



western  
management  
group

**2009 ACI-NA  
Compensation and Benefits Survey**



**We invite your participation in the 2nd Annual Edition of the ACI-NA Compensation and Benefits Survey.**

Western Management Group has been engaged by the Airports Council International – North America to develop and conduct an annual compensation survey of positions which are unique within Airports/Airport Authority organizations.

In creating this survey, we consulted with ACI-NA and its Compensation and Benefits Survey Working Group (CBS Working Group), whose members have extensive HR backgrounds. The survey will operate on a three-year cycle and is designed to create airport human resource profiles, (e.g., governance, annual budget, employment demographics) in three principal areas: compensation, human resource policies and practices, and benefits.

This year we added 11 jobs consisting mostly of individual contributor positions, bringing the total number of jobs to 74. We also focused on policies and practices by incorporating an ACI-NA specific section within **PolicyCentral**, our online source for compensation and benefit policy issues. The topics within this ACI-NA were determined to be the most applicable to the airport industry.

The schedule for this survey is:

<i>August 1, 2009</i>	Effective date of data - your payroll data closest to August 1, 2009
<i>August 5, 2009</i>	Distribution of Input Materials
<i>August 19, 2009</i>	ACI-NA Compensation Survey Webinar <i>(11:00am PST/2:00pm EST - More information will be emailed separately.)</i>
<b><i>October 15, 2009</i></b>	<b>Deadline for submission of data.</b>
<i>January 2010</i>	Production and distribution of reports to participants

The fees for the survey are structured to encourage participation from large, medium and small Airports/Airport Authorities. Your cost of participation is based on the ACI-NA designated Airport/Airport Authority size category and provides you with access to our online analysis tool, where you will be able to run an unlimited number of queries and reports for a full year:

**DataCentral<sup>®</sup>**: Compensation Data reporting system, where you can download Standard Reports in both .PDF and .XLS, or run your own Custom designed and formatted reports.

We would like to take this opportunity to thank members of ACI-NA and the CBS Working Group for their many hours of hard work and dedication toward the development and promotion of the survey. At Western Management Group we are looking forward to working with you to ensure the current and future success of this valuable new resource for your Compensation and Benefits programs.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys, such as this one. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value. Should you have any questions regarding the survey, please feel free to contact us directly:



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SURVEY SCHEDULE

Our schedule calls for the production and distribution of this year's survey results in January 2010. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you.

The schedule for this survey is:

<i>August 1, 2009</i>	Effective date of data - your payroll data closest to August 1, 2009
<i>August 5, 2009</i>	Distribution of Input Materials
<i>August 19, 2009</i>	ACI-NA Compensation Survey Webinar – Excel <b>SmartScreen</b> training (11:00am PST/2:00pm EST - More information will be emailed separately.)
<b>October 15, 2009</b>	<b>Deadline for submission of data</b>
<b>October 31, 2009</b>	<b>Deadline for submission to PolicyCentral</b>
<i>January 2010</i>	Production and distribution of reports to participants

NEW FOR 2009!

**Jobs have been added this year.**

The following jobs have been added to the survey this year. It is important to review the new job descriptions before determining your job matches.

<u>JOB</u>		<u>JOB</u>	
<u>CODE</u>	<u>TITLE</u>	<u>CODE</u>	<u>TITLE</u>
22	Noise Abatement Analyst	515	Security Administrator
113	Airport Ramp Controller	521	Fire Fighter
122	Property Manager	531	Public Safety Officer
201	Customer Service Manager	612	Planner
511	Police Officer	651	Airfield Maintenance Supervisor
512	Airport Canine Handler		

**New section in PolicyCentral® for ACI-NA only.**

This year when using **PolicyCentral**, our on-line source for compensation and benefit policy issues, there will be a separate section for ACI-NA use only. This new section, indicated on the top of the webpage within the blue toolbar, will include topics specifically chosen by the ACI-NA Working Group as those most applicable to this industry. **PolicyCentral** allows for immediate report access once data has been submitted. Take advantage of this FREE valuable tool to get survey results on all of your policies and practices questions! Data will not be displayed in PolicyCentral reports if there are less than 5 organizations reporting, therefore, it is imperative to complete your topics so reports are beneficial to all. In order to ensure that the database is well populated, you will need to complete your submissions to PolicyCentral **by OCTOBER 31st, 2009.**

**New address and phone numbers for WMG**

Western Management Group has moved! Our new address is 237 West Main Street, Los Gatos, CA 95030 and our new phone number is 408.399.4900. The new fax number is 408.399.4901.



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2008 PARTICIPANTS

ALBANY COUNTY AIRPORT AUTHORITY  
ALLEGHENY COUNTY AIRPORT AUTHORITY  
ASHEVILLE REGIONAL AIRPORT AUTHORITY  
BROWARD COUNTY AVIATION DEPARTMENT  
BURLINGTON AIRPORT COMMISSION  
CHARLESTON COUNTY AVIATION AUTHORITY / CHARLESTON INT'L AIRPORT  
CHARLOTTE/DOUGLAS INTERNATIONAL AIRPORT  
CHATTANOOGA METROPOLITAN AIRPORT AUTHORITY  
CITY AND COUNTY OF DENVER / DENVER INTERNATIONAL AIRPORT  
CITY OF AUSTIN / DEPARTMENT OF AVIATION  
CITY OF BOISE  
CITY OF EL PASO  
CITY OF FRESNO - AIRPORTS  
CITY OF NAPLES AIRPORT AUTHORITY  
CITY OF SAN ANTONIO - AVIATION DEPARTMENT  
CITY OF SAN JOSE AIRPORT DEPARTMENT  
CLEVELAND AIRPORT SYSTEM  
COLORADO SPRINGS AIRPORT  
COLUMBUS REGIONAL AIRPORT AUTHORITY  
DALLAS/FORT WORTH INTERNATIONAL AIRPORT  
DANE COUNTY REGIONAL AIRPORT  
FORT WAYNE-ALLEN COUNTY AIRPORT AUTHORITY  
GAINESVILLE-ALACHUA COUNTY REGIONAL AIRPORT AUTHORITY  
GENERAL MITCHELL INTERNATIONAL AIRPORT  
GREATER BATON ROUGE AIRPORT DISTRICT  
GREENVILLE-SPARTANBURG INTERNATIONAL AIRPORT  
GULFPORT-BILOXI REGIONAL AIRPORT AUTHORITY  
HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT  
HOUSTON AIRPORT SYSTEM  
HUNTSVILLE-MADISON COUNTY AIRPORT AUTHORITY  
INDIANAPOLIS AIRPORT AUTHORITY  
JACKSON MUNICIPAL AIRPORT AUTHORITY  
JACKSONVILLE AVIATION AUTHORITY  
KANSAS CITY AVIATION DEPARTMENT  
KENTON COUNTY AIRPORT BOARD  
LEE COUNTY PORT AUTHORITY  
LEHIGH-NORTHAMPTON AIRPORT AUTHORITY  
LEXINGTON-FAYETTE URBAN COUNTY AIRPORT BOARD  
LINCOLN AIRPORT AUTHORITY  
LOUISVILLE REGIONAL AIRPORT AUTHORITY  
MANCHESTER - BOSTON REGIONAL AIRPORT

MASSACHUSETTS PORT AUTHORITY  
MCCARRAN INTERNATIONAL AIRPORT  
MEMPHIS-SHELBY COUNTY AIRPORT AUTHORITY  
METROPOLITAN AIRPORT AUTHORITY OF ROCK ISLAND COUNTY  
METROPOLITAN KNOXVILLE AIRPORT AUTHORITY  
METROPOLITAN NASHVILLE AIRPORT AUTHORITY  
METROPOLITAN TOPEKA AIRPORT AUTHORITY  
METROPOLITAN WASHINGTON AIRPORTS AUTHORITY  
MIAMI-DADE COUNTY AVIATION DEPARTMENT  
MONTEREY PENINSULA AIRPORT DISTRICT  
NEW ORLEANS AVIATION BOARD  
NORFOLK AIRPORT AUTHORITY  
OAKLAND INTERNATIONAL AIRPORT - PORT OF OAKLAND  
OMAHA AIRPORT AUTHORITY  
PAINE FIELD / SNOHOMISH COUNTY AIRPORT  
PEASE DEVELOPMENT AUTHORITY  
PHILADELPHIA DIVISION OF AVIATION  
PHOENIX-MESA GATEWAY AIRPORT  
PIEDMONT TRIAD INTERNATIONAL AIRPORT  
PORT AUTHORITY OF NEW YORK AND NEW JERSEY  
PORT OF PORTLAND  
PORT OF SEATTLE  
RALEIGH-DURHAM AIRPORT AUTHORITY  
RENO-TAHOE AIRPORT AUTHORITY  
RHINELANDER/ONEIDA COUNTY AIRPORT  
ROANOKE REGIONAL AIRPORT COMMISSION  
SACRAMENTO COUNTY AIRPORT SYSTEM  
SAINT LOUIS AIRPORT AUTHORITY  
SALT LAKE CITY DEPARTMENT OF AIRPORTS  
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
SAN FRANCISCO AIRPORT COMMISSION  
SARASOTA MANATEE AIRPORT AUTHORITY  
SAVANNAH AIRPORT COMMISSION  
SOUTH JERSEY TRANSPORTATION AUTHORITY  
SPOKANE INTERNATIONAL AIRPORT  
TAMPA INTERNATIONAL AIRPORT  
TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT  
TRI-CITIES AIRPORT COMMISSION - BRISTOL/JOHNSON/KINGSPORT  
TUCSON AIRPORT AUTHORITY  
WAYNE COUNTY AIRPORT AUTHORITY



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JOB CODE AND TITLE INDEX

**Bold = new job for 2009**

<b>Survey Job Code</b>	<b>Survey Job Title</b>	<b>Survey Job Code</b>	<b>Survey Job Title</b>
1	Chief Executive Officer (CEO)	302	Finance Manager
2	Chief Operating Officer (COO)	310	Budget Officer
10	Governmental Affairs Manager	320	Controller
11	Governmental Affairs Specialist	321	Accounts Payable Supervisor
12	Public Affairs Officer	322	Accounts Receivable Supervisor
13	Public Affairs Specialist	323	Accounting Supervisor
14	Marketing Program Manager	330	Treasurer
16	Community Programs Manager	350	Rates and Charges Specialist
20	Noise Abatement Program Manager	370	Chief Audit Officer
<b>22</b>	<b>Noise Abatement Analyst</b>	400	Chief Technology Officer (CTO)
30	Air Service Development Manager	500	Public Safety Director
41	Grants Manager	510	Police Chief
42	Grants Specialist	<b>511</b>	<b>Police Officer</b>
50	Procurement and Contracts Manager	<b>512</b>	<b>Airport Canine Handler</b>
60	Concessions Program Manager	<b>515</b>	<b>Security Administrator</b>
70	Parking and Ground Transportation Manager	520	Fire Chief
71	Parking Manager	<b>521</b>	<b>Fire Fighter</b>
72	Ground Transportation Manager	530	Public Safety Chief
80	Risk Manager	<b>531</b>	<b>Public Safety Officer</b>
81	Safety Program Manager	540	Emergency Communications Center Manager
90	Equal Opportunity Programs Manager	550	Communications Center Manager
100	Airport Operations Manager	600	Chief Engineering Officer
101	Airport Security Manager	610	Airport /Airspace Planning Manager
102	Pass and ID Supervisor	<b>612</b>	<b>Planner</b>
103	Pass and ID Clerk	620	Airport Design Manager
110	Airport Operations Duty Manager	630	Airport Construction Manager
111	Airport Operations Officer	640	Environmental Programs Manager
112	Airport Operations Duty Agent	650	Facilities Maintenance Director
<b>113</b>	<b>Airport Ramp Controller</b>	<b>651</b>	<b>Airfield Maintenance Supervisor</b>
120	Real Estate Manager	660	Airport Engineer
<b>122</b>	<b>Property Manager</b>	700	Human Resources Director
200	Airport Manager	701	Human Resources Manager
<b>201</b>	<b>Customer Service Manager</b>	703	HR and Administrative Officer
210	General Aviation Program Manager	710	EEO Officer
211	Executive Airport Manager	900	General Counsel
300	Chief Financial Officer (CFO)	901	Senior Staff Attorney
301	Finance and Administration Director	1010	Airfield Electrician



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**REPORT RESULTS**

**Simplified Reporting Is Available Through DataCentral<sup>®</sup>, our on-line data reporting system.....**

Whether you only need the basic Standard Report, which provides nationwide coverage on all of the participants and all of the jobs, or complex reporting “drill-down” capabilities on a wide variety of selection criteria and airport demographics, all levels of survey results can be obtained from **DataCentral**.

You can access **DataCentral** on a 24x7 basis to download the Standard Report in .PDF and/or .XLS or generate your own reports on-line, get immediate results and save your reports on your PC for access and use anytime in the future. You have complete flexibility in defining your own reports. Your **DataCentral** access allows you to run as many reports and formats as you need. Uploadable survey job descriptions in Excel, Word and Adobe Acrobat are also available.

Advantages of **DataCentral** are:

- Maximum flexibility in report definitions
- Generate as many reports as you need with 24x7 access
- Graphic comparison reports – displays how you compare to the market
- PDF and Excel results available for viewing, printing or uploading
- Complete control in selecting your report coverage by several selection factors such as:
  - Airport/Authority Selections
  - Airport/Authority Revenue, Budget, Headcount
  - Governance Type
  - Total Passengers
  - Total Cargo
  - Geographic Area: Region/State/Metro Area
  - Data Elements and Statistics Calculations
  - Percentiles
  - Standard Deviations
  - Weighted and Simple Averages
  - And more!

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to [www.wmgnet.com](http://www.wmgnet.com) and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or call Toni McGrath at 408-399-4900 ext. 229 for a guided tour.

<b>DataCentral FEES - 1 Year – Unlimited Access (Includes both .PDF and .XLS formats)</b>	<b>ACI-NA MEMBER PARTICIPANT FEES</b>	<b>ACI-NA MEMBER NON-PARTICIPANT FEES</b>	<b>NON ACI-MEMBER PARTICIPANT FEES</b>
Large Airports	\$2,500	\$10,000	\$10,000
Medium Airports	\$1,250	\$5,000	\$5,000
Small Airports	\$500	\$2,500	\$2,500
Hard Copy of Standard Report	\$150 Extra	\$150 Extra	\$150 Extra

Size of airport based on FAA definitions found at [http://www.faa.gov/airports/planning\\_capacity/passenger\\_allcargo\\_stats/categories/](http://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/categories/)



# ACI-NA Compensation Survey



2008 SUMMARY REPORT

Report ID = SAMPLE - FICTITIOUS DATA

8/22/2008 8:38:24 AM

*DATA FOR MY COMPANY DISPLAYED IN ITALICS*

Survey Job Title	Established Ranges			Annual Current Paid Rates				Sample Size	
	Simple/Unweighted Averages			Weighted Averages				No. of Employees	No. of Organizations
	Range Minimum	Control Point	Range Maximum	Annual Base Pay	Annual Bonus	Other Bonus	Total Cash		
<b>1013</b> <i>Airport Director</i>	\$32,137	\$42,000	\$51,395	\$44,739	\$7,265	\$2,010	\$45,176	510	8
<b>1023</b> <i>Assistant Airport Director</i>	\$40,600	\$54,643	\$67,400	\$58,776	\$11,140	\$3,641	\$59,709	190	9
<b>1197</b> <i>Deputy Assistant Director</i>	\$33,909	\$48,857	\$62,945	\$39,664	\$1,102	\$3,934	\$40,258	210	3
<b>2003</b> <i>Airport Maintenance Director</i>	\$31,582	\$41,375	\$49,000	\$39,080	\$1,839	\$2,112	\$40,048	10	5
<b>3132</b> <i>Airport Operation Director</i>	\$40,437	\$48,150	\$61,000	\$51,932	\$2,180		\$32,110	577	5

Empty Cell = No data or insufficient data for analysis.

SAMPLE FICTITIOUS DATA



# ACI-NA Compensation Survey



## 2008 DETAIL REPORT

REPORT ID = SAMPLE - FICTITIOUS DATA

8/21/2008 5:15:28 PM

### 1013 Airport Director

This is a fictitious data for demonstration only. Full job text will be available here when developed.

	Established Ranges			Annual Current Paid Rates				
	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Annual Bonus	Other Bonus	Total Cash	
Employee Weighted Average	\$28,112	\$41,600	\$51,200	\$44,739	\$1,265	\$2,017	\$45,176	
Simple/Unweighted Average	\$32,127	\$42,100	\$51,395	\$44,789	\$987	\$3,111	\$45,793	
10th Percentile	\$26,400	\$37,564	\$40,913	\$34,824	\$328	\$800	\$34,824	
25th Percentile	\$28,100	\$40,700	\$47,600	\$40,271	\$500	\$1,000	\$40,405	
50th Percentile	\$29,000	\$41,800	\$52,000	\$45,080	\$1,000	\$1,100	\$45,591	
75th Percentile	\$31,000	\$44,600	\$55,400	\$49,980	\$1,500	\$1,600	\$50,253	
90th Percentile	\$31,000	\$44,915	\$55,400	\$53,371	\$3,000	\$5,484	\$54,129	
Number Of Organizations	6	7	6	8	3	2	8	
Number Of Employees	410	504	410	510	161	9	510	
Earning Mix (Only For Those Receiving Bonus)				97.3 %	2.5 %	0.2 %	100%	
Percentage of Total Employees Eligible For Bonus					87.8 %	1.8 %		
Percentage of Organizations With Bonus Eligible Employees					50.0 %	25.0 %		
Percentage of Eligible Employees Who Receive Payment					35.9 %	100.0 %		
Percentage of Total Employees Receiving Bonus					31.6 %	1.8 %		
Other Bonus/Base Pay - All Employees					0.9 %	0.1 %		
Other Bonus/Base Pay - Only Employees Receiving					2.6 %	4.2 %		
Salary Range Spread		Weighted Average	74.4 %		Simple Average	61.8 %		
FLSA Treatment		Exempt	0.0 %		Nonexempt	100.0 %		
Bargaining Unit Representation Level		Yes	42.9 %		No	57.1 %		
Job Match	Lighter Match (L)	0.0 %		Equal Match (E)	100.0 %		Heavier Match (H)	0.0 %
Car Practices	Car Provided	100.0 %		Allowance Only	0.0 %		Expenses Only	0.0 %
Housing	Housing Provided	100.0 %		Allowance Only	0.0 %		Expenses Only	0.0 %

Empty Cell = No data or insufficient data for analysis.



# ACI-NA Compensation Survey



2008 BREAKOUT REPORT  
REPORT ID = SAMPLE - FICTITIOUS DATA

8/22/2008 12:05:51 PM

## 1013 Airport Director

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Annual Bonus	Other Bonus	Total Cash	No. of Employees	No. of Organizations	Relative Index
<b>Geographic Area</b>										
CA Los Angeles Metro	\$30,044	\$42,572	\$53,825	\$46,531	\$1,953		\$48,484	1	3	104.2 %
CA Orange County	\$33,055	\$44,376	\$55,655	\$46,611	\$1,230		\$47,841	20	3	103.0 %
NJ Northern New Jersey	\$27,638	\$41,833	\$53,885	\$49,563	\$743	\$1,141	\$51,447	11	3	112.7 %
NY Rochester/Bufalo	\$29,951	\$43,048	\$53,548	\$46,597	\$1,000		\$47,597	163	3	104.3 %
OR Portland/Vancouver	\$28,140	\$40,214	\$49,014	\$46,684	\$1,395	\$5,079	\$53,158	33	3	103.4 %
<b>Revenue Level</b>										
Over \$5 Billion	\$29,143	\$42,151	\$51,394	\$45,612	\$1,264	\$1,143	\$47,919	433	3	102.0 %
<b>Total Job</b>										
Total Job	\$29,412	\$42,610	\$51,236	\$44,739	\$1,265	\$2,017	\$47,981	510	8	100.0 %

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

Note: No breakout data is displayed where less than 3 companies are reporting to any region, product or revenue cut. All data for this job is used when calculating the relative index.

Relative Index indicates the relationship of the Total Compensation to the National Average on this job.



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**PolicyCentral®**

Compensation related policy and practices information is collected and analyzed through our website at PolicyCentral – your online source for compensation policy issues. Use your username and password to log on at [www.wmgnet.com](http://www.wmgnet.com) and click on PolicyCentral to complete this portion of your survey. Once in PolicyCentral, click on the ACI-NA tab to complete the topics. (If you need your log in information, please call 408-399-4900.)

The best part is that once your information is in PolicyCentral, you only need to review and update your changes annually. All of your previous data is retained for modification. We understand that it may require an initial investment of your time to enter your company's data the first time, but once your data is in, updating it next year won't take as much of your time. Once you enter your own data on any topic, you can generate a report for that topic.

Data will not be displayed in PolicyCentral reports if there are less than 5 organizations reporting, therefore, it is imperative to complete your topics so reports are beneficial to all. In order to ensure that the database is well populated, you will need to complete your submissions to PolicyCentral **by OCTOBER 31st, 2009.**

**This year the ACI-NA Working Group determined that the following lists of topics are the most beneficial for the airport industry. You will find these topics in the ACI-NA tab once you have logged into PolicyCentral.**

AU-10	Automobile: All Positions: Excludes Sales & Service	JD-10	Jury Duty Pay
BE-25	Benefits: Employee Assistance/Counseling	LE-10	Lead Premium
BE-45	Benefits: Part-Tme Employees	ON-10	On-Call/Stand-By Pay: Call-In Pay
BE-60	Benefits: Retirement Plans: 401(a)/401(k)/403(b)/457 Type Plans	PA-15	Paid Personal Time Off - PPTO
BE-70	Benefits: Retirement Plans: Defined Benefit Plan	PA-20	Paid Sick Leave
BE-75	Benefits: Retirement Plans: Defined Contribution Savings Plan	PA-25	Paid Vacation
BE-80	Benefits: Tuition Reimbursement	PA-50	Pay Administration Methods
BO-25	Bonuses: Individual Performance (Excludes Sales)	**PA-55	Pay Increases: General and COLAs
BO-30	Bonuses: Lump Sum Payment in Lieu of Merit	**PA-60	Pay Increases: Merit Budgets & Plans
**BO-35	Bonuses: Profit Sharing	**PA-65	Pay Increases: Promotions & Others
CP-90	College Programs: Student Intern/Co-Operative	PA-75	Pay Range: Methods & Policies
**ET-10	Employment Turnover/Reduction In Force (RIF)	**PA-80	Pay Range: Percent Change
EX-10	Executive Perquisites	SH-10	Shift Differential: 2nd Shift/Swing
HO-15	Holidays 2009	SH-15	Shift Differential: 3rd Shift/Graveyard
HO-16	Holidays 2010	SH-20	Shift Differential: Pay Eligibility
IN-10	Insurance: Accidental Death & Dismemberment - (AD&D)	TE-10	Telecommuting & Job Sharing
IN-15	Insurance: Group Life	WO-10	Work Schedules: 3/12/36
IN-20	Insurance: Health & Medical	WO-15	Work Schedules: 4/10/40
IN-30	Insurance: Long Term Disability - (LTD)	WO-20	Work Schedules: 9/80 Bi-Weekly
IN-35	Insurance: Short Term Disability - (STD)	WO-25	Work Schedules: Flex Time



## SmartScreen<sup>®</sup> Data Submittal

- A pre-formatted **SmartScreen** Excel template is provided to simplify your data entry. The **SmartScreen** template assists participants in editing and verifying data prior to submitting. It also allows you to securely submit your data directly on-line to the WGM website. You can download the **SmartScreen** Excel template from <http://www.wmgnet.com/DNN/Portals/0/AC/AC09SS.xls>
- **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can “cut & paste” into it from your other internal data sources.
- Use the “Submit” feature of the **SmartScreen** to automatically upload your completed file directly to our server.  
**Note:** After you “Submit” your data via the **SmartScreen** feature, you will receive a confirmation email indicating your data has been received by WGM.
- Please call Toni McGrath at 408-399-4900 ext.229, if you have questions regarding proper formatting of your file.

When your data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable entries. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call Toni McGrath at 408-399-4900 ext.229 for assistance.

Once you have performed the “Validate Data” function of your **SmartScreen** and saved your data, you have two options for submitting data:

- Submit the file to WGM: Click on the “Submit” tab and follow the easy steps to upload directly to the WGM website.
- OR
- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Toni McGrath at [toni@wmgnet.com](mailto:toni@wmgnet.com)

## DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No organization identification will be associated with any data or reports generated from the database, except a participant's own data and reports.
- All reports and data presentations are available only in “aggregate” form and display summary information only.
- Reports will NOT be produced for any participant unless the following criteria are met:
  - Report requests contain a minimum of five or more survey participants, in addition to the requester.
  - No reports on individual jobs will be produced in which data from any single organization (other than the requestor) represents over 33.3% of the total data in a given job OR if there are fewer than 5 organizations (including your own) reporting data on a given job.



## JOB MATCHING AND DESCRIPTIONS

The survey is designed to collect data for a variety of levels of management and professional positions as well as individual contributors within several functions. A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of the job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions. Some descriptions include typical reporting relationships, but these are not intended to exclude an otherwise acceptable job match.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in some descriptions.

The use of titles such as "Manager", "Director", "Officer", "Specialist", "Chief", "Head" and the like have varying application from one organization to another, and should not be relied on to determine a valid job match. Matching needs to rely on the content of the job and not on job title.

**Report full-time, permanent, U.S. based active employees only.** EXCLUDE Part-Time, Seasonal, Contract, Job Share, Temporary employees and those on LOA, Disability, Sabbatical and similar non-active status. Also EXCLUDE Airline, Concessionaire employees and other vendors.

## MULTIPLE LEVEL MATCHING

Your job family may have more or fewer levels than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined or one of your levels need to be omitted for reporting to a given survey level.

For example: The survey has one level for Survey Job 103 - Pass and ID Clerk. Your airport has two levels. Upon review of the survey descriptions, you may determine that your 2<sup>nd</sup> level would be best reported to Survey Job 103. Therefore, you would not report your 1<sup>st</sup> level of this job in the survey.

## BLENDED JOBS

### **DO NOT DOUBLE MATCH.**

If your employee performs a combination of duties from two or more survey job levels or functions, pick the one survey job where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or function. If no survey job represents at least 80% of the incumbent's job content, **DO NOT REPORT** that employee.

For example: If the employee performs 50% of the duties found in Survey Job 10 Governmental Affairs Manager, and 50% of the duties found in Survey Job 12 Public Affairs Officer, **DO NOT REPORT** that employee in either job. However, if the employee has a job content mix of 90% in Survey Job 10, Governmental Affairs Manager and 10% in Survey Job 12 Public Affairs Officer, then report that employee to Survey Job 10 Governmental Affairs Manager.

**"If in doubt, leave it out".**

## SmartScreen<sup>®</sup> Data Submittal

- A pre-formatted **SmartScreen** Excel template is provided to simplify your data entry. The **SmartScreen** template assists participants in editing and verifying data prior to submitting. It also allows you to securely submit your data directly on-line to the WMG website. You can download the **SmartScreen** Excel template from <http://www.wmgnnet.com/DNN/Portals/0/AC/AC09SS.xls>
- **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can “cut & paste” into it from your other internal data sources.
- Use the “Submit” feature of the **SmartScreen** to automatically upload your completed file directly to our server.  
**Note:** After you “Submit” your data via the **SmartScreen** feature, you will receive a confirmation email indicating your data has been received by WMG.
- Please call Toni McGrath at 408-399-4900 ext.229, if you have questions regarding proper formatting of your file.

When your data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable entries. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call Toni McGrath at 408-399-4900 ext.229 for assistance.

Once you have performed the “Validate Data” function of your **SmartScreen** and saved your data, you have two options for submitting data:

- Submit the file to WMG: Click on the “Submit” tab and follow the easy steps to upload directly to the WMG website.
- OR
- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Toni McGrath at [toni@wmgnnet.com](mailto:toni@wmgnnet.com)

## DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No organization identification will be associated with any data or reports generated from the database, except a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- Reports will NOT be produced for any participant unless the following criteria are met:
  - Report requests contain a minimum of five or more survey participants, in addition to the requester.
  - No reports on individual jobs will be produced in which data from any single organization (other than the requestor) represents over 33.3% of the total data in a given job OR if there are fewer than 5 organizations (including your own) reporting data on a given job.



## JOB MATCHING AND DESCRIPTIONS

The survey is designed to collect data for a variety of levels of management and professional positions as well as individual contributors within several functions. A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of the job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions. Some descriptions include typical reporting relationships, but these are not intended to exclude an otherwise acceptable job match.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in some descriptions.

The use of titles such as "Manager", "Director", "Officer", "Specialist", "Chief", "Head" and the like have varying application from one organization to another, and should not be relied on to determine a valid job match. Matching needs to rely on the content of the job and not on job title.

**Report full-time, permanent, U.S. based active employees only.** EXCLUDE Part-Time, Seasonal, Contract, Job Share, Temporary employees and those on LOA, Disability, Sabbatical and similar non-active status. Also EXCLUDE Airline, Concessionaire employees and other vendors.

## MULTIPLE LEVEL MATCHING

Your job family may have more or fewer levels than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined or one of your levels need to be omitted for reporting to a given survey level.

For example: The survey has one level for Survey Job 103 - Pass and ID Clerk. Your airport has two levels. Upon review of the survey descriptions, you may determine that your 2<sup>nd</sup> level would be best reported to Survey Job 103. Therefore, you would not report your 1<sup>st</sup> level of this job in the survey.

## BLENDED JOBS

### **DO NOT DOUBLE MATCH.**

If your employee performs a combination of duties from two or more survey job levels or functions, pick the one survey job where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or function. If no survey job represents at least 80% of the incumbent's job content, **DO NOT REPORT** that employee.

For example: If the employee performs 50% of the duties found in Survey Job 10 Governmental Affairs Manager, and 50% of the duties found in Survey Job 12 Public Affairs Officer, **DO NOT REPORT** that employee in either job. However, if the employee has a job content mix of 90% in Survey Job 10, Governmental Affairs Manager and 10% in Survey Job 12 Public Affairs Officer, then report that employee to Survey Job 10 Governmental Affairs Manager.

**"If in doubt, leave it out".**



DATA EFFECTIVE DATE

Data reported should reflect policies in effect and your payroll data closest to August 1, 2009. Report data for each individual employee matched to the survey job.

SmartScreen®: LAYOUT CONFIGURATION AND SPECIFICATIONS

SmartScreen is an Excel spreadsheet template available for downloading at <http://www.wmgnet.com/DNN/Portals/0/AC/AC09SS.xls>

COLUMN/DATA FIELD	FORMAT	DEFINITIONS FOUND ON PAGE #
A. Survey Job Code	<i>Numeric Only</i>	12
B. Organization Job Code	<i>Alphanumeric</i>	12
C. Organization Job Title	<i>Alphanumeric</i>	12
D. Job Match	<i>L, E, or H</i>	12
E. Employee ID	<i>Alphanumeric</i>	12
F. FLSA	<i>N or E</i>	13
G. Bargaining Unit Representation	<i>Y or N</i>	13
H. Pay Grade	<i>Alphanumeric</i>	13
I. Range Minimum	<i>Numeric – Annual Dollars</i>	13
J. Control/Midpoint	<i>Numeric – Annual Dollars</i>	13
K. Range Maximum	<i>Numeric – Annual Dollars</i>	14
L. Annual Base Pay	<i>Numeric – Annual Dollars</i>	14
M. Bonus Eligibility Flag	<i>0, 1, 2 or 3</i>	14
N. Annual Bonus	<i>Numeric – Annual Dollars</i>	14
O. Other Bonus	<i>Numeric – Annual Dollars</i>	15
P. Total Cash	<i>Numeric – Annual Dollars</i>	15
Q. Employee Work Location Zip/Postal Code	<i>Numeric 5 Digit Only</i>	15
R. Car Allowance	<i>0, 1, 2, or 3</i>	15
S. Housing Allowance	<i>0, 1, 2, or 3</i>	16
T. Single or Multiple Airport Responsibility	<i>S or M</i>	16
U. FAA Airport Code	<i>Alpha 3 Digit Only</i>	16
V. Governance Type	<i>A, B, C, D, E, or Z</i>	17
W. Annual Airport/Authority Revenue (in Millions)	<i>Numeric - Annual Dollars</i>	17
X. Annual Airport/Authority Budget (in Millions)	<i>Numeric - Annual Dollars</i>	17
Y. Total Airport/Authority Headcount	<i>Numeric Only</i>	18

Tips to avoid corrupting your data on the **SmartScreen**:

- Report annual dollars, whole numbers – do not include cents
- If you have used formulas to calculate fields, convert the formulas to values prior to uploading to **SmartScreen**
- DO NOT include decimals, dollar signs (\$) or cents
- DO NOT add columns of information that are not defined on the Record Layout above
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT change the order of the columns
- DO NOT assign a password to the document



## COLUMN & DATA FIELD DEFINITIONS

### **A SURVEY JOB CODE:**

See above regarding matching of multiple levels in a job family and blended jobs.

Identifies the survey job which this employee performs. Refer to the accompanying descriptions for detailed job content and to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.

### **B ORGANIZATION JOB CODE:**

If your organization uses a job numbering system, indicate your internal organization job code that corresponds to your title. This information will help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of this survey.

### **C ORGANIZATION JOB TITLE:**

Enter your internal organization job title for each job reported. Titles that are longer than 50 characters will be truncated. Please abbreviate where possible.

### **D JOB MATCH:**

Estimates the relative matching of your job to the survey description.

- **L** = Indicates that the content of your job is lighter than the survey description. (Do not use the " - " sign character)
- **E** = Indicates an equal match (Do not use the " = " sign character)
- **H** = Heavy match indicates that your job content requires more of an incumbent than the survey description, however is still a valid match to this level, and the additional content is not sufficient to move it to the next level. (Do not use the " + " sign character)

### **E EMPLOYEE ID:**

Enter a unique identifying number for each employee (row) reported by your organization to enable internal tracking and verification of data.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employee and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. Please DO NOT submit Social Security numbers or any identification you would consider to be confidential.



## COLUMN & DATA FIELD DEFINITIONS (continued)

### **F** FLSA:

Indicates whether employees are recognized/classified as either exempted from, or eligible for, overtime payments in accordance with the Fair Labor Standards Act.

- N = Non-Exempt
- E = Exempt

### **G** BARGAINING UNIT REPRESENTATION:

Indicates whether employee is represented by a bargaining unit.

- Y = Represented
- N = Not Represented

### **H** PAY GRADE:

Enter the name/number of your internal pay grade to which this job is assigned in your pay structure.

If there is an entry in Column I/J/K, then there should be data in Column H.

If there is an entry in Column H, then there should be data in Columns I, J and K or Column J if "Broadband" approach is utilized.

"Broadband" generally refers to a pay structure that consolidates a large number of pay grades and salary ranges into much fewer broad bands with relatively wide salary ranges (typically with 100 percent or more difference between minimum and maximum) or a control point.

### **I** RANGE MINIMUM:

The lowest Base Pay rate that would apply to an employee hired into the job with the minimum qualifications. Do not report Range Minimum if your organization uses a "Broadband" approach. Report Range Minimum in effect August 1, 2009.

### **J** CONTROL/MIDPOINT:

Normally reflects the arithmetic midpoint between the pay range minimum and maximum. If your organization administers pay using a Control or Market Point other than the arithmetic midpoint of your pay range, enter the annual amount here. If your organization uses a "Broadband" approach, report the Control Point or Market Point for the job, but leave the Range Minimum & Range Maximum blank. Report Control/Midpoint in effect August 1, 2009.



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COLUMN & DATA FIELD DEFINITIONS (continued)

**K RANGE MAXIMUM:**

The highest Base Pay normally available to employees in this job. Do not report the Range Maximum if your organization uses a "Broadband" approach. Report Range Maximum in effect August 1, 2009.

**L ANNUAL BASE PAY:**

Annual Base Pay is regular base pay provided to the employee through the payroll. **Do not report** data for Part-Time or Seasonal employees. Such payments represent pre-tax and pre-401(a)/401(k)/403(b)/457 amounts. Includes all cash earned as base pay. Excludes incentive-related income (to be reported under ANNUAL BONUS). Report your payroll data closest to August 1, 2009.

**M BONUS ELIGIBILITY FLAG:**

Indicates whether the employee was eligible to receive an Annual Bonus (Variable Pay) or Other Bonus (Profit Sharing/Gain Sharing) in the most recent fiscal year. Eligibility can refer to those in a formal or informal Variable Pay/Bonus Plan.

- **0** = Not eligible for either Annual Bonus or Other Bonus (Profit Sharing/Gain Sharing) – as defined in Column N and O below.
- **1** = Only eligible for Annual Bonus Program - Column N below.
- **2** = Only eligible for Other Bonus (Profit Sharing/Gain Sharing) – Column O below.
- **3** = Eligible for BOTH Annual Bonus and Other Bonus (Profit Sharing/Gain Sharing) Plans.

Indicate eligibility whether the employee actually received a payment or not.

**N ANNUAL BONUS:**

Represents the actual cash earned through a Variable Pay Program for individual, group, team or organization performance based on achievement of a defined target for the most recently completed full fiscal year (the default value will be the calendar year 2008).

Includes all cash awards for performance. Excludes profit sharing, gain sharing, and any deferred compensation. All amounts represent pre-tax deferral amounts for pre-401(a)/401(k)/403(b)/457 type programs. Includes all cash payments such as Management By Objectives (MBO), Spot Awards, discretionary bonus, sales incentives, product promotion awards and other performance based awards. Excludes hiring bonus, deferred compensation, relocation assistance and the like.

Does NOT include partial year payments. For employees who have worked less than a full year, choose one of the following:

- If a partial year value is available, pro-rate to a full-year amount, OR
- If a partial year value is not available, do not report any amount, but indicate that employee is eligible only.

Entries in Column N require a "1" or "3" entry in Column M.

COLUMN & DATA FIELD DEFINITIONS (continued)

**O OTHER BONUS:**



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Annual cash payments earned for the most recently completed full plan year for Cash Profit Sharing OR Gain Sharing awards. Report actual amounts earned, expressed in annual dollar amounts, for the most recent full plan year, whether paid during or after the plan year. Do not report long-term, deferred, retirement, 401(a)/401(k)/403(b)/457 type programs or vesting programs.

Entries in Column O require a "2" or "3" entry in Column M.

**P TOTAL CASH:**

Total Annual Cash earned by each incumbent.

Must equal the sum of: Annual Base Pay (column L) + Annual Bonus (column N) + Other Bonus (column O).

**Q EMPLOYEE WORK LOCATION ZIP/POSTAL CODE:**

Enter the 5-digit Postal Zip/postal code of the WORK LOCATION of the employee. Leading zeroes are acceptable. (e.g. 01776) The "work location" may be the Airport/Airport Authority Location, Regional Office, Remote Center or the Employee's home office, depending on where the employee spends the bulk of their time. Report the location that best represents the employee's work location. Do not report the 9-digit Postal Zip/postal codes. Report U.S. locations only.

**R CAR ALLOWANCE:**

Indicates whether an employee receives an allowance for a car.

- 0 = None.
- 1 = Car Provided: May include those who also receive an additional Allowance payment or additional Expense reimbursements beyond the car provided.
- 2 = Allowance Only is Provided.
- 3 = Expenses Only are Reimbursed.



COLUMN & DATA FIELD DEFINITIONS (continued)

**S HOUSING ALLOWANCE:**

Indicates whether an employee receives an allowance for housing.

- 0 = None.
- 1 = Housing Provided: May include those who also receive an additional Allowance payment or additional Expense reimbursements beyond the housing provided.
- 2 = Allowance Only is Provided.
- 3 = Expenses Only Reimbursed.

**T SINGLE OR MULTIPLE AIRPORT RESPONSIBILITY:**

Indicates whether the employee's job responsibilities are for a single airport or if the employee has responsibilities for multiple airports in your jurisdiction.

- S = Single Airport Responsibility
- M = Multiple Airport Responsibility

**U FAA AIRPORT CODE:**

Enter the unique FAA Airport Code identifying the Airport which represents the responsibilities of the incumbent. If the incumbent is responsible for multiple airports in your jurisdiction, enter the FAA Airport Code for the Major Airport within your Airport Authority.

Examples include:

- SJC = Mineta San Jose International
- BWI = Baltimore/Washington International Airport
- IAD = Metropolitan Washington Airports Authority



COLUMN & DATA FIELD DEFINITIONS (continued)

**V GOVERNANCE TYPE:**

Indicate the type of Governance for the organization being reported.

- **A** = City-operated. Examples: City of Atlanta Department of Aviation  
City of San Jose Airport Department
- **B** = County-operated. Examples: Broward County Aviation Department  
Clark County Department of Aviation
- **C** = State-operated. Examples: Maryland Aviation Administration  
Hawaii Department of Transportation – Airports Division
- **D** = Port Authority. Examples: Massachusetts Port Authority  
Port Authority of New York and New Jersey
- **E** = Airport Authority. Examples: Asheville Regional Airport Authority  
Metropolitan Washington Airports Authority
- **Z** = Other. Examples: Denver International Airport, A joint city and county run airport  
Dallas/Fort Worth International Airport, A contract between the two  
cities Monterey Peninsula Airport, Operated by a special local tax district

**NOTE: For Columns W, X and Y below, report the value for the level at which the employee is responsible.**

- If the employee has responsibility for a Single Airport within a Multi-Airport Authority, report the values for that Single Airport.
- If the employee has multi-airport responsibility at the Airport Authority level, report the total value for the full Airport Authority, inclusive of all airports within the jurisdiction of the Authority.
- For Multi-Modal Authorities, only incorporate aviation sector values. Exclude non-aviation sectors such as shipping, warehousing, property management, rail, bus, and trucking. For example, for the New York Port Authority, report only the aviation related demographics.

**W ANNUAL AIRPORT/AUTHORITY REVENUE (IN MILLIONS):**

Represents the annual revenue for the Airport/Airport Authority where the employee works. Include all aviation and non-aviation revenue generated by the Airport/Airport Authority.

Report revenue in millions for your most recently completed fiscal year. Round revenue to the nearest million.  
Example: 1947 = \$1,947,362,094

**X ANNUAL AIRPORT/AUTHORITY BUDGET (IN MILLIONS):**

Represents the annual Operating and Maintenance (O&M) Budget for the Airport/Airport Authority where the employee works.

Report O&M Budget in millions for your most recently completed fiscal year. Round budget to the nearest million.  
Example: 1201 = \$1,200,840,000



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COLUMN & DATA FIELD DEFINITIONS (continued)

**Y TOTAL AIRPORT/AUTHORITY HEADCOUNT:**

Enter the Total Number of Employees who are in the Airport/Airport Authority. This includes ALL Full-Time, Part-Time, Casual and Seasonal employees.

NOTE: Exclude Airline, Concession, Contract, Construction, etc. employees. Only include those employees who are paid by your Airport/Airport Authority.

QUESTIONS.....

For content, job matching, definitions, and general survey questions contact:

Toni McGrath at 408-399-4900, ext. 229 or [toni@wmgnet.com](mailto:toni@wmgnet.com)  
Or Steve Treder at 408-399-4900, ext.225 or [stevet@wmgnet.com](mailto:stevet@wmgnet.com)  
Or Tim Schwarzer at 408-399-4900, ext.222 or [tim@wmgnet.com](mailto:tim@wmgnet.com)

For data formatting and submission questions contact:

Patti Heyer at 408-399-4900, ext. 235 or [mailto:patti@wmgnet.com](mailto:mailto:patti@wmgnet.com)



**2009 ACI-NA  
Compensation Survey Job Descriptions**



**Bold = New job for 2009**

Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
1	<p><b>Chief Executive Officer (CEO)</b> Serves as the top aviation/airport executive in the airport/airport system. Directs the overall management of the airport/airport system, typically including its capital, real property, human resources and other assets. Develops and oversees implementation of its strategic vision, objectives, initiatives and plans as well as annual goals/objectives and tactical plans. Establishes standards for and directs subordinate executives and other key positions. Typically reports to a Board of Directors/Commissioners or other governance, such as a Port Director, or a top level elected or appointed public official. <i>If your airport/airport system is a subset of a multi-modal port, do not match the Port Director to this survey job <u>if</u> there is a single subordinate top airport/airport system executive. Typically a single incumbent position.</i></p>	<p>Director of Aviation; President; Executive Director, Airports; Director of Airports; Managing Director, Aviation Division; Aviation General Manager</p>
2	<p><b>Chief Operating Officer (COO)</b> Directs the operational objectives of the airport/airport system, ensuring operational and administrative controls, policies and procedures to ensure operational effectiveness and administrative efficiency of the organization in accomplishment of its strategic and tactical objectives, key initiatives and plans. Typically reports to CEO (survey job no. 1). <i>This is a second-in-command single incumbent position except in extraordinary situations, such as job sharing. Absent such circumstances, do not match this survey job with multiple executive level positions having specific functional focus, such as Executive Director for Public Safety or Executive Director for Finance.</i></p>	<p>Executive Vice President; Deputy Executive Director; Aviation Deputy General Manager</p>
10	<p><b>Governmental Affairs Manager</b> Manages the governmental affairs functions of the airport/airport system, serving as a key member of the management team in development and execution of its governmental affairs strategic objectives, key initiatives and tactical plans. Conceives, gains approval of and supervises execution of lobbying plans. Maintains awareness of politically sensitive and high impact issues, critical needs and areas of special concern or urgent/vital interest to organization. Establishes and maintains liaison with governmental officials or their key staff at federal, state and local levels and key internal/external organizations that have important impact on airport/airport system and its mission, operations, capital improvements, finances and other vital interests. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	<p>Government Relations Director; Director Government and Legislative Affairs; Government Relations Manager</p>
11	<p><b>Governmental Affairs Specialist</b> Assists the Governmental Affairs Manager (survey job no. 10) in all aspects, or assigned critical aspects, of the governmental affairs functions of the airport/airport system at the full performance (journey) level. Analyzes legislative proposals, legislation, rules/regulations or other issues/actions at all pertinent levels of government to assess impact on airport/airport system. Works closely with internal and external organizations to formulate and coordinate official organizational positions. Researches issues and prepares official responses to inquiries from governmental entities on behalf of organization. Typically reports to Governmental Affairs Manager (survey job no. 10) or middle or senior management.</p>	<p>Government Relations Manager</p>
12	<p><b>Public Affairs Officer</b> Manages the public affairs functions, public information programs and media relations of the airport/airport system, serving as a key member of the management team in development and execution of its strategic objectives, key initiatives and tactical plans in these functional areas. Conceives, gains approval of and supervises execution of media campaigns. Maintains awareness of sensitive and high impact issues, critical needs and areas of special concern or urgent/vital interest to organization. Establishes and maintains liaison with media, key airport/airport system staff and key internal/external organizations that have important impact on organization and its mission, operations, capital improvements, finances and other vital interests. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	<p>Public Information Officer; Media Relations Program Manager</p>



**2009 ACI-NA  
Compensation Survey Job Descriptions**



Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
13	<p><u>Public Affairs Specialist</u> Assists the Public Affairs Officer (survey job no. 12) in all aspects, or assigned critical aspects, of the public affairs, public information and media relations program areas of the airport/airport system at the full performance (journey) level. Serves as public and media contact for information on airport/airport system programs, operations and events. Provides information to general and specific audiences in person and through print and electronic media. As a key authorized spokesperson for the organization, maintains awareness of airport/airport system information, collects information he/she deems relevant; prepares, disseminates and follows up on news releases and media announcements to promote organization, provide public information, etc. Develops materials for press kits. Initiates communication with media during unusual situations, such as weather closures and emergencies. Helps coordinate media coverage for special events. Typically reports to the Public Affairs Officer (survey job no. 12) or middle or senior management.</p>	Public Information Specialist; Media Relations Specialist
14	<p><u>Marketing Program Manager</u> Manages the marketing functions of the airport/airport system, serving as a key member of the management team in development and execution of its marketing strategic objectives, key initiatives and tactical plans. Identifies user wants/needs and measures service satisfaction, inadequacies or deficiencies through market research (in house or outsourced) and other means. May recommend new services or service improvements. May develop service level standards. Conceives, gains approval of and supervises execution of marketing campaigns for such areas as passenger service, air cargo, ground transportation, parking and concessions. May develop and implement consumer advocacy programs. May manage organization's advertising, corporate communications and relevant functions. Provides feedback to senior/executive level management and operating units from market surveys. Establishes and maintains liaison with key airport/airport system staff and key internal/external organizations that have important impact on airport/airport system and its mission, operations, capital improvements, finances and other vital interests. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Marketing Manager; Director of Marketing
16	<p><u>Community Programs Manager</u> Manages relationships with communities and groups of various sorts (but not governmental organizations) surrounding the airport(s) to establish ties, find common ground, mitigate opposition, enhance bonds, etc. May develop partnerships with schools, special groups and other organizations near airport(s). May lead or coordinate outreach efforts and tours. May have responsibility for related functions, such as noise issues. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position if it has primary responsibility for governmental affairs at any level (local, state, regional or federal). Typically a single incumbent position.</i></p>	Manager, Public and Community Relations; Community Relations Program Manager; Community Development Manager; Community Affairs Manager
20	<p><u>Noise Abatement Program Manager</u> Manages the entire aero-acoustical program of the airport/airport system as the program technical expert and aircraft noise focal point, serving as a key member of the management team in development and execution of its noise abatement strategic objectives, key initiatives and tactical plans, which may impact aircraft operations, proposed capital developments at the airport(s) and proposed private or public sector development near the airport(s). Assesses aircraft noise, coordinates aircraft noise abatement activities and responds to noise-related environmental issues; this includes but is not limited to Federal Aviation Regulation 150 Noise Compatibility Studies. Conceives, gains approval of and supervises the execution of noise program plans. Maintains awareness of politically sensitive and high impact issues related to aircraft noise. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Aero-Acoustic Program Manager; Noise Program Manager; Aviation Noise Abatement Manager



## 2009 ACI-NA Compensation Survey Job Descriptions



Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>22</u>	<p><b><u>Noise Abatement Analyst</u></b> Monitors and/or analyzes the noise impacts of aircraft operations at specified airports on surrounding communities, and investigates and resolves related complaints and issues. Has comprehensive knowledge of acoustics, data collection and interpretation, analyzing and drawing conclusions from data, regulatory interpretation related to noise, computer applications related to data analysis, and community relations. Has thorough knowledge of aviation and aircraft operations. Responsible for scheduling and coordination between the homeowner, architect and contractor from the onset of design through the completion of all construction related activities including pre-construction conferences, daily field visits, substantial and final completion inspections. Performs diverse duties requiring analysis and judgment to analyze flight track and noise summary data for the purpose of responding to community, FAA and airline concerns. Provides analysis of procedural compliance for airlines. Coordinates flight testing and monitoring for special analyses. Develops and analyzes noise contour scenarios. Oversees compliance with city noise overlay zone as related to construction within the noise overlay boundary. <i>Typically reports to Noise Abatement Program Manager, Job #20.</i></p>	Noise Specialist; Sound Insulation Administrator
<u>30</u>	<p><b><u>Air Service Development Manager</u></b> Manages the air service development functions of the airport/airport system, serving as a key member of the management team in development and execution of its air service development strategic objectives, key initiatives and tactical plans to expand air service and increase airport usage. Maintains awareness of airport capacities and master plans. conducts research on and identifies passenger, cargo and general aviation service wants/needs of region, makes air service projections, and identifies target markets for service increases. Promotes airport/airport system with air carriers (foreign and/or domestic). Conducts outreach to educate and influence target audiences about positive economic impact of air service to region. For domestic air service opportunities, promotes regional market/airport(s)., communicates organization's interests to selected air carriers, and, if necessary, advocates for airport/airport system with Federal Aviation Administration. For international air service (if any), advocates for airport/airport system with US negotiators and represents organization's interests during bilateral agreement proceedings. Conceives, gains approval of and supervises execution of long and short-term air service development plans. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Air Service Planning and Development Manager; Director, Air Service Development; Director of Air Service R&D
<u>41</u>	<p><b><u>Grants Manager</u></b> Manages the grants functions of the airport/airport system in their entirety, including Federal Aviation Administration Airport Improvement Program grants, Transportation Security Administration grants, other federal grants, state grants and grants from other sources, which may include private funders. Reviews or helps prepare the financial components of grant proposals. Ensures adherence to funder's requirements. Reviews grant terms before organization accepts. Tracks financial aspects of grants. Prepares interim analyses and assures timely reporting to funders. May supervise others. Typically this job has grant management responsibility for all airport/airport system grants. Typically reports to middle or senior management. <i>Typically a single incumbent position.</i></p>	Manager, Grants; Grants Development Officer
<u>42</u>	<p><b><u>Grants Specialist</u></b> Prepares proposals and grant applications by researching, identifying and responding to grant opportunities pertinent to the airport/airport system. Serves as liaison to and collaborates with operations and program staff to solicit invitations to submit proposals and gather information for reporting and compliance purposes. May help identify new funding opportunities for new program areas to match organizational needs and interests. Writes grant reports to government agencies, foundations, associations and other funders, including project updates and activities. Typically reports to Grants Manager (survey job no. 41) or middle or senior management.</p>	Grants Assistant; Grants Analyst



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
50	<p><u>Manager, Procurement and Contracts</u> Manages the procurement and contracting functions of the airport/airport system, serving as a key member of the management team in development and execution of its procurement strategic objectives, key initiatives and tactical plans. Develops and oversees execution of organization's procurement/contracting policies and procedures and ensures compliance with applicable acquisition regulations in procurement lifecycle (planning, soliciting, negotiating, awarding, administering and closing-out contracts, as well as handling disputes and claims) for the full range of airport/airport system procurement needs (goods, services, construction, etc.). Oversees short- and long-range procurement planning and market research. Typically works closely with others or leads in disadvantaged, local, small, minority, female and disabled contracting and other special emphasis programs. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Procurement Officer; Director of Procurement; Chief Procurement Officer; Purchasing Manager
60	<p><u>Manager, Concessions Program</u> Manages concessions program functions for the airport/airport systems, serving as a key member of the management team in development and execution of its concessions program strategic objectives, key initiatives and tactical plans. Develops new concession opportunities to enhance consumer choices and increase revenues for organization, evaluates current and proposed concessions, negotiates financial terms, and monitors concession operations for compliance. May use a commercial (shopping center development) firm in these efforts. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Aviation Concessions Manager; Concessions Director; Director of Concessions & Terminal Properties
70	<p><u>Parking and Ground Transportation Manager</u> Plans, organizes and supervises or coordinates the public parking operations <u>and</u> the full range of ground transportation services of the airport or airport system, always including oversight of cash accounting for parking and line operations for parking and employee/user shuttle bus service (which may be outsourced) and often including taxi and other commercial vehicle operations. <i>May include responsibility for employee parking. Typically reports to middle or senior management. Do not match this survey job with your position if it is responsible only for parking <u>or</u> ground transportation operations; instead, see survey jobs no. 71 (Parking Manager) and 72 (Ground Transportation Manager).</i></p>	Parking Systems Manager
71	<p><u>Parking Manager</u> Plans, organizes and supervises or coordinates the public parking operations (but not ground transportation services) of the airport or airport system, always including oversight of cash accounting and line operations for parking. May include responsibility for or be focused on employee parking. May also have functional responsibility for a <u>limited range</u> of ground transportation services. Typically reports to middle or senior management. <i>Do not match this survey job with your position if it is responsible for parking <u>and</u> the full range of ground transportation operations; instead, see survey job no. 70 (Parking and Ground Transportation Manager).</i></p>	Parking Systems Manager
72	<p><u>Ground Transportation Manager</u> Plans, organizes and supervises or coordinates the full range of ground transportation services of the airport or airport system, including line operations for employee/user shuttle bus service (which may be outsourced), taxi service and other commercial vehicle operations. Typically reports to middle or senior management. <i>Do not match this survey job with your position if it is responsible for parking operations <u>in addition</u> to ground transportation operations; instead, see survey job no. 70 (Parking and Ground Transportation Manager).</i></p>	Parking Systems Manager



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
80	<p><u>Risk Manager</u> Manages risk and insurance programs of the airport/airport system to assess and control exposure to accidental losses, serving as a key member of the management team in development and execution of its risk management strategic objectives, key initiatives and tactical plans. Administers financing through insurance carriers, self insurance or other financing alternatives, including but not limited to owner controlled wrap-up insurance programs, contractor controlled insurance programs, incurred loss retrospectively-rated programs and captives. Selects/recommends and interacts with brokers, insurers, investigators, actuaries, adjusters and attorneys. May manage occupational safety and health program, claims and other activities. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	
81	<p><u>Safety Program Manager</u> Administers the occupational safety and health program of the airport/airport system. Develops and implements safety and loss control directives and procedures to prevent injuries, occupational illness, vehicular collisions, and damage to equipment and materials. Conducts or supervises facility inspections and accident investigations; ensures correction of deficiencies; and conducts root cause analyses to identify trends and high impact mitigation to improve overall safety performance. May administer the property/casualty program. Typically reports to middle management. <i>Typically a single incumbent position.</i></p>	Safety and Loss Prevention Manager
90	<p><u>Equal Opportunity Programs Manager</u> Develops and manages equal and special emphasis <u>business opportunity programs</u> of the airport/airport system to increase airport business participation in goods, services, construction, concessions and other areas for disadvantaged businesses, which are typically local or small or owned by minorities, females, persons with disabilities or other specific classes. Conducts outreach efforts. Works closely with procurement/contracting. Advises management and tracks and reports results. May also have responsibility for equal employment opportunity (EEO) -- see survey job no. 710 (EEO Officer). Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	Disadvantaged Business Enterprise Program Manager; Manager DBE
100	<p><u>Airport Operations Manager</u> Manages all airside operations of a full service airport, ensuring its 24 x 7 compliance (typically through direct or second level supervision of shift staff) with Federal Aviation Regulation 139, Transportation Security Regulation 1542, other federal regulations and complementary airport/airport system rules, policies and procedures that provide the basis for safe, secure, orderly and efficient airfield operations. May also have responsibility for the management of terminal or landside operations, but airside responsibility is key to matching this survey job. Subordinate positions typically include your matches for survey jobs no. 101, 102, 103, 110, 111 and/or 112, among others. Typically reports to Airport Manager (survey job no. 200) or higher level management. <i>Do not match your position to this survey job if it does not have <u>airside operations management responsibility airport-wide</u>.</i></p>	Director of Operations; Director of Airside Operations
101	<p><u>Airport Security Manager</u> Ensures the airport's compliance with Federal Aviation Regulation 139, Transportation Security Regulation 1542, other federal regulations and complementary airport/airport system rules, policies and procedures that provide the basis for safe, secure, orderly and efficient airfield operations, <u>with special emphasis on sole or primary responsibility for ensuring programmatic compliance with federal regulations airport-wide and developing airport/airport system rules and procedures.</u> Typically develops airport security and emergency plans. May or may not <u>also</u> serve on shift as an Airport Operations Duty Manager (survey job no. 110) or Airport Operations Officer (survey job no. 111). May lead or supervise pass and identification badging functions. Typically reports to survey job no. 100 (Airport Operations Manager). <i>The key to matching this survey job is <u>primary and special continuing responsibility for the airport's security under FAA and TSA regulations</u>; if this responsibility rotates between positions, do not match them to this survey job.</i></p>	Aviation Security Director



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>102</u>	<p><u>Pass and ID Supervisor</u> Serves as full, first level supervisor over employees providing front line pass and identification badging functions (see survey job no. 103 -- Pass and ID Clerk). Typically reports to a higher level supervisor or manager in the airport operations domain.</p>	SIDA Access Supervisor; Security Badging Manager
<u>103</u>	<p><u>Pass and ID Clerk</u> Performs frontline pass and identification (ID) badging functions, such as: processes requests for Security Identification Display Area (SIDA) badges, Air Operations Area (AOA) driver permits, other secure access badges and general badges for air carrier, tenant, concessionaire, contractor, federal and airport employees, or any combination thereof. Takes badge pictures, makes badges using laminating equipment, processes fingerprints and may monitor automated AOA training system. Conducts complete life cycle processing of airport badging from new requests and renewals to departures. Operates, and performs operator maintenance on, computer equipment associated with the airport access control system, the intelli-key system and other types of secure access systems. Typically reports to a specialist, supervisor or manager in the airport security function.</p>	Badging Agent, Access Control Specialist, ID Specialist, SIDA Access Clerk
<u>110</u>	<p><u>Airport Operations Duty Manager</u> Supervises or leads a <u>shift</u> of personnel ensuring compliance with Federal Aviation Regulation 139, Transportation Security Regulation 1542, other federal regulations and complementary airport/airport system rules, policies and procedures; <u>airside responsibility on shift is key to matching this survey job</u>, even if your positions also have terminal/landside responsibility. <i>If airside responsibility regularly rotates among positions in the same job class where some positions have terminal or landside responsibility, you may match all of these positions to this survey job.</i> Typically reports to survey job no. 100 (Airport Operations Manager). <i>Do not match this survey job with your positions if they are individual contributors (i.e., not supervisors/leaders); instead, consider matching them to survey job no. 111 (Airport Operations Officer).</i></p>	Airfield Operations Duty Manager
<u>111</u>	<p><u>Airport Operations Officer</u> Serves as senior or full performance level <u>non-supervisory</u> employee <u>on shift</u> who, as an individual contributor, represents airport management in overseeing daily operations of the airport, with airside emphasis (even when terminal/landside responsibility is included), by performing most or all of the following functions: monitors airfield safety and security to ensure compliance with Federal Aviation Regulation 139, Transportation Security Regulation 1542, other federal regulations and complementary airport/airport system rules, policies and procedures; monitors weather, wildlife activity and movement of aircraft; opens/closes airport movement areas as conditions warrant; issues Notices to Airmen (NOTAMS); controls/commands snow removal and emergency responses until relieved; and performs related functions. Typically reports to Airport Operations Duty Manager (survey job. no 110), Airport Operations Manager (survey job no. 100), middle or senior management. <i>If airside responsibility regularly rotates among positions in the same job class where some positions have terminal or landside responsibility, you may match all of these positions to this survey job. If your position supervises or leads a team on shift, consider matching it to Airport Operations Duty Manager (survey job no. 110).</i></p>	Airfield Operations Officer; Airport Operations Specialist; Senior Airport Operations Specialist; Aviation Operations Representative
<u>112</u>	<p><u>Airport Operations Duty Agent</u> As a limited performance level job (technician, entry level, development level, etc.), performs airfield, perimeter, terminal and grounds inspections, <u>typically on shift</u>, to help enforce compliance with Federal Aviation Regulation 139, Transportation Security Regulation 1542, other federal regulations and complementary airport/airport system rules, policies, procedures, leases and agreements. Gives directions to air carriers, tenants, concessionaires, contractors, travelers and others to obtain compliance or provides assistance with their wants/needs. Provides customer service to airport users. May also coordinate after-hours maintenance or monitor emergency repairs to critical equipment. Typically reports to an Airport Operations Duty Manager (survey job no. 110), Airport Operations Officer (survey job no. 111) or another higher level job in the airport operations domain.</p>	Airfield Operations Agent, Aviation Operations Agent



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
113	<p><b><u>Airport Ramp Controller</u></b> Directs, plans, and safely manages all aspects of aircraft ground movement and comprehensive gate management to ensure optimum efficiency. Serves as focal point for the safe, efficient and expeditious ground movement of aircraft ingress and egress within the confines of the ramp. Serves as liaison between the airport operations staff, tenants and the Federal Aviation Administration Airport Traffic Control Tower for administering flow management staging of departing aircraft and strategic gate management for arriving aircraft. Coordinates gate scheduling, off-gate parking, aircraft hot and cold holding with all appropriate airline tenants. Applies ramp control procedures that provide safe movement of aircraft on the non-movement area and, to the extent practicable, are operationally acceptable to both the FAA and the airlines. Provides control, surveillance and traffic advisories when directing aircraft from predetermined drop-off points to the gate area, as well as the control of vehicles near taxiing aircraft and the coordination of aircraft gate scheduling. May utilize computerized aids to effect ramp navigation. Applies Gate Flow and scheduling software to maximize gate assignments, aircraft push-backs and holding pad assignments. <i>Typically reports to Airport Operations Manager, Job #100.</i></p>	
120	<p><b><u>Manager, Real Estate</u></b> Manages all activities of the airport/airport system in negotiating, processing, implementing and enforcing leases, contracts and specifications for occupancy and use of airport facilities, in establishing rent structures and levels of service to tenants and concessionaires, and in determining property valuation. Develops associated policies and procedures. May manage business development opportunities (see survey job no. 60: Manager, Concessions Program). May also conduct or oversee land or facility use feasibility studies. May use a commercial (real estate development) firm in these efforts. Typically reports to senior management or executive leadership. Typically a single incumbent position.</p>	<p>Director, Real Estate; Business and Property Manager; Director of Business Development</p>
122	<p><b><u>Property Manager</u></b> Manages airport and/or Port properties and facilities, including management of revenues, expenses, customer relationships, and contract administration. Has a basic understanding of and skill in applying general real estate principles and practices in the areas of property management, airport and/or Port (i.e. aviation, marine) facilities management, and contract administration/ management. Uses basic project management skills to design and accomplish projects which may involve multiple departments and some outside resources. Works within established processes and procedures, identifying opportunities for revision which would enhance the effectiveness and/or efficiency of property management operations. Performs diverse duties requiring analysis and judgment to solve technical and operational problems. Responsible for maintaining tenant relations with local tenants. Ensures customer service standards are maintained and that revenue and expenses are in accordance with projected budgets. Reviews leases, evaluates customer issues and determines appropriate response to tenant issues. Negotiates and interprets lease agreements, contracts, renewals, permits, and/or various property rights or other rights of use including recommendation of negotiating positions. May recommend substantive changes in work group processes or procedures. Resolves a variety of customer/tenant issues and takes lead in tenant interfaces. Conducts a variety of special or unique projects related to leased properties and concessions. Works with departments and outside organizations to gather information relative to managed properties. Reviews and revises contracts and draft leases. Prepares and manages operating budgets. May have direct management responsibility for employees, generally in non-exempt positions. <i>May report into either Concessions Program Manager, job #60, or Real Estate Manager, job #120.</i></p>	<p>Business Administrator; Property Administrator</p>



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>200</u>	<u>Airport Manager</u> Manages one full service (passenger and/or cargo) airport within a multi-airport system, including responsibility for airside, terminal and landside operations, line service and customer service. May also manage any combination of other functions for the airport of responsibility, such as economic development, construction, maintenance, marketing, administration, finance, human resources, parking, concessions and general aviation. Typically reports to executive leadership (including the CEO/COO or equivalent) in the airport system.	
<u>201</u>	<u>Customer Service Manager</u> Develops and implements strategic direction and plans for an airport-wide customer service program including employee training. Creates customer service programs, services and other amenities which enhance the experience of travelers. Works with airport service providers, airlines, TSA, CBP, concessionaires, and other airport or Port Authority related staff to establish customer satisfaction benchmarks, employee training guidelines and standards, and leads the effort to ensure all airport employees receive customer service training. Establishes and maintains program goals, marketing strategies, and direct outreach to all airport tenants and business partners. Monitors industry trends and expectations in customer service programs and makes recommendations to senior management for initiatives to be included in the program. Evaluates changes in passenger processing, airport access and other airport operational processes and assesses impact to passengers. Develops strategies and implementation plans to mitigate negative customer impacts and collaborates with all affected airline and/or Port departments including service providers to ensure that a positive customer experience is valued and maintained. Has advanced understanding of customer service programs and their importance to organization effectiveness. Knowledgeable in industry "best practices" for customer service performance against accepted metrics. Has thorough knowledge of FAA regulations related to security, i.e. badging. Well-versed in the disciplines of project management and delivery. Responsible for a breadth of customer service functions related to a diverse set of stakeholders with varied, possibly conflicting wants/needs. Coordinates efforts with other groups/functions and tenants to ensure optimal solutions for all stakeholders, internal and external. Must ensure that actions taken or procedures established are consistent with FAA and other requirements. <i>Typically reports to Airport Manager, Job #200.</i>	Customer Relations Manager
<u>210</u>	<u>General Aviation Program Manager</u> Manages the general aviation functions, including operations, line service and customer service for <u>all</u> general aviation/executive airports of a full service airport system. May also manage or conduct economic development, construction, maintenance and marketing activities for the general aviation function. May have responsibility for finance, human resources and other administrative functions. Typically reports to higher level management (middle management, senior management or executive leadership) in the airport system. <i>The key for matching this survey job is responsibility for management of more than one general aviation/executive airport within an airport system. See survey job no. 211 (Executive Airport Manager) for management of a single general aviation/executive airport. Typically a single incumbent position.</i>	General Aviation Manager; Manager, Executive Airports
<u>211</u>	<u>Executive Airport Manager</u> Manages one general aviation or executive airport, including operations, line service and customer service. May also manage or conduct economic development, construction, maintenance and marketing activities for the general aviation/executive airport. May have responsibility for finance, human resources and other administrative functions. Typically reports to higher level management in an airport system or an elected or appointed public official or board. <i>Do not match this survey job with a position that manages multiple general aviation/executive airports -- see survey job no. 210 (General Aviation Program Manager).</i>	



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
300	<p><u>Chief Financial Officer (CFO)</u> Serves as the top financial executive of the airport/airport system. Directs the full range of financial functions and services of the organization, which must include (1) financial management analysis/strategy, (2) budgeting, (3) accounting (accounts payable, accounts receivable, general ledger and reporting) and (4) investments (cash management) and may include issuance of bonds and other equity investments. Typically reports to CEO, COO or equivalent. <i>Do not match this survey job with your position unless it includes responsibility for all 4 of these functions for the entire airport system, or an entire airport that is not part of an airport system. Instead, consider survey jobs no. 301 (Director, Finance and Administration) or 302 (Manager, Finance). Typically a single incumbent position.</i></p>	Vice President of Finance Administration/CFO
301	<p><u>Director, Finance and Administration</u> Manages a combination of (1) the core financial functions of the airport/airport system, including accounting (accounts payable, accounts receivable, reporting and controls) and budgeting in compliance with regulatory standards and requirements and consistent with Generally Accepted Accounting Principles (GAAP) and organizational needs <u>and</u> (2) a number of administrative functions, such as procurement/contracting, human resources, payroll, risk management, safety, management analysis, fixed asset accounting, property management and mailroom services. May serve as primary liaison with independent auditors. Typically reports to senior management or executive leadership. <i>This survey job typically exists only in organizations without a CFO (survey job no. 300) or an equivalent executive level top financial officer within the airport/airport system. Typically a single incumbent position.</i></p>	Senior Director of Finance
302	<p><u>Manager, Finance</u> Manages accounting functions, such as revenue billing and collection (accounts receivable), disbursements (accounts payable), internal/external financial reporting (including general ledger reporting) and accounting controls in compliance with regulatory standards and requirements and consistent with Generally Accepted Accounting Principles (GAAP) and budgeting principles of the airport/airport system. Typically develops and executes accounting and budgeting policies and procedures to meet organizational objectives and regulatory requirements. May develop internal/external financial statements. May serve as primary liaison with independent auditors. May manage or oversee a number of other functions, such as payroll and contracting. Typically reports to senior management or executive leadership. <i>This survey job typically exists only in organizations without a CFO (survey job no. 300). Match this survey job with your position if it manages a full range of accounting and budgeting functions, but does not fully meet the definition of Controller (survey job no. 320). Typically a single incumbent position.</i></p>	
310	<p><u>Budget Officer</u> Manages the annual, intermediate and long-range (typically 3 to 5 year) budgets for both operations [also known as the expense budget or operations and maintenance (O&amp;M) budget] <u>and</u> capital improvements of the airport/airport system. <i>Do not match this survey job with your position unless it has top level responsibility for execution of both types of budgets.</i> Coordinates with key units of the airport/airport system. Plans, formulates, presents, justifies (through narrative and quantitative means) and manages execution of the budgets. Forecasts revenues and expenses, compares budgeted and actual amounts. Reprograms funds. Typically reports to CFO; Director Finance and Administration (survey job no. 301); Manager, Finance (survey job no. 302), senior management or executive leadership. Typically a single incumbent position.</p>	Budget Manager; Budget Chief
320	<p><u>Controller</u> Manages the full range of accounting functions of the airport/airport system, including (1) revenue billing and collection (accounts receivable), (2) disbursements (accounts payable), (3) internal/external financial reporting (including general ledger reporting) and (4) accounting controls in compliance with regulatory standards and requirements and consistent with Generally Accepted Accounting Principles (GAAP). <i>(Do not match your position to this survey job if it is not responsible for all 4 of these functions.)</i> Serves as a key member of the senior leadership team in development and execution of accounting policies and procedures to meet organizational objectives and regulatory requirements. Develops internal/external financial statements, including Comprehensive Annual Financial Report (CAFR). Serves as primary liaison with independent auditors. May manage a number of other financial functions, such as payroll or budget. Typically reports to CFO (survey job no. 300) or other executive leadership. <i>Typically a single incumbent position.</i></p>	Comptroller



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
321	<p><u>Accounts Payable Supervisor</u> Supervises disbursements (accounts payable) for the airport/airport system, including the processing of invoices for payment, preparation of standard reports and statements, and similar work. Reviews account reconciliations, journal entries and accruals processed by subordinates for completeness and accuracy, ensuring that payment documentation meets internal and external (audit and bond indenture) requirements. Typically reports to Controller (survey job no. 320) or middle or senior management. <i>Do not match your position to this survey job if it is not a full supervisor responsible for planning, assigning, reviewing work and managing performance of at least 2 fulltime equivalent subordinates. Typically a single incumbent position.</i></p>	Disbursements Supervisor
322	<p><u>Accounts Receivable Supervisor</u> Supervises revenue billings and collections (accounts receivable) for the airport/airport system, including the entry of revenue and collection data in the accounting system, preparation of invoices, debt collection, preparation of standard reports and statements, and similar work. Reviews account reconciliations and accruals processed by subordinates for completeness and accuracy, ensuring that accounts receivable documentation meets internal and external (audit and bond indenture) requirements. Typically reports to Controller (survey job no. 320) or middle or senior management. <i>Do not match your position to this survey job if it is not a full supervisor responsible for planning, assigning, reviewing work and managing performance of at least 2 fulltime equivalent subordinates. Typically a single incumbent position.</i></p>	
323	<p><u>Accounting Supervisor</u> Supervises (1) disbursements (accounts payable), (2) revenue billings and collections (accounts receivable), (3) another identifiable accounting function or (4) a combination of accounting functions for the airport/airport system, such as maintenance of accounts, accumulation of cost or comparable data, preparation of standard reports and statements, and similar work. Reviews work processed by subordinates for completeness and accuracy, ensuring that accounting documentation meets internal and external (audit and bond indenture) requirements. Do not match your position to this survey job if it is not a full supervisor responsible for planning, assigning, reviewing work and managing performance of at least 2 fulltime equivalent subordinates. Typically reports to Controller (survey job no. 320) or middle or senior management. <i>Match your position to this survey job when it supervises (a) a combination of accounting functions (such as accounts payable and accounts receivable) or (b) function(s) not covered by survey jobs no. 321 (Accounts Payable Supervisor) or 322 (Accounts Receivable Supervisor).</i></p>	
330	<p><u>Treasurer</u> Manages the treasury functions (banking, credit, investments, commercial banking relationships, etc.) of the airport/airport system, serving as a key member of the senior leadership team in development and execution of treasury objectives, policies and procedures to meet organizational objectives and regulatory requirements. Invests bond and operating funds in appropriate balance of safety, liquidity and yield consistent with investment policy to ensure appropriate cash flow for operating needs and capital improvements. Evaluates cash and securities market information (such as yield, risk, security characteristics and economic conditions/trends) to identify best alternatives for individual and overall investments in the short- and long-terms, coordinating with investment consultants and tracking cash flow needs of organization. Typically reports to CFO (survey job no. 300) or other executive leadership. <i>Typically a single incumbent position.</i></p>	Cash Manager; Cash and Investments Program Manager
350	<p><u>Rates and Charges Specialist</u> Computes rates and charges (landing fees, passenger fees, aircraft parking charges, passenger conveyance charges, jet apron fees, terminal space rentals, etc.) and performs related financial analyses for short and long-term financial forecasts using statistical models with multiple variables to help ensure that rates and charges are competitive with comparable airports, sufficient to generate revenues to cover expenses and accurate within established margins of error. May develop recommendations for economic assumptions, such as estimated revenue from increased parking fees/spaces and conversion of space for different uses (such as airline counter space to concession space). Typically reports to middle management or senior management.</p>	



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
370	<p><u>Chief Audit Officer</u> Serves as the top auditor for the airport/airport system. Directs the full range of auditing services (financial, compliance and operational/performance audits) for organization, typically supervising staff and monitoring the work of external auditors. Develops, installs and administers the overall audit program. Provides top management and program officials with reviews of financial and management systems and operations by measuring and evaluating effectiveness of financial and management controls, accuracy, security and, often, efficiency and quality of services. Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	<p>Manager, Audit Services; Audit Program Manager; Director of Audit</p>
400	<p><u>Chief Technology Officer (CTO)</u> Serves as the top information technology (IT) executive for the airport/airport system. Directs the full range of IT functions and services of the organization, which must include (1) IT policies, standards and procedures (2) IT infrastructure and network services, (3) personal computers and help desk services and (4) information systems security, and may include telecommunications, radio systems, business process reengineering, enterprise resource planning, etc. Typically reports to CEO, COO or equivalent. <i>Do not match this survey job with your position unless it includes responsibility all 4 of these functions for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	<p>Chief Information Officer (CIO); Vice President for Information Systems</p>
500	<p><u>Director, Public Safety</u> Serves as the top public safety official for the airport/airport system. Directs public safety and security functions of the airport/airport system through senior or executive level management of (1) law enforcement consistent with federal regulations and, as appropriate, city/county/state regulations and (2) aircraft rescue and fire fighting (ARFF) consistent with federal regulations and, as appropriate, city/county/state regulations, as well as airport/airport system rules, policies and procedures. May include physical security, personnel security, structural firefighting, emergency medical services (EMS) and other public safety functions. May or may not be a sworn officer. Public safety functions (1) and (2) may be performed on the frontline by sworn police officers/deputies and firefighters in traditional (distinct) jobs or in combined (sworn) public safety officer jobs. Typically reports to CEO, COO or equivalent. <i>Do not match this survey job with your position unless it is (a) senior or executive level and (b) has responsibility for functions (1) <u>and</u> (2), typically through a subordinate Police Chief <u>and</u> Fire Chief or Public Safety Chief. Typically a single incumbent position.</i></p>	<p>Vice President for Public Safety; Director, Public Safety and Security; Chief Safety Officer</p>
510	<p><u>Police Chief</u> Serves as the top <i>sworn</i> law enforcement official for the airport/airport system. Manages all activities of the force of sworn police officers or deputies providing frontline law enforcement and security services for the organization through subordinate supervisors. Must manage sworn law enforcement officers (police officers/deputies). Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it is organizationally located within the airport/airport system and has responsibility for public safety for the entire airport system, or an entire airport that is not part of a larger airport system. Do not match this survey job if your position has off-airport law enforcement responsibilities for a city/county/state. Typically a single incumbent position.</i></p>	<p>Chief of Police</p>



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>511</u>	<p><b><u>Police Officer</u></b> Maintains public order, prevents crimes, enforces laws and ordinances, conducts investigations, makes arrests and issues summonses/citations and warnings, and employs discretion in solving problems. Protects life and property and provides public safety within departmental policies and guidelines. Performs the following law enforcement patrol activities: maintains high visibility to deter crime, employs crime prevention techniques, operates patrol vehicles, observes criminal behavior, issues summonses, pursues offenders by patrol vehicle and on foot; tops and/or arrests resisting offenders using appropriate force, up to and including deadly force; searches persons, places and things; seizes and impounds property and evidence; transports persons and property. Mediates disputes in civil or criminal matters, using sound judgment. Performs crowd and riot control activities, including evacuation. Maintains and operates proficiently, a variety of law enforcement tools to include lethal and non-lethal weapons, vehicles, computers, and any other police equipment. Protects crime and traffic accident scenes; conducts law enforcement investigations; conduct interviews, records information; measures and diagrams crime and traffic accident scenes; dictates detailed reports of investigative findings, completes all appropriate paperwork; seizes and processes evidence; presents testimony and evidence in both civil and criminal court proceedings. Performs public assistance activities to include first aid to sick and injured persons; assists motorists; directs traffic; assists and refers persons in need; physically moves persons, vehicles and other property from unsafe locations. Recognizes violations and works effectively with Federal, State, County, and City governmental agencies. Performs tasks mandated by Federal government pertaining to civil aviation security regulations. <i>Typically reports to Police Chief, job #510. Do not match this survey job with your position unless it is organizationally located within the airport/airport system and has responsibility for public safety for the entire airport system, or an entire airport that is not part of a larger airport system. Do not match this survey job if your position has off-airport law enforcement responsibilities for a city/county/state.</i></p>	
<u>512</u>	<p><b><u>Airport Canine Handler</u></b> With canine, conducts emergency and routine security sweeps for the detection or deterrence of explosive threats in the airport environment. Requires specialty training as provided by the Transportation Security Administration in the management of canines dedicated to explosives detection. Patrols airport facilities in both the secure and non-secure areas to promptly respond to threats that affect public safety or carrier operations. Conducts canine training or patrols within the view of the public to provide a noticeable deterrent. Must maintain a presence on a rotating basis in operational areas of the airport on peak and non-peak hours. Maintains liaison with Police Department and the Fire Department. Responsible for ongoing canine training as mandated by the TSA to include wide and narrow body aircraft, terminal and luggage, freight, warehouse and vehicles. Responsible for care and feeding of the dog including maintaining the kennels in a sanitary condition. Maintains necessary training records as identified by the TSA. Drives a County vehicle equipped with a kennel to transport the canine to various work sites and home. Uses detector dogs to inspect facilities, passengers, and baggage for explosives. <i>May report to the Police Chief, job #510 or to airport security management.</i></p>	



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>515</u>	<p><b><u>Security Administrator</u></b> Ensures compliance with TSA regulations pertaining to airport security. Supervises departmental staff in providing effective operations and security for airport. May manage the airport security access control system. Maintains and supervises all of the badging operations and recordkeeping as well as Transportation Security Administration Directives. Processes all fingerprint records. Reviews background investigations. Writes and/or updates Airport Security Program and ensures compliance with federal regulations. Ensures standards and compliances are met to maintain various security department accreditations and programs. Processes sensitive security information in coordination with TSA and disseminates said information to air carriers and airport staff. Conducts Security Training for all airport personnel. Processes criminal history background checks and maintains appropriate sensitive or restricted records. Establishes and maintains a close liaison with TAA management, airline managers, TSA security and inspector personnel, tenant personnel, and various divisions of the Police department. <i>May report into Police Chief, job #510 or Chief Operating Office, job #2.</i></p>	Police Administrator
<u>520</u>	<p><b><u>Fire Chief</u></b> Serves as the top <i>firefighter-qualified</i> Aircraft Rescue Fire Fighting (ARFF) official for the airport/airport system. Manages airport firefighters providing ARFF services for the organization through subordinate supervisors. May also manage structural firefighting response and emergency medical services (EMS). Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it is organizationally located within the airport/airport system -- do not match this survey job if your position has primary off-airport fire, rescue or EMS responsibilities for a city/county/state. Typically a single incumbent position.</i></p>	
<u>521</u>	<p><b><u>Fire Fighter</u></b> Protects life and property from the effects of fire, performs firefighting, rescues, emergency medical, and fire prevention functions, maintains apparatus and equipment. Drives and operates aircraft crash rescue and structural firefighting apparatus. Fights, controls, and extinguishes aircraft, structural, natural cover, and miscellaneous fires. Performs rescue operations. Performs hose lays, ladder and pump operations, salvage and overhaul operations, fuel spills, hazardous material incidents, and standby operations. Operates, maintains and repairs all tools and equipment to keep everything operational for emergency response. Operates and performs all necessary functions related to radios. Achieves and maintains state certification in Emergency Medical Technology, as well as, geographical and physical improvement familiarization of jurisdiction. Maintains station facilities and minor maintenance repairs on all firefighting apparatus. Inspects, maintains and recharges portable fire extinguishers. Performs building inspections and aircraft familiarization, test fire hydrants and fire protection systems. Conducts tours and Extinguisher training classes. Typically reports to <i>Fire Chief, job # 520. Do not match this survey job with your position unless it is organizationally located within the airport/airport system – do not match this survey job if your position has primary off-airport fire, rescue or EMS responsibilities for a city/county/state.</i></p>	



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>530</u>	<u>Public Safety Chief</u> Serves as the top <i>sworn</i> official in charge of frontline public safety officers (who have combined law enforcement and ARFF duties). Manages operations through subordinate supervisors. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position if your organization has a traditional job structure where law enforcement and firefighting functions are separate and distinct at the frontline service provider level. Typically a single incumbent position.</i>	
<u>531</u>	<u>Public Safety Officer</u> Responsible for the safety and security of the Airport during his/her assigned shift. Tasks included the provision of aircraft rescue and fire fighting response and peace officer functions. Responds to all aviation emergencies, including crashes, in a timely and effective manner, while acting within the scope of training and licensure and meeting the requirements of Federal Regulations. Responds to structural fires on airport properties, and takes initial actions appropriate with the level of training, manpower, and equipment resources. Requests mutual aid assistance from structural fire departments, when necessary. Administers emergency medical treatment, including cardiopulmonary resuscitation and first aid. Patrols all public and restricted areas within the terminal, checking all doors/gates. Patrols all parking lots and roadways within the airport boundaries, including checking perimeter gates and ramps within the air operations area. Checks traffic lanes in front of the terminal and under the canopy. Monitors Access Control System, providing access through gates and opening doors as required. Performs general peace officer duties on airport properties and affect lawful arrests as applicable. Enforces compliance with airport rules and regulations, specified aeronautics codes, Federal Air Regulations and state law. Provides general information and assistance to the traveling public. Appears in court, as necessary to testify. Performs status checks on equipment. Prepares incident reports both verbally and in writing. Maintains computerized logs. May monitor weather computer and advise airfield maintenance of adverse weather conditions that may affect airport operations. May be assigned to special duties such as criminal investigations, narcotics and drug enforcement, local police tactical teams, fuel farm inspector and firearms instructor. <i>Typically reports to Public Safety Chief, job # 530. Do not match this survey job with your position if your organization has a traditional job structure where law enforcement and firefighting functions are separate and distinct at the frontline service provider level.</i>	Public Safety Sergeant
<u>540</u>	<u>Emergency Communications Center Manager</u> Manages dispatch of <i>emergency</i> services [such as law enforcement, firefighting, emergency medical services (EMS) or sworn public safety officers, or any combination thereof] for the airport or airport system. May also dispatch such <i>emergency</i> services as water rescue and access control response/repairs/alarms. May host or manage the emergency operations center (incident command center). Typically reports to middle or senior management. <i>This is a functional manager job. Do not match a shift supervisor position to it. It is not expected that any respondent would match this survey job and survey job no. 550 (Communications Center Manager). Typically a single incumbent position.</i>	Manager, Emergency Dispatch; Public Safety Dispatch Manager
<u>550</u>	<u>Communications Center Manager</u> Manages dispatch of a <i>combination</i> of <i>non-emergency</i> services (such as customer service personnel and ground transportation services) and <i>emergency</i> services [such as law enforcement, firefighting, emergency medical services (EMS) or sworn public safety officers] for the airport or airport system. May host or manage the emergency operations center (incident command center.) Typically reports to middle or senior management. <i>This is a functional manager job. Do not match a shift supervisor position to it. It is not expected that any respondent would match this survey job and survey job no. 540 (Emergency Communications Center Manager). Typically a single incumbent position.</i>	Manager, Communications Center



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
600	<p><b>Chief Engineering Officer</b> Serves as the top engineering executive of the airport/airport system. Directs the full range of engineering and architecture functions and services of the organization, which must include control of facility and infrastructure (1) planning, (2) design and (3) construction for capital improvements. Typically includes repair and rehabilitation projects and airport master planning and may include many other functions, such as airspace planning, maintenance engineering and environmental engineering. Typically reports to the CEO, COO or the equivalent. <i>Do not match this survey job with your position unless it includes responsibility for all 3 of these functions for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	Vice President for Engineering; Director, Facilities Development
610	<p><b>Manager, Airport/Airspace Planning</b> Manages physical planning activities of the airport/airport system for sustaining and improving the facilities and infrastructure of the airport(s). Leads in preparing and administering the Airport Master Plan(s) for comprehensive planning for physical development of the airport(s). Analyzes regulatory, demographic and technological factors, such as developments in commercial aviation, aviation economics, market demand, and land use constraints and restraints. Reviews and comments on proposed legislation affecting the space, airspace, access to and egress from the airport(s). Monitors off-airport transportation and land use plans of surrounding communities and represents the organization on regional land use and ground transportation issues and pre-design considerations of local transportation projects that impinge on the airport(s). Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it has physical planning management responsibility for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	Manager, Airport Planning; Manager of Planning
612	<p><b>Planner</b> <b>Conducts moderately complex studies and/or analysis and develops plans to effectively implement capital projects related to asset/facility utilization, land use and/or transportation initiatives, and other operational requirements consistent with business objectives. Researches, develops, communicates, and implements recommended solutions in coordination with other specified stakeholders. Ensures the integration of long-term master plans and strategic objectives into both short and long-term development projects. Has an understanding of planning disciplines and their application in the business and/or public setting. Understands broader business context and the impacts of planning decisions made, both to specified airports and to local/regional area. Researches and investigates technical issues with direct impact on airport development projects. Interprets regulations and proposes solutions to obtain required project permits. May prepare complex maps, plans, charts, or other graphics materials. Assumes responsibility for moderately complex projects or portions of more complex projects. May act as a resource to lower level employees. Typically reports into Airport/Airspace Planning Manager, job #610.</b></p>	Aviation Planner
620	<p><b>Manager, Airport Design</b> Manages design activities (in the traditional plan-design-construct continuum) of the airport/airport system, including capital improvements as well as repair and rehabilitation projects. Oversees all facets of architectural and engineering design for the airport(s), working through professional and support staff and, typically, architect/engineer (A/E) design firms in preparing, modifying and updating designs for development, redevelopment or major improvement of structures and infrastructure, airside and landside. Certification as a professional engineer (PE) or board-certified architect may be required. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it has architecture/engineering design management responsibility for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	Manager, Design Department; Design Engineering Manager



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
630	<p><u>Manager, Airport Construction</u>            Manages assigned construction activities (in the traditional plan-design-construct continuum) of the airport/airport system, including all capital improvements as well as repair and rehabilitation projects. Oversees all facets of construction management (including project scheduling, control and review) for the airport(s), working through professional and support staff and, typically, construction management firms in building and improving structures and infrastructure, airside and landside. Certification as a professional engineer (PE), certified construction manager (CCM) or equivalent certification may be required. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it has construction management responsibility for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	Manager, Construction Department
640	<p><u>Manager, Environmental Programs</u>            Manages assigned environmental programs of the airport/airport system for compliance with federal, state, region, county, city or airport/airport system rules or regulations on (1) clean air, clean water and hazardous waste, (2) assessment of facilities/sites and remediation, (3) industrial hygiene, (4) solid waste management, (5) recycling, (6) noise or (7) other environmental areas. <i>Do not match this survey job with your position if it does not manage compliance for functional area (1).</i> Leads in preparing and administering airport/airport system policies and procedures and tracks organizational performance for assigned environmental programs. Analyzes regulatory requirements and reviews and comments on proposed legislation in assigned program areas. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position unless it has environmental program management responsibility for the entire airport system, or an entire airport that is not part of an airport system. Typically a single incumbent position.</i></p>	Manager, Environmental Department; Manager, Environmental Affairs; Manager, Environmental Compliance
650	<p><u>Director, Facilities Maintenance</u>            Manages the operation of utilities; the maintenance, repair and upkeep of structures and infrastructure, including utilities, airside pavement, roads, equipment, grounds and snow removal for an airport. Typically reports to senior management or executive leadership.</p>	Manager, Facilities Maintenance; Facilities Manager
651	<p><u>Airfield Maintenance Supervisor</u>  <b>Supervises, assigns and directs the work activities of all airfield maintenance employees. Assists the Director of Maintenance in the formulation of equipment and operational budgets, and directs the purchasing of Airfield supplies and equipment. Supervises a snow removal crew responsible for ensuring the best possible surface for aircraft takeoff and landing in accordance with Federal Regulations. Determines appropriate procedures to follow in response to snow and ice conditions. Monitors the weather conditions including the amount of snowfall, air temperature, surface temperature and related conditions. Monitors and inspects airfield continually to determine maintenance needs required including grass mowing, pavement repairs, crack sealing, drainage structural needs, sweeping and spraying. Prioritizes identified airfield maintenance needs. Oversees the repair and maintenance of all equipment and vehicles used in the maintenance department and the public safety department. May coordinate work activities with the Facilities Manager. Prepares, develops and maintains an ongoing comprehensive preventative maintenance program. Performs safety checks to ensure ongoing compliance with OSHA regulations. Prepares and maintains reports and records related to the airfield maintenance department. Assists in recruiting, screening, interviewing, selecting and training of new employees. Monitors staff performance and recommends resolution of employee relations problems. Performs employee evaluations, addresses complaints and resolves problems. Typically reports to Facilities Maintenance Director, job # 650.</b></p>	
660	<p><u>Airport Engineer</u>            Performs professional engineering work at the full performance (journey) level in the planning, design and/or construction of airport facilities or infrastructure. May be qualified in any engineering domain involved in construction, rehabilitation or repair of structures and infrastructure, such as civil/structural, mechanical and electrical engineering. Typically serves as a project manager or a specialist in one or more engineering domains and represents the organization's interests on a full range of engineering/building projects. Typically reports to middle management. <i>Do not match this survey job with your position(s) unless a fully qualified engineer is required.</i></p>	Engineering Project Manager; Mechanical Engineer; Structural Engineer; Civil Engineer; Electrical Engineer; General Engineer



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Job Code	Typical Duties, Activities & Responsibilities	Other Common Titles
<u>700</u>	<p><u>Human Resources Director</u> Serves as the top human resource (HR) executive of the airport/airport system. Directs the full range of HR management functions and services of the organization, which must include control of (1) employment and, (2) compensation for the organization and may include many other functions, such as labor/employee relations, organization development, training, employee benefits and services, payroll, safety, equal employment opportunity/diversity, wellness, medical services, safety and Workers Compensation. Typically reports to CEO, COO or the equivalent. <i>You may match this survey job with your position if higher echelons (such as the state, port, county or city) specify overarching employment/compensation standards or negotiate overarching union agreements. However, do not make a match unless your position includes responsibility for all 3 of the functions specified for the entire airport system, or an entire airport that is not part of an airport system. Instead, consider survey job no. 701 (Personnel Officer). Typically a single incumbent position.</i></p>	Vice President for Human Resources
<u>701</u>	<p><u>Human Resources Manager</u> Manages a range of human resource (HR) management functions of the airport/airport system by supervising full performance level subordinates in such program areas as recruitment, selection, placement, classification, compensation, employee benefits/services, labor/employee relations, organization development/training, payroll, safety, equal employment opportunity/diversity, wellness, medical services, safety and Workers Compensation, but reports to a higher level HR management position (such as HR Director) within or outside the airport/airport system. Typically reports to senior management or executive leadership. <i>Do not match this survey job with your position if it does not supervise at least one full performance level HR position.</i></p>	HR Supervisor; Personnel Officer
<u>703</u>	<p><u>HR and Administrative Officer</u> Manages human resources (HR) <u>and</u> a variety of administrative functions and services for the airport/airport system, but does not manage the finance function. [See survey job no. 301 (Director, Finance and Administration) for top level finance responsibility combined with administrative responsibilities, which may include HR.] Administrative responsibilities often include procurement/contracts, safety, health-wellness, property management and support services. <i>There are no limits for this survey job on the number, types or scope of administrative functions that may be managed for the organization as long as HR is included.</i> Typically reports to senior management or executive leadership. <i>Typically a single incumbent position.</i></p>	
<u>710</u>	<p><u>EEO Officer</u> Serves as the equal employment opportunity (EEO) focal point and program manager for the airport/airport system. Advises management on EEO matters and typically recommends affirmative action goals, develops affirmative action plans and develops/implements EEO procedures for organization. Handles or oversees handling of EEO complaints (which may include investigations conducted in house or outsourced). May conduct EEO training. May also advise on or serve as organization's diversity program/initiatives manager, with or without diversity training responsibilities. Typically reports to senior management or executive leadership. <i>Do not confuse this survey job, which leads in the equal <u>employment</u> opportunity domain, with survey job no. 90 (Equal Opportunity Programs Manager), which leads in the equal <u>business</u> opportunity domain. Match survey job no. 90 if your position has top level programmatic responsibility for both equal employment <u>and</u> equal business opportunities. Typically a single incumbent position.</i></p>	



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<b>Job Code</b>	<b>Typical Duties, Activities &amp; Responsibilities</b>	<b>Other Common Titles</b>
<u>900</u>	<u>General Counsel</u> Serves as the top legal executive of the airport/airport system. Directs the full range of legal functions and services of the organization, which must include (1) analysis of legal/regulatory requirements, (2) determination of legal interests and options and counsel to top leadership on legal matters, (3) protection from legal action, and (4) management of legal defense. Supervises legal staff (if any). Coordinates with and monitors work of outside counsel (if any). Typically reports to CEO, COO or equivalent. <i>Do not match this survey job with your position unless it includes all 4 of these functions; instead, consider survey job no. 901 (Senior Staff Attorney). Typically a single incumbent position.</i>	Chief Legal Officer
<u>901</u>	<u>Senior Staff Attorney</u> Serves as a legal expert for the airport/airport system, specializing in one or more areas of law or regulatory affairs deeply affecting the organization and its interests, but does not function as General Counsel (see survey job no. 900). Conducts legal research into novel or rare questions and problems. Prepares comprehensive legal memos rendering authoritative legal advice on complex issues. Advises policy makers on legal compliance, risk assessment, defense, priorities and other key aspects of law. Prepares legal documents, pleadings, briefs, discovery and answers to interrogatories and correspondence in litigation and adversarial administrative proceedings. Typically reports to General Counsel (survey job no. 900), senior management or executive leadership. <i>Do not match this survey job with any position that does not require expert/senior level expertise and specialized knowledge in one of more areas of law/regulatory affairs critical to airport/airport system.</i>	Associate General Counsel; Senior Associate General Counsel
1010	<u>Airfield Electrician</u> Maintains, troubleshoots and repairs airfield lighting systems, such as variable intensity runway, taxiway, threshold, touchdown and centerline lighting systems, at the full performance (journey) level. Requires a fully qualified electrician. Licensing at the journey level may or may not be required by the organization. May also perform preventive maintenance and repairs on high voltage distribution lines, street lighting systems and other exterior or interior electrical systems. Typically reports to an electrician supervisor. <i>Do not match this survey job with your positions unless they include full performance level work on airfield lighting systems.</i>	Airport Electrician (High Voltage); Airport Electrician; Aviation Electrician