Report to the Human Resources Committee

Strategic Workforce Planning and Development Update

January 2016
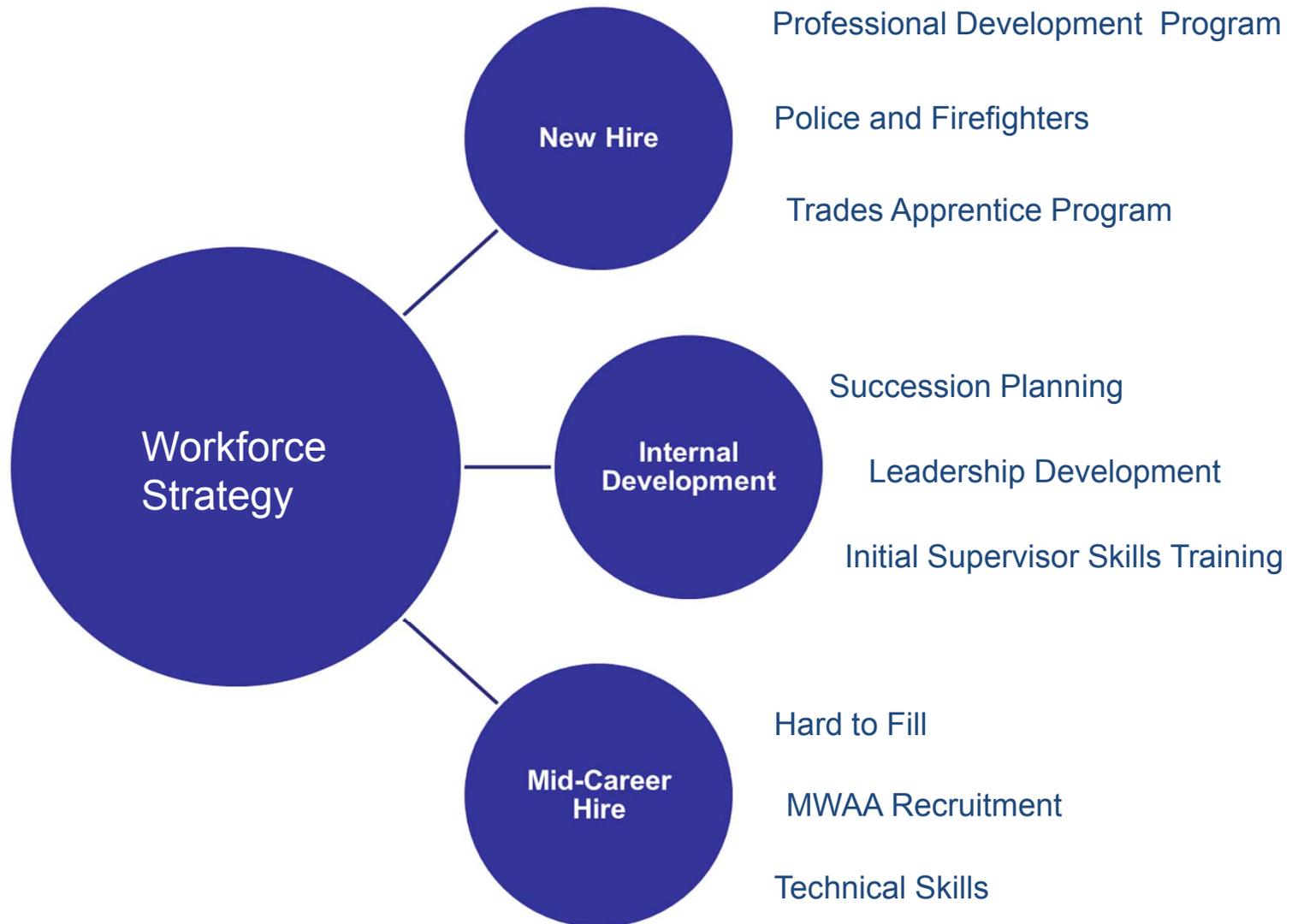
METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

Purpose

To provide an update to the Human Resources Committee on the Airports Authority's Strategic Workforce Planning and Development strategy.

Separation and Retirement Trends

- 7.5% Turnover rate in 2015

- 20% growth in retirements over the last five years

- 50% anticipated increase in retirements over the next five years

Workforce Strategy

New Hire
- Professional Development Program
- Police and Firefighters
- Trades Apprentice Program

Internal Development
- Succession Planning
- Leadership Development
- Initial Supervisor Skills Training

Mid-Career Hire
- Hard to Fill
- MWAA Recruitment
- Technical Skills

Professional Development Program

- Hired 8 entry level professional staff – IT (1), Procurement (2), Finance (2), Airport Management (3)

- Advertised positions on University sponsored e-recruitment systems

- Participated in University Career Fairs and career talks

- Held first University Day to develop network of college and university career services personnel

Public Safety

Police

- 2 Northern Virginia Criminal Justice Academy classes
  - 17 recruits graduated in December 2015
  - 20 recruits for second class to start February 2016

Fire

- Began Entry-Level Firefighters' Program
  - 3 candidates hired for training
  - 12 additional training candidates in process

- Established training partnership with Prince George's County Fire Department

Trades Apprentice Employment Program

- Hired 6 apprentices (4 at DCA, 2 at IAD)
  - 2 Electricians (1 each at DCA and IAD)
  - 1 Heavy Equipment Mechanic (DCA)
  - 3 HVAC (2 at DCA, 1 at IAD)

- October kick-off of structured on-the-job training and technical classroom instruction

- Continued outreach to technical and trades schools
  - job fairs
  - site visits
  - equipment demonstrations
  - job shadowing

Succession Planning

- Nomination/Screening process identified 66 candidates

- **Three Talent Pools:**

    – "Ready Now" – 15 candidates
        - Deputy Vice President and Vice President

    – "Ready with Development" – 32 candidates
        - Senior Managers

    – "Leadership Potential" – 19 candidates
        - Managers

Leadership Development Training

- February 2015 start date – 49 participants trained

- Leadership Style Assessment

- Training
  - Blended learning
  - 6 Instructor led training classes over twelve months
  - On-line classes
  - Class assignments and elective courses

- Ongoing targeted individual development activities

Supervisory Training

- 43 participants

- Individual Assessments

- Six instructor led classes over 12 months
  - Core Curriculum
    - Communications
    - Managing People
    - Performance Feedback
    - Airports Authority Business Acumen

- Assigned readings from Steven A. Covey's "7 Habits of Highly Effective People"

Next Steps

- **New Hire**
  - Recruitment for all programs begins in 1st quarter
  - Continue to build applicant network with vocational schools
  - Continue to educate University Career Services about MWAA opportunities

- **Internal Development**
  - Continue Leadership Curriculum
  - Addition of Project Management Certification
  - Continue cross-functional/higher level assignments

- **Target recruitment based on retirements and projected vacancies**

Human Resource Focus

Right People

Right Time

Right Place
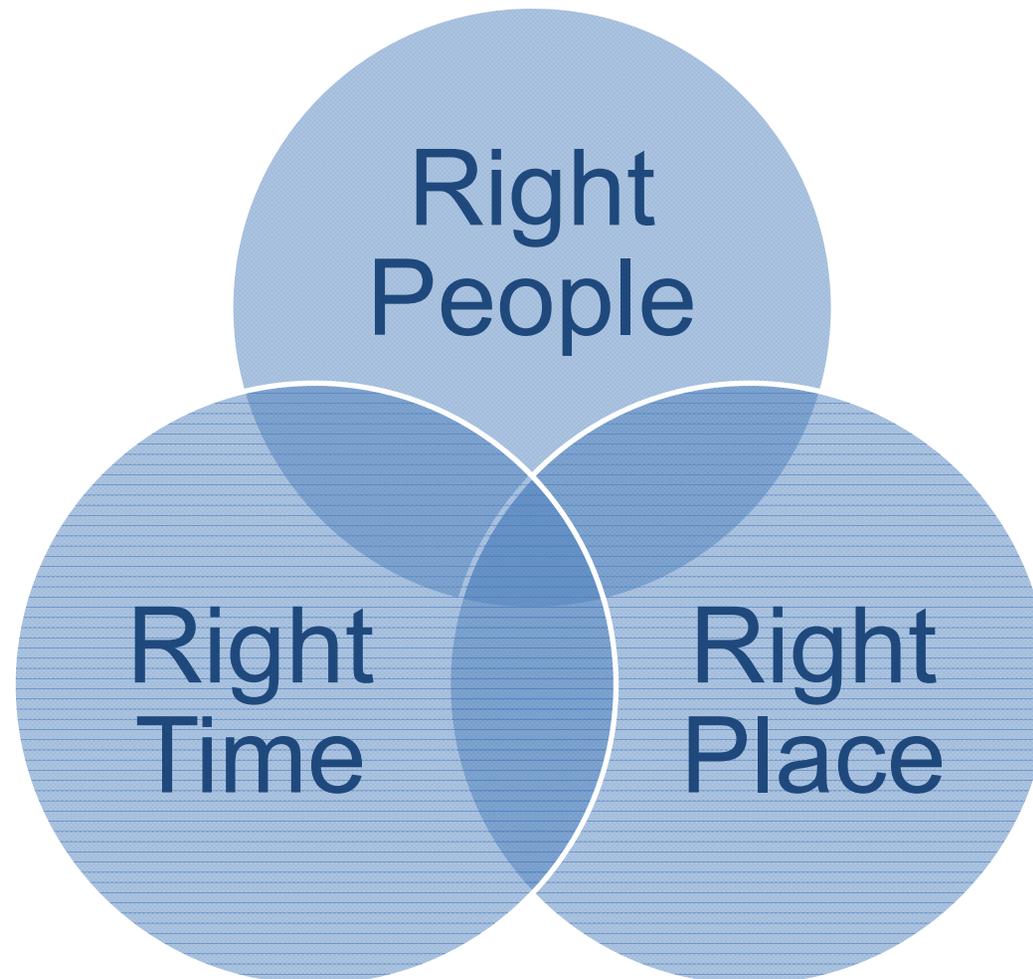
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INFORMATION PAPER FOR THE
HUMAN RESOURCES COMMITTEE
STRATEGIC WORKFORCE PLANNING AND DEVELOPMENT

January 2016

PURPOSE

To provide an update to the Human Resources Committee of the Board of Directors on the Airports Authority's Workforce Planning and Development Strategy.

DISCUSSION

In September 2014, the Office for Human Resources presented a workforce planning and development strategy to the Human Resources Committee designed to respond to accelerating retirements, a competitive recruitment environment and the employee turnover rate. The goal of the workforce planning and development strategy is to ensure that the right employees with the necessary competencies, knowledge and skills are in place at the right time. This strategy focuses on the continuous development of existing employees and implementing hiring programs to build bench strength.

This paper provides an update to the workforce planning and development strategy as of January 2016.

New Hire Programs

Professional Development Program:

The Professional Development Program (PDP) is an entry-level employee development program created to recruit, hire, develop and retain the next generation of Airports Authority employees. Ten entry-level professional staff positions have been identified in the mission critical areas of Information Technology (IT), Finance, Procurement and Airport Management. To date, eight interns have been hired.

In January 2016, the interns began a program designed to deliver opportunities to develop their business and organizational skills. Functional areas are providing interns with rigorous and meaningful on-the-job learning experiences and progressive advancement based on performance that will conclude with assignment to a permanent position. Interns will also participate in monthly training and development activities to improve their functional skills and Airports Authority knowledge. Training courses include business writing, communication and presentation skills, as well as a leadership-style assessment and understanding the Airports Authority's business.

Public Safety Recruitment

Police: Aggressive recruiting efforts over the past 12 months have resulted in 17 recruits graduated in December 2015. Recruits completed police officer certification training at the Northern Virginia Criminal Justice Academy. Another twenty recruits will begin classes in February 2016.

Fire: A pilot program to recruit trainees for the Fire and Rescue Services Department began in June 2014. A hiring register of candidates who successfully completed multiple steps in the hiring process has been created and three candidates have been processed. There are 12 additional candidates pending completion of background screening before a final job offer can be made. Training for entry-level firefighters will be provided via the partnership created with the Prince George's County Fire Department.

Internal Development Programs:

Succession Planning

The Succession Planning program is designed to identify and develop employees to be ready to assume increased responsibilities. Through a nomination/screening process, started in November 2014, 66 candidates were identified. The candidates were placed into one of three pools: "Ready Now" - for Vice President Positions (15), "Ready with Development" - for senior management and operations positions (32) and "Leadership Potential" - for manager positions (19).

All Succession Planning candidates are required to participate in a Leadership Style assessment and have an individual development plan. "Ready Now" candidates are required to participate in a 360° assessment process (candidates receive feedback from their supervisors, subordinates, peers and clients on an array of leadership behavioral dimensions).

To date, all candidates have completed the Leadership and the 360° assessment processes. Candidates in the "Ready Now" and "Ready with Development" pools are required to participate in the Leadership Development program described below. To maintain momentum and employee interest, candidates will be provided the opportunity to participate in on-going training and education activities on a quarterly basis starting in March 2016.

Leadership Development

The Leadership Development program is designed to provide and reinforce the knowledge, skills and experiences needed to be ready to assume higher-level responsibilities at the Airports Authority. Using the Airports Authority's core leadership competencies as a guide, a training program was developed using a blended learning approach.

Starting in March 2015, 49 candidates attended six one-day, instructor-led classes, completed three online courses and between classes completed leadership reading assignments. Curriculum included topics in self-awareness, leadership, Airports Authority business and organizational knowledge and diversity and inclusion. Candidates are also participating in on-going individual cross-functional developmental activities such as job shadowing, taskforce/committee participation, special projects, job rotations (details) and formal education.

Supervisory Training Program

The Supervisory Training program provides a combination of basic supervisory skills development activities and Airports Authority business and systems knowledge, which includes information technology, human resources, and financial information. Participants were nominated by their Vice Presidents and include supervisory employees hired or promoted within the last two years and any supervisor or non-supervisory staff identified as having the potential to become a supervisor.

A total of 43 students have completed a personality style assessment (Gallup Corporation's StrengthsFinder) and will participate in eight one-day, instructor-led classes. Participants also completed three on-line basic supervisory skills classes, on-the-job assignments, as well as diversity and inclusion training. Another round of supervisory training will begin in the first quarter of 2016; approximately 18 students are expected to participate in both of the two classes.

Next Steps

To maximize the effectiveness of these programs, staff has identified several program improvements:

New Hire programs - begin recruitment for all new hires in the first quarter, continue to build applicant network with vocational/technical schools and continue to educate University Career Services about Airports Authority employment opportunities.

Internal Development programs - continue the leadership curriculum with the addition of providing training to obtain a Project Management Certification and to continue the cross-functional and higher level developmental assignments.

All future recruitment for both programs will be based on retirements and projected vacancies.

Conclusion

The most important result of effective workforce planning and development is optimizing the performance of employees and thereby the Airports Authority. Implementing these programs has enabled the Airports Authority to:

- Support the personal and professional development of employees;
- Address current and future workforce needs;
- Grow a diverse workforce and enhance inclusion; and
- Ensure the competencies and skills required for future success are addressed now and available in the future.

Prepared by: Office for Human Resources
January 2016