



Request for Proposals: Course Development and Instruction for NBAA Safety Manager Certificate Program

1. Introduction:

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The association represents more than 11,000 company and professional members and provides more than 100 products and services to the business aviation community.

NBAA's Safety Committee is leading the development of a new assessment-based certificate program to provide introductory-level training, measure candidate knowledge and recognize successful participants in six key areas of safety management, including Safety Management Systems (SMS):

1. **LEADERSHIP:** This domain relates to leading the safety programs & initiatives within the aviation function staying current in professional knowledge
2. **SAFETY POLICY:** This domain relates to the need to understand the components of a safety policy and how it contributes to the overall success of the SMS
3. **SAFETY RISK MANAGEMENT:** This domain addresses methods of hazard identification, risk assessment and risk management
4. **SAFETY ASSURANCE:** This domain measures effectiveness of the SMS
5. **SAFETY PROMOTION:** This domain relates to promoting the SMS and a positive safety culture thru education and communication
6. **EMERGENCY RESPONSE:** This domain relates to the oversight of the emergency procedures & response training and planning process

NBAA seeks responses to this Request for Proposals for the scope of services outlined below in Section 3. NBAA reserves the right to withdraw this RFP or not to award any services to any respondent. NBAA may award this RFP to more than one service provider. Please submit responses in accordance with the instructions in Section 4.

2. Overview of the Safety Manager Certificate Program:

The primary objective of this new certificate program is to assist flight department personnel who have been assigned safety management responsibilities, typically as an ancillary duty, so they are prepared to effectively manage a business aviation SMS. This certificate program is not to create deep expertise in every domain; rather, it is to establish a baseline knowledge, identify resources safety managers can rely upon as references as they fulfill their role and instill a desire for more advanced learning in the areas of safety management in the years to come.



This assessment-based certificate program is based on the Institute for Credentialing Excellence (ICE) Standard 1100. ICE defines an assessment-based certificate program as:

“A non-degree-granting program that a) provides instruction and training to aid participants in acquiring specific knowledge, skills, and/or competencies associated with intended learning outcomes; b) evaluates participants’ achievement of the intended learning outcomes; and c) awards a certificate only to those participants who meet the performance, proficiency, or passing standard on an assessment verifying learning.”

NBAA’s Safety Manager Certificate Program will be offered in the fourth quarter 2021 and then two times each following year, over an eight week period per offering. The program will include several hours each week of asynchronous learning modules, independent self-study reading reference material, and webinar interaction for additional learning, an “ask the experts” component, and a test preparation session. In the final week of the certificate program, candidates will take an assessment (examination). The examination is a standardized instrument to determine whether candidates meet the established criteria as defined by the program’s specifications (e.g., the knowledge or skill associated with competence to practice in the role of safety manager).

Specifically, this program will:

- Include six (6) modules of virtual asynchronous education (one module for each domain) developed using Shareable Content Object Reference Model (SCORM¹) technology and hosted on NBAA’s Learning Management System (LMS). Each module will, ideally, be no less than 60 minutes and no longer than 120 minutes duration and divided into micro sessions for each objective under each domain as detailed in Exhibit A.
- Be supplemented with additional study and reference material.
- Provide opportunities for live Q&A with industry subject matter experts on a webinar.
- Allow communication and engagement with fellow candidates online.
- Prepare candidates for the final examination.

3. Scope of Services:

NBAA is seeking recognized experts in safety management **and** training to develop the educational modules, quiz questions, reference materials and examination questions in support of the Safety Manager Certificate Program. Based on respondents expertise and capabilities, companies may submit proposals to cover one, multiple domains or all domains. Respondents must be able to develop and deliver all requirements to NBAA no later than August 31, 2021.

At a minimum, companies selected to participate in the development of this certificate program must create and provide to NBAA for each domain respondent proposes to develop for NBAA:

¹ SCORM is a set of technical standards for eLearning software products. SCORM tells programmers how to write their code so that it can “play well” with other eLearning software. It is the de facto industry standard for eLearning interoperability. Specifically, SCORM governs how online learning content and LMSs communicate with each other. SCORM does not speak to instructional design — it is purely a technical standard.

- Create SCORM compatible asynchronous learning modules covering each objective and responsibilities specified in Exhibit A. One module shall be created for each objective and, collectively, will cover the essential aspects of the domain at an introductory level. SCORM compatible modules include three components: A Content Packaging section which specifies how content should be packaged and described. A Run-Time section which specifies how content should be launched and how it communicates with the LMS. A Sequencing section which specifies how the learner can navigate between parts of the course. NBAA has purchased SCORM software licenses compatible with NBAA's LMS and staff will work collaboratively with the selected training provider(s) to build the course in the LMS.
 - Respondents shall specify in their proposal the proposed duration for each module of the educational content.
 - Respondents must be able to deliver modules prepared for SCORM including scripting, storyboard, graphics, PDFs of resources, a PowerPoint presentation slide deck. Please detail in your proposal experience with SCORM module development, if any.
 - An example of a SCORM asynchronous learning module is available for respondents to review at:
<https://360.articulate.com/review/content/5a9583b5-258f-4838-b817-9b32f1e8d31a/review>
- Create quizzes that will be embedded in the LMS to assess a candidate's understanding of the content.
 - Respondents shall specify in their proposal the number of quizzes appropriate for each module, relevant to the complexity of the material and duration of the educational content.
- Provide reference material for participant independent reading that supports the objectives and responsibilities of the domain(s).
 - Respondents shall specify in their proposal which reference materials they would need to create, which they have already published and would include rights of use to NBAA as part of this scope of work (if selected), which references the respondent would need to seek permission for NBAA to use; and which are in the public domain. See copyright requirements in the last paragraph of this section and bullets below with respect to the reference materials.
- Create one 30-minute webinar presentation reviewing the key components of the domain(s). The webinar presentation will be a component of an "Ask the Experts" opportunity that will be hosted by NBAA on its platform and ultimately reside in the NBAA LMS. This webinar will be presented live and will be followed with members of NBAA's Safety Committee, respondent staff/trainers and other recognized subject matter experts answering candidate questions about the content.
 - Respondents will provide subject matter expert(s), presentation files and facilitate the 30-minute webinar.
 - An NBAA Safety Committee or staff member will facilitate the 30-minute Q&A component of the Ask the Experts webinar.
- For the 30-minute webinar presentation, include at least two "polling questions" and/or quizzes that will gauge participant understanding of the content.
- At least 30 examination questions for a test bank that will be used for the final examination.



- Updates to training program content to incorporate newly identified or revised best practices, policy and/or regulations, quizzes, reference material and test questions in calendar years 2022 and 2023.
 - Please specify pricing for module updates.
 - NBAA anticipates contracting with provider(s) for a three year term, which may be extended.

The content developed by training providers for this program, the training modules, quiz questions and the examination questions shall be Works for Hire and the certificate program content is designed to be intellectual property belonging to NBAA. However, NBAA recognizes that relevant reference material supporting candidate learning may be copyrighted by other individuals or organizations. With respect to reference materials in support of the participants' knowledge in each domain, if they are:

- New content created by the training provider as Works for Hire for this certificate program, NBAA will own the copyright;
- Previously published materials copyrighted by the training provider, the respondent must grant NBAA express permission for use of the reference materials in this certificate program;
- External resources, other than those in the public domain (e.g., Federal Aviation Regulations, FAA Advisory Circulars), training provider must obtain permission from the copyright holder for NBAA to include the materials as part of this fee-based certificate program.

4. Responses:

In order for NBAA to properly evaluate the responses, please provide in your proposal to NBAA:

- A detailed description of how each aspect of the Scope of Services would be handled by your company.
- Any partnership/support required from NBAA.
- Timeframe required to develop the services required in Section 3.
- Pricing to perform each service and/or the comprehensive package of services.

Responses to this Request for Proposals must be provided in writing and emailed no later than 5:00pm EDT Sunday, April 18, 2021. Please send proposals to:

Mike Nichols, CAM, CAE
Senior Vice President, Strategy & Innovation
National Business Aviation Association
via email: SafetyTrainingRFP@nbaa.org

Due to the pandemic, NBAA staff are not working in the office. Therefore, proposals must be submitted electronically and shall not be submitted to NBAA's office address in paper format.

Members of NBAA's Safety Committee will review proposals with NBAA staff and NBAA will follow-up with any questions regarding proposals by early May 2021. NBAA anticipates the final selection of training provider(s) on or around May 14, 2021.

National Business Aviation Association, Inc.
1200 G Street, NW, Suite 1100
Washington, DC 20005

Exhibit A

Domains, Objectives & Responsibilities:

1. **Domain 1: LEADERSHIP:** This domain relates to leading the safety programs & initiatives within the aviation function staying current in professional knowledge
 - A. **Objective 1:** Model and promote a positive organizational culture that fosters safety practices through effective leadership and communication
 - i. Reinforce a "just" culture environment, where employees can report honest errors without fear of retribution
 - ii. Build and maintain an excellent working relationship with all employees within the aviation department including the accountable executive and the overall company safety organization
 - iii. Model safe ethical behaviors, procedural compliance and non-punitive safety reporting environment
 - iv. Recognize and reward safe behaviors, actions and procedural compliance by all employees
 - B. **Objective 2:** Effectively engage relevant safety stakeholders to identify and address safety issues
 - i. Develop and lead a safety team to monitor the Safety Management System (SMS) as appropriate for the size and complexity of the operation
 - ii. Conduct professional safety meetings on a regular basis
 - C. **Objective 3:** Keep abreast of safety related government, international organization and industry organization activity and change (e.g. ICAO, FAA, NTSB, NBAA, OSHA, etc.)
 - i. Monitor the industry for safety concerns and regulatory requirements that could affect the organization
 - ii. Attend and/or support participation in aviation and non-aviation industry safety support meetings
 - iii. Stay connected to industry initiatives and organizations and communicates these initiatives to his/her organization
 - iv. Benchmark with other business aviation operators to stay current on evolving best practices
2. **Domain 2: SAFETY POLICY:** This domain relates to the need to understand the components of a safety policy and how it contributes to the overall success of the SMS



- A. **Objective 1:** Establish management commitment to safety performance through SMS
 - i. Advise the Director of Aviation and Accountable Executive on challenges, successes, and progress towards continuous improvement regarding operational safety
 - ii. Document and publish executive management and aviation leadership's commitment to safety through a written safety policy statement in department's Operations Manual
 - B. **Objective 2:** Define methods, processes, procedures and organizational structure needed to meet safety objectives
 - i. Develop, implement and administer safety policies and associated recordkeeping systems, keeping them up-to-date with current industry trends and statistics
 - ii. Coordinate action, as required, on all submitted Safety – Security – QA Reports, Risk Assessment Reports, FOM Deviation Reports, Change Management Reports, and Internal Audit Report
 - iii. Coordinate with HR and leadership team to define the rules and procedures regarding rule violations and disciplinary procedures
3. **Domain 3: SAFETY RISK MANAGEMENT:** This domain addresses methods of hazard identification, risk assessment, and risk management
- A. **Objective 1:** Administer a reporting system for collecting, analyzing and communicating safety data from multiple sources
 - i. Identify hazards, assess risks, and implement risk mitigation measures as needed
 - ii. Support continuous improvement of the hazard identification and the safety risk assessment process
 - B. **Objective 2:** Lead the Safety Risk Management activities of the flight department
 - i. Collaborate with leadership and safety team to identify medium to high Safety Risk Profiles (SRP's) that directly affect the organization and apply mitigations to reduce the risk as low as reasonably practical (ALARP)
 - ii. Support risk assessment tools such as safety risk assessments, FRAT, MRAT, Change Management, Policy Waivers / FOM Deviation
 - iii. Lead investigations, root cause analysis and reports on incidents / accidents and make risk mitigation/elimination recommendations
4. **Domain 4: SAFETY ASSURANCE:** This domain measures effectiveness of the Safety management System (SMS)



- A. **Objective 1:** Ensure Compliance with internal SOP and applicable local, State, Federal and International Regulations as they pertain to the Safety Management System
 - i. Establish and administer an Internal Safety Audit program that at regular intervals assures compliance with established safety SOP and regulatory requirements
 - ii. Administer and liaison with industry recognized external auditor in order to provide unbiased audit on adherence to department policy and regulatory agencies
 - B. **Objective 2:** Establish clear Safety Performance Indicators (SPIs), Safety Performance Targets (SPTs) and manage to those objectives
 - i. Collaborate with relevant stakeholders to develop the appropriate SPIs to track objectives and report on relationship with SPTs
 - ii. Work with functional managers for the development of SPIs to monitor safety risk controls
 - iii. Develop the process and methodology to track progress and report on the performance of the established SPIs & SPTs
 - C. **Objective 3:** Evaluate the effectiveness of the risk control and risk management strategies, identifying methods/opportunities for improving safety and minimizing risk
 - i. Analyze collected data from all safety data reporting sources, to identify developing trends, conditions, or situations that may indicate a need for refinement of procedures to enhance safety
 - ii. Monitor, track, analyze and report on performance to agreed-upon SPI's and SPT's. Based upon the results, re-evaluate SPI's and SPT's effectiveness and adjust as necessary
 - iii. Continuously assesses the effectiveness of communication channels to ensure the highest level of safety communication
5. **Domain 5: SAFETY PROMOTION:** This domain relates to promoting the SMS and a positive safety culture through education and communication
- A. **Objective 1:** Establish an effective communication strategy to disseminate safety related information
 - i. Support transparency of safety issues with the goal of sharing safety issues with the entire aviation department
 - ii. Communicate industry events and related safety issues
 - iii. Identify and communicate internal and external sources of safety knowledge/information to all members of the organizations



- B. **Objective 2:** Determine appropriate safety training needs for all employees of the aviation department
 - i. Establish annual safety training appropriate for each employee of the aviation department as determined by the training needs analysis
 - ii. Support the development and implementation of human factors, organizational factors, distraction management and fatigue risk management tools and training
- C. **Objective 3:** Act as an information conduit to bring safety issues to the attention of management and to deliver safety information to the organization's staff, contractors and stakeholders
 - i. Provide and articulate information regarding safety issues within the organization
 - ii. Coordinate internal and external safety related surveys that assess the safety culture and safety knowledge level of the aviation team
- D. **Objective 4:** Promote Safety through positive Safety Recognition programs and practices that encourage reporting of errors and near misses
 - i. Lead the safety recognition program. Coordinate support and recognition by and from Senior & Executive Leadership
 - ii. Proudly communicate positive safe actions by all aviation employees through announcements, newsletters and award programs
- 6. **Domain 6: EMERGENCY RESPONSE:** This Domain relates to the oversight of the emergency procedures & response training and planning process
 - A. **Objective 1:** Manage Emergency Response plan document to current industry standards
 - i. Develop and maintain Emergency Response Plan that addresses aircraft accident, fire, bomb threat, terrorist, hijack, severe weather, etc.
 - ii. Benchmark with other business aviation operators to stay current on evolving best practices
 - B. **Objective 2:** Ensure aviation department personnel are properly trained and remain current on annual emergency training requirements
 - i. Conduct annual ERP training (emergency response exercise) that includes internal and external resources
 - ii. Conduct annual emergency evacuation drill
 - iii. Coordinate aircraft emergency equipment and evacuation procedures training for flight department members and executives



- C. **Objective 3:** Ensure written procedures clearly define detailed steps and procedures in the event of an aircraft accident/incident
 - i. Develop and implement procedures and responsibilities related to liaison with FAA/NTSB, insurance agency (and international organizations as appropriate i.e. AAIB) during an aircraft accident investigation
 - ii. Partner with internal & external resources to establish explicit procedures for communication with family members and the media