



WORKFORCE MANAGEMENT

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VANCOUVER

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2024 SEPT 17

THEME

How airports succeed in the recruitment and retention of their workforce.

What are the strategies implemented since COVID to succeed in workforce management.

This session will give you insights on mobilization of employees and work relationship with unions and how to better integrate remote workers.

AGENDA

WORKFORCE OVERVIEW

Two airports, two different realities

HYBRID WORKERS

How we have integrated them

SEASONAL WORKERS

Strategies to keep them on board

SMALL AIRPORTS CHALLENGES

How to retain your staff

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ADDRESSING THE FINITE WORKFORCE POOL

CHALLENGE

Limited workforce pool in a regional airport

PRIMARY CAUSE

Restricted talent availability due to smaller populations (YKA – 108,000)

CORE BELIEF

Employees are the heart of the operation, essential for safety and smooth functioning

VERSATILE WORKFORCE DYNAMICS

— REALITY

Fewer employees often take on multiple roles

— OUTCOME

Employees become specialist, while fostering versatility and adaptability

— RECRUITMENT CHALLENGE

Need to select candidates who can be trained as AOS specialists

— INVESTMENT

Significant time and resources required to train airport team members




WORKFORCE AT A GLANCE

30%
WORKFOR
CE
GROWTH

Since 2021 we have grown our workforce by 30%

200
NEW HIRES

ADM hired 200 employees: more than half were seasonal and operational employees

3,7%
VOLUNTAR
Y
TURNOVER

In 2023, we kept a low voluntary turnover of 3,7%

85%
ENGAGEME
NT SCORE

2023 engagement score has increase significantly:
85% engagement score for both seasonal and regular employees

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YUL

RECRUITMENT STRATEGIES POST PANDEMIC



Developed and launched our **Employer Brand**



Used **various sourcing strategies** such as social media campaign using geolocation, Facebook group, etc...



Worked on identifying **transversal skills** specifically for niche role



Partnered with the manager and HRBP to **rescope the profile**



ATTRACTING NEW TALENT

— CHALLENGES

Shift work, harsh weather, location of airports

— STRATEGY

Extend recruitment efforts, lead times, community engagement, staff involvement

! SUCCESS

Involvement in our community and positive word of mouth from current employees has been a powerful recruitment tool, and our most successful one



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HYBRID WORKERS and ENGAGEMENT

YUL



NEW WORKSPACE



NEW TECHNOLOGY TO IMPROVE COMMUNICATION



SOCIAL EVENTS
(happy hours, barista and smoothies)



500\$ ALLOCATION FOR HOME OFFICE



INTERNET FEES REIMBURSEMENT UP TO 45,99\$ / MONTH

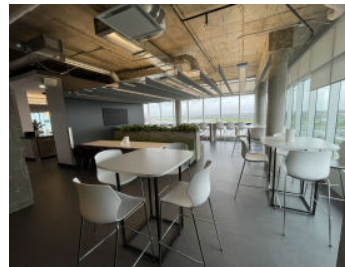


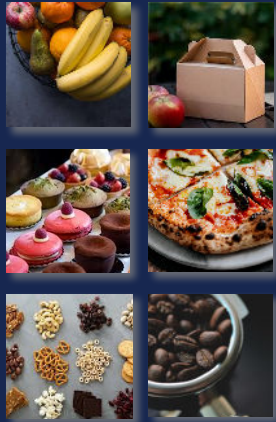
- HYBRID WORKERS POLICY
- CODE OF CONDUCT
- DRESS CODE POLICY



ALSO...

- NEW ONBOARDING PROGRAM
- DEVELOPMENT PROGRAM
- WELLNESS PROGRAM
- RECOGNITION PROGRAM
- AND MORE...





OPERATIONAL STAFF

A MORE INCLUSIVE APPROACH

When developing our wellbeing offer, we always kept in mind their preferences



SEASONAL WORKERS ENGAGEMENT

WE HAD CHALLENGES WITH RETENTION OF OUR SEASONAL WORKERS



YUL

1

HELD FOCUS
GROUP AND
WORKED
CLOSELY WITH
UNION

- on calls for 18 weeks, staff was always waiting for a call
- no predictability
- were called when needed vs being on site all day
- possibility to leave before end of shift if all work was completed
- plan minimum staff with schedule
- avoid only one day between night shifts
- clarifying the role (snow removing vs maintenance of facilities)

2

MAIN SOLUTIONS
ADOPTED BY THE
COLLECTIVE
AGREEMENT

- by seniority, employees are now able to select 2 week-ends off
- all employees can have 4 days off
- upon staff availability, employee can have 1 week off

SEASONAL WORKERS ENGAGEMENT



RESULTS

- Day shift is now known ahead of time; between 3:30pm and 4:30pm allowing more predictability
- Night shift is now known between 7:00pm and 9:00pm
- If snow is predicted at the end of shift, we can ask the called team to come in later
- Crew can leave before the end of the shift, if all work is completed as per standards established with all teams
- Can call on two occasions two hours before a shift in case of weather change



RETAINING EMPLOYEES

EXPERIENCED STAFF PROVIDE KNOWLEDGE AND STABILITY

STRATEGIES FOR RETENTION



Investment
in staff
developmen
t



Modified
shift for
office staff



Opportunitie
s for
advancement



Supportive
work
environme
nt



Welcoming
culture
focused on
work life
balance

SINCE 1997 WE'VE **RETAINED OVER 95%** OF OUR
WORKFORCE

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