

DEDICATED TO HELPING BUSINESS ACHIEVE ITS HIGHEST GOALS.



INTERNSHIP AND CAREER GUIDE

This guide provides instruction on how NBAA member companies, collegiate aviation degree programs, regional business aviation associations and government entities can work together to build a business aviation internship or other career program to support aviation students – our next generation of industry leaders.

NBAA INTERNSHIP AND CAREER GUIDE

Business aviation has always been driven by those with the spirit of innovation and a passion for aviation. The future success of our industry depends on the ability of companies to engage those most driven and most passionate as part of a larger ongoing succession plan. The *NBAA Internship and Career Guide* is a tool that can help lead the way for these future aviation professionals.

This guide provides instruction on how companies, collegiate aviation degree programs, regional business aviation associations and government entities can work together to build a business aviation career program to support the next generation of industry leaders. Using this guide, companies and universities can collaborate to provide mentoring, resources, and hands-on learning opportunities for aviation students. Such programs can include mentorships, internships, apprenticeships, guest speaking opportunities, general outreach and more.

Successful career programs can provide a foundation to create a clear pathway for students to transition into real-life opportunities, safeguarding our industry's future. These relationships can lead to well-paying, skilled jobs for students and graduates, as well as economic development for a city, state or region.

This guide offers an overview for aviation training and academic policies from which both business aviation operators

and collegiate aviation programs can base their standards. Tips for other stakeholders such as regional business aviation associations and government entities are also included. All stakeholders may participate in a career program at the level most appropriate to their organizational mission.

For further reading on this topic, this edition of the publication includes links to websites, industry resources available to academia, official government documents and industry databases. Updates to this guide will be made available periodically for download on the NBAA website.

Note that this guide is intended for collegiate aviation programs only and not for high school programs that would involve minors. To participate in aviation outreach programs to high schools, companies should coordinate with their local school districts or state office of education.

NBAA and its Business Aviation Management Committee invite comments and suggestions in regards to this guide. Comments should be submitted to feedback@nbaa.org.

LEARN MORE

www.nbaa.org/internships

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Why Should My Company Consider an Internship or Other Career Program?

The NBAA *Internship and Career Guide* provides a code of best practices to assist organizations in establishing career programs, including internships. For aviation students, an internship can be a path to determine if a field of study is the right fit, hone their skills, apply academic knowledge to real-life scenarios and develop connections in the business aviation industry.

For companies in the business aviation industry, the benefits of establishing internship or other career programs are likewise numerous and include:

- **Broadening your company's employee pool –** Thoughtfully designed internship and career programs help employers build relationships with specific schools and career centers to maintain a supply of skilled talent for future recruitment.
- **Evaluating candidate performance and suitability –** Career programs provide employers an opportunity to extend the interview process and evaluate the student's skills, work ethic and assimilation into the culture before incurring the expense of hiring a full-time employee.
- **Supporting and developing upcoming aviation professionals –** This guide outlines how employers can give back to the aviation community by providing students a chance to learn new skills and obtain real-world experience, creating a better-qualified pool of candidates for the region.
- **Attracting high-quality students –** Exciting career opportunities can help attract high-quality students. Successful internships are proven to increase post-graduate placement rates, a key determiner in students' college selection.
- **Maintaining a healthy workforce pool –** A successful career program can develop avenues to maintain a healthy workforce pool of highly skilled, well-paid jobs.

Components of a Career Program

Safeguarding our industry for generations to come requires aggressive and thorough succession planning. Even as technology advances, there will be a need to fill numerous roles in the industry to include:

- Managers, including flight department managers and maintenance managers
- Crew members, including pilots and flight attendants
- Maintenance technicians

- Schedulers and dispatchers

The goal of a career program is to develop highly skilled future professionals and leaders by exposing them to professional opportunities within the business aviation industry. Through hands-on experience like internships and mentorship programs with industry-related organizations such as NBAA member companies, classroom theory becomes tangible and real to the student while also ensuring the industry attracts the best and brightest candidates.

Below are some of possible components of a career program.

INTERNSHIPS AND APPRENTICESHIPS

Companies that use business aviation can establish internship or apprenticeship programs that:

- Provide students with experiential learning and better understanding of industry operational practices
- Engage students with relevant, hands-on experiences outside the classroom that help to educate, train and retain graduates within the state
- Develop and scale best practices that will make the internship experience successful statewide

MENTORSHIPS

Business aviation professionals can serve as mentors to students specializing in aviation fields. A successful mentorship can:

- Provide the student with a realistic view of a business aviation career
- Give the student a resource with practical experience in the business aviation industry
- Help the student develop connections in the industry

GUEST SPEAKERS, LECTURERS AND ADJUNCT PROFESSORS

Representatives from the business aviation industry can serve as guest speakers, lecturers and even adjunct professors or instructors at universities, achieving the following:

- Energize and motivate students on behalf of the industry
- Obtain student insight into the operational aspects of the industry and provide realistic perspectives and insights from industry professionals
- Establish mentorship relationships for individuals who are attracted to the industry



- Provide a platform for communication of current industry practices and future trends

TOURS AND JOB SHADOWING

Businesses in the industry can arrange for tours of their facilities and other experiential learning opportunities. These opportunities:

- Allow students to view business aviation operations
- Allow actively engaged students access to state-of-the-art equipment and technology, and equipment demonstrations and presentations
- Allow both students and faculty to experience real-time challenges, practices and solutions facing business aviation
- Allow students and faculty to experience daily operations and equipment that apply to academic course work

CAPSTONE PROJECTS

Business aviation professionals can look for opportunities to participate in university capstone courses, which are

designed for students nearing the completion of their studies. Capstone courses provide:

- An opportunity for students to demonstrate professional competencies and communication skills while providing "real-world" solutions for the aviation industry
- Benefits for industry and regional groups through collaboration with a team of students who complete a defined deliverable

COLLEGIATE/UNIVERSITY ADVISORY BOARDS

Business aviation professionals can consider participating on their local college or university advisory boards, which typically serve to:

- Foster professional and personal relationships within the industry
- Actively engage in class syllabus discussion to align them with current trends and technical requirements
- Directly impact the quality of prospective employees presented to the work force
- Foster industry awareness of student demographics and trends in student recruitment and activity



EQUIPMENT AND REFERENCE MATERIAL DONATIONS

Industry business also can help train a better future workforce by making donations to universities and other training programs. These donations can take the form of:

- Equipment, for example, items that the company has replaced during upgrades
- Reference material, such as training manuals

Stakeholders

There are four main stakeholder groups involved in establishing a business aviation career program: companies operating business aircraft; collegiate aviation programs and institutions; regional business aviation associations; and governing bodies, including city, county, state and federal entities, such as economic development departments.

In addition to the company-level benefits listed earlier, each stakeholder group will realize its own benefits from a program.

COMPANIES

- Forging and strengthening ties between business aviation industry and collegiate aviation programs
- Extending the interview process, allowing in-depth evaluation of performance
- Supplementing company staffing and support company projects through student work

COLLEGIATE AVIATION

- Providing access for students to the high-tech, rapidly changing world of business aviation that academia often cannot simulate due to budget constraints
- Attracting high-quality students with exciting career opportunities
- Raising the standards of training and education within collegiate aviation to compliment industry standards and expectations for students entering the business aviation industry

REGIONAL BUSINESS AVIATION ASSOCIATIONS

- Forging and strengthening ties between regional business aviation associations, the industry and academia
- Providing additional member benefits, possibly attracting new members
- Partnering with future association contributors in the early stages of their aviation careers

GOVERNING BODIES

- Improving industry employment opportunities in the short term
- Developing avenues to maintain a healthy workforce pool for economic strength in the long term

Four Steps to Activate a Program

There are four main steps to activating an internship or other career program:

STEP 1: CONDUCT RESEARCH AND OUTREACH

Stakeholder groups each play their own part in ensuring the successful establishment of a business aviation career program. Recommended research and preliminary outreach tasks for companies and other stakeholder groups are as follows:

Companies

Locate and reach out to collegiate aviation programs within your region. To find universities in your area, visit the University Aviation Association at www.uaa.aero.

- Meet faculty and offer support to professors and academic departments
- Research options for structuring internship positions and mentoring programs and establish those programs
- Join a regional business aviation association. Search the NBAA Regional Business Aviation Groups Directory at www.nbaa.org/regional
- Visit your state's Department of Education website to locate two- and four-year collegiate aviation programs

Collegiate Aviation

- Reach out to local business aviation companies and ask these contacts to participate on an internship and career program advisory board. To find companies in your area, search the NBAA Member Directory at www.nbaa.org/directory

- Join a regional business aviation association. Search the NBAA Regional Business Aviation Groups Directory at www.nbaa.org/regional
- Grant faculty release time for active membership in your regional association and to maintain industry credentials.
- Allow freedom of design and oversight of course by faculty/industry partnership and avoid micro-management of curriculum development
- Contact state economic development departments to coordinate career programs. To find your state economic develop department, visit www.sba.gov/content/economic-development-agencies

Regional Business Aviation Associations

- Create value for members and build membership for your association by serving as the link between industry and academia
- Reach out to local business aviation companies and ask these contacts to participate on an internship and career program advisory board. To find companies in your area, search the NBAA Member Directory at www.nbaa.org/directory
- Locate and reach out to collegiate aviation programs within your region. To find universities in your area, visit the University Aviation Association at www.uaa.aero
- Be aware of and participate in regional academic events
- Read more about an example of successful partnership by visiting the Ohio Regional Business Aviation Association at www.orbaa.org or the Minnesota Business Aviation Association at www.mbaa-mn.org

Governing Bodies

- Provide state/regional administrative support to market aviation internships and other career programs
- Support career programs that complement regional workforce development, possibly through state higher education offices
- Utilize the resources in this guide to connect with stakeholders who may have a similar strategy as yours or who may be interested in partnering with you to improve their career program
- Contact your regional business aviation association to develop a relationship. Search the NBAA Regional Business Aviation Groups Directory at www.nbaa.org/regional
- Read more about an example of successful partnership by visiting the Ohio Regional Business Aviation Association at www.orbaa.org



STEP 2: IDENTIFY MUTUAL NEEDS

In working with other stakeholder groups, your company should collaboratively identify mutual needs and solutions that bring long-term benefits and bring value to all stakeholders.

STEP 3: CONTACT NBAA

Contact your NBAA regional representative, who will be familiar with local opportunities and issues that could affect your program. NBAA's regional representatives provide a nationwide voice and resource for the business aviation community. These individuals are highly knowledgeable about, and able to clearly articulate, the priorities and opportunities for business aviation in a given region, state or city.

Learn more about NBAA's regional resources, including contact information for regional representatives, at www.nbaa.org/regional.

STEP 4: SET MEASURABLE GOALS

Companies should work collaboratively with other stakeholders to set specific goals with measurable outcomes. See the Appendix and FAQ sections of this guide for specific illustrations and guidance in this area.

Stakeholder Roles and Opportunities

This section outlines recommended stakeholder roles

and opportunities for internship and career program implementation.

COMPANIES

Internship Opportunities

- Provide students with experiential learning and better understanding of industry operational practices
- Engage students with relevant hands-on experiences outside the classroom which help to educate, train and retain graduates as industry professionals
- Use industry best practices to ensure a successful internship experience (see resources later in this guide and at www.nbaa.org/internships)

Guest Speakers/Lecturers Opportunities

- Provide industry outreach to a greater number of students to further understanding of industry issues and practices
- Foster both professional and personal relationships within the industry
- Energize and motivate students on behalf of the industry
- Obtain student insight into the operational aspects of the industry and provide realistic perspectives and insights from industry professionals
- Establish mentorship relationships for individuals who are attracted to the industry

Tours and Experiential Learning Opportunities

- Allow students to view business aviation operations
- Allow actively engaged students access to state-of-the-art equipment and technology equipment demonstrations and presentations
- Provide students with real facts while eliminating myths or incorrect information
- Allow both students and faculty to experience real-time challenges, practices and solutions facing business aviation
- Allow both students and faculty to experience daily operations and equipment that apply to academic course work

COLLEGIATE AVIATION

Advisory Board Role (Note: the advisory board should include representatives of all stakeholders)

- Advise collegiate aviation programs on specific academic and research issues
- Align curricula with the ever-changing needs of industry as shared by business aviation partners in evaluations of the students through assessment of the syllabi and through shared dynamic vision of essential learning outcomes for all aviation students
- Create a shared vision by systematic response which defines practices, resources and technology that may be engaged to benefit both the intern and the industry
- Increase communication between the aviation industry and academia to ensure that the supply and demand sides are in-sync through coordinated, accurate data
- Provide recommendations on initiatives that programs should undertake to continually improve education and research

Internships and Apprenticeships Opportunities

- Work with business aviation industry representatives to provide internships, defined as supervised work experience in a student's field of interest for which the student may earn academic credit; work can be part-time or full-time, paid or unpaid, on or off campus
- Work with business aviation industry representatives to provide apprenticeships, defined as on-site training by an employer who helps the apprentice learn the trade in exchange for continuing labor for an agreed-upon period after the apprentice becomes skilled

Guest Speakers/Lecturers/Adjuncts Opportunities

- Bring business aviation representatives into the classroom to bridge textbook theory with industry application and often offer expertise that academia cannot always provide in an industry where technology changes continually

Tours and Experiential Learning Opportunities

- Provide avenues whereby students can visit industry work sites to gain first-hand knowledge of day-to-day operations and the skill sets demanded of these positions

On-Site Lab Opportunities

- Embed on-site lab requirements into course curriculum to ensure that students gain practical experience at industry sites
- Ensure that collegiate aviation pedagogy maintains relevance to industry standards by encouraging faculty participation in on-site labs, where faculty staff can maintain credentials, stay abreast of the latest technology and "job shadow" working professionals

Equipment Donation Solicitation Opportunities

- Allow collegiate aviation programs to solicit companies in business aviation for donation of equipment, technology and reference materials, which academia often cannot fund

REGIONAL BUSINESS AVIATION ASSOCIATIONS

Financial Commitment Role

- Provide financial support for aviation education through monetary and training scholarships that benefit aspiring professionals of our industry
- Partner with local technical training programs, colleges and universities in an effort to build relationships with aviation students
- Invite students to attend regular meetings of the association free of charge to learn more about the industry and to gain informal networking opportunities, thereby strengthening the bond between students and the association/industry
- Provide funding resources for outreach programs, scholarships and training opportunities that benefit the development of our future industry professionals
- Advocate that membership develop outreach to academia and training programs and spotlight relationships in membership communications and meetings

Resource Allocation Role

- Provide equitable allocation of resources and opportunities – whether funds, internship opportunities or student/faculty access to association events – among all participating collegiate aviation programs
- Provide equal access to all stakeholders in order to build trust, relationships and long-term success of the effort
- Serve as a natural link between business aviation and collegiate aviation through relationships formed during meetings, outreach, etc.
- Serve as a conduit for industry representatives to give educators real-time reports on the state of the industry, its needs and future requirements
- Routinely establish meetings between industry and academic stakeholders to discuss curriculum needs and industry skills that will ensure that current course work remains agile, current and relevant
- Identify a leader (e.g., Academia Partnership Coordinator) within the association who understands that a close working relationship with academia is essential to the success of any outreach effort and is willing to promote that relationship

Academia Partnership Coordinator Role

- Be committed to developing the industry/academia partnership while working within the association's financial means (a "champion for the cause")
- Provide a centralized repository for current, reliable information beneficial to students, faculty and industry, resulting in efficiencies for all stakeholders
- Consolidate and standardize processes for internships, scholarships, etc., where desired, and assist both industry and academia in partnering to the benefit of both stakeholders
- Provide industry with easy, one-stop access to a developing talent pool and opportunity to help shape the skills of future business aviation workers
- Employ technology to manage the centralized connection where industry and students can meet and share information

Internship Creation and Standardization Opportunities

- Identify and establish internship opportunities for students (see Appendix for information regarding business aviation internship programs)

- Provide guidance to companies so experiential learning opportunities that are meaningful and insightful are created for the development of students
- Use NBAA guidelines to standardize internships and provide the best experience for each student utilizing members that are engaged and genuinely care about student development
- Establish an internship within the association itself to provide a valuable learning opportunity for a motivated, capable contributor while directly benefitting the association

GOVERNING BODIES

Government Outreach Role

- Educate public on how the business aviation industry:
 - Is essential to locality's economic and educational aspirations (supported by statistics and studies)
 - Holds key growth opportunity with emerging technologies with potential for significant future economic benefit to the locality
 - Is a key priority of the locality's competitive advantage
- Identify stakeholders and employers that establish the locality as one of the key destinations for business aviation industry and education
- Attract industry to the locality in order to help attract and retain aviation undergraduates that would otherwise need to leave the locality to establish their career
- Establish industry relationships to ensure that business aviation is included in the locality's economic development strategic plan and locality advisory councils
- Work with educators and industry to strengthen relationships and help leverage curriculum changes relevant to industry needs

Workforce and Economic Development Office Role

(i.e., those providing jobs for students and facilitating academic and industry productivity)

- Collaborate with the business aviation industry to gain insight, analysis and strategic tools to help businesses competency
- Develop creative, cohesive and useful business strategies for promoting and retaining the locality's aviation industries, including attracting and nurturing new investment in business aviation

Department of Development/Board of Regents/

Chancellor Office Role

- Understand state legislation targets and how they align with state education goals
- Collaborate to compile industry employment data needed to guide legislative actions and support state statistical analysis
- Build meaningful internships and real-world learning experiences to attract students to local institutions of higher learning
- Monitor the agility and relevance of academic programs to the alignment of industry skills and training needs
- Encourage schools to join and actively participate in industry associations
- Engage the state's Department of Education to ensure that business aviation is an integral part of the economic development strategy for increasing the state's ability to grow, retain and attract targeted industries and students
- Engage in business matchmaking for industry segments that the locality is trying to attract, connecting resources including industry experts and academia with potential businesses
- Ensure that business aviation is included in as a priority of higher learning initiatives while ensuring that the academic programs are aligned to support the claims made in the programs to attract the best students for the institution and state industry

Curriculum Development Opportunities

- Provide resources for curriculum development based on industry feedback/needs
- Gather and report meaningful statistics related to demand for curriculum
- Channel federal funds into intended state initiatives
- Create and support state-driven policies and tools that channel federal funds to state and local business and educators
- Generate funding for grants, tax credits, internships and co-ops
- Support growth of small businesses in emerging industry by assisting funding of internships into these businesses that benefit the student through experiential learning and the small business through workforce enhancement
- Establish a single point of entry via the Internet for seeking and posting grants, tax credits, internships and co-ops

- Provide reference studies, development strategies and plans developed and supported by the state useful to ensuring business aviation is well represented
- Provide curriculum oversight and standardization to ensure statewide industry-driven curriculum
- Host and facilitate state aviation educators' meetings designed to facilitate collaboration and sharing of resources and technology within the state to the benefit of students and schools

ILLUSTRATIVE MODEL: ORBAA

Regional business aviation associations can provide critical links between the business aviation industry, academia and governing bodies. These local organizations often have contacts with numerous stakeholders and are able to coordinate communication between them.

The Ohio Regional Business Aviation Association (ORBAA) has been especially successful in developing career programs with other stakeholders. The following illustrative model is based on ORBAA's Workforce Development Pillar program (formerly the Ohio Aerospace Initiative).

Regional Association Role

- Focuses on bridging companies based within the region to local universities and to the state's economic development and education initiatives in an effort to better prepare students for careers in business aviation
- Collaborates with national and other regional industry trade associations
- Uses NBAA resources to establish and support its program
- Encourages participation by business aviation industry within the state to bridge the industry-education gap
- Helps align state-level aviation education objectives with the needs of the business aviation industry
- Shares information and best practices among the state's constituents
- Serves as single point of contact for the system

Career Program Support Opportunities

- Serves as single point of contact for stakeholders (i.e. business aviation industry, academia and local governing bodies)
- Provides state aviation education programs the ability to present career opportunities, operations facility tours, scholarships and internship programs



- Provides the structure and means to ensure collaboration and cross-pollination of best practices and course materials throughout the state
- Enables standardization of experiential learning

Internships Explained

Below are tips for companies to be aware of when working with universities to establish internship programs.

WHAT IS AN INTERNSHIP?

- Internships are a form of experiential learning integrating knowledge and theory learned in the classroom, with practical application and skill development in a professional setting
- Students may earn academic credit or there is some other connection to the curriculum of a degree-granting, educational institution
- This work and learning arrangement is overseen by a faculty or staff member of the student's educational institution and by a designated employee of the organization hosting the internship experience
- Internships generally run concurrent with the school year and are usually a semester in length but can also run during the summer months
- Internships may be part-time or full-time

- A learning agenda or objectives, which include one or more forms of reflection, is integral to the experience to distinguish it from a volunteer position, job or apprenticeship

HOW INTERNSHIPS HELP STUDENTS

- A business aviation-related internship is perhaps the best way to introduce aviation students to a career in business aviation
- Through internships, the student has the opportunity to connect classroom theory with current industry challenges and be exposed to the latest aviation technology and trends
- Interns are given the opportunity to interact with a large pool of experienced and talented professionals, which gives them deeper insight to the overall operation
- Interns are also given the invaluable opportunity to evaluate their own level of interest in pursuing this career goal
- Interns gain unique insight into the demands and tasks of the many possible roles within the flight operation, as well as the important internal and external interactions that make up the team
- Mentors can provide specialized guidance that enhances a student's aviation education and career development

BENEFITS TO EMPLOYERS

- Employers from a wide variety of industries indicate that graduates with internship experiences are highly attractive potential employees
- Interns often perform very well and they are often able to contribute more effectively and quickly upon entry into the organization
- In addition, internship hosts often observe the intern's enthusiasm becoming contagious to the whole department
- The host organization further benefits from the additional power the intern provides

Many companies also view a student's participation in an internship as a means to screen, select and recruit for a future permanent position.

Frequently Asked Questions

Below are some frequently asked questions about undergraduate student internships with business aviation-related organizations.

Note: This section is being provided only as general information and it is not to be construed as legal advice. Each company must consult its own human resources and legal advisors concerning its particular situation for determining issues related to an intern's employment status and for any related questions.

Are undergraduate student interns "employees" of the host organization?

Some host organizations consider interns as temporary employees and provide an abbreviated benefits package and onboarding program to the organization and flight operation as a means of limiting liability in the event an error or oversight should occur in the scope of the intern acting on behalf of the organization. Some organizations structure their internships more informally and do not consider their interns as employees. No lasting or commercial benefit is sought or expected by the parties, other than the intrinsic lasting benefit of the work and study experience intended.

What is expected of the host organization during the internship?

The host organization is expected to assign the undergraduate student intern to duties and work schedules that are both reasonable and consistent with that position for others holding similar positions of responsibility. The host will the intern with provide direct effective supervision to ensure prompt high-quality feedback and opportunity for the intern to resolve any questions and/or concerns related to assigned duties and professional growth through the internship. The host will provide a final evaluation to the intern and the intern's academic institution documenting the host organization's assessment of the intern's performance during the internship.

What can the host organization expect of the intern?

Undergraduate student internships are rich experiences for both the host organization and the student intern. The students are screened and selected by the faculty of the home institution for participation in these experiences. The host organization can expect consistently high quality work and professional work habits from the intern and a strong commitment to the host organization's success in its mission and operations. Undergraduate student interns understand the importance of maintaining the confidentiality of proprietary information and practices and commit to keeping such busi-

ness information (contracts, projects ideas, work decisions, etc.) strictly private and confidential.

What liability is incurred by the host organization during the internship?

The host organization typically does not incur legal liability for the safety and well-being of the intern beyond that which would be reasonably expected by a visitor or guest. The host organization is obliged to exercise due care for the safety of its operations, crews and passengers and adhere to relevant state and federal safety and other workplace regulations. It agrees to provide written notification to the intern and the intern's home institution of any special risks to which the intern may be exposed and the internship is accepted subject to those risks.

What happens if the host organization is unable to fulfill its obligations?

The host organization is expected to exercise reasonable care in planning for the internship opportunity and to make a good faith effort to fulfill its obligations to provide a meaningful work-learning experience for the scheduled term. Still, unforeseen circumstances or substantial changes to the host organization's operations may preclude completion of the internship experience. The host organization does not incur legal or contractual liability to the intern or the home institution for the completion of the experience beyond a good faith effort.

What is the expected work schedule? How much flexibility is there in this schedule?

Undergraduate student internships are generally planned for a minimum of 15 hours/week on average to a maximum of student. The basic work schedule is usually set by agreement and with regard to the intern's other school commitments (if not serving full time in the internship). Flexibility by both parties is useful in response to variations in the operational tempo of the host organization or during especially busy times in the intern's school calendar. Undergraduate student internships are scheduled for a period of about 12 to 14 weeks.

How can host organizations identify potential school partners and interns?

Host organizations can identify potential academic partners among colleges and universities offering undergraduate degrees in aviation flight operations, aviation management and related disciplines through two key sources:

- The University Aviation Association (UAA) is the professional association of collegiate aviation and home to colleges/universities, individuals and organizations involved

in this work. Information on member schools can be found at www.uaa.aero.

- The Aviation Accreditation Board International (AABI) is the accrediting organization for collegiate aviation programs. Schools that have earned recognition by this body have demonstrated that their programs meet high standards for program and instruction. Information on accredited programs can be found at www.aabi.aero/programs.html. Companies can identify intern candidates by contacting a potential school partner directly. Internship programs are often coordinated by the school's office of career services that can put host organizations in contact with potential and candidates or supervising faculty.

I'd like to start an internship program at my company.

How can I talk with a flight department or business aviation company that has a successful program?

Contact NBAA at (202) 783-9250 or ops@nbaa.org for contact information.

What should I look for in a collegiate internship or career program?

Look for a college or university with an assigned internship or career program coordinator and defined processes for intern selection, assessment and so on. A program in which students receive credit for completion is preferable, as this usually creates a better result for the student and host organization.

Appendix: Internship Templates

This appendix provides templates for establishing elements of a career program, as well as sample intern assignments. The templates are offered as example scenarios and are not applicable to every situation. Companies and academic institutions are encouraged to adapt templates to fit their needs.

PARAMETERS OF ESTABLISHING AN INTERNSHIP

Undergraduate Student Internship Timeline

Undergraduate student internships are typically scheduled for a 12 to 15 week (usually one academic semester) commitment with consideration to company schedules and needs and the academic calendar of the student's home college/university. Suggested application timeline:

- Twelve to six weeks prior to the expected start date – Application to flight department/aviation company position
- Six to four weeks prior to the expected start date – Interviews for intern position
- Three weeks prior to the expected start date – Notification of hire to intern (Note: Consider providing additional notification for a position that requires the intern to relocate or travel)

Internship Areas of Interest

Undergraduate student intern position notifications should provide an environment that allows a student an opportunity to gain operational experience with respect to the world of business aviation. When applicable, the company will provide appropriate documentation to satisfy the college or university requirements for participating in the intern program. Some suggested areas of interest for an internship might be:

- Domestic and international flight operations
- Aircraft maintenance
- Aircraft servicing
- Customer service
- Flight attendant operations
- Aircraft scheduling
- Crew scheduling
- Flight planning

Responsibilities

Host organizations should document intern responsibilities and duties like any other job position. This should include:

- Work schedule
- Work location

- Supervisor/manager
- Deliverables expected and timeline for completion
- Company culture
- Company policies (i.e. confidentiality and privacy policies, dress code, cell phones and computer usage policies, etc.)
- Company background checks required for participation

Desired Qualifications of an Intern

- Undergraduate student enrolled in an appropriate bachelor's degree program at an accredited college/university as a junior or senior in good standing
- Strong academic credentials (generally minimum 3.0 CGPA) or strong practical experience or skills
- Satisfactory disciplinary record (both at school and in the community)
- Academic preparation appropriate to the internship position
- For pilots: commercial pilot certificate with instrument airplane rating
- Proficient computer skills
- Positive attitude and self-motivated work ethic
- Excellent written and verbal communication skills
- Able to provide own housing and transportation during internship
- Any additional items required by company human resources

INTERN ONBOARDING AGENDA EXAMPLE

The following topics should be covered during internship onboarding.

Human Resources

- Company employment/internship documents
- Company identification cards
- Mentor and manager assignments
- Training forms

Company Overview

- Company values and operating principles
- Organization goals
- Company organizational structure
- Flight department personnel duties

- Business cards (if appropriate)
- Provide access and demonstrate applicable electronic bulletin boards, software, email and telephone systems
- Provide employee directory/contact information

Facility Orientation and Tour

- Tour facility
- Tour aircraft in hangar
- Introduce department personnel
- Provide instruction on use of gate codes, keys, security system and airport ID badges
- Show location of department mailboxes and bulletin boards

Company Manuals

- Human resources policy manuals
- Operations-specific manuals
- Security manuals
- Other company documents relevant to internship

SAMPLE INTERN PROJECT ASSIGNMENTS

Fuel Price Analysis and Management

Description: Changing fuel and oil prices worldwide have a significant impact on flight operation expenses. Because fuel costs account for one of the largest budget expense line items, flight departments strive to attain the best available cost at point of purchase to help flightcrews, dispatch and management achieve cost savings. The intern will compare actual fuel prices, recorded by flightcrews, to negotiated prices to help define realized cost savings.

Project Steps: The intern will partner with dispatch or accounting to obtain the fuel slip post-flight. The intern will analyze the data and construct various methods of presenting fuel purchase behaviors (savings over retail, etc.). In addition, the intern will work with the chief pilot to summarize the details of the fuel programs of providers (i.e. FBO fuel programs, specialty fuel programs, etc.).

Expected Outcome: The intern will develop a detailed report demonstrating overall savings from fuel programs as well as recommendations for additional savings based on observations during the project time. For the intern, this project will develop familiarization with aviation fuel pricing and the importance of aggressive price management for a flight department. For the host company, this project will enhance the host company flight department's ability to present

savings activities for supplier negotiation purposes and to support expense savings initiatives in budget meetings.

Automated Flight Deck Policy

Description: The host company operates complex, advanced-technology aviation equipment. HUD, EVS, GPWS, TCAS, FMS, autoflight systems, etc. must be managed from standard flight deck operating procedures to enhance safety. The intern will research industry standards for guidelines and assist in the development of standardizing operating procedures as they pertain to current and projected flight deck automation within your company flight operations.

Project Steps: The intern will list aircraft flight deck equipment within the current fleet and projected replacement aircraft. Using a variety of credible resources (OEM manuals, industry Internet sites, other operators, industry publications, etc.), research and assist in the development of flight deck operating standards. The intern will review current standard operating procedures (SOPs) for alignment with industry standards and recommend changes.

Expected Outcome: As a review of current SOPs for current equipment, this process will take an independent look at operating practices and their alignment with industry standards. This review of projected equipment will provide a preliminary projection of implementation challenges and alignment with desired training and maintenance programs.

FAA Airspace Flow Program (AFP)

Description: The FAA's slot-based program is designed to reduce airport and enroute delays at constrained areas caused by high volume and inclement weather. Receiving a known departure slot (expect departure clearance time, or EDCT) required by the AFP makes it possible to forecast departure times, saving fuel and passenger delays.

Project Steps: The intern will become familiar with the requirements of the AFP by reading the relevant FAA advisory material, viewing the briefing video and reading supplemental data available through Internet research. The intern will help develop departmental procedures to forecast and identify possible delays impacting flight operations, gain required EDCTs and relay this information to dispatchers and flightcrews. The intern will then quantify data that shows cost and time impacts realized by using the program.

Expected Outcome: Since the AFP is a frequent requirement at some of the most utilized airports, the process for forecasting AFP delays and obtaining EDCT slots can be an important part of the host company's operations. Quantifying the impact of delays and effective cost savings

will help refine flight department procedures that will attain the highest benefits from using the AFP. The intern will provide a detailed report outlining the cost and time impacts of the program, as well as any relevant recommendations.

IS-BAO Safety Audit

Description: The host company's flight department has been working to align operating procedures with the International Standard for Business Aircraft Operations (IS-BAO). An integral part of this process is the safety audit, which will be conducted across the operation. This safety audit will proactively identify safety issues that can be addressed to prevent accidents and improve overall safety efficiency.

Project Steps: The intern will identify areas of the flight department that will be evaluated in the safety audit, then use the IS-BAO manual and the company's flight operations

manual to design a safety audit form to collect data and a rating system to help interpret the data. The intern will collect data and evaluate the rating system results to identify areas of the operation that pose the highest risk factors. The intern will partner with the company's safety committee and department managers to build strategies to deal with these risks and track the effects of the implemented solutions.

Expected Outcome: The IS-BAO safety audit will proactively identify risks that exist in the flight department operation. The format and content of this program should accurately gather content and evaluate possible risk factors within flight department operations. The intern will be required to work in partnership with the safety committee and department managers to design, implement, interpret and refine the safety audit procedures.

About NBAA

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. Not a Member? Join NBAA today by visiting www.nbaa.org/join.

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