can then be reflected in the airport's employee value proposition (EVP) and the broader employer brand. This guide provides sample questions that airport leaders or HR personnel can ask groups of airport staff to begin formulating the employer brand, as described in *Action Plan 1: Develop an Employer Brand*. The questions cover four topics on which current employees can typically provide valuable insights: positive aspects of working at the airport, employee values and goals, organizational culture, and compensation. Airport leaders can integrate the themes that emerge from employees with the strategic human capital goals of the organization to develop a cohesive employer brand.

Discussion Introduction

You may wish to explain the following topics when you initiate a discussion with employees:

- *Purpose:* The purpose of this discussion is to help guide strategy and branding of employee recruiting, retention, and development efforts.
- *Format:* The session will involve a series of questions and an open discussion to better understand what you like about working at the airport, what your career goals and values are, how you view the airport work culture, and how compensation impacts your motivation and commitment to the organization. This will help in determining what information to present to future employees.
- *Confidentiality:* All of the information shared will be non-attributable, in that no specific comments you share will be associated with you. No names or personally identifiable information will be recorded. Consolidated information from the discussion will be used to guide employer branding going forward. Being open and honest with your feedback will help us to better align our strategy and branding to reflect employee perspectives.

Positive Aspects of Working at the Airport

1. What initially attracted you to apply for a position at the airport?
2. What are some things that you enjoy about working at the airport? What aspects of this airport are you most proud of?
3. What experiences do people get working at the airport that they would be unable to get elsewhere?
4. What aspects of working at the airport do you look forward to each day? What motivates you to perform your job well?



Employee Values and Goals

5. What are the most important factors for you when choosing where to work?
6. How does your experience working at the airport reflect your personal values?
7. To what extent does the airport's impact on the community motivate you or factor into your decision to work here?
8. What goals do you have for your career at the airport?
9. How have your airport leaders, supervisors, or other colleagues helped you to achieve those goals? Have any training or development activities been particularly helpful in achieving your career goals?

Organizational Culture

10. What do you think are the airport's more meaningful traditions or shared experiences?
11. What qualities do people need to be successful here?
12. What are your favorite aspects of the work environment?
13. How do people at the airport work collaboratively or show support for each other?
14. What common goals or values do people across the airport share?

Total Compensation

15. How important was compensation in your decision to join the airport? How important is it in your decision to continue working here?
16. How well do you feel that pay and pay raises reflect employee performance?
17. How do the employee benefits you receive help you to be successful in both your personal and professional life? *(Note that benefits may also include intangible aspects of the job, such as work-life balance.)*
18. Among the employee benefits offered by the airport, which do you find to be the most valuable to you?
19. Besides pay, how are you rewarded or recognized for doing a good job?
20. How else has the airport invested in your career development (e.g., training, conference attendance, professional/leadership development activities)?



Internship Program Development Checklist

Tool to: *Attract New Talent*



Purpose and Overview

This tool is designed to help airports better understand the steps involved in developing, implementing, and monitoring the effectiveness of internship programs. It primarily consists of discrete tasks that can be checked off as airports develop their programs, but it also includes questions to consider and tips that may be helpful at various points in the process. While it is not critical that airport staff perform every step listed when instituting internship programs, the more of them that they are able to accomplish, the more likely it is that the program will attract qualified and capable applicants.

1. DEFINE INTERNSHIP PROGRAM GOALS AND STRUCTURE

Questions to consider when defining program goals

1. What will be the primary purpose of the internship program? For example:
 - a. Will the internship program be used as a recruitment tool to find your next full-time employees?
 - b. Will the program simply be a way to find talent for immediate needs?
 - c. Will the program serve as a community engagement approach – to build a good rapport with the community by helping support youth/workforce development?
2. How will the internship program be mutually beneficial to students and your airport? How might the airport want to create stronger ties with local colleges and universities?
3. What level of involvement will interns have with airport operations, administrative functions, passenger services, safety and security, and other core functions? What level of responsibility will interns be given during their term?
4. How will the internship be kept interesting and valuable to interns as a learning experience?
5. How will the internship program impact the workload of regular employees during peak workloads or provide the resources for special projects to be completed?
6. How will the internship experience translate into future employment opportunities? (For example, in a municipality-run airport, a promise of future employment may not be possible. Expectations should be made clear to interns at the start.)

Check off each item as completed [✓]:

- [] Specify overall program goals.
- [] Create a work plan for setting up the internship program. The work plan should at a minimum:
 - [] Specify how the program will be structured in terms of duration, work hours (# per week), schedule (arrival/departure times), and number of interns.
 - [] Outline the compensation structure including whether paid/unpaid, benefits (if applicable), developmental opportunities (e.g., conference attendance), and potential CPE (continuing professional education) credits.
 - [] Designate an individual(s) to oversee the program. Identify champions to help support the program and introduce the program across the airport.



[] Identify supportive, enrichment elements to incorporate into the program such as periodic social events, developmental exercises, special projects, and job rotations that expose interns to multiple facets of the organization and to key leaders.

[] Create a business case for the internship and obtain buy-in from the top. (Note: Demonstrating airport leadership support for the program can help interns feel included and encourage other airport employees to respect their contributions.)

2. DEVELOP JOB DESCRIPTION FOR INTERN JOB

- [] Describe where in the organization (i.e., department or unit) the intern will primarily serve, how it contributes to the airport mission, as well as any rotations outside of that unit.
- [] Define job duties and responsibilities. Consider what a typical day would look like and list out those tasks.
- [] Define the level of skills, education, and experience required upon entry into the job based on the duties/tasks to be performed. (Note: Legally, skills must be job relevant and necessary at entry versus qualifications that might be desirable to see.)

3. RECRUIT AND SELECT

Recruitment Sources

- [] Identify local colleges and universities.
- [] Identify local high schools and technical schools.
- [] Identify professional associations (e.g., AAAP, ACI-NA) to help market the internship.
- [] Identify online job boards to seek talent.

Recruitment Periods

Rule of Thumb: Start recruiting interns 3–4 months prior to the internship start date.

- [] Establish a timeline for recruiting based upon the desired season of the internship, keeping typical school calendars in mind.

Screening Candidates

Identify candidates whose interests and experience align with the job description. Conduct interviews to validate that alignment and fit with the organizational/team culture.

- [] Establish a set of qualifications, experiences, and interests that align with the position.
- [] Review candidate resume for relevant experience and qualifications.
- [] Involve employees who would work directly with intern in screening/interviews.
- [] Use a structured protocol that includes open-ended interview questions to enable fair comparisons across applicants for required skills and organizational fit.
- [] Score/rank candidates based on all of the above.



4. DEVELOP A COMPREHENSIVE INTERNSHIP PROGRAM

Create Company Orientation

- [] Describe airport's mission and culture.
- [] Provide an overview of the airport structure and where the intern fits into the organization.
- [] Explain department roles and the interdependencies between roles. Clarify who the intern should contact for specific needs/resources and where to find information.

Create Training Program and Provide Support

- [] Set up workstation and required equipment.
- [] Provide an explanation of intern duties.
- [] Identify intern's supervisor and any others required to train intern on technical duties.
- [] Identify a mentor (typically a senior leader or highly tenured employee) to provide guidance on career development, navigating the workplace, and other non-technical matters.

5. INTERNSHIP ASSESSMENT AND REVIEW

Assessment of Intern

- [] Monitor intern; provide frequent and scheduled feedback (e.g., biweekly meetings).
- [] Obtain self-assessment from intern (e.g., after 6 weeks).
- [] Provide program-end performance review.

Evaluation of Internship Program

- [] Develop evaluation criteria based on previously identified program goals. Consider creating a pre- and post-internship evaluation where intern skill development is assessed.
- [] Assess the outcome of the internship program using feedback from multiple sources (e.g., intern, supervisor, peers).
- [] Review and revise (if necessary) program goals and structure after first 6 months and annually thereafter based on evaluation results.



Guide to Public Resources to Recruit Employees from Other Industries



Tool to: *Attract New Talent*

Purpose and Overview

This tool provides guidance regarding how to recruit employees from other industries and the resources available to support this strategy. This tool also identifies the current resources (e.g., websites) that can be used to identify information about the workforce of different industries. Specifically, direction is provided that can help airports understand how to:

1. Use O*NET to select jobs or industries in which employees will have relevant skills.
2. Use Bureau of Labor Statistics (BLS) data to identify shrinking industries and occupations that have employees with skills comparable to the mission-critical occupations.

Identifying Jobs or Industries with Relevant Skill Requirements

O*NET is an online resource that includes occupational information about jobs across the United States, which is sponsored by the Department of Labor's Employment and Training Administration and has been publicly available online since 1998. As a first step in identifying jobs with relevant skill requirements, it is necessary to understand the skills required for the jobs that are being filled. To do this, each occupation can be examined on O*NET. Once the skills for airport jobs have been identified, occupations with similar skill requirements can be explored. Depending on the skill selected, the list of occupations requiring that skill may be more focused (e.g., jobs that require repairing skills) or they may represent a wide range of jobs and industries (e.g., jobs that require critical thinking skills).

The process to accomplish these activities is shown in Steps 1a through 4c of the following images. While major changes to O*NET are not anticipated in the near future, it is possible some variation from these images may occur if the O*NET website is updated.

1a Find airport occupations on O*NET

Navigate to the O*NET website:
www.onetonline.org

Conduct search for occupation for which new employees are needed

The image shows a screenshot of the O*NET OnLine website. A teal arrow points from the text 'Navigate to the O*NET website: www.onetonline.org' to the URL 'https://www.onetonline.org' in the browser's address bar. Another teal arrow points from the text 'Conduct search for occupation for which new employees are needed' to the search bar on the website, which contains the text 'Electrician'. The website header includes the O*NET logo, the text 'O*NET OnLine', and navigation links for 'Help', 'Find Occupations', 'Advanced Search', and 'Crosswalks'. There are also links for 'Share' and 'O*NET Sites'. A banner at the bottom of the page reads 'Build your future with O*NET OnLine.' and a 'What's New?' section indicates that the 'O*NET Database and websites updated'.



1b Find airport occupations on O*NET

The screenshot shows the O*NET OnLine search results for 'Electrician'. The search bar at the top contains 'Electrician'. Below the search bar, there are navigation links: 'Help', 'Find Occupations', 'Advanced Search', and 'Crosswalks'. On the right, there are 'Share' and 'O*NET Sites' links. The main content area is titled 'Quick Search for: Electrician' and shows 'Showing top 20 occupations for Electrician. Closest matches are'. A table lists several occupations with their codes and titles. A callout box with an arrow points to the 'Electricians' link in the first row, containing the text: 'Click on the occupation title to view relevant information'.

How do they match?	Code	Occupation
	47-2111.00	Electricians green
	47-3013.00	Helpers-Electricians Bright Outlook
	49-2092.00	Electric Motor, Power Tool, and Related Repairers
	49-2093.00	Electrical and Electronics Installers and Repairers, Transportation Equipment

2 Review occupation KSA Requirements

The screenshot shows the O*NET OnLine Summary Report for '47-2111.00 - Electricians'. The page title is 'Summary Report for: 47-2111.00 - Electricians'. Below the title, there is a description of the occupation: 'maintain, and repair electrical wiring, equipment, and fixtures. Ensure that work is in accordance with relevant codes. May install or service street lights, alarm systems, or electrical control systems'. A list of 'reported job titles' is provided: 'Chief Electrician, Control Electrician, Electrician, Industrial Electrician, Inside Wireman, Journeyman Electrician, Journeyman Electrician, Maintenance Electrician, Mechanical Trades Specialist, Electrician, Qualified Craft Worker, Electrician (QCW), Electrician'. There are two tabs: 'Details' and 'Custom'. A callout box with an arrow points to the 'Details' tab, containing the text: 'Explore the knowledge, skills, and abilities required for the airport job'. Below the tabs, there are several categories of information: 'Technology/Skills', 'Tools/Used', 'Knowledge', 'Skills', 'Abilities', 'Work Activities', 'Detailed Work Activities', 'Work Context', 'Job Zone', 'Education', 'Credentials', 'Interests', 'Work Styles', 'Work Values', 'Related Occupations', 'Wages & Environment', 'Job Openings', and 'Additional Information'. A 'Tasks' section is also visible, showing '5 of 21 displayed'.

3a Examine specific KSAs and initial identification of occupations with similar requirements

The screenshot shows the O*NET OnLine Skills section for 'Electricians'. The title is 'Skills' and it shows '5 of 23 displayed'. A list of skills is provided, each with a plus sign icon to its left. A callout box with an arrow points to the plus sign next to 'Troubleshooting', containing the text: 'Click on the plus sign next to a KSA name to pull up occupations requiring that KSA'. Another callout box with an arrow points to the 'Troubleshooting' skill description, containing the text: 'Locate knowledge, skills, or abilities in the O*Net occupational information'. The skills listed are: 'Troubleshooting' (Determining causes of operating errors and deciding v...), 'Repairing' (Repairing machines or systems using the needed tools), 'Active Listening' (Giving full attention to what other people are saying, to appropriate, and not interrupting at inappropriate times), 'Critical Thinking' (Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems), 'Cost and Decision Making' (Considering the relative costs and benefits of potential actions to choose the most appropriate one), 'Sensitivity' (The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is m...), and 'Deductive Reasoning' (The ability to apply general rules to specific problems to produce answers that make sense).



3b Examine specific KSAs and initial identification of occupations with similar requirements

The screenshot shows a list of related occupations for the skill 'Repairing'. The list includes:

- 49-3011.00 Aircraft Mechanics and Service Technicians
- 49-9041.00 Industrial Machinery Mechanics
- 49-2092.00 Electric Motor, Power Tool, and Related Repairs
- 49-3042.00 Mobile Heavy Equipment Mechanics, Except Engines
- 49-9021.02 Refrigeration Mechanics and Installers

Annotations on the screenshot:

- Top center: Review the occupations with similar requirements
- Left side: After clicking on the plus sign next to a KSA, this box pops up
- Right side: Clicking on these occupations will bring up a full description, including all KSA requirements

Note: The dark grey box is the same as the box shown in 3a; the intent of this figure in 3b is to show what is featured when any particular KSA is selected on the screen shown in 3a.

4a Conduct a skills search for occupations matching skill requirements

The screenshot shows the O*NET Online homepage with the following elements and annotations:

- Top navigation: Help, Find Occupations, **Advanced Search**, Crosswalk, Share, O*NET Sites
- Search bar: Occupation Quick Search: [input field]
- Section: **Advanced Search**
- Section: **Browse by O*NET Data** (Abilities dropdown, Go button)
- Section: **Related DWA Search** (To begin, enter the title of your current occupation: [input field], Go button)
- Section: **Skills Search** (Skills Search is designed to help you use your skill set to identify occupations for exploration. You select a set of skills from six broad groups of skills to create your customized skill list. [Go to Skills Search](#))
- Section: **Related Task Search** (To begin, enter the title of your current occupation: [input field], Go button)

Annotations on the screenshot:

- Top center: On the O*NET homepage, click on "Advanced Search"
- Bottom center: Then, click on "Go to Skills Search"



4b Conduct a skills search for occupations matching skill requirements

4c Conduct a skills search for occupations matching skill requirements

Skills Search for:
Active Listening, Science, Critical Thinking, Coordination, Complex Problem Solving, Installation, Repairing, Systems Evaluation (135 matches)

Select from [Skills Matched](#) to view how your selected skills compare to all skills for that occupation.

Skills Matched	Job Zone	Code	Occupation
7	4	17-2199.08	Robotics Engineers
7	3	47-2111.00	Electricians
7	3	49-2094.00	Electrical and Electronics Repairers, Commercial and Industrial
7	4	49-9021.02	Refrigeration Mechanics and Installers
6			Agricultural Engineers
6			Agricultural Research Scientists
6			Agricultural Technicians
6			Agricultural Inspectors
6			Agricultural Engineers
6	5	17-2081.00	Environmental Engineers

The results will show occupations by the number of selected skills they require

Clicking on these occupations will bring up a full description, including all skill requirements



Using BLS Data to Explore Shrinking Industries or Occupations

When looking to recruit airport employees from other industry and occupational areas, the most success is achieved when other industries are not also seeking to employ employees with similar skills. As such, a focus on identifying shrinking occupations or industries can be beneficial in recruitment strategy. Data provided on the U.S. Bureau of Labor Statistics website (www.bls.org) can be used to identify and explore potential sources for recruiting employees.

Identifying Shrinking Industries

As a first step (see Step A), current and projected industry employment numbers can be examined to identify the shrinking industries. This is accomplished by comparing the most recent employment numbers (e.g., 2016 data here) to the 10-year projections (e.g., 2026). Within BLS, *Table 2.1: Employment by major industry sector* shows this projection data. These data can be used to identify industries that hold the most promise for having employees who are looking for employment opportunities in new areas (e.g., shrinking industries, large industries that are growing slowly). Two steps to take in identifying promising industries are presented in the following images.

A Gather data on industry-level employment numbers

Navigate to the BLS website for the *Employment by major industry sector table* at www.bls.gov/emp/ep_table_201.htm

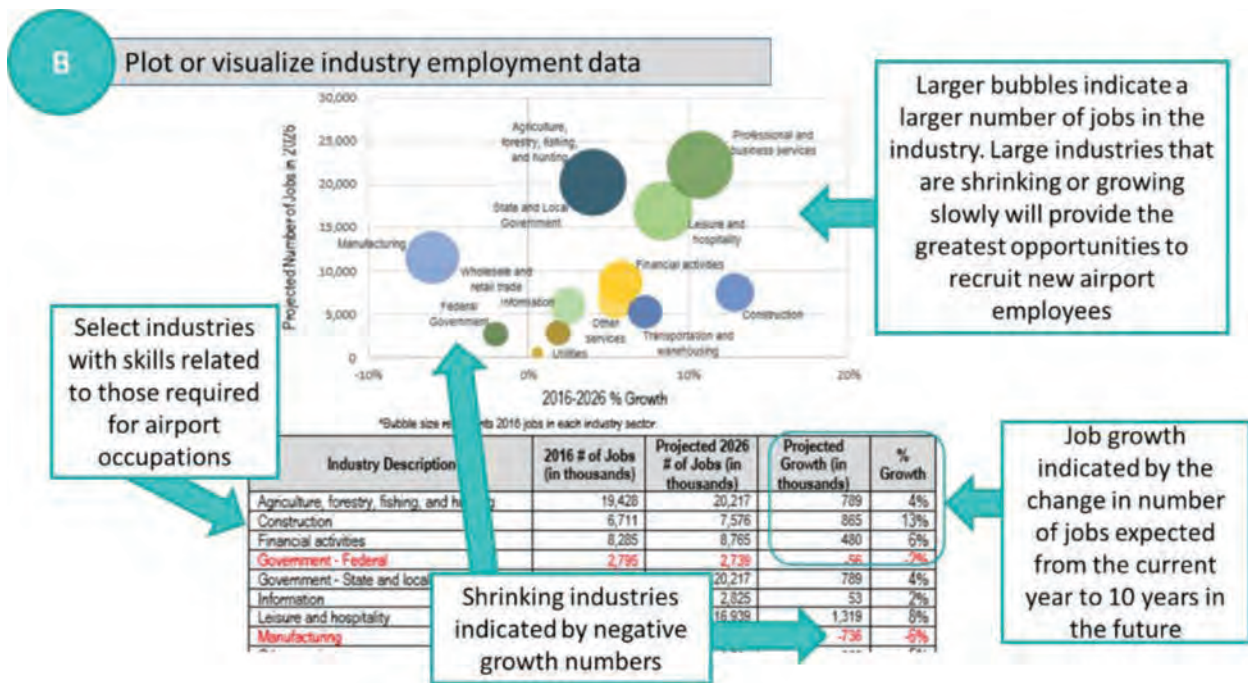
Data are available on the web page and in a Microsoft Excel file

Industries

Number of jobs, by year

Change in number of jobs

Industry Sector	Thousands of Jobs			Change		Percent Distribution			Compound Annual Rate of Change	
	2006	2016	2026	2006-16	2016-26	2006	2016	2026	2006-16	2016-26
Total(1)	148,988.2	156,063.8	167,582.3	7,075.7	11,518.5	100.0	100.0	100.0	0.5	0.7
Nonagriculture wage and salary(2)	137,190.9	144,000.3	155,724.8	7,788.4	11,724.5	92.1	92.9	92.9	0.6	0.7
Goods-producing, excluding agriculture	22,466.7	19,904.2	19,904.2	-2,781.5	-	15.1	12.6	11.9	-1.3	0.1
Mining	-	-	-	-	-	-	-	-	0.4	0.1
Construction	-	-	-	-	-	-	-	-	4.5	-1.4
Manufacturing	-	-	-	-	-	-	-	-	6.9	-1.4
Services-providing excluding special	114,724.2	125,294.1	135,820.6	10,569.9	10,526.5	77.0	80.3	81.0	0.9	0.8



Identifying Shrinking Occupations

While airports may be able to target new employees at the industry level, it can also be beneficial to examine individual occupations to determine if there are any shrinking occupations that are related to airport MCOs in terms of skill requirements (see Step B). Within BLS, *Table 1.5: Fastest declining occupations* gives an overview of the occupations that are expected to experience the greatest decreases in size in the next 10 years. Alternatively, if there are specific occupations that an airport would like to explore, the projections for each occupation are available in BLS in *Table 1.2: Employment by detailed occupation*. Looking at this information can help an airport understand how much competition there will be for employees in a specific occupation; if the occupation is growing quickly, it will likely be more difficult to bring employees into airport jobs than if there is a decline or slow growth in employment for the occupation. The following images display how to access and use this occupation-level information.



C

Examine fastest declining occupations in the U.S.

https://www.bls.gov/emp/ep_table_105.htm

Navigate to the BLS website for the *Fastest declining occupations* table at www.bls.gov/emp/ep_table_105.htm

United States Department of Labor
BUREAU OF LABOR MARKET STATISTICS

Home Subjects Data Tools Publications Economic Releases Students Beta

Employment Projections

Fastest declining occupations

Other available formats: (XLSX)

Table 1.5 Fastest declining occupations, 2016 and projected 2026 (Numbers in thousands)

Data are available on the web page and in a Microsoft Excel file

Occupations	2016 National Employment Matrix title and code	Employment		Change, 2016-26		Median annual wage, 2016
		2016	2026	Number	Percent	
Total, all occupations	00-0000	156,063.8	167,582.3	11,518.6	7.4	\$37,040
Locomotive firemen	53-4012	1.2	0.3	-0.9	-78.6	\$58,230
Respiratory therapy technicians	29-2054	10.8	4.7	-6.1	-56.1	\$49,780
Parking enforcement workers	33-3041	9.4	6.1	-3.3	-35.3	\$37,950
Word processors and typists		4.9	49.9	-45.0	-91.8	\$38,740
Watch repairers		1.8	1.3	-0.5	-28.7	\$36,740
Electronic equipment installers and repairers		2.1	9.0	-6.9	-32.7	\$32,220
Foundry mold and coremakers		12.5	12.5	0.0	0.0	\$34,790
Pourers and casters, metal		8.4	8.4	0.0	0.0	\$36,180
Computer operators		51.5	51.5	0.0	0.0	\$42,270
Telephone operators		9.1	9.1	0.0	0.0	\$37,000
Miss shuttle car operators	53-7111	1.6	1.2	-0.4	-25.0	\$36,450

Number of jobs for each occupation, by year

Change in number of jobs

D

Examine specific occupations to understand projected growth

https://www.bls.gov/emp/ep_table_102.htm

Navigate to the BLS website for the *Employment by detailed occupation* table at www.bls.gov/emp/ep_table_102.htm

United States Department of Labor
BUREAU OF LABOR MARKET STATISTICS

Home Subjects Data Tools Publications Economic Releases Students

Employment Projections

Employment by detailed occupation

Other available formats: (XLSX)

Table 1.5 Employment by detailed occupation, 2016 and projected 2026 (Numbers in thousands)

Data are available on the web page and in a Microsoft Excel file. Note: Opening the Excel file may make locating a specific job easier.

Search for an occupation previously identified as being a good skills match to an airport occupation for which the airport is hiring

Review employment numbers for the selected occupation

Occupation	2016	Employment		Change, 2016-26		Occupational openings, projected 2016-26 annual average	
		Number	Percent distribution	Number	Percent		
Total, all occupations	156,063.8	167,582.3	100.0	100.0	11,518.6	7.4	18,740.3
Managers	10,411.5	10,411.5	6.1	6.2	878.3	9.2	851.2
Top	2,826.6	2,826.6	1.7	1.7	199.1	7.6	235.3
Chief executives	198.2	198.2	0.2	0.2	-10.7	-3.5	20.1
General and operations managers	2,263.5	2,263.5	1.5	1.5	205.9	9.1	210.8
Legislators	55.5	55.5	0.0	0.0	1.9	7.1	-4.4
Advertising, marketing, promotions, public relations, and sales managers	708.6	768.2	0.5	0.5	59.6	8.4	67.6
Advertising and promotions managers	31.3	33.1	0.0	0.0	1.8	3.8	3.4
Marketing and sales managers	603.8	654.0	0.4	0.4	50.2	8.3	57.5
Marketing managers	218.3	240.1	0.1	0.1	21.8	10.0	21.3



Case Studies for: *Attracting New Talent*



Case Studies Related to Attracting New Talent

The three case studies in the following table present examples of creative ways airports are implementing strategies to *attract new talent*.

Case Studies	Airport Characteristics	Page
Los Angeles International Airport (LAX)	Large, municipal	2-41
San Diego International Airport (SAN)	Large, airport authority	2-42
Salina Regional Airport (SLN)	Small, airport authority	2-43

Overview of Case Study 1: Los Angeles International Airport described a nationwide program that was successfully implemented to engage nontraditional candidates (veterans in this case) and prepare them for airport careers. It provides a structured format that can be replicated at airports across the country to help veterans find meaningful work at airports.

Overview of Case Study 2: San Diego International Airport implemented a 3-month structured internship program for undergraduates and graduate students. It exposes participants to airport leaders as well as the day-to-day activities within various airport career paths.

Overview of Case Study 3: Salina Regional Airport supports embedded industry field labs that are built into KSU's airport management degree program to give students more real-world exposure to the industry. These labs help build airport knowledge and provide the future airport workforce with firsthand experience solving airport challenges.



Case Study 1: LAX Airport, Los Angeles, CA

Program: Recruiting Nontraditional Candidates Edge4Vets



Airport Features

<p style="text-align: center;">Size</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Large <input type="radio"/> Mid-size <input type="radio"/> Small 	<p style="text-align: center;">Governance Model</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Municipal <input type="radio"/> Airport Authority <input type="radio"/> Other Authority (e.g., port authority)
--	--

- Additional Characteristics**
- Southern California has a large population of homeless and unemployed veterans
 - At the time this case study was developed, LAX had over 600 job vacancies

Summary of Strategy:

The Edge4Vets program helps prepare veterans for civilian sector jobs by helping them identify their skills and participate in a workshop with mentors who are HR personnel and hiring managers. The pilot program conducted at LAX connected veterans with airport HR personnel in an all-day workshop that included facilitated assessments, exercises, and a networking lunch. Throughout the session, participants developed a professional profile that they could add to their resume to highlight their individual strengths and apply their military experience to airport careers. Seven veterans were able to receive job offers at the end of the day, and others had built connections with airport employers to pursue future opportunities.

Strategy Highlights

- Helped prepare veterans for civilian jobs and connect the airport to quality job candidates

Challenges Encountered	Solutions
<ul style="list-style-type: none"> • Cost of meeting space and funding needed to sustain program over time • Ensuring sufficient exposure of each veteran to employers 	<ul style="list-style-type: none"> • Request hotel donate space and work with employers to provide ongoing support • Provide assigned seating to ensure mix of employers and veterans at each table

Lessons Learned

- Host a raffle at the end of the day to encourage people to stay for the entire day
- Local news participation helps to publicize the event
- Security positions align naturally with the skills and experience of veterans



Case Study 2: San Diego International Airport, San Diego, CA

Program: Airport Career Experience (ACE) Internship Program

Strategy in Action

A large airport with about 30% of its workforce eligible to retire sought to attract high potential individuals from universities in the region in a highly competitive market for top talent.

The airport developed an internship program that sought to demonstrate leadership in the industry while attracting candidates with the skills needed to succeed in the future.

Airport Features

<p style="text-align: center;">Size</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Large <input type="radio"/> Mid-size <input type="radio"/> Small 	<p style="text-align: center;">Governance Model</p> <ul style="list-style-type: none"> <input type="radio"/> Municipal <input checked="" type="radio"/> Airport Authority <input type="radio"/> Other Authority (e.g., port authority)
--	--

Additional Characteristics

- Following a transition to an independent airport authority, SAN has rebranded itself to focus on innovation and sustainability.

Summary of Strategy:
SAN developed distinct internship opportunities for graduate and undergraduate students. They recruited 15 undergraduate interns over a 3-month period. About 70% of their time is devoted to one department; the remainder is spent exploring different departments and working on cross-functional, multidisciplinary projects. The graduate program is a smaller, 6-month program spent entirely in one department.

Prior to developing the program, SAN conducted a strategic analysis to understand where their talent was coming from, the demographics of their workforce, and opportunities to attract candidates from local communities. They conducted workforce planning to determine what skills and capabilities were needed and then positioned the ACE internship program accordingly.

Strategy Highlights

- Strategically-planned internship program with tracks for both undergraduate and graduate students

<p style="text-align: center;">Challenges Encountered</p> <ul style="list-style-type: none"> • Need for managers to understand their responsibility for managing interns 	<p style="text-align: center;">Solutions</p> <ul style="list-style-type: none"> • Managers go to 90-minute mentorship training before interns begin
--	---

Lessons Learned

- Provides opportunity for employees to learn from those at premiere educational institutions and to develop skills in management and mentorship
- It can be beneficial to hire back the interns after they gain experience for a few years



Case Study 3: Salina Regional Airport (SLN), Salina, KS



Program: Embedded Industry Field Labs

Strategy in Action

With an aging workforce and issues with lack of awareness about airport careers, airports need to play an active role in developing future leaders. Additionally, students focused on airport careers need real-world experience while in their programs.

SLN partners with KSU's airport management program to host frequent Embedded Industry Field Labs, which allow industry experts to teach relevant topics to students and provide additional experience through a hands-on project.

Airport Features

Size

- Large
- Mid-size
- Small

Governance Model

- Municipal
- Airport Authority
- Other Authority (e.g., port authority)

Additional Characteristics

- Kansas State University Polytechnic Campus is located onsite.

Summary of Strategy:

Embedded Industry Field Labs are built into KSU's airport management classes to give students more real-world exposure to the industry. Each class has a minimum of five labs during which an industry expert teaches the students on a relevant topic (e.g., construction contracts, GIS). Labs are typically structured in two 1.5-hour sessions, and students are required to complete a project to demonstrate what they learned.



With its location at the site of the university, SLN has been the most predominant provider of the labs. The airport's responsibilities include determining a topic for the lab, providing advance reading material, developing a scoring rubric for the project, teaching the session, and assisting with grading. If the instructor has the availability to attend the second session, they will also help with following up and providing feedback to students.

The airport benefits from these labs by helping to develop the airport leaders of the future, and more immediately, by identifying students for internships and positions after graduation.

Strategy Highlights

- Industry experts teach KSU students practical topics
- SLN staff teach the lab and provide assistance with planning and grading
- The airport helps to develop future leaders and has a source for internships and positions for new graduates



 Challenges Encountered	 Solutions
<ul style="list-style-type: none"> • Lack of resources to dedicate to long-term workforce development strategies • Airport may not be located physically near program 	<ul style="list-style-type: none"> • Labs require minimal burden and cost from the airport • Labs can be conducted virtually
Lessons Learned	
<ul style="list-style-type: none"> • Leadership buy-in is critical for program success • Students may need additional coaching during initial labs, as they present a new way of learning with different expectations in comparison to traditional coursework 	

Chapter 3: Building Internal Staff Capacity



Building internal staff capacity is critical so airports can ensure their current workforce has the skills and knowledge required for the future. Skill needs are continuously evolving due to technology and regulatory changes, and the importance of certain capabilities such as airport-specific knowledge and personal effectiveness continues to grow.

Chapter Overview

This chapter addresses building internal staff capacity by developing the skills and enhancing the knowledge of the current airport workforce. It focuses on ways that airports can determine their greatest skill needs, as well as how they can implement methods to bolster the skills and knowledge of their staff.

The specific workforce capacity needs related to this challenge include the following:

- D. Addressing new skill gaps from industry change
- E. Increasing airport-specific knowledge

The research conducted to identify these workforce capacity needs is further detailed in the *ACRP Web-Only Document 28*.

Within this chapter, four detailed action plans are included to address these specific workforce capacity needs. The strategies featured in these action plans include the following:

- *Conduct Gap Analysis to Identify Skill Needs*
- *Establish Formal Mentoring Program*
- *Establish Communities of Practice for Employees*
- *Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs*

Following the action plans, there are three separate toolkits that can guide airports through strategy implementation related to building internal staff capacity. They include the following:

- *Skills Gap Analysis Toolkit*
- *Mentoring Program Toolkit*
- *Job Shadowing Program Toolkit*

Finally, the chapter concludes with two case studies that demonstrate how airports have successfully implemented strategies to address the challenge of building internal staff capacity.



Description of the Workforce Capacity Challenge

As described in Chapter 2, airports find attracting new talent to the workforce to be a major challenge. However, the challenge does not end once employees are hired. Once employees are in the workforce, it is necessary to ensure that they have the skills and knowledge needed for success on the job, which helps to position the workforce to meet future needs of the airport.

Airports must take a proactive approach to ensure that their current workforce has the skills needed for future success.

One factor contributing to this challenge of building capacity in the internal workforce is that skill needs are constantly evolving. For example, several new technologies have emerged in recent years focused on enhancing the passenger experience, improving safety, and increasing efficiency of airport operations. The types of roles performed and the requirements of current airport jobs change with the introduction of these new technologies. Skill needs can also emerge from changes such as new regulations or updated organizational processes.

Of 746 airport stakeholders surveyed in Phase 1 of this effort:

- **Over 50%** indicated that **personal effectiveness skills** were a training and development challenge for six mission-critical occupations.
- **85% agreed** that the **most important requirement** for the future workforce is **industry-specific knowledge** about airports.

Many of the new skill needs are related to technical aspects of the job. And while technical skills are important for all airport occupations, personal effectiveness and professional skills are equally critical and sometimes overlooked by airports in their developmental and training programs. Airport leaders described concerns regarding employee skill deficiencies in areas such as writing, teamwork, critical thinking, and problem solving. These skills are needed to succeed in the increasingly collaborative, dynamic, and complex airport environment.

Further impacting this challenge is that airport personnel function within a complex ecosystem that includes airport personnel, airline and other tenant staff, federal employees (e.g., TSA, FAA), and the general public. Shared understanding of roles and responsibilities across these different entities contributes to the safe movement of aircraft, passengers, and equipment throughout the airport. It is vital that airport personnel quickly get up to speed on the current safety management expectations for airport employees so they can recognize potential hazards and promote safe operations.

Approaches for airports to build internal staff capacity include the following:

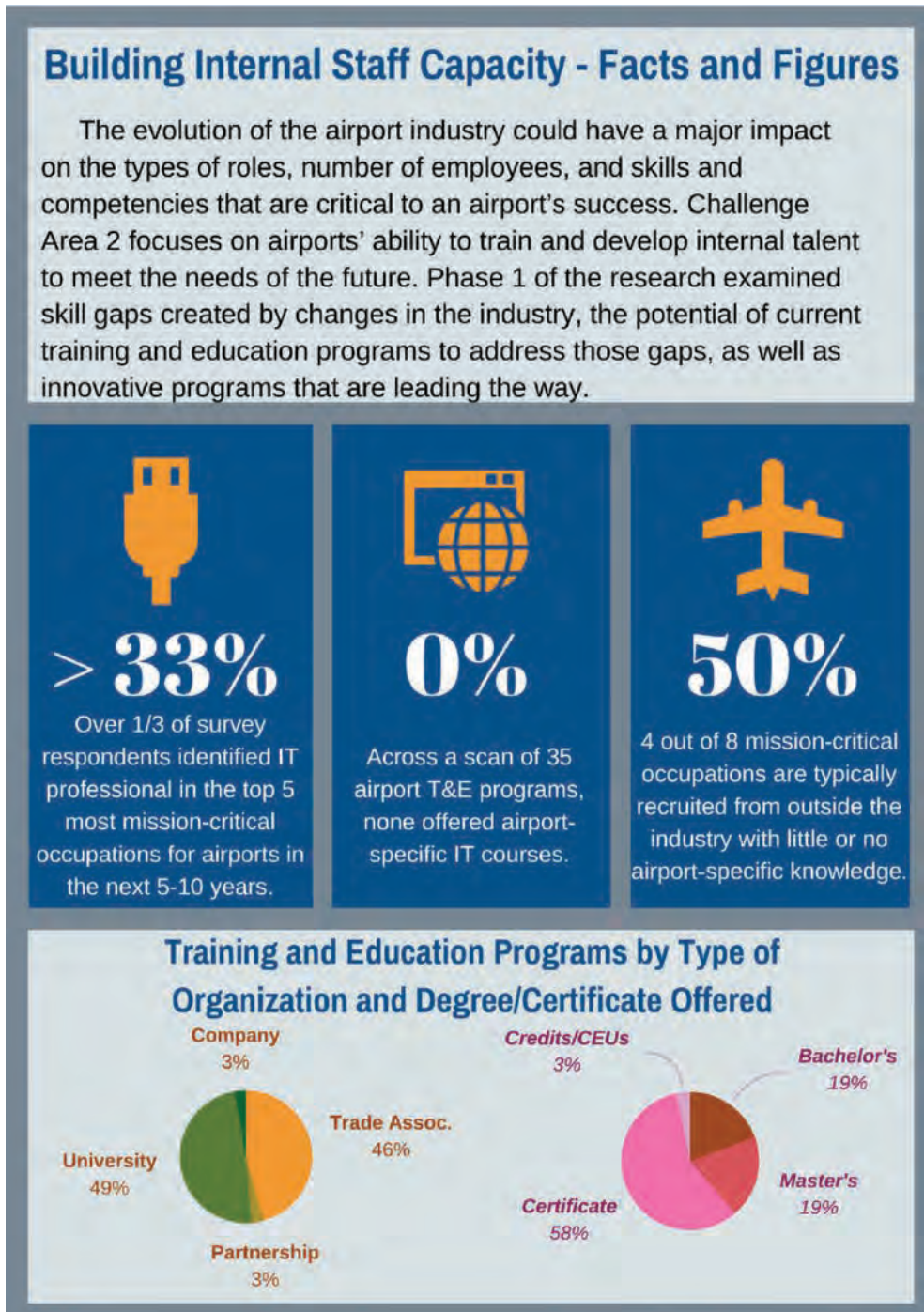
1. **Address new skill gaps from industry changes.** New skills must be developed in the current airport workforce and/or embedded in curricula to facilitate skill growth. Focus needs to be on both evolving technical and personal effectiveness skill needs to fully prepare employees for the future. Employees who are flexible, able to adapt to new situations, and have strong interpersonal skills are in great demand across airports.

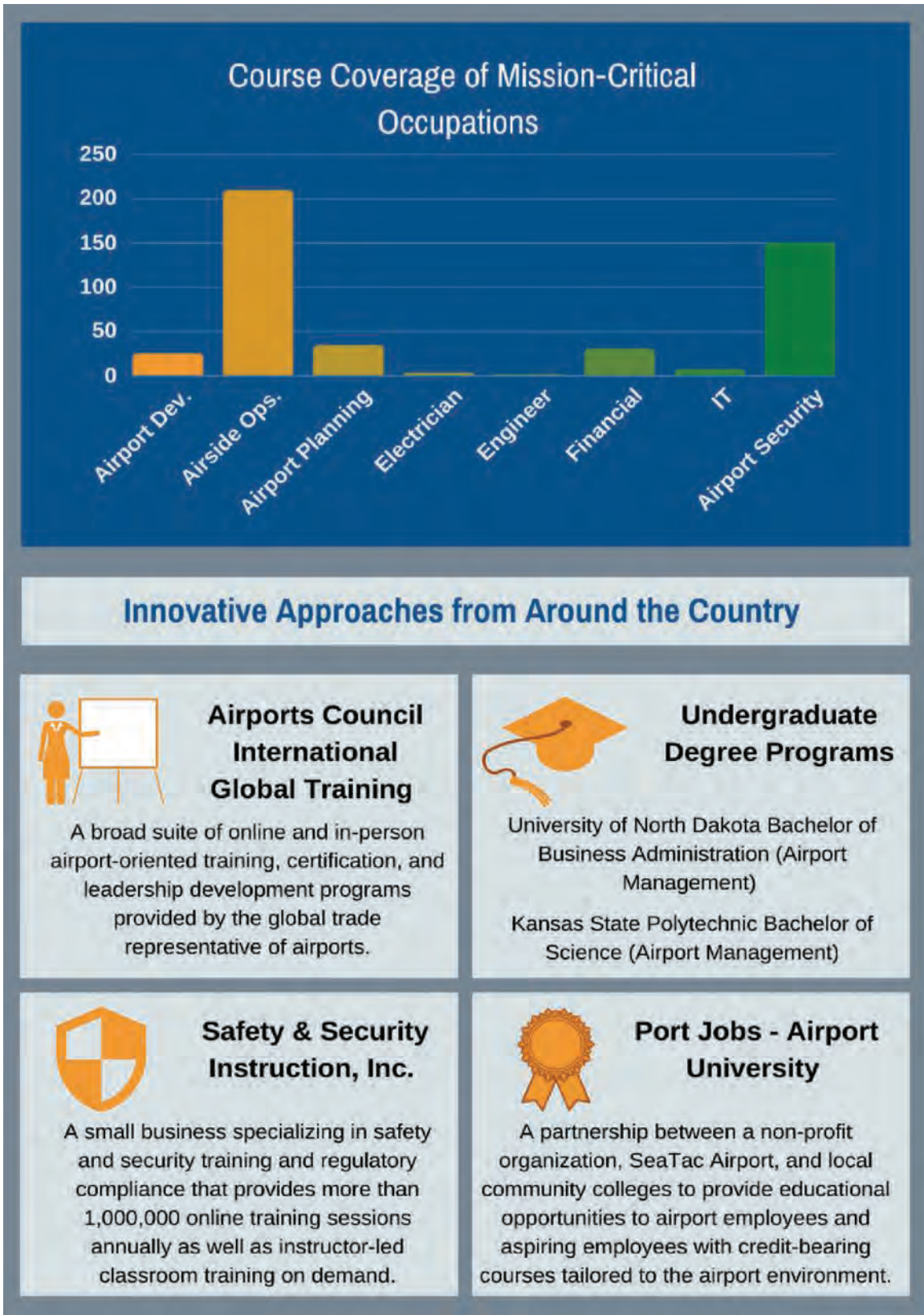
One industry expert noted some airports offer an “**Airports 101**” **type of course** that introduces board members and senior staff to the airport environment, but this type of course is not commonplace for staff positions.



- Increase airport-specific knowledge.** Across jobs, airport workers need airport knowledge in addition to technical, job-specific expertise to be prepared for future success. Knowing how one’s job fits within the larger airport ecosystem will be critical as new systems, such as safety management, grow in importance and technology applications become ever more integrated into all aspects of airport operations.

The following infographics recap highlights and data contained in *ACRP Web-Only Document 28* regarding the challenge of building internal staff capacity.







Action Plans for Building Internal Staff Capacity

This section of the chapter includes four action plans that airports may use for improving internal staff capacity. Information describing the strategy, implementation steps, resource requirements, and alternate approaches is included in each action plan. The action plans described in this section are summarized in the table below.

Action Plan	Overview	Page
Conduct Gap Analysis to Identify Skill Needs	A useful way to identify skill needs and gaps in an airport's workforce is to conduct a gap analysis. Using this strategy, airports can make sure that their employees will have the skills needed to ensure success. This action plan includes guidance to help airports identify and prioritize skill gaps and shows various approaches to gap analysis ranging from formal to more informal.	3-6
Establish Formal Mentoring Program	Mentoring programs support employee development programs and improve engagement levels. When mentors and mentees are paired purposefully, a high quality mechanism to support employees and share knowledge can be developed. This action plan highlights the benefits of utilizing formal mentoring programs and outlines how to develop and implement these programs effectively. It also provides alternative, less formal approaches to mentoring.	3-10
Establish Communities of Practice for Employees	Communities of Practice (CoPs) provide an opportunity for members to meet and share work-related knowledge with one another, resulting in improved personal capabilities for participants. This action plan describes the type of structure required for a CoP and how it supports building internal staff capacity. The plan also lays out steps to accomplish implementation of this strategy.	3-17
Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs	Employee skill development can occur through the observation of various airport jobs or being given the opportunity to perform different job duties within the airport. This action plan describes both job shadowing and job rotation programs. While these types of programs involve different levels of effort, they both help employees learn about the airport more broadly and improve their skills by viewing other jobs within the airport.	3-24



Action Plan 5: Conduct Gap Analysis to Identify Skill Needs



Overview of Strategic Recommendation

Description. Industry advances and growing business demands (e.g., regulatory pressures) are resulting in skill requirements that have yet to be developed in the current airport workforce. For example, across the airport industry, there are a number of new technologies being introduced to enhance the passenger experience or improve the safety and efficiency of airport operations. Technology is expected to permeate every functional area of the airport in the next 5–10 years. Both the types of roles performed and the requirements of current airport jobs are changing as a result of the introduction of these technologies.

Strategy Highlights

- Conducting a gap analysis can help airports identify and prioritize skill gaps in their workforce and ensure they are prepared for industry changes.
- Various approaches can be used ranging from a formal gap analysis to informally capturing new industry information.
- Action plans to address prioritized skill gaps should be developed from the results.

To address these evolving demands, it is critical for airports to regularly assess job requirements, workforce needs, and skill gaps that may emerge. Depending on the time and resources available to conduct this type of analysis, several different approaches may be used. A traditional gap analysis involves measuring the current state of the workforce by assessing existing skill sets and skill proficiency levels, determining the required future state of the workforce by identifying the skill levels needed to fulfill future workforce requirements, and assessing the gaps between these two states. This approach will be the primary focus of this action plan; however, alternatives are also suggested, such as identifying key industry changes and trends by attending industry conferences or events and surveying the workforce about their greatest training needs.

Once skill gaps have been identified, they should be prioritized based on the magnitude of the gaps as well as the urgency of skill needs to achieve the strategic and operational demands of the airport. The gaps with the highest priority should be focused on first. Strategies to address those needs can then be developed and implemented. For example, depending upon the nature of the need, it may require establishing new training programs, creating a new position, and/or updating recruiting and selection materials. Overall, conducting periodic gap analyses can help airports ensure that their employees possess the skills necessary to meet future requirements.

Pro Tip

Refer to the Skills Gap Analysis Toolkit beginning on page 3-37 for resources to help throughout the gap analysis process.



Action Plan 5 Cont'd: Conduct Gap Analysis to Identify Skill Needs

Target Audience

Target Career Stages



Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features

Action Plan Lead(s)

- Human resources leader

Other Key Stakeholder(s)

- Senior and mid-level leaders

Resources Needed:

- Data collection protocols (e.g., interview/focus group questions, survey)
- Online survey software (optional)
- Space to conduct focus group sessions (optional)
- Time commitment from all participants involved in the gap analysis

Process for Obtaining Buy-In

1. Develop detailed gap analysis plan, including the specific methods to be used for the current state and future state assessments.
2. Communicate the plan, objectives for the gap analysis, and required time commitments from all participants.
3. Ensure support for both the gap analysis process and actions needed to address the identified gaps.



Action Plan 5 Cont'd: Conduct Gap Analysis to Identify Skill Needs

Implementation Factors

Implementation Lead(s)

- Human resources leader

Key Stakeholder(s)

- All involved employees, including senior and mid-level leaders at minimum, and potentially other employees

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3-5 years

Implementation Steps

1. **Launch communication plan.** Inform involved employees about the gap analysis process and objectives in advance of gathering data to circumvent any potential concerns about the intent of the effort.
2. **Define the future state of airport job requirements.** Conduct interviews and/or focus groups with leadership and supervisors to identify how existing jobs will be impacted by industry trends in terms of the types of tasks the workforce will be required to perform, which occupational areas (e.g., finance, IT, operations) will be the most affected by changes, and skill sets and proficiency levels that will be required to perform new job tasks within current and future roles. As part of this assessment, also consider future trends for the industry by reviewing resources such as *ACRP Web-Only Document 28*, attending industry conferences or events, or talking with industry experts.
3. **Assess the current capacity of the workforce.** Before estimating future gaps, it is important to understand current skill gaps and how those might grow or become less important as job roles change. Surveys or interviews with supervisors can be used to measure (1) what level of proficiency in a skill is needed to perform airport jobs effectively and (2) the proficiency level of current airport employees within specified airport jobs. Aggregate the data across employees within a similar job function. The goal of this assessment is to gain an understanding of overall skill gaps (i.e., needed levels and current levels across staff) and not to evaluate individual achievement.
4. **Compare results between the current capacity and future state to identify gaps.** Prioritize gaps to be addressed based on the magnitude of the gaps identified as well as the urgency of skill needs according to strategic and operational needs.
5. **Develop action plans to close the highest priority gaps.** Depending on the nature of the need, it may require actions such as developing or acquiring new training programs, updating recruiting and selection materials to identify new skill needs, or creating a new position. For example, it may become clear that the current workforce does not possess IT skills that will be needed to work with the increased use of technology at the airport. This would suggest that the airport emphasize recruitment of new employees with IT skills aligned to the identified needs, or that a training program for current employees could be developed to teach these skills.



Action Plan 5 Cont'd: Conduct Gap Analysis to Identify Skill Needs



Key Success Factors

- Immediate successful output will be a prioritized list of gaps with action plans to address those identified as highest priority
- Ultimate success will involve skill gaps that are closed as a result of the gap analysis action plans, ensuring that the airport is prepared to meet its future skill needs



Obstacles & Considerations

- Sufficient participation from leaders and employees is required to gather input on the current and future state of the workforce
- Ensure sufficient support and resource allocation to act on gap analysis results, which could require actions such as developing new training or hiring for new positions

Sustain

Quantifiable Outcomes/Measures of Impact

1. Gap analysis should be conducted periodically, which allows the opportunity to monitor changes in employee proficiency levels over time. When action has been taken to close gaps, there should be a measurable improvement when the next analysis is conducted.
2. In the short term, leaders should be consulted about the impact of actions taken as a result of the gap analysis, including the degree to which proficiency of the workforce has improved.

Alternative Approaches

- Identify key industry changes and trends by attending industry conferences or events and talking with industry experts, then assess how prepared the workforce is to respond to these changes.
- Survey the workforce about their greatest talent needs to identify the skills employees and supervisors perceive to be most in need of improvement.
- Conduct a gap analysis to identify needs other than skills. For example, the analysis could determine whether the policies, benefits, and support programs the airport has in place are motivating the employees and leading to positive work behaviors.

Adapting to Industry Change

- **Changing Technologies:** Gap analysis can help airports ensure that their workforce possesses the skills required to be successful using changing technologies such as NextGen, cloud computing, social media, or analytics software.
- **SMS Requirements:** Similarly, gap analysis can help airports to identify any needed skill improvements to address SMS requirements related to safety factors and risks.
- **New Business Models:** New business models such as changes to the organizational structure or governance model may require the workforce to develop new skill sets that can be identified through gap analysis.
- **Outsourcing Relationships:** When large gaps are identified through a gap analysis, outsourcing certain job responsibilities is one approach for closing these gaps.



Action Plan 6: Establish Formal Mentoring Program



Overview of Strategic Recommendation

Description. Mentoring is a valuable tool to help employees develop in their career and prepare for future job roles. Mentoring programs pair new or junior employees with an employee who is more experienced or knowledgeable to develop a supportive relationship and enhance skill development for the employee. Mentoring initiatives can be successful as standalone programs or under the umbrella of other strategic workforce initiatives, such as succession planning.

Mentoring involves two parties – the mentee and mentor. Mentoring programs tend to be most successful when mentors volunteer to participate. Still, the airport can incentivize participation by creating recognition programs, awards, and even competencies against which leaders are evaluated on their mentoring role. For mentees, assignment of mentors typically occurs upon hire or when the mentee enters a new role within the airport that presents unique challenges or career opportunities. Mentor-mentee pairs should be assigned by a division, program, or human resources lead based on specific criteria that will ensure the compatibility of the pair as well as the growth of the mentee. Mentoring assignments are typically long term, often lasting 6 months to 1 year. This allows mentors and mentees the opportunity to get to know one another and develop a strong relationship.

The intent of the one-on-one mentoring relationship is to provide general career guidance to less experienced employees and to help the mentee grow within his/her career as opposed to focusing on a particular technical trade or project requirement. However, if the mentee is struggling with understanding how to perform a task that could be familiar to the mentor, mentoring can offer the opportunity to seek valuable technical advice. While mentoring pairs should be provided with developmental exercises and guidance to prompt developmental discussion, ultimately each pair should own their mentoring relationship and determine how the relationship should evolve based on areas of need for the mentee.

Strategy Highlights

- Through mentoring, new or junior employees learn from those with more experience.
- Mentoring helps create a culture of sharing and support within the airport.
- Formal mentoring programs require matching of mentors and mentees based on specific criteria versus selecting themselves.
- Mentoring programs should include developmental activities, frequent check-ins, and evaluation to make sure the program is effective.



Action Plan 6 Cont'd: Establish Formal Mentoring Program

Mentoring relationships are valuable for helping the mentee determine what he/she wants to do in the future, which can determine the best career track to pursue as well as the developmental opportunities to seek out to achieve the desired career outcome. Mentors guide mentees in how to successfully carry out their job responsibilities while helping mentees determine what they want to accomplish within their job or career and how. These personal relationships are a key means of ensuring that employees have the airport-specific knowledge, as well as relevant personal skills, needed to be successful within their job. Mentoring also helps employees learn effective ways to overcome obstacles to career success through structured, problem-focused dialogue with seasoned airport employees and leaders. Mentoring programs can also be used to socialize entry-level staff or employees who are new to the airport industry. The mentor is able to share with the employees how work flows within the airport, what leadership values, and who to engage to complete various tasks.

Real-World Example

An industry expert shared that a **medium-sized regional airport authority** launched a succession planning program. One component of the program includes mentoring for high potential candidates identified as potential successors to help prepare them for future leadership positions.

Across industries, mentees in organizational mentoring programs display more rapid promotions, greater productivity, and higher competence and confidence than those who do not participate in mentoring. Research has shown that beyond the individual gain for employees, mentoring is an effective retention strategy for an organization and helps the employee feel like a valued member of the organization through the career-related support provided; career support then translates into increased employee commitment to the organization (Payne & Huffman, 2005). Because of the knowledge gained and career guidance, mentoring programs have also been shown to increase employee satisfaction, engagement, and productivity (Allen et al., 2004; Payne & Huffman, 2005). Finally, mentoring programs often introduce

employees from different parts of the organization thereby encouraging more communication across the airport; this increased communication helps cultivate a culture in which knowledge is valued and employees help each other learn and be successful.

Many of the mission-critical jobs highlighted in the first phase of research for this project (see *ACRP Web-Only Document 28*) require sourcing employees from outside the airport industry (e.g., trade jobs). Thus, mentoring can guide these new hires through elements of the job that may be unique to airports. For example, mentors can ask their mentees about aspects of the job that they are finding to be most unfamiliar or challenging compared to their prior industry and help the mentee find ways to overcome those challenges. Additionally, mentoring relationships allow employees to see a more complete picture of the career paths that lie ahead through the vantage point of the mentor. So beyond building knowledge and skills, these programs can help airports and their employees prepare for future success.

Airport mentoring programs should be established to support the career development of both entry- and mid-level staff in all airport occupations, to provide guidance and advice on how to successfully navigate a career within the organization and the greater airport industry, and to assist with overall career advancement. Whether using a formal or informal mentoring program, the key to this strategy is making sure that employees are able to learn about airport-specific information on the job from other employees within the airport. These opportunities focus on individualized experiences and developing relationships to support knowledge gain in needed areas.

Pro Tip

Refer to the Mentoring Program Agreement on page 3-50 to help when establishing new mentor-mentee relationships.



Action Plan 6 Cont'd: Establish Formal Mentoring Program

Target Audience

Target Career Stages



Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features

Action Plan Lead(s)

- Senior leadership
- Director of HR or senior HR manager
- Chief administrative officer

Other Key Stakeholders

- *Mentors*: Experienced mid-level and senior-level leaders
- *Mentees*: Entry-level through mid-level staff

Resources Needed:

- Senior leaders and senior management who recognize the importance of the mentoring programs and are willing to provide resources and support
- A sufficient number of potential mentors and mentees who may be interested in participating in program

Process for Obtaining Buy-In

1. Identify the most senior-level support that will be needed to implement and sustain the program. Prepare to outline the benefits and costs of implementing a mentoring program to this senior leadership.
2. Determine who should participate in the program; leadership may be more willing to support the program if it is first attempted with a small group and then expanded once successes are demonstrated.
3. Consider which divisions/functional areas will be impacted by the roll-out of the program (based on who will be asked to serve as mentors or mentees) and then elicit support from the division leads prior to making mentoring assignments.
4. Decide how the program will be evaluated and provide frequent updates (e.g., every 6 weeks, quarterly) on program milestones and achievements to leadership.
5. Market the program internally so that employees are aware of the program and know how to get involved.
6. Gather participants' testimonials about their experiences in the program to encourage others to get involved as the program expands.



Action Plan 6 Cont'd: Establish Formal Mentoring Program

Implementation Factors

Implementation Lead(s)

- Designated HR or training personnel
- Identified mentoring program coordinator
- Steering committee or working group for the mentoring program

Key Stakeholder(s)

- Senior leadership
- Airport employees across career levels

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months – 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3-5 years

Implementation Steps

- 1. Develop a steering committee or working group for the mentoring program.** The steering committee should include members of HR or training who may have experience with mentoring or other developmental programs, influential leaders with wide organizational visibility, and employees from different departments to ensure the committee has a broad picture of employee needs and can generate collateral resources that will promote development across mentoring pairs.
- 2. Establish the goals, intended outcomes, and milestones of the mentoring program.** The goals should state how the program intends to develop employees, which employees the program will target, and what specific outcomes should be expected for each mentoring pair. The airport should then determine how and when it will measure success against both employee and organizational goals.
- 3. Establish a workplan and requirements for the mentoring program.** When developing the structure of the program, consider timeline for implementation and commencing the program, how often mentor-mentee pairs will meet, requirements for participation, policies for the program (e.g., mentor and mentee responsibilities, rules of engagement/guidelines on appropriate behaviors and dialogue), the types of meetings or activities that will be planned for the pairs, budget, term of the mentoring arrangement, and any other necessary details.
- 4. Develop content for the mentoring program.** The program content should be guided by the goals of the program. For example, if the airport seeks to achieve greater knowledge sharing across functional areas, mentoring activities should focus on how employees can develop within their own role as well as learn about other roles and collaborate with colleagues across the organization. Content often includes guidelines for how the mentoring should be conducted, planning templates to help identify what will be discussed in mentoring meetings and how frequently the pair will meet, guidance on identifying need areas for the mentee (e.g., reflective questions about strengths/weaknesses), worksheets that include simple assignments or problem-solving activities to complete in mentoring sessions, and plans for evaluating the success of the program.



Action Plan 6 Cont'd: Establish Formal Mentoring Program

Implementation Steps (Continued)

5. **Identify and secure the resources needed for the program.** This step involves making sure that all of the needed resources are known and prepared for, so challenges do not arise after program implementation due to missing or unexpected resource needs. For example, it may be necessary to secure meeting space for the mentor-mentee pairs, funding for certain activities (e.g., lunch meet-ups), or resources for other initiatives to help mentors and mentees be successful in building rapport with one another.
6. **Develop tools and practical tips for the program participants that will help them have successful mentoring relationships within the program.** Examples of the types of tools that will be useful could include a mentoring program handbook that lays out key information such as roles and responsibilities, expectations, and intended outcomes of the program. Additionally, it can be helpful to have tools such as handouts that describe high quality communication in mentor-mentee pairs or tools that will help guide the mentoring relationship, such as a Mentoring Program Agreement that specifies how information will be handled (an agreement template is provided later in this chapter).
7. **Match mentors and mentees.** Pairs should be created in a way that matches them on important characteristics, such as interests, career goals, areas of expertise, experience level, demographic characteristics, or other priority characteristics. For example, if the goal of the mentoring program is to support underrepresented employees in their career progression, it might be beneficial to pair a new female engineer with a female senior leader in engineering. Alternatively, if the goal is to transfer knowledge, employees nearing retirement can be matched to mid-level employees who are one “step back” from the retiring employee on a career path. The matching process can be conducted manually, but there are also several tools that can be purchased (e.g., MentorcliQ, Mentoring Talent by Insala) to aid with mentor matching.
8. **Check in with participants during the course of the mentoring program.** This check in could be done during occasional workshops or focus groups to ensure the participants are making progress and walk them through activities to help strengthen communication and learn best practices in mentoring. Alternatively, program leaders can check in with participants individually to make sure they are seeing benefits and, if not, identify course corrections.
9. **Evaluate the mentoring program.** Once the mentoring program is complete, it is important to gather feedback from participants on the best parts of the program, what worked, and what did not work. This is valuable because it can then be used to make adjustments and improve the program before its next iteration. Additionally, an airport can gather data on desired outcomes to determine if the program met its goals, as well as benefits experienced by the mentor, mentee, and the airport as a whole.



Action Plan 6 Cont'd: Establish Formal Mentoring Program



Key Success Factors

- Mentor/mentee pairs should establish a set of goals to focus on during the program
- Mentor/mentee pairs should meet on a consistent basis
- Group activities should help build and reinforce mentor/mentee interactions



Obstacles & Considerations

- Resource constraints may limit the number of individuals who can participate
- Employees not selected for the program may be angry or upset
- Care needs to be taken in matching mentor-mentee pairs to ensure that they will be a good fit and benefit one another

Sustain

Quantifiable Outcomes/Measures of Impact

1. Increased career progression for employees who participate as mentees
2. Improved mentoring program by gathering feedback from participants on the positive and negative elements of their experience
3. Strong relationships between mentors and mentees that provide interpersonal and career support
4. Improved interpersonal communication for program participants
5. Increased employee engagement and retention

Alternative Approaches

When a full-fledged mentoring program cannot be established due to airport size or resource constraints, airports could implement periodic knowledge-sharing forums. These forums could be conducted during the lunch hour and include leaders discussing their professional experiences as part of a panel. Employees may be encouraged to bring their own lunch to the meeting to avoid extra cost. These particular brown bag sessions could be structured similar to communities of practice (CoPs) in that a specific topic is chosen, employees are asked to read about that topic in advance, and leaders are encouraged to share experiences related to the specific topic. This approach ensures the brown bag sessions are focused and productive. Typically, leaders are encouraged to make themselves accessible following the sessions by offering specific hours they are available to employees for follow-up questions. Despite encouraging the leaders to be accessible, this approach does miss the relationship-building component that has proved to be highly effective with mentoring programs. Similar to this approach, mentoring circles involve a leader mentoring a small group of mentees in a group setting.



Action Plan 6 Cont'd: Establish Formal Mentoring Program

Adapting to Industry Change

- **Changing Demographics:** Creating mentor-mentee pairs in which participants are matched based on demographic factors (e.g., race, sex) may increase the retention of underrepresented groups of employees in airports and help mentors and mentees to better connect. With increased demographic diversity in airports, this type of matching for mentoring relationships can show minority members how someone similar to them has been successful in the airport work environment.
- **Compensation Competition:** Research shows employees who participate in mentoring relationships have improved career progression, which can increase the money that they are able to earn.
- **New Business Models:** Mentoring relationships can help employees understand and work within new business models, specifically when a mentor who understands important business practices is selected.



Action Plan 7: Establish Communities of Practice for Employees



Overview of Strategic Recommendation

Description. A community of practice (CoP) involves a group of individuals who come together with a common purpose to engage in structured discussion and learn from one another (Meyerhoff, 2008). The ultimate goal of a CoP is for members to develop their personal capabilities and share knowledge, perspective, and information around a specific work-related topic with one another. CoPs are most effective when members participate because they are passionate about and committed to the topic and to developing their personal capabilities (as opposed to participating to fulfill a requirement).

While CoPs are an open and relaxed environment in which members do not need to be formal in their interactions with one another, the development and organization of CoPs is quite structured in nature. Ensuring that CoPs are developed with best practices in mind will help airports realize the benefit of these communities. Best practices for CoP development include the following:

1. CoPs are most effective when they span units or functions. CoPs are formed based on the community members' common interests and desire to learn and grow around a specific topic area; however, not all members have the same background or career area and they likely come from different teams or units across the organization.
2. The community creates a schedule of when they will meet (e.g., the frequency of meetings, specific dates, timelines), with meetings occurring a minimum of one time per month. Having a plan for meeting frequency helps members to know when they will be meeting so they can prepare for and attend each community meeting.
3. The community identifies roles for its members. For example, for each meeting there is a facilitator and a recorder and these roles rotate among the community, based on the community's plan. Each member of the community will serve as a meeting facilitator at some time during the CoP, and the community determines the plan or schedule for taking on this role. For example, the facilitator might switch every meeting, every 2 weeks, or once a month, depending upon the meeting schedule for the community and the desires of its members.

Strategy Highlights

- Opportunity for employees to share lessons learned and avoid repeating similar mistakes
- More collaborative, open, and self-directed in nature than other types of learning experiences, so employees often enjoy participating
- CoPs have sufficient structure to ensure knowledge transfer occurs and employees gain needed airport-specific knowledge



Action Plan 7 Cont'd: Establish Communities of Practice for Employees

4. The community creates a plan for how topics will be identified. In some CoPs, the facilitator selects the topic, meaning topic selection would rotate for each meeting or when the facilitator changes. Other times, topics are nominated and then members vote to select a final topic. In either case, community members are involved in the selection of topics to discuss in the CoP.
5. Once a topic is selected, it is shared with all of the community members. The topic is shared in advance of meetings, with members being provided sufficient time (e.g., at least 1 week) before the CoP meeting to prepare. Giving members this time to prepare and think about or study a CoP topic before their meeting supports knowledge sharing and transfer because members have time to consolidate their thoughts and determine the best way to share them with others in the community.
6. The community identifies factors to evaluate alignment with original intent, desire for continued participation, and to determine if other members should be invited. While a CoP may evolve during its lifespan, it is important to make sure that the community and its members are on track to achieve the goals that were selected when implementing the CoP and that it is in line with the strategic goals of the airport. This review can help to redirect the community, if needed.
7. The community has a reporting mechanism in place to report back what is learned to management or to specify how new knowledge will be applied. Sometimes the community takes on a capstone project to determine how to enhance an operation, service, or product for the airport. This reporting of the community's activities helps to build a case for the value of CoPs within the airport, to show the ROI of implementing the strategy, and to keep members accountable for meeting their goals and having a successful CoP.

Communities need to have structure and these characteristics in place in order to be considered a true CoP. However, the real value in a CoP comes from the people who are involved. Interacting and learning with one another is the key element of a CoP (Wenger, 2011). When a CoP is developed that focuses on airport-specific knowledge that needs to be shared among employees, this strategy will be a valuable and cost-effective means for airports to build capacity across their workforce.

CoP meetings are conducted in various ways. If all members of the community are collocated within the same area, meetings can be conducted in person in a conference room or similar setting. In this case, members would all come together in the same room at the same time. However, CoPs can also occur when employees are located in different locations. When members are geographically distributed or cannot physically come together for some reason, the CoP can be conducted using a web cam and video conferencing software so that members can see and interact with one another.

Pro Tip

Record insights shared during CoPs using a white board – whether it is a physical or virtual one.

After a CoP meeting occurs, members typically have a follow-up exchange where the facilitator will provide a debrief of the meeting, make sure that progress is accurately recorded, and summarize lessons learned from the meeting. These debrief exchanges help to document the actions and progress of the community and can be used to show leadership goal-related progress.



Action Plan 7 Cont'd: Establish Communities of Practice for Employees

CoPs differ from other types of groups present within an organization because of their make-up and focus. For example, while employees may learn about airport-relevant topics as a part of a project team, these project teams differ from CoPs because they are designed to complete specific tasks whereas CoPs are in place specifically to develop members' knowledge and skills and are not task-focused (Wenger & Snyder, 2000). Similarly, employees may also participate in a formal work group that meets to discuss a particular project or strategic agenda item within the airport. The work group would likely be structured around the operational job or project requirements whereas a CoP comprises employees from across fields or who desire to achieve a larger sense of the functioning of the airport and build professional capacity at a more global level. For example, concessions staff, gate agents, security personnel, and airport customer service staff may all have an interest in improving their ability to deliver quality customer service. Further, a CoP is far more robust and structured than many organizational groups. There are many elements to a CoP in terms of accountability, selection of discussion topics, facilitation of discussion, and the mechanism by which a CoP occurs that require planning and deliberate implementation. However, this advance planning is beneficial because it ensures that all CoPs align with the airport's strategic plan and specific workforce needs.

CoPs are an excellent way to exchange knowledge within an airport because they can bring benefits to both employees and the organization through a learning setting that employees typically enjoy. Some benefits of CoPs are the following:

- Individual employees develop knowledge and skills in needed areas and are able to contribute to the airport and its operational successes in valuable ways.
- CoPs generate knowledge across the airport (i.e., because members come from different areas) and encourage continual growth and development in employees, which is supported by leadership.
- Employees may feel more invested in their work and the airport because they are able to collaborate with a group that is passionate about the same topic(s) they are. Learning and teaching about personally relevant topics keeps knowledge sharing fun and allows for innovative changes to benefit the airport because of the focus provided in the CoP.

Because the purpose of a CoP is to develop individual members, CoPs are an excellent opportunity to increase airport-specific knowledge in employees as the employees are able to meet with others from the airport and discuss relevant topics.

Real-World Example

Southwest Florida International Airport instituted Lunch and Learn sessions where employees come together to learn about important topics and make sure that institutional knowledge is shared and disseminated. These sessions are less formalized than a traditional Community of Practice, but meet the same goal of sharing knowledge with employees. Employees are gaining an appreciation of the work that occurs across the airport, and they find the events to be enjoyable learning experiences.



Action Plan 7 Cont'd: Establish Communities of Practice for Employees

Target Audience

Target Career Stages



Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features

Action Plan Lead(s)

- HR personnel or steering committee
- Training and development leads
- Airport functional area experts

Other Key Stakeholders

- Airport senior leadership

Resources Needed:

- Bulletin board or intranet page that lists Communities of Practice (CoPs) in the airport and contacts for each
- Resource guide to direct the actions of those developing and implementing the CoPs
- Representatives from various functional areas or departments to make sure that CoP topics are relevant and will provide the needed skill and knowledge development for employees

Process for Obtaining Buy-In

1. Provide details to airport leadership on the expected ROI and skill development that will be achieved by employees.
2. Share success stories of CoPs with employees to encourage participation and develop support and buy-in.
3. Involve employees in the planning process to make sure the topics of the CoPs are ones that employees are passionate about and that will benefit their careers.



Action Plan 7 Cont'd: Establish Communities of Practice for Employees

Implementation Factors

Implementation Lead(s)

- Airport leadership
- HR personnel or training leads
- Supervisors or other employees willing to lead CoP sessions

Key Stakeholder(s)

- Airport employees across different departments and career levels
- Employees passionate about a topic, learning, and sharing their knowledge

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months – 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3-5 years

Implementation Steps

- 1. Align the potential community of practice (CoP, or community) to staff knowledge and capacity needs.** With an understanding of the current staff as well as of knowledge and capacity needs of the airport workforce, action leads who are working to develop a CoP can focus on the types of topics that would benefit employees in terms of developing capacity to meet the future needs of the airport. For example, with the knowledge that the use of safety management system (SMS) requirements will be increasing in the near future, developers can promote a CoP on the topic of the interface between safety and technology. Then, participants in that community could be encouraged to share thoughts on how they see this interface impacting their day-to-day work tasks and to exchange knowledge about how to best prepare for these changes. Additionally, it is important to make sure that the CoP program is aligned with the airport’s business strategy and that materials and discussion topics mirror current and near-future job demands. Further, it is important to ensure that there is appropriate funding available to implement the CoP in a way that will benefit participating airport employees. Funding could be needed to acquire licenses for technology to facilitate geographically dispersed CoPs (e.g., Adobe Connect, Skype), to purchase reading material or resources to support knowledge gain, or to cover employee time to participate.
- 2. Develop the airport’s approach to implementing a CoP.** This focuses on the actual community that will be developed and implemented. Form a steering committee or development team that will be responsible for setting up the CoP and ensuring its success. This team will need to identify the final areas of focus for the CoP and ensure airport employees understand CoPs and are ready to participate. Additionally, involve IT, HR, or any other departments that will facilitate parts of the design or implementation process so that the CoP framework can actually be implemented within the airport.



Action Plan 7 Cont'd: Establish Communities of Practice for Employees

Implementation Steps (Continued)

- 3. Design the community to meet the airport's needs.** The next step in implementing a CoP is to create the community in a way that will benefit the airport. CoPs are most successful when they have a clear statement of the vision, mission, and goals of the community. As such, it is important to clearly lay out the parameters of the community so that members know what is expected of them and what the CoP will accomplish. This step also includes identifying roles and responsibilities for community members and making sure that there are measures in place to measure progress toward goals and evaluate the CoP. Finally, resources that will be needed to support the CoP should be fully identified and engaged at this point in time.
- 4. Launch the CoP by identifying and inviting employees to participate.** Once the CoP is fully designed and developed, it can be rolled out to airport employees. When rolling out a CoP, it is important to find ways to engage new members and deliver immediate benefits. For example, the first time that employees participate in a CoP they should gain at least some piece of knowledge and grow an understanding of what they will learn in the CoP.
- 5. Grow the community.** As the community develops and employees are participating, airports can expand membership in the CoP. To do this, they can engage members in collaborative learning and knowledge-sharing activities and networking events that meet individual, group, and organizational goals while creating an increasing cycle of participation and contribution. When outside employees see the value gained from participation in the community, they may be more likely to participate or see the value in this type of activity.
- 6. Evaluate the community.** Over time, the community may evolve and change as business needs change or different employees join and participate. Thus, it is important to evaluate the community at regular intervals to make sure that it still meets the capacity needs of the airport workforce and is aligned with the overall airport goals and business objectives. Additionally, when planning for the CoP, desired outcomes should have been identified. It is important to measure progress toward meeting these to determine if the community has been effective as implemented. If goals are not being met, adjustments to the way in which the community operates or who is involved may be needed.
- 7. Sustain the community to ensure future success and knowledge growth.** Once the status and progress of the CoP has been determined, any needed changes should be implemented to facilitate long-term sustainability of the community. The community should continue to cultivate and share knowledge, making sure that airport employees understand new technologies, needed skills, or future business models within the airport.



Action Plan 7 Cont'd: Establish Communities of Practice for Employees



Key Success Factors

- Identifying topics that employees can be passionate about and thereby fully immerse themselves in the community.
- Supporting employees in their capacity and knowledge development will help produce employees with needed skills who are committed to the airport because of its investment in them.



Obstacles & Considerations

- For CoPs to be successful, employees need to actively participate, share knowledge, learn together, and be committed.
- Leadership support is also essential to success as employees will need to be supported to continue developing their knowledge and capabilities.

Sustain

Quantifiable Outcomes/Measures of Impact

1. Increases in needed internal employee knowledge and capabilities
2. Dedicated opportunity to share knowledge and information among employees on important identified topics

Alternative Approaches

- In some situations, it may not be possible to implement a full-scale CoP. In this case, an airport could implement a knowledge-sharing forum (e.g., monthly brown bag series) for employees. Knowledge-sharing forums can occur in meetings, discussions, or web-facilitated conversations and are a way to more informally share information about a specific topic area. These could be set up on a more ad hoc basis than a CoP and would not require the same level of resources and employee commitment.

Adapting to Industry Change

- **New Technologies:** With new technologies that will be developed and utilized within airports in the near future, CoPs could serve a valuable role in creating a space where employees can learn together and the airport can facilitate knowledge sharing across the airport.



Action Plan 8: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs



Overview of Strategic Recommendation

Description. Employee knowledge of airport specific information and the types of work that occur in the airport can be increased by exposing staff to the jobs of different airport employees. One way to increase capacity and help airport employees build important skills is through the use of job shadowing or job rotational opportunities. Both job shadowing and job rotations provide employees with the chance to observe the functions of other jobs or better understand the interdependencies (i.e., relationships) across jobs within the airport. While these two approaches can expose employees to different types of airport jobs, they are somewhat different in their application and use. Each approach is described in the following text.

Job shadowing involves having an individual follow another employee through the course of his/her day and observe that employee perform a specific job with the goal of seeing firsthand the details of the work, including the job tasks and the skills required to be successful in the job. These types of shadowing opportunities provide employees with the opportunity to gain a broader, cross-functional perspective of the organization (Martin, Kolomitro, & Lam, 2014). Not only do job shadowing opportunities provide valuable learning situations for employees, but job shadowing has been shown to relate to lower work-related stress, improved job performance, and positive attitudes about the organization (Kamau, 2014).

Job shadowing can be used for varying purposes. Some of the uses of job shadowing are as follows:

- **Develop a deeper understanding of how the airport functions.** Employees are often well qualified to perform their own work, but may not fully understand what happens in other departments or areas within the airport. Through job shadowing, employees can begin to build professional capacity that extends beyond their own job and helps equip them to take on future roles within the airport by seeing the larger context of how the airport is operated and how different jobs contribute to that functioning.

Strategy Highlights

- Opportunity for employees to see and experience other jobs within the airport
- Program supports the development of employee skills, both technical and those related to personal capabilities
- Valuable opportunity that can provide benefits to both the visitor (e.g., learning, increased awareness of airport jobs, personal development) and the sponsor (e.g., networking, coaching skills)
- Job shadowing and job rotation programs require different levels of effort and amounts of time, but both serve to expand the knowledge and experiences of airport employees and improve their skills in the workplace



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

- **Prepare employees for promotions or new jobs.** Job shadowing provides an opportunity for employees to gain a realistic job preview (RJP) in terms of both opportunities and challenges likely to be incurred in a new job before the employee actually accepts the new role. Research on RJP suggests that they reduce turnover intentions by equipping employees with necessary awareness about the job before the employee starts the job (Roth & Roth, 1995). Further, job shadowing helps an employee develop needed knowledge and skills before the employee is responsible for completing work for the job.
- **Support knowledge management and information sharing.** As employees retire from leadership or technical positions, they often leave without sharing important practical knowledge gained through time on the job about the intricacies of the work as well as historical information about the organization. This type of knowledge is called “institutional knowledge.” Gaps created in institutional knowledge from employee departures can result in inefficiencies. Job shadowing allows for the institutional-knowledge-sharing process to be more seamless by allowing employees to gain insights about the organization through the observation of soon-to-leave colleagues performing their daily work.
- **Promoting leadership development.** Job shadowing can be used for leadership development in two different ways. First, job shadowing allows employees to see the work that airport leaders do and experience firsthand what it means to be a leader in the airport before moving into leadership positions. This can prepare them to move into leadership roles. Additionally, it is important that leaders understand the work their employees are doing. Thus, if a leader shadows his/her employees, the leader can see the work that is done and better understand employee needs and how to support them.

When designing and implementing job shadowing programs as a way to increase employee capabilities, airports must be intentional to ensure employees gain the perspective and skills that will be valuable for work performance. Thus, it is important that employees are matched with high performers and that the shadowing opportunity lasts for at least 2 days in order to permit viewing of all the specific duties of the job, including those that may not occur on a daily basis but are still important to the work (Plakhotnik & Rocco, 2011).

Job rotational programs offer similar benefits to job shadowing in that they allow employees exposure to different types of jobs. However, job rotational assignments are typically longer in duration than job shadowing, and rotational assignments may or may not include working alongside the job incumbent. In fact, job rotations differ in that they require employees to perform work in a new job role, rather than just observe others performing the work. Thus, depending on the nature of the job, job rotations may require a specific set of technical skills before an employee may be assigned to one.



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

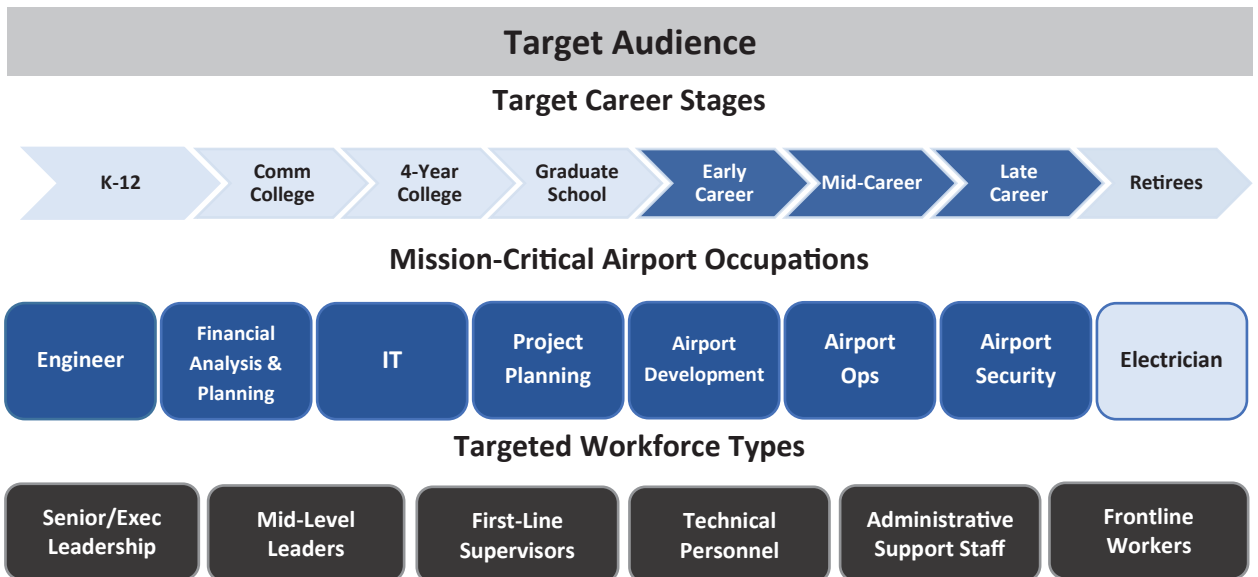
Job rotation programs have been shown to result in increased knowledge and skill acquisition, including administrative, technical, and business skills. Further, job rotations often help build personal capacity by developing coping skills and a richer understanding of one’s personal strengths (Campion, Cheraskin, & Stevens, 1994). Employees who participate in job rotation programs experience an expanded personal network within the airport, which can help with skill development and career growth because they are able to interact with and learn from a wide variety of airport employees across job types. Finally, job rotation programs can help future leaders gain the perspective and skills they will need to be effective members of the senior leadership team. In this way, job rotation can be used as an element of succession planning by both preparing mid-level managers for advancement and potentially helping current leaders to identify those with the potential and perspectives to succeed in senior leadership. In addition to skill development for employees, job rotation programs have also been found to increase job satisfaction, employee engagement, and employee retention (Lanier, Jackson, & Lanier, 2010).

Job rotational programs often last up to 1 year. It is important that employees are engaged in the process of determining which rotational assignments will be most valuable to them. If the employee is invested in the rotation, he/she is more likely to gain skill growth from the program.

A key to ensuring the success of job shadowing and job rotational programs is to clearly identify who can participate in the programs; explain how that determination is made (to avoid causing perceptions of unfairness); and provide specifics on how the program works, its goals, and the benefits that will be gained through participation. It may be important to remain flexible and willing to adjust the length of a job shadowing or job rotational program if further skill development is needed.

Pro Tip

A clear plan should be in place that lays out who will work in which job and for how long, how many rotations each employee will participate in, expectations for performance in each rotation, and how arrangements will be made to cover the employee’s primary job when he/she is on rotation.





Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Planning Features

- Action Plan Lead(s)**
- Human resources personnel
 - Training and development leads
 - Airport functional area experts

- Other Key Stakeholders**
- Airport senior leadership
 - Experienced employees to be shadowed or who can support those on rotation

- Resources Needed:**
- Organizational charts that show all airport jobs as well as interactions among job types to determine areas where shadowing or rotation programs would be beneficial
 - Representatives from different airport functional areas to make sure that their work is well understood by those developing the shadowing or rotation program(s)

Process for Obtaining Buy-In

1. Explain to senior leadership the benefit of these types of programs and how they help employees develop skills and capabilities (examples of benefits provided in *Job Shadowing Program Toolkit* in this chapter).
2. Provide examples of the types of jobs employees could shadow or the types of rotational assignments that could occur to show the broad nature of these efforts.
3. Involve employees in the planning process to learn about the types of jobs they lack full understanding of or the people that they interact with whom it would be good to shadow to learn more about their work.
4. Create a “one pager” for distribution to various leaders and functional areas across the airport that describes how the programs work and the benefits to the organization, specific functional areas, and employees.

Implementation Factors

- Implementation Lead(s)**
- Airport leadership
 - Job shadowing/Job rotation program coordinator
 - HR personnel or training leads
 - Supervisors or other employees willing to guide program participants

- Key Stakeholder(s)**
- Airport employees across different departments and career levels
 - Employees who have been identified for potential advancement or who need to develop knowledge and skills regarding the broader work of the airport

- Estimated Time to Implement**
- 0-3 months
 - 3-6 months
 - 7 months – 1 year
 - More than 1 year

- Return on Investment**
- Less than 1 year
 - 1-3 years
 - 3-5 years



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Implementation Steps

- 1. Determine the type of program needed to meet airport needs and resource availability.** As a first step in this process, airport leaders need to determine the goals that they are trying to achieve through the implementation of a job shadowing or job rotation program and the resources available to support implementation. For example, if employees need to develop a high level understanding of the work that people they coordinate with in other jobs do, then a job shadowing program is likely the best fit. However, if employees need to fully learn to do a job so that they can fill an open position in the future or support employees in task completion, then a job rotation program is likely needed.

Even though job shadowing and job rotation programs look different once implemented, the process to develop and deploy these programs is similar. As such, the steps laid out here can be used for both types of programs.

- 2. Define the program, focus areas, and goals.** As a first step, it is necessary to determine exactly what the job shadowing or job rotation program will look like so that it can be developed to meet the airport's needs. For example, criteria for participation need to be developed both for "sponsors" and "visitors." Sponsors are those employees who will have others view their job whereas visitors are the employees who will be shadowing the work of another. Additionally, this step should focus on identifying program details such as when the program will occur, the duration of program events, and how learning will be supported.
 - *Job shadowing* opportunities should last at least a full day to make sure that visitors are able to spend time observing the job. They can also be scheduled to occur multiple times – for example, a visitor may shadow the sponsor once a month for 3 months as a way to gain a fuller understanding of how work in the job varies and the different types of tasks performed.
 - *Job rotation* opportunities should be scheduled to last at least a few months up to a year to ensure that all tasks are fully understood and can be performed successfully by the visitor.



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Implementation Steps (Continued)

- 3. Gather input from employees regarding the types of jobs they would like to shadow, areas of the airport that they would benefit from learning about, or what they are interested in learning from shadowing.** To ensure that the developed program meets employee needs and they will want to participate, it is important to assess their interests and developmental requirements before determining the jobs that will be shadowed or rotated into. Employees can be asked to complete a survey or submit ideas for sponsors to a common location (e.g., an “idea box” in a central location). These suggestions can be submitted anonymously, or employees can identify either themselves or their functional area so that program developers can better understand how interactions across the airport would be most beneficial. Based on program goals as well as this information, program developers can determine where the program will be rolled out within the airport.
- 4. Identify contacts in different airport functional areas who can coordinate job shadowing of their employees or the rotation in of different employees.** Once airport areas or jobs that will be utilized as sponsors have been identified, program developers need to identify representatives within these areas who can serve as points of contact and support the program. These individuals will be the ones who ensure that the program is implemented correctly within their specific area and that the visitors are able to have a positive experience and learn from their shadowing or rotation opportunity. The point of contact will be responsible for identifying specific individuals to serve as sponsors for visiting employees or supervisors for employees on rotation into a new job. Functional area contacts will also be responsible for ensuring that an employee’s original job responsibilities are covered when the employee is participating in a job shadowing or job rotation program.



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Implementation Steps (Continued)

- 5. Invite employees to participate in the job shadowing program.** Once the program has been fully developed and all materials created, it is time to invite program participants. Because the sponsors will have already been identified by the point of contact within the functional area, this step focuses on inviting participants to shadow jobs or to rotate into jobs. Employees should be selected to participate in these programs based on the criteria developed during the development phase.

Identification of potential participants can happen in multiple ways, based on the goals and design of the program. Some examples of ways to identify potential participants include the following:

- Review succession plans or leadership development participants to identify employees who will likely fill leadership positions in the future and could learn about these jobs through the program.
 - Identify functional areas of the airport that need to work together or coordinate efforts and select employees from these areas to learn about their counterparts in the opposite area.
 - Ask employees to apply to shadow another employee or rotate into a new job.
- 6. Schedule job shadowing days.** After participants have been identified, they should be matched with a sponsor and scheduling of the job shadow day(s) or job rotation time frame should occur. Scheduling needs to occur based on the established program and meeting time requirements (e.g., frequency, duration).
- 7. Support the sponsors and visitors during program implementation.** During the actual program implementation (e.g., when an employee is shadowing another or on rotation), it is very important to have a contact identified who can answer questions and be available to support participants as needed. The area contact can serve in this role, but it is also helpful to have the program coordinator or another person external to the functional areas involved available to make sure that participants feel comfortable expressing challenges or concerns. The program coordinator or an HR representative should check in with participants to make sure that the program activities actually occur and that all elements of the program function as planned.



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Implementation Steps (Continued)

8. Evaluate the program. Once shadowing days or job rotations are complete, the airport needs to evaluate the program. This step has multiple goals:

- Helping to ensure that employees had a positive experience as both sponsors and visitors
- Evaluating the learning and development of participating employees
- Documenting ROI or gains experienced through the implementation of the program

To evaluate the program, feedback should be sought from all participants. This can be done through a final survey that assesses experiences and knowledge gain. Alternatively, the program coordinator can conduct interviews with participants to develop a deeper understanding of their experiences and learning during the program.

Evaluation also involves making any updates to the program that may be needed to improve the experience or make future shadowing opportunities more beneficial for participants.

 **Key Success Factors**

- Identification of areas of the airport that need to work together, but that may be siloed or have limited communication.
- Airport involvement of individuals in these types of programs can help employees develop needed skills and gain a better understanding of overall airport work and functions.
- Creation of opportunities for employee network expansion and interaction with new employees can support skill development and airport function.

 **Obstacles & Considerations**

- Employees who are not invited or selected to participate may feel resentful about their lack of opportunity. To overcome this, make sure that criteria for participation are clear and that employees understand there will be more opportunities to participate.
- Job rotations can increase the workload for employees who oversee those rotating in. It is important to make sure that workload is monitored so employees do not feel overwhelmed.



Action Plan 8 Cont'd: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Sustain

Quantifiable Outcomes/Measures of Impact

1. Increases in needed internal employee knowledge and capabilities
2. Improved understanding of work outside of siloed functional areas
3. Employees who are prepared to take on leadership or new positions when they become vacant

Alternative Approaches

- Job shadowing programs can be used as a type of realistic job preview, in which students from local schools or potential employees visit the airport to view the type of work that is conducted or see what various jobs look like in person. This can improve the quality of applicants and broaden the applicant pool for airport jobs.
- In lieu of a formal job shadowing or job rotation program, an airport could implement a monthly or quarterly activity similar to a grade school “career day” in which airport employees in different fields present some of the interesting aspects of their work to attendees from across the airport workforce. This could allow for more people to gain exposure to different activities at the airport without the lengthy time or resource commitment of a formal program.

Adapting to Industry Change

- **New Technologies:** With new technologies that will be developed and utilized within airports in the near future, job shadowing and job rotation programs provide an opportunity for employees to learn about how to use the technology in different jobs.



Practical Tools and Resources for Building Internal Staff Capacity

In this section, tools to assist in implementing three of the action plans are presented, as summarized in the following table. Each of the tools and practical resources included in this chapter, along with the action plan with which they are associated and the page number on which they begin, are provided in the table below. Beyond these three tools, several links to publicly available resources that provide further information or effective practices for implementing these action plans have been identified. These resources are listed after the description of the tools.

Tools and Resources	Action Plan	Page
Skills Gap Analysis Toolkit	Conduct Gap Analysis to Identify Skill Needs	3-37
Mentoring Program Toolkit	Establish Formal Mentoring Program	3-44
Job Shadowing Program Toolkit	Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs	3-52

Skills Gap Analysis Toolkit

- This tool applies to Action Plan 5: *Conduct Gap Analysis to Identify Skill Needs*
- The toolkit includes several components, including a handout to help employees understand the process, sample questions to ask when determining future needs, an example assessment survey to determine the current proficiency of the workforce, and templates that may be used during action planning workshops after skill gaps have been identified.

Mentoring Program Toolkit

- This toolkit applies to Action Plan 6: *Establish Formal Mentoring Program*
- It provides guidance for establishing a mentoring program such as the types of goals to set and includes sample mentoring program activities, a template for a mentoring program agreement, and information about a mentoring program evaluation.

Job Shadowing Program Toolkit

- This toolkit applies to Action Plan 8: *Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs*



- The toolkit includes various resources, checklists, and informational handouts that can be used in the process of developing a job shadowing program. The informational handouts are provided for both the visitor and sponsor participating in job shadowing.

Links to Additional Resources

In addition to the tools that have been developed specifically for this Guidebook, there are numerous publicly available resources that airport managers can access to find more information about different strategies or to support implementation of the associated action plans. A sample of resources to support airports in *Building Internal Staff Capacity* are provided in the following tables, organized by the action plan to which they primarily relate.

Note: These links were active at the time the resource was identified. While the links may change over time, a browser search of the resource titles should lead to valuable materials.

Action Plan 5: Conduct Gap Analysis to Identify Skill Needs

Source	Resource	Description and Link
SHRM	How to Conduct a Training Needs Assessment	This article discusses steps to conduct a training needs assessment, which is a skills gap analysis with the specific objective of identifying training needs. https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/conduct-training-needs-assessment.aspx
American Society for Training & Development	A Practical Guide to Needs Assessment (Sleezer, Russ-Eft, & Gupta, 2014)	This book provides a wealth of information on needs assessment and gap analysis, including a toolkit with templates and job aids. Available for purchase at: https://www.amazon.com/Practical-Assessment-American-Training-Development/dp/1118457897/
SHRM	Overcoming Skills Gaps Takes Senior Management Support	This article discusses senior management's role in addressing skills gaps in the workforce. https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/overcomingskillsgapstakessupport.aspx

Action Plan 6: Establish Formal Mentoring Program

Source	Resource	Description and Link
Infoline	Tools for Effective Mentoring Programs	This resource provides tips and tools for creating mentoring programs, including planning and developing the program, making effective matches, structuring roles and responsibilities, and evaluating the program. https://www.mhlc.com/cloud/InfolineTools_For_Effective_Mentoring.pdf



Source	Resource	Description and Link
OPM/ USPTO	Mentoring Program Toolkit	This toolkit provides 11 major steps in the process of developing a mentoring program, with corresponding tips, tools, techniques, and advice. https://www.opm.gov/Wiki/uploads/docs/Wiki/OPM/training/Mentoring%20Toolkit%203-18-10.pdf
ICF's <i>The Spark</i>	Make the Most of a Mentorship Program to Advance Your Career at any Level	This brief article discusses guiding principles for getting the most out of a mentor-mentee relationship. https://www.icf.com/blog/mentor-program-benefits-career-growth
AAAE	Executive Candidate Mentor Program	AAAE has a mentor program to help prepare executive candidates for the accreditation program. This provides an example of mentor program guidance for a program developed with a specific objective in mind. https://www.aaae.org/AAAE/AAAEMemberResponsive/PD/AC/AAE/A.A.E. Info Center/Executive Candidate Mentor Program.aspx

Action Plan 7: Establish Communities of Practice for Employees

Source	Resource	Description and Link
Wenger- Trayner	Communities of Practice: A Brief Introduction	This article provides an overview that explains communities of practice and why they are a useful approach. http://wenger-trayner.com/wp-content/uploads/2015/04/07-Brief-introduction-to-communities-of-practice.pdf
Community of Practice Network	Communities of Practice Guide: Creating, Reinvigorating or Transforming a Community of Practice	This guide provides an overview of communities of practice and the five phases in the CoP lifecycle, followed by a series of worksheets for developing or improving CoPs. https://www.talent.wisc.edu/home/LinkClick.aspx?fileticket=B6rgxakCMtl%3D&portalid=0



Source	Resource	Description and Link
<i>Harvard Business Review</i>	Cultivating Communities of Practice: A Guide to Managing Knowledge	This book outlines models and methods of establishing communities of practice with research and organizational examples. Available for purchase at: https://hbr.org/product/cultivating-communities-of-practice-a-guide-to-managing-knowledge/3308-HBK-ENG

Action Plan 8: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs

Source	Resource	Description and Link
Manchester Metropolitan University	Job Shadowing Guidelines	This guide provides an overview of job shadowing, including different types of programs, benefits, responsibilities, and practical considerations. https://www2.mmu.ac.uk/media/mmuacuk/content/documents/human-resources/a-z/guidance-procedures-and-handbooks/Job_Shadowing_Guidelines.pdf
Fast Company	How Shadowing Coworkers Can Make You Better at Your Job	This article discusses the benefits of job shadowing using Work4's "Live My Life" program as an example. https://www.fastcompany.com/3033940/how-shadowing-coworkers-can-make-you-better-at-your-job
SHRM	How Do I Implement a Job Rotation Program in My Company?	This brief article provides background on job rotation programs and tips for effective management. https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/whatisjobrotation.aspx
HR Daily Advisor	12 Steps to Implementing an Effective Job Rotation Program	This brief article provides an overview of the steps involved in starting a job rotation program. http://hrdailyadvisor.blr.com/2012/12/04/12-steps-to-implementing-an-effective-job-rotation-program/



Skills Gap Analysis Toolkit

Tool to: *Build Internal Staff Capacity*



Skills Gap Analysis Toolkit

This Skills Gap Analysis Toolkit contains the following sections:

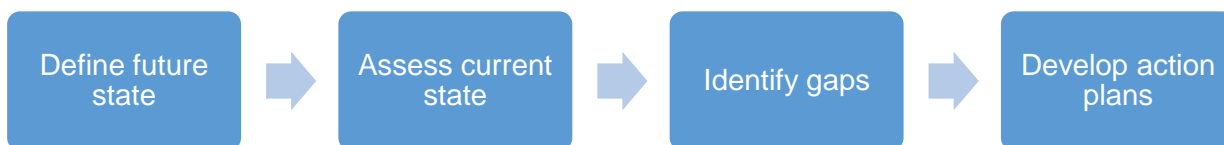
- 1. What Is a Skills Gap Analysis?** – Handout for employees to help them understand the purpose and process
- 2. Example Questions for Defining the Future State** – Questions that may be asked of leaders and supervisors during interviews and/or focus groups aimed at defining the desired future state of the workforce
- 3. Example Current State (As-Is) Assessment** – Example assessment survey to obtain ratings of the current proficiency of the workforce
- 4. Action Planning Templates** – Templates that may be used during action planning workshops after skill gaps have been identified to prioritize skill gaps and needed actions



What Is a Skills Gap Analysis?

A *skills gap analysis* is a process that involves comparing the current state of the workforce to the desired future state. We can then identify gaps that need to be addressed to help us ensure we are prepared to meet future needs. The process involves the following steps:

1. **Define future state:** Where do we need to be so that we can be successful in the future?
2. **Assess current state:** Where are we now in terms of the skill level of our workforce?
3. **Identify gaps:** How does the current state compare to the desired future state?
4. **Develop action plans:** How do we address the highest priority gaps?

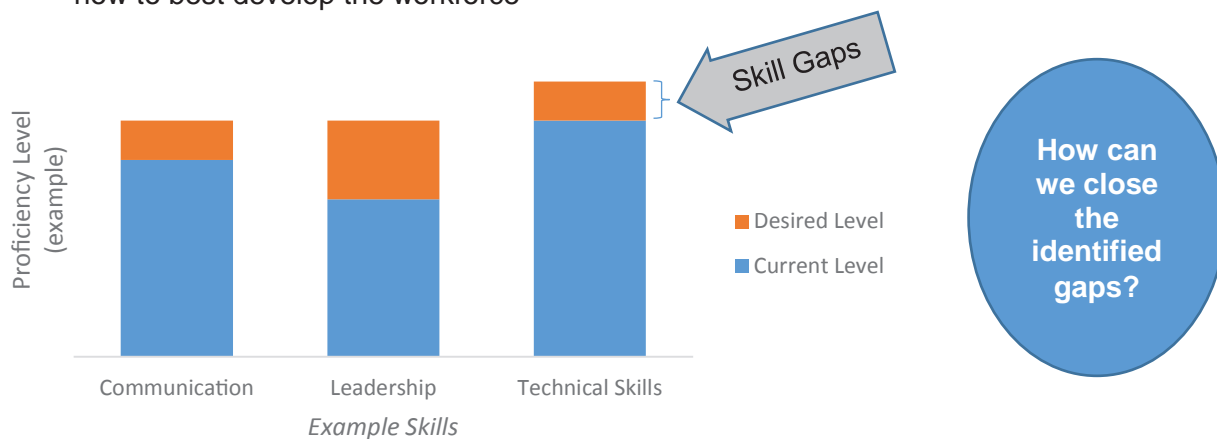


Gap analysis:

- ✓ Helps us gain a better understanding of the current proficiency of our workforce
- ✓ Ensures we have methodically identified where we need to go to address future changes and needs
- ✓ Allows us to prioritize and address the identified gaps to make sure we have a workforce that is prepared for success in the future

Gap analysis is NOT:

- ✗ An assessment of individual performance – instead, it is focused on the workforce as a whole
- ✗ A process that will impact pay or promotion opportunities – it is focused on determining how to best develop the workforce





Example Questions for Defining the Future State

When working to define the future state, it is useful to conduct interviews and/or focus groups with leadership and supervisors. This section contains some questions that may be asked during future state data collection sessions.

1. What are the biggest changes you anticipate over the next 5–10 years? (This may include changes in the industry, your airport, new legislation, strategic plans, the way the organization or jobs are structured, etc.)
2. How will these changes affect the requirements of the workforce?
3. Which jobs will be most affected?
4. What new skills will be required?
5. How will required proficiency levels be affected? In other words, are there certain skills that employees will need to become more proficient in for them to be successful in their jobs?
6. When considering the current workforce, what are the greatest skill needs that should be targeted for development? Will these skills remain as critical in the near future?
7. Where have you been placing your emphasis in terms of development? To what extent does your training curriculum across classes emphasize particular skills that may not be as relevant versus the ones identified in the gap analysis?



Example Current State (As-Is) Assessment

This page contains an example assessment to obtain current proficiency ratings. This type of survey can be administered to supervisors of the job(s) being studied to understand the current proficiency level of the workforce in each of the desired competencies.

Rating Scale with Definitions

Rating	Description
N/A: Not Applicable	This competency is not relevant to the work.
1: No Experience	This competency is relevant to the work, but employees do not have experience using it.
2: Basic Proficiency	Employees are able to use this competency with supervision.
3: Intermediate Proficiency	Employees are able to independently handle nearly all types of assignments that use this competency, as well as assist others in the application of this competency.
4: Advanced Proficiency	Employees are able to apply this competency to dynamic and complex work activities, as well as serve as a role model or coach for others in the application of this competency.

Example Survey

Participants should be asked to rate employees' current proficiency level, with a strong emphasis on the intended purpose of the assessment. The competencies shown below are examples, which should be replaced with the competencies needed for successful performance in the job(s) being studied. Depending upon the results of the future state assessment, some of the competencies included in the survey may be newly associated with the job(s).

Competency and Definition	Proficiency Level (select one)				
	Not Applicable	No Experience	Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
	N/A	1	2	3	4
1. Communication - Respects opinions and views; fosters open communication; shares information; writes well; presents well; motivates and inspires others.					
2. Continuous Improvement - Seeks better ways of doing work; finds solutions to own problems; helps others find solutions to work problems; supports change and is open to new ideas and ways of working.					
3. Planning and Organizing - Plans and organizes work; manages time well; organizes multiple activities; sets goals and measures progress.					
4. Self-Development - Understands personal strengths and weaknesses; delivers high personal performance; continuously trains and develops oneself.					
5. Stakeholder Focus - Demonstrates dedication to meeting the requirements of stakeholders and customers.					
6. Teamwork - Works cooperatively and collaboratively with others to achieve group goals and objectives; builds effective relationships; works well with all types of people irrespective of background.					
7. Leadership - Directs, empowers, and motivates others; provides a strong example.					
8. Decision-Making - Identifies options; considers consequences and risks; makes well-informed and timely decisions.					
9. Project Management - Plans, initiates, and manages projects; leads and guides the work of staff; monitors progress to ensure deadlines, standards, and cost targets are met.					



Action Planning Templates

This section contains templates that may be used during action planning workshops after skill gaps have been identified.

Prioritizing Skill Gaps

After learning about gap analysis results, participants individually can rate the priority of skill gaps and consider potential actions that may be taken to remedy them. This information can then be discussed as a group. An example of completing this form is provided in the first row of the table.

Skill Gap	Priority (circle)	Potential Actions
<i>Written Communication</i>	Low Med High	<ul style="list-style-type: none"> <i>Provide workshop on writing skills for all employees</i> <i>Offer opportunities for employees to receive feedback on written reports before finalization</i>
	Low Med High	
	Low Med High	
	Low Med High	
	Low Med High	
	Low Med High	



Sorting Actions to Address Skill Gaps

After identifying potential actions to remedy skill gaps, sort them by type. Determine which actions are priorities that require action plans. This worksheet should be used for brainstorming any potential actions to address skill gaps.

Priorities

An action plan is needed; implementation should begin within 1 year

Low Hanging Fruit

Simple fixes that can and should be made

Practices for Future Consideration

Solutions to assess over the next 1–3 years

No Implementation

Recommendation is not feasible or is not worth the burden/costs



Prioritizing Actions to Address Skill Gaps

After actions have been sorted, prioritize them as a group.

Discussion Questions to Help Prioritize Potential Actions

- What should this action look like?
 - Steps, Parameters, Specifics
- What resources can be leveraged to implement this action?
 - What (if any) existing programs can be adapted or expanded? How?
- Who should lead the effort and who are key people to involve?
- Are there union considerations?
- What challenges may exist during implementation?

Category	Action by Priority
Priorities An action plan is needed; implementation should begin within 1 year	#1 -
	#2 -
	#3 -
	#4 -
Low Hanging Fruit Simple fixes that can and should be made	#1 -
	#2 -
	#3 -
	#4 -
Practices for Future Consideration Solutions to assess over the next 1–3 years	#1 -
	#2 -
	#3 -
	#4 -
No Implementation Recommendation is not feasible or is not worth the burden/costs	#1 -
	#2 -
	#3 -
	#4 -



Mentoring Program Toolkit

Tool to: *Build Internal Staff Capacity*



This Mentoring Program Toolkit provides multiple resources that can be used when developing and implementing a mentoring program within an airport. These resources include the following:

Establishing a Mentoring Program

- Includes an overview of topics that airports need to consider when developing a mentoring program. Specifically, this tool provides information about determining the goals of the program, questions to ask when defining the program, mentor-mentee matching criteria, and benefits of a mentoring program for both mentors and mentees that can be shared with potential participants.

Mentoring Program Activities

- A list of example activities that can be included in a mentoring program to facilitate knowledge sharing, relationship building, and celebration of program successes.

Mentoring Program Agreement

- An example agreement that mentors and mentees can complete together at the beginning of their mentoring relationship to help set expectations and boundaries that will make the experience successful for both individuals.

Mentoring Program Evaluation

- Provides information about a program evaluation, why one should be conducted at the completion of a mentoring program cohort, and example questions to include on the evaluation.



Establishing a Mentoring Program

This list details topics airports should consider when implementing a mentoring program. Each of these steps falls during the program development phase, before the mentoring program begins to be implemented.

1. **Determine the goals of the airport mentoring program being developed.** Having a clear understanding of the goals of the mentoring program will ensure that it is developed in an appropriate manner. Example mentoring program goals are provided in the following table. Airports should evaluate why they want to implement a mentoring program to help identify overall program goals.

Program Goal	Explanation of Goal
Learning	Mentees are provided with an opportunity for partnerships that enhance career development, foster learning, and encourage growth.
Knowledge capture	Program ensures continuity of specific knowledge for future generations – critical knowledge stays in the organization long after senior staff retire through mentors passing along important information and sharing significant career experiences with their mentees.
Diversity	Mentoring helps promote diversity by facilitating developmental relationships for individuals who might otherwise lack access to informal mentoring relationships.
Career coaching	To provide participants with an outlet to discuss career-related concerns, receive honest and constructive feedback, and coaching.
New hires	To help socialize and help new hires get acquainted with an organization and its culture, people, and norms.
Retention of high-potential employees	Providing talented individuals with appropriate developmental opportunities can position them for advancement and reduce their desire to leave.
New supervisory mentoring	Workers who have been identified as future leaders are paired with successful mentors to help groom and develop their leadership skills.

2. **Define mentoring program elements and design.** Before rolling out a mentoring program, it is necessary to determine how the program will be structured and implemented. Program elements can be defined by asking a series of questions regarding intentions for the program and identifying the needs of the airport. Questions that can be asked to help define the mentoring program and its elements include the following:



- How long will the program last?
- How will mentors and mentees be recruited and from where?
- Will participation in the program be mandatory or optional?
- What are the incentives to participate?
- What are the expectations for participants?
- How often are mentor and mentee expected to meet?
- Will mentor-mentee pairs have specific duties and tasks to complete?
- How will a mismatch between mentor and mentee be dealt with?
- What will they have to demonstrate in order to successfully complete the program?
- What criteria will be used to screen mentors?
- Will mentor and mentee need to be in the same vocation or career field?
- How will the program be marketed?
- How will conflicts of interest be addressed?
- Who will own the program and who will support or partner with the program?
- What will be the role of the program coordinator/administrator?
- Will involvement in the program be monitored?
- How will confidentiality rules be disseminated?

The answers to questions such as these will determine how the airport should develop and implement the mentoring program.

- 3. Determine how matching of mentors and mentees will occur.** Once the program goals and structure have been developed, the method for matching mentor-mentee pairs can be determined. Different matching strategies can accomplish different goals, so each mentoring program may choose to match pairs in varying ways. Example mentoring program matching criteria are provided in the following table.

Matching Criteria	Explanation of Criteria
Competency Matching	Mentees are matched based on their weak areas. Mentors are selected based on their strengths or level of proficiency on competencies so that mentors can help a mentee “fill in competency gaps.”
Job Type Matching	Mentees are matched with mentors who have at least 5 years of experience in the same job type and who have demonstrated excellent performance of the job tasks.
Demographic Characteristic Matching	Mentees may be matched with mentors across jobs or lines of business based on sharing common characteristics with the mentor such as age, race, or gender.
Combination Approach	Matches occur based on a combination of factors. Typically the factors are prioritized so that the first “cut” for matching occurs along the most important dimension and then within that dimension, and additional factors are considered prior to making a match.



Matching Criteria	Explanation of Criteria
Input from Mentors	The senior-level staff participating as mentors often see relationships that would be most conducive to mentoring based on criteria that are very qualitative or “soft.”
Self-Directed Matching	Mentors create short bios (1–2 paragraphs) that describe their work experiences, strengths, and areas of expertise. The mentees are able to view mentor bios and select their top three preferences. They are typically instructed to select mentors whose skills match their interests.

To effectively create matches, information will need to be gathered from both potential mentors and mentees to ensure that matches along selected criteria can be made. For example, potential participants may need to be asked to identify:

- Areas of professional strength
- Areas of needed growth
- Mentor/mentee preferences (e.g., characteristics, type of employee)
- Location of office
- Current job assignment
- Any factors that could impact a match or the mentoring program

4. Articulate benefits of the program for participants. After the mentoring program is designed and its goals are clear, development should also include articulation of the benefits to be experienced through participation in the program. Specific benefits to the mentor and mentee will vary based on the airport’s individualized mentoring program. Example benefits, which can be used as a starting point for a list of benefits to program participants, are provided in the following table.

Benefits to Mentor	Benefits to Mentee
<ul style="list-style-type: none"> • Professional and personal fulfillment and renewed enthusiasm through increased investment in the organization • Building new professional skills, such as coaching, advising, and developing others • Establishing and expanding professional networks • Facilitating knowledge transfer and supporting succession planning efforts • Learning about other parts of the airport and the work that other employees do • Gaining new perspectives from interactions with others • Building a reputation as a leader and subject matter expert 	<ul style="list-style-type: none"> • An effective, safe environment for learning while benefitting from the successes of others • An opportunity to ask questions and receive feedback in a non-threatening relationship • An opportunity to gain competencies outside of a formal training process • Increased likelihood for career advancement and subjective and objective indicators of career success • Personalized development opportunity • Opportunity for support in times of change or transition in the airport • Improvement of interpersonal communication and relationship skills • Opportunity to develop a network within the airport



Mentoring Program Activities

Mentoring programs can include a variety of structured activities or ideas for activities in which mentors and mentees can participate. Regular structured activities ensure that the program stays active, that participants have new goals and skills to work on at regular intervals (e.g., each month) and that the mentorships are being supported by structured learning activities relevant to participants. Some of these potential activities are described in this tool.

Program Orientation

Goal: To ensure that program expectations are understood and to increase the likelihood that mentorship relationships will be successful.

Timing: To occur at the beginning of the mentoring program, before mentors and mentees begin meeting with one another.

Activities: Orientation activities could include the following:

- Overview of program structure, roles and responsibilities for each participant, and program expectations
- Identification of available resources (e.g., counseling, example meeting agendas) and support personnel (e.g., mentoring program coordinator)
- Participation in ice breakers or other activities so pairs can begin to develop their relationships

Mentor topics to cover:

- Review of program expectations and activities
- Basic mentoring skills
- How diversity affects mentoring relationships
- Effective interpersonal and communication skills related to coaching and providing feedback
- The mentor's role in helping the mentee set and achieve developmental goals
- How to be an effective mentor
- Tools for building a relationship with mentee
- Suggestions and ideas for future meeting topics

Mentee topics to cover:

- Review of program expectations and activities
- Identifying personal mentee goals
- How diversity affects mentoring relationships
- Situations where seeking assistance from a mentor would be appropriate
- Tools for building a relationship with mentor
- How to be a proactive mentee



Activities to Build Camaraderie Between Mentorship Partners

- Goal:** Support development of strong relationships between mentors and mentees.
- Timing:** To occur throughout the length of the mentoring program. Participants may benefit from these activities being more frequent at the beginning of the mentoring program (e.g., once a month) while the relationships are beginning to form and then less frequent when relationships have already been established.
- Activities:** Camaraderie building activities could include attending guest speakers on career development together, group lunches, trainings, job-related conferences or networking events, job shadowing between mentor and mentee, inviting a mentee to a meeting the mentor is holding, shared volunteer opportunities, or other activities that bring the mentor and mentee together for a structured activity that will benefit the mentoring relationship.

Mid-Program Check In

- Goal:** Evaluate progress of mentoring program pairs and redirect pairs that are not progressing well or learning from their mentoring relationship.
- Timing:** Check in should occur halfway through the scheduled mentoring program. For example, if the mentoring program is scheduled to last 1 year, the mid-program check in should occur after approximately 6 months.
- Activities:** The mid-program check in can be a meeting similar to the orientation that brings together all mentor-mentee pairs or it can occur with each pair individually. Participants should be asked to share what they have learned, how they have learned from one another, and the activities or conversations that have been most beneficial to personal development and meeting program goals.

Mentoring Program Graduation Ceremony

- Goal:** Formally mark the conclusion of the mentoring program and recognize participants for the time and effort that they dedicated to it and each other.
- Timing:** Should occur at the conclusion of the mentoring program, typically as the final event during the program time frame.
- Activities:** Provide mentors and mentees with a certificate celebrating their successful completion of the program. Participants value these events when a senior-level organization leader recognizes the effort put into the program by participants and the valuable experiences and knowledge gained by both mentors and mentees. This can also serve as an opportunity to gather feedback from participants regarding the program, its policies, procedures, and implementation successes.



Mentoring Program Agreement

Who:

Mentor: _____

Mentee: _____

Who will be responsible for setting meetings?

When and Where:

Length of Mentoring:
 Start Date:
 Mid-program Check in Date:
 End Date:

How often will we meet?
 How long should our meetings last?
 Where will we meet (e.g., office, phone, coffee shop)?

What We Are Working Toward:

Goals to Achieve (Specific, Measurable, Attainable, Relevant, Time-Bound):

What will the mentor pass on to the mentee?

How:

- Partnership expectations for the mentor:
- Partnership expectations for the mentee:
- Ground rules to follow:
- How will we communicate outside of meetings?

Agreement

We agree to work together to make this mentoring partnership a success. We will honor this agreement as outlined above, and evaluate our progress toward goals throughout this mentoring program. Additionally, we agree that anything discussed during mentoring meetings will remain confidential unless otherwise specified.

Mentor Signature: _____ Date: _____

Mentee Signature: _____ Date: _____



Mentoring Program Evaluation

At the end of each mentoring program cycle (i.e., each cohort of mentoring program pairs), an evaluation of the mentoring program should occur. Evaluation of the mentoring program determines whether the objectives and intended results of the program were achieved. Evaluations can be conducted verbally, but often provide the best information when a brief online survey is presented to participants for them to complete. In a program evaluation, the following topics should be covered:

- Assessment of participant satisfaction
- Details of program implementation, such as meeting frequency
- Skills acquired and transferred to the jobs
- Other factors to measure progress toward program goals

Results allow coordinators to understand how well matches worked and which features should be modified or changed in future administration of the mentoring program.

Example Questions to Ask During a Mentoring Program Evaluation

This section provides example questions that can be asked of mentoring program participants following completion of the program. Questions should be selected that allow for evaluation of the program compared to its stated goals. The evaluation survey should be kept short; it should take participants no more than 10 minutes to complete.

- How many times/how often did you meet with your mentor/mentee?
- What goals were set as part of the mentoring program? Did you accomplish these goals?
- How supportive has your supervisor been during the mentoring program (possible response scale: Very Supportive, Somewhat Supportive, Not Supportive, and Not Sure)?
- What have you learned from the mentoring program?
- What activities provided the greatest developmental opportunities?
- What aspect of the program would you like to see improved in its next iteration?
- How would you rate your mentoring program match?
- After participating in this mentoring program...(Strongly Agree to Strongly Disagree scale)
 - ...I feel more connected to others in the workplace than before.
 - ...I feel more certain of my career path and job opportunities.
 - ...I understand the work of the airport and how different groups interact.
 - ...I have stronger technical skills than I did previously.
- I feel that this mentoring program...(Strongly Agree to Strongly Disagree scale)
 - ...was a valuable use of my time.
 - ...was a high quality program.
 - ...provided valuable opportunities to develop my skills.
 - ...facilitated strong relationship building.



Job Shadowing Program Toolkit

Tool to: *Build Internal Staff Capacity*



Purpose and Overview

As described in *Action Plan 8: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs*, the ability for employees to follow another employee during their work day and see firsthand the work performed creates benefits in terms of building a deeper understanding of the airport's work and preparing employees for promotions and new jobs. However, to fully experience these gains it is necessary to plan for the job shadowing events. Not only does the airport need to develop and implement a strong job shadowing program, but participants also need to be ready for the experience and understand their roles and how to gain the most from the job shadow. This toolkit provides guidance for airports and job shadowing visitors and sponsors to help create an effective, informative job shadow experience.

Contents of the Job Shadowing Program Toolkit

This toolkit includes resources for the organization, the job shadowing sponsor, and the job shadowing visitor. Specifically, it includes the following items:

- Checklist for Establishing a Job Shadowing Program
- Getting the Most Out of Job Shadowing: For the Visitor
- Getting the Most Out of Job Shadowing: For the Sponsor

The Checklist for Establishing a Job Shadowing Program can be used by the organization to guide leaders through the process of setting up a job shadowing program. The Getting the Most Out of Job Shadowing tools can be provided to participants as handouts to help increase the value of their experiences in the job shadowing program or can be used to create materials to guide them through the job shadowing experience.



Checklist for Establishing a Job Shadowing Program

To gain the greatest benefits from a job shadowing program, it is important to be detailed and intentional in developing and implementing the program to ensure that learning occurs and information is shared between sponsors and visitors. This checklist can be used in conjunction with *Action Plan 8: Provide Job Shadowing or Job Rotation Opportunities to Expose Employees to Different Jobs* and lays out activities that should be completed to develop, implement, evaluate, and sustain a job shadowing program.

Develop Job Shadowing Program

[] Define the job shadowing program, its focus areas, and goals.

Questions to Answer When Developing a Job Shadowing Program

- What is the timeline/frequency of job shadowing visits?
- Who will be eligible to participate as a visitor?
- What will qualify someone to be a sponsor for job shadowing visits?
- How will visitors and sponsors be selected to participate?
- What will the approval process for job shadowing look like (e.g., approvals from supervisors in both functional areas/departments, HR approval)?
- Who will support participants and answer questions about the program?
- What elements must be included in the job shadow (e.g., orientation meeting, a specific percentage of job tasks viewed by visitor)?

[] Create the job shadowing program so that it can be applicable across different parts of the airport. For this task, it is valuable to gather input from different areas on what will and will not work in terms of conducting job shadows within their area.

[] Identify contacts across the airport who can support the job shadowing program. It is important that there are contacts in each functional area/department so that a full range of participation in the program can be supported.

[] Provide information on the job shadowing program to employees so that they are familiar with the program, understand the details about it, and know that it is available.

Implement Job Shadowing Program

[] Identify potential job shadowing program participants.

[] Invite employees to participate in the job shadowing program. Participation can be encouraged by highlighting the benefits of being a sponsor and a visitor for a job shadow event. Example benefits are provided in the following table.

Benefits to the Sponsor	Benefits to the Visitor
<ul style="list-style-type: none"> • Network with employees from different areas in the airport • Fine tune personal skills by teaching another employee about your job • Share your work experiences with others 	<ul style="list-style-type: none"> • Opportunity to experience another airport job firsthand • Understand how other departments in the airport function and the work they do



Benefits to the Sponsor	Benefits to the Visitor
<ul style="list-style-type: none"> • Develop personal coaching and mentoring skills • Opportunity to support the development of other airport employees • Ability to share work experiences with potential successors • Help the airport to retain knowledge and prepare employees for future positions 	<ul style="list-style-type: none"> • Learn about what is needed to move into a desired job • Gain insight into how work is done in a different job • Learn from the experiences of another airport employee • Increase awareness of job tasks in other airport jobs • See potential career pathways within the airport

[] Select visitor participants based on program eligibility requirements and the airport’s needs in terms of succession planning and employee development.

[] Match visitors with a sponsor in a job that the visitor wants or needs to learn about.

[] Work with the sponsor and the visitor to schedule job shadow days that will not negatively impact either participant or their job.

[] Have job shadowing program representatives available during the job shadow days to provide support and answer any questions from participants.

Evaluate and Continue the Job Shadowing Program

[] Ask the sponsor and visitor to each complete job shadow evaluation forms or surveys.

- Examples of evaluation questions for sponsors could include the following:
 - Through this job shadow, I gained a new perspective about my job. [Rate: Strongly Agree to Strongly Disagree]
 - This experience was beneficial to me and my functional area/department. [Rate: Strongly Agree to Strongly Disagree]
 - I enjoyed the job shadow experience and would be willing to do it again. [Rate: Strongly Agree to Strongly Disagree]
 - What did you like best about the job shadow experience?
 - How did this job shadow experience benefit you or your functional area/department?
 - How could you have been better prepared for the job shadow?
 - What additional resources do you need to facilitate an effective job shadow?
- Examples of evaluation questions for visitors could include the following:
 - Overall, I would grade the job shadow experience: [Choose one: A, B, C, D, F]
 - The job shadow experience was beneficial in learning about the target job. [Rate: Strongly Agree to Strongly Disagree]
 - I was able to observe a great deal of work in the target job. [Rate: Strongly Agree to Strongly Disagree]
 - The job shadow experience helped me understand the skills I need to develop to move into the target job. [Rate: Strongly Agree to Strongly Disagree]



- I have a better understanding of available trainings and developmental opportunities after completing this job shadow. [Rate: Strongly Agree to Strongly Disagree]
- What did you learn through this job shadow experience?
- What did you like best about the job shadow experience?
- What did you like least about the job shadow experience?

[] Provide resources to participants to support open communication following the job shadow.

- Example resources could include employee directories, scheduled meetings for follow up, or communication templates to check in on employee learning

[] Promote the success of the program by having employees share what they learned and how they benefited from participating in a job shadowing event. This could be done in a newsletter format, or employees could create a short video testimonial about their experience and its value to them.

[] Create a list of needed changes or improvements to the program for use in future iterations.



Getting the Most Out of Job Shadowing: For the Visitor

The opportunity to participate in a job shadowing experience is one that can be valuable to your career and personal development. To get the most out of this experience, you as the visitor to another job should prepare for the visit, be intentional and thoughtful during the visit, and reflect on lessons learned during the visit. This worksheet provides guidance to help you get the most out of your job shadowing experience.

Pre-Job Shadow Activity: Preparation

Before your scheduled job shadowing visit, it is important to prepare so that you will be ready for the experience and able to learn from it. Consider the following before your job shadow to ensure that you are best situated to learn from the experience:

- Examine the organizational chart and where the job you are shadowing falls so that you can understand how it fits within the airport.
- Review any available materials about the job, such as a job description, so you have a basic understanding of the job and what it entails.
- Develop a list of questions that you want to ensure are answered during your job shadow.
- Inform your manager and other employees in your job area that you will be out so they are prepared for your absence and able to cover your normal job requirements, as needed.
- Consider what you would like to gain from the job shadow and be prepared to verbalize this to your sponsor.

During the Job Shadow: Focus

While you are participating in a job shadowing event, it is important that you focus on the experience and learning from your sponsor. The following activities can help with focusing on important information during the job shadow:

- Turn off your phone (if you are able to) and focus only on the job you are shadowing and not what needs to be done in your current role.
- Ask questions to help you understand the job, its tasks, and what is required to be successful in the role. Examples of questions that can be asked are as follows:

The Job Itself

- What do you spend most of your time doing?
- Which tasks do you perform on a daily basis? What are other important tasks that occur less frequently?
- How typical is today of a normal day in this job?
- Who do you work with and what do those relationships between jobs look like?
- What is the most challenging part of this job?
- Ask for further explanation or clarification if job tasks are unclear or not understood.



Preparing for the Job

- What training or education was most helpful in preparing you for this job?
 - What internal training opportunities have been helpful in this role?
 - What external training or education programs provide the greatest benefit to success in this job?
- How has your career path led you into this job?
- What knowledge, skills, or abilities are most important to success in this job?

The Future of the Job

- How is this job changing based on industry changes and how work is evolving in the airport?
 - How do you see this job continuing to evolve in the next 5–10 years?
- Keep a record of topics covered and key learning points. Because the job shadow can serve as a valuable learning experience, it is important to make note of lessons learned.
 - Create a list of useful numbers, emails, facts, and resources gathered during the job shadow to maximize learning and future information use.
 - Show enthusiasm for the experience and appreciation to the sponsor for participating in the job shadowing experience.

Post-Job Shadow Activity: Reflection

Reflecting on your experience and what you learned will help to better prepare you for future work in this area or coordination with people in the job. Following your job shadowing experience, think about and answer the following types of questions:

1. What job tasks and work activities did you observe during the job shadow?
2. How was the job different than you expected it to be?
3. What did you gain through this job shadowing experience?
4. What did you learn about the job and what is required to be effective in this role?
5. What skills do you need to develop before being fully prepared to take on this job?
6. What other personal learning needs have you identified through this job shadowing experience?
7. How has this experience influenced your thoughts on future career directions and roles for you within the airport?
8. How can you utilize what you learned during the job shadow on your current job?

Be prepared to provide a brief report describing your experience and what you learned so that information can be shared with others on your team or across the organization.



Getting the Most Out of Job Shadowing: For the Sponsor

The opportunity to host a job shadow participant can help you share best practices and allow for self-development by teaching another employee about your job. To ensure successful job shadowing events, you as the sponsor should prepare for the visit and work to create an experience that is open and educational. This worksheet provides guidance to help you create a valuable job shadowing experience for your visitor.

Planning for the Job Shadow

To ensure a successful job shadow that benefits employees and the airport as a whole, it is important for an employee who will be hosting another to take the time to thoroughly prepare. One valuable way to prepare before a job shadow is to **create a checklist of topics** and information that are important to cover regarding the job. This could include a timeline of what the job shadow will look like and specific points to cover during each part of the experience.

During the Job Shadow Experience

While the job shadow is occurring, the sponsor is responsible for ensuring that the visitor can see many aspects of the job and has a valuable learning experience. To achieve the goals of the job shadow, consider the following guidance:

- Start with introductions. Introduce yourself and your role and give a high-level overview of your job and what you do on a daily basis. Learn about the visitor's current job in the airport and why they are interested in shadowing your job.
- Give your visitor a tour, showing them around your workspace including equipment and tools used on the job and people with whom you interact. When introducing your visitor to coworkers, explain the roles of each person with whom you interact.
- Explain what you are doing and why throughout the job shadow so that your visitor understands the various parts of your job.
- In addition to explaining the work you are doing during the job shadow, make sure to inform the visitor about other parts of the job that they might not be seeing or that occur at different times or less frequently.
- As possible, allow the visitor opportunities to participate in hands-on tasks or parts of the job to help them gain a better understanding of your work.
- Answer questions from the visitor as they come up during the job shadow. If needed, follow up with additional information or detail following the event.

After the Job Shadow Is Complete

Even after the job shadow experience is complete, the visitor may have questions about the experience or what was seen. Sponsors should be available to the visitor to answer questions or provide clarification about the job and what was seen following the job shadow experience. Keeping a relationship with the visitor will ensure that any needed information is shared and the airport can continue to benefit from the job shadow events.



Case Studies for: *Building Internal Staff Capacity*



Case Studies Related to Building Internal Staff Capacity

The two case studies in the following table present examples of creative ways airports are implementing strategies to build internal staff capacity.

Case Studies	Airport Characteristics	Page
Northwest Arkansas Regional Airport (XNA)	Small, airport authority, board of directors	3-60
Bishop International Airport (FNT)	Small, airport authority, board of directors	3-64

Overview of Case Study 4: Northwest Arkansas Regional Airport provides skill development opportunities to employees in multiple ways and encourages staff to pursue available education and training sessions to improve their individual skills.

Overview of Case Study 5: Bishop International Airport recognized the importance of identifying employee skill development needs before selecting training strategies to implement. Once needs were identified, the airport rolled out strategies in a deliberate fashion so as not to overwhelm employees, but rather to create an environment where new training would be successful.



Case Study 4:
Northwest Arkansas Regional Airport, Bentonville, AR

Programs: Airport-Specific Training and Developmental Activities

Strategy in Action

Business models and airport rules are always changing. Because of this constant churn, it is important to make sure that the airport has highly qualified employees who are well prepared to take on the work that the airport must do.

The airport takes multiple approaches to employee knowledge and skill development. Having multiple strategies in place ensures that employees are able to develop varying types of skills and that there will be opportunities well suited to different types of employees and job positions.

Airport Features

<p style="text-align: center;">Size</p> <ul style="list-style-type: none"> <input type="radio"/> Large <input type="radio"/> Mid-size <input checked="" type="radio"/> Small 	<p style="text-align: center;">Governance Model</p> <ul style="list-style-type: none"> • Airport authority, comprising multiple counties in the state • Area cities and counties appoint board members
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Additional Characteristics

- Located in an area where the population is rapidly growing
- Airport employs fewer than 50 staff members; janitorial and heavy maintenance work are outsourced

Summary of Strategy:
When considering a focus on the challenge area of *Building Internal Staff Knowledge and Skills*, Northwest Arkansas Regional Airport takes multiple approaches to support employee training and development. Various strategies that have been effective in helping employees develop in the needed areas are further described below.

Support Employees in Attending Training and Education Programs

- To implement a strategy such as this, it is important to involve senior management at the onset of the program.
- Preparing employees for these opportunities involves making sure that they have access to the policies and procedures that guide education and training. Additionally, it is important to make sure that supervisors talk about the opportunities and the educational reimbursement policy and that they understand the support provided and how it is accomplished.
- It is necessary to have clearly laid out policies to guide implementation and use of this strategy. For example, this airport provides reimbursement to employees who attend

Strategy Highlights

- Provides skill development opportunities to employees in multiple ways
- Encourages staff to pursue available education and training sessions to improve their individual skills by offering education reimbursements.



classes or programs outside of the airport. Specifically, to be eligible for reimbursement, the following criteria must be met:

- Employees must be involved in a class or program that will benefit the airport, but the employee does not need to be degree seeking
 - The employee must pay for the class up front
 - Employees are reimbursed based on their course grade. Full reimbursement is provided if the employee receives an A in the class, with lower levels of reimbursement for lower grades.
- Encourage employees to pursue an education; this helps with retention because employees feel supported and that the airport cares about them.
 - Positive outcomes of this effort are that employees are able to stay at the peak of training and abilities and they are able to meet others who work in similar areas and network with them.

Support Employee Attendance at Conferences, External Training, and Networking Opportunities

- To support employee development and growth, the airport encourages employees to be involved with professional organizations in their area of expertise and to attend meetings and conferences related to these organizations. To further support this, the airport will pay employees' dues to their professional organizations because it is seen as a growth opportunity. Employees are also encouraged to be a part of the local community, such as on the local chamber of commerce, in addition to being involved in the aviation community.
- Through organizations such as AAAE, airport employees are able to receive external training and certifications that are needed to do their work.
- Employee coaching is supported, with some employees who would benefit from coaching being sent to the Center for Creative Leadership's 1-week intensive training program.
- When external training is needed (e.g., new equipment acquired that employees need to learn about) or when a supervisor and employee identify a beneficial training opportunity for the employee, the airport may pay for the identified training. To be eligible for training or travel funding, an employee must have been with the airport for at least 4–6 months. The supervisor must then make sure that the needed funding is included in the budget to be approved. As such, planning must happen in advance so that funds will be available to support training opportunities.

Identify Needed Areas of Training for Airport Employees and Support Employees in Those Areas

- Training and development for employees will be most successful if employees are able to receive training that they need, and they can see that the airport is investing in them.
- Providing needed training opportunities has helped the airport keep long-term, knowledgeable employees because they feel valued and have the needed skills.
- Necessary training opportunities can be identified in different ways. For example, the airport director or HR may identify an area in which employees are struggling. In this case, outside trainers may be brought in to make sure that all employees receive accurate, high-quality training in the identified area. When offering mandatory training in this manner, the session will be offered three to four times to ensure all staff can attend. Examples of this type of training could include customer service skills or appreciating individual differences.



- Needed training opportunities can also be identified by supervisors. Supervisors may hear of a training opportunity that would benefit their employee, and they could recommend an employee for attendance at the training. Sometimes, these training opportunities are driven by changes and updates in the airport facilities and equipment.
- The airport also has existing DVDs that employees can use to build skills in topic areas such as Microsoft Excel, learning Microsoft Office tricks, or similar things. Additionally, if an employee requests a book on a specific topic that is related to their work, the airport is able to purchase that book to facilitate their development.
- Opportunities for individual development can also be identified for employees. For example, they may be invited to sit in on a meeting in which executives or leaders will talk about a topic they are familiar with. Attending various meetings and seeing the airport business from different angles can be a great learning experience for employees.

Involve Students in Paid Internship Opportunities

- When a successful employee is identified during an internship, special roles can be laid out for them to capitalize on their expertise. For example, if an intern is especially skilled in computers or another technical area, they can be given assignments that will benefit from that expertise and be prepared for future jobs within the airport.
- Interns can be assigned work that the airport needs completed. Although some of this may be busy work, it is important to make sure that interns are also given meaningful work to accomplish. This will provide the best learning environment for them and give a better introduction to the airport work experience.
- The airport leaders who work with interns should make sure that they leave the internship with knowledge that is applicable to the aviation industry. Often times, interns will move around the airport to gain a variety of experiences. Interns have indicated that they enjoy this model and the internship experience at the airport.
- The internship program is partially supported by the Southeast chapter of AAAE; the airport pays half of the intern's salary, and AAAE pays the other half. When additional interns are hired, the airport covers the entire salary. For the internship program, interns commit to work with the airport for 10 weeks, 8 hours per day, and they are paid \$12.50 per hour.



Challenges Encountered

- In municipal airports, it can be more difficult to get funding for things like training and traveling to conferences.
- At times, leadership will question the amount of money budgeted for training opportunities. This can be overcome by explaining why the money was budgeted as is, why the training is needed, and the value that planned opportunities will provide to the airport.



Solutions

- Training your employees is a key element in being successful. Airports can look at what other airports are doing and find ways to adapt those strategies and implement what their specific airport can afford.
- When supervisors are empowered and able to send employees to needed trainings, they are able to set their teams up for success.

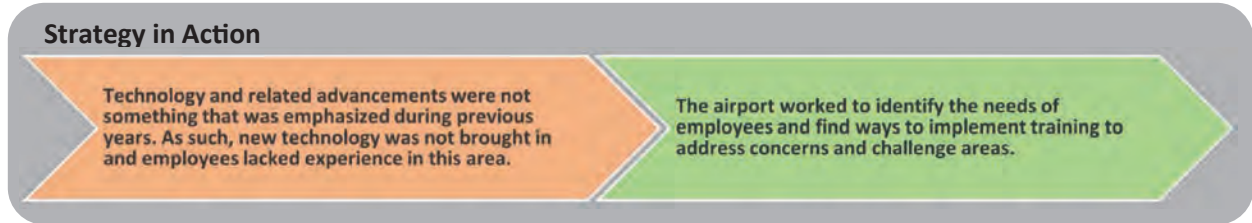
Lessons Learned

- Begin by implementing what you can afford, and then as the airport's financial resources grow or the financial situation improves, it is possible to build upon current practices and offer more resources to employees.
- Airports must be nimble and able to compromise. Having the ability to think outside the box in planning, being innovative, and being perceptive will help to get ahead of trends and be successful.
- Providing training and education to employees can help with employee retention. Employees value being able to develop their skills and make connections with others in their fields. When you have the right people, keeping them at their peak will benefit the airport as well.



Case Study 5:
Bishop International Airport, Flint, MI

Program: Conducting a Training Needs Assessment



Airport Features

Size

- Large
- Mid-size
- Small

Governance Model

- Airport authority formed in 1987
- Operates with a nine-member board

Additional Characteristics

- Airport is 1,100 acres with two runways; one primary runway with instrument capabilities
- Airport has 52 employees, both full-time and part-time

Summary of Strategy:

When considering a focus on the challenge area of *Building Internal Staff Knowledge and Skills*, Bishop International Airport utilized multiple strategies to support employee training and development. Leadership realized that there were some employees without a strong skill set in needed areas, such as technology and its uses in the airport. Therefore, as a first step in their process, the airport recognized that it needed to gain a better understanding of staff needs for training and technology-related areas in which they were lacking skills. As such, the airport conducted an informal needs assessment to identify employee capabilities in using technology. While this was an informal process, leaders focused on training that had been previously provided and the skills employees already possessed. Then, the focus moved to identifying areas in which employees felt they needed additional information and training support. The goal of this effort was to encourage employees to think beyond what they were currently capable of doing and to consider areas of potential knowledge and skill improvement.

Strategy Highlights

- Bishop International Airport recognized the importance of identifying employee skill development needs before selecting training strategies.
- After identifying needs, the airport rolled out strategies in a deliberate fashion to create an environment where new trainings would be successful without overwhelming employees.
- Having a champion for the strategy and employee buy-in were critical to the success of this strategy.



To gain employee buy-in for the needs assessment, the airport found it valuable to let employees know that they were the experts in what they needed. Involving employees in the need identification process and having an open door policy regarding the suggestion of ideas for needed changes made employees more invested in the process and more willing to participate and improve their skills. Besides the investment of time from those coordinating the needs analysis, the resource investment to implement this strategy was minimal. The implementation of this informal needs assessment only required an influential person to champion the idea and start gathering information from employees so that training needs could be identified and relevant offerings provided.

Once employee training and development needs were identified, the next step was to identify the best way to implement training to meet those needs. An important consideration for the airport was ensuring that new technology, changes, or information were offered in a measured fashion so as not to overwhelm the staff with too much change or new knowledge at one time. Additionally, identifying a champion for any changes or new technology implementations or trainings ensured that there was someone to guide the process and support successful adoption.

As a way to make sure employees bought into the trainings offered and wanted to participate, the airport made sure to seek their input. The goal was to show employees that the trainings were not a mandate or ruling coming down from the top of the organization, but rather that these training opportunities were identified and developed based on employee needs and input. This also included providing guidance on the trainings, resources, and tools available. When implementing new software, it was important to give the employees sufficient lead time to learn about the technology, ask questions, and practice using it so that they would be comfortable and have a positive response to using it.



Challenges Encountered

- Sometimes, there is not enough money to do everything that you want. A lack of a training facility with dedicated computers means that there is no location where employees can sit and work on training or skill development.
- Identifying a time that training will be best accepted can help to increase its impact. For example, asking employees responsible for snow removal to learn new skills during the busy winter season would lead to less buy-in and ultimately decreased learning. Instead, waiting until the spring to offer training allows them to do so at a time that is better suited to their work situation.



Solutions

- Showing employees the benefits to them of learning new technology or skills, such as electronic rather than paper-based tracking of incidents, can increase participation and buy-in.
- Providing training across departments has increased the airport's ability to communicate with others who may quickly need information because employees can speak a common language and understand one another.

Lessons Learned

- Take your time. It is helpful to spend time determining needs and planning for implementation. When implementing, the best time to do so might not be the current time. So do not rush into solutions, make sure you have the right solution implemented at the right time.
- Try to identify someone you can rely on as a champion for whatever you are trying to implement, be it software, a new procedure, or some type of new training. Gaining buy-in from the director or senior leadership will make implementation more successful.
- When sending employees to conferences or trainings, ask them to take notes and prepare a brief presentation to other employees when they return. This helps the whole airport to gain knowledge and benefit from the opportunity and helps to reinforce the concepts learned.

Chapter 4: Planning for Future Workforce Needs



Planning for future workforce needs is crucial for airports because it helps to ensure that airports will have the right people in the right jobs. This will enable airports to better achieve strategic goals and operate effectively, even in a changing environment.

Chapter Overview

This chapter addresses two workforce capacity needs related to planning for future airport workforce needs. The strategies in this chapter can help airports take proactive measures to ensure that they have employees to fill important positions, retain institutional knowledge as older generations of employees retire and newer generations move into leadership positions, and prepare employees to fill leadership roles as they are vacated. The specific workforce capacity needs related to this challenge include the following:

F. Preparing employees for advancement

G. Engaging in workforce planning

The research conducted to identify these workforce capacity needs is further detailed in *ACRP Web-Only Document 28*.

Within this chapter, four detailed action plans are included to address the two workforce capacity needs. The strategies featured in these action plans include the following:

- *Create Career Pathways*
- *Leverage Expertise of Retirement-Eligible Employees*
- *Support Economic Development via Workforce Planning*
- *Implement Strategic Succession Planning*

Following the action plans, there are four separate tools that can guide airports through strategy implementation related to planning for future workforce needs. They include the following:

- *Career Pathway Guide Template*
- *Individual Development Plan (IDP) Template*
- *Job Profile Template*
- *Career Transition Checklist*

Finally, the chapter concludes with three case studies that demonstrate how airports have successfully implemented strategies related to planning for future workforce needs.



Description of the Workforce Capacity Challenge

Workforce sustainability and continuity of operations are critical to airports amidst significant industry fluctuations. To adequately prepare for the known and unknown futures of the industry, airports should focus on identifying and nurturing their high-potential employees, so they are ready to assume new, higher level positions as needed. For example, airports are facing many impending retirements over the next 5–10 years, particularly at leadership levels. Without

Airports must act proactively to plan for workforce needs and prevent widespread vacancies and operational inefficiencies that may result from industry challenges.

proper planning, these widespread retirements could result in workforce gaps as well as a major loss of institutional knowledge and skills. Previously, airports have taken a “fill the job now” approach, which takes focus and resources away from investing in and developing entry- and mid-level staff. As a result, entry- and mid-level employees may lack the leadership and managerial skills required to fill leadership roles. This becomes an increasingly critical issue as more and more airport employees become eligible for retirement.

Stakeholders who participated in Phase I of this effort indicated that many **critical positions at airports may not have even a single potential successor** to fill a role when an employee departs.

Career portability presents another challenge, as many younger employees do not anticipate spending several years in one organization. These individuals are typically less concerned with long-term job security and retirement benefits and more concerned with higher pay, which airports are often unable to offer. As such, it will be necessary for airports to develop more creative means to retain the younger workforce and then develop and prepare them for advancement.

These challenges could potentially cause widespread vacancies in leadership positions, which could then lead to disruptions in operations and a decline in the airport’s overall performance. To prevent this from occurring, airports should act proactively to

1. **Prepare employees for advancement.** Providing employees training, education, and developmental opportunities aligned with critical positions as well as employees’ areas of interest can help retain employees and prepare them to advance into higher level positions when vacancies occur. However, preparing employees for advancement goes beyond just offering educational opportunities. It involves ensuring that there are mechanisms in place to share knowledge among employees to decrease the loss of institutional knowledge when employees leave the organization. Preparation also involves showing employees a clear path to advancement and helping them to follow it.
2. **Engage in workforce planning.** The value in workforce planning is that it can help airports assess their future workforce requirements while they still have time to meaningfully prepare for them. Through workforce planning, airports can ensure that they have sufficient staff to fill anticipated vacancies in the future and that these staff have the technical and personal effectiveness skills needed to keep pace with industry change and a dynamic airport environment. It can also help airports understand the




extent to which the community is able to provide employees to meet future workforce needs.


The following infographics present highlights of the insights and data contained in *ACRP Web-Only Document 28* regarding the challenge of planning for future workforce needs.

Planning for Future Workplace Needs - Facts and Figures

New skill requirements as well as expected retirements of tenured, highly skilled airport employees will require airports to focus on preparing employees for the future to ensure sustainability of operations. Challenge Area 3 focuses on airports' ability to create opportunities for advancement for employees and engaging in workforce planning to ensure the airport is headed in a direction that will offer opportunities for success and retention of important institutional knowledge. Phase 1 of the research examined airports' staffing needs and the current ability to fill mission-critical occupations and retain employees.




Industry forecasts anticipate critical shortages in the next two decades as 10,000 baby boomers become eligible to retire each week




The aviation industry will have more than 1 million job openings in the next 10 years

Source: Department of Employment and Economic Development




Over half of all survey participants indicated that all of the MCOs are at risk of vacancy in positions because of upcoming retirements



The fastest growing MCOs (i.e., Electricians, IT professionals, Financial Analysis and Planning) are common across industries, making hiring these individuals increasingly more difficult

Between 58-69% of the 746 survey participants indicated that a lack of required talent in current employees (i.e., absence of necessary skills/capabilities) is a major concern for 6 out of 8 mission-critical occupations (MCOs)





Examples of Airport-Specific Leadership Programs

- AAAE Accredited Airport Executive
- AAAE Certified Member
- AAAE Airport Certified Employee
- ACI Airport Executive Leadership Programme
- ACI-ICAO Airport Management Professional Accreditation Programme

Airport-specific leadership programs offered by T&E providers are a great way for airports to invest in their workforce...

↓

But many of the non-technical skills required for leadership positions and planning for an airport's future are not covered in airport T&E programs.

Examples of Non-Technical Skills Covered in Fewer Than One-Third of Airport T&E Programs

- Complex Problem Solving
- Complex Project Management
- Estimate and Design Document Review
- Relationship Building
- Strategic Planning
- Contract Administration and Consultant Management
- Personnel Management
- Financial Management Best Practices
- Report Building
- Negotiation and Influence



Action Plans for Planning for Future Workforce Needs

This section presents four action plans that airports can implement as they begin to plan for future workforce needs. Each action plan provides an overview of a strategy, implementation steps, resource requirements, and alternate approaches. The following table provides an overview of the four action plans included in this chapter.

Action Plan	Overview	Page
Create Career Pathways	One way to prepare for future workforce needs is to motivate current employees and job seekers to see airports as a long-term career option. Career pathways depict the myriad ways an airport career can progress using diagrams of links between various roles in the industry, job descriptions, and relevant training, education, and developmental opportunities. They can motivate employees to stay with the airport over the long term and help them develop a plan to make their career aspirations a reality.	4-6
Leverage Expertise of Retirement-Eligible Employees	Many retirement-eligible employees within airports possess decades of experience, and airports risk losing much of their accumulated knowledge and expertise suddenly when they retire. To combat this possibility, airports can pursue a range of related strategies, including exit interviews or expertise inventories, retaining retirees to serve as advisors or mentors, and phased retirement programs. These efforts can help airports to retain critical institutional knowledge and allow retirement-eligible employees to transition more gradually.	4-10
Support Economic Development via Workforce Planning	Planning for the future requires airports to look beyond their current workforce and applicant pool to support a community-based approach to workforce development. By engaging with other community stakeholders like workforce development boards and training and education providers, airports can increase the chances that they will continue to have applicants with the skills and experience required for success in the future. Success is dependent on airports accurately identifying their own needs, assessing the availability of skills in their local area, and working effectively with partners to develop those skills in the local workforce.	4-16
Implement Strategic Succession Planning	Airports face potentially large numbers of baby boomer retirements, especially among senior leadership. Strategic succession planning can help to mitigate the risk of knowledge loss and organizational instability by preparing high-potential (HIPO) employees to step into senior leadership positions that are anticipated to become vacant. Succession planning typically involves identifying critical positions, the capabilities and expertise required for success in them, the individuals most likely to succeed in them, and the training and developmental experiences to prepare HIPOs for advancement.	4-23



Action Plan 9: Create Career Pathways



Overview of Strategic Recommendation

Description. Many individuals, including many who already work in airports, are unaware of the numerous career opportunities available in the airport industry. The lack of awareness among job seekers makes it challenging for airports to attract new talent to the industry. This comes at a time when airports are increasingly competing with other industries and organizations for employees in high demand, such as engineers and IT professionals. Additionally, it is difficult for airports to retain employees who may not be able to envision a long-term career trajectory in the industry. If current airport employees lack awareness of their opportunities for movement and advancement within the airport and industry, they may move to other organizations where they perceive greater opportunities. Further adding to this challenge is the aging airport workforce; according to interviews with airport leaders, some airports are at risk of losing up to 50% of their current workforce over the next 5–10 years as a result of baby boomer retirements. Therefore, it is critical for airports to attract, retain, and develop employees to prevent workforce gaps and mitigate any associated risks.

Strategy Highlights

- Provides guidance to employees to help plan for future career aspirations within the airport's organizational structure
- Improves employee retention and engagement
- Demonstrates promising career opportunities to motivate employees toward successful performance and potential career advancement

One way airports can do this is through the development and promotion of **career pathways**. Career pathways demonstrate the possible ways that a career can progress as well as the different jobs an employee may consider as his or her career develops. Typically, career pathways consist of the following:

- Diagrams showing the relationships and connections between various roles in an industry across career levels, with regard to both upward mobility in one functional area and mobility across different functional areas;
- Job descriptions including key duties and responsibilities; job requirements; and knowledge, skills, and abilities (KSAs); and
- Relevant training, education, and developmental opportunities.

Because career pathways can help employees determine where their interests lie and how they can advance in their area of interest, career pathways can aid employees and their supervisors in creating **individual development plans**.

Career pathways also benefit airports at an overall organizational level. By clearly identifying relevant training and education as well as developmental activities, career pathways can help promote a higher



Action Plan 9 Cont'd: Create Career Pathways

Real-World Example

Denver International Airport created career pathways so employees would have a clear understanding of their developmental needs and how to progress in their careers. Career pathways are also discussed in the employees' annual evaluation so that they have the opportunity to discuss their career progress and any needs for technical training.

quality workforce, which can improve the airport's performance. Airports can also align competencies and KSAs within career pathways to the overall airport's strategic objectives, to enhance organizational capabilities (Croteau & Wolk, 2010). For example, airports can align career paths with skills that can help airports to operate effectively under increasingly commercial business models. Additionally, as new technologies emerge and are implemented at airports, the necessary KSAs can be updated to ensure employee capabilities are keeping pace with current industry

trends. Career pathways can also drive improvements in employee morale, innovation, and commitment (Campbell et al., 2010). Finally, they can lead to higher levels of employee retention and can be used in marketing materials to attract new talent (Harrington-Hughes and Associates, Inc., 2010).

Target Audience

Target Career Stages



Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features

Action Plan Lead(s)

- Human resources personnel
- Senior management

Target Audience(s)

- Job seekers
- Entry-level through mid-level staff

Resources Needed:

- Dedicated staff and funding
- Leadership support
- Existing job descriptions
- Communication materials (e.g., mail memos, newsletters, career pathway diagrams)



Action Plan 9 Cont'd: Create Career Pathways

Process for Obtaining Buy-In

1. Develop communication materials to provide employees with an overview of career paths and benefits (e.g., newsletters, pamphlets).
2. Assemble examples of airports and organizations in other industries currently using and benefitting from career paths. Present return on investment that airports and organizations have experienced.
3. Communicate costs and risks of not implementing career paths.

Implementation Factors

Implementation Lead(s)

- Human resources personnel

Key Stakeholder(s)

- Managers/supervisors and incumbents

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3+ years

Implementation Steps

1. **Identify** key job duties and responsibilities and knowledge, skills, and abilities for each job.
2. **Determine** a core set of competencies across jobs within a functional area, based on job duties and responsibilities and knowledge, skills, and abilities.
3. **Develop** job descriptions based around core competencies, with increasing responsibilities for each job level. Involve employees throughout this process to obtain greater buy-in and support at various levels of the airport.
4. **Identify** relevant training, education, and developmental opportunities beneficial for advancement or lateral movement.
5. **Create** career path diagrams depicting connections between jobs linearly and laterally.
6. **Develop** career pathway guides consolidating job descriptions, relevant training and education, and career pathway diagrams for each career pathway that employees and supervisors can reference to develop IDPs.
7. **Assess** existing pay grades to ensure proper alignment with career path levels.
8. **Develop** interview questions based on core competencies and job duties within a function.
9. **Align** performance review process to core competencies, job duties, and each employee's IDP.
10. **Assess** and evaluate return on investment.



Action Plan 9 Cont'd: Create Career Pathways



Key Success Factors

- Support from executive leadership
- Dedicated staff to develop, implement, and promote career paths
- Career pathways aligned with in-demand and growing occupations, to ensure realistic advancement opportunities



Obstacles & Considerations

- Significant dedication of resources required
- Compliance with civil service regulations may be required

Sustain

Quantifiable Outcomes/Measures of Impact

1. Decreased turnover and increased retention rates
2. Increase in internal promotions
3. Increase in self-reported intentions to stay with the organization
4. Increase in employee engagement and organizational commitment

Alternative Approach

- Develop new job descriptions to provide employees with detailed information regarding critical competencies and knowledge and skills necessary for advancement. While job descriptions do not contain all details regarding relationships between positions and relevant training and development experiences, they can still provide employees with valuable information regarding knowledge and skills needed in jobs they would like to pursue.
- Inviting highly experienced employees to discuss their own career paths in a group setting can allow more junior employees to gain exposure to the career opportunities that exist in the airport without the investment required to develop formal career pathways.

Adapting to Industry Change

- **Changing Technologies:** Updated job descriptions for the career pathways should reflect rapidly emerging technologies (e.g., beacon technology, passenger analytics, and social media) that require new skill sets and technical expertise and adaptability.
- **New Business Models:** As airports begin moving toward more commercial or entrepreneurial business models, all employees, including those not dealing directly with finances, will need to be mindful of controlling costs and doing more with less, to contribute to the bottom line and overall airport success.



Action Plan 10: Leverage Expertise of Retirement-Eligible Employees



Overview of Strategic Recommendation

Description. Retirement-eligible employees hold critical institutional knowledge that airports risk losing over the next 5–10 years as the baby boomer population exits the workforce. By 2018, nearly all baby boomers will be 55 years and older and will account for 23.9% of the total workforce (Toossi, 2009). Many of the retirement-eligible employees within airports possess decades of experience and, without clear guidance for future workers to assume their vacated roles, this expertise will literally walk out the door. Thus, it is imperative that airports make strategic investments to prepare for these retirements. Those that do not could face programmatic, technical, and “contextual” (how-to) knowledge loss; inefficiency in planning and operations (i.e., “reinventing the wheel”); and excess workforce development costs.

For example, one large independently operated airport explained that as of 5 years ago, 51% of all staff and 86% of executive staff were eligible for retirement, suggesting that the airport was at risk of significant knowledge loss. In the last 5 years, following a number of retirements, the proportion of retirement-eligible employees at the airport has declined to 18% and 36%, respectively, signifying that much of the pain has already been felt. Nonetheless, significant risk remains. The airport now faces the challenge of assessing and addressing the impact of institutional knowledge loss on work and organizational performance incurred as a result of recent retirements as it actively plans to reduce any potentially negative impact from future retirements.

To offset some of the consequences of a high volume of retirements, airports should **leverage the expertise of retirement-eligible employees before they depart**. By investing in efforts to sustain institutional knowledge, airports will ensure that employees are equipped to take on new roles as soon as needed and maintain continuity at a time of increasing departures. Additionally, leveraging the expertise of retirement-eligible employees can help to communicate the airport’s commitment to its employees, which can increase retention at all levels of the organization.

Strategy Highlights

- Allows airports to retain critical institutional knowledge and expertise that may otherwise be lost when employees retire or leave the airport for other employment
- Provides opportunities for retirement-eligible employees to directly pass knowledge down to replacements, especially “know how” knowledge or information that is not contained in any organizational records



Action Plan 10 Cont'd: Leverage Expertise of Retirement-Eligible Employees

There are various strategies airports can implement to leverage the expertise of retirement-eligible employees. Some valuable strategies include the following:

- Conducting **exit interviews** or implementing **expertise inventories** to capture these employees' knowledge. Exit interviews and expertise inventories can identify where specific functional expertise, technical knowledge, and other institutional knowledge reside within the organization. This can then provide employees across the airport with points of contact for various types of information and facilitate knowledge transfer between experienced, retirement-eligible employees and younger employees. Second, airports can create knowledge repositories to store knowledge and expertise captured through exit interviews and expertise inventories.
- Rehiring post-retirement employees to serve in **advisory or mentoring capacities**. Bringing back retirees as advisors or consultants can facilitate a smoother transition for airports as they experience high levels of employee retirements. In addition to helping airports maintain continuity, this strategy allows post-retirement employees to continue working with and sharing knowledge and expertise with airport employees. Retirees serving in advisory capacities or retirement-eligible employees can also serve as mentors to their replacements. **Mentoring relationships** can be mutually beneficial to the retirement-eligible employee or retiree and the developing employee, as they demonstrate the value the seasoned employee brings to the organization while also preparing the future incumbent for advancement.
- Executing **phased retirement programs** to provide retirement-eligible employees and the employees with whom they work a transition period to facilitate knowledge transfer. Phased retirement programs allow retirement-eligible employees to work part-time prior to fully retiring. In a survey of employees 50 years and older, AARP found that 57% of employees deemed phased retirement programs "very" important (Brown, 2012). Phased retirement programs can help demonstrate the airport's commitment to and investment in its employees. They can also improve retention for employees who will be approaching retirement over the next 10 years and may be interested in alternative employment options post-retirement.

Real-World Example

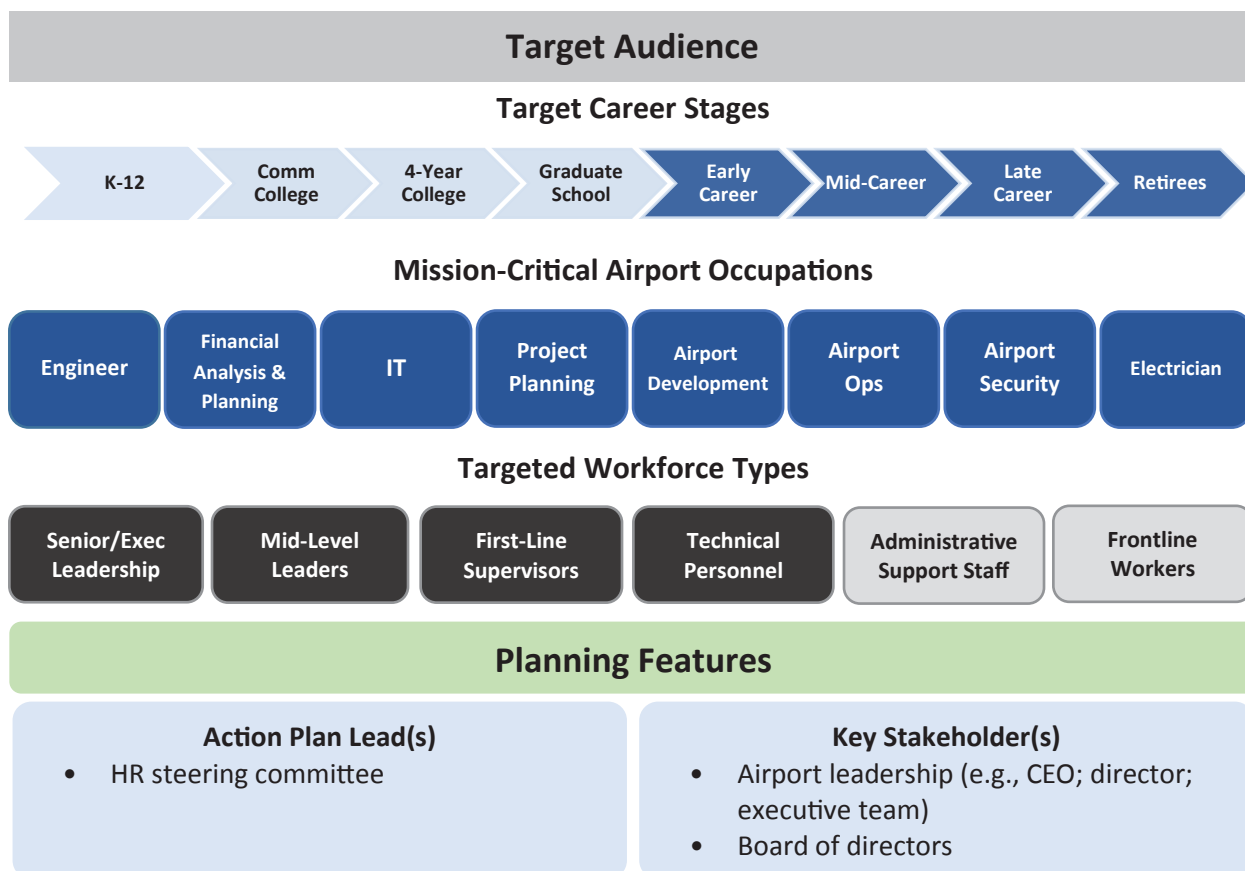
Jacksonville International Airport developed a workforce profile to highlight the large number of retirement-eligible employees, in order to raise awareness of operational risks and gaps that could potentially occur as a result of vacancies, and prompt managers to take action to mitigate these risks.



Action Plan 10 Cont'd: Leverage Expertise of Retirement-Eligible Employees

- Developing **transition plans** to help redefine a retiree’s new role. When retaining retirees as consultants or executing a phased retirement, there is a risk of confusion about roles and responsibilities under the new arrangement for the retiree, the employee(s) taking over the retiree’s responsibilities, and airport management. **Transition plans** can be implemented along with these strategies to mitigate potential confusion or interpersonal conflict. Such plans typically outline the following:
 - A retiree’s new relationship with the airport
 - A retiree’s relationship with their incoming replacement
 - Expectations regarding the new role (e.g., time commitment, performance expectations).

Airports can facilitate smooth transitions and maintain continuity during a time of increasing staff departures by retaining retirement-eligible employees who may not be interested in fully retiring immediately and leveraging these employees’ knowledge and expertise. Additionally, these strategies benefit employees at the mid and entry levels of the organization by further developing the airport’s talent pipeline through facilitating knowledge transfer and mentoring. This will ultimately ensure employees are being prepared to advance into positions that may become vacant due to retirements. Finally, airports can publicize the success of these strategies to demonstrate the airport’s investment in its employees in an effort to attract external candidates.





Action Plan 10 Cont'd: Leverage Expertise of Retirement-Eligible Employees

Resources Needed:

- Intranet or internal database that can be used to house knowledge and information (e.g., SharePoint)
- Dedicated steering committee or working group to develop and implement program(s)

Process for Obtaining Buy-In

1. Use HR data to create a workforce profile by function and position. Project upcoming retirements and share results with leadership to highlight potential workforce gaps.
2. Highlight potential risks and operational challenges that may occur as a result of the vacancies.
3. Communicate benefits of phased retirement and advisory roles to current and upcoming retirement-eligible employees.

Implementation Factors

Implementation Lead(s)

- HR personnel
- Division leads or designated workforce planning groups

Key Stakeholder(s)

- Team leads (to support continuous identification and engagement of employees considering retirement)

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3+ years

Implementation Steps

- ### Phased Retirement Program
1. Create workforce profile to identify upcoming retirements and critical positions at risk for vacancy.
 2. Identify potential roles for employees to fill in phased retirement program.
 3. Promote phased retirement program and develop tailored transition plans for employees, based on roles they are filling.
 4. Work individually with employees to develop individual phased retirement programs based on the employee's needs as they begin to retire and airport management's desire for a smooth transition and continuity.



Action Plan 10 Cont'd: Leverage Expertise of Retirement-Eligible Employees


Implementation Steps

Exit Interviews/Expertise Inventories

1. Develop exit interview protocol/expertise inventory to gather knowledge and expertise of retirement-eligible employees, regardless of whether or not they will participate in the phased retirement program or return in an advisory capacity.
2. Conduct interviews with retirement-eligible employees.
3. Implement knowledge repository accessible to all employees and store information gathered in interview for employees to review and utilize as needed.

Mentoring and Job Shadowing

Please refer to the mentoring and job shadowing strategy action plans in Chapter 3 for implementation details.

 **Key Success Factors**

- Include the strategy or strategies being implemented as part of the airport’s strategic plan
- Prepare and develop employees internally to fulfill roles at risk for vacancy
- Create a “win-win” retention strategy that provides retirement-eligible employees with the employment flexibility they desire while retaining their presence and knowledge within the organization

 **Obstacles & Considerations**

- Experienced employees may be reluctant to share knowledge or be identified as “ready to retire” for fear of becoming dispensable
- Generational differences exist in the work styles of retirement-eligible and younger employees
- Exit interview and expertise inventory documents saved in a knowledge repository should be organized to ensure they are quickly and easily searchable

Sustain

Quantifiable Outcomes/Measures of Impact

1. Decrease in resources spent on attracting and recruiting external candidates
2. Increase in retention of retirement-eligible staff
3. Increase in internal promotions due to mentoring knowledge transfer from experienced employees



Action Plan 10 Cont'd: Leverage Expertise of Retirement-Eligible Employees

Alternative Approaches

- Exit interviews and expertise inventories can be a more cost-effective strategy for airports with few retirement-eligible employees and/or limited resources.
- An airport anticipating a large number of retirements and many potential vacancies may find it more effective to implement mentoring and job shadowing programs, in order to act proactively and prepare high-potential employees for advancement.
- Airports with greater resources available may choose to implement a phased retirement program while also conducting exit interviews and expertise inventories with employees uninterested in phased retirement.

Adapting to Industry Change

Changing Demographics: Integrating the new, younger workforce with older, more tenured employees can be challenging due to generational differences in work styles. Promoting knowledge sharing among these employees through mentoring and job shadowing can be beneficial in increasing understanding and decreasing barriers among employees. It can also result in a greater variety of perspectives and skill sets.



Action Plan 11: Support Economic Development via Workforce Planning



Overview of Strategic Recommendation

Description. As a part of planning for the future needs of the airport workforce, airport managers should consider how the local labor market can impact their ability to recruit the future airport workforce. In many ways, the airport's workforce development goals are inextricably linked to the economic development goals of the surrounding community. Consequently, airports may find that working with local community leaders to promote a healthy job market can address the airport's own workforce challenges while also demonstrating the airport's commitment to the communities it serves. Many unemployed or underemployed workers in a local labor market can benefit from career opportunities in airports, given the right support. Such individuals are likely to be highly appreciative of these opportunities and the investments the airport has made in their training and development, potentially resulting in increased employee loyalty and retention.

Supporting development of the local labor force is above all about ensuring that the competencies and skill sets the airport will require in the future can be found in the local community when the time comes. When community members have the relevant skills and are able to fill airport jobs, hiring is more cost efficient, open jobs are filled more quickly, and new hires from the community are more likely to be successful at the airport. Moreover, focusing workforce planning efforts on the local community will help both the airport and the community experience growth and sustainability. While this can be an effective strategy for airports of all sizes, it can be particularly impactful for small or rural airports where it is often difficult to attract talent from other regions of the country. It can also be advantageous for attracting skilled labor employees in high-demand occupations such as electricians, who may not be aware of career opportunities within airports.

Some examples of the far-reaching benefits of this strategy include the following:

- The airport is able to identify and locate needed talent in the local community
- Partnerships among the airport, local community members, and community organizations are strengthened

Strategy Highlights

- Workforce planning focused on the local community provides benefits to the airport as well as local people and educational institutions
- By investing in and working with the local community, airports can be proactive in meeting their workforce needs as well as providing benefits to local people and educational institutions
- Success is dependent on developing strong relationships with local business and economic organizations, education providers, and community members
- Airports need to determine their needs and the availability of skills in their local area to ensure needs can be fulfilled in both the short- and long-term



Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

- Local educational institutions are able to support career development of current students, recent graduates, and alumni
- Community members are better prepared for jobs that will be available
- The local economy benefits because community members are able to obtain good paying jobs and can then contribute financially to their community through increased buying power.

While engaging in economic and workplace planning with the local community could take on multiple forms, the key elements of the process include the following:

- Analysis of current workforce capabilities and needs
- Identification of critical jobs and corresponding responsibilities, knowledge, skills, and abilities (KSAs)
- Research on availability of talent with relevant experience and required KSAs within the local labor market
- Collaboration with local agencies or educational providers to develop interventions that will close skill gaps and prepare community members to fill future positions

Real-World Example

An **executive officer at Jacksonville International Airport** described the importance of creating and examining a workforce profile to better understand current employees by position and function. This includes learning which jobs are at most risk for mass retirements or where skill gaps exist.

The airport can then look at skill availability in the local labor market to inform workforce strategy, whether it be partnering with job boards and educational institutions to develop individuals or expanding the talent search to a regional level.

The success of this strategy hinges on developing strong relationships with multiple stakeholders. For example, airports can work with local business entities such as chambers of commerce or workforce development boards to better understand the local community and its workforce needs and capabilities. These relationships enable the airport to steer workforce development activities in the local community toward efforts that will meet the future workforce needs of the airport. Airports can collaborate with local colleges, universities, technical training programs, or other education providers in the area to identify or develop courses and programs that will support development of the future airport workforce. If major airport services are contracted out, those firms should be engaged as well, given their shared interest in workforce development. While collaboration can sometimes be challenging, the potential benefits to colleges of knowing the skills that employers require, to potential employees of knowing what career paths are available to them, and to airports of developing a competent local labor pool are well worth the effort.

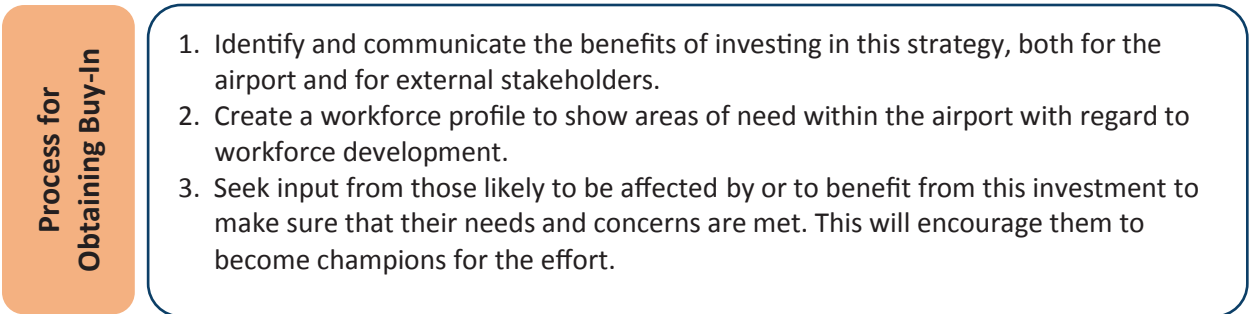
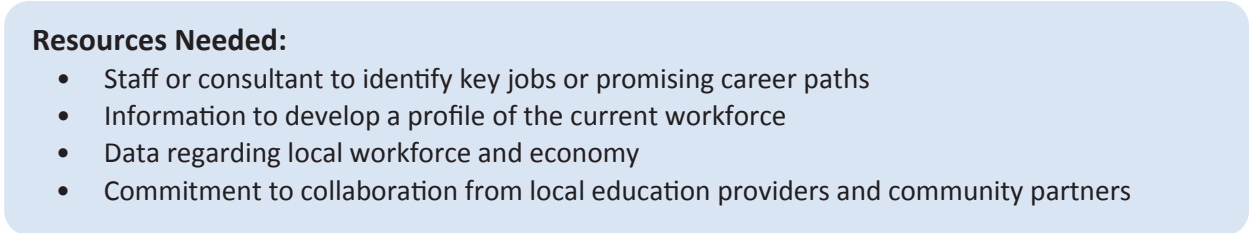
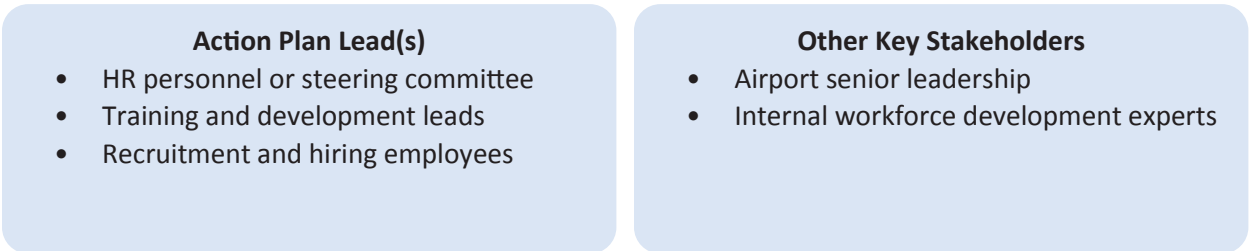


Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

Target Audience



Planning Features





Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

Implementation Factors

Implementation Lead(s)

- Designated HR personnel
- Steering committee for workforce development

Key Stakeholder(s)

- Local colleges, universities, or technical training providers
- Local economic and business organizations
- Relevant union representatives

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3+ years

Implementation Steps

- 1. Develop a workforce profile.** This step involves gaining an understanding of the current workforce in the airport, airport needs, and where future workforce gaps may exist. The workforce profile should include analysis of expected employee departures and associated position openings, which could be based on expected retirements and historical turnover data from different types of positions. The profile should also include analysis on new positions that will be needed or types of jobs that will no longer be relevant. In the end, this workforce profile should provide a picture of the types of employees who will be needed to meet airport strategic objectives in both the short and long term.
- 2. Identify key airport jobs and related career pathways that are lacking, based on airport needs.** Based on areas of need identified in the airport, identify key airport jobs that will be the focus of investment in local economic and training programs. *ACRP Web-Only Document 28* could be a valuable resource in this effort as it highlights mission-critical airport jobs and describes expected future workforce needs in airports. Once the key airport jobs are identified, create career paths that show the trajectories airport employees can follow to gain a successful career within the airport (see Action Plan 9). These career pathways will support relationships with education providers and local economic groups because they show the value of investing resources to prepare potential employees for the jobs airports will need to fill.



Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

Implementation Steps (Continued)

- 3. Conduct labor market analysis to understand key occupations.** Use available labor market data to identify the current capacity in the local economy related to the identified key jobs. For example, it will be beneficial to look at the types of industries that are shrinking (potentially yielding more skilled individuals looking for work), the size of the labor pool, and the number of students pursuing related educational or training programs. Understanding the full labor market and local economic picture will help airports to determine where to focus partnership efforts and investments in local organizations that can support local workforce development.
- 4. Identify local education providers who can support training and education for the key airport jobs.** Different types of education providers will offer different advantages and disadvantages in regard to the key jobs that the airport has identified. For example, if an airport prioritizes development of maintenance employees, a technical school that provides equipment maintenance training may be a good partner. Alternatively, a focus on developing employees to fill retail management positions may be best supported by a local community college that offers management training courses. Ideally, an airport would select programs that already exist and could be updated or modified to support airport workforce needs. This approach decreases the time and resources required to make an impact.
- 5. Work with education providers to tailor training programs to meet airport workforce needs.** While some educational programs may offer relevant courses, they may need to be updated or changed slightly to meet the specific needs of the airport. Working with the providers, airports can suggest or develop additions to course content, additional courses that would be helpful, or ways to combine courses into a certificate program or something similar. This will create an extremely tailored content that will prepare potential employees well for future employment in the key airport jobs.
- 6. Develop partnerships with local organizations that can support airport employees and potential employees.** Most areas have local economic, business, or community organizations that focus on supporting community members in obtaining and maintaining meaningful employment. Identifying such partners will benefit airports because these organizations often have funding, connections, or experience in working with local populations and can be a valued source in understanding the community's needs and strengths.



Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

Implementation Steps
(Continued)

7. **Hold regularly scheduled meetings with educational and community partners to collaborate, discuss needs, and develop solutions.** Once partnerships have been established, it is important to have consistent communication and interaction among groups to make sure that there is progress toward meeting the airport’s workforce needs, as well as helping partners meet their goals, such as training the local community for success in the workforce. Scheduling meetings to occur at regular intervals helps to ensure progress is made and each group has an opportunity to share progress and concerns with the other partners.
8. **Recruit employees from partner programs.** Once training or local support programs are up and running, make sure to recruit and hire employees that have used these resources. This will show the benefit of developing partnerships and supporting economic development in the local community.

Key Success Factors

- Identifying airport workforce needs and focusing on those specific jobs
- Gaining support from unions or other organizations that represent employees in key jobs
- Finding local partners who are already familiar with key airport jobs or provide training and support in these areas

Obstacles & Considerations

- If there are not local education or training programs that focus on needed areas, there may be a need to develop new programs or find other ways to train employees
- Lack of communication may need to be overcome by encouraging positive interactions among partners

Sustain

Quantifiable Outcomes/Measures of Impact

1. Increased number of qualified applicants for key airport jobs
2. Decreased time to fill open positions
3. Relevant courses offered at local colleges, universities, or technical training programs
4. Partnerships created with local community, business, or economic groups



Action Plan 11 Cont'd: Support Economic Development via Workforce Planning

Alternative Approaches

- Smaller airports may not have the resources to fully tailor training courses to their needs. In this case, they could focus on identifying existing courses that teach relevant topics and skills.
- Rather than sending airport employees or potential employees to local education institutions, airports could create a space to offer courses from local providers within their own facilities. This would provide employees with the opportunity to learn new skills or develop in needed areas without having to travel to or find outside institutions.
- Attending local meetings of government or non-profit organizations focused on workforce development can enable airport management to have a voice in workforce development activities in the area with minimal investment.

Adapting to Industry Change

- **New Technologies:** Identifying emerging technology and the skills needed to successfully employ it can be part of the analysis phase of this approach. By working directly with education providers, airports can help to incorporate these technology and skill needs into relevant curricula or programs.
- **Changing Demographics:** Local economic and business organizations often have initiatives that focus on minority demographic groups in the community. By working with these types of organizations, airports can better understand the needs of these individuals as employees and incorporate them successfully into the workforce.
- **Compensation Competition:** Creating employment opportunities and career paths for employees that incorporate mission-critical occupations will show the upward mobility available to applicants, which includes increased earning potential for employees who move up the career path.



Action Plan 12: Implement Strategic Succession Planning



Overview of Strategic Recommendation

Description. Airports are facing large numbers of departures within the next 5–10 years as baby boomers begin to retire. Many of these individuals hold critical positions within higher levels of the airport workforce, such as senior leadership positions. For example, during a focus group in Phase I of this effort, an airport leader shared that 80% of their senior staff will be eligible to retire by 2020. Without a plan to replace these critical leaders, airports are at risk for lengthy vacancies in vital positions, as well as a loss of institutional knowledge and skills, which could disrupt continuity of operations, safety and security, financial management, and ultimately, the airport’s overall performance.

To mitigate these risks and ensure organizational and operational stability, airport leaders and boards should prepare for retirements and other high-level vacancies by implementing **strategic succession planning**. Succession planning grooms and develops high-potential (HIPO) employees for senior leadership positions that are anticipated to become vacant. Succession planning typically involves identifying critical positions; relevant competencies and knowledge, skills, and abilities (KSAs); and HIPO employees who demonstrate the talent, interest, and drive needed to succeed in these roles in the future.

There are various techniques an airport can use to identify potential successors, depending on resources available, including the following:

- **Administering an assessment of employees’ KSAs and competencies.** Airport leaders can use the assessment results to select employees who demonstrate the KSAs and competencies necessary for leadership positions. These employees can then be selected to participate in developmental activities to prepare them for future leadership roles.
- **Conducting 360-degree assessments.** In 360-degree assessments, employees receive performance feedback from subordinates, supervisors, and peers, in addition to completing a self-assessment. Alternatively, airports can use feedback collected through their existing performance review system. This can be a more cost-effective technique for airports lacking the necessary resources to implement 360-degree assessments.
- **Identifying successors through supervisor recommendations.** Supervisor recommendations are a more informal approach to identifying successors. Airport leaders can then engage employees who are interested in leadership positions and have been recommended by their supervisors in informal discussions.

Strategy Highlights

- Involves acting proactively to fill and prevent workforce gaps that may occur given upcoming retirements
- Focuses on improving employee retention by investing in high-potential employees to ensure there are qualified employees ready to take on important leadership roles as they are vacated



Action Plan 12 Cont'd: Implement Strategic Succession Planning

Regardless of the technique used, employees should be identified two to three levels deep for each critical job, if possible given the size of the airport. This means that two to three high-potential employees are identified and reviewed each year. These high potentials should be classified as “ready immediately,” “ready with minimal training,” or “ready in 3–5 years.” This designation helps to determine the level of training and development successors need to be ready for advancement. Further, by designating high potentials for a particular job and starting to prepare them for that job early with relevant training and development, those employees can be ready to step in to help when needed (even prior to formal advancement), which increases bench strength for the critical job and builds overall professional capacity for the organization. This type of succession planning also serves as a long-term risk mitigation strategy.

After identifying potential successors, airports can implement various activities to provide employees with greater job exposure and leadership skills development. Developmental activities should align with the employee’s current level (e.g., ready in 3–5 years) to ensure that the training and opportunities are suited to his/her current level of experience. Activities can include mentoring, job shadowing, and leadership development. These activities enable employees being prepped for managerial positions to gain hands-on experience with various technical subjects while developing leadership and management skills. Likewise, employees being prepared for senior technical roles can obtain firsthand experience with various types of equipment and technology directly from a technical expert. Working alongside current leaders through mentoring and job shadowing can also allow successors to begin building relationships with key partners and stakeholders with which the airport collaborates and negotiates.

Successors should be provided opportunities to increase their airport-specific knowledge; this was identified in *ACRP Web-Only Document 28* as a critical skill need, particularly at leadership levels. One way to accomplish this is through job rotations, in which employees complete brief assignments in functions across the airport. By gaining hands-on experience within each function, employees gain a greater understanding of each function’s key role in the airport, as well as how different functions work together to support the airport’s mission. This will then prepare employees to oversee various aspects of airport operations in a leadership role. If job rotations are not feasible given the size of the airport, training courses and conferences offered by organizations such as AAAE and ACI can be a valuable alternative. While training courses and conferences do not typically provide hands-on experiences, they can still provide employees with a broader perspective of the overall airport. This can allow employees to gain more exposure and a greater understanding of functions and departments outside of their own.

By acting proactively, rather than reactively, succession planning can help airports fill and prevent workforce gaps through a qualified and well-equipped internal pool of candidates. Ultimately, this helps an airport to maintain continuity as senior leaders begin to retire. Succession planning also has the potential to improve employee retention, as airports may be able to better retain high-potential employees long term by investing in their development (Croteau & Wolk, 2010). This becomes increasingly critical at a time when large numbers of employees are anticipated to retire. Furthermore, the training and developmental activities that accompany succession planning will help increase airport-specific knowledge of participating employees, another critical workforce need airports are facing today.

Real-World Example

Columbus Regional Airport Authority

launched a succession planning program that includes formal learning through universities, conferences, mentoring, and certifications. Participants also work towards goals outlined in individual development plans (Young et al., 2013).



Action Plan 12 Cont'd: Implement Strategic Succession Planning

Target Audience

Target Career Stages



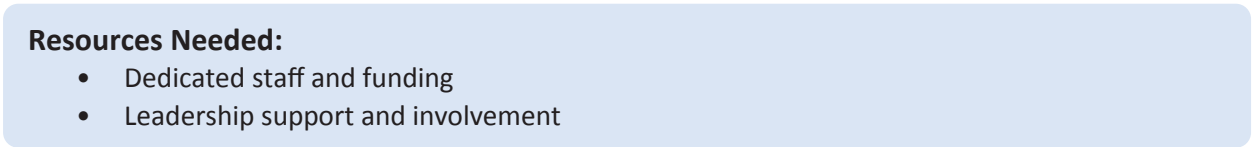
Mission-Critical Airport Occupations



Targeted Workforce Types



Planning Features



Process for Obtaining Buy-In

1. Communicate costs and risks of not implementing succession planning.
2. Emphasize resources saved due to less time spent recruiting external candidates.
3. Provide examples of other airports and organizations in other industries that have implemented succession planning. Communicate positive outcomes the airports and organizations have experienced as a result.



Action Plan 12 Cont'd: Implement Strategic Succession Planning

Implementation Factors

Implementation Lead(s)

- Human resources personnel

Key Stakeholder(s)

- Mid-level managers/supervisors, leadership

Estimated Time to Implement

- 0-3 months
- 3-6 months
- 7 months - 1 year
- More than 1 year

Return on Investment

- Less than 1 year
- 1-3 years
- 3+ years

Implementation Steps

1. **Identify** critical positions at risk for vacancy. Consider positions that are critical to the strategic direction of the airport and/or require technical skills that largely impact effective airport operations and performance.
2. **Review** the job descriptions with the current employees in the positions identified to determine key knowledge, skills, and abilities (KSAs) required for effective performance. Also, consider skills that will be required due to changes in the industry, such as technological advancements.
3. **Identify** high potential mid-level employees. To the extent possible given the size of the airport, identify employees two to three levels deep, ranging from “ready immediately” to “ready in 3–5 years.” There are multiple ways to do this, depending on the size of the airport and resources available:
 - a. **Assess mid-level employees’ KSAs and competencies** with respect to previously identified positions at risk for vacancy. Employees who demonstrate the KSAs and competencies necessary or high potential for developing them can be selected to participate in developmental activities to prepare for the new roles.
 - b. **Conduct 360-degree assessments**, in which employees receive feedback from subordinates, supervisors, and peers, in addition to completing a self-assessment. Select employees as potential successors based on the feedback they receive.
 - c. **Leverage the existing performance management system** and use performance reviews and feedback to select potential successors.
 - d. **Request recommendations for successors** from supervisors and managers. Engage recommended employees in informal discussions regarding succession opportunities to gauge their interest in the position.
4. **Conduct** a gap analysis to identify gaps in competencies, KSAs, and qualifications between senior leaders and potential successors identified.



Action Plan 12 Cont'd: Implement Strategic Succession Planning

Implementation Steps (Continued)

5. **Provide** developmental opportunities and activities to close gaps and prepare employees for advancement. Refer to the action plans or strategy summaries for the activities listed below and for further details regarding implementation:
 - a. Technical and/or leadership training and development (on-the-job, web-based, classroom-based)
 - b. Mentoring
 - c. Job shadowing
 - d. Job rotations
6. **Facilitate** informal introductory discussions between retirement-eligible employees and their successor(s). This will encourage relationship building and knowledge sharing to support continuity as the workforce changes. Additionally, require all retirement-eligible employees to complete the Job Profile Template included in this Guidebook, as a reference for the successor(s).

Key Success Factors

- Initiative from executive leadership
- Support from executive leaders and board of directors
- Dedicated staff to develop, implement, and promote succession planning
- Training and developmental opportunities to support employee advancement toward positions at risk for vacancy

Obstacles & Considerations

- Older employees may perceive that the organization sees them as dispensable, and may become reluctant to share knowledge and expertise with successors
- High-potential employees identified may leave for more immediate opportunities at other airports



Action Plan 12 Cont'd: Implement Strategic Succession Planning

Sustain

Quantifiable Outcomes/Measures of Impact

1. Reduced time to fill senior-level technical and managerial positions
2. Increased employee retention and reduced turnover

Alternative Approaches

- For smaller airports with fewer employees, it may be more feasible to select one high-potential employee for succession and provide that employee with the development necessary given his or her current level.
- If the internal staff pool is so limited that the airport is unlikely to be able to fill senior-level positions internally, set aside resources and develop a recruitment plan in advance of any potential departure of the leadership team. Such airports may need to consider those without airport experience but with deep technical expertise within their fields (e.g., financial analysis, engineering) and provide them training and guidance to adapt their perspective to the airport.
- Conduct an informal survey of the executive team to determine how many of them have at least one person on their team that they feel could step into their role if they were to leave the airport today. Based on the results, discuss actions that they could take to help prepare one of their staff members to step into their shoes down the road or mitigate the risk of a lengthy vacancy if they were to leave.

Adapting to Industry Change

Changing Technologies: Employees identified as successors for both technical and managerial positions will likely need more technological savvy than their predecessors, given rapidly emerging technologies in the industry. Training and developmental activities provided to successors should include opportunities to gain more skills and expertise with regard to these new technologies.



Practical Tools and Resources for Planning for Future Workforce Needs

As a way to help airports implement the action plans described in this chapter, four tools have been developed to guide implementation efforts. Additionally, several links to publicly available resources that provide further information or effective practices for implementing each action plan have been identified. Each of the tools and practical resources included in this chapter, along with the action plan with which they are associated and the page number on which they begin, are provided in the table below.

Tools and Resources	Action Plan	Page
Career Pathway Guide Template	Create Career Pathways	4-34
Individual Development Plan (IDP) Template	Create Career Pathways	4-38
Job Profile Template	Leverage Expertise of Retirement-Eligible Employees	4-43
Career Transition Checklist	Leverage Expertise of Retirement-Eligible Employees	4-49

The four tools and resources are described here, followed by the links to additional resources and the newly created tools and resources.

Career Pathway Guide Template

- This tool applies to Action Plan 9: *Create Career Pathways*
- This template provides a format that can be used to display career paths to employees and potential employees. The template provides an overview of the career paths, the general expertise and required experience for the occupational group, key duties and responsibilities, and required competencies. It also provides a structure for displaying the specific requirements at each occupational level.

Individual Development Plan (IDP) Template

- This tool applies to Action Plan 9: *Create Career Pathways*
- The IDP template outlines the type of information that can be used to guide discussions on personal growth for employees. It lays out goal-setting guidance and recommendations as well as developmental activities that can be used to help employees progress up a desired career path.

Job Profile Template

- This tool applies to Action Plan 10: *Leverage Expertise of Retirement-Eligible Employees*



- This tool can be used to document information about job responsibilities, processes and procedures, necessary resources and their locations, and other information that is important to a job, but may only be known to a few employees. Before employees leave the organization, this type of information can be captured to reduce institutional knowledge loss and better prepare their successors to step into their roles.

Career Transition Checklist

- This tool applies to Action Plan 10: *Leverage Expertise of Retirement-Eligible Employees*
- The Career Transition Checklist lays out steps to follow to make sure that there is a smooth transition when someone moves out of a job and another employee is taking over.

Links to Additional Resources

In addition to the tools that have been developed specifically for this Guidebook, there are numerous publicly available resources that airport managers and leadership can access to find more information about different strategies or to support implementation of the associated action plans. A sample of resources to support airports with the challenge of *Planning for Future Workforce Needs* is provided in the following table, organized by the action plan to which the resources primarily relate.

Note: These links were active at the time the resource was identified. While these links may change over time, a browser search of the resource titles should lead to valuable materials.

Action Plan 9: Create Career Pathways

Source	Resource	Description and Link
U.S. Department of Labor	Career Pathways Toolkit: A Guide for System Development	This toolkit provides an overview of the process to develop career pathways, examples of promising practices, and information regarding available publications and resources to support agencies in the development of career pathways. https://www.doleta.gov/usworkforce/pdf/career_pathways_toolkit.pdf
Society for Human Resource Management (SHRM)	Developing Employee Career Paths and Ladders	This resource discusses career paths and career ladders, including how to make a business case for developing career pathways, guidance in developing career pathways, and common challenges that can be encountered. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployeecareerpathsandladders.aspx



Source	Resource	Description and Link
National Association of Electrical Distributors (NAED)	Career Path Planning Management Toolbox	The NAED provides this toolbox that can be used to guide organizations through the definition, design, evaluation, and launch of career paths. It includes guidance in terms of the steps to take as well as worksheets that can be used in the development of career paths https://www.naed.org/NAEDDocs/Resources/Business%20Tools/Employee%20Lifecycle/Career%20path_toolkit-1.pdf
Center for Law and Social Policy (CLASP)	Developing Criteria and Metrics for Quality Career Pathways	CLASP provides this white paper designed to provide a common understanding of what career pathways entail and metrics to evaluate career pathways. https://www.clasp.org/sites/default/files/public/resources-and-publications/files/CLASP-The-AQCP-Approach-Feb-2013.pdf

Action Plan 10: Leverage Expertise of Retirement-Eligible Employees

Source	Resource	Description and Link
University of North Carolina	Passing the Torch: 5 Steps for Turning the Baby Boomer Brain Drain into a Brain Trust	This resource discusses the best ways to make sure that organizations are able to retain knowledge from employees who are retiring. It lists steps to make sure that organizations are able to plan for knowledge retention and provides examples of organizations that have been able to accomplish this. http://www.kenan-flagler.unc.edu/executive-development/custom-programs/~media/Files/documents/executive-development/passing-the-torch.ashx
Association for Talent Development (ATD)	6 Steps to Take Before Key Employees Retire	This brief article describes the types of knowledge that must be transferred from retiring employees as well as steps that can be followed to accomplish this knowledge transfer. https://www.td.org/insights/6-steps-to-take-before-key-employees-retire



Source	Resource	Description and Link
Society for Human Resource Management (SHRM)	Capturing the Wisdom of Four Generations	This article from SHRM focuses on generational differences between employees. It describes the traditional learning preferences for each generation and provides ideas for facilitating knowledge transfer between employees from different generations. https://www.shrm.org/hr-today/news/hr-magazine/pages/1114-intergenerational-knowledge-transfer.aspx

Action Plan 11: Support Economic Development via Workforce Planning

Source	Resource	Description and Link
National Child Welfare Workforce Institute	Workforce Development Planning & Assessment Tool Kit	This toolkit provides detailed guidance and resources to guide organizations through the process of workforce planning. http://wdftoolkit.ncwwi.org/worksheets/WDF-ToolKit-Manual.pdf
U.S. DOT	Guide to Workforce Planning	The U.S. DOT developed this in-depth guide to workforce planning that provides a description of workforce planning, explains why it is important, and gives detailed information regarding implementing this strategy. https://www.opm.gov/policy-data-oversight/human-capital-management/hiring-reform/wfpguide.pdf

Action Plan 12: Implement Strategic Succession Planning

Source	Resource	Description and Link
SHRM	Engaging in Succession Planning	This resource from the Society for Human Resource Management provides an overview of succession planning including best practices, considerations for design and implementation, succession planning benefits, and challenges that can be associated with the practice. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/engaginginsuccessionplanning.aspx



Source	Resource	Description and Link
University of Washington	Succession Planning Toolkit	<p>This document details a process for conducting succession planning within a university setting, including worksheets to complete and questions to ask during the process. It can provide airports with an overview of how to complete a detailed succession planning process.</p> <p>http://hr.uw.edu/pod/wp-content/uploads/sites/10/2016/08/Succession-Planning-Toolkit-1.pdf</p>
Ohio Department of Administrative Services	2015 Sample Succession Plan	<p>This sample succession plan provides a complete picture of what a succession plan can look like, including the steps taken to create the plan, the types of forms completed, and the questions asked throughout the process.</p> <p>http://das.ohio.gov/Portals/0/DASDivisions/HumanResources/ORGDEV/pdf/Sample%20Succession%20Plan%202015.pdf</p>



Career Pathway Guide Template
 Tool to: *Plan for Future Workforce Needs*

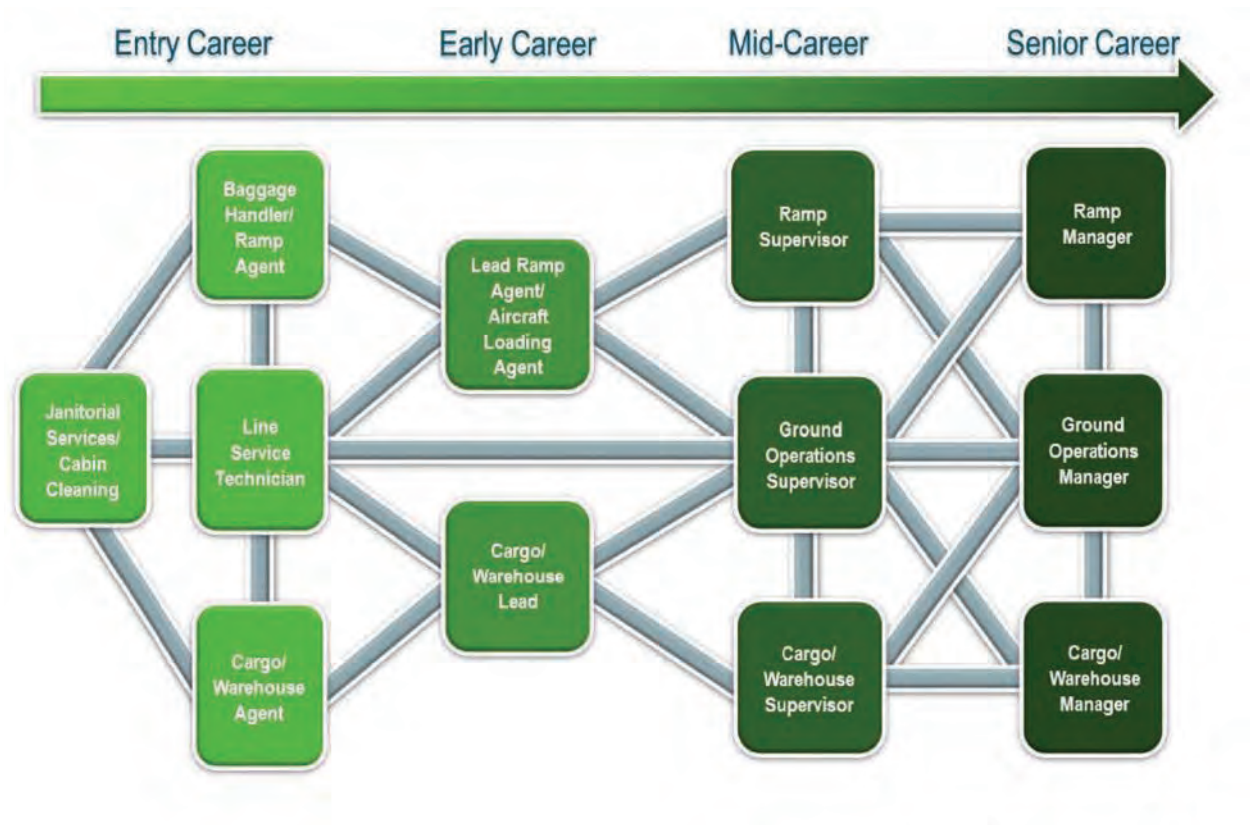
[Occupational Group] Career Pathway Guide Template

I. [Occupational Group]

[Insert a description of the occupational group (e.g., Airside Development) here.]

1. Career Overview

[Provide a general job description of the occupation here. Include a career pathway graphic, such as the example below, so employees have a visual depiction of what the career path looks like.]



2. Expertise and Previous Experience

[Expertise explains what an employee is expected to know to be successful in this occupation. Previous experience should be a brief explanation of the types of experience that would be advantageous for anyone in this role to have (e.g., previous customer service experience).]



3. Key Duties and Responsibilities

[This is a general, high-level description of duties and responsibilities that applies across all career levels. Add/remove key duties and responsibilities as needed.]

- Key Duty or Responsibility 1 – Description of that duty or responsibility
- Key Duty or Responsibility 2 – Description of that duty or responsibility
- Key Duty or Responsibility 3 – Description of that duty or responsibility

4. Competencies

[This is a general, high-level list of competencies and definitions for each competency that applies across all career levels. Add/remove rows as needed, based on the number of competencies.]

Competency	Definition
Competency 1	Definition 1
Competency 2	Definition 2
Competency 3	Definition 3

II. Career Advancement

[This section offers detailed information on the job(s) within each career level; specific knowledge, skills, and abilities (KSAs); and training and developmental opportunities employees can use to advance to the next level of the career path. Add/remove career levels as needed, depending on the occupation.]

1. [Entry-Level Job Title]

[Insert job description]

Education and Qualifications

- [Example: At least a high school diploma or GED]
- Education and Qualifications 2
- Education and Qualifications 3

Knowledge, Skills, and Abilities

- [Example: Knowledge of safety regulations and procedures – you have basic knowledge of airport, airline, and FAA safety rules, regulations, and procedures.]
- KSA 2
- KSA 3

Recommended or Required Training

[These are the areas of training or development that will help employees advance in the career. Indicate if a particular training is required for career advancement.]



- [Example: Recommended: AAAE Airport Safety and Operations Specialists (ASOS) School]
- Training and Development Area 2
- Training and Development Area 3

Developmental Experiences

[This list would include specific “stretch assignments” or growth activities that an employee should engage in to assist in advancing to the next level.]

- [Example: Gain experience supervising and/or training subordinates]
- Developmental Experience 2
- Developmental Experience 3

2. [Mid-Level Job Title]

[Insert job description]

Education and Qualifications

- [Example: At least 3 years of prior experience as a (entry-level position).]
- Education and Qualifications 2
- Education and Qualifications 3

Knowledge, Skills, and Abilities

- [Example: Knowledge of safety regulations and procedures – you have basic knowledge of airport, airline, and FAA safety rules, regulations, and procedures.]
- KSA 2
- KSA 3

Recommended or Required Training

[These are the areas of training or development that will help employees advance in the career. Indicate if a particular training is required for career advancement.]

- [Example: Recommended: AAAE Airport Safety and Operations Specialists (ASOS) School]
- Training and Development Area 2
- Training and Development Area 3

Developmental Experiences

[This list would include specific “stretch assignments” or growth activities that an employee could engage in to assist in advancing to the next level.]

- [Example: Accompany a senior-level employee to a community meeting to begin building relationships with key stakeholders]
- Developmental Experience 2
- Developmental Experience 3



3. [Senior-Level Job Title]

[Insert job description]

Education and Qualifications

- [Example: At least 3 years of prior experience as a (mid-level position).]
- Education and Qualifications 2
- Education and Qualifications 3

Knowledge, Skills, and Abilities

- [Example: Knowledge of safety regulations and procedures – you have basic knowledge of airport, airline, and FAA safety rules, regulations, and procedures.]
- KSA 2
- KSA 3

Recommended or Required Training

[These are the areas of training or development that will help employees advance in the career. Indicate if a particular training is required for career advancement.]

- [Example: Recommended: AAIE Airport Safety and Operations Specialists (ASOS) School]
- Recommended or Required Training 2
- Recommended or Required Training 3

Developmental Experiences

[This list should include specific “stretch assignments” or growth activities that an employee could engage in on the job to assist in advancing to the next level.]

- [Example: Contribute to the development of the airport master plan.]
- Developmental Experience 2
- Developmental Experience 3



Individual Development Plan (IDP) Template

Tool to: *Plan for Future Workforce Needs*

Overview: An individual development plan (IDP) is a document created by an employee. It is to be owned by the employee and not to be used for performance assessment but for guiding professional growth. The importance of the employee maintaining “ownership” of this document is that the employee will feel more at liberty to share true weaknesses and record progress when the document is not used for performance reasons. Further, the organization and its leaders should not maintain a copy of this document unless asked to do so by the employee.

Instructions to Employee: This IDP should focus on professional development areas that you and your supervisor decide you need to address. This document is not intended for use as a performance evaluation. Instead, the IDP is intended solely to serve you and promote your professional development. Thus, you are responsible for maintaining this document. For the IDP to be most valuable to you, it is important to be candid about your areas of weakness and be as specific as possible about goals you would pursue to address those areas of weakness. You are encouraged to work with your supervisor or manager to complete the following pages. To promote accountability and support from your supervisor, it is advised that you schedule biweekly check-in meetings to discuss progress toward meeting your desired goals.

Employee Information	
Name:	Date Created:
Position:	Division/Department:
Supervisor:	
Developmental Goals	
Short-Term Goals (6–12 months):	
Long-Term Goals (3–5 years):	
Knowledge, Skills, and Abilities (KSAs)	
Current KSAs	Areas for Development and/or Improvement



Goal-Setting Guidance

Your short- and long-term goals are broad, yet focused goals that you will create to guide your career. Short-term goals are those that you would like to achieve in the next 6–12 months, while long-term goals are those that will take longer than a year to achieve, but should be achievable in the next 3–5 years. Both short- and long-term goals should be linked to the professional development areas that you and your supervisor identified. By linking goals to professional development areas, it will be easier to create specific developmental objectives.

Writing Developmental Objectives

Developmental objectives are specific accomplishments that will signal attainment of meaningful progress toward your short- or long-term goals. The SMART method below highlights five ways you can create clear and effective developmental objectives.

	<p>Specific</p> <ul style="list-style-type: none"> • What will you accomplish? • What actions will you take?
	<p>Measurable</p> <ul style="list-style-type: none"> • How will you track success and progress? • How will you measure success?
	<p>Attainable</p> <ul style="list-style-type: none"> • What can you realistically achieve? • How can you challenge yourself?
	<p>Results-Oriented</p> <ul style="list-style-type: none"> • What is the ultimate outcome? • How will your results contribute to the airport's success?
	<p>Time-Bound</p> <ul style="list-style-type: none"> • What is your specific timeframe? • What interim deadlines will help track progress?

The following are three examples of SMART developmental objectives:

1. Within the next 6 months I will complete *X technical training* and effectively apply my new skills on the job, in order to receive a promotion within 1 year.



2. Within the next year, I will work toward the Airport Project Planner position by taking on greater project management responsibilities and shadowing current managers on planning projects of up to *X dollar amount*.
3. In order to build relationships and partnerships with key community stakeholders that are critical in *X leadership position*, I will accompany and shadow the current employee in that position to four meetings over the course of the next year.

Prioritizing Goals

After creating goals and objectives, it is critical to prioritize the goals, so you can focus on specific developmental areas and activities. Below are three strategies you can use to do so. Please note that these are suggested strategies, and you and your supervisor may identify other methods to prioritize goals.

1. **Prioritize goals that are the easiest to start working toward.** For example, consider an employee who would like to advance to a leadership position in 3 years. A short-term goal for this employee is related to developing greater leadership and management skills in preparation for a future leadership role. The employee recently enrolled in the AAEE Accredited Airport Executive Program and chooses to make this goal a higher priority, since she is currently working toward achieving it.
2. **Align goals with daily job duties and responsibilities.** While all goals should be relevant to your current job and/or a job you aspire to advance to, another way to prioritize goals is to focus first on goals that are directly aligned with your current daily job duties and responsibilities. This will help you master your current position, so you can prepare for advancement. On a larger scale, it will also contribute to effective overall airport operations.
3. **Conduct a SWOT analysis.** Conducting a SWOT analysis involves identifying strengths, weaknesses, opportunities, and threats. It is most commonly used by organizations as part of the planning process, but can also be applied at an individual level. To do so, consider your own strengths and weaknesses as an employee. Then, consider opportunities and threats in your external environment that may impact your individual development. More specifically, consider your work environment, the airport. What types of opportunities and threats exist at the airport and within the industry that will impact your development? Then, focus on goals that will help you overcome the weaknesses and threats you have documented. Not only will this enable you to achieve success on an individual level, but it will also support organizational success by preparing you to take on challenges and demands you anticipate facing at the airport.





Developmental Activities

Below is a list of potential developmental activities to consider for inclusion in your IDP. These activities may be completed formally through an established program or on a more informal basis.

Please note that these are suggestions and examples, and you and your supervisor may identify other effective activities you can complete to accomplish your goals.

- On-the-job training
- In-house classroom or web-based training
- External classroom or web-based training provided by AAAE, ACI, or other third-party organizations
- Airport industry conferences
- Stretch assignments (e.g., supervising staff, overseeing a project)
- Job rotations
- Coaching sessions
- Mentoring (as a mentor or mentee)
- Job shadowing
- Academic degree or certification programs



IDP Plan of Action

Instructions: Based on goals and related areas for improvement and/or development, determine specific actions you can take to improve upon the KSAs that will help you move closer to accomplishing your goal. When identifying and selecting developmental activities, consider the 70-20-10 learning and development model. According to this model, 70% of learning and developmental activities should be on the job, 20% should involve interactions with others (e.g., mentoring, job shadowing), and 10% should be through formal training (e.g., web-based or classroom-based training)¹. On-the-job opportunities and knowledge passed along from mentors, superiors, and peers can provide rich firsthand experiences, while formal training courses and programs can provide a foundational base to supplement and boost workplace experiences. Additionally, both leaders and peers can recommend and provide insight into developmental activities and experiences they have found valuable in their careers. After identifying developmental activities, determine the total time it will take to complete each activity, as well as milestones for assessing and tracking progress on a periodic basis (e.g., quarterly). Then, with your short-term and long-term goals in mind, identify the developmental objectives for each action. Add or remove rows below as needed.

Area for Improvement/Development	Developmental Activity	Total Time to Complete	Milestones (Date/Quarter & Activity)	Objective

¹ *The 70-20-10 Rule.* (n.d.). Retrieved from <https://www.ccl.org/articles/leading-effectively-articles/the-70-20-10-rule/>.



Job Profile Template

Tool to: *Plan for Future Workforce Needs*



Instructions: Consider what a new employee entering your position would need to know. In particular, focus on information that may be difficult for a new employee to discover on his/her own.

Position Information*

Name:		Date Created:	
Position:		Division/Department:	
Supervisor:			
Core Responsibilities: <i>*Please also attach the most current version of your position description.</i>			% of Daily Responsibilities

Important Processes and Procedures

Instructions: List the **processes and procedures** that are essential for completing your job responsibilities. Be sure to specify whether processes and procedures are **routine or periodic**. Be sure to indicate the **steps involved in sequential order**, if applicable. Next to additional information, describe any **challenges, solutions, or historical information** that you think your successor might find useful when completing the task. If possible, attach **process maps** visually depicting these processes. Add or remove the tables below as needed.

Process or Procedure:	
Purpose:	
When Scheduled:	
Steps/Activities Involved:	
Additional Information:	



Process or Procedure:	
Purpose:	
When Scheduled:	
Steps/Activities Involved:	
Additional Information:	

Process or Procedure:	
Purpose:	
When Scheduled:	
Steps/Activities Involved:	
Additional Information:	

Essential Resources

Instructions: List the resources that are essential for completing your job responsibilities. Resources can include policies, documents, website addresses, books, reports, and other materials that you would want your successor to be familiar with. Under purpose, describe how you use the resource and explain any challenges you face when using it. Add or remove rows as needed in the table below.

Resource	Purpose/Additional Information	Where Found



Resource	Purpose/Additional Information	Where Found

Training and Developmental Activities

Instructions: List training that you recommend for a new employee entering your position.

Training	Purpose	Offered By

Instructions: List developmental activities that you recommend for a new employee entering your position. For each activity, describe why it might be valuable and how the activity might be initiated and achieved.

Developmental Activity	Value	How to Initiate/Achieve



Meetings, Committees, and Other Functions

Instructions: List essential meetings that you attend. Indicate the purpose, your role, and the frequency of the meetings.

Meeting	Purpose/Role	Frequency

List memberships on any committees or task force at [AIRPORT] and your role.

In addition to your position title, do you hold any other functional titles? List title and purpose below.



Calendar of Events

Instructions: List significant events, milestones, and deadlines that must be attended to at certain times of the year. Consider events that your successor may need to prepare for in advance.

Activity	When Started	When Completed

Key Points of Contact

Instructions: List key internal and external points of contact below. Add or remove rows as needed.

Important <u>Internal</u> (AIRPORT) Contacts:				
1.	Name:		Phone:	Email:
	Title:		Office:	
	Why is this person a key POC?			
2.	Name:		Phone:	Email:
	Title:		Office:	
	Why is this person a key POC?			
3.	Name:		Phone:	Email:
	Title:		Office:	
	Why is this person a key POC?			



4.	Name:		Phone:		Email:	
	Title:		Office:			
	Why is this person a key POC?					
5.	Name:		Phone:		Email:	
	Title:		Office:			
	Why is this person a key POC?					
Important <u>External</u> Contacts:						
1.	Name:		Phone:		Email:	
	Title:		Organization:			
	Why is this person a key POC?					
2.	Name:		Phone:		Email:	
	Title:		Organization:			
	Why is this person a key POC?					
3.	Name:		Phone:		Email:	
	Title:		Organization:			
	Why is this person a key POC?					
4.	Name:		Phone:		Email:	
	Title:		Organization:			
	Why is this person a key POC?					
5.	Name:		Phone:		Email:	
	Title:		Organization:			
	Why is this person a key POC?					



Career Transition Checklist

Tool to: *Plan for Future Workforce Needs*



Instructions: Use this checklist with *Action Plan 10: Leverage Expertise of Retirement-Eligible Employees* to ensure a smooth transition for newly retired employees who are moving into a new role at the airport (e.g., advisor, consultant, mentor). This tool will help ensure all proper steps are considered in the implementation of the strategy. While it is important for each item on this checklist to be covered during the transition, the items do not need to be completed in the order listed.

- Establish new role for retiree.** New roles may include mentor, advisor, or consultant, depending on the airport's needs and the retiree's availability and interest in returning to the airport. Refer to *Action Plan 10* for further details on establishing a new role.
- Introduce retiree to successor to facilitate relationship building.** There are a number of ways to do so, including the following:
 - Setting up weekly meetings between the retiree/mentor and successor/mentee.
 - Facilitating the first meeting between the retiree/mentor and successor/mentee.
 - Assigning the successor/mentee to prepare questions to guide the first discussion with the retiree/mentor.
 - Providing resources, such as the Mentoring Checklist, to help the retiree/mentor and successor/mentee navigate discussions effectively.
- Complete and review Job Profile with retiree, and pass document onto retiree's successor.** Use the Job Profile tool also accompanying *Action Plan 10* to do so. Provide the successor with a copy of the Job Profile as a reference. If there are any updated, added, and/or removed job duties and responsibilities, make sure to attach a copy of the latest job description to the Job Profile.
- Review and document expectations.** This includes discussing the following:
 - The airport's expectations of the retiree in the new role.
 - The retiree's expectations of the role.
 - Key job duties and responsibilities.
 - Work location (e.g., will the retiree have the option to telework or is on-site presence required?)
 - Document this information internally and provide the retiree with a copy as a reference.
- Review compensation and benefits for the new role.** Document this information internally and provide the retiree with a copy as a reference.
- Document the time commitment expected or required in the new role.** Discuss whether or not the retiree will return full-time or part-time. If part-time, determine how many hours per week the retiree will be working. Document this information internally and provide the retiree with a copy as a reference.
- Establish a work schedule, based on the time commitment.** Document this information internally and provide the retiree with a copy as a reference.

**Case Studies for: *Planning for Future Workforce Needs*****Case Studies Related to Planning for Future Workforce Needs**

The three case studies in the following table present examples of creative ways airports are implementing strategies to plan for future workforce needs.

Case Studies	Airport Characteristics	Page
Columbia Metropolitan Airport (CAE)	Small, board of commissioners	4-51
Southwest Florida International Airport (RSW)	Mid-size, port authority	4-53
Dallas-Fort Worth International Airport (DFW)	Large, board of directors	4-55

Overview of Case Study 6: Columbia Metropolitan Airport developed and implemented career paths within the airport. The airport also updated all job descriptions and the compensation structure to align with the new career paths.

Overview of Case Study 7: Southwest Florida International Airport updated its performance management system in order to better support and promote employee growth and development.

Overview of Case Study 8: Dallas-Fort Worth International Airport implemented a talent planning process to strategically plan for future needs. The talent planning process involves identifying high-potential mid-level and above employees and providing them with developmental activities to prepare them for advancement.



Case Study 6: Columbia Metropolitan Airport, Columbia, SC



Program: Implementing Career Paths

Strategy in Action

The airport began operating under a new business model. Part of this model is to ensure employees are providing the right talent and skills while also receiving fair compensation.

The airport implemented new career paths, including 30 pay grades across 14 career steps, and updated job descriptions to reflect skill sets aligned with the new business model, to support effective operations and performance.

Airport Features

Size

- Large
- Mid-size
- Small

Governance Model

Board of Commissioners from Lexington County, Richland County, and City of Columbia

Additional Characteristics

- Approximately 1 million passengers annually

Summary of Strategy:

Executive leaders at Columbia Metropolitan Airport reorganized the airport under a new business model with a substantially different organizational structure. They developed new career paths to support employee development and enable the workforce to perform more effectively under this new model. First, this involved creating 30 pay grades with 14 steps. Next, all job descriptions for airport employees were updated and aligned with the new pay grades to ensure fair compensation. Upon completion, employees could quickly see where they fit within the 13-step career ladder and what skills would be needed to progress and/or move across jobs.

Strategy Highlights

- Created career paths with 30 pay grades to ensure fair compensation
- Updated job descriptions to align with new business model



Challenges Encountered

- As part of the realignment that spurred development of new career paths, the Operations Department duties were absorbed into CAE's newly created Public Safety Department. During this transitional period, the Operations Department was disbanded, leaving the airport without dedicated operations staff.
- Prior to the realignment, the CAE departments operated as silos; knowledge was kept within departments and rarely shared outside that silo unless it was an absolute necessity.



Solutions

- In 2016, after a nationwide search involving position advertisement and participation in AAAE's Career Fair at the Annual Conference & Exposition, an Operations Manager and Supervisor were hired and a fully operational Ops Department was rebuilt. CAE filled vacancies in the Operations Department with recent graduates and millennials from across the country who all showed strong interest in the aviation career paths available at the airport.
- With the breakdown of silos, implementation of the career paths, and recruitment of a new generation of employees, the workforce became more aware of roles across the airport, leading to more knowledge sharing.

Lessons Learned

- Cross-functional training together with promoting a knowledge-sharing culture serves as a valuable "contingency plan." It builds broader workforce capacity and better equips the airport to flex and move talent into place quickly when faced with losses in a particular area.



Case Study 7: Southwest Florida International Airport, Fort Myers, FL

Program: Performance Management for Employee Development



Airport Features

Size

- Large
- Mid-size
- Small

Governance Model

Port Authority, Board of Commissioners from Lee County

Additional Characteristics

- 365 employees (40 general aviation)
- Single runway

Summary of Strategy:
 Southwest Florida International Airport is revamping its performance management system and job descriptions to better support employee career growth and development. The performance management system will move from a paper-based system where employees receive ratings on a scale of 1–6 to a cloud-based system, Cornerstone on Demand. The new system will help define career paths while assessing and developing employees. Employees and supervisors/managers can enter feedback and track goals, training, and other developmental activities throughout the year. As part of this, the airport is also updating all job descriptions to clearly define knowledge, skills, and abilities required for different positions, so employees have clearer guidance and well-defined skill sets and goals to achieve as part of the performance review process and to advance in their area of interest. Job descriptions will be stored on Cornerstone, so employees can refer to them as needed throughout the course of their career development. Additionally, the new job descriptions will be aligned with the airport’s mission, so employees understand the impact their jobs and performance have on the airport as a whole (e.g., operations, strategy).

- Strategy Highlights**
- Enabling employees to track training and progress in a new performance system
 - Providing greater support for career growth and development
 - Aligning jobs with the airport’s mission to better support operations



 Challenges Encountered	 Solutions
---	--

- Slow moving process to gain buy-in and develop and implement strategies

- Work directly with senior management to gain buy-in and make headway

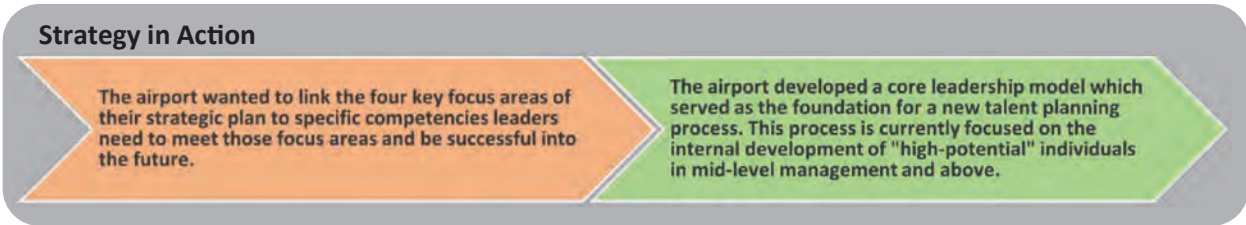
Lessons Learned

- Start at the ground level – gather input from employees at different levels across the airport regarding what their needs are in terms of support for career development and what features they would find beneficial and useful in a performance management system.



Case Study 8: Dallas-Fort Worth International Airport, Dallas, TX

Program: Talent Planning Process



Airport Features

Size

- Large
- Mid-size
- Small

Governance Model

Board of Directors (appointed by Dallas and Fort Worth city councils)

Additional Characteristics

- Almost 2,000 employees
- 4th largest airport in the world (in terms of operations) – 5 terminals, 7 runways, 17,000+ acres

Summary of Strategy:
 Dallas-Fort Worth International Airport developed a talent planning process currently focused on developing high-potential individuals in middle management and above. As part of the annual talent review process, leaders at the VP and Assistant VP level each identified two key challenges they faced. These challenges were confirmed during a CEO talent summit (consisting of the CEO and top executives) in terms of consistency and alignment with airport initiatives. A core leadership model was then mapped to address these challenges. The core leadership model provides competencies that leaders need in order to address the four key focus areas of the airport’s strategic plan (drive innovation, execute a customer-centered strategy, cultivate a high-performance culture, and develop strategic partnerships and relationships), and served as the foundation for the talent planning process.

- Strategy Highlights**
- Alignment of critical leadership competencies to key focus areas of strategic plan
 - Top-down approach, focused on high-potential individuals
 - Collaboration with HR partners to develop action plans and identify unique developmental opportunities



The talent planning process used a top-down approach, in which high-potential individuals were selected based on information gathered during their talent review meetings and analyzed using a nine-box talent matrix. The current group of high-potential individuals represents approximately 12% of the middle management and above population. In collaboration with their HR business partners, managers of high-potential individuals are working to develop action plans that will provide tailored developmental opportunities, with a focus on moving beyond traditional classroom training. As the process progresses, DFW plans to hold quarterly meetings for division leaders to update leadership on the progress of developing these high-potential individuals, in order to identify any needed changes and make necessary re-calibrations. The progress and overall success of the talent planning process will also be tracked using key metrics (e.g., % of key talent with development plans, % of development plan items completed, and level of engagement and retention of high-potential talent vs. rest of population). At a higher level, DFW also plans to track metrics on if critical jobs are being filled from within the airport, the corresponding speed to hire, and the level of confidence that internal staff are the most skilled for the job. Overall, DFW's efforts will ensure that the skills of the airport workforce match the critical competencies needed both now and into the future.



Challenges Encountered

- Managers need additional support to help develop and manage talent
- Need to more effectively manage the large amount of internal developmental resources available at the airport
- Concurrent need to focus on succession planning



Solutions

- Managers partnered with HR business partners to help provide feedback and develop action plans for individuals
- Ensure that all individuals receive developmental opportunities, but provide additional investment for high-potential individuals
- Expect that high-potential individuals will develop the capabilities necessary to enter future available roles

Lessons Learned

- It was important to have a strong foundation for the talent planning process, which came from tying efforts directly back to the strategic plan. DFW's strategic plan had already been communicated to all airport staff, via training that utilized learning maps, prior to the start of the talent planning process. This ensured that all staff were able to articulate the key areas and initiatives of the strategic plan.
- It was vital that leadership supported the talent planning process. From the start of the initiative, DFW's CEO and top leadership were supportive and welcomed the new structural approach within the airport industry.

Chapter 5: Additional Practices and Strategies for Consideration



In addition to the action plans and tools provided in Chapters 2–4 of this Guidebook, there are other best practices and techniques airports may find useful in addressing their workforce capacity needs. These can be used to supplement the detailed strategies presented within the action plans, or they may be used as standalone efforts to address specific airport needs.

The previous three chapters of this Guidebook provided 12 detailed action plans that may be used to help airports adopt strategies that improve how they build a stronger talent pipeline by attracting new talent to the industry, building internal staff capacity, and planning for the future by predicting workforce gaps. The strategies described in those action plans were identified as the most promising opportunities to address airport workforce needs. This chapter notes additional strategies that received less emphasis in data collections but are nonetheless valuable for improving workforce capacity within airports. These additional strategies can also be used to address the three identified challenge areas (named in the introductory chapter) that airports are facing.

This chapter consists of nine supplemental strategies that may be combined with action plans from Chapters 2–4 to create a more robust approach to workforce capacity building. Some of the techniques identified in this chapter may also be used in combination with other strategies to prompt a synchronized push for new talent or internal talent development for a particular job.

Each of the strategies presented in this chapter aligns with one of the previously described challenge areas; specifically, five of these supplemental strategies align with *Attracting New Talent*, two with *Building Internal Staff Capacity*, and two with *Planning for Future Workforce Needs*. The strategies described in this chapter are presented in the following table.

Overarching Capacity Challenge	Supplemental Strategies/Best Practices
<p style="text-align: center;">Attracting New Talent</p>	<ol style="list-style-type: none"> 1. Improve Community Relations/Partnerships and Develop Positive Press 2. Hold Career Days/Airport Days 3. Conduct Outreach to K-12 Educators with Curriculum Supplements 4. Partner with Local Community Colleges and Universities to Identify Talent 5. Engage in Strategic Outreach at Conferences



5-2 Guidebook on Building Airport Workforce Capacity

Overarching Capacity Challenge	Supplemental Strategies/Best Practices
<p>Building Internal Staff Capacity</p>	<p>6. Send Employees to ACI/AAAE Training and/or Conferences</p> <p>7. Provide Opportunities for Employees to Develop Personal Effectiveness Skills</p>
<p>Planning for Future Workforce Needs</p>	<p>8. Implement Leadership Development Programs</p> <p>9. Create Individual Development Plans (IDPs)</p>

For each of the supplemental strategies presented on the following pages, the challenge area and workforce capacity needs addressed by that strategy are identified. Further, each strategy includes a summary that details the facets of the strategy. When available, real-world examples from actual airports that align with the strategy are noted.



Strategy Overview 1: Improve Community Relations/Partnerships and Develop Positive Press

Challenge Area	Workforce Capacity Needs
----------------	--------------------------

Attracting New Talent

Building Internal Staff Capacity

Planning for Future Workforce Needs

- Increasing awareness of airport career opportunities
- Investing in early development of talent pipeline
- Embracing a far-reaching strategy for new talent
- Addressing new skill gaps from industry change
- Increasing airport-specific knowledge
- Preparing employees for advancement
- Engaging in workforce planning

Summary:

Airports are vital to their local communities as both a connection to the world and an economic engine. But while future airport employees are likely to come from that same community, many may not realize the value airports provide or consider them as exciting places to work.

Spreading a positive message about airport jobs and building strong community relations can be an effective strategy to help the airport be seen as an employer of choice. Moreover, positive marketing and community relations can further other airport objectives such as maintaining and growing passenger demand or obtaining support for airport improvements, while potentially offsetting some of the negative impact an airport may have on the community (e.g., increased noise) (*ACRP Web-Only Document 28*).

Strategy Highlights

- Demonstrates value of the airport as both a community service and an employer
- All levels of the organization can be involved in building community relations
- Requires coordination of CEO, HR, and Public Affairs staff

Real-World Example

Long Beach Airport is able to participate in a city-run summer internship program funded by federal grants that provides high school juniors and seniors with the opportunity to gain real-world government work experience and exposure to possible future career opportunities.

There are several ways an airport can engage the community, and all levels of the organization can get involved. For example:

- Senior leadership can engage with local leaders and businesses to showcase the value of the airport and provide exposure to exciting or innovative happenings.
- Airports can conduct outreach to local organizations to show their commitment to the community.



Strategy Overview 1 Cont'd: Improve Community Relations/ Partnerships and Develop Positive Press

- Communications and public affairs staff can participate in town halls or other community events to raise awareness about the airport as a civil institution and important employer.
- Other airport employees can be encouraged and provided time to volunteer at community events or with community organizations.
- Participating in community service activities (e.g., feeding the homeless, cleaning up the environment) can help the airport demonstrate its commitment to improving the community in which it resides.

Through these efforts, job seekers in the area will not only be more aware of the airport as a potential employer, but they will see how the airport is investing in its people and the community, which subsequently makes the airport an even more attractive place to work. Of course, it is also critical to publicize these outreach efforts and include them in marketing materials and press releases to ensure the image of the airport as a valuable contributor to the community reaches as wide an audience as possible.

Airport leaders seeking to improve community relations and develop positive press may find the following resources valuable:

- ACI, Airport Communications and Public Relations Course, <http://www.aci.aero/Global-Training/Training-Information/Course-Categories/Leadership-and-Management/Airport-Communications--Public-Relations>
- *ACRP Report 16: Guidebook for Managing Small Airports*, Chapter 5: Public Relations, <https://www.nap.edu/read/14275/chapter/7>

Real-World Example

Los Angeles World Airports (LAWA) highlights its myriad community relations activities in a periodic newsletter covering its airports' involvement in educational programs, tours, community partnerships, and event sponsorship. Newsletters are available for both of the airports in the system: LAX and VNY. Past issues of *LAWA Community UPdates* can be accessed at:
<https://www.lawa.org/en/newsletter/lax-community-updates>



Strategy Overview 2: Hold Career Days/Airport Days

Challenge Area	Workforce Capacity Needs
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Attracting New Talent

Building Internal Staff Capacity

Planning for Future Workforce Needs

- Increasing awareness of airport career opportunities
- Investing in early development of talent pipeline
- Embracing a far-reaching strategy for new talent
- Addressing new skill gaps from industry change
- Increasing airport-specific knowledge
- Preparing employees for advancement
- Engaging in workforce planning

Summary:

The skills required for success in many airport careers are built on foundations like math and science, which must be developed at an early age. Exposing young people to airport careers that go beyond the familiar airplane cockpit offers an opportunity to influence their academic and career trajectory (e.g., pursuing STEM courses) and better prepare them for the demands of future airport jobs.

Airport career days have been used by several airports, as well as state DOTs and public transportation agencies, to expose the public to transportation careers (Cronin et al., 2013; Cronin et al., 2012). Some common elements include the following:

Strategy Highlights

- Focuses on exposing K–12 students to airport career opportunities
- Involves HR personnel and subject matter experts to discuss or demonstrate their work
- Hosted by local schools or at the airport itself

Real-World Example

San Diego’s Take Flight program allows 125 local high school and college students each quarter to get a “behind the scenes” look at work across the airport, including an airport tour and panel interviews with a variety of airport personnel.

- Invitations for students from local schools and community colleges to experience airport careers and participate in a panel interview with employees in a range of positions such as airline representatives, maintenance workers, and air service development staff.
- Separate “stations” where students can hear from employees in different fields and observe them performing the jobs in their work environment.
- Airport employees visiting local schools to present their experiences and the vast career opportunities available.



Strategy Overview 2 Cont'd: Hold Career Days/Airport Days

Such a program can require support from multiple staff members to develop and sustain. For example, San Diego's program involved three staff members reaching out to other employers to learn about their programs, connecting with local schools, coordinating schedules, and facilitating the program.

Airport leaders seeking to implement airport career days can find a description of a career day event regularly held at Van Nuys airport at the following site:

- AOPA, Van Nuys Airport Welcomes Students for Career Day, <https://www.aopa.org/news-and-media/all-news/2016/april/04/van-nuys-airport-welcomes-students-for-career-day>



Strategy Overview 3: Conduct Outreach to K-12 Educators with Curriculum Supplements

Challenge Area	Workforce Capacity Needs
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Attracting New Talent

Building Internal Staff Capacity

Planning for Future Workforce Needs

- Increasing awareness of airport career opportunities
- Investing in early development of talent pipeline
- Embracing a far-reaching strategy for new talent
- Addressing new skill gaps from industry change
- Increasing airport-specific knowledge
- Preparing employees for advancement
- Engaging in workforce planning

Summary:

The airport environment can serve as a real-world laboratory of diverse learning experiences that would benefit children and teens with a wide range of educational interests.

Providing educators with lesson plans, industry-based problem sets, or other curriculum supplements is a great way to develop STEM skills in local youth (Cronin et al., 2013), while opening their eyes to the interesting and complex challenges that airports encounter every day. Some steps airports should consider include the following:

- Conducting outreach to identify schools willing to incorporate aviation-related material into the curriculum or help develop it. (Note: technical, charter, or private schools may be more inclined to do so as they may have more focus on real-world experience and more flexibility.)
- Partnering airport staff with local educators or education consultants to develop a curriculum that reflects the exciting world of airports and adheres to pedagogical principles.
- Partnering with an aviation academy (e.g., West Michigan Aviation Academy located near Grand Rapids Airport) to include classes related to airport careers.

The value of partnering with educational experts is that the resulting curriculum will likely be more engaging for the intended audience and more likely to achieve desired learning outcomes as a result of following proven instructional design methodologies. One example of a relevant

Strategy Highlights

- Integrates airport-related challenges into K-12 curriculum, especially in STEM subjects
- Requires partnership of HR, airport subject matter experts, and learning experts
- Leverages employee networks to identify schools that might be willing to participate



Strategy Overview 3 Cont'd: Conduct Outreach to K-12 Educators with Curriculum Supplements

Real-World Example

West Michigan Aviation Academy incorporates aviation concepts and even flight training throughout its curriculum, making it a natural partner for airports hoping to develop STEM skills in the talent pipeline.

methodology is the ADDIE model, which stands for Analysis, Design, Development, Implementation, and Evaluation. All five of these components are critical to providing educational material that makes an impact and improves over time. Learning needs must be **analyzed**, the structure and content of the curriculum must be **designed** in a logical way, engaging material must be **developed** and programmed (if electronic), the content should be **implemented** by an experienced instructor with knowledge of the material and the skills to teach it to others, and the course should be **evaluated** to understand what worked well and not so well in order to identify improvements.

Throughout the ADDIE process of creating curriculum, it is important to consider the needs of those who will take the course and tailor the curriculum accordingly. For example, environmental science students may be interested in wildlife management, runoff, and noise abatement issues that airports face, while those with an interest in engineering or design could evaluate plans for a terminal expansion or develop their own designs. Consider the sophistication of the learner as well. For a younger audience, worksheets with word problems or basic math and science problems can be developed based on the airport environment. For college or graduate level students, case studies or full chapters on airport operations with complementary test or research questions may be appropriate.

Airports seeking to conduct outreach or develop curriculum supplements may find the following resources valuable:

- The Ohio State University Center for Aviation Studies, Outreach Programs, <https://aviation.osu.edu/outreach>
- Boeing Corporation, K-12 Educational Resources, http://www.boeing.com/principles/education.page#/edu_resources



Strategy Overview 4: Partner with Local Community Colleges and Universities to Identify Talent

Challenge Area	Workforce Capacity Needs
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Attracting New Talent

Building Internal Staff Capacity

Planning for Future Workforce Needs

- Increasing awareness of airport career opportunities
- Investing in early development of talent pipeline
- Embracing a far-reaching strategy for new talent
- Addressing new skill gaps from industry change
- Increasing airport-specific knowledge
- Preparing employees for advancement
- Engaging in workforce planning

Summary:

Airports’ hiring/job centers and career fairs share a common goal of matching qualified candidates with exciting career opportunities. However, career counselors outside of an airport setting may not be aware of the opportunities within airports, so it is incumbent upon airport leaders and HR personnel to build connections with local institutions including vocational and technology schools, 2- and 4-year colleges, and training programs. Some key steps airports can take to do this include

- Building relationships with college career counselors in the region.
- Hosting a booth or table at a school or community career fair. (Note: This can provide access to a large number of individuals who would not initially seek out a career in airports.)
- Participating in a recruiting event. This can offer opportunity for more one-on-one conversations with those who have already expressed an interest in airport careers.

These events can involve a significant time commitment from airport staff, typically including at least one recruiter and support staff to coordinate activities. For career fairs, it is important to have attractive visuals that will quickly capture the interest of job seekers and deliver the core message about the jobs available. Repurposing existing informational or marketing materials can be a cost-effective way to make an impact while on a budget. Partnering with airlines or airport concessionaires to host a career fair can also help to distribute the costs. For more targeted

Strategy Highlights

- Exposes future and recent college graduates to airport careers
- Recruiters are best positioned to identify applicants worth pursuing further
- Other support staff and subject matter experts may be beneficial for more targeted recruiting events



Strategy Overview 4 Cont'd: Partner with Local Community Colleges and Universities to Identify Talent

Real-World Example

Leaders at **St. Louis Lambert International Airport** conducted a career event at the **University of Missouri at St. Louis** with a focus on business, engineering, and accounting. Representatives of those airport departments attended to share their experience and identify potential future talent. Both print and electronic visual aids were used to attract the attention of participants.

recruiting events, it may be helpful to pair a recruiter or HR representative with someone that has subject matter expertise in the appropriate field to best judge candidate potential and fit.

These events also require a significant investment of resources on the part of the host institution, so the airport may need to persuade them that the airport will be a valuable contributor to the event and that students will be interested in airport careers. One approach is to propose an ongoing relationship, perhaps involving several of the other strategies mentioned previously, including offering their students an opportunity to attend airport career days or providing the institution with

curriculum supplements. It may also be helpful to explain how airport careers would appeal to their particular student base. For example, a business school may have students interested in management or financial positions, whereas students at a vocational or technical school may be more interested in operational and trade jobs that do not require a college degree. To learn more about different types of educational programs that align with mission-critical airport jobs, review *ACRP Web-Only Document 28*.

Airports seeking to partner with local colleges or universities may find the following resources valuable:

- National Association of Colleges and Employers, Prepare for the Fair: Eight Best Practices for Career Fair Success, <http://www.nacweb.org/talent-acquisition/best-practices/prepare-for-the-fair-eight-best-practices-for-career-fair-success>
- Brainstorm Strategy Group, The Ultimate Career Fair Checklist for Employers, <https://mwsu.edu/Assets/documents/career/The%20Ultimate%20Career%20Fair%20Checklist%20For%20Employers.pdf>



Strategy Overview 5: Engage in Strategic Outreach at Conferences

Challenge Area	Workforce Capacity Needs
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Attracting New Talent

Building Internal Staff Capacity

Planning for Future Workforce Needs

- Increasing awareness of airport career opportunities
- Investing in early development of talent pipeline
- Embracing a far-reaching strategy for new talent
- Addressing new skill gaps from industry change
- Increasing airport-specific knowledge
- Preparing employees for advancement
- Engaging in workforce planning

Summary:

The local community surrounding an airport often does not offer sufficient talent to build a solid pipeline of candidates with the necessary knowledge and skills to be successful in specific airport jobs. This is particularly true for trades or highly specialized operational airport jobs. To create a talent pipeline for those “hard to recruit for” jobs, airports need to broaden their reach for potential candidates that will bring forth needed skills. One way to do this is to implement a recruitment strategy that includes outreach to candidates at industry conferences or events where it is likely that qualified individuals will be in attendance.

Industry conferences or other professional events are good places to seek out candidates for a particular job for a number of reasons. Specifically, the value of these types of professional events includes the following (Sullivan, 2006):

- High-performing employees are typically the ones selected to attend conferences, especially from organizations that have limited travel or training budgets.
- Professional conferences often attract individuals with a similar set of skills, allowing airports to reach a larger number of candidates all in one place.
- The airport does not have to fund travel for potential candidates to participate in interviews since the candidates are often already paying to attend the conference.
- By serving at the conference in some way, airports can often receive a lower registration fee, offsetting recruiting costs even further.

Strategy Highlights

- Cost-effective way to utilize events employees will already be attending to identify new talent
- Industry conferences include attendees with specific knowledge or skill sets, so they can be targeted to recruit employees for hard-to-fill positions



Strategy Overview 5 Cont'd: Engage in Strategic Outreach at Conferences

This is a strategy that has proven success in airports. For example, an executive leader in a small hub airport stated that expanding recruitment avenues to include events like the AAAE annual conference or chapter conferences as well as different job listing platforms (e.g., LinkedIn, Indeed), allowed the airport to find much needed talent.

Many conferences also have a job center or dedicated recruitment space that may be used for formal recruiting and interviewing of candidates. While recruiting is a key part of strategic outreach at conferences, other forms of outreach could include developing relationships and making connections with leaders and employees of other airports. Following the conference, these connections can serve as a resource and support outreach for future recruitment needs.

Airport leaders who may be interested in attending conferences to help identify new talent can find more information about industry conferences at the following links:

- AAAE Annual Conference and Professional Development Meetings, <https://www.aaae.org/annual> <https://www.aaae.org/meetings>
- ACI-NA Conferences, <http://annual.aci-na.org/> <http://www.aci-na.org/conferences>



Strategy Overview 6: Send Employees to ACI/AAAE Training and/or Conferences

Challenge Area	Workforce Capacity Needs
Attracting New Talent	<ul style="list-style-type: none"> ○ Increasing awareness of airport career opportunities ○ Investing in early development of talent pipeline ○ Embracing a far-reaching strategy for new talent ● Addressing new skill gaps from industry change ● Increasing airport-specific knowledge ● Preparing employees for advancement ○ Engaging in workforce planning
Building Internal Staff Capacity	
Planning for Future Workforce Needs	

Summary:

Both ACI and AAAE provide valuable developmental opportunities for airport industry employees. These types of sessions are especially beneficial for increasing airport-specific knowledge because they are offered by organizations designed to benefit and support the airport industry. As such, their training and development programs allow airport employees to meet with and learn from those who work in other airports and who may have dealt with similar challenges or knowledge requirements. Similarly, conferences offer the opportunity to learn from others in the industry about how to be successful in an airport career.

Strategy Highlights

- ACI and AAAE, as well as other industry organizations, offer conferences and trainings
- Conference networking opportunities create opportunities for future knowledge growth
- Permission/support to attend conferences communicates to employees that they are valued, which in turn builds commitment to the airport
- A key to success is budgeting in advance
- Scholarships to attend trainings/conferences can be offered to employees

Real-World Example

Long Beach Airport provides opportunities for staff to participate in seminars and conferences to increase their knowledge and skills. In September 2017, 13 staff members from the airport received their Certified Member designation from the American Association of Airport Executives (AAAE).

One benefit of industry conferences and trainings is the opportunity to network and build connections with employees in similar positions at other airports. When these personal connections are built, they allow for follow-up conversations and the potential to share best practices or success stories. Participating in networking opportunities that are facilitated through conferences and training attendance brings employees in contact with people in the industry who likely do similar work whom they might not have otherwise met.



Strategy Overview 6 Cont'd: Send Employees to ACI/AAAE Training and/or Conferences

Similarly, training programs offered by industry organizations can help the airport workforce adapt more quickly to new demands such as technology or safety management systems. To promote learning at the event (training or conference) and to facilitate the extension of that learning to other colleagues, airports should require their employees to provide some type of debrief or summary of lessons learned at each session.

Real-World Example

According to the **Airport Director** of a **Regional Airport**, training programs offered by organizations like AAAE are valuable experiences because employees often want to receive these types of developmental opportunities. When the airport supports them and helps to pay for attendance at these trainings, the employees feel valued and also bring back important knowledge that will help the airport.

Real-World Example

A small-hub airport sends one employee with a leader each time the leader goes to AAAE, to allow the employee exposure to the industry and networking and learning opportunities.

To ensure airports are able to benefit from conferences and trainings offered by organizations such as ACI and AAAE, planning is key. In most airports, supervisors or others in leadership positions will need to include a line item for attendance expenses in their annual budget. Typically, organizations will offer a certain dollar value per year for employees to participate in external trainings or conferences. Employees can then work with their supervisors to choose the event most suitable to their needs based upon their desired career path and what developmental experiences may be most meaningful.

In other cases, budgetary restrictions limit the number of employees that are able to attend conferences. Priority may be given to more senior employees, while junior employees miss these opportunities to learn more about the industry and network with other professionals.

One strategy for dealing with this challenge is to develop a structured scholarship program that provides a mechanism for employees at all levels to apply for funding to attend developmental opportunities such as training and conferences.

In establishing such a program, it is important to develop

- A clear application process,
- Straightforward criteria for eligibility and selection,
- Guidance on the likelihood of selection to assist in managing expectations, and
- A communication plan to promote employee awareness.

Overall, providing greater access to trainings and conferences through an employee scholarship program of this nature can help to build the skill sets of employees while also having a positive impact on employee morale.

Airports interested in sending employees to ACI or AAAE training or professional development programs can learn more at the following links:

- AAAE Professional Development, <https://www.aaae.org/aaae/AAAEMBR/PD>
- ACI Global Training, <http://www.aci.aero/Global-Training>

Real-World Example

Scholarships provided by the local AAAE chapter of **Lubbock Preston Smith International Airport** have provided the means for both students and professionals already working in the field to attend conferences.



Strategy Overview 7: Provide Opportunities for Employees to Develop Personal Effectiveness Skills

Challenge Area	Workforce Capacity Needs
<p>Attracting New Talent</p>	<ul style="list-style-type: none"> ○ Increasing awareness of airport career opportunities ○ Investing in early development of talent pipeline ○ Embracing a far-reaching strategy for new talent ● Addressing new skill gaps from industry change ● Increasing airport-specific knowledge ● Preparing employees for advancement ○ Engaging in workforce planning
<p>Building Internal Staff Capacity</p>	
<p>Planning for Future Workforce Needs</p>	

Summary:

Although technical skills are important for all occupations, airports and training and education (T&E) providers often overemphasize the importance of technical skills at the expense of developing and enhancing the personal effectiveness of employees. Personal effectiveness skills help employees better engage with one another and with airport customers and tenants, as well as community stakeholders. As the airport landscape becomes increasingly complex, developing and building personal effectiveness skills is important for all employees, from entry-level staff to airport leaders.

Strategy Highlights

- It is important to focus on not only the technical skills of employees, but also personal effectiveness skills
- Providing opportunities to develop personal effectiveness skills and clearly advertising and promoting relevant training will benefit airports as employees develop needed skills

Example Personal Effectiveness Skills Important for Airport Jobs

- Emotional intelligence
- Communication
- Time and stress management
- Organization
- Problem solving
- Adaptability

Airports should work to identify a set of core competencies that represent key personal effectiveness skills that are important for job performance across all positions and levels. In addition to communicating the importance of these core competencies to employees, airports should also encourage the development of personal effectiveness skills through various developmental opportunities, including participation in internal or external training courses, participation in mentorship programs, involvement in cross-training programs, volunteer work assignments, participation on a board/committee, completion of a 360 assessment, or other self-directed learning.



Strategy Overview 7 Cont'd: Provide Opportunities for Employees to Develop Personal Effectiveness Skills

Due to the widespread applicability of personal effectiveness skills, a variety of training courses are offered by third-party providers. For example, topic areas include interpersonal skills and developing effective relationships, effective communication, and influencing and negotiation skills.

Real-World Example

Los Angeles World Airports brought together 135 top organizational leaders for a 2-day session on biases, stereotypes, and the beliefs people bring into the workplace. Led by Dr. Steve Robbins, the session dealt with breaking down beliefs and stereotypes from a psychological perspective. The presentation helped individuals learn how to interact positively with others in the workplace, regardless of age, gender, or racial differences.

Airports should actively advertise the availability of developmental opportunities and resources related to enhancing personal effectiveness skills. In addition to increasing awareness, this also helps to communicate the value and importance of growing these skills.

Overall, a focus on enhancing the personal effectiveness of employees will benefit airports in numerous ways. In addition to increasing the effectiveness of the workforce in general, it can also aid airports in developing future leaders who are ready to enter mid-level and senior leadership positions, as well as lead to better informed hiring and promotion decisions.

Airports seeking to provide employees with continuing educational opportunities to develop their personal effectiveness skills may find relevant courses at the following locations:

- AAAE Professional Development, <https://www.aaae.org/aaae/AAAEMBR/PD>
- ACI Global Training, <http://www.aci.aero/Global-Training>
- Lynda.com, <https://www.lynda.com>
- Embry-Riddle Professional Development, <http://proed.erau.edu>



Strategy Overview 8: Implement Leadership Development Programs

Challenge Area	Workforce Capacity Needs
Attracting New Talent	<ul style="list-style-type: none"> ○ Increasing awareness of airport career opportunities ○ Investing in early development of talent pipeline
Building Internal Staff Capacity	<ul style="list-style-type: none"> ○ Embracing a far-reaching strategy for new talent ○ Addressing new skill gaps from industry change ○ Increasing airport-specific knowledge
Planning for Future Workforce Needs	<ul style="list-style-type: none"> ● Preparing employees for advancement ○ Engaging in workforce planning

Summary:

Given the dynamic nature of the airport industry, airports have a tendency to focus exclusively on filling current vacancies versus proactively planning for future vacancies. This reactive mode takes the focus away from equipping more junior employees to take on greater leadership opportunities in the future. Often, when positions become vacant, entry- and mid-level staff lack the leadership and management skills necessary to fill those roles.

During Phase I focus groups, several airport leaders shared that many of their current executives are approaching retirement, yet their airports lack leadership development programs for entry- and mid-level employees. Further exacerbating this challenge, it can be difficult for airports to attract and recruit senior-level candidates because many potential candidates lack the technical and contextual knowledge to operate immediately within the airport ecosystem. Also, candidates with leadership skills are often attracted to jobs that are higher paying or that offer more promotional opportunities than airports may be able to afford. In addition to the operational risks associated with vacancies in critical leadership positions, the lack of investment in current employees also negatively impacts employee retention. Employees are more likely to stay with an organization that provides them with meaningful developmental experiences and opportunities for growth.

By acting proactively and investing in leadership development for entry- and mid-level employees, airports can experience both short-term and long-term benefits. In the short term, leadership development will mitigate the current risks that exist with regard to baby boomer retirements and the resulting vacancies. In the long term, airports will be reducing the likelihood of future workforce gaps occurring at the leadership level by developing a pipeline of high quality internal candidates equipped with both the airport experience and the skills needed to advance. In this way, implementing leadership development also supports **succession planning**.

Strategy Highlights

- Prepares employees for future advancement to leadership positions
- Reduces risk of vacancies as baby boomers begin retiring



Strategy Overview 8 Cont'd: Implement Leadership Development Programs

There are multiple ways airports can implement leadership development, depending on the resources available:

- Create an **internal leadership development program**, such as those offered to employees at San Diego International Airport and Dallas-Fort Worth International Airport. As many airport leaders become eligible for retirement in the coming years, it is imperative that airports offer diverse experiences to employees that can broaden their perspectives. In addition to possessing effective leadership skills, airport leaders must understand how to effectively and successfully run business operations, how to conduct meetings and negotiations with stakeholders, how to navigate the political environment, how to engage the community, and other such skills that must be developed outside of the classroom and on the job. To meet these needs, a leadership development program should include the following:
 - Critical leadership competencies and relevant knowledge, skills, and abilities (KSAs)
 - Training aligned with leadership competencies
 - Experiential and on-the-job learning opportunities through mentoring, job shadowing, and job rotations, so that entry- and mid-level employees can learn directly from current leaders
- Airports may also consider **partnering with other airports** that have existing leadership development programs or that may be interested in developing a shared model. For example, airports with limited resources may choose to partner with an airport that has already developed leadership and management training courses and send emerging leaders to receive training at that location. Multiple airports could also consolidate resources to establish a leadership academy that provides a convenient alternative for all of the partner airports and provides web-based training through the use of shared resources. The partnership model could serve as a more cost-effective alternative to developing a program in house.
- Encourage and/or sponsor employees to participate in **external leadership development programs**, such as those offered by ACI and AAAE. Depending on resources available, airports may choose to sponsor employees to attend external programs to supplement existing internal programs. For example, a large independently operated airport and a small government-operated airport both sponsor employees to attend leadership training provided by the Center for Creative Leadership (CCL). CCL is a top-ranked, nonprofit global organization that provides research-based leadership development programs (see www.ccl.org).

Real-World Example

The **San Diego County Regional Airport Authority** offers a 9-month Destination Leadership Program to develop individuals at the middle-manager level. Participants develop new skills and leadership competencies they can apply to leadership positions in the future (Young et al., 2013).



Strategy Overview 8 Cont'd: Implement Leadership Development Programs

- Incentivize employees to enroll in **academic airport or aviation management degree programs**, such as those offered by the University of North Dakota and Florida Institute of Technology. Academic degree programs can provide more in-depth knowledge of airport operations and management and can supplement the hands-on experience employees gain in the industry.

While industry experience remains a critical component of any effective airport leader, leadership development programs, training, and education can provide current entry- and mid-level employees with the leadership and management skills needed for future leadership positions. Ultimately, investing in leadership development enables airports to develop bench strength in preparation for upcoming retirements and helps to improve employee retention (Young et al., 2013).

Airports seeking to develop their own leadership development programs or explore established programs in the industry can find more information from the following sources:

- *ACRP Report 75: Airport Leadership Development Program*, <http://www.trb.org/Publications/Blurbs/168958.aspx>
- *Harvard Business Review*, “How to Really Customize Leadership Development,” <https://hbr.org/2016/02/how-to-really-customize-leadership-development>
- AAAE Accredited Airport Executive Program, <https://www.aaae.org/aaae/AAAEMBR/PD/AC/AAE>
- ACI Airport Executive Leadership Program, <http://www.aci.aero/Global-Training/Programmes/Airport-Executive-Leadership-Programme-AELP>



Strategy Overview 9: Create Individual Development Plans (IDPs)

Challenge Area	Workforce Capacity Needs
<div style="background-color: #d9d9d9; border: 1px solid #0056b3; border-radius: 10px; padding: 10px; margin-bottom: 10px; text-align: center;"> Attracting New Talent </div> <div style="background-color: #d9d9d9; border: 1px solid #0056b3; border-radius: 10px; padding: 10px; margin-bottom: 10px; text-align: center;"> Building Internal Staff Capacity </div> <div style="background-color: #0070c0; border: 1px solid #0056b3; border-radius: 10px; padding: 10px; text-align: center; color: white;"> Planning for Future Workforce Needs </div>	<ul style="list-style-type: none"> ○ Increasing awareness of airport career opportunities ○ Investing in early development of talent pipeline ○ Embracing a far-reaching strategy for new talent ○ Addressing new skill gaps from industry change ○ Increasing airport-specific knowledge ● Preparing employees for advancement ○ Engaging in workforce planning

Summary:

It is often difficult for airports to attract high-demand employees, as competing organizations in other industries and/or in the private sector may have the flexibility to provide better benefits and compensation. This is particularly true for many airports within a municipality system that are confined to the government requirements that guide compensation.

Once airports are successful in attracting and hiring employees, retaining them can often become the new challenge if the airport is not thinking strategically about how to keep employees long term. While retention can be impacted by compensation challenges, turnover also frequently occurs because airport employees do not perceive there to be promising career opportunities available in the industry.

One way to influence employees' perceptions and cultivate an invested mindset is by introducing **individual development plans (IDPs)** within airport jobs. IDPs are personal action plans that help employees plan for the future by clearly outlining opportunities and providing defined guidance and expectations regarding career development. IDPs also identify specific training and experiential opportunities that an employee should complete to meet their goals, increase knowledge and skills, and advance to new, desired roles and positions.

IDPs can have many airport-wide benefits. They provide airport leaders with a greater understanding of the workforce and any existing or emerging gaps. This allows leaders to effectively

Strategy Highlights

- Provides clearly defined guidance and expectations regarding career development
- Improves perceptions of career opportunities in the airport industry



Strategy Overview 9 Cont'd: Create Individual Development Plans (IDPs)

plan for the future and provides employees with the training and developmental opportunities necessary to close workforce gaps. At a time when rapid changes are occurring in the airport work environment due to emerging technologies, a shift toward more entrepreneurial business models, and new policies and regulations, IDPs can help airports ensure that the workforce is equipped with the capabilities needed to achieve and maintain effective airport-wide performance and operations. The flexibility and adaptability that IDPs offer further support the dynamic nature of the industry. IDPs also have the potential to support **succession planning**, as they can include goals and developmental activities that help develop employees' leadership and management skills.

IDPs also demonstrate an airport's willingness to invest in its employees. This can increase levels of employee engagement, ultimately leading to greater retention (Harrington-Hughes and Associates, Inc., 2010; Markos & Sridevi, 2010). Airports may also promote IDPs externally to demonstrate the career opportunities available to external candidates.

Because IDPs help employees develop and advance in their careers, they can be supplements to **career pathways**. Career pathways serve as a broad reference guide, providing visual depictions of different pathways an employee may consider, jobs within those pathways, and relevant training and education for progression. IDPs provide a more customized road map and specific steps an employee should take to progress through the career pathway of his or her choice. Typically, IDPs include the following information:

- Basic information about the employee
- Assessment of personal strengths and weaknesses, including a description of how to overcome weaknesses or use strengths to progress toward goals
- The employee's career goals and professional development areas of interest
- Specific developmental objectives based on the employee's career goals
- A timeline by which various goals or developmental opportunities will be completed
- Commitment and expectations statements from the supervisor and employee

S.M.A.R.T. Goals

Goals included in an IDP should be S.M.A.R.T. goals, meaning they are

Specific
Measurable
Attainable
Results-oriented
Time bound

IDPs should include both short-term and long-term goals linked to professional development areas and career goals. Encouraging employees to think long term will help increase awareness of the career opportunities available, which can serve as a potential retention strategy (e.g., "I need to complete X *activity* within the next 3 years to become a successful Airport Operations Manager").



Strategy Overview 9 Cont'd: Create Individual Development Plans (IDPs)

Additionally, it is best practice for IDPs to be aligned with an organization's strategic mission, goals, and objectives (Croteau & Wolk, 2010). Not only does this help improve the overall airport's performance, but it also helps employees better perceive the impact their jobs have at the airport.

Successfully implementing tailored IDPs for each employee also involves training supervisors on how to facilitate ongoing developmental discussions with employees regarding career interests and populate IDPs based on the discussions. They can then help employees identify opportunities to guide their development. Supervisors should also ensure employees are equipped with the resources needed to effectively pursue goals outlined in their IDPs. For example, supervisors should support employees in managing their workload to allow time to complete development activities. They should also provide employees with on-the-job tasks that allow employees to utilize and exhibit what they have learned during developmental activities. Finally, IDPs can be linked to the airport's performance management system and can be used by supervisors to supplement performance appraisals, though the two should not be combined. Supervisors can then encourage employees to identify criteria required for advancement, focus on accomplishments, and develop in areas for improvement.

Airports seeking to develop IDPs for their employees can find additional information and resources at the following sites:

- U.S. Office of Personnel Management, Individual Development Plan Wiki, <https://www.opm.gov/WIKI/training/Individual-Development-Plans.ashx>
- Insperity, 5 Steps to Creating Employee Development Plans that Truly Work, <https://www.insperity.com/blog/5-steps-to-creating-employee-development-plans-that-truly-work>

Chapter 6: Recommendations for Continuous Airport Workforce Capacity Building



Workforce capacity building reflects the potential of U.S. airports to respond effectively and efficiently to emerging job demands in the face of industry changes and trends. As airports balance new entrepreneurial business models with traditional governance structures, adopt new technologies, and face changes in workforce demographics, it will be critical for the airport workforce to have the ability to adapt to a dynamic work environment and effectively support airport operations.

Chapter Overview

This chapter provides a brief review of the need to implement the workforce capacity building strategies included in the previous chapters of the Guidebook. Additionally, this chapter includes an overview of change management techniques critical to effectively implementing, sustaining, and continuously evaluating any workforce strategies an airport seeks to adopt.

Change management must be embedded within the implementation of each strategy to ensure buy-in from leadership, the board of directors, targeted employees within the airport, and potentially the local community. This buy-in is what moves a strategy concept to a full organizational practice. The sustainability of a practice requires ongoing engagement and participation from the workforce, as well as continuous evaluation and refinement to maintain its effectiveness. Furthermore, continuous evaluation helps identify gaps as new job demands and needs emerge in the industry. Therefore, this chapter includes general recommendations that can and should be applied across all strategies in this Guidebook for successful use of workforce capacity building practices.

Guidebook in Review

The strategies in this Guidebook are intended to address capacity gaps in the airport industry's workforce identified through extensive market analysis, assessment of training and education programs, and input gathered directly from airport industry leaders and stakeholders. Additionally, the strategies in this Guidebook reflect evidence-based workforce practices that have already produced positive workforce changes and increased capacity for some airports as well as for organizations within other industries that face similar challenges with their workforce (e.g., baby boomers retiring). Finally, the strategies in this Guidebook have been vetted with airport industry leaders for relevance and applicability.

Still, it is important to note that there is no “one size fits all” approach to workforce capacity building. As this research demonstrates, airports of varying sizes, locations, and governance



structures often deal with different types of challenges. The strategies and action plans included in this Guidebook are intended to address the most common challenges different airport types across the United States are facing currently and expected to face within the next 5–10 years. As reflected in the *Alternative Approaches* section of each action plan, airports may need to modify the implementation approach they use to effectively apply the strategy under any existing constraints (e.g., budgetary constraints, staffing constraints). Ultimately, it is critical for all airports to focus resources on workforce capacity building, where possible, to maintain effective operations in the rapidly evolving industry.

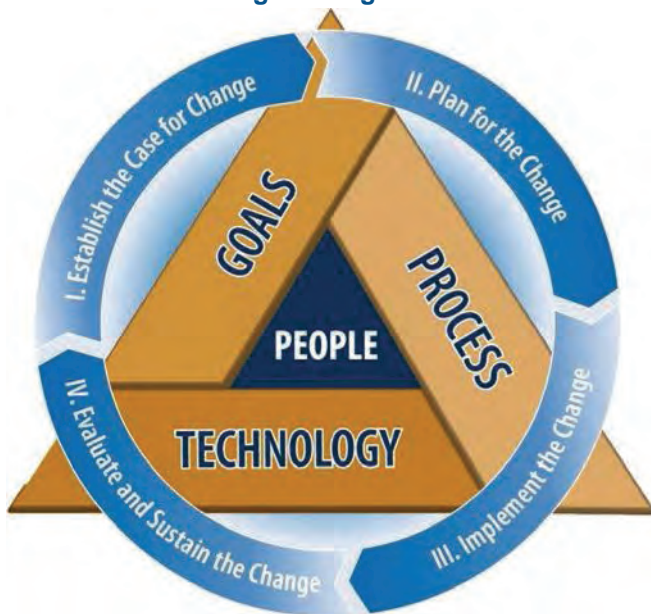
Change Management Framework

As airports implement strategies included in this Guidebook, the airport must consider how receptive and prepared the organization is for the resulting changes. Successful strategy implementation requires generating and sustaining organization-wide buy-in and continued commitment to the initiative(s) that result from the strategy. Airports must effectively manage all aspects of change that come with the strategy. Being prepared for change is often referred to as being in a “state of readiness.”

Airports can achieve this state of readiness by following a change management framework throughout implementation. Change management focuses on stakeholder collaboration and buy-in to create a sustainable and positive change, rather than simply trying to minimize resistance.

The goal of **change management** is to create a sustainable and positive change by focusing on stakeholder collaboration and buy-in early on in development and implementation.

Exhibit 5. Change Management Framework



There are many elements of the airport and its operating environment that must be considered as a part of change management. As displayed in Exhibit 5, the four critical phases of change management require full integration with the existing airport infrastructure and its goals, technology, and systems/processes. It is important that airports consider how existing goals, processes, and technology can be leveraged to facilitate change. It is also important to consider what additional goals, technology, and processes will be needed to support and sustain the practices and what skill sets people may need to utilize those new systems.

Further, the airport needs to consider the current workforce and key stakeholders (“the people”) and their bandwidth for change (e.g., consider the number of recent changes experienced and the impact on employees’ jobs). Change management also requires taking a critical look at the organizational culture to determine whether current beliefs and attitudes may



be obstacles to change and what messaging is needed for different audiences to help facilitate receptivity to the changes. Given that the workforce and stakeholders – the people – are at the core of any change management initiative, it is important to consider what will help engage and motivate those individuals to support strategic changes. Airports should also be sensitive to how changes will be perceived, such as whether employees will feel their jobs are in jeopardy, and airports should make sure employees have the tools and resources necessary to support change. Support can be gained for new initiatives by engaging the airport’s “people” in decision-making surrounding the changes needed.

The following sections provide an overview of each of the four major phases of the change management framework, as depicted in the outside ring of Exhibit 5.

Phase 1: Establish the Case for Change

During Phase 1, champions for adoption of the new strategy and leads for strategy implementation (e.g., HR personnel, executive leaders) should be identified. Champions should be those who are influential across the organization, while leads are the individuals who will guide program development and usage. Both champions and leads help document and spread the word about why a strategy is necessary and how it will help improve airport operations and performance. While it is important to communicate anticipated outcomes to executive leadership, the board of directors, and those who may wield political influence over the airport, it is equally important to tailor communication for employees. Specifically, the following should be communicated to employees:

- Why is the airport implementing this strategy?
- What is the airport changing to facilitate implementation of this strategy?
- How will the strategy and proposed changes directly impact me as an employee? (e.g., How will the daily tasks of my job be affected? What new skills will I need to develop in response to these new requirements?)
- What benefits will this strategy afford me as an employee?
- What challenges are anticipated and how will they be addressed?

Individuals should then have the opportunity to provide feedback and voice concerns or ask questions regarding the proposed strategy and implementation through forums, team meetings, surveys, focus groups, or similar methods. The following example demonstrates how an airport would want to communicate about the implementation of a new career pathways strategy, particularly to leadership and employees whose jobs will be featured within the eventual pathways.



Example: Making the Case for Career Pathways

For Executives: Career pathways help employees perceive opportunity at the airport, which has been shown by research to increase retention. Retention helps maintain continuity in airport operations as employees advance through the organization increasing their airport-specific business and operations acumen.

For Employees: Career pathways demonstrate the potential opportunities available to you at the airport, whether you want to advance in a managerial role or technical role. The pathways also specify the knowledge, skills, abilities, training, education, and other developmental opportunities that will be beneficial for you to complete to advance in your career. Leadership will be interested in hearing your perspectives on what experiences and developmental opportunities have been valuable in helping you prepare for advancement so those elements can be emphasized in the pathways and ultimately shared with others.

Phase 2: Plan for the Change

This second phase in the change management framework involves developing a plan for managing, implementing, evaluating, and sustaining changes associated with the strategy. While the action plans included in this Guidebook provide information regarding resources, obtaining buy-in, implementation steps, measures for evaluation, and more, airports will need to integrate this information into a specific plan to implement the change at their airport. For example, the action plan for a specific strategy can be augmented with an evaluation plan that outlines specific measures of success, data sources, data collection methods, and data analyses the airport plans to use.

As part of this phase, it is also beneficial to develop a strategic communications plan that documents how to disseminate information about the changes occurring and promote the plan for change to each of the appropriate audiences and stakeholders. Specifically, a communication plan should identify the following:

- Key individuals and stakeholders affected by the changes
- Specific content based on audience type (both internal and external to the airport, such as employees or community organizations)
- Medium for communications to each audience (e.g., newsletter; memorandum; email)
- Scheduling and frequency of communication for each audience
- Intended purpose and outcome of the communication
- Communication lead(s) who will initiate correspondence

Developing a plan can also help airports identify where there are risks or gaps in resources or support that may impede effective implementation. Identifying these gaps in the planning phase allows for the flexibility to determine an alternative course of action or identify how to mitigate risks beforehand. The plan can then serve as a blueprint against which to assess progress as implementation begins.

Phase 3: Implement the Change

In this phase, the airport engages in full implementation of the strategy and manages associated changes. However, prior to implementation, it is best to pilot the strategy with a subset of the



organization. For example, if the airport is implementing a formal mentoring program, it may choose to pilot the program with one department to assess its potential and resolve unforeseen challenges before expending resources on an airport-wide implementation. A successful pilot also helps gain greater support and buy-in from across the organization. For example, employees in the airport's IT department may hear positive information regarding the pilot mentoring program in the Operations department, leading to greater enthusiasm, engagement, and participation in the eventual airport-wide program.

For any large initiative that will widely impact the airport, it is critical for senior and executive leaders to be involved during implementation. Although they may not be involved in the day-to-day activities, it is important that top management actively promotes and disseminates information regarding the strategy. This support, coupled with execution of the communication plan developed in the previous phase, can further generate enthusiasm and commitment for the strategy across the airport.

It is possible that unanticipated barriers may arise during implementation. In the event this occurs, implementation leads should revisit the plan and make amendments and improvements as appropriate.

Phase 4: Evaluate and Sustain the Change

This final phase of the change management framework deals with sustainability. Implementing strategies from this Guidebook is only the first step in creating a positive and effective change that has deep and lasting impacts on the airport, its workforce, and the broader industry. Sustainability ensures that those involved in the practice remain interested and engaged in the changes taking effect. This continuous momentum in turn helps maintain and sustain the practice.

As with the other phases in the change management framework, communication is an essential piece of sustainability. In this phase, it is necessary to clearly demonstrate and communicate positive outcomes and results of the practice to maintain support. For example, consider an airport that has implemented an internal leadership academy to support succession planning for senior leader positions. Airport executives and the board of directors may want to see the return on investment this has had, such as a decrease in external recruiting costs for senior leader positions or increased retention for mid-level employees in the academy. Demonstrating these types of results requires measuring, assessing, and evaluating the practices. The data can then be used to continue promoting and improving the practice.



Evaluating Success

Together, a focus on sustainability and evaluation reveals what is working well, where there are gaps, and what needs to be improved or refined. There are a variety of methods and formats that can be used to conduct the evaluation depending on the measures of success identified and types of data collected. For example, the airport may be able to collect data on retention and turnover rates before and after implementation of career pathways. As another example, the airport may be able to collect and analyze human resource data regarding the reaction of applicants to recruitment initiatives prior and then again months after implementing an employer branding strategy. This data can then be used to demonstrate the success and effectiveness of the practice to executives and political leaders who may wield influence over the funding and resources necessary to maintain it. Particularly, these stakeholders may want to see the return on investment, impact on the bottom line, impact on airport performance, or other organization-level outcomes.

Data Collection Methods
<ul style="list-style-type: none"> • HR system/database • Performance management system • Learning management system • Surveys • Focus groups • Interviews • Forums

Data can also be collected in the form of feedback directly from employees and stakeholders through surveys, interviews, and focus groups. Once gathered and analyzed, the data can then be used to improve workforce practices to meet emerging needs. Additionally, positive feedback can be used in communication materials to increase and/or maintain participation and interest across the airport.

Metric Scorecards. One of the challenges airports face in evaluating the impact and value of implementing workforce development strategies is knowing what to measure and understanding what “good” looks like. To assist airports with evaluating and comparing the effectiveness of various workforce strategies in each of the challenge areas, three metric scorecards have been developed (one per challenge area). Each scorecard consists of five metrics aligned with the corresponding challenge area as well as five global metrics that can be utilized and compared across all three challenge areas. Details on how to use and adapt the scorecards to a specific airport are provided below, along with definitions of both the global and specific metrics for each scorecard. The metric scorecards themselves begin on page 6-11.

How to Use the Metric Scorecards

The metric scorecards presented on subsequent pages can be used to evaluate existing workforce programs or strategies that are under consideration for implementation. The purpose of these scorecards is not to compare one organization to another or to formally evaluate the airport. Rather, these scorecards can be used internally to compare various practices to determine the most effective way to utilize resources. Further, while some of the metrics require data collection from airport employees, the scorecards are not designed to be used as a performance evaluation for any individual employee. Instead, by aggregating data across employees and across metrics, the airport can evaluate or estimate the impact of particular initiatives.



The 10 metrics (five specific and five global) provided in each scorecard should be used together to evaluate a single workforce strategy so that the total score on the scorecard provides an overall rating for a single strategy. A new scorecard can be completed for a second strategy if comparison is desired. To perform this evaluation, ratings for each metric should be selected based on the anchors provided in the scorecard (four anchors per metric). These anchors provide descriptions that characterize varying levels of performance on the metric – from low to high – to help rate the level of effectiveness. After rating a strategy on each metric, the airport can total all the ratings to assess the overall impact of the strategy or compare across multiple strategies.

To further explain how to use the metric scorecards, consider the example metric in the table below.

Example of Metric and Anchors				
Metrics	Rating Scales			
	0–25	26–50	51–75	76–100
1. Percent of trainees satisfied with training	Less than 50% satisfied	50% to 75% satisfied	75% to 90% satisfied	Greater than 90% satisfied

Using this example, if post-training surveys for this specific training and development program show that 77% of trainees are satisfied with the training program, this program may be given a rating of 52 based on the anchors in the above table. If post-training surveys for another program show that 85% of trainees are satisfied with the program, this second program may be given a rating of 65. The choice in the absolute score given on each metric is not as important as consistency in scoring methods. For example, if an airport leader gave the second program described above a 67 instead of a 65, this would be acceptable as long the same logic used to generate that score is applied when comparing another training program of interest along the same metric.

Once ratings are assigned for each of the metrics contained in a scorecard, a total score should be computed by summing each of the individual metric ratings. This number can help provide an overall assessment of the past or projected effectiveness of a strategy that can then be compared internally to other strategies. When using these metrics to evaluate a workforce strategy, performance on one metric should not be the sole determinant of whether a strategy is effective. While the metrics were selected to align as much as possible with each challenge area, there could be a range of factors that impact the performance on that metric beyond the impact of the strategy. Therefore, performance on multiple metrics should be considered when evaluating workforce practices, and individual ratings should not be used as the sole source for evaluating the success of the strategy.

Adjusting or Creating Metric Scorecard Anchors

While the anchors included in the scorecards were developed to be applicable to a wide range of airports, individual airports may find that the anchors do not meet their specific needs or apply to their environment. In this case, the anchors can be adjusted slightly so that they are more applicable to the airport utilizing the scorecards. An example of how the anchors can be adjusted is presented below.



Example of Metric and <u>Original</u> Anchors				
Metrics	Rating Scales			
	0–25	26–50	51–75	76–100
1. Time to fill position	Over 4 months	Greater than 2 up to 4 months	Greater than 1 up to 2 months	Less than 1 month

When trying to evaluate the impact of two potential recruitment programs using this metric and its associated anchors, an airport may find that all of their operations are already filled in less than two months. In this case, they may want to adjust the anchors to better differentiate between various recruitment programs that target operations personnel. When revising any of the anchors, it is important to make sure that the revised anchors follow these guidelines:

- The anchors should form a continuous scale (i.e., there is not a break between categories so all possible values are covered);
- Each anchor should be mutually exclusive (i.e., there should be no overlap in scale points); and
- The same anchors should be used when evaluating programs for comparison with one another.

Using these guidelines, the anchors could be revised as shown in the following table to better meet the needs of the airport described.

Example of Metric and <u>Revised</u> Anchors				
Metrics	Rating Scales			
	0–25	26–50	51–75	76–100
1. Time to fill position	Over 2 months	Greater than 1 up to 2 months	Greater than 2 weeks up to 1 month	Less than 2 weeks

Metric Definitions

This section provides the definition for each of the metrics included in the scorecards. The definitions of the global metrics, which apply to all three challenge areas, are provided first, followed by the definitions of metrics for the scorecards related to each challenge area. Some of the definitions include parameters that can help apply the metrics consistently. However, if airports are unable to measure the metrics in the suggested way due to limitations in their own data collection capabilities, they should redefine the metrics as needed. As long as they are applied consistently across strategies and the anchors are appropriate, the exercise should remain valid.

Global Metrics

- **Stakeholder buy-in:** The support available for a specific strategy from important internal or external stakeholders (e.g., management, employees, unions, board members). This metric considers the amount of understanding that stakeholders have of a practice and their willingness to sponsor or promote the implementation of that practice.
- **Time to implement:** The amount of time required to fully put a new practice into action. This metric includes time for developing and pilot testing the practice, plus the time that is necessary to launch the practice.



- **Cost to implement:** The cost of developing and implementing a practice compared to the planned or pre-determined budget. If no defined budget has been set, a rough order of magnitude budget should be developed to use as a standard of comparison.
- **Time to achieve ROI:** The amount of time necessary to realize the desired outcomes *after* a practice has been fully implemented. This metric can be used to compare practices to determine which are anticipated to have the greatest impact in the least amount of time. Note that the metric does not compare the true financial return on investment (ROI), as this may be difficult to calculate or estimate, but airports are welcome to use such a metric and develop corresponding anchors.
- **Sustainability:** The ability to maintain a program over time at its intended level after the initial implementation. Specifically, sustainability refers to the level of maintenance required to keep a program up-to-date in the face of evolving technology, new workplace procedures and policies, or other factors that might affect the applicability of the program.

Attracting New Talent Metrics

- **Time to fill position:** The average time required to recruit and hire applicants to fill open positions. A consistent time period should be used when comparing two practices along the same metric. The amount of time to fill a position is quantified as the number of days between the time when approval to hire for that position is granted (prior to any marketing of the open position) until the formal acceptance of a job offer by a candidate.
- **New hire turnover within the first year:** This metric indicates the proportion of new hires who leave the airport (either voluntarily or involuntarily) during their first year of employment. This metric can also be applied to a specific category of airport occupations, which may require revisions to the anchors.
- **Percentage of offers accepted:** The percentage of job offers accepted out of the number of job offers that were extended. A low percentage of offers accepted would indicate that many of the individuals to whom job offers were given did not choose to accept employment with the airport, whereas a high percentage of offers accepted would indicate that many of the individuals who received job offers accepted them.
- **New hire performance ratings:** Assessment of the extent to which newly hired employees are meeting the airport's performance standards and expectations. In order to standardize the metric across positions, the anchors pertain to how new hires compare to the current workforce.
- **Total recruiting costs:** A summation of all recruiting costs [e.g., advertising, placement fees, employee referrals, travel and lodging, relocation, reference checking, or any other recruitment/hiring costs (Employer's Association, 2010)] in relation to the current or projected budget for such costs. If all of these costs are not currently tracked, the airport could include as many of the costs as it can reliably capture.

Building Internal Staff Capacity Metrics

- **Pre/post knowledge/skill gain:** Measurement of the knowledge or skills acquired during a training or development program. Specifically, this metric assesses whether participation in a program helped trainees gain knowledge and skills that were the focus



of the program. For this metric, both pre- and post-tests are used so that any learning can be attributed to the training or development program that trainees complete.

- **Pre/post employee performance ratings:** Review of improvement in on-the-job performance of employees who have participated in a training or development program. This metric is used to determine whether the training program has the intended effect on the actual job performance of employees.
- **Percentage of employees able to participate:** The proportion of the workforce that is able and invited to participate in a program. Although some programs may not be appropriate for all employees (e.g., leadership development programs), in general, a program that is able to reach more of the workforce should have a broader impact.
- **Percentage of participants satisfied with experience:** The proportion of those who have participated in the program who report being satisfied with the experience. This can often be assessed through a survey with a 5-point scale on which the top two response options (typically “satisfied” and “very satisfied”) are considered positive responses.
- **Turnover following participation:** The percentage difference between the proportion of participants who leave the organization during the year and the proportion of non-participants who leave during the year. If participants are leaving at a lower rate, this could indicate that the program had a positive impact on their performance and/or desire to remain with the organization.

Planning for Future Workforce Needs Metrics

- **Employee voluntary turnover rate:** The proportion of the workforce that leaves the organization in a given year. Organizations with high levels of turnover are at greater risk of future workforce gaps, and some strategies in this area can help to increase employee commitment to the organization.
- **Percentage of employees who participate in employee development activities:** The proportion of the workforce who participate in employee development activities designed to better prepare them for advancement or anticipated workforce needs. This would generally not include training activities that are related to routine job performance.
- **Percentage of management positions with at least one qualified internal replacement:** The proportion of management and/or leadership positions for which the airport has identified (or can identify) at least one direct replacement from their current workforce if that manager were to leave the organization. This metric helps to demonstrate effective workforce and succession planning.
- **Employee organizational commitment:** A measure of employee self-reported intentions to remain with the organization. This demonstrates employee commitment to the organization and could help to minimize risks of a high number of vacancies occurring in the near future.
- **Percentage of vacancies open longer than 1 month:** The number of job vacancies occurring in the year that remain open for at least 1 month divided by the total number of vacancies in that year. Airports with more effective workforce planning strategies tend to have fewer long-term vacancies as they will have planned strategically, been less surprised by staffing needs, and taken action in advance of expected vacancies.

The following pages contain the scorecards for each of the three challenge areas.

Attracting New Talent Strategy Scorecard						
Title of Practice: <i>(Enter here)</i>						
Metrics	Attracting New Talent Rating Scales (Based on experience or projections)				Score	
	0–25	26–50	51–75	76–100		
1. Time to fill position	• Over 8 months	• Greater than 5 up to 8 months	• 2 up to 5 months	• Less than 2 months		
2. New hire turnover within the first year	• More than 40% of new hires turnover	• Over 20% up to 40% of new hires turnover	• 10% to 20% of new hires turnover	• Less than 10% of new hires turnover		
3. Percentage of offers accepted	• Less than 40% of offers accepted	• More than 40% up to 60% of offers accepted	• More than 60% up to 80% of offers accepted	• More than 80% of offers accepted		
4. New hire performance rating	• Bottom 25% of employees	• Slightly lower than average employees	• Slightly higher than average employees	• Top 25% of employees		
5. Total recruiting costs	• More than budget target	• Right at budget target	• Slightly under budget target	• Significantly under budget target		
Attracting New Talent Sub-score:						
Metrics	Global Rating Scales (Based on experience or projections)				Score	
	0–25	26–50	51–75	76–100		
6. Stakeholder buy-in	• Stakeholders unaware of program	• Stakeholders know of program but have a lot of questions	• Stakeholders understand program and have few questions	• Stakeholders already onboard		
7. Time to implement	• Over 1 year	• Over 6 months up to 1 year	• 3 up to 6 months	• Less than 3 months		
8. Cost to implement	• More than budget target	• Right at budget target	• Slightly under budget target	• Significantly under budget target		
9. Time to achieve ROI	• 3 years or more	• Over 1 year up to 3 years	• 6 months up to 1 year	• Less than 6 months		
10. Sustainability	• One-time program	• Program must be continually updated to remain current	• Program can be updated annually and reused	• Program can be continually used with minimal maintenance		
Global Ratings Sub-score:						
Total Score:						
Likelihood of Success Total Metrics Score	Success Very Unlikely 0–250	Success Unlikely 251–500	Success Likely 501–750	Success Very Likely 751–1000		

Building Internal Staff Capacity Strategy Scorecard					
Title of Practice:	<i>(Enter here)</i>				
Metrics	Building Internal Staff Capacity Rating Scales (Based on experience or projections)				Score
	0–25	26–50	51–75	76–100	
1. Pre/post knowledge/skill gain	<ul style="list-style-type: none"> Testing indicates less than 60% post-training effectiveness 	<ul style="list-style-type: none"> Testing indicates 60% up to 80% post-training effectiveness 	<ul style="list-style-type: none"> Testing indicates greater than 80% up to 90% post-training effectiveness 	<ul style="list-style-type: none"> Testing indicates 90% or greater post-training effectiveness 	
2. Pre/post employee performance ratings	<ul style="list-style-type: none"> Performance decreases post-training 	<ul style="list-style-type: none"> Performance remains the same post-training 	<ul style="list-style-type: none"> Performance improved somewhat post-training 	<ul style="list-style-type: none"> Performance is greatly improved post-training 	
3. Percentage of employees able to participate	<ul style="list-style-type: none"> Less than 50% able to participate 	<ul style="list-style-type: none"> 50% up to 75% able to participate 	<ul style="list-style-type: none"> Greater than 75% up to 90% able to participate 	<ul style="list-style-type: none"> Greater than 90% able to participate 	
4. Percentage of participants satisfied with experience	<ul style="list-style-type: none"> Less than 50% satisfied 	<ul style="list-style-type: none"> 50% up to 75% satisfied 	<ul style="list-style-type: none"> Greater than 75% up to 90% satisfied 	<ul style="list-style-type: none"> Greater than 90% satisfied 	
5. Turnover following participation	<ul style="list-style-type: none"> Participants have a higher turnover rate 	<ul style="list-style-type: none"> Participants have the same or less than a 5% lower turnover rate 	<ul style="list-style-type: none"> Participants have a 5% to 10% lower turnover rate 	<ul style="list-style-type: none"> Participants have more than a 10% lower turnover rate 	
Building Internal Staff Capacity Sub-score:					
Metrics	Global Rating Scales (Based on experience or projections)				Score
	0–25	26–50	51–75	76–100	
6. Stakeholder buy-in	<ul style="list-style-type: none"> Stakeholders unaware of program 	<ul style="list-style-type: none"> Stakeholders know of program but have a lot of questions 	<ul style="list-style-type: none"> Stakeholders understand program and have few questions 	<ul style="list-style-type: none"> Stakeholders already onboard 	
7. Time to implement	<ul style="list-style-type: none"> Over 1 year 	<ul style="list-style-type: none"> Over 6 months up to 1 year 	<ul style="list-style-type: none"> 3 up to 6 months 	<ul style="list-style-type: none"> Less than 3 months 	
8. Cost to implement	<ul style="list-style-type: none"> More than budget target 	<ul style="list-style-type: none"> Right at budget target 	<ul style="list-style-type: none"> Slightly under budget target 	<ul style="list-style-type: none"> Significantly under budget target 	
9. Time to reach ROI/full potential	<ul style="list-style-type: none"> Over 3 years 	<ul style="list-style-type: none"> Over 1 year up to 3 years 	<ul style="list-style-type: none"> 6 months up to 1 year 	<ul style="list-style-type: none"> Less than 6 months 	
10. Sustainability	<ul style="list-style-type: none"> One-time program 	<ul style="list-style-type: none"> Program must be continually updated to remain current 	<ul style="list-style-type: none"> Program can be updated annually and reused 	<ul style="list-style-type: none"> Program can be continually used with minimal maintenance 	
Global Ratings Sub-score:					
Total Score:					
Likelihood of Success Total Metrics Score	Success Very Unlikely 0–250	Success Unlikely 251–500	Success Likely 501–750	Success Very Likely 751–1000	

Planning for Future Workforce Needs Strategy Scorecard

Planning for Future Workforce Needs Strategy Scorecard					
Title of Practice:	<i>(Enter here)</i>				
Metrics	Planning for Future Workforce Needs Rating Scales (Based on experience or projections)				Score
	0–25	26–50	51–75	76–100	
1. Employee voluntary turnover rate	• Greater than 10% turnover	• Greater than 5% up to 10% turnover	• Greater than 2% up to 5% turnover	• Less than 2% turnover	
2. Percentage of employees who participate in employee development activities	• 20% or less of employees; system does not have opportunities	• Greater than 20% up to 40% of employees	• Greater than 40% up to 60% of employees	• Over 60% of employees	
3. Percentage of management positions with qualified internal replacement available	• 25% or less of management positions	• Over 25% up to 50% of management positions	• Over 50% up to 75% of management positions	• Over 75% of management positions	
4. Employee organizational commitment	• Less than 25% intend to remain for 5 years or more	• 25% up to 50% intend to remain for 5 years or more	• 50% up to 75% intend to remain for 5 years or more	• Greater than 75% intend to remain for 5 years or more	
5. Percentage of vacancies open longer than 1 month	• Over 75% of vacancies	• Over 50% up to 75% of vacancies	• 25% up to 50% of vacancies	• Less than 25% of vacancies	
Planning for Future Workforce Needs Sub-score:					
Metrics	Global Rating Scales (Based on experience or projections)				Score
	0–25	26–50	51–75	76–100	
6. Stakeholder buy-in	• Stakeholders unaware of program	• Stakeholders know of program but have a lot of questions	• Stakeholders understand program and have few questions	• Stakeholders already onboard	
7. Time to implement	• Over 1 year	• Over 6 months up to 1 year	• 3 up to 6 months	• Less than 3 months	
8. Cost to implement	• More than budget target	• Right at budget target	• Slightly under budget target	• Significantly under budget target	
9. Time to reach ROI/full potential	• Over 3 years	• Over 1 year up to 3 years	• 6 months up to 1 year	• Less than 6 months	
10. Sustainability	• One-time program	• Program must be continually updated to remain current	• Program can be updated annually and reused	• Program can be continually used with minimal maintenance	
Global Ratings Sub-score:					
Total Score:					
Likelihood of Success Total Metrics Score	Success Very Unlikely 0–250	Success Unlikely 251–500	Success Likely 501–750	Success Very Likely 751–1000	



Final Thoughts

In closing, the strategies provided in this Guidebook all include valuable practices that can be used in conjunction with one another or on their own. When paired with effective change management techniques, these strategies will help airports create a robust approach to workforce capacity building and planning versus needing to scramble to find employees with in-demand skill sets. Further, by investing in their current and future workforce, airports will communicate value to their workforce, which in turn drives employee engagement and subsequently productivity and retention – critical factors in such a fast-paced, customer-centric industry.

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Appendix: Acronyms, Abbreviations, and Initialisms

ACE	Airport Career Experience
ADDIE	Analysis, Design, Development, Implementation, Evaluation
ASOS	Airport Safety and Operations Specialists
ATD	Association for Talent Development
BLS	Bureau of Labor Statistics
CAE	Columbia Metropolitan Airport
CCL	Center for Creative Leadership
CEO	Chief executive officer
CLASP	Center for Law and Social Policy
CoP	Community of practice
CPE	Continuing professional education
CUTR	Center for Urban Transportation Research
DFW	Dallas-Fort Worth International Airport
DOL	U.S. Department of Labor
DOT	Department of transportation
EVP	Employee value proposition
GE	General Electric
GED	General Education Development
GIS	Geographic information system
HIPO	High potential
HR	Human resources
ICAO	International Civil Aviation Organization
IDP	Individual development plan
IT	Information technology
KSA	Knowledge, skill, and ability
KSU	Kansas State University
LAX	Los Angeles International Airport
MCO	Mission-critical occupation
NACE	National Association of Colleges and Employers

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OD	Organizational Development
OPM	Office of Personnel Management (United States)
Ops	Operations
POC	Point of contact
RJP	Realistic job preview
ROI	Return on Investment
SAN	San Diego International Airport
SHRM	Society for Human Resource Management
SLN	Salina Regional Airport
SMART	Specific, measurable, attainable, results-oriented, time-bound
SMS	Safety management system
STEM	Science, technology, engineering, math
SVP	Senior vice president
SWOT	Strengths, Weaknesses, Opportunities, Threats
T&E	Training and education
UPS	United Parcel Service
USPTO	United States Patent and Trademark Office
VNY	Van Nuys Airport
VP	Vice president

Abbreviations and acronyms used without definitions in TRB publications:

A4A	Airlines for America
AAAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAST	Fixing America's Surface Transportation Act (2015)
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TDC	Transit Development Corporation
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation

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