

**BUSINESS AVIATION**



# INSIDER

THE OFFICIAL MAGAZINE OF NBAA

SEPTEMBER/OCTOBER 2022



# *RECIPE FOR SUCCESS*

**PG 16** Inclusion can help mold a cohesive aviation team

## MANAGEMENT ISSUE

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## The Proactive Aviation Manager



**ED BOLEN**  
*President and CEO*

Running a flight department is perhaps more challenging today than at any time in recent memory. Aviation managers face myriad challenges, including how to:

- Retain existing talent and attract new personnel.
- Keep pilots and technicians trained and current, in spite of the shortage of available slots at training facilities.
- Make sure their department has the capacity to deal with increased flying, given the shortage of preowned aircraft and strong demand for charter flights.

While dealing with tactical challenges, managers also must keep strategic issues in view, including continuing to ensure the highest level of safety and how to incorporate new technologies – such as advanced air mobility – into long-range operational plans.

Fortunately, NBAA has resources that can help. Foremost is the NBAA Management Guide, which continues to evolve to help aviation managers meet today's challenges.

The latest edition includes the all-new Appendix H, which provides guidance on how to implement diversity, equity and inclusion principles into a flight operation. "How to Assemble an Inclusive Aviation Team," a feature in this edition of Business Aviation Insider, examines Appendix H in detail, including key principles such as:

- Establishing open communication channels and transparency in hiring and advancement processes.
- Uncovering and mitigating overt and unconscious biases.

**Managers must keep strategic issues in view, including continuing to ensure the highest level of safety and contemplating how to incorporate new technologies...into long-range operational plans.**

- Implementing equity (making sure everyone has an equal opportunity to thrive and advance).
- Ensuring all team members feel valued and positive about their contributions.

Another way that NBAA helps managers meet challenges is through NBAA-BACE, the annual event that brings the business aviation community together to engage, collaborate and share best practices.

During this year's convention, to be held Oct. 18-20 in Orlando, FL, we will celebrate the association's 75th anniversary while viewing the industry's best products and services and looking forward at the new technologies that will enable business aviation to thrive in coming years.

NBAA-BACE also will offer educational opportunities – from the Tax Conference and Professional Development Program courses, to education sessions covering operational topics, workforce issues, sustainability and, most important, safety.

As always, NBAA stands ready to help you succeed. We hope to see you in Orlando. ❖

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Business Aviation Insider (ISSN 2158-088X), the official magazine of NBAA, provides essential content for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. Published bimonthly, it is an essential resource for all NBAA members, regardless of the size of their business.

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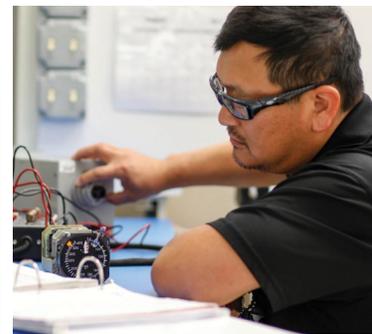
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# FLIGHT BAG



## NBAA PERSONAL USE OF BUSINESS AIRCRAFT HANDBOOK

This members-only resource provides valuable tax and regulatory compliance strategies to use when a company makes an aircraft available for non-business use.

[nbaa.org/personal-use](https://nbaa.org/personal-use)



## UPDATED CAM HANDBOOK

This guide provides the latest information on all aspects of the Certified Aviation Manager (CAM) program, including the CAM exam, certification and recertification requirements and FAQs.

[nbaa.org/cam-handbook](https://nbaa.org/cam-handbook)

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## Resources: Management

### MANAGEMENT GUIDE

This resource helps aircraft operators deal with operational, maintenance, and administrative issues. The 2022 edition features the new Appendix H, which addresses diversity, equity and inclusion issues.

[nbaa.org/management-guide](https://nbaa.org/management-guide)

### COMPENSATION SURVEY

NBAA's financial planning tool provides detailed information about annual compensation, salary ranges and merit increases for those working in business aviation.

[nbaa.org/survey](https://nbaa.org/survey)

### BUSINESS AIRCRAFT USE POLICY GUIDE

This resource details regulatory requirements for business, political and humanitarian use of aircraft. Use this resource to learn how to craft policies for aircraft access, personnel restrictions and pilot authority.

[nbaa.org/use-guide](https://nbaa.org/use-guide)

### SIX MONTHS TO CAM

The structured, self-guided online study program is designed to help candidates successfully prepare for the NBAA Certified Aviation Manager (CAM) exam.

[nbaa.org/cam](https://nbaa.org/cam)

### AIRCRAFT TRANSACTIONS GUIDE

This resource provides an overview of the wide range of regulatory, tax, financial and other issues that are part of aircraft acquisitions.

[nbaa.org/transactions](https://nbaa.org/transactions)

### NBAA BUSINESS AVIATION MANAGEMENT COMMITTEE

This group provides guidance on management issues to aviation managers in the NBAA membership. The committee's advisory materials and management programs provide information on management trends; organization and administration; personnel selection and retention, training and education, and more.

[nbaa.org/bamc](https://nbaa.org/bamc)

# 25.5 MILLION

the estimated number of general aviation flight hours flown per year in the U.S.

Source: FAA

## By the Numbers: DE&I Resources Available to Business Aviation

NBAA's 2022 Compensation & Benchmarking Survey included several questions regarding the diversity, equity and inclusion (DE&I) resources available to business aviation organizations. Here are some key findings. For those who want to incorporate DE&I principles into their flight operation, the 2022 Management Guide Appendix H is a great place to start.



**FINDING:** More than 50% of respondents said their corporate enterprise and/or management company offers DEI-related resources.



**GOOD NEWS:** More than 50% of the respondents have access to education about how to promote inclusion, lead diverse teams, understand hiring practices that include a diversity focus, and how to train to build an equitable workforce.



**NOT SO GOOD NEWS:** Less than 50% of flight departments have access to DEI resources, even if those resources are available at the company.

SOURCE: NBAA 2022 COMPENSATION SURVEY

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## HELP NBAA CELEBRATE 75 YEARS



#NBAA75

2022 marks NBAA's 75th anniversary as the leading advocate for business aviation. Since its founding in 1947, the association has worked to foster an environment where business aviation can thrive through frontline advocacy, up-to-the minute information and expert resources to keep members informed and prepared for issues that impact their operations.

Today, we've grown into a community of more than 11,000 business aviation professionals and on this milestone anniversary, we want to hear from YOU!

What impact has NBAA had on you and your business or flight operation? How would you like to see NBAA mark its 75th anniversary at NBAA-BACE?

Submit your stories, ideas here.





**REP. SHARICE DAVIDS (D-3-KS)** is vice chair of the House Transportation and Infrastructure Committee and a member of its Aviation Subcommittee. A resident of Roeland Park, KS, she was a first-generation college student who graduated from the University of Missouri-Kansas City and earned a law degree from Cornell Law School. During her career, Davids has focused on economic and community development, which included time as a White House Fellow under President Barack Obama. When she was elected to her current post in 2018, Davids became one of the first two Native American women to serve in Congress.

On Twitter  
@RepDavids

## Rep. Davids Championing Advanced Air Mobility

**Q: FAA reauthorization provides an opportunity to address issues important to NBAA members. What are some of your main priorities for the upcoming bill?**

As always, safety remains the U.S. House Transportation and Infrastructure Committee's primary concern when looking at the upcoming FAA reauthorization. We must ensure the FAA has the resources and support needed to maintain the safest airspace in the world. Also, we will continue to provide oversight and direction so the agency can operate efficiently and effectively and meet domestic travel and transportation demands.

Reauthorization is also an opportunity to address new and emerging technologies, including advanced air mobility (AAM). This sector of the aviation industry represents a large potential market in which the U.S. can be a global leader. But to get there, it will take coordination between stakeholders, including NBAA, as well as government officials, regulatory authorities and business.

**Q: As the Transportation and Infrastructure Committee Vice Chair, you introduced the Advanced Air Mobility Coordination and Leadership Act. How will this legislation promote AAM and emerging technologies?**

AAM is an emerging sector of the aviation industry that creates an entirely new mode of transportation, using specialized vehicles to transport people and cargo between places previously not served by aviation, including both urban and rural areas. AAM will expand sustainable regional transportation options,

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**“The needs of Native communities and other underrepresented populations, including people of color and women, should absolutely be included in the development, manufacturing, training and rollout of emerging advanced aviation technologies.”**

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offer new ways to move goods, create skilled jobs in Kansas' aviation industry, and boost emergency preparedness and competitiveness.

This bill would develop an AAM interagency working group, composed of federal agency and civil aviation industry leaders, which will review policies and make recommendations to advance this emerging technology. By facilitating the coordination of government and industry, this bill will help harness the potential of this rapidly developing and transformative technology for the benefit of American industry.

**Q: You are a recognized expert on economic and community development in Native communities. Do you see opportunities for these historically underserved communities to utilize AAM and other emerging technologies?**

The needs of Native communities and other underrepresented populations – including

people of color and women – should absolutely be included in the development, manufacturing, training and rollout of emerging advanced aviation technologies.

These underrepresented groups are often the last to take advantage of economic advancement opportunities similar to those that AAM will bring about – new forms of transportation, regional job creation and environmentally friendly solutions.

Currently, there are tribes, like Choctaw Nation, working on emerging aviation technologies and others looking to promote economic development that I'm sure would benefit from

AAM opportunities. We must ensure they are at the table as these technologies develop, not simply as they are introduced.

**Q: As the first openly LGBTQ+ Native American woman elected to Congress, you are uniquely positioned to promote diversity, equity and inclusion. What DE&I initiatives are you championing to meet business aviation's workforce challenges?**

Workforce challenges are occurring in every industry, as our country works to bounce back from the pandemic.

That certainly includes the aviation sector, where we have a huge opportunity to rebound and become more resilient, with a focus on creating a more diverse and inclusive workforce.

It's important for that workforce to represent the makeup of those it is serving, and we do that through targeted community outreach and partnerships with education programs. ❖

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[nbaa.org/news-hour](https://nbaa.org/news-hour)

# REGIONAL REPRESENTATION

## Regional Groups Identify Priorities for State Legislative Sessions

Workforce development, preserving airport access and ensuring economic parity for aviation businesses are among the priorities for regional groups ahead of state legislative sessions in 2023.

Texans for General Aviation (TFGA) has joined forces with other groups, including the Texas Aerospace and Aviation Advisory Committee and Texas Area Manufacturers Association, to prompt state lawmakers to revoke the current sales tax on non-commercial aviation maintenance services.

“Now is the time to protect Texas’ own businesses,” said Shelly deZevallos, president of West Houston Airport (IWS) and a TFGA member. “We’re losing too much business to surrounding states that have already repealed these taxes.”

TFGA President Josh Smith views the upcoming legislative session as an opportunity to also educate lawmakers about substantial grassroots efforts to build the Lone Star State’s aviation workforce.

“Local aviation and community organizations have come together to engage with young people and reach out to underserved populations to nurture our industry’s next generation,” Smith said.

Workforce development is also a priority for the New York Aviation Management Association. “Ten percent of our state’s aviation jobs are currently unfilled,” noted President Mike Hall. “It’s imperative that we support education and attract young people to our industry.”

Other items on the New York group’s agenda include preservation of airport infrastructure and development of future technologies, including AAM. “Airport noise and pollution are today’s concerns,” Hall said. “Those seeking to close or

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“Local aviation and community organizations have come together to engage with young people and reach out to underserved populations to nurture our industry’s next generation.”

**JOSH SMITH**

*President, Texans for General Aviation*

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restrict access to airports must be careful to not react to the past, but rather look forward to what’s on the horizon.”

Airport funding is a priority for the Minnesota Business Aviation Association, as legislators revisit the funding allocation formula for the state’s 130 airports. The group’s Executive Director Tim Cossalter said, “We did see the formula adjusted in 2019 to a cap at \$25 million, but that doesn’t go very far in today’s dollars.”

Lawmakers often judge the health of Minnesota’s aviation system by its five commercial airports, he continued. “They see MSP [Minneapolis–Saint Paul International] is in great shape and think that’s the case everywhere. Educating lawmakers about the needs of GA airports is our most important mission.” ❖

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Review NBAA’s regional group resources at [nbaa.org/regional](http://nbaa.org/regional).



### WESTCHESTER ASSOCIATION COUNTERS MISINFORMATION

With approximately 140 members – including large companies, smaller on-airport businesses and individuals – the Westchester Aviation Association (WAA) focuses on community education and engagement on matters affecting the busy airfield (HPN) along the New York/Connecticut border.

That mission also includes countering misperceptions about the airport, noted WAA Chair John Wellington, including concerns over airport growth. A recent hangar expansion drove claims in the surrounding community that the airport was expanding.

“The hangar actually reduces traffic as certain aircraft no longer need to relocate to other airports overnight,” he noted. Two years ago, a runway repaving project (clearly a safety matter) prompted similar fears, although runway lengths were not changed.

In response to rising noise complaints north of HPN, the WAA analyzed weather patterns and found that shifting wind patterns led to more landings to the south.

“We’re making the local community aware of that and continue to do all we can to limit noise and be a good neighbor,” Wellington said.

“All too often, opinions about the airport are based not in fact, but feelings,” he said. “Convincing people otherwise can be difficult, but we’re here to remind people of all the positive aspects of our airport.”

[westchesteraviation.org](http://westchesteraviation.org)

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## NBAA INSIDER DAILY

### Weekday-morning email news service

NBAA has introduced a weekday-morning email news service – NBAA Insider Daily – to bring members the latest original content and thought leadership from the association, as well as career opportunities and aviation news from trusted sources around the web.

[nbaa.org/news/nbaa-insider-daily](https://nbaa.org/news/nbaa-insider-daily)



## INDUSTRY CHALLENGE

Industry norms regarding aircraft export procedures often do not include or misinterpret export filing requirements.

## NBAA RESPONSE

NBAA worked with relevant government agencies to develop industry guidelines and will continue to educate the industry on complying with aircraft export filing requirements.

## New Guide Clarifies Aircraft Export Requirements

Business aviation professionals involved in aircraft transactions usually are familiar with FAA registry requirements and tax planning best practices, but aircraft export requirements are less familiar. However, recent enforcement cases involving alleged failures to meet export reporting requirements have raised awareness of this issue. Specifically, when is it necessary to make Electronic Export Information (EEI) filings, and which party is responsible for ensuring that the filing is made in a timely manner?

“There’s been a lack of clarity in the industry about which party to the transaction is required to make the EEI filing when an aircraft is permanently exported from the U.S.,” said Scott O’Brien, NBAA’s senior director of public policy and advocacy. “The rules are geared more toward goods being exported by a manufacturer, not toward mobile assets. NBAA members had detailed questions about EEI filings that came to light as the result of this recent enforcement case.”

NBAA’s Tax Committee and Regulatory Issues Advisory Group recently developed a new, members-only resource titled “Guide on Exporting Aircraft from the United States.” The publication focuses on “permanent” aircraft exports, that is, “an aircraft physically exported, usually under its own power, as part of a sale, lease or transfer of possession to a foreign person, or otherwise based outside of the United States for one year or more.” (“Temporary” exports are sojourns in which aircraft return to the U.S. within one year and do not involve transfer of possession.)

“There was a disconnect in the industry between the regulatory requirements and the industry norms for how transactions were conducted,” said Jeff Towers, general counsel at TVPX, who added that these were most often not circumstances of willful disregard of the rules, but rather a fundamental misunderstanding of the rules’ applicability to aircraft exports.

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“There’s been a lack of clarity in the industry about which party to the transaction is required to make the Electronic Export Information filing when an aircraft is permanently exported from the U.S.”

**SCOTT O’BRIEN**

*Senior Director of Public Policy and Advocacy,  
NBAA*

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The guide also includes several common export scenarios and explains various filing requirements and the responsible parties for each scenario. For example, assume a U.S. corporation decides to relocate an aircraft based in the U.S. to a branch office overseas, where the aircraft will remain for more than one year. In this case, the corporation is the exporter and has the responsibility to make the EEI filing.

Towers recommends all parties to an aircraft export transaction identify which party is responsible for export-related filings and include these filings in their standard closing checklists.

Towers said NBAA was a “constructive force” in helping the agencies involved understand the nuances of aircraft transactions. “It was helpful for the government and industry to work together to come to conclusions that are reasonable and understandable to both sides. Educating the industry about these requirements is an ongoing priority because there are always new entrants.” ❖

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Review NBAA’s export resources at [nbaa.org/export](https://nbaa.org/export).

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## MENTORING NETWORK

## MENTORING NETWORK

Mentoring the next generation of business aviation professionals has never been more rewarding, and easy. Through NBAA, we will connect you with potential mentees seeking guidance from experienced professionals, and let your journey of inspiration begin. You have the option to match up based on location, industry objectives and other factors to provide an engaging and fulfilling experience for both of you.

**2022-23 NBAA Mentoring Network registration window will close on September 15.**

**[mentoring.nbaa.org](https://mentoring.nbaa.org)**

# PRO TIPS



**WENDY BECKMAN**  
*Aerospace Department Professor,  
Middle Tennessee State University*



**SCOTT VLASEK**  
*Director, Aviation Institute,  
University of Nebraska, Omaha*

## Students: Final Year Tips for College Seniors

The last year of college is an exciting time for students, as they prepare to leave campus life behind and enter the workforce.

But that transition can also be an extremely daunting prospect, noted Scott Vlasek, director of the Aviation Institute at the University of Nebraska at Omaha, even if aviation students tend to be better prepared than those in some other career fields.

"Students on the flight side can utilize pipeline-type programs with defined pathways to their chosen careers," he said. "The path may be somewhat less-defined for admin students, but they still have a variety of options through graduation, including internships."

Wendy Beckman, professor in the Aerospace Department at Middle Tennessee State University, noted that potential employers particularly value candidates with varied experience away from the classroom, including

participation in student groups and aviation associations.

"We strongly encourage students to get some work experience before they graduate," she emphasized. "It's a tough sell to an employer when you don't have any work history, be that in fast food or a grocery store, or line service at an FBO. Seek out opportunities to develop your leadership skills."

To prepare themselves for real-world challenges beyond college, students nearing graduation should also hone their "soft skills" by taking advantage of resume preparation, mock interview and financial management classes that are available on most campuses.

"These aren't issues to [ignore] through April and then go, 'Wait, what am I going to do now?'" Beckman said. "Aviation students do tend to be more career-oriented, in my experience, but that doesn't mean you shouldn't practice other essential life skills at every opportunity."

If interested in working for a specific company, "do your homework," said Vlasek. "Research the company and its culture. If they're publicly traded, pull up their annual reports. Find people who work there and ask questions. You can get a lot of information with just a little bit of work."

"I would also caution students about social media, especially during their last year in college," Vlasek added. "Make sure you're portrayed positively in posts by you and your friends, because employers will check that out."

Even if a student may feel they haven't done enough to get ready for post-collegiate life, Beckman said they shouldn't be discouraged. "It's never too early, or too late, to start preparing," she said. "Given the aviation employment market at this moment, a late start isn't much of a strike against you." ❖

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Review NBAA's Job Board resources at [jobs.nbaa.org](https://jobs.nbaa.org).

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## YOPRO QUARTERLY NEWSLETTER

### Join Our Mailing List

NBAA's Young Professionals in Business Aviation (YoPro) is a group dedicated to building relationships between emerging leaders across the business aviation industry. With expertise in areas such as marketing, professional development and community outreach, YoPro members work to connect young professionals while also increasing public awareness of new initiatives in this vibrant and growing industry.

[nbaa.org/yopro/mail](https://nbaa.org/yopro/mail)

# How to Assemble an INCLUSIVE TEAM

Organizations that value and embrace diversity, equity and inclusion tend to perform better.





An inclusive culture is necessary for the business aviation industry to remain at the forefront of innovation, so a new appendix in NBAA's Management Guide focuses on how business aircraft organizations can implement diversity, equity and inclusion (DE&I). The appendix provides tips for managers to promote diversity and build an inclusive team, which involves several key steps to ensure that all team members feel valued and positive about their contributions.

### PROMOTE OPEN COMMUNICATION

The first critical step to creating an inclusive team is open communication, and not just the stereotypical "open door" policy.

According to personnel experts, an open-door policy is actually the opposite of what leaders should do.

Instead, organizations should establish communication structures that work for all parties. An "open door" policy puts the onus on the employee to come to the manager

with concerns about potential biases.

"We're in a fast-paced industry, and so are the industries that power business aviation – we can often lose sight of the basics," said Tracie Carwile, vice president of global sales and inclusion at GGT Worldwide, a provider of secure ground transportation. "Organizations should spend the time to develop easy communications processes that work for their employees and managers alike, and know it can take several iterations to get it right for your team."

Diversity starts with inclusion, which requires an organization to uncover what unconscious biases or even overt biases exist in their organization.

"We sell our organizations to our customers based on our great teams, so we need to start trusting our people," Carwile said. "They often have the answers to removing bias and increasing diversity of thought in their immediate workspaces, but do we believe them? If you're going to modernize and retain your high-performing talent, we, as leaders, must create psychologically safe environments fostering a culture that listens to their people."



# How to Assemble an INCLUSIVE TEAM

## REMOVE BIAS IN RECRUITING AND INTERVIEWING

Another important step toward creating an inclusive team is to interact with diverse groups of people well before you need to recruit new employees.

“What pool of potential employees are you drawing from? We tend to draw from our personal networks which, without intentional effort, can lead to a homogeneous pool,” said Jennifer Pickerel, a vice president at Aviation Personnel International. If leaders don’t intentionally reach into other groups, they’re likely to recruit from their own alumni pool or other common groups of people, added Pickerel.

The best way to root out bias in recruiting and interviewing is to be consistent.

- Keep your interview style consistent, and don't deviate based on how you personally feel about a candidate.
- Establish objective parameters for measuring job candidates, including individuals eligible for promotion.
- Use double-blind processes, removing names from resumes and conducting phone interviews before meeting candidates in person or conducting virtual interviews.

For example, a director of aviation felt a pilot wasn’t ready for an upgrade. The pilot had plenty of experience and performed well, but the director just “felt” it wasn’t time. Allowing subjective feelings

to determine whether an individual is offered a job or a promotion can result in bias creeping into the process and making it inequitable.

“It’s human nature to bind to commonalities, but it’s the responsibility of the interviewer not to engage in these sorts of behaviors,” said Pickerel.

Have an outside party – whether a third-party entity or someone in your organization who is not directly involved in recruiting – review your recruiting and interviewing processes.

## EVALUATE YOUR ORGANIZATION'S EQUITY

Establishing and maintaining equity is essential to building an inclusive team. When we talk about equity, people tend to think first about compensation.

“We need to start there and hold entities accountable by continuing to request pay transparency. The entry point to being an equitable organization is to compensate equitably – that’s the absolute lowest bar,” said Carwile.

Develop and stand behind a pay equity statement, and keep in mind that equity is not about being equal or fair. In its simplest definition, “equity means making access easier, period. It is not about what opportunities you think someone does or does not deserve,” declared Carwile.

Consider your organization’s benefits package, professional standards for appearance and other factors. Do you allow parental leave for both parties of a same-sex marriage or for parents who are adopting? Do your family leave policies acknowledge not only child caretaker roles but also parent caretaker roles?

“Equity is the transitional road to justice. Until systems can be ‘corrected,’ we must establish equity within existing structures,” said Pickerel.

“Transparency is really the key,” she added. “If you’re truly committed to equity, it’s represented in your processes and procedures, including your benefits and personnel structure. Are you transparent in your job descriptions and expectations? Are opportunities for advancement clearly defined and available to all personnel?”

In a simple and common aviation example, an aviation manager feels a pilot isn’t ready to upgrade, and the manager prefers not to document upgrade requirements in an effort to preserve subjectivity. The inequity in this practice lies in allowing subjective feelings to solely or primarily determine

# BENEFITS OF DIVERSITY

A 2016 Harvard Business Review article highlighted the benefits of diversity, stating, “Diverse teams are more likely to constantly reexamine facts and remain objective. They may also encourage greater scrutiny of each member’s actions, keeping their joint cognitive resources sharp and vigilant. By breaking up workplace homogeneity, you can allow your employees to become more aware of their own potential biases – entrenched ways of thinking that can otherwise blind them to key information and even lead them to make errors in decision-making processes.”

# GOGO PURSUING 'EXTRAORDINARY HARMONY'

an individual's opportunity for advancement; the process is rife with opportunity for bias.

Also, remove unnecessary or outdated barriers to entry. For example, four-year-degrees are no longer required by some airlines. Does your organization have similar barriers to hiring or advancement that create inequities?

## LEAD BY EXAMPLE

One way that leaders can build trust and establish an inclusive environment is to publicly identify the ways they themselves are different. Modeling this behavior takes courage but has tremendous impact.

"Leaders should be vulnerable enough to be their authentic selves and have open dialogues with their teams. They should also model appropriate behavior that promotes inclusivity," said Jo Damato, CAM, NBAA's senior vice president of education, training and workforce development. "The higher your leadership position, the more responsibility you have to be inclusive. If you're the most senior person in the room, it should be considered a core responsibility."

Damato makes a conscious effort to ensure everyone in a meeting has an opportunity to speak and to manage her eye contact, not just focusing on those who are the most vocal or active. She also works to read body language, looking for someone who seems to have a thought to add but hasn't had a chance to break into the conversation. Facial expressions can indicate a person has checked out of the conversation for one reason or another.

"Practice these techniques to ensure an inclusive environment," Damato said, explaining the word "practice" is intentional – it takes purposeful effort and repeated use of these techniques to make them part of your standard communication methods.

There's no fast track to building an inclusive team. It is a process that begins with a clear commitment from leadership and requires ongoing attention and evolution. Start with developing clear communications procedures, being open and vulnerable with your team and being transparent about company policies, and then proceed from there. ✨

Review NBAA's DE&I resources at [nbaa.org/diversity](https://nbaa.org/diversity).

Gogo Business Aviation considers its people the heartbeat behind the company's success and believes the organization has a moral obligation to build an open and transparent business committed to inclusion. This is reflected in one of the company's core values: "extraordinary harmony."

"The real value of extraordinary harmony comes from diverse people, with diverse talents, working toward success and resolving differences with respect. This doesn't mean that we'll always agree, but that we are made better by the voices and contributions of many," said Karen Jackson, Gogo's chief people experience officer.

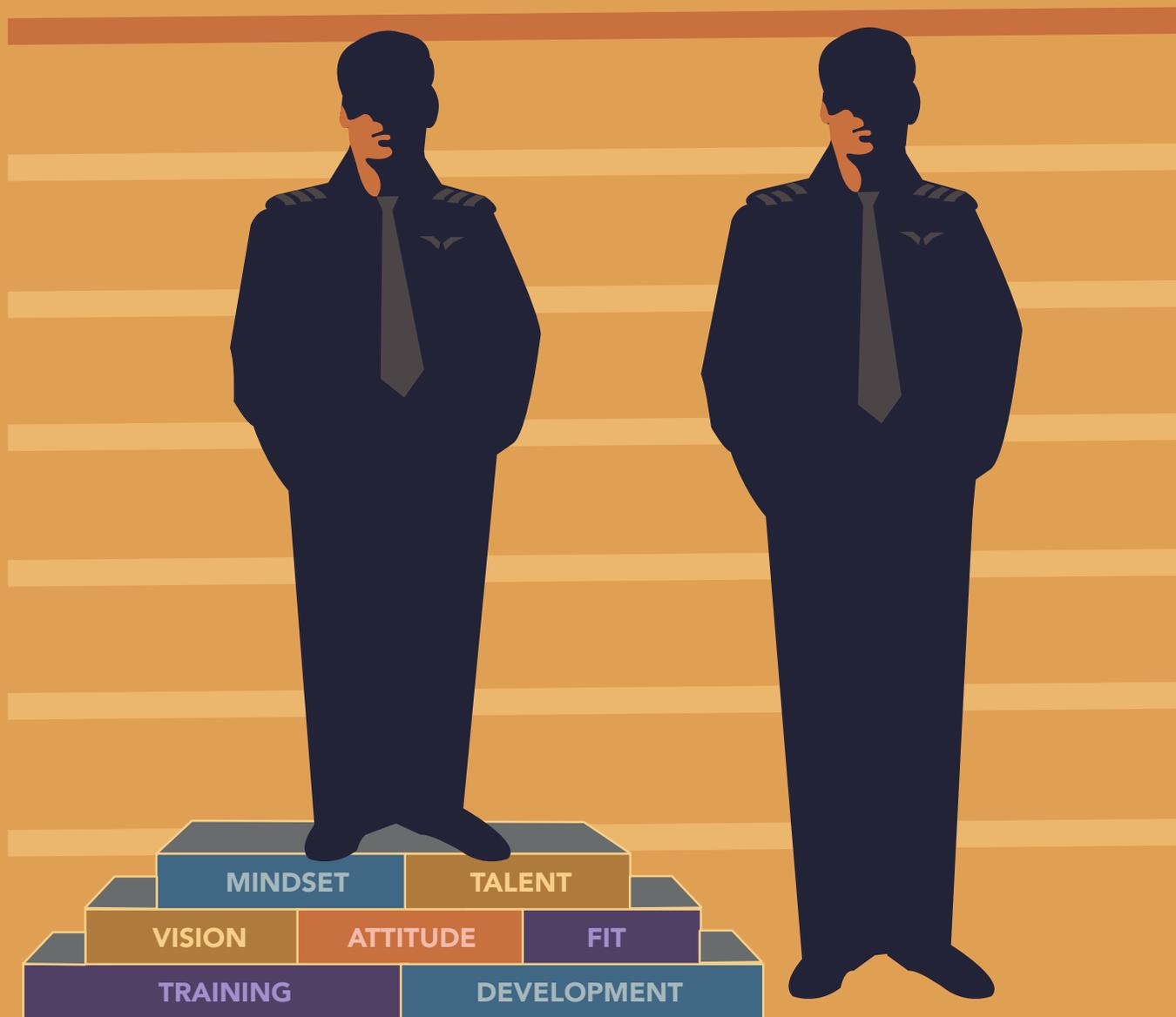
Gogo's recruiting process focuses on attracting a diverse group of candidates, building relationships with diverse professional organizations and historically Black colleges and universities. Gogo has also expanded its relationships with the diversity centers of local academic institutions it has partnered with for many years in Golden and Boulder, CO.

To create a truly inclusive culture, the company also partnered with a marketing firm to implement a "lived experience survey" designed to understand the lived experiences of historically marginalized talent. A new women's Employee Resource Group (ERG) aims to drive employee engagement and create a structure for idea sharing and feedback. Jackson reports high engagement in this ERG and plans to launch other versions later this year.

Gogo says it's at the beginning of its DE&I journey, but these initiatives are a strategic priority and current efforts are proving effective.

"We are even more purposeful and intentional in our recruiting efforts and in the development of programs targeted at enhancing inclusion within our workplace," said Jackson. "We believe our employees are more aware of the lived experience of colleagues who identify with historically marginalized groups, with that awareness translating to a more conscious effort to avoid those things that might make someone feel excluded."

# HIRING A LOWER-TIME PILOT DOESN'T MEAN



# LOWERING THE BAR

# WITH THE PROPER PROCEDURES AND SUPPORT SYSTEMS IN PLACE, LESS-EXPERIENCED AVIATORS CAN THRIVE.

Competition for qualified pilots is as fierce as ever, with one regional airline petitioning Congress this year to cut in half the currently mandated 1,500-hour hiring requirement for commercial airline pilots in order to expand the pool of available candidates. The ongoing hiring crunch has also led some business aircraft operators to similarly hire candidates with less flying time than traditional minimums.

Lower-time pilots can offer much more to the operation than simply filling a seat on the flight deck. "They can bring new energy and enthusiasm to your organization," said Jeffrey Poeppelman, chief pilot at NABC and member of NBAA's Business Aviation Management Council (BAMC). "It can also benefit your existing staff because you're getting into a teaching environment. There's nothing better to sharpen your own skills than when you're teaching someone."

Fellow BAMC member William Riter, aviation manager for Rich Products, noted that his flight department hired lower-time pilots prior to the current crisis. "We wanted to not only hire future captains, but to also give someone an opportunity to grow in the industry," he said. "We saw an opportunity to bring on pilots who also displayed skills you look for when building a future leader."

As with any pilot hire, the candidate should display a safety mindset, a professional attitude, attention to detail and a willingness to learn. It's also important for both sides to be open and honest about their intentions up front during the interview process.

"Particularly with lower-time pilots, you really need to figure out their goals and career aspirations," Poeppelman said. "In business aviation, you may not be flying 1,000 hours a year, which may be an issue for someone looking to build time as quickly as possible."

"It's not only a question of fitness, but also fit," said Gray Stone Advisors Founder and Principal Jim Lara. "A lower-time pilot needs to understand your vision as a company, and your vision for their

path in the company. Your organization must have the capability and capacity to help them develop."

## FINDING THE RIGHT CANDIDATE

For Poeppelman, the first step when considering a lower-time pilot is to examine where they underwent primary training and how they've advanced while building time and earning new ratings.

"What does their experience look like?" he said. "Have they earned an SIC type rating or instructed at a simulator-based training center? That's valuable experience; building time doing pattern work as a flight instructor isn't as relevant anymore."

Consideration for lower-time pilots may also bring new opportunities for younger candidates still filling their logbook pages, but who otherwise possess all the skills and talent necessary to be successful.

"Lowering the required total flight time allowed us to expand our scope to include more candidates from diverse backgrounds who might not have had the opportunity to build much flight time," said BAMC member Brad Self, CAM, and chief pilot with VF Corp. "It has definitely worked to our benefit."

Self initiated the conversation to hire a lower-time pilot for his flight operation earlier this year. "We were either going to hire a new captain, or someone with 1,500 hours to start off as a second-in-command," he said. "We agreed as a group to hire a lower-time pilot who could then learn from our more experienced pilots."

Of the approximately 30 candidates who applied for the pilot position at VF Corp., one set themselves apart.

"She had a little over 2,300 flight hours, with helicopter and commercial glider ratings and time in [turbine aircraft] and had graduated with a four-year degree in two and a half years," said Self. "She also interviewed really well, including dealing with challenging hypothetical emergencies, and she displayed a lot of confidence, but no arrogance."

“

WE WANTED TO NOT ONLY HIRE FUTURE CAPTAINS, BUT TO ALSO GIVE SOMEONE AN OPPORTUNITY TO GROW IN THE INDUSTRY.

WILLIAM RITER AVIATION MANAGER, RICH PRODUCTS

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# HIRING A LOWER-TIME PILOT DOESN'T MEAN LOWERING THE BAR

## A COLLABORATIVE PROCESS

Integrating a lower-time hire into a flight operation requires “complete engagement by the rest of your team,” Riter said. “Make sure you have a plan for their ongoing training and development, not just for putting them in the right seat. You can be flexible with it, as long as they meet those established benchmarks.”

Above all, “you must make sure it’s the right fit for both sides: for the company and for the individual,” he added.

“The onboarding and indoc process for all new hires must be thorough and customized to the individual, because everyone comes from different backgrounds and experiences,” Poepelman said. “You should map that out with lower-time pilots, in particular, and provide clarity on your expectations, not only to the newly hired pilot, but also to your existing staff.”

Self also emphasized the need for collaboration in that process. “I wasn’t going to lower our total-time requirement without the buy-in from my entire flight department,” he said. “Managers must ultimately make the decision as the leader, but the staff needs to be in agreement, and everybody must be comfortable with bringing on somebody with lower flight time.”

Lara urged operators to pay “very close attention” to onboarding a lower-time pilot.

“Assign a mentor if at all possible for the first 12-18 months, and when they go to simulator-based training, train as a crew. Provide them with all ground school study materials well in advance if this will be their first type rating, so they can be highly knowledgeable before going to class and the sim.”

## CONSIDER POTENTIAL RISKS AS WELL

While hiring lower-time pilots can offer many benefits, Riter noted it may also carry unforeseen ramifications across several aspects of a flight department’s operations.

“Bringing on a less-experienced pilot requires additional training, and we currently face limited availability of training resources,” he said, “which leads to taking on more of those requirements internally, which in turn could affect your insurance. You may have just taken on increased liability.”

Attrition is also a concern for business aircraft operators, particularly when weighed against incentives offered by other segments of aviation.

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JEFFREY POEPELMAN CHIEF PILOT, NABC



“Flight operations want longevity,” Riter continued. “When you’re hiring someone at the beginning stages of their career, you’re helping them build skills that they may then take to another employer. You need to encourage them to stick with your flight operation, even after they have more experience.”

It’s difficult for business aviation to match the high salaries and benefits being offered by the airlines right now, but business aviation does offer many advantages, Self noted. “So, as leaders, we must create an environment where the new hire knows they are valued and an essential part of the team.”

Lara also emphasized dialogue and understanding as keys to ensuring that lower-time pilots will want to stay with the operation when other opportunities call.

“This is a partnership,” explained Lara. “We will provide you the opportunity if you provide the initiative.” The employer must define the direction for the individual, and both sides must buy into the culture if you want to build commitment.

“And it can’t be BS or corporate-speak. It must be real,” Lara added. “If we truly want a thriving business aviation sector, we must develop the next two or three generations. Aviation isn’t an

individual sport; at the end of the day, we are assessed by who we have influenced in a positive and upbuilding way.”

“It all comes back around to finding the right people,” Poeppelman concluded. “If you can identify talent early in their career, someone who has the right demeanor and ability to grow and develop as a professional, I think they’re definitely worth the investment.” ❖

Review NBAA’s personnel management resources at [nbaa.org/personnel](http://nbaa.org/personnel).

“

I WASN’T GOING TO LOWER OUR TOTAL-TIME REQUIREMENT WITHOUT THE BUY-IN FROM MY ENTIRE FLIGHT DEPARTMENT... EVERYBODY MUST BE COMFORTABLE WITH BRINGING ON SOMEBODY WITH LOWER FLIGHT TIME.

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BRAD SELF CAM, CHIEF PILOT, VF CORP.



# NAVIGATING TENSIONS AND CONTROVERSY IN THE FLIGHT DEPARTMENT



**F**rom rising political tensions, global conflicts and financial worries, to difficulties reentering the workplace environment – and society in general – following the COVID lockdowns of the past two years, our lives may seem more stressful today than ever before. Those pressures can follow us into the workplace, including business aviation flight operations.

"Employees today are more open about their concerns in the workplace," said NBAA Human Resources Director Annemarie Oxman. Beyond overtly political issues, she continued, "there are more conversations about rising gas prices, inflation and even the cost of buying lunch now that many of us are no longer working from home."

"One of the biggest conflicts I've heard when speaking with other HR leaders has been the question if remote or hybrid work is here to stay," agreed Leon Holloway, vice president of Team Member Services for Duncan Aviation. "It's proving difficult for many people to return to their pre-COVID workstyles, and while there is no cookie-cutter answer to this question, there is a consistent message that companies wishing to keep top talent should be cognizant of remote and hybrid options available to eligible employees."

Sheryl Barden, CAM, president and CEO of Aviation Personnel International, has noted an uptick in clients mentioning the need to separate individuals on flight crews due to interpersonal conflicts, many of which revolve around political differences.

"There was a time when you never discussed religious or political beliefs in the workplace, but today it's become commonplace conversation," she said. "Likely not everyone in the flight department, or even in the cockpit, shares the same views. Currently, there is more polarization of thoughts and values than anyone in today's workplace has ever experienced. That leads directly to potential conflicts."

Barden also pointed to the inundation of the 24-hour news cycle as another factor in elevating tensions. "Almost every hangar and FBO I've been through lately had a TV news show blaring in the lobby or waiting room," she said. "That is often the last thing you hear before you get on the airplane, and it can lead to controversial discussions on the flight deck that may carry real safety ramifications as well."

Dr. Shari Frisinger, a behavioral analyst with Sajat Solutions and an adjunct assistant professor at Embry-Riddle Aeronautical University, likened the effects from current tensions to "water slowly eroding" a person's psyche, a situation further exacerbated by the pandemic.

"During COVID, many of us were inside our homes and inside our heads," she said. "It was an unsettling and unfamiliar time for many of us, so we looked for news and entertainment that furthered our views."



Upon reentering the workplace, Frisinger continued, interaction with those with differing views may trigger an instinctive, and potentially aggressive, physiological response. "In our brains, the amygdala looks for threats in our environment," she continued. "Even words can be perceived as a threat triggering an immediate emotional response to defend ourselves."

### **ENCOURAGE DISCOURSE BUT AVOID DISRUPTIONS**

Recognizing potential sources for conflict, and the individual's response to those factors, is key for companies and flight departments to mitigate tensions when they arise.

"While we do face a lot of added stress today, this isn't really a new situation," Holloway said. "Whenever you bring people together from various backgrounds, bringing with them different work styles and different beliefs, you will ultimately have some type of conflict."

To mitigate those situations, Holloway recommends companies have an established code of conduct for the workplace, from which defined policies for dealing with interpersonal conflicts and controversial topics can be structured accordingly.

"It is morally ethical for an employer to have some guidance for dealing with such conflicts," he said. "Those policies should be readily available for managers to utilize for dialogue around sensitive topics, and when conflicts do arise, managers should also consider a meeting with HR and the parties involved where they have the opportunity to share their concerns."

"Above all, employees must recognize how these disruptions hurt the company and their coworkers," he added.

Oxman agreed. "Companies and organizations must create professional work environments built around

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**"There was a time when you never discussed religious or political beliefs in the workplace, but today it's become commonplace conversation."**

**SHERYL BARDEN**

*CAM, President and CEO, Aviation Personnel International*

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respect, where people feel safe and no one is excluded," she said. "The workplace should be focused on working toward common goals, regardless of what may be happening outside that environment."

However, managers should not ignore potential sources of conflict. "You can certainly have a healthy exchange of ideas, even if they are polar opposite," Frisinger said. "The key is to not approach such conversations as win/lose propositions, but rather meeting in the middle and, ultimately, to achieve our common goals at work."

"You can't completely shut off such conversations," Barden agreed, "but you must let people know that it's not acceptable for those conversations to affect the workplace. You put the policy out there, hold to it, and let it be known there may be consequences for violating that policy."

While emphasizing that ultimate responsibility for such actions lies with the individual, "it's the responsibility of leadership to model good behavior," she continued. "If a manager engages in such conversations, now you're modeling that it's acceptable for the workplace, the flight department and the flight deck."

### **RECOGNIZE STRESS TO MITIGATE ITS EFFECTS**

Acknowledging the difficulties in finding the balance between an employee's right

to their opinions with the need to maintain civility in the workplace, Frisinger emphasized managers need to be proactive in identifying rising tensions and, "keep your ear to the ground. Listen to your 'gut feeling' when it senses a change in tone in the department."

"Managers must remain engaged with their employees," agreed Oxman. "People bring a lot with them into the work environment, and even if that doesn't lead to conflict it's important to recognize how decisions and events outside the workplace can weigh heavily on them." Employee assistance programs (EAPs) can be an important resources in such situations, she noted.

Recalling the axiom "we judge ourselves by our intentions, and others by their behaviors," Frisinger emphasized the importance of seeking mitigation when conflict arises. "That is how we maintain civility, and over time it will start to click," she said. "A lot goes on in our brains that consciously we don't even realize."

"We need to acknowledge that other people are going through the same challenges we are," Holloway concluded. "Really, we're all just trying to survive right now. Why are we adding stress and conflict to all the other stuff that we don't have any control over?" ❖

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**Review NBAA's personnel management resources at [nbaa.org/personnel](http://nbaa.org/personnel).**

# NAVIGATING TENSIONS AND CONTROVERSY IN THE FLIGHT DEPARTMENT



## PILOT CONFLICT DELAYS AIRLINE FLIGHT

Earlier this year, a commercial airline flight crew returned their aircraft to the gate so one of the pilots could disembark following an unexplained conflict. According to news reports, passengers on board Alaska Airlines Flight 1080 reported one of the pilots announced "a failure to get along" with his fellow pilot, leading him to depart the aircraft "in the interest of safety."

Calling the situation "unfortunate," the airline asserted the pilots "did the right thing" in remedying the matter. "Both the captain and the first officer were evaluated by management and it was determined they remained fit to fly," Alaska Airlines tweeted.

Passengers on the July 18 flight from Washington Dulles International Airport to San Francisco International Airport, which prior to the incident had been held for 90 minutes due to inclement weather, each received a \$175 stipend for the further delay as the airline located an alternate flight crew.

# National Business Done Locally

*In less than 10 years, a light jet took RelaDyne, Inc. from a family business to the national leader in fuel and lubricant distribution.*

By Lowen Baumgarten

Photos by Morgan Anderson Photography



RelaDyne President and CEO Larry Stoddard (left) flies his Citation M2 nearly every week, often planning multi-state swings to visit partners.



At its peak, Cincinnati/Northern Kentucky International Airport (CVG) was one of the busiest airfields in the world, with hundreds of airline connections. But after Delta Airlines pulled back from its second largest hub of 20 years, Cincinnati suddenly found itself much farther from the rest of the country.

That was years before RelaDyne, Inc. started building a national network of fuel and lubricant distributors from the industrial city. In late 2010, four family-owned businesses came together, with private equity financing, to better serve customers across the United States. Each had a different specialty, from heavy industry to consumer, and each served its local market in Cincinnati, Chicago, Houston or Lake Charles, LA.

“We may buy a lubricant distributor in Arizona. They were good at automotive, and we bring in folks from Louisiana to train their salespeople in heavy industry. Or before they had fuel, and we bring in lubricants,” said Stoddard. “That’s how we create organic growth from inorganic growth.”

In an average year, RelaDyne may complete 10-15 acquisitions in markets all over the country, which means Stoddard’s team is on the road constantly.

“We’re in major markets that have big airline hubs, but we’re also in Abilene, TX; Monroe, LA; and Lakeland, FL – places you can’t get to from here [commercially],” said Dan Oehler, executive VP of sales, marketing and e-commerce. “To get home from Northern Florida on the airlines [on

“The airplane is not a business perk, but truly is just another tool to grow the company.”

**LARRY STODDARD**  
*President and CEO, RelaDyne, Inc.*

“We’ve grown from a startup to one of the largest distributors in the country in 10 years,” said President and CEO Larry Stoddard. “There is no way we could have become who we are without business aviation. It’s just not even possible.”

Stoddard’s team has stitched together local distributors from coast to coast, flying a light jet out of Cincinnati Municipal/Lunken Field (LUK). A pilot for many years, Stoddard currently flies a 2015 Cessna Citation M2.

#### PLACES YOU CAN’T GET TO

RelaDyne has grown its business twelve-fold by buying lubricant and fuel distributors in local markets and bringing new capabilities to each region.

one occasion when he could not fly with Stoddard] took two connecting flights and 12 hours. I could have driven faster.”

Because Cincinnati is no longer a Delta hub, many airline trips that might have required one connecting flight now take two. Using the Citation M2, Stoddard and the RelaDyne team can visit partners in three states across the Southwest in 48 hours – a trip that would take a week by airline or car.

“In our case, the airplane is not a business perk, but truly is just another tool to grow the company,” said Stoddard. “Our ability to get to market, to deal with people in-person, can’t be replaced in any other fashion. It makes us a national business done locally.”



Stoddard preflights his jet, which is based at Cincinnati Municipal Lunken Field (LUK).

### BECOMING RELADYNE

Usually, Stoddard will fly with three or four other Reladyne leaders. His assistant, Kristina Anthony, comes from an aircraft scheduling background. She uses ForeFlight Trip Assistant to manage his fuel contracts, review prices and overnight fees at different airports, and track passengers for tax reporting purposes.

When Anthony schedules a trip, she emails Reladyne managers. Anybody in the company can join for any leg. Stoddard flies nearly every week, often planning multi-state swings to visit partners across an entire region.

One week this past July, Stoddard flew with four colleagues from Cincinnati to meet with investors and insurers in Chicago before flying to Little Rock, AR, to meet the owner of a local distributor for acquisition talks. There, more Reladyne managers hopped on the jet and flew with Stoddard to Houston, where they met with local associates, then with vendors and finally had lunch with customers before returning to Lunken Field.

“When I fly with Larry [Stoddard], it’s usually to one of our branches, and we’re

“When I fly with Larry, it’s usually to one of our branches, and we’re spending time with our associates.”

**DAN OEHLER** *Executive Vice President of Marketing and E-Commerce, Reladyne, Inc.*

spending time with our associates,” said Oehler. “We’ll do a town hall type of meeting after acquiring a company. That’s a sensitive, face-to-face meeting that during an integration helps calm people’s emotions and lets us tell the Reladyne story.”

Stoddard emphasizes that an integration is only successful if Reladyne keeps the people. “We’re not here to slash costs, we’re here to grow the business,” he said. “When we buy these companies, we integrate them operationally and culturally. They become a part of Reladyne.”

### SAFETY MOMENTS

After a long day of meetings and travel, Stoddard will often have dinner with local associates or customers, then fly home the next morning.

“I would often prefer to sit down on a Delta flight at the end of the day and get

home that night,” said Stoddard. Except, the extensive airline connections to Cincinnati no longer exist.

Stoddard, who has an airline transport pilot license, takes single-pilot safety seriously. As a single-pilot, he says he “would never fly back the same night” after a day on the road. “I’m very conscious of fatigue and how it impacts you when you manage a business, as well as manage a flight department. Since I’m the one flying, we will stay overnight, then leave early in the morning after a good rest.”

“Because we transport fuel and chemicals, safety is a critical component of what we do,” Stoddard added. “We’ve implemented a variety of safety protocols in our daily business to ensure our associates and customers are safe, and we’ve extended the same approach to our aircraft operations.”

Stoddard confers with RelaDyne CFO Brian Johnson (below). Executive VP Dan Oehler (far right) says the Citation is an essential business tool.



Whenever more than two RelaDyne employees have a meeting, they are required to have a safety moment, talking about a recent hazard and the safety protocols the company implemented. Stoddard has a similar safety mentality regarding flying, setting his own duty limits and keeping up with his training. “When you fly single-pilot jets, there’s an enormous amount of training,” said Stoddard. “We go through much of the same training that airline pilots do and fly to the same standards.”

#### THE VALUE OF A HANDSHAKE

Visiting facilities around the country gives all of RelaDyne an opportunity to learn from recent acquisitions and the way they do business.

“We take best practices from different locations and duplicate them across the company,” said Stoddard. “We want to receive product in Florida the same way we do in California. The people who load the trucks, they know how to do this best. You could never learn that over a computer.”

In the acquisitions business, being able to fly straight to the partner can make all the difference. One deal had come down to RelaDyne and a competitor, both of which were trying to buy a lubricant distributor in the Northeast. Stoddard was in Michigan at the time.

“I told the owner [of the Northeast company], ‘This is really important to us. If you can spend 30 minutes with me, I can explain why we’re different,’” recalled Stoddard. “He agreed, I got on the plane, flew to New Jersey, and we sat in a small FBO, where I explained what we’d do for his people.

“After half an hour, we shook hands, and in that moment, we made the most successful acquisition RelaDyne has ever done. And it absolutely could not have happened without business aviation.” ❖

**Learn more about RelaDyne at [reladyne.com](http://reladyne.com).**

#### CAN'T DO BUSINESS WITHOUT IT

Pre-owned aircraft values had surged by early 2022, and, as a businessman, Larry Stoddard saw “no shame in taking a profit.”

At the time, the RelaDyne President and CEO owned a Cessna Citation CJ3 that he loved, but the value had risen so high that he decided to sell it and then wait for the market to calm down before buying a new airplane. He thought he might upgrade to a CJ4 within a year or so.

Stoddard immediately ran into two problems: the pre-owned market for light jets showed no signs of slowing, and without an aircraft “it was literally impossible to do my job.”

In the months between the pre-buy inspection and the sale of his CJ3, Stoddard lost out on opportunities while spending days in airports, waiting for airline connections. He studied the pre-owned market, concluded the Citation M2 was not overvalued, and bought a 2015 model shortly after selling the CJ3.

Stoddard was not the only one relieved to have access to a business airplane again. RelaDyne Executive VP of Marketing and E-Commerce Dan Oehler often flies with Stoddard to meet with customers, associates, vendors and partners.

“We can be almost two or three times as productive on these trips because we have that plane as a business weapon, and it is a business weapon,” said Oehler. “Without it, we certainly wouldn’t have the size, scale and success we have today.”

#### SNAPSHOT: RELADYNE, INC.



**Aircraft:** One Cessna Citation M2



**Base:** Headquartered at Ohio's Cincinnati Municipal Lunken Field (LUK)



**Personnel:** CEO Larry Stoddard is the owner/operator and sole pilot



## Flight Crews: Russian Airspace Closure Challenges Flight Planners

In addition to hindering direct overflights, airspace closures following Russia's Feb. 24 invasion of Ukraine continue to pose challenges when flight planning for diversion airports and tech stops, requiring business aircraft operators to be creative when making trips from Europe and Asia.

"Without question, not being able to fly over Russia and Ukraine has certainly affected our operations over those continents," said Steve Thorpe, a Gulfstream captain based in the Northeast and former chair of the NBAA International Operators Committee (IOC).

While U.S. Part 91 operators are not held legally to extended-range twin-engine operational performance regulations, Thorpe noted that most of them consider these standards when planning long-range flights.

Thorpe recalled a recent trip from Kolkata, India (VECC) to Anchorage, AK (PANC).

"If we lost an engine at the ETP [equal time point], the time to either Chitose, Japan (RJCC) or Anchorage was four hours and 46 minutes," he said. "A pressurization

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**"Without question, not being able to fly over Russia and Ukraine has certainly affected our operations over Europe and Asia."**

**STEVE THORPE**  
*Northeast-based Gulfstream Captain*

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event at the ETP would have led to 5+24 enroute."

Fortunately, good weather over the Aleutian Islands made Eareckson Air Station (PASY) on the island of Shemya available, Thorpe added, reducing diversion times to less than three hours.

PASY was also an option for Gulfstream G650 Captain Chris Duffek on a recent flight between Anchorage and the Philippines.

"If Shemya wasn't available, our other option would be Cold Bay Airport (PACD) in Alaska," he said. "It was weird flying so close to Petropavlovsk (UHPP, a former diversion point in Russia) knowing we couldn't go there anymore."

Even these choices may not be available once winter hits and jetstreams move south, noted NBAA IOC member Nat Iyengar, a G650 captain.

"We won't be able to fly north of the strongest winds and over Russian airspace, or flight plan normal diversion airports in that country," said Iyengar. "If Shemya has bad weather, flight planners must look farther south, bringing Wake Island (PWAK) and Hawaii into play, but at a cost of increased time, fuel burn and emissions."

Operations across Europe to the Middle East and Asia are also problematic, with closure of Ukraine and Russian airspace restricting many once-common flight routes. For an upcoming trip from Saudi Arabia to Japan, Duffek noted, "we can't go north or east, which leaves us flying southeast to India.

"Overflying China risks a possible quarantine should an emergency force a diversion enroute," he continued. "The option is to go over Burma and Vietnam and up to Japan, which could add almost two hours per flight leg."

For other eastward flights from Europe, "flying over Iraq may save some time," Thorpe said. "Similarly, the G500 airway is exempt from the FAA NOTAM prohibiting flights over Afghanistan, but are you willing to accept MOCAs (minimum obstacle clearance altitudes) over the Hindu Kush region between 22,400 and 27,600 feet?"

"The question comes down to how much risk you're willing to take on," Thorpe concluded. "Do you have any self-imposed limitations on how long you would be willing to spend with one engine windmilling, or at low level to get to that alternate? Your flight department must set those procedures to be your guide." ❖

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**Review NBAA's international operations resources at [nbaa.org/intl](https://nbaa.org/intl).**

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[nbaa.org/news/flight-plan-podcast](https://nbaa.org/news/flight-plan-podcast)



## Management: Operational Changes Can Have Broad Impacts

Did you buy a new aircraft, change your business structure or just realize the aircraft's primary use is more personal than business? Are you sure you've considered the tax, regulatory and risk impacts of those changes?

The first step in considering a new aircraft or change in aircraft use is to assemble a team of tax, regulatory and risk-management professionals to examine the potential impacts of such a move. Joanne Barbera, past chair of NBAA's Tax Committee and founding partner of the law firm Barbera & Watkins, LLC, advises aircraft owners to look to their business advisors; flight department; financiers; risk management team, including the insurance company; regulatory advisors, including your attorneys; tax and accounting advisors; and administrative team.

"When you're considering a change – whether a change to the aircraft's operations or buying a new aircraft – you need to think of the same things you considered when acquiring your first aircraft," Barbera said. "The pandemic saw a lot of businesses change what they do or how they

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**"When you're considering a change – whether a change to the aircraft's operations or buying a new aircraft – you need to think of the same things you considered when acquiring your first aircraft."**

**JOANNE BARBERA**  
*Founding Partner, Barbera & Watkins, LLC*

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operate," she noted, adding that aircraft owners also need to be alert to changes in business structures, including key personnel changes, mergers and acquisitions, or entities changing from private ownership to public, or vice versa.

Leadership changes, mergers or acquisitions can result in the aircraft changing

home airport, which can have a considerable impact on state income, sales and use, and property taxes.

For example, aircraft based near state borders, such as in the New York/New Jersey/Connecticut/Pennsylvania area, can move only a few dozen miles away and face a considerably different tax picture.

Mergers and acquisitions can also raise questions about U.S. citizenship for purposes of aircraft ownership, operation and FAA registration.

Changes in aircraft ownership and use also can have a profound impact on income tax planning, including the availability of bonus depreciation, ability to preserve past bonus depreciation benefits and deductibility of expenses.

Aircraft owners also face different risk exposures for different types of operations. For example, if an aircraft was previously conducting Part 135 charter operations with a management company and now is doing strictly in-house Part 91 flying, the risk profile changes. Have you considered this risk exposure in addition to your regulatory and tax planning?

"The past year has seen significant demand for business aviation, with many new entrants in the market and different utilization patterns, including more charter and fractional activity," said Scott O'Brien, NBAA's senior director of public policy and advocacy. "We're seeing different tax planning considerations due to remote work and commuting flights. All of these scenarios present different tax and regulatory challenges."

Many of these subjects and related topics will be examined at the 2022 NBAA Tax, Regulatory and Risk Management Conference, Oct. 16-17 in Orlando, FL. For example, one session will focus on requirements for exporting aircraft. Other sessions will consider structuring dry leases, federal excise tax calculations for charter operators and details on upcoming federal tax changes, such as the planned phasedown of bonus depreciation. ❖

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**Learn more and register for the Tax Conference at [nbaa.org/insider/tax2022](https://nbaa.org/insider/tax2022).**

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# 2022 BRAND PARTNERSHIPS AND ADVERTISING MEDIA KIT

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# MEMBER CENTRAL



## NBAA Members Save With ODP Business Solutions™

The NBAA Office Depot® Discount Program is now ODP Business Solutions™ – a B2B-focused company serving small, medium and enterprise-level organizations. Members that were previously enrolled in the Office Depot® Discount Program will need to register for an account online to continue to receive NBAA member discounts.

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## Member Benefits



### **PROFESSIONAL MEMBERS GET VIP EXPERIENCE AT NBAA-BACE**

Professional members of NBAA will enjoy the VIP experience at NBAA-BACE, with access to the NBAA Professional Lounge, a dedicated space where attendees can rest, refuel with a beverage or snack, and take advantage of free WiFi and casual meeting space. People who add a professional membership to their convention registration will enjoy \$30 in Uber credit to get around Orlando. Plus, they will enjoy the member registration price – a savings of more than \$200. Existing NBAA members can secure VIP access by adding an Affiliated Professional Membership for \$35. [nbaa.org/join](https://nbaa.org/join)

### **JOIN US AT THE NBAA-BACE COFFEE SOCIAL**

NBAA staff members look forward to welcoming you at the NBAA Coffee Social. Stop by the NBAA booth (No. 1288) on Tuesday, Oct. 18 from 2-3 p.m. for a caffeinated pick-me-up and a sweet treat. The event also will feature a book signing with John & Martha King for their new book "LIFT: How to Start, Run and Grow Your Own Successful Business." Reconnect with peers and meet NBAA's board of directors and staff. [nbaa.org/2022](https://nbaa.org/2022)

## Professional Development

NBAA is offering several Professional Development Program (PDP) courses in conjunction with the 2022 NBAA Business Aviation Convention & Exhibition (NBAA-BACE), which is scheduled to be held from Oct. 18-20 in Orlando, FL. Below is a list of some of those sessions.

[nbaa.org/pdp](https://nbaa.org/pdp)

### AVIATION SECURITY AND AWARENESS TRAINING

This one-day course, scheduled for Oct. 16, will provide flight department personnel with the relevant tools needed to ensure security – on the road, at home base and in one's personal life. Learn where security breaches have occurred with other flight departments and crews, and use those lessons to ensure better results in those scenarios. Course topics include active shooter survival, enhanced hotel security, rideshare vulnerabilities, personal protection and more.

### STRENGTHENING SAFETY CULTURE WITH PERFORMANCE EVALUATIONS

Set for Oct. 17, this course will show attendees how to capitalize on a team's individual strengths while maintaining a strong safety culture. Miscommunication will be demystified, and the root causes of assumptions will be shared. The course will walk attendees through the performance evaluation process step-by-step, from planning performance based on agreed-upon

indicators to the types of questions to ask when mentoring and coaching employees.

### MANAGEMENT FUNDAMENTALS FOR FLIGHT DEPARTMENTS

This two-day workshop, set for Oct. 16-17, gives flight department managers key information about safe operations, regulatory compliance, basic management practices, budgeting and accounting, cost controls, vendor selection and tracking, records and reports, planning for the future and more. Other topics include personnel issues, internal and external communications, case studies, and templates, forms and checklists that are useful in daily flight management.

### SMS FOR BUSINESS AVIATION

This Oct. 17 session will provide a thorough review of safety management systems (SMS), including benefits, objectives, risk management, safety assurance and promotion. Both FAA and ICAO guidance will be reviewed. By fully understanding SMS fundamentals, participants will be able to contribute to the development of an SMS program for their business aviation department, or simply support an existing SMS.



## Events Calendar

### October

#### Oct. 16 - 17

Tax, Regulatory & Risk Management Conference | Orlando, FL

#### Oct. 18 - 20

Business Aviation Convention & Exhibition (NBAA-BACE) | Orlando, FL

### January

#### Jan. 24 - 27

Schedulers & Dispatchers Conference (SDC2023) | Nashville, TN

### February

#### Feb. 8

Miami-Opa locka Regional Forum | Opa-locka, FL

#### Feb. 13 - 15

International Operators Conference (IOC2023) | Austin, TX

#### Feb. 27 - March 1

Leadership Conference | Charlotte, NC

### May

#### May 2 - 4

Maintenance Conference | Hartford, CT

#### May 23 - 25

European Business Aviation Convention & Exhibition (EBACE2023) | Geneva, Switzerland

[NBAA.ORG/EVENTS](https://nbaa.org/events)

## Insider Resources



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# Autonomous Flight Is Coming, Slowly but Surely

*Parimal Kopardekar is leading NASA's efforts to determine the requirements and minimize the risks of autonomous flight.*

**B**usiness aircraft pilots and operators don't have to change careers or take early retirement just yet, as completely autonomous flight is still "not imminent," according to Parimal Kopardekar, director of NASA's Aeronautics Research Institute.

Kopardekar, NASA's senior technologist for Air Transportation Systems and the principal investigator for the Unmanned Aircraft Systems Traffic Management project, explains that aircraft automation can, among other benefits, greatly reduce risk, enhance safety, streamline operations and expand capacity. However, he's certain that pilots, either remote or in the cockpit, will be a part of the aviation system for a long time to come.

"Automating aviation systems doesn't always mean removing the pilot," says Kopardekar. "Autonomous flight can make it easier to operate and maintain aircraft and give them enhanced capability."

NASA, which is leading the research and development of autonomous aircraft, also works closely with the FAA and industry to ensure its efforts are relevant to some of aviation's bigger challenges, such as the pilot shortage, recurrent training, cockpit simplification and more.

"We are working on multiple projects related to ATC/NextGen, ATM-X, system-wide safety, flight deck capability, and more," notes Kopardekar. Understanding requirements, airspace integration within the National Airspace System, and methods of improving safety are the key areas of focus.

Although Kopardekar says that small drone development is relatively far along, the larger complexities of operating beyond line of sight, and ultimately from end to end – and then doing so completely autonomously – are still going to require extensive research and development.

"We have to determine all the requirements, minimize all the risks, handle all the contingencies and develop the methodology to adapt to them," says Kopardekar. Examples include bird strikes, loss of GPS, pilot incapacitation, airspace integration and much more. "All the pieces need to be in place," he says.

Today's aircraft operators will have the opportunity to be involved in new cockpit designs, influencing the development of advanced air mobility aircraft, managing multiple drone operations, and much more, according to Kopardekar.

"Humans will be in the loop for the foreseeable future. Research will inform what's the right answer." ❖

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Review NBAA's AAM resources at [nbaa.org/aam](https://nbaa.org/aam).

**PARIMAL KOPARDEKAR, PH.D** is responsible for exploring new trends related to aviation in the areas of autonomy, aeronautics manufacturing and advanced air mobility. He has managed NASA's Safe Autonomous System Operations Project, as well as the Next Generation Air Transportation Systems (NextGen) Concepts and Technology Development Project. He also is a member of NBAA's Emerging Technologies Committee.





# Celebrating 40 Years of Patient Flights

In December 1981, Corporate Angel Network (CAN) completed its first flight, which transported a pediatric cancer patient home to Detroit, MI after receiving care in New York, NY. Today, 40 years and 66,000 patient flights later, CAN proudly partners with over 500 corporations to transport patients to specialized medical centers and back home again.

Thank you to the flight departments, corporate sponsors, and donors who continue to make CAN's mission possible. If you have an empty seat on your aircraft, contact CAN today to see how you can help someone in need. We look forward to the next 40 years!

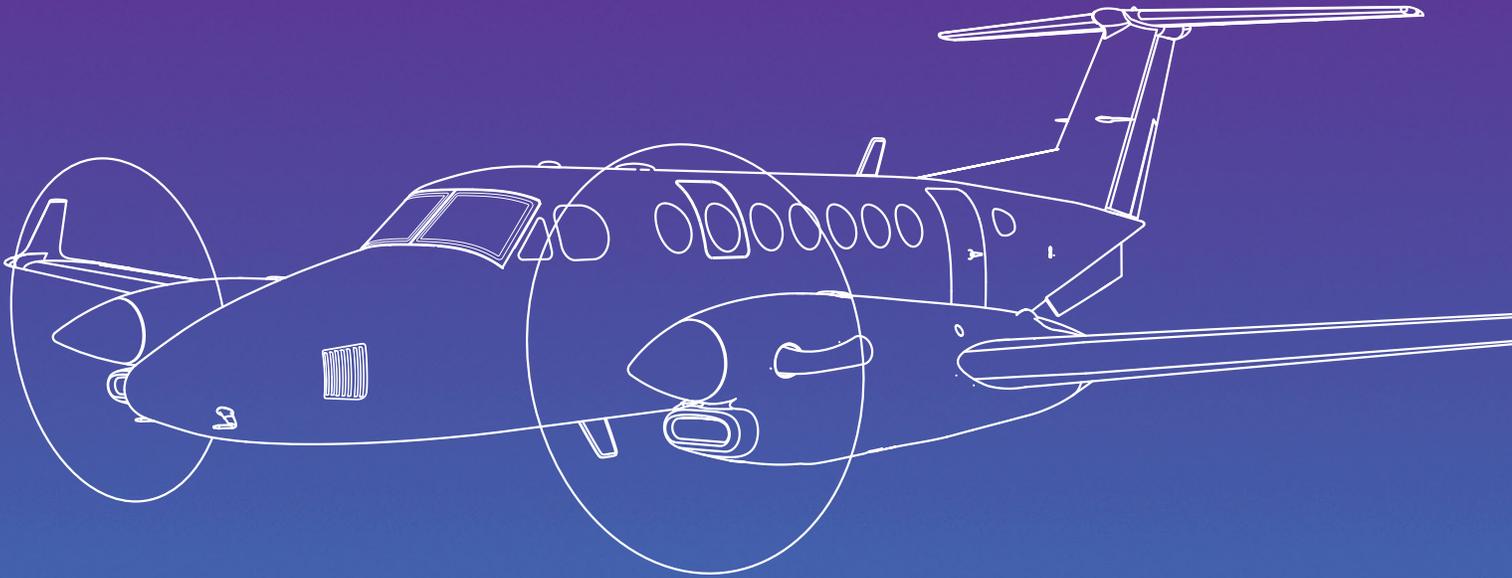
"The gratitude we see every time we participate in a CAN flight reminds me how important it is that we all lead with love and step up to help those in need."

- Jeff McClean,  
Vice President Global  
Flight Operations,  
Procter & Gamble





OCTOBER 18-20, 2022 · ORLANDO, FL



## SAVE THE DATE

Join your colleagues and fellow industry professionals for the most important three days of business aviation, featuring exhibitors promoting their latest products and services, 2 aircraft displays – one inside the exhibit hall and the other outside at Orlando Executive Airport, and more than 50 education opportunities. Save the date and visit the NBAA-BACE website to learn more.

**LEARN MORE | [nbaa.org/2022](https://nbaa.org/2022)**