

People and Resourcing



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About Your Speakers - Alan, Karl, & Mike

Alan - Have worked for the GTAA for 18 years in various roles, currently a Manager, Airfield Maintenance with the Greater Toronto Airports Authority where I work in a Planning and Support role that includes recruitment and scheduling for Airfield Maintenance.

Karl - Have been with Yul airport for about 15 years in various roles, first as a seasonal operator, later full time and since 2017 as an airfield trainer. Involved in onboarding new employees, Avop and technical training.

Mike - Have been in the aviation industry for over two decades and has worked with Nav Canada and the Calgary Airport Authority in various roles. Currently as the Manager, Airfield Training and Standards for the Calgary Airport Authority, responsible for assessing airfield training needs and creating, delivering and monitoring airfield training programs.

Impact of COVID

The financial impact and uncertainty the industry faced during COVID drove workforce reductions and retirements, leaving a gap in the workforce that would eventually have to be backfilled. When the industry started to bounce back that challenge came quickly.

At the GTAA, additional challenges also came from the need to expand (increase headcount for leadership roles and specialist roles that drove successional movement within the department and organization). The GTAA currently has about 1800 employees, 176 in Airfield Maintenance.

Recruitment Challenges

Organization had to remain competitive with external job market.

GTAA challenge – our Airfield Maintenance staff are hired as seasonal workers who tend to move into full time roles in/outside of the organization.

Competitions were conducted in line with other departments' recruitment efforts, who were also hiring multiple candidates. This drove some internal movement between departments with staff moving into other roles.

Issue compounded further by staff working in term/acting assignments

Recruitment Tactics

Aligned recruitment with other departments' hiring, staff were able to apply for the roles at the same time vs. one, then the other.

Worked closely with Talent Acquisition Team to promote, screen, interview, and hire new employees.

Target audiences include the airport community, construction/farming industry, trucking industry.

Posting of job opportunities to company website and online job sites such as Indeed and LinkedIn, sharing links on social media channels.

Recruitment Tactics

Company has an internal referral program, many applicants were referred by existing employees who get a referral bonus upon hiring and passing probationary requirements.

Development of promotional materials, including infographics and video content (internal and via Media)

<https://www.dropbox.com/scl/fo/wocrknra6hqkd1q7vcmvj/h?dl=0&preview=Snow+Plows+Final+Version.mp4&rlkey=7e3omx6mdh093146b7hcvh4uw>

Recruitment Tactics

For us at the GTAA, the average lead time to hire new staff is about two months, which factors in time for internal processes (Staff Request Approval, Job Poster Review, Posting for 10+ business days, Screening resumes, conducting interviews, pre-employment obligations, etc.)

New staff are onboarded earlier than the returning seasonal staff so we can take advantage of the extra time for training.

Over to Karl from YUL to talk about onboarding!

Onboarding process



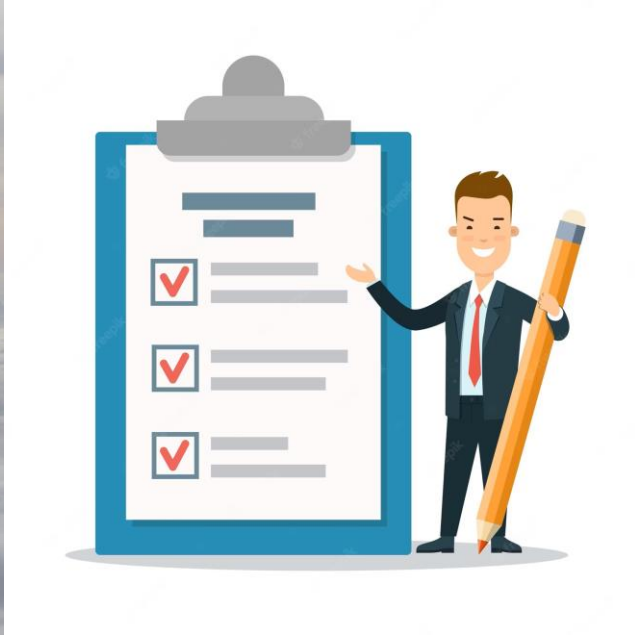
Karl Rioux
Airfield Trainer
Montreal International Airport

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Onboarding

- Onboarding represents a fundamental practice in the realm of HR, involving the effective integration of new hired employee into an organization. The initial phase of a new job at the airport can be complex and overwhelming with regulations and security measures.
- Onboarding plays a vital role in helping employees understand their roles, responsibilities and objectives.





- Utilizing an initial checklist can offer substantial benefits, given that it remains within practical reach. Needing to modify plans can be discouraging and create pressure.
- Instead, add doable items to your list and acknowledge progress.



Within a limited timeframe, they will be required to achieve specific goals, such as familiarizing themselves with their new surroundings through AVOP trainings, as well as acquainting themselves with specialized equipment rarely encountered outside of an airport setting.

However, it is essential to recognize that the primary objective is not the evaluation of their competence. This assessment will be conducted in subsequent phases. Initially, their priority is to grasp their role and objectives. The evaluation of their capacity to accomplish these objectives will be undertaken at a later stage.



Also...

Incorporating the support of your current staff members plays a vital role in this process.

Pairing them with more experienced colleagues expedites their integration into the larger team and eases your workload.

It is essential to avoid shouldering all responsibilities alone. Always keep in mind the importance of collaboration. You are a TEAM !



Welcoming Gift

We usually provide a sports bag containing essential protective equipment for their initial tasks, along with a water bottle. These thoughtful gestures not only ensure their preparedness, but also contribute to fostering a sense of belonging within the team.



- **Introduction to the crew, particularly their supervisor and team leader, enables them to establish the objectives they should strive for.**
- **Engage in an airfield tour and guide them through their upcoming responsibilities. This immersive orientation is often a standout experience, as it introduces them to the dynamic environment of their new job!**
- **Given their profession and the specific role they will undertake, go-around vehicle that they will be operating. Having them onboard sparks enthusiasm for their forthcoming tasks.**
- **In the following days, start the training by focusing on equipment operation and AVOP procedures.**

For example...

- **Usually, the first day is allocated for administrative tasks with the human resources department and completion of RAIC paperwork.**
- **Subsequently, the focus shifts to introducing new employees with the facility/garage, distributing protective gear, equipment and lockers, etc.**

Pairing people

Typically, new employees are onboarded during the winter season, which often brings challenging weather conditions quickly. In the moments, operational efficiency becomes crucial, necessitating collective efforts to fulfill job responsibilities. Ensuring their integration into tasks is key, expediting their preparation for optimal performance.

- **In the end, a well-executed onboarding process brings real benefits and value for everyone involved.**
- **The time and resources invested in recruiting, onboarding and training new employees will undoubtedly yield meaningful returns.**
- **This highlights the importance of having a well-structured onboarding plan that seamlessly integrates these new individuals into your team's dynamics.**



Swift 2023 Presentation Link

Competency process



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Thank You – Q & A



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