

Aviation Workforce Development

**Workforce, Education, and
Equity Committee
February 10, 2020**

**Mark Duebner, Director
Sheneice M. Hughes, Assistant Director
Department of Aviation
City of Dallas**



City of Dallas

Overview

- Department of Aviation (AVI) Workforce
- AVI Educational Partnerships
 - DISD
 - DCCCD
 - UTA / DART Transportation Leadership Academy
- Community Outreach
- Next Steps

Department of Aviation Workforce

- The Department of Aviation has been growing at an unprecedented pace
- Since the repeal of the Wright Amendment in 2014, enplanements have increased from 4.7M in 2014 to 8.7M in 2019
- Due to the growth in business and rapidly changing industry, the Department of Aviation's staff has grown from 160 employees in 2014 to 341 employees in 2019
- Right now, we have 26 vacancies to fill; there is a need for a more qualified workforce in order to support airport growth

Some of the Positions in Aviation

- Airside Operations Officer
- Landside Operations Officer
- Security Operations Officer
- Emergency Management Specialist
- Airport Safety & Compliance Officer
- Environmental Specialist
- Engineers and Architects
- Operations Technology Manager
- Airfield Maintenance Technician
- Project Coordinator III
- Chief Real Estate Specialist
- Airport Relationship Manager
- Community Engagement Manager
- Electricians
- Plumbers
- Senior Mechanic (Heavy Equipment)
- Aviation Department Technology Analyst

Department of Aviation Workforce

- Some positions are harder to fill, such as Airport Operations Officer and Emergency Management Specialist, and have a high turnover rate due to competitive aviation industry salaries
- Additionally, airport badging requirements (TSA/Department of Homeland Security) add additional time to the hiring process
- Our goal is to hire qualified individuals in a timely manner
- The traditional model is to wait until job seekers find us and hope there is a match
- We are seeking to take it a step further and proactively create a pipeline of talent while providing equity opportunities for local youth

Department of Aviation Workforce

- Education Levels
 - High School Graduate/GED – 24%
 - Associate or Trade Certificate – 16%
 - Bachelors – 40%
 - Masters Degree – 20%
- Gender
 - Male – 49.48%
 - Female – 48.45%
- Ethnicity
 - Black – 40%
 - White – 34%
 - Hispanic – 15%
 - Other – 11%

AVI Educational Partnerships

- The Department of Aviation is developing a number of unique partnerships with local educational institutions
- We have chosen to partner with these institutions in order to create equity by exposing students to careers in aviation
- It's a win-win because at the same time we create equity and opportunity, we get access to the students

AVI Educational Partnerships

- Dallas Independent School District (DISD) Career Institutes—Aviation Flight Pathway
 - AVI is providing input regarding an aviation-specific curriculum as an industry partner
 - AVI, DISD, Aviation Institute of Maintenance (AIM), and Bombardier are working together to gauge feasibility and discuss opportunities for a satellite campus at Dallas Executive Airport
 - Satellite campus would provide experimental learning/training opportunities for students enrolled in DISD Aviation Flight Pathway program
- Partnership with Thomas Jefferson Magnet HS – Hospitality interns
- Partnership with Frontiers of Flight – Aviation Camp at Dallas Executive Airport (DEA)
- Terminal Tours
 - AVI staff provides tours of DEA and DAL to schools through our activity permit application
- Career Days
 - AVI staff participates in an average of 25 Career Days annually (elementary, middle and high schools). Staff attend event and speak to students about aviation-related career tracks

AVI Educational Partnerships

- Aviation Institute of Maintenance (AIM)
 - Partnership for trade positions (electrical, HVAC, plumbing) and airfield maintenance positions for the Dallas Airport System
 - Includes a feasibility study for a satellite campus at Dallas Executive Airport
 - Met with school representatives who toured the facility
 - Next steps include potentially creating a Learning Lab

AVI Educational Partnerships

- Dallas County Community College District (DCCCD)
 - In discussions to create training opportunities for AVI employees onsite and offer aviation-specific certifications
 - Specialized Aviation Industry Certifications could include:
 - Safety & Compliance
 - Airport Operations
 - Emergency Management
 - Airfield Maintenance

AVI Educational Partnerships

- UTA/DART Transportation Leadership Academy
 - Started in 2017 as a joint partnership between UTA and DART in an effort to engage students who desire a career in the transportation industry
 - Fall of 2019, AVI entered into a one-year arrangement with the Academy in order to gain exposure to students and introduce aviation as a possible career consideration in the transportation industry
 - Goal of the relationship is to partner on education and to develop workforce-ready college seniors who have an interest in working at AVI after graduation
 - Program serves as a pipeline for talent for the department, helping to fill positions as well providing students with valuable work experience and exposure to the aviation industry

11

AVI Educational Partnerships

- UTA/DART Transportation Leadership Academy
 - AVI will host students from the Academy on March 7 and March 14
 - Expanding summer internship program
 - Increasing recruiting presence at UTA through participation in Career Fairs, Special Events, etc. thereby gaining access to more students
 - Anticipated Council Agenda Item (March 25, 2020) to:
 - Support Academy for three-years
 - Rename Academy to include Aviation: UTA/DART/City of Dallas Department of Aviation Transportation Leadership Academy

Community Outreach

- AVI employees volunteer in the community
 - Provide community information about the Department of Aviation
 - Recruit Love Helpers
 - Advertise positions and talk to students about the aviation industry

Next Steps

- Seeking additional partners (UNT-Dallas, TCCD), more directed programming, and additional opportunities to promote equity through workforce development
- Goal is to provide seamless opportunities from high school to college to graduate level through exposure to the aviation industry

Conclusion

- Educational partnership programs such as the UTA/AVI Partnership program support the Mayoral and City Council priorities of ensuring that the City of Dallas has a “future-proof” workforce
- Addresses gaps in skill sets and workforce readiness by seamlessly and proactively engaging students with an interest in the aviation industry
- Creates exposure, equity and opportunity for students at all levels of education

Questions?

Agenda for Saturday Seminars – March 7 and 14

Saturday, March 7, 2020

- 9:00 a.m. Welcome and Overview --
Mark Duebner, Director
- 9:15 a.m. What is an Airport?-- Mark
Duebner
- 9:45 a.m. Break
- 10:00 a.m. How do we Manage
Customer Service? --Sheneice
M. Hughes, Assistant Director
- 10:30 a.m. Walking Tour of Terminal--
Landside Operations
- 11:30 a.m. Lunch in Flight Deck

Saturday, March 14, 2020

- 9:00 a.m. Welcome and Overview
- 9:15 a.m. How do we Guide our
Development? --Stephanie McHenry,
Assistant Director
- 9:45 a.m. Break
- 10:00 a.m. How do we Interact with the
Environment? --Marissa Sanchez,
Interim Assistant Director
- 10:30 a.m. Panel discussion with Department
UTA grads
- 11:00 a.m. Lunch in Flight Deck