

ACI-NA Human Resources Committee Participation Plan

1) Committee Name

- a) ACI-NA Human Resources Committee.

2) Definition

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

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

ACI-NA Human Resources Committee Vision Statement:

An aviation community in which strategic HR leadership advances talent succession and promotes social equity.

ACI-NA Human Resources Committee Mission Statement

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

ACI-NA Human Resources Committee Objectives:

- a) Develop and share best-practice strategies, tactics and tools that foster HR excellence and address business needs among fellow Airport HR professionals;
- b) Identify and communicate Airport industry HR benchmarks to support efficient and effective use of airport resources;
- c) Initiate and complete an annual work plan of projects that will benefit the airport industry as it relates to Human Resources and airport business matters;
- d) Recognize excellence in HR leadership and management throughout North America and around the world;
- e) Provide the ACI-NA Board and other ACI-NA committees with strategic input on key HR legislative and/or policy matters, and to coordinate selected initiatives as needed; and
- f) Foster a professional development culture by developing and delivering, in coordination with ACI-NA staff, the Business of Airports Conference HR Track each year.

ACI-NA Human Resources Committee Values

- a) Engagement: Commits to getting the work done by volunteering for workgroup activities and other annual initiatives; contributes to meetings and activities.
- b) Results: Focuses on outcomes and impact; delivers on and is accountable for commitments.

- c) Diversity: Exhibits behaviors that are inclusive; supports different backgrounds, experiences, and perspectives within a team and uses these unique traits to overcome challenges and achieve business goals.
- d) Teamwork: uses individual skills and provides constructive feedback, despite any personal conflicts between individuals, to collaborate and advance the work of the group.
- e) Innovation: explores new and creative ideas and concepts to improve business processes and services in a manner that delivers additional value to our customers.

ACI-NA Human Resources Committee Norms

The following behavioral norms are expect of all members:

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

7) **Steering Group**

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

- a) 6 Officers;
- b) 1 Immediate Past Chairman;
- c) 10-14 Airport Representatives:
 - i) Should include chairs of all Working Groups;
 - ii) Strive to have representation from all airport membership classes (A, B, C, D);
 - iii) Only one representative from each airport;
 - iv) Have a minimum of 2 Canadian airport representatives; and

- v) Have up to 2 Associate Member representatives.
- d) Ex-officio representatives (non-voting; not part of 22) for up to 3 years, and continuing at the approval of leadership.

8) **Steering Group Terms**

- a) Steering Group members may serve a term of up to 4 consecutive 1-year terms, after which, the member can serve as Ex-officio on the Steering Group for a one-year period upon the approval of the Steering Group, subject to the following exceptions:
 - i) Time served as an Officer is not included as part of the 4 1-year terms;
 - ii) Associate members can only serve up to 2 consecutive 1-year terms with the voting right. They can continue serving as Ex-officio on the Steering Group upon the approval of the Steering Group.
 - iii) Steering Group members should have staggered terms so that approximately 25% of the membership rolls over (is up for nomination) each year.
- b) If a Steering Group vacancy arises during the year, the position shall remain vacant until the next election period.
- c) The Steering Group shall meet a minimum of two times per year in addition to the full Committee Meetings at the Business of Airports and Annual Conference.
- d) If any Steering Group member engages in conduct or practices inconsistent with the goals and objectives of the committee, and/or with the overall policies and procedures of ACI-NA, ACI-NA reserves the right, either in consultation with the Steering Group officers or independently, to remove or suspend that member's participation in the Steering Group, any associated Working Group, and designated Steering Group/Working Group only meeting.

9) **Officers**

- a. **Chair** – One year term or two year term; should have a minimum of three years on the Steering Group, and must be an airport employee.
- b. **Vice-Chair** – One year term or two year term; should have a minimum of two years on the Steering Group and must be an airport employee. The Vice-Chair normally becomes the Chair in the following year. If this seat is open, leadership will make a recommendation to fill the vacancy subject to an affirmative vote of the majority of Steering Group members.
- c. **Sustainability Chair** - One year term or two year term; should have a minimum of one year on the Steering Group and must be an airport employee. The Sustainability Chair must be able to meet the commitments of both the HR Steering Committee and the Sustainability Integration & Advisory Council; and must be elected by an affirmative vote of the majority of Steering Group members during their August/September call just prior to the annual.
- d. **Canadian Airport Member Representative** –One year term or two year term; should have a minimum of one year on the Steering Group and must be elected during the August/September Steering Group call just prior to the annual by an affirmative vote.

- e. **Associate Member Representative** – One year term; should have a minimum of one year on the Human Resources Committee and must be elected during the August/September Steering Group call just prior to the annual by an affirmative vote.
- f. **Board Liaison Representative** – Appointed by the ACI-NA Chair of North American Board each year.
- g. **Commissioner's Liaison**– A member of the Commissioner's Committee may be nominated by that Commissioner's Committee to serve as a liaison between the Human Resources Committee and the Commissioner's Committee.
- h. **Immediate Past Chair** – One or two year term; served as Chair immediately preceding the current Chair and is Chair of the Nominating Committee.

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

- a. By August 15 of each year, an ad-hoc Nomination Committee, chaired by the Past Human Resources Committee Chair, shall request ACI-NA to circulate a request for nominations for the open Steering Group and Officer positions to committee members.
- b. The Nomination Committee shall be chaired by the Immediate Past Chair of the Human Resources Committee and shall include the Human Resources Committee Chair, Canadian Airport Member Representative, Associate Member Representative, and 1 other Airport Steering Group Members. Any Human Resources Committee member may self-nominate for any open position(s) on the Steering Group or for consideration to be an Officer or Associate Member Representative subject to the leadership requirements mentioned above.
- c. The Nomination Committee shall review the candidates and make recommendations to the Steering Group for vote on their September/October Call that coincide with the ACI-NA Annual Conference. If more nominations are received than there are positions available, then the Nomination Committee shall make recommendations based on the person's experience, size of airport, type of business, diversity, etc.
- d. The nominees for each Officer and Associate Member Representative shall be made by motion through a voice vote. The nominees for new Steering Group members shall then be voted collectively through a second voice vote.
- e. Terms shall run from January 1 through December 31 each year.
- f. If the Chair resigns during the year, then the Vice Chair will assume the Chair position for the remainder of that term, and may serve in this position for an additional year.
- g. If the Vice Chair resigns during the year, then a special election may be held for that position. The Nomination Committee shall handle this process

as discussed above. The vote may be handled through email or conference call.

11) Human Resources Working Groups:

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