

## Vice President, Operations

July 2018

The Vice President, Operations forms part of the executive leadership team, joining one of the most successful airport enterprises in Canada and an iconic organization in western Canada.

The successful candidate will be afforded the outstanding opportunity to take an organization with huge potential through a period of transformational change, having just completed a ten-year major expansion program and currently embarking on a brand new five-year strategic plan. Integral to this effort is a significant cultural change underway within the Authority and the successful candidate should be both capable and interested in helping drive that change along with other members of the executive leadership team.

The Vice President, Operations is responsible for effective oversight, planning and implementation of airport operations with ultimate responsibility for ensuring day-to-day delivery of safe, secure and efficient airport operations. The VP is expected to build and create a long-term operations strategy that illustrates how airport operations need to evolve to meet the increased level of expectations of the travelling public framed against the ever-changing regulatory aviation landscape.

This person will oversee approximately 100 permanent full-time employees with three direct reports: Director, Terminal Operations; Director, Airside Operations; and General Manager, Springbank Airport.

There are four key areas of responsibility for this role:

- Ensuring regulatory compliance of the aerodromes;
- Ensuring the efficient use of the facilities, both in-terminal and airfield;
- Building and maintaining strong relationships with a number of airport partners and agencies; and
- Strategic foresight and leadership for the operations function and team.

### **Key Accountabilities include, but are not limited to:**

#### *Strategic Leadership:*

- Provide strategic oversight and direction for his/her division so as to align services with the corporate Strategic Plan and annual Business Plan.
- Provide leadership, guidance, direction and mentorship to the division which is comprised of the following areas: terminal operations, airside operations, security management and Springbank Airport.
- Contribute to the general management of the Authority as an Officer of the company and as a member of the executive leadership team.
- Achieve excellence in passenger satisfaction through the achievement of superior long-term business performance metrics at the corporate and business unit levels.



- Act as a champion of best-in-class customer satisfaction and influences airport partners and contractors to embrace best-in-class customer satisfaction as a priority.

#### *Relationship Leadership:*

- Work effectively with the Board of Directors and Board Committees and provide timely and comprehensive information to Board Members on areas of your portfolio.
- Maintain a close liaison with a variety of airport agencies and partners that can be leveraged in the development of a strong airport experience, including Transport Canada, Canadian Air Transport Security Authority, US Customs and Border Protection, Canadian Border Services Agency, various airlines, and multiple concessionaires and on-airport operators and business partners.
- Work in partnership with various internal and external stakeholder groups to ensure comprehensive customer satisfaction with respect to airport operations.
- Develop and maintain effective professional relationships with airlines, tenants, contractors and other business partners to deliver the best possible passenger experience.
- Develop strong relationships with members of the executive leadership team.

#### *Operations Leadership:*

- Implement the requirements established within the Aerodrome Certificates for both the Calgary International and Springbank Airport's Transport Canada Auditing & Lease Monitoring programs.
- Ensure the safe, secure and efficient operations of the aerodromes, both on airfield and the terminal buildings. Ensures that safety and security programs are established, monitored and maintained in order to ensure a safe and security airport for all who use it.
- Use strong relationship skills to influence policy at the national level with Transport Canada. Ensure that airport stays abreast of key regulatory and policy changes that may impact the delivery of airport services.
- Oversee the efficient use of the airport facilities, ensuring that the common use platform is maximized in such a way to minimize facility constraints and capital spend. This includes: check-in counters, gates, de-icing facilities, security pre-screening, passenger/baggage connections, and kiosks. Work with airport partners and agencies to ensure the most effectively delivery of all aspects of the airport operation.
- Use key operational metrics to influence airport partners and agencies in delivering best-in-class service delivery.
- Ensure that emergency response and business continuity strategies and plans are in-place, regularly reviewed, tested and trained. Liaise with emergency responders (including Calgary Fire Department, Calgary Police Services, Emergency Medical Services, Public Health Agency of Canada) to minimize risk to airport, employees and the travelling public. During airport emergencies, this role may be required to respond and provide guidance and leadership.

#### *People Leadership:*

- Ensure a robust talent management strategy is in place that supports the effective attraction, retention and development of staff.
- Build, lead and develop a high performing organization through leadership by example, effective performance management, thoughtful development and succession planning and modelling the corporate culture and principles.



Due to the nature of this role, this position requires the incumbent to be on-call 24 hours a day / 7 days a week and to be on-site at any time during an emergency.

## PROFESSIONAL EXPERIENCE / QUALIFICATIONS

- Minimum 20+ years of progressive experience in a variety of operations disciplines with at least 10 years in the aviation sector. Candidates will logically come from:
  - Leading airport enterprises recognized for their operational excellence;
  - Leading airline enterprises wherein the executive has gained deep exposure to airport operations;
  - Leading aviation services organizations wherein the executive has gained deep exposure to airport operations.
- Experience working in airport environments featuring similar scale, complexity, and operating characteristics to those in place at YYC, including of origin-destination and connecting traffic, international / domestic, multi-terminal, multi-runway, and winter weather conditions, among other considerations.
- Has ideally served as the number one operating executive at smaller or mid-sized airport enterprise or as a strong number two operating executive at larger airport enterprises.
- Experience setting strategic direction for operating units, effectively engaging key stakeholders executing strategies.
- Proven track record of progressive business success at various levels in multi-disciplinary environments.
- Proven experience in developing effective interpersonal relationships, both internal and external to the organization. Has demonstrated an ability to negotiate and partner effectively with a variety of constituent groups, both internal and external, deploying a win-win mindset and collaborative approach.
- A strong strategic thinker with proven experience in providing leading-edge thinking in airport operations. Has ideally worked in airport/aviation enterprises that are considered best practice and leading edge in their operating approaches.
- Experience leading culture change, improving employee engagement scores, and large change management initiatives.
- Outstanding leadership abilities with a track record of building strong teams, developing people, and leading/influencing through others in a performance-driven culture.
- A passion and commitment to the aviation industry.
- Has the potential to grow into broader and bigger roles at the Authority, including standing for potential succession to the role of President and Chief Executive Officer.

## EDUCATION

- A university degree in a relevant discipline is required.

**Applicants:** We look forward to hearing from you and welcome you to apply by submitting your resume to [calgaryairport.operations@KornFerry.com](mailto:calgaryairport.operations@KornFerry.com). We thank you for your interest, but only candidates selected for an interview will be contacted.