

## **PDP Objectives**

## **Domain I: Business Management (BM)**

### **BM1** *Objective 1: Communicate strategic value of business aviation.*

- a. Identify unique capabilities of business aviation to achieve company goals (e.g., time savings, safety/security, access capability)
- b. Identify the characteristics and needs of the internal and external stakeholders
- c. Apply various communication techniques and tools to convey message of value to a broad audience (e.g., community, peers, team members, executives)
- d. Methods to promote discussion regarding key issues (e.g., appropriate operational structure, security, compliance, safety, tax requirements)

### **BM2** *Objective 2: Implement the appropriate aircraft ownership, tax considerations and operational structure.*

- a. Recognize applicable Civil Aviation Authority (CAA) requirements and issues (e.g., cost sharing, operational control, foreign registered aircraft)
- b. Recognize applicable international and federal tax implications (e.g., international value added taxes, federal fringe benefit rules, expense disallowance rules, characterization of employee for tax calculations)
- c. Recognize applicable state and local tax implications (e.g., registration fees, property taxes, sales and use taxes)
- d. Recognize risk management considerations (e.g., applicable liability, property and worker's compensation insurance coverages, acceptable risk tolerances and mitigation, principles of valuation, business continuity)
- e. Identify components necessary to develop and implement corporate policies and strategies (e.g. time share agreements, SIFL)
- f. Describe the applicable aviation authority, tax and risk management considerations to company subject matter experts

### **BM3** *Objective 3: Create, implement and manage budgeting and financial processes.*

- a. Recognize and apply generally accepted accounting principles (e.g., valuation and depreciation, use of general ledger)
- b. Identify aviation department budget components including immediate and forecasted (e.g., life cycle, maintenance, training, depreciation, fixed and variable costs)
- c. Create budget based on accounting principles, budget components and forecasted aircraft use
- d. Implement strategies to align the aviation department budget into the overall company budget and financial systems
- e. Utilize periodic financial and accounting reports to monitor budget progress (e.g., budget vs. actual, run rate, profit & loss, balance sheet) and implement strategies for controlling revenues and expenses
- f. Identify permitted cost allocation and recovery plans (e.g., charge backs, warranty)
- g. Determine applicable regulatory requirements (e.g., Sarbanes-Oxley, Foreign Corrupt Practices Act [FCPA])
- h. Determine and apply internal and external controls and audits using expertise within department and company

**BM4** *Objective 4: Manage aviation department in line with strategic and tactical goals.*

- a. Identify necessary elements, resources and strategies for implementing aviation department goals
- b. Incorporate a series of tactical plans to achieve strategic goals
- c. Apply principles of benchmarking for goal and business plan achievement
- d. Compare department results to goals and benchmarking data
- e. Identify any required modifications to tactical plans

**BM5** *Objective 5: Implement procedures using company policies to safeguard information and intellectual property of the company.*

- a. Recognize necessity for maintaining a high degree of integrity and personal accountability (e.g., code of conduct, ethics, discretion, social media)
- b. Identify key elements and intent of confidentiality requirements (e.g., nondisclosure agreements, contractual obligations, personal electronic devices)
- c. Apply internal and external policies and procedures regarding safeguarding relevant information (e.g., record retention, document security)
- d. Identify legal requirements and protections governing intellectual property and proprietary information

**BM6** *Objective 6: Employ methods to optimize overall aviation department asset utilization and efficiency.*

- a. Identify principles of cost-benefit analysis (e.g., net present value, internal rate of return, capital investments)
- b. Conduct travel analysis (e.g., company-owned aircraft, airline, charter, fractional ownership programs)
- c. Measure, evaluate, and report on use of assets (e.g., aircraft, personnel, facilities, equipment, technology)
- d. Identify principles in a comprehensive asset utilization audit (e.g., tax, corporate governance, fleet analysis)
- e. Recognize benefits of utilizing applicable transaction and business resources (e.g., brokers, tax and regulatory counsel, maintenance representation at pre-purchase inspection, supply chain)
- f. Identify applicable contract terms, conditions, and clauses in support of vendor negotiation strategies

**BM7** *Objective 7: Manage the aviation department in a sustainable responsible manner.*

- a. Identify environmental impact and abatement (e.g., emissions, noise, hazardous materials)
- b. Recognize importance of managing community relations (e.g., educate, advocate, communicate, volunteerism, charity, careers in business aviation)
- c. Identify the value of engagement with local/regional aviation groups and airport authorities

**BM8** *Objective 8: Identify, develop and describe steps to implement an organizational risk management strategy.*

- a. Recognize basic risk management principles (e.g., history of risk management; types, assessments and responses to possible risks)
- b. Identify and categorize specific risks potentially facing an organization with respect to the aviation function (e.g., civil-liability risks; regulatory compliance risks; tax-

- planning risks)
- c. Develop specific responses available to address each identified risk (e.g., avoid, reduce or mitigate, share or insure against, accept, exploit)
- d. Determine organization's existing risk management structure and communicate aviation risks and responses

## **Domain II: Human Resources (HR)**

### **HR1** *Objective 1: Determine the level of staffing needed for the aviation department.*

- a. Identify optimum staffing levels for mission and/or fleet changes
- b. Identify methods, resources and qualification requirements to assess workload activity (e.g., surveys, NBAA Management Guide, company guidelines, job descriptions, fatigue risk management, licensing, NBAA CAM Content Outline)
- c. Identify role and responsibilities for position (e.g., job description)
- d. Evaluate use of direct employees and independent contractors
- e. Utilize effective succession planning strategies

### **HR2** *Objective 2: Determine and assess job-related and professional development training for all personnel.*

- a. Identify regulatory requirements (e.g., Occupational Safety and Health Administration [OSHA], Federal Aviation Administration [FAA], Environmental Protection Agency [EPA], state and local regulation)
- b. Recognize company requirements
- c. Determine additional training and professional development needs (e.g., Cardiopulmonary Resuscitation (CPR) and First Aid, Safety Management System (SMS), HAZMAT, upset recovery, cabin safety)
- d. Select training programs/methods to meet and maintain requirements
- e. Evaluate effectiveness of training
- f. Define training record retention and tracking requirements

### **HR3** *Objective 3: Fill positions identified during staffing analysis.*

- a. Determine recruitment strategies
- b. Develop screening criteria
- c. Recognize interview and selection techniques, processes and restrictions
- d. Identify key elements of new employee orientation program
- e. Utilize company resources

### **HR4** *Objective 4: Develop and conduct effective employee performance reviews.*

- a. Recognize appropriate performance indicators based on job description, company goals and other applicable criteria
- b. Compare employee achievement results to defined performance indicators
- c. Employ techniques and guidelines to conduct employee performance review
- d. Develop and implement follow-up plan and monitor progress
- e. Identify strategies for coaching and mentoring employees

**HR5** *Objective 5: Evaluate compensation levels in the aviation department using accepted tools to attract and retain employees.*

- a. Identify and evaluate key elements of compensation norms in the industry (e.g., salary, bonus, benefits)
- b. Identify company policy on compensation and budgets
- c. Recognize applicable federal, state and local compensation regulations (e.g., Department of Labor [DOL], Internal Revenue Service [IRS], exempt v. non-exempt, Fair Labor Standards Act [FLSA])
- d. Recognize the importance of using industry benchmarks when selecting compensation elements
- e. Determine compensation elements

**HR6** *Objective 6: Respond to employee performance by rewarding or disciplining.*

- a. Recognize the need to promote equity among team members in appraising employee performance
- b. Identify performance level guidelines
- c. Utilize parameters of company's employee reward programs and disciplinary procedures (e.g., pay increase, promotions, appeals, termination)
- d. Identify and communicate performance expectations and outcomes/results to employees
- e. Employ effective performance feedback communication to promote employee development

**HR7** *Objective 7: Identify HR regulatory requirements and company policies.*

- a. Recognize applicable federal, state and local regulations, policies and guidelines (e.g., Equal Employment Opportunity Commission [EEOC], Family and Medical Leave Act [FMLA], Health Insurance Portability and Accountability Act [HIPAA], Uniformed Services Employment and Reemployment Rights Act [USERRA])
- b. Recognize signs and symptoms of substance abuse and remediation techniques (e.g., employee assistance programs)
- c. Recognize symptoms of and response to discrimination, harassment, and violence in the workplace (e.g., age, retirement issues, hostile environment)
- d. Develop equitable practices regarding time off for all employees (e.g., hard days off, duty rest, vacation)

**HR8** *Objective 8: Recognize and employ Human Factors (HF) policies and procedures to support effective human performance in the workplace.*

- a. Identify the effect of ergonomic design in the work environment (e.g., illumination, noise, vibration, external and internal operating conditions)
- b. Recognize signs and causes of degraded human performance (e.g., individual stress, workload, circadian rhythm, other physiological factors)

- c. Identify mitigation strategies and countermeasures for degraded human performance
- d. Recognize signs and causes of fatigue and apply fatigue management countermeasures
- e. Identify performance and communication issues related to diversity in the workplace (e.g., multi-generational, cultural, language, interpersonal)

### **Domain III: Leadership (L)**

**L1** *Objective 1: Develop the strategic direction of the aviation department through the development of appropriate vision, mission, and/or values statements. (#vision-mission-value-statements)*

- a. Identify general components of vision, mission and/or values statements
- b. Recognize the elements of the company vision, mission and/or values statements
- c. Develop strategies for writing, aligning and revising department vision, mission and/or values statements
- d. Integrate aviation department business plan and mission statement to coincide with the overall company vision, mission and/or values statements
- e. Identify techniques to communicate aviation department vision, mission and/or values statements that are understood by internal and external stakeholders
- f. Develop a plan to implement the vision, mission and/or values statements
- g. Review and revise the vision, mission and/or values statement to meet the changing needs of the business

**L2** *Objective 2: Develop and implement aviation department goals that align with the department's vision, mission and/or values.*

- a. Identify components of the goal setting process and strategies for writing goals (e.g., Specific Measureable Attainable Realistic Timely [SMART] goals, collaborative effort, industry standards and trends)
- b. Develop and document the aviation department goals
- c. Measure and interpret results against established criteria

**L3** *Objective 3: Exercise effective leadership to achieve aviation department goals and company objectives.*

- a. Recognize characteristics of an effective leader (e.g., leadership styles and strategies)
- b. Recognize and apply multiple motivational theories and techniques (e.g., Theory X and Theory Y, Maslow's, Alderfer's, Herzberg's, McClelland's, etc.)
- c. Recognize and apply multiple mentoring strategies
- d. Utilize sources of expertise within the department, company and industry
- e. Assemble effective teams and recognize group dynamics (e.g., meeting management, interpersonal skills, conflict resolution, trust building, decision making)
- f. Integrate diversity principles to maximize individual and group potential
- g. Employ current principles to maximize performance (e.g., Just Culture, industry best practices, SMS)
- h. Practice ethical, moral and legal behavior, both internally and externally to the company
- i. Practice effective communication techniques (e.g., listening, speaking, correspondence, feedback, 360-degree communication)

**L4** *Objective 4: Enhance personal and professional knowledge.*

- a. Employ strategies to increase professional expertise in the aviation department (e.g., technical, educational and professional certifications; conferences; publications; local, regional and national associations; and legislation)
- b. Promote lifelong learning concepts to improve expertise
- c. Recognize Individual employee needs
- d. Develop personal growth plan

**L5** *Objective 5: Prepare for and lead the aviation department through changing circumstances.*

- a. Recognize changes in the business climate and company business plan
- b. Identify sources of information concerning evolving technologies, regulatory issues and best practices
- c. Identify strategies to advocate for change to evolve the aviation department (mergers/acquisitions)
- d. Formulate plans to manage the aviation department through a business crisis (e.g., business continuity plan, prioritization of resources, professionalism/personal courage)
- e. Manage a network of support contacts inside the company and industry

**Domain IV: Aircraft Maintenance and Facilities Operations (AF)**

**AF1** *Objective 1: Implement a system of Standard Operating Procedures (SOPs) for aviation department facilities and maintenance operations.*

- a. Identify principles of an aviation department maintenance manual (e.g., regulations, Original Equipment Manufacturer [OEM] manuals, ground handling and servicing, duty times, fatigue management)
- b. Identify, develop and communicate key elements of relevant SOPs
- c. Identify hazards, associated risks and mitigation techniques (e.g., job safety analysis, maintenance risk assessment)
- d. Audit internal procedures for relevance and compliance (e.g., regulations, OEM procedures)

**AF2** *Objective 2: Maintain aircraft and components in accordance with manufacturer's specifications and pertinent regulations.*

- a. Identify applicable regulatory requirements and documents (e.g., Federal Aviation Regulations [FAR], Airworthiness Directives [AD], Original Equipment Manufacturer [OEM] manuals, Return to Service, and Minimum Equipment List [MEL] procedures)
- b. Determine appropriate airworthiness program (e.g., annual, progressive, phase, manufacturer recommended program, scheduled inspections)
- c. Identify methods to comply with manufacturer's specifications and standard practices (e.g., maintenance control programs, procedures for inspections, repairs, prevention)
- d. Manage contract aircraft/engine maintenance and parts programs
- e. Recognize the importance of evaluating, selecting and incorporating pertinent technical data (e.g., service bulletins, Supplemental Type Certificate [STC], field approval)
- f. Identify components and importance of a tool control program

**AF3** *Objective 3: Ensure facility emergency preparedness for effective service and responsiveness in an emergency.*

- a. Identify and develop key elements of facility emergency preparedness plan and equipment (e.g., general health, safety/emergency equipment and systems)
- b. Identify and communicate hazards, associated risks and appropriate responses (e.g., fire,

- weather, medical, security)
- c. Identify strategies to test and exercise the plan (e.g., training, tabletop exercise)
  - d. Recognize relevant regulations and guidelines for tracking and maintaining emergency equipment (e.g., critical safety devices in facility)

**AF4** *Objective 4: Manage cabin information systems and passenger service items to ensure reliability, comfort and effective service.*

- a. Identify characteristics and expectations of the end users
- b. Identify relevant regulations, security protocols and guidelines
- c. Identify and train the operational capabilities of the equipment and aircraft limitations (cabin power, additional appliances, basic troubleshooting, personal devices, lithium batteries)
- d. Explain the capabilities of available communication and information systems and cabin service components (e.g., Wi-Fi, video conferencing, internet)

**AF5** *Objective 5: Maintain availability of spares and supplies.*

- a. Determine appropriate maintenance inventory levels and control procedures (e.g., inventory control software)
- b. Identify procurement resources (e.g., manufacturers, repair facilities and aftermarket vendors, suspected unapproved parts, costs)
- c. Maintain applicable aircraft maintenance documents, specifications and records
- d. Select appropriate methods and carriers for shipping, receiving, and storage of materials within regulations and guidelines (e.g., HAZMAT, Uniform Commercial Code [UCC], compliance with Occupational Safety and Health Administration [OSHA], Environmental Protection Agency [EPA])

**AF6** *Objective 6: Apply procedures to provide a secure facility for passengers, employees and assets.*

- a. Identify key elements of facility security (e.g., Transportation Security Administration [TSA] and airport regulations, corporate policies, Fixed Base Operator [FBO] practices, airport security and access)
- b. Analyze and communicate hazards, associated risks and appropriate mitigation techniques (e.g., access control, badging, surveillance, lighting)
- c. Identify strategies for training the facility security procedures
- d. Manage facility security in accordance with established procedures (e.g., monitor, review and modify)

## **Domain V: Operations (OPS)**

**OPS1** *Objective 1: Develop and manage a set of Standard Operating Procedure (SOP) documents.*

- a. Identify applicable topics and sources of information (e.g., Original Equipment Manufacturer [OEM] handbooks, Aeronautical Information Manual, Safety Management System [SMS], company and regulatory requirements, Flight Operations Manual, Dispatch Manual)
- b. Compose and implement applicable SOPs with stakeholder support
- c. Review operational results for compliance with SOPs and identification of needed revisions

**OPS2** *Objective 2: Ensure that procedures are in place to plan and conduct safe and efficient flight.*

- a. Manage practices to optimize aircraft and crew utilization (e.g., duty time/crew fatigue, positioning legs, crew augmentation, supplemental lift options, aircraft availability status)
- b. Prepare trip plan and related documents (e.g., National Airspace System [NAS] considerations, weather, fuel, Fixed Base Operator [FBO] selection, customs, special airspace and airports, international trip requirements, special corporate events, electronic flight devices)
- c. Review and explain operational control designation for the leg(s)
- d. Interpret and apply company policies for trip plan (e.g., insurance, training, business continuity, noise abatement)
- e. Predict basic issues of passenger and customer satisfaction (e.g., trip purpose, catering, ground transportation, medical issues, special needs passengers)
- f. Produce a trip confirmation for affected stakeholders (e.g., trip times, NAS restrictions, ground logistics)
- g. Employ flight scheduling resources to maintain trip, passenger, aircraft availability and crew records
- h. Recognize pilot-in-command (PIC) authority to commence and conduct flight (e.g., aircraft performance standards, Minimum Equipment List [MEL] usage, flight crew attentiveness/cockpit distractions, fitness for duty, passenger safety briefing)
- i. Employ strategies to ensure the safe storage and handling of food and cabin service items in compliance with applicable regulations
- j. Employ techniques to measure and promote service excellence (e.g., passenger/crew surveys, debriefings, training)

**OPS3** *Objective 3: Develop, implement, and manage an effective record-keeping system.*

- a. Identify the information needed to report on applicable international and federal tax requirements
- b. Recognize applicable state and local tax implications (e.g., registration fees, property taxes, sales and use taxes)
- c. Collect the information needed to meet record-keeping and reporting requirements (e.g., regulatory and tax requirements for agencies such as Federal Aviation Administration [FAA], Internal Revenue Service [IRS], Securities and Exchange Commission [SEC], Customs and Border Protection [CBP], Department of Labor [DOL] and Occupational Safety and Health Administration [OSHA], including state and local agencies as applicable)
- d. Implement and manage record-keeping systems (e.g., data analysis techniques, audit requirements, regulatory compliance, and non-compliance resolution, industry standards and best practices) and provide required information to management
- e. Evaluate the record-keeping system for intended results

**OPS4** *Objective 4: Recognize the International Standard for Business Aircraft Operations (IS-BAO).*

- a. Determine benefit and applicability of IS-BAO to the aviation department
- b. Identify the registration process and levels
- c. Identify elements of the standard (e.g., Safety Management System (SMS), training and proficiency, flight operations, organization and personnel requirements, safety programs,

- risk assessment and tools to implement)
- d. Prepare for initial and subsequent audits (e.g., documentation, protocol checklist, selection of auditor, application package)

**OPS5** *Objective 5: Develop aviation emergency response plans (ERP).*

- a. Identify elements of an aviation ERP (e.g., notifications, hazardous materials, response teams' action items, local coordination, regulatory requirements, family assistance plan)
- b. Align corporate and department procedures
- c. Identify strategies for developing and implementing ERP
- d. Identify strategies to test and exercise ERP (e.g., training, tabletop exercise)
- e. Review and revise ERP

**OPS6** *Objective 6: Develop and implement a Safety Management System (SMS).*

- a. Identify regulatory requirements related to SMS
- b. Formulate safety policy and objectives (e.g., management commitment, safety accountability, appointment of key safety personnel, SMS documentation)
- c. Practice safety risk management (e.g., hazard identification, safety risk assessment and mitigation)
- d. Evaluate safety assurance (e.g., safety performance, monitor, measurement, change management, review and revision of the SMS)
- e. Practice safety promotion (e.g., safety culture survey, communication, training, education)
- f. Evaluate developmental options (e.g. internal/external options)

**OPS7** *Objective 7: Recognize and operate within the National Airspace System (NAS) and international Flight Information Regions (FIR).*

- a. Recognize the structure of the NAS and Traffic Flow Management (TFM) principles
- b. Apply strategies to effectively integrate with airspace constraints to minimize operational impact (e.g., weather, high density airspace, Temporary Flight Restrictions [TFR], Collaborative Decision Making process at the ATCSCC)
- c. Utilize appropriate principles and tools for operations in domestic and international airspace (e.g., FAA and other web-based resources, NBAA Air Traffic Services)

**OPS8** *Objective 8: Apply procedures to conduct operations in a secure manner.*

- a. Identify security procedures for operations at the home base and transient locations (e.g., passengers and crew, aircraft and cabin, food, ground transportation, luggage, facility and airport)
- b. Evaluate and apply security procedures (e.g., facility, domestic, international, aircraft, personnel)
- c. Recognize and integrate corporate risk management and security procedures
- d. Recognize international security issues related to equipment, vendors and personnel
- e. Identify applicable regulatory security programs (e.g., DCA Access Standard Security Program [DASSP], Twelve-Five Standard Security Program [TFSSP], Private Charter Standard Security Program [PCSSP], airport and Fixed Base Operator [FBO] security)
- f. Identify secure communication techniques (e.g., faxes, emails, phones, burner phone, encrypted emails, burner computers, document disposal/management)

**OPS9** *Objective 9: Recognize resource management principles and techniques.*

- a. Identify principles of resource management techniques (e.g., Crew/Cockpit Resource Management [CRM], Dispatch Resource Management [DRM], Maintenance Resource Management [MRM])
- b. Recognize similarities and differences among CRM, DRM and MRM (e.g., life events, working with diverse personalities, perceptions, behavioral patterns)
- c. Develop policies and procedures which utilize available human, technical and communication resources safely and effectively (e.g., communication limitations, feedback mechanisms, open door policy)
- d. How to promote and maintain a culture of safety in the organization through specific individual actions
- e. How to reinforce an organizational philosophy toward error-free performance (e.g., causes and effects of human error)