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Canada's Airport Occupations: the important unseen workforce

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Outline

Key findings of the recently completed comprehensive analysis of Canada's airport occupations, labour-related trends and recommendations.



Study Overview | Introduction

The resulting sector study includes:

- an introduction to the characteristics of the 31 participating airports.
- the current status of airport occupations by operational and functional areas classification.
- potential human resource issues pertaining to recruitment and retention.
- an examination of the complex training requirements that impact human resources.
- a summary of the trends and considerations associated with airport occupations in Canada.

Study Overview | 31 Airport Participants

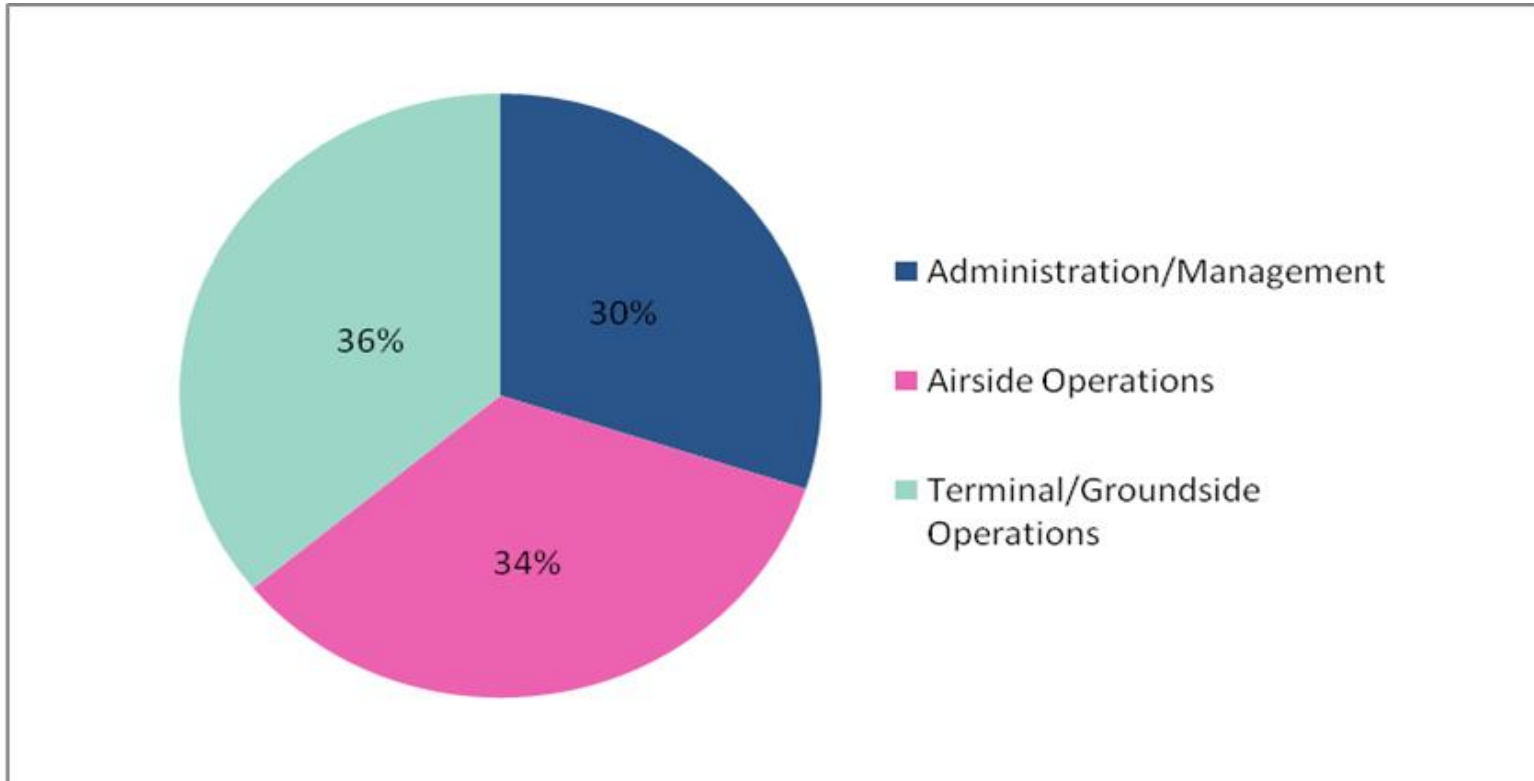


Study Overview | 31 Airport Participants

- **8 Level 1 airports**
- **7 Level 2 airports**
- **16 Level 3 airports**
- **3700 FTE workforce**
- **600,000 annual pax/FTE**

	Airport	Airport Level	Total FTEs	Annual Passengers per FTE
1	Toronto Pearson International Airport	Level 1	1,203	25,248
2	Vancouver International Airport	Level 1	421	38,414
3	Montréal-Pierre Elliott Trudeau International Airport	Level 1	579	21,064
4	Calgary International Airport	Level 1	167	72,633
5	Edmonton International Airport	Level 1	220	27,681
6	Ottawa Macdonald-Cartier International Airport	Level 1	128	33,041
7	Halifax International Airport	Level 1	175	19,527
8	Winnipeg James Armstrong Richardson International Airport	Level 1	150	22,530
9	Victoria International Airport	Level 2	35	43,797
10	Kelowna International Airport	Level 2	35	39,075
11	St. John's International Airport	Level 2	64	18,510
12	Saskatoon John G. Diefenbaker International Airport	Level 2	30	36,764
13	Aéroport International Jean-Lesage de Québec	Level 2	95	10,895
14	Regina International Airport	Level 2	43	23,768
15	Hamilton International Airport	Level 3	48	11,458
16	Abbotsford Airport	Level 3	30	15,478
17	Yellowknife Airport	Level 3	60	5,072
18	Comox Valley Airport	Level 3	21	13,808
19	Charlottetown Airport	Level 3	21	13,265
20	Fredericton International Airport	Level 3	26	10,135
21	Erik Nielsen Whitehorse International Airport	Level 3	20	11,435
22	Saint John Airport	Level 3	24	9,263
23	Kamloops Airport	Level 3	7	30,481
24	Sault Ste. Marie Airport	Level 3	12	10,845
25	Northwest Regional Airport (Terrace/Kitimat)	Level 3	11	11,161
26	Region of Waterloo International Airport	Level 3	26	4,574
27	Windsor International Airport	Level 3	48	2,237
28	Gander International Airport	Level 3	31	2,974
29	Kingston Norman Rogers Airport	Level 3	6	12,903
30	Campbell River Airport	Level 3	7	-
31	Greater Sudbury Airport	Level 3	15	-
	Grand Total		3,758	598,036

Study Overview | Operational Categories



Study Overview | Functional Areas

Operational Areas

Management /
Administration

Airside
Operations

Terminal /
Groundside
Operations

Functional Areas

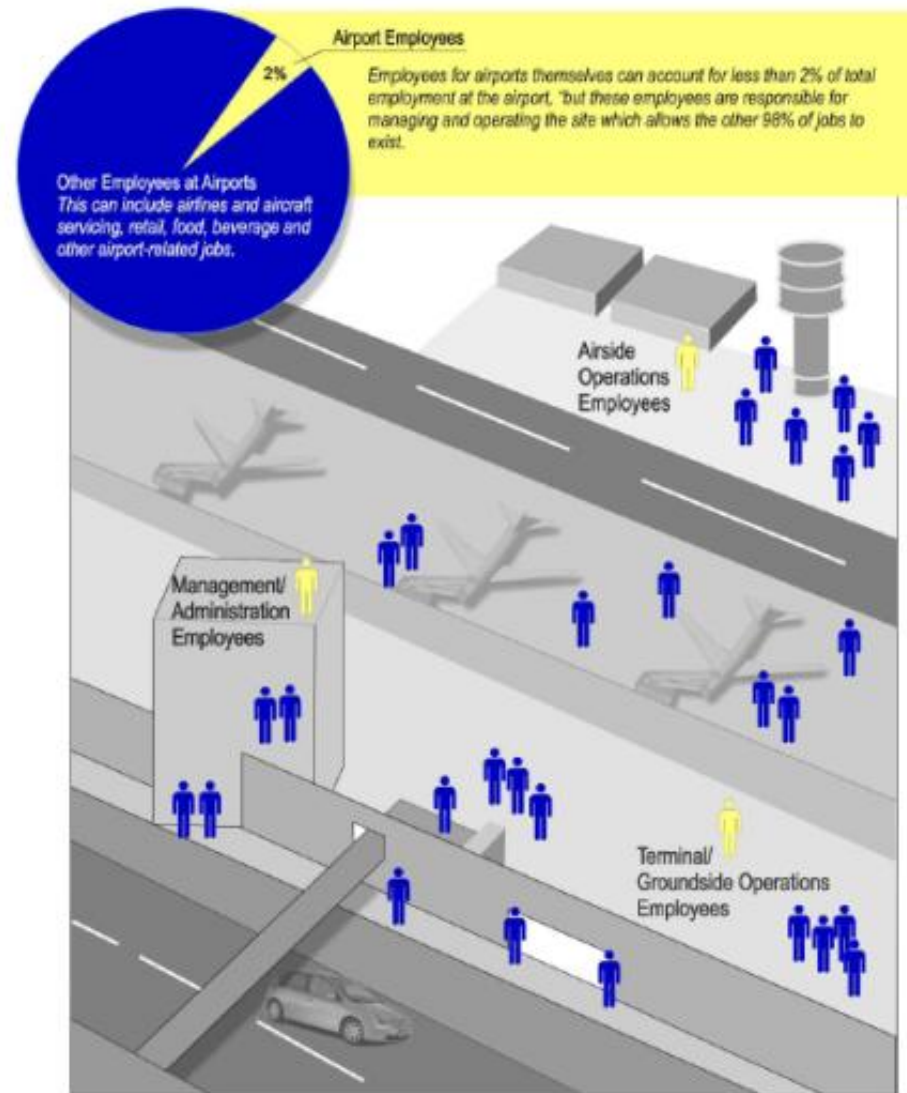
Administration
Executive
Management
Regulatory
Business
Development &
Marketing
Planning
Air Service
Development
Communication
s and Public
Relations
Legal

Snow Removal
Rescue & Fire
Runway
Maintenance
Electrical
Maintenance
Wildlife
Management
Environmental
Maintenance
Ground Traffic
Control

Building
Maintenance
Operations
Control
Terminal Safety
Retail
Development
Parking/Ground
Transportation

Study Overview | Analysis

- Airport occupations represent 2% of all the workers associated with the operation and functionality of the airport
- These employees are responsible for managing and operating the site which allows the other 98% of jobs, and corresponding economic activity, to exist.



Study Overview | External Trends

Many external trends will impact Canadian airports in the decades to come, including:

- Aging population
- New Technologies
- Security
- Environmental and Sustainability Expectations
- Increased International Travel
- Asian Development
- Competition with U.S. Airports
- Regulatory burden
- Low Cost Carriers
- Community Stakeholder Expectations of Airport Staff

Key Findings | Retaining Employees

Retaining Airport Workers

- 7% (244) out of the total workforce (3663) have left in the previous 12 months
- Distribution of people leaving are almost equally split among the three Operational Areas
- Level 1 airports with larger workforce loss more workers
- Smaller airports have a harder time retaining their workers
- Succession planning and mentoring is critical

Operational Areas	Airport Level			Total	
	Level 1	Level 2	Level 3		
Management/Administration	63	14	11	88	36%
Airside Operations	53	9	16	78	32%
Terminal/Groundside Operations	67	4	7	78	32%

Source: Airport survey conducted for this study.

Key Findings | Recruiting Employees

Hiring Trends

- **189** to hire in the next short-term – majority: Airside Operations Area
- **192** to hire in the medium-term – majority: Airside Operations Area
- **269** to hire in the long-term – majority: Terminal/Groundside Operations Area
- No net increase in workforce.

Time Frame	Management/Administration				Airside Operations				Terminal/Groundside Operations			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
12 Months	29	7	13	49	46	12	25	83	49	4	4	57
2 Years	34	7	14	55	46	16	18	80	50	3	4	57
5 Years	51	9	20	80	31	33	29	93	82	4	10	96

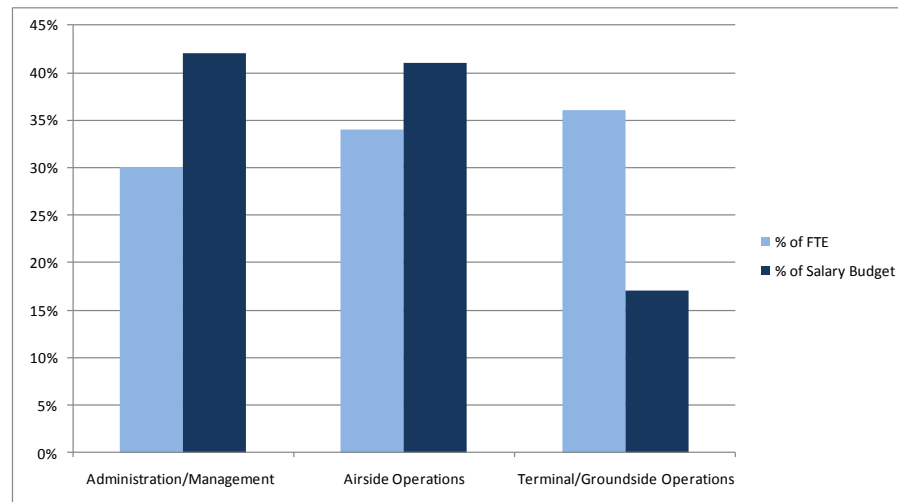
Source: Airport survey conducted for this study.

Short-term
Medium-term
Long-term

Key Findings | Employee Compensation

Compensation Trends

- Compensation budgets are disproportionate with the distribution of FTEs across Operational Areas



- The majority of respondents are satisfied with employee pay structures, and many believe that salaries will continue to increase and/or remain competitive
- Employee benefits are typically better than those in many private sector jobs

Key Findings | Training & Education

Training / Education

- Educational institutions prepare employees for their professional role
 - Airports were most likely to agree that employees who require administrative/computer skills were best prepared*
- On-the-job training plays a more important role than formal education
- Aviation related topics are not part of most education institution programs
- Table below shows that employees are good to moderately prepared for their job in the aviation industry

	Management/Administration	Airside Operations	Terminal/Groundside
Excellent	10%	27%	23%
Good	45%	23%	41%
Moderate	42%	45%	32%
Poor	3%	5%	5%

Source: Airport survey conducted for this study.

Key Findings | Training & Education

The airport sector faces comprehensive and complicated training needs that are costly and time-consuming.

- Safety Management System (SMS)
- Canadian Labour Code (CLC)
- Occupational Health & Safety (OH&S)
- Risk Management
- Security Management Systems
- Environmental management regulations

Key Findings | Training & Educations

- Growing volume of regulations increasing the need for training.
- Practical, on-the-job experience is critical given the unique airport operating environment.
- Demand for aviation-related curriculum is identified as a gap in the airport-related occupations.
- Gap in available web-based training solutions.

Training Solutions | Recommendations

- “Airport Employee” apprenticeship and certification process that will prepare the next generation of airport employees.
- Stronger coordination amongst airports to create mentoring across the sector.
- Identify a series of training modules suggested for specific airport occupation functional areas.
- Develop an online curriculum, as a suggested foundational course to fulfil the duties of each functional area/airport occupation.
- Sector approach to developing and delivering effective training, in a variety of methods, to the sector.

Airport Occupations | Priorities

There is a certain urgency to resolve human resource issues as determined by this study, including:

- The greying of the airport workforce – and the challenges of recruitment (especially for smaller airports) in a competitive environment while dealing with the exodus of retirees.
- The lack of specialized training at educational institutions in skills relating to airport operations.
- The increased demand for flexibility, with employees who are expected to multi-task.
- The growing volume of regulations placing demand on training.

