

Pillar 4: Cultivating Staff Development

A. Training Programs

The Authority will develop and/or revise existing training programs to include professional certifications such as accredited airport executive, certified manager, and other airport professional certifications common in airport environments that support employee advancement and recognition. The certifications will be focused on supporting the employees to pursue certifications that will improve their skills and enhance their background for advancement within the Authority.

Tasks:

- Designate certifications that will be important for staff development at each level of the organization.
- Develop a plan for each impacted employee to obtain required and beneficial certifications.
- Monitor and encourage continuing education that supports professional responsibilities.
- Create an environment that supports promotion and advancement if the proper level of experience and/or certification is received.

Measurement Criteria:

- Inventory of current staff and certifications.
- Survey of staff for desired certifications.
- Develop a budget to support training to the greatest degree possible.

Target Timeline:

- Assess current training levels and desired training programs that could be made available in FY27 and implemented the first phase of training in FY28.

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B. Conference Attendance

Senior management and other select employees may be assigned to attend annual conferences, promoting participation and education on industry topics, and peer networking opportunities.

Tasks:

- Encourage networking opportunities.
- Support professional development.
- Implement post event recap sharing by attendees.

Measurement Criteria:

- Development of a conference plan by position that meets educational requirements for the selected attendee.
- Adequate budget is dedicated.
- Information learned is applied to work experience.

Target Timeline:

- FY27 implementation.

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C. Compensation Benchmarking

Salary studies for selected categories will be conducted to ensure competitive salary ranges, benefit packages, and support employee retention efforts. The categories will be rotated each year so that over a three-year period, all categories are updated. A subsequent policy would be created to place new employees in the salary range and for advancement of existing employees based on established quantifiable criteria.

Tasks:

- Increase employee retention.
- Ensure competitiveness.
- Support recruiting efforts.

Measurement Criteria:

- Consistency of placement in the range for peers in the same category.
- Turnover rate by category.
- Recruitment of new employees' success rate.

Target Timeline:

- FY27 implementation.

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D. Succession Planning

We will want to ensure that its non-senior management staff has an identified pathway for the potential to pursue advancement opportunities when the employee has achieved a certain level of expertise and experience. To accomplish that and to provide incentives for junior staff to grow, senior staff needs to develop a defined plan with minimum qualification requirements to provide for replacement of senior staff and/or to have qualified internal candidates when additional resources are required. While every position or employee may not be promotable, communication of the merits required to promote should be clearly communicated.

Tasks:

- Implement annual goal setting and qualification assessment for each employee.
- Execute semi-annual evaluations with recommendations on expected areas of focus to qualify for advancement.
- Identify and communicate needs that must be addressed for advancement consideration.
- Stress a merit-based environment.
- Develop a management information retention system that is updated regularly.

Measurement Criteria:

- Succession plan identified and requirements outlined to have junior staff proceeded toward promotional opportunities.
- Clear understanding by employees as to the Authority's merit-based promotion environment rather than time in service.
- Program for retaining organizational information prior to departure of key staff with institutional knowledge.

Target Timeline:

- FY27 implementation