

BUSINESS AVIATION



INSIDER

THE OFFICIAL MAGAZINE OF NBAA

SEPTEMBER/OCTOBER 2023



HIRING CRITERIA

PG 16 Viewing Pilot Candidates Through a New Lens

MANAGEMENT ISSUE

WIDENING THE AMT PIPELINE
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TELLING YOUR OWN STORY
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DISTINCTIVE EXTERIOR FOR RICK ROSS' GULFSTREAM G550

American rapper and record executive Rick Ross wanted his newly acquired Gulfstream G550 to make a personal statement. Duncan Aviation's design and paint experts created a scheme that has ramp presence and reflects his accomplishments. Highlighted by custom high-reflective gold lettering on top of a gloss black and pearl gold two-tone base, this aircraft achieved the desired high-impact effect and will turn heads wherever it goes.

"When you want to do it big, come to Duncan Aviation!" - Rick Ross

Watch The Video Now:
DuncanAviation.aero/rickross

**DUNCAN
AVIATION**



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Helping You Manage the Quickening Pace of Change



ED BOLEN
President and CEO

Leading a flight operation in today's world is increasingly like running a business, with the need to reflect company priorities, report measurable results against objectives and adapt to all manner of changes.

In short, the business landscape continues to evolve as fast as ever, and aviation operations are expected to respond to this rapid pace of change. Effective approaches to embracing change come in many forms – from new, creative ways of thinking about aviation safety, to setting goals for achieving sustainability, to hiring the best and the brightest amid a challenging workforce environment.

NBAA has long supported the evolving needs of our 11,000+ member companies, helping them address challenges, embrace opportunities and always be prepared for tomorrow's business aviation landscape. The association provides actionable guidance on meeting daily challenges, and focuses on longer-term solutions by advocating in the regulatory and legislative arenas.

For example, when it comes to safety, we produce a number of events, including our National Safety Forum and Single Pilot Safety Standdown. We also partner with other leading organizations on shared learning experiences, including Flight Safety Foundation's Business Aviation Safety Summit, Bombardier's Safety Standdown and a year-round lineup of regional business aviation association safety events. In Washington, DC, we're making your voice heard as regulators consider

implementing new safety management system requirements.

On the sustainability front, the aviation industry has set a goal of achieving net-zero carbon emissions by 2050. NBAA is supporting member efforts to reach this target through its Sustainable Flight Department Accreditation Program, already embraced by a host of leading companies. As with safety, there's a policy aspect to these efforts: NBAA championed a blender's tax credit to support widespread production and adoption of sustainable aviation fuel (SAF). That incentive was included in the recently passed House FAA reauthorization bill.

NBAA also helps develop business aviation managers. The association's Certified Aviation Manager Program continues to produce leaders who excel in personnel recruitment and management. Our annual Leadership Conference and this Management Issue of Business Aviation Insider also provide valuable resources for hiring and developing employees. In addition, NBAA has representation in government/industry working groups that are developing policies to attract business aviation's next generation of leaders.

Of course, these aren't the only priorities for managers and other flight-support team members navigating multiple issues. We'll have a full roster of sessions on management topics at the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) Oct. 17-19 in Las Vegas, NV.

In our dynamic community, thoughtful leadership amid constant transition are imperatives for aviation operations of any size. You can count on NBAA to continue to provide advocacy, expertise and guidance, no matter what lies on the horizon. ✦

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FLIGHT BAG



NON-BUSINESS USE 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



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

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Resources: Management

MANAGEMENT GUIDE

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

nbaa.org/management-guide

COMPENSATION SURVEY

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

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

ETHICAL BUSINESS AVIATION TRANSACTIONS

This resource outlines best practices for ethical transactions involving business aircraft products and services, developed by business aviation professionals.

nbaa.org/ethics

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

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; administration; personnel selection, training and more.

nbaa.org/bamc

12%

the average pay increase
from 2022 to 2023 for
business aviation pilots,
including captains, senior
captains and first officers.

Source: AIRCOMP CALCULATOR

By the Numbers: Business Aviation Workforce Outlook 2023-2032

According to projections, tens of thousands of business aviation pilots and aircraft maintenance technicians will be needed worldwide by 2032 to replace retirees and to support industry growth.

New business aviation pilots needed: 32K



2023

63K



2032

New bizav maintenance technicians needed: 74K



2023

91K



2032

SOURCE: CAE



CAREER FAIR

October 18, 2023 | 1:00 p.m. – 5:00 p.m. (PT)
October 19, 2023 | 9:00 a.m. – 3:00 p.m. (PT)
Las Vegas Convention Center | Las Vegas, NV



Looking to launch or advance your career in business aviation?

Join us on October 18 & 19 in Las Vegas, NV for the NBAA Career Fair, which will take place during the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) at the Las Vegas Convention Center.

This event lets you meet face-to-face with hiring managers from organizations who have open positions. Mark your calendars to join your colleagues and be part of the most exciting recruiting event in your field!

Your Top Reasons to Attend:



Discover new career opportunities from leading employers that are eager to hire high quality candidates.



Connect directly with recruiters—it's easier and more effective than hitting the 'Apply Now' button.



Build your network by continuing your conversations with recruiters weeks (and even months!) after the event is over.



SCAN TO REGISTER



THE HONORABLE JENNIFER HOMENDY was sworn in as the 15th chair of the National Transportation Safety Board (NTSB) in August 2021 after being nominated by the president and unanimously confirmed by the U.S. Senate. Homendy has served as the agency's 44th board member since 2018. For more than two decades she has worked tirelessly to support the critical safety mission of the NTSB, the independent federal agency that investigates crashes in all modes of transportation, determines the probable causes, and issues recommendations to improve transportation safety.

NTSB Chair Jennifer Homendy Talks Safety and Myth-Busting

Q: With the FAA NPRM to expand safety management systems, what's the NTSB view regarding the effectiveness of SMS scalability in smaller operations?

The proposed rule is an excellent step forward and we're glad it extends SMS to all Part 135 operators. At the same time, we'd like the final rule to contain more detailed guidance around scalability. We want smaller operations to be able to "right size" their SMS program — and do it in such a way that the program can grow along with operations.

"The agency is on a multi-year journey to transform how we deliver critical safety information."

I'll take this opportunity to bust a myth among some smaller operators who believe SMS isn't for them: If you transport passengers, your operation can benefit from an SMS program, period. But that myth is partly why we recommended the FAA create an inventory of scalable SMS strategies for operators of all sizes to reference.

Most importantly, every operator should implement an SMS program now. Don't wait until there's a requirement.

Q: What has the NTSB learned about

"I'll take this opportunity to bust a myth among some smaller operators who believe SMS isn't for them: If you transport passengers, your operation can benefit from an SMS program, period."

accidents involving circling approaches and runway incursions/excursions that could benefit GA operations?

We continue to investigate accidents involving unstabilized approaches or operational noncompliance, often leading to loss of control or a suboptimal touchdown on the runway. I implore pilots and flight crews to remain vigilant and never hesitate to perform a missed approach whenever necessary. The NTSB recently issued a Safety Alert specific to risks associated with circling approaches, especially when they involve maneuvering at low altitude or low airspeed.

Situational awareness is also key when addressing runway incursions, the most dangerous of which appear to be on the rise, as well as excursions. Though we're still investigating many of the recent close calls, I can say this: In one case, catastrophe was averted because a flight crew took immediate action when they realized something was wrong.

Q&A

Q: Business aviation's focus on moving from reactive data analysis to a more proactive risk reduction requires greater amounts and sources of data. How is the NTSB fueling a more proactive risk analysis by helping to gather that data?

All segments of the aviation community must constantly strive to make our skies safer, that includes NTSB. Data is a vital tool to help us do just that. That's why we regularly call for more robust flight data monitoring, for example, and it's why the agency is on a multi-year journey to

"I implore pilots and flight crews to remain vigilant and never hesitate to perform a missed approach whenever necessary."

transform how we deliver critical safety information. Our goal is to empower as many stakeholders as possible to draw safety lessons from our substantial accident data and investigations.

Q: What lessons can the NTSB share that could be helpful as advanced air mobility (AAM) is introduced into the NAS?

That's easy: safety first. That may sound overly simplistic, but it means ensuring that safety is the driving concern when new technologies, systems and operations are being developed and introduced — not an afterthought. Like building in cockpit voice and image recorders and flight data monitoring systems as the aircraft is being designed, not added on afterwards. ❖

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NBAA NEWS HOUR

NBAA NEWS HOUR

Live webinars on the information you need most

More than ever, people want timely access to experts and authorities to help them make decisions about their business aviation operations. The NBAA News Hour webinar series allows participants to get answers to their pressing operational, legal, medical and other questions. All webinars are free to members and recorded for replay.

nbaa.org/news-hour

REGIONAL REPRESENTATION

NBAA Hosts First In-Person Local, Regional Roundtable Since 2019

NBAA's Local and Regional Group Committee's In-Person Roundtable drew more than 40 attendees who took the opportunity to connect, learn and collaborate with peers and leaders from regional aviation groups across the U.S. This invitation-only event – the first in-person roundtable since 2019 – took place Aug. 16 and 17 at the conference center at Addison Airport (ADS) in Addison, TX. The agenda was tailored for the leaders of new, growing and established regional groups.

Discussion sessions covered topics such as member engagement, events and succession planning. For the first time, the roundtable included a student engagement component, where young people interested in business and general aviation could learn from working professionals.

"I think everyone understands that pilots, maintenance technicians and other notable careers are in need," said Kyle Eiserer, president of Airside FBO LLC, and chair of the NBAA Local and Regional Group Committee. "However, we also wanted to highlight other industry paths, such as aircraft sales, being an attorney, accounting support and insurance."

The event also featured networking opportunities with association leaders.

"This was a nice way for these leaders to get together and say, 'What are you doing in your part of the country or your part of the state?'" said Jessica Belcher, marketing manager at Exclusive Aircraft Sales and vice chair of the NBAA Local and Regional Group Committee. "What has worked for you in this past year, or what did you try that maybe wasn't as successful as you thought?"

While issues of interest might have

"When it comes to political advocacy or workforce development, a lot of that starts with those local and regional groups, so we want to make sure that each of these organizations continue to grow."

KYLE EISERER

President of Airside FBO LLC / Chair of NBAA Local and Regional Group Committee

varied, the one shared goal is to help business aviation grow and thrive.

"This is just one of many pillars that we're just trying to provide resources for," Eiserer said. "I think one of the things that many of us, including NBAA, have realized is that when it comes to political advocacy or workforce development, a lot of that starts with those local and regional groups, so we want to make sure that they continue to grow and foster the appropriate initiatives, whatever is pertinent locally or on a regional or national scale."

The first such roundtable was held in 2013. The committee is planning another roundtable for the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE), which runs Oct. 17-19, in Las Vegas, NV. ✨

Review NBAA's regional group resources at nbaa.org/regional.



DVBAA GEARS UP FOR GROWTH

The Delaware Valley Business Aviation Association (DVBA) has been reborn and is on a path for growth, according to Paige Kroner, DVBA co-chairperson.

"We're starting to build our board, and we have some exciting things happening," she said. "We've recently established an S&D (schedulers and dispatchers) committee and they have already had one meeting so far this year. They're starting to collaborate on different issues that the schedulers find in their day-to-day issues that are probably more specific to the region."

Like other peer aviation groups, the association's primary goal is to provide value to its membership through education, legislative activities and networking. It is open to individuals, company leaders and their employees working in aviation. It offers members a wide range of benefits, including educational seminars, social and networking events, and provides an advocacy voice at the local, state and national levels of government.

Major issues the association is working on include best practices for event planning as well as succession planning, said Kroner. "As a brand new organization, we're trying to put our SOPs (standard operating procedures) in place and trying to make sure we have our foundation properly established."

dvbaa.wildapricot.org/

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NBAA THANKS ITS LEADERSHIP COUNCIL MEMBERS

NBAA is celebrating its 75th anniversary as the leading advocate for business aviation with a series of initiatives designed not only to recognize the milestones marking the industry's pioneering spirit, but to inspire the next generation of leaders to be a part of the business aviation community. Visit nbaa.org/leadershipcouncil to learn more about how you can become a Leadership Council member, and join this esteemed community of business aviation advocates:

- Abbott
- AbbVie
- Adobe, Inc.
- AeroVanti
- Airbus Corporate Jets
- AirComp Calculator, LLC
- Altria Client Services, LLC
- Apogee Physicians, Inc.
- Aramco Associated Company
- American Express
- Atlantic Aviation
- AT&T
- ATP
- Avfuel Corporation
- Aviation International News
- Aviation Partners, Inc.
- Aviation Personnel International
- AviationManuals
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- Bank of America
- Boeing
- Boeing Business Jets
- Bombardier
- Cessna + Beechcraft by Textron Aviation
- Chick-fil-A
- Chubb Flight Operations
- Cirrus Aircraft
- The Coca-Cola Company
- Collins Aerospace
- CommScope
- ConocoPhillips Global Aviation
- Cooling & Herbers, P.C.
- Corteva Agriscience
- Cox Enterprises, Inc.
- Crew Aviation LLC
- Cummins Inc.
- Dallas Jet International
- Dassault Aviation
- Deer Valley Ski Resorts
- Dell Technologies
- Disney Aviation Group
- The Dow Chemical Company
- Duncan Aviation, Inc.
- DuPont de Nemours, Inc.
- Eaton Corporation Flight Operations
- Embraer
- Emerson Flight Operations
- Enterprise Holdings, Inc.
- FedEx Corporate Aviation
- Fiserv, Inc.
- FlightSafety International
- flyExclusive
- ForeFlight
- Fort Lauderdale Executive Airport
- Garmin International
- General Communication, Inc.
- General Dynamics
- Go Rentals
- Guardian Jet, LLC
- Gulfstream Aerospace Corp.
- Harley-Davidson Motor Company
- Hewlett Packard Enterprise Company
- Home Depot Aviation Dept.
- Honda Aircraft Company
- Honeywell International
- Hunt Consolidated, Inc.
- IBM Flight Operations
- Immaculate Flight LLC
- JP Morgan Chase & Co.
- Jason Talley
- Jet Aviation
- JETEX
- Jet Support Services, Inc. (JSSI)
- JETNET LLC
- Law Offices of Paul A. Lange, LLC
- Leonardo
- LFG Aviation
- Liberty Mutual Insurance Co.
- Mayo Clinic
- McDonald's Corporation
- MedAire, Inc.
- Mente LLC
- Mente Group LLC
- Mesinger Jet Sales
- Nationwide Aviation Business Center
- Netflix
- NetJets Inc.
- Owens Corning
- Pfizer Inc.
- Phillips 66 Aviation
- Piedmont Triad Airport Authority
- PlaneSense, Inc.
- PNC Aviation Finance
- Pratt & Whitney Canada
- The Procter & Gamble Company
- Quality Resources, LLC
- Raytheon Technologies
- Richardson Aviation
- Rolls-Royce
- S C Johnson 'A Family Company'
- Sanderson Farms, Inc.
- Satcom Direct
- Sedgwick Claims
- Management Services, Inc.
- Schweitzer Engineering Labs
- Shanghai Hawker Pacific Business Aviation Service Centre
- Shell Aircraft Limited
- Sheltair
- Signature Flight Support
- StandardAero
- Stevens Aerospace and Defense Systems, LLC
- Stonebriar Commercial Finance, LLC
- Target Corporation
- Tudor Investment Corp.
- UAS International Trip Support
- Universal Weather and Aviation, Inc.
- Unmanned Safety Institute (USI)
- Valero Energy
- Verizon Aviation
- Viasat
- Volato
- VSE Aviation
- Walmart, Inc.
- West Star Aviation Inc.
- Wheels Up Partners, LLC
- Wilson Construction Company
- World Fuel Services

As of September 2023

You can also learn more by contacting NBAA's Lyndse F. Costabile at 904-860-1886 or lyndse@idc.nbaa.org.



INDUSTRY CHALLENGE

The FAA is cracking down on illegal charter operations, including improper dry leases. Meanwhile, dry leases can be valuable agreements when implemented properly.

NBAA RESPONSE
NBAA, NATA and the FAA are increasing outreach initiatives to educate aircraft owners and operators, as well as insurance providers.

Dry Leasing Do's and Don'ts

Dry leasing can be a very useful tool in business aviation, but it's also complex. How can you avoid potential pitfalls, including insurance challenges, as an aircraft lessor or lessee in a dry lease?

A dry lease is one in which the lessor leases the aircraft to a lessee without any pilot or other crewmember or their services.

"There's been increased awareness of dry leasing best practices in the industry but there's still a lot of confusion," said David Norton, a partner at Shackelford, Bowen, McKinley & Norton, LLP. "The purpose of a dry lease is to transfer operational control. The lessee has to know what operational control means and understand the ramifications of that transfer, not just repeat four bullet points on a slide."

Operational control, with respect to a flight, means exercising authority over initiating, conducting or terminating a flight. As the entity in operational control of the aircraft, the lessee is responsible for safe operations and complying with all applicable laws and regulations. The lessee may risk FAA enforcement for noncompliance and liability if the operation causes personal injury or property damage.

Experts shared several guidelines:

DO read any leases or contracts presented to you and review them with knowledgeable aviation counsel.

DON'T sign an agreement you don't understand just because someone tells you to sign it.

DO act with due diligence as a lessee.

DON'T be a passive passenger by treating the agreement as a charter agreement. The point of dry leasing for the lessee is to operate the aircraft under Part 91.

DO, as a lessee, be active in crewmember selection. As Norton explained, in some markets it's almost impossible to find someone who isn't already being used by other lessees or

the lessors. There may be safety reasons to use someone who's familiar with the aircraft, but it's incumbent on lessees to vet pilots and be sure they know they report to the lessee. Document why you chose a pilot who's already flying the aircraft for the lessor or another lessee.

DON'T sign an agreement requiring you to choose a pilot from a lessor's "approved" list.

DO, as a lessee, verify that pilots you select meet pilot warranty requirements and, ideally, name them individually in the policy. Confirm the policy covers your operation of the aircraft and territories where you intend to operate.

DON'T use pilots that don't meet the policy's pilot warranty clause.

DO, as a lessor, educate yourself on insurance requirements for leased aircraft, consider the added insurance cost and work with your insurance provider.

Insurance expert Doug Bell, Starr Aviation product line manager for industrial aid/managed fleets, said, "You must disclose that it will be dry leased. That activity is typically considered to be commercial. As a lessor, it's your asset. You have different concerns from the lessee."

DON'T hide potential uses of the aircraft.

"Honesty is the best policy," Bell said. "Illegal charter is getting heavy focus."

NBAA, NATA and the FAA are collaborating to offer the industry information for good decision-making.

"The insurance community is looking to industry and FAA for more guidance on what questions to ask and where the boundaries are," said Joanne M. Barbera, partner at Barbera & Watkins, LLC. "We need clarity between FAA and insurance companies. The initiative NBAA and NATA have taken on can help clear up any miscommunication." ❖

For more information, visit nbaa.org/dry-lease.

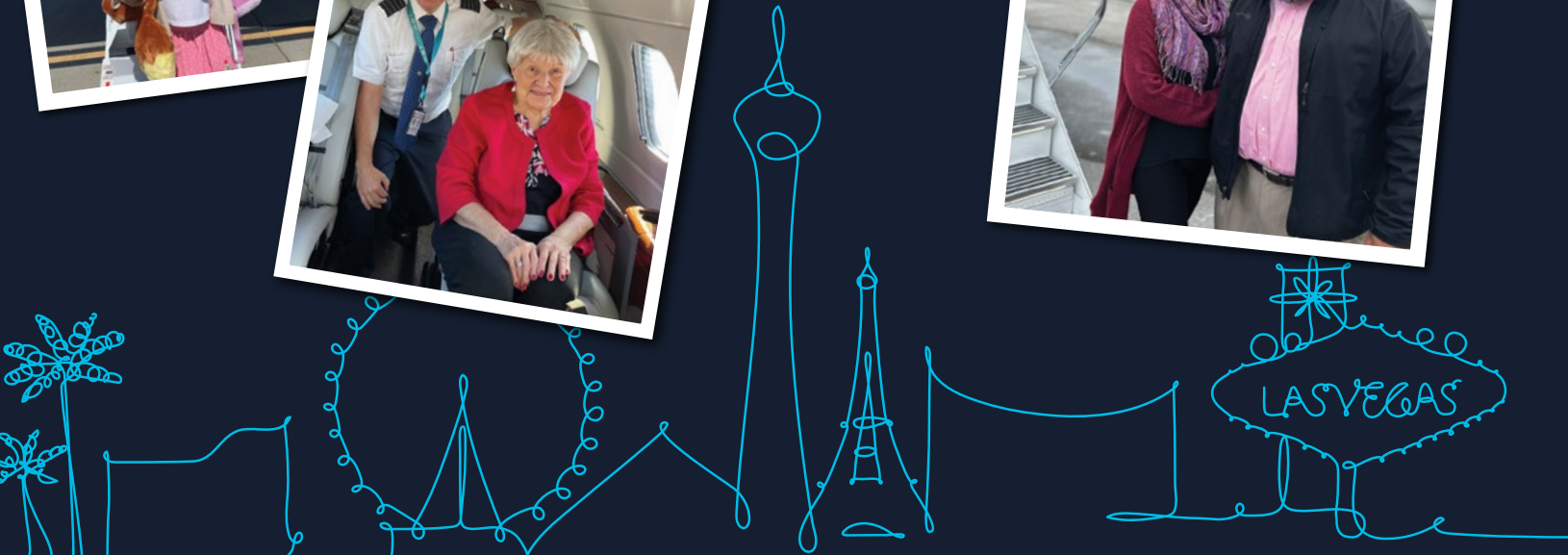
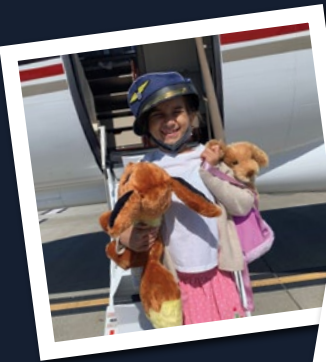


FUND AN ANGEL

WEDNESDAY, OCTOBER 18
5:30 - 7:30 PM ♦ LAS VEGAS, NV

Join the business aviation community in supporting Corporate Angel Network (CAN) for their annual fundraiser, Fund an Angel. Held on the second evening of NBAA-BACE, the event will include networking, refreshments, and a silent auction all while raising vital funds for their mission of transporting cancer patients to care on business aircraft. Participants may choose to bid, sponsor, donate an item to the silent auction or purchase tickets for the reception.

LEARN MORE: FundAnAngel.org



PRO TIPS



FELIPE ALFAIA

HELEN HAGG

JEREMY VALCICH

Young Professionals: Are You Management Material?

Good character and the ability to let it shine via a strong work ethic are keys to climbing the management ladder in business aviation.

“Adaptability and flexibility,” says Helen Hagg, corporate pilot and director of operations at GrandAir Aviation. “Flights are always changing. Being able to make decisions on the go and thinking of every aspect of the flight is important.”

“Go the extra mile, it’s never crowded there,” says Jeremy Valcich, C.M., ACE, IACE, director of regulatory affairs with the American Association of Airport Executives. “It’s a favorite quote, motivating you to be a well-rounded professional.”

“Get out of your comfort zone,” he adds. “Relocating for a new job, working non-traditional hours, putting in extra time for an advanced degree or for industry certifications.”

“Learn to be a leader,” advises Felipe Alfaia, director of marketing, CRM & customer experience at Embraer Executive Jets.

“Leadership is a perishable skill that requires commitment, constant learning and improvement.”

FELIPE ALFAIA

Director of Marketing, CRM & Customer Experience, Embraer Executive Jets

“Leadership is a perishable skill that requires commitment, constant learning and improvement,” he says. “You become the role model. Your behavior sets the tone for your team. Being professional, respectful and empathetic towards others is very important.”

“Being a good communicator is extremely important in management – aligning a group of diverse people towards the same vision or goal,” says Alfaia.

“Organizational skills are essential,”

says Valcich. “Utilize a to-do list to your advantage. Not only can you visualize what needs to be accomplished in a timely manner, you can also better prioritize your work.”

Consider mentorship. “Practice being a lifelong mentee, but don’t forget to give back and reverse roles for the younger generation,” Valcich says.

“Learning can happen anywhere or anytime, not only in a classroom,” says Alfaia. “Traditional education, online courses and research are great tools to help you stay up to date with your craft and sharpen your skills. Have a thirst for knowledge. Take the time to ask questions.”

“Gaining new certifications is a great way to keep learning,” says Hagg. “Showing initiative and asking your company to sponsor specific training shows how valuable you are.”

Other key traits: “Drive and joy,” Hagg says. “Loving your job lets you flourish and succeed. Don’t ever lose the awe or enthusiasm for aviation either. We’re in the most amazing industry in the world!” ❖

Review NBAA’s resources for young professionals at nbaa.org/yopro.

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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

A NEW LENS



A tight labor market is forcing aviation managers to look at available pilots through a new lens as they re-evaluate hiring criteria without compromising safety.

The ongoing workforce shortage across business aviation may require flight departments to adapt their traditional hiring criteria for pilots with the demands of an evolving employment landscape, all without compromising safety or company culture.

What hasn't changed are the typical factors pilots look for, including compensation, schedule, job stability and career development opportunities.

"Schedule concerns may often supersede pay with some candidates, particularly for millennials or pilots with families," said Jeff Poeppelman, chief pilot for NAMC and member of NBAA's Business Aviation Management Committee (BAMC). "When interviewing candidates, hiring managers must be able to determine if the role aligns with the candidate's top priorities."

Longevity also remains a top consideration, and concern, for aviation managers. "Business aviation flight departments once were considered a destination for pilots," added Greg Burris, director of aviation at Masco.

"Now, we're a waypoint, and I don't think our industry has adapted to that yet."

At the same time, flight departments must not go too far in altering longstanding practices and requirements.

"If you change your hiring criteria, you are also changing your safety management system," said Bill Riter, aviation manager for Rich Products. "You don't want to adjust down the caliber of pilot candidates you're looking for. You still want someone

who will not only fill the role, but one who will grow with your operation, not only as a pilot or captain, but also as a person."

"With hiring so difficult right now, more than ever you're looking for people who will stick around and hopefully not switch jobs frequently," said Julia Harrington, lead captain and base manager for Axis Jet and co-vice chair of NBAA's Young Professionals (YoPro) Council. "That comes down to getting a sense of the candidate's priorities in the interview process."

Just as flight departments must vet candidates, managers may also increasingly find the candidates vetting them in return. "Smart pilots want an environment where they'll enjoy working," she continued. "They want a good sense of the company culture just as much as you're trying to determine their priorities and if they'd be a good fit with the pilot group. It's challenging on both sides of the table."

CULTURE IS KING

Candidates looking for a long-term opportunity with a flight operation will also be looking at how a company's culture will be consistent with their needs and provide them with opportunities to grow. "Cultural fit of the individual is the biggest determinant of the length of their tenure with your company, their satisfaction with their job and the employer's satisfaction with them," said Jim Lara, founder and principal at Gray Stone Advisors.



A NEW LENS

"With the changing times, newer members of the workforce have different expectations than what we may be used to," Poepelman added. "It's extremely important to find out what's most important to the candidate and what your organization might be able to offer them."

Quality of life may take precedence for these younger workers over other considerations, including pay. That can be a double-edged sword for flight departments that are already short-staffed.

"Employers must have sufficient staffing to allow quality of life to happen," Lara said. "Otherwise, no matter what your intent is, you're going to overwork people. We've found that 15 duty days a month is a realistic expectation; push that to 17-19 days and you will wear people out."

While flight departments may have an urgent need for new pilots, Harrington cautioned against rushing through the hiring process.

"A one-and-done interview isn't incredibly helpful in this environment," she said. "A multi-stage process – a phone interview, followed by an in-person meeting and maybe even a social gathering with other pilots over dinner – is far more beneficial. If you try rushing things, you might hire someone who's just looking for a type rating before moving on."

"We get everyone involved in our hiring process – line service, maintenance technicians, schedulers and others," Riter said. "Having multiple perspectives can make the difference in identifying a good fit

for your flight operation. If one person has that gut feeling, it means we need to dig a little deeper. It's not a foolproof process, but it has worked really well for us."

Increasingly, pilot candidates also expect to have set, or "hard" days off. "That means that you're really off," Lara emphasized. "Now, the random nature of business aviation can make that difficult, but we've started with three hard days off per month and as close to a month's advance notice as possible so pilots can plan ahead. Most flight departments can make that work."

NEW APPROACHES AND NEW CONSIDERATIONS

With business aviation flight departments eager to find new talent, and potential hires often having their pick of job opportunities, "the script has flipped a bit," said Poepelman. "You really do need to sell yourself as an employer. Your reputation matters, and once that changes it's very difficult to get it back.

"That said," he continued, "there are still a lot of great organizations that are extremely selective and offering wonderful career opportunities for the right candidates."

With hiring shortages expected to continue, flight departments may also need to be more active in finding those candidates. "You cannot wait for folks to apply," Lara said. "You must leverage your circle of friends and your network and find [pilot candidates]. It's a search and it's a struggle, but it's necessary."

Burris recommended reaching out to local schools and universities, not only to identify potential candidates but also to raise awareness of the industry. "We work with a local high school aviation group," he said. "None of the students knew about business aviation when we brought them to our hangar the first time. That told me there's more we should be doing to educate people about opportunities in our industry."





“If you change your hiring criteria, you are also changing your safety management system.”

BILL RITER Aviation Manager for Rich Products

“It’s tough to battle airlines when it comes to marketing ourselves, especially given the financial incentives being offered right now,” he continued. “There will always be those individuals who want something a little different, though. Not better or worse, just different. And business aviation is a great destination for those pilots.”

Aviation managers may also look to candidates with lower flying time, or those needing to be typed on their fleet of aircraft. “Flight departments have been forced to become nimbler and more flexible,” Harrington said. “You should be willing to wait those extra months it may take to bring the best pilot up to speed with your operation, or while they’re waiting on a training slot.”

“We have changed our lens, so to speak,” Burris agreed. “We look at the complete pilot rather than the logbook. There are some incredible individuals with very low time who may be the perfect fit for the right flight department, but there’s also a lot that goes into making that happen.”

Riter recommended flight departments also consider their relationship with their training providers. “I must tip my hat to my training officer and chief pilot, who around four years ago made it a priority to build a professional relationship with our two providers,” he said. “We may not get the exact slots we want, but we’re not waiting for months at a time, either.”

“It’s clear when it comes to hiring, that we are not out in the woods by any stretch of the imagination,” he concluded. “But that doesn’t mean we should just hire somebody to fill a void or seat. That could ultimately destroy a flight department’s safety culture.” ❖

WIDENING THE HIRING PIPELINE



A GROWING SHORTFALL OF
TECHNICIANS IS PROMPTING
THE INDUSTRY TO RETHINK
STRATEGIES FOR EDUCATING,
RECRUITING AND RETAINING
TALENTED AND QUALIFIED
PERSONNEL.

The ongoing demand for business aviation pilots can overshadow equally urgent needs in other industry roles, including airframe and powerplant (A&P) mechanics and aviation maintenance (AMT) and avionics technicians. Flight departments must reexamine past approaches to hiring and retaining AMTs and take an honest look at how they fit – and may not fit – with the current environment.

“It’s about meeting students where they are and creating that personal connection,” said Jim Elston, senior director of aviation for Coca-Cola Consolidated and chair of the NBAA Scholarships Committee. “That can mean spending a lot more resources and energy to develop those relationships and stay connected, but there’s value there.”

While it may seem that larger companies may have an advantage in recruiting new talent, it’s important that flight departments of all sizes leverage their local educational institutions to find qualified workers.

“Developing that grassroots approach and having points of contact in the local area is important,” said the director of maintenance for a large business aviation flight department. “Even a smaller flight department has the ability to bring local college or technical A&P students to their hangar and show them the work they do on their airplanes and what life in business aviation looks like.”

Crystal Maguire, executive director of the Aviation Technician Education Council (ATEC), noted schools have also opened their doors to aviation maintenance companies. “I was just at [the local campus of a national community college program] and one company literally had tables set up on the crossway to engage with students passing between classes,” she said. “They’re always open.”

Although many colleges have traditionally prioritized developing hiring pipelines to the airlines, even that is changing, noted Dr. Alan Stolzer, dean of the College of Aviation at Embry-Riddle Aeronautical University.

“I don’t think we’ve done a good enough job making students aware of all the different possibilities in aviation,” Stolzer said. “We are doing better now, including an increased emphasis on business aviation, both for pilots and maintenance personnel.”

UNITED EFFORTS AND AVOIDING SILOS

Efforts to attract new aviation maintenance professionals should also complement programs aimed at drawing other positions to the industry. “Flight departments are pooling their resources in terms of ideas and talent in order to speak with a much louder voice,” Stolzer noted. “That’s even more important when you’re a smaller organization.”

“We’ve tried in our organization to build the culture where we’re no longer technicians or pilots,” Elston noted. “We’re advocates for the brand and for our teammates, and we’re also advocates for business aviation as a whole.”

Flight departments may also need to reexamine their hiring traditional requirements. “Companies need to challenge the norms and ask themselves, ‘why do we require X number of years’ experience?’” Stolzer said. “A lot of times, the answer is ‘because we’ve always done it that way,’ but right now they may not have the luxury of demanding three, five or eight years of experience working on jet aircraft.”

Colleges and universities have also adapted their approaches. Stolzer pointed to greater emphasis on developing baseline skills that students can take to their first AMT job. “A well-trained technician is productive from the get-go,” he said. “The high-quality training they’ve received will more than make up for sometimes-arbitrary experience requirements.”



“COMPANIES NEED TO CHALLENGE THE NORMS AND ASK THEMSELVES, ‘WHY DO WE REQUIRE X NUMBER OF YEARS’ EXPERIENCE?’”

DR. ALAN STOLZER

*Dean of the College of Aviation at
Embry-Riddle Aeronautical University*

WIDENING THE HIRING PIPELINE

Regulatory overhauls to 14 CFR Part 147 aviation maintenance technical schools (AMTS) now allow more flexible approaches to training by shifting to competency- and performance-based training methodologies for aviation maintenance professionals.

Maguire noted the FAA recently published its new mechanic airman certification standards, a significant step forward after the new rule became effective in September 2022. “That gives schools the tools they need to tailor their programs to the needs of their students and the industry, while also fulfilling the agency’s intent with this program,” she said.

Under the new guidelines, AMTS training curricula does not require FAA approval, although the agency maintained its testing authority and will continue to oversee a school’s equipment and faculty. Maguire noted the shift from an hours-based curriculum should make aviation maintenance a more attractive proposition to students.

“Schools can now offer Part 147 programs that are better aligned in scope and timeframe with other program offerings, such as automobile maintenance, which often draw from the same talent pool,” she said. “An AMT program no longer requires significantly more time to complete, as long as it still meets the end goal.”

GETTING SAVVY

Social media can also play a role in attracting talent, as Elston recently saw firsthand with a student who posted his experiences during an eight-week summer internship program.

“It was really eye-opening to see people reaching out to him to ask, ‘how can I apply for that internship? Are there other places I can go?’” Elston said. “We talk about social media in our industry, but we aren’t as savvy as younger kids and students who have influence.”

Even established industry professionals may find themselves taken aback. Stolzer termed a recent visit to a large business aviation flight department as, “mind boggling.”

“Our guide was one of their pilots and one of NBAA’s Top 40 Under 40, in fact,” he said. “She and other young people are operating the most sophisticated jets on the planet. AMTs are working on these amazing and incredibly high-tech vehicles. I think a lot of people would be surprised by how advanced these aircraft are.”

“Airlines are very good at advertising,” Elston said. “We do need to figure out as an industry how to better market our industry. Most organizations use these airplanes because it’s about time, security, privacy and safety. Helping young people see that has been a challenge.”



“SCHOOLS CAN NOW OFFER PART 147 PROGRAMS THAT ARE BETTER ALIGNED IN SCOPE AND TIMEFRAME WITH OTHER PROGRAM OFFERINGS, SUCH AS AUTOMOBILE MAINTENANCE, WHICH OFTEN DRAW FROM THE SAME TALENT POOL.”

CRYSTAL MAGUIRE

*Executive Director of the
Aviation Technician Education Council*



“MOST ORGANIZATIONS USE THESE AIRPLANES BECAUSE IT’S ABOUT TIME, SECURITY, PRIVACY AND SAFETY. HELPING YOUNG PEOPLE SEE THAT HAS BEEN A CHALLENGE.”

JIM ELSTON

*Senior Director of Aviation for
Coca-Cola Consolidated*

“Our industry excels at privacy,” added the maintenance director. “We want to protect our companies and not draw too much attention to ourselves. If we’re looking to grow from within or create growth opportunity, we need to get uncomfortable, in a sense. We must seek out those opportunities to speak with people who don’t otherwise know that our industry exists.”

While much of the industry’s emphasis has been on attracting young workers to the industry, Maguire also emphasized growing availability of programs for those who may wish to change careers later in life.

“This is the same general content we use in AMT schools but folded into a 12- to 16-week adult learning course, which I think is pretty cool and unique,” she said. “Here in Oklahoma, we’re also talking with local tribal governments. They have adults they want to transition to work, and we have the jobs.”

Upon completion of these courses, students may work as a non-certificated technician while gaining valuable hands-on experience. “We’re seeing a lot of interesting opportunities with that model,” Maguire continued. “There are part-time and night school A&P programs for those transitioning to something else or need to have a quick task to work.”

While the industry faces an uphill climb on hiring new aviation maintenance professionals, “we are doing some things pretty well,” Stolzer said. “We have the attention of Congress and the Department of Transportation on

workforce issues. We’ve also increased our outreach to women and other groups, and they’re becoming more involved in aviation maintenance.”

For business aviation flight departments, “it’s almost like being a vacuum salesman,” the maintenance director concluded. “We’re knocking on Part 147 schools’ doors and saying, ‘we have a flight operation, we have a need, and we would like to tell you about it.’ Getting the foot in the door is incredibly important.” ❖





Tootin' Own





ing Your Horn

The value of building a proactive internal campaign to support your flight operation.

Business aviation is often misrepresented in the mainstream media, cast as a villain for the sake of a sound-bite. Are you prepared to share the value your flight department brings to the company and the community, whether to principals or shareholders?

Long-time business aviation professionals shared with Business Aviation Insider their business aviation “whys” and also offered suggestions on how to build a proactive internal campaign to support a flight department.

BE PREPARED WITH OBJECTIVE DATA

Keep an eye out for news coverage about business aviation that doesn’t present a balanced argument and be prepared to share the flight department’s message with executives and others on the team. Do your homework ahead of time so you understand the concerns your principals or even the public might express to you and have data ready to make a strong case for your flight department.

Environmental concerns are a key challenge today, but the negative perception of business aviation still lingers in some circles in the wake of media criticism in 2008 of automakers flying company aircraft to Washington while seeking a publicly funded auto industry bailout.

Here’s where data comes into play: Although business aviation is portrayed as an environmental villain, it actually contributes less than one-half of 1% of man-made global emissions.

While the media focuses on business aviation being a toy for CEOs of major corporations, the reality is only about 3% of the approximately 15,000 business aircraft registered in the U.S. are flown by Fortune 500 companies. The remaining 97% are operated by a wide range of organizations, from government entities and universities to charitable organizations and large, medium and small businesses.

In your environmental discussions, reinforce that business aviation has adopted the goal of net-zero carbon emissions by 2050.

“We actually have a good story about the environment. Business aviation is on the forefront of mitigating



Tooting Your Own Horn

carbon emissions, using more efficient routing, adopting SAF [sustainable aviation fuel] and more,” said Mark McIntyre, CAM, director of flight operations at Mente LLC. “Make sure your principals, public relations and environmental teams know what your flight department is doing to mitigate its environmental impact.”

Data analytics allow for more streamlined maintenance, resulting in more efficient maintenance schedules and fewer ferry or maintenance flights, according to David Salvador, vice president of after-market channel at Gogo Business Aviation. Today, more connectivity systems in an aircraft can be updated over the air rather than being replaced outright, resulting



Business aviation provides productivity, efficiency and quality of life that is unmatched by other forms of transportation.”

DAVID SALVADOR

Vice President of Aftermarket Channel at Gogo Business Aviation

in less equipment in a landfill and fewer flights to maintenance facilities for those updates.

Salvador also explained that efficient routing is a simple but potentially effective way to reduce carbon emissions. In-flight connectivity also contributes to sustainability efforts by allowing pilots to fly more direct

flight routes in weather diversions.

“Today we’re taking advantage of more efficient routing. East Coast routing now allows us to fly at higher altitudes for a longer portion of the flight while decreasing the overall distance of the trip. That results in lower fuel burn,” said Eric Canup, chair of NBAA’s Domestic Operations Committee. “Business aviation has also led the way in adopting SAF where it’s available and when it becomes more prevalent, you’ll find many business aviation operators will be keen to buy SAF.”

Business aviation also utilizes aircraft design to improve efficiency and reduce emissions. Airlines are operating aircraft that were designed in the ‘80s or ‘90s and are far less efficient than most of the business aircraft flown today.

Track SAF purchases, book-and-trade arrangements or carbon offset participation as well as data on new routes that save your company time and money while saving carbon emissions. Ask your OEM for data on aerodynamic and engine improvements that make your aircraft more efficient than older aircraft and add that to your campaign information.

As a counterpoint to executive toy arguments, explain how organizations of all sizes use business aircraft to transport middle managers and other team members to expand their companies and interact with their customers. Many companies also use their aircraft in charitable and humanitarian missions.

Although business aviation might be seen as a luxury for the wealthy, companies – small and large – rely on their business aircraft to provide privacy and security in their

business transactions.

“Business aviation provides productivity, efficiency and quality of life that is unmatched by other forms of transportation,” said Salvador, who has seen the industry evolve in his 14 years in after-market equipment. “Years ago, people wanted to be offline on purpose on airplanes, then as smart phones and tablets came online, they wanted



Help remove the mystery of business aviation and show value to the community, whether describing humanitarian and charitable activities or sharing the positive economic impact on the community.”

ERIC CANUP

Chair of NBAA’s Domestic Operations Committee

to be online. A connected business aircraft is unmatched in productivity potential.”

While the argument about traveling to five or seven cities for customer meetings or to open new store locations, then sleep in your own bed that night, might feel like an overused anecdote in the industry, it’s a reality for many companies that utilize business aviation but still unknown or inconceivable to the general public.

“Over the years we continue to



get stories from customers about operating aircraft more efficiently while meeting the demands of business aircraft. Airlines just can't accommodate that like business aviation can," said Salvador.

Today's airline challenges, including flight cancellations due to crew-member shortages and scheduling system failures, further demonstrate the value of business aviation, as does the safety business aircraft provided to those traveling for business during the pandemic.

"There's not a better, more reliable way to get your people around the world to see clients," Salvador added. "Doing business continues to excel with personal contact and business aviation is much less disruptive when there's a challenge. Just look at the productivity lost when stranded at an airport for hours or even days."

COMMUNICATE EARLY AND OFTEN

With any change in management, marketing or PR, or environment team members, reach out early to share the benefits your flight department provides to the company and explain your flight department's environmental initiatives and productivity value. If your organization's leadership has been in place for a while, reach out regularly to form a partnership that supports the flight department. Even if they are frequent users of the aircraft and might understand the value you provide, they might face the same perception challenges you do. Arm them with the right information to make a good case.

"We're an easy target but you have to be able to tell the story of productivity and increased

efficiency. Business aviation leads to a better quality of life," said Canup.

ADVOCATE, ADVOCATE, ADVOCATE

Have an "elevator speech" about the value of business aviation ready to go. The parent sitting next to you at your kid's soccer game might be on the city council that oversees the local airport or might be part of a local environmental group.

Be ready to talk about the jobs and other economic advantages business aviation brings to your region. You might learn something about the migratory pattern of a rare bird while sharing how business aviation follows noise abatement policies around wildlife preserves.

"Help remove the mystery of business aviation and show value to the community, whether describing humanitarian and charitable activities or sharing the positive economic impact on the community," said Canup. "It doesn't necessarily offset the environmental impact but we have to look at the practicality of it. Business aviation provides an incredible number of jobs and vital services to small communities."

"It's time for the industry to meet the argument head-on. If we don't explain the value of business aviation to our principals or the public, who will?" Canup added.

"Each flight department has different needs and different resources to create and tell its story," McIntyre said. "You need to evolve over time as challenges and resources evolve. You can't write this once and be done." ❖

Learn more about business aviation's value to companies and communities at nbaa.org/factbook.

HAVE THESE TOOLS READY TO GO

Put together a few resources for your media and environmental teams, as well as your company leadership, to reference if questioned about the value of business aviation. Consider adding these to your company's toolkit:

- An overview of business aviation data – demonstrated increased productivity, the industry's very small contribution to global carbon emissions, use of business aircraft in humanitarian efforts.
- A white paper with data specific to your company – gallons of SAF purchased, miles or fuel saved by using more efficient routes, sustainable aircraft design features.
- A short "elevator speech" script on the benefits of business aviation.
- A list of talking points to be referenced in shareholder meetings or elsewhere.
- A list of references for more information, including NBAA's website and No Plane, No Gain resources.

For more, visit noplanenogain.org

Becoming a 'Self-Dispatch' Operation

A proven track record, digital tools and strong flight standards have enabled Corning Aviation to operate with a high degree of autonomy.

By Lowen Baumgarten

Photos by Morgan Anderson Photography





Corning Aviation's shuttle flights from Elmira Corning Regional Airport (ELM) include destinations in Kentucky, New Jersey and North Carolina.

MEMBER PROFILE

Before 7 a.m., the first of nearly 30 passengers arrive. Pilot Jennifer Bruce checks them off as they gather in Corning Aviation's lobby, while Shawn Alberg, her copilot down to Charlotte, NC, this morning, loads luggage onto the waiting Challenger 850 and starts the preflight checks. A second shuttle, to Morristown, NJ, is loading at the other end of the ramp.

In the hangar next door, technician Michelle Conklin – just eight months on the job and their newest hire – begins the days-long process of removing the fuel box from another Challenger for a structural inspection. Meanwhile, Director of Aviation Jeffrey Sharp is reviewing updates to the online training module for deicing and planning next week's mission to Stuttgart.

headquarters and research hub in one of the most remote areas of the Eastern U.S. The remote nature of Corning's location makes business aviation a necessity.

IN-HOUSE REPAIR STATION

Corning flies three Dassault Falcon 900EX EASy jets and three Bombardier Challenger 850s. The Challengers serve five shuttle destinations: Charlotte, Raleigh and Wilmington in North Carolina and Lexington, KY, which is near Corning's manufacturing facility in Harrodsburg. The Morristown shuttle, to offices in New York, goes twice a day.

On average, the six aircraft fly 3,500 hours per year. They are maintained by a team of 15 technicians and line personnel. Corning has its own Part 145 certificate, which effectively allows it to run a repair

“It’s like a machine. Everyone knows their role and does it. And because they are all experts in their field, they manage their own affairs.”

JEFFREY SHARP
Director of Aviation

The morning shuttle departures are the first of fourteen movements Corning will see this day at Elmira Corning Regional Airport (ELM) near Corning, NY.

“This goes on every day here,” says Sharp. “It’s like a machine. Everyone knows their role and does it. And because they are all experts in their field, they manage their own affairs. Everybody has a lot of practice keeping it moving.”

A lot of practice, indeed. Corning earned NBAA's 75-year Flying Safety Award in 2022. Founded in 1851, the Fortune 500 company has relied on business aviation for decades to connect both executives and employees to their global

station – for its own fleet.

“Under the Part 145, we can accomplish everything from line maintenance to major repairs and alterations,” says Norm Theetge, director of maintenance. “Our people have years of training under our belts, so we’re trusted to run the organization the way it needs to be. The company understands what it takes to operate at this level.”

The Corning team will do everything up to a 6,400-hour “4B check” on the Falcons and a 24-month inspection on the Challengers in-house. They have swapped engines, taken landing gear off and flown technicians to respond to

MEMBER PROFILE



Corning Aviation's six business jets are maintained by 15 technicians and line personnel.

aircraft-on-ground (AOG) events.

At 1:30 p.m., the afternoon maintenance shift arrives and joins a turnover meeting with the morning shift, to review any changes to the flight schedules, repairs in progress and squawks that may have been reported. They do this meeting every day.

"We have several Falcon master techs on staff. Everything we do is dual inspection, so every task a technician does, an inspector follows behind and signs off," Theetge says. "Our techs are not required to have IAs [inspection authorizations], but they love going to training and take great pride in what they do."

SELF-MOTIVATED EXPERTS

To pass along that expertise – Corning's most senior technician has been there nearly 30 years – Theetge pairs every new hire with a mentor. "It's learn-as-you-go, but with a very formal curriculum," he says.

New pilots are paired with mentors too. Every pilot at Corning is on track to become a captain on models of both aircraft. After earning their first type rating, new pilots spend about a year swapping seats with a captain, then go to training for

"We call it a 'self-dispatch operation.' The pilots are in charge of everything. They've got to be self-motivated because they plan all aspects of the trip."

DOUG BOOR *Chief Pilot*

their second type rating.

Pilots also have a variety of leadership roles to fill: standards captain, training coordinator, safety officer, the new pilot hiring team and many others.

"It's a structured organization, and as leaders take on roles and responsibilities, that's how they develop," says Chief Pilot Doug Boor. "They keep themselves busy."

One of the more demanding roles is the eight-person crew scheduling committee. Neither Sharp nor Boor assign crews to flights on Corning's schedule – the pilots crew every flight themselves.

As Boor sees it, the pilots know best which schedules are more demanding, and who is the most rested.

"We call it a 'self-dispatch operation,'" Boor explains. "The pilots are in charge of everything. They've got to

be self-motivated because they plan all aspects of the trip. Sometimes they'll make an airport call. If the ceilings are low and the winds are high, they might determine it's safer to go into a commercial airport instead of the local reliever, and use a longer runway."

OPEN TO EVERYONE

The shuttles are open to any employee in the company and have carried more than 22,000 passengers, connecting the company with distant plants and bringing global employees to headquarters.

The company moved to the town for which it is named in 1868 and remains the largest employer in the region by far.

Many people know Corning for Pyrex, a brand the company sold off in the late 1990s. Thomas Edison's electric light

Corning Aviation's master schedule has transitioned from old-fashioned white boards to flat-screen monitors.



bulb included handblown Corning glass. And every iPhone has a screen made of Corning's Gorilla Glass. Recently, the company produced millions of shatter-resistant vials for COVID vaccines.

"Access to waterways and rail systems was a key factor in bringing the company to upstate New York where we became one of the world's leading innovators in materials sciences," explains Tess Sydlo, who works in corporate communications. "It's a small town, and a great place to raise a family, and that's what keeps us here."

Retired Corning employees can use the shuttles, if seats are not filled by business travelers. Seats are also open to community members flying for cancer treatment.

"We allow Corporate Angel Network [CAN] to book four seats in advance,

when we open up for business travel," says Operations Supervisor Amy Tingley. "Memorial Sloan Kettering [Cancer Center] is one of the biggest destinations, and most days, if we have a flight, we have a CAN passenger on there."

EMBRACING STANDARDS

Corning partnered with software developer PFM to launch a custom shuttle booking portal. Other aviation processes have shifted to digital tools to support things such as training, its safety management system (SMS) and flight planning.

"There's been a big move here towards efficiency," says Sharp, "but there's still a lot of human interaction to make sure everything is right. Now we're operating at the same level as an airline, and a lot of what we do, as managers, is refine it over time, constantly evaluating it and tinkering with processes to make sure they work."

"From the outside, I'm sure it looks complicated," says Theetge. "There's a lot of moving pieces, but we have a really good team of people here, and everybody functions as a whole." ❖

Learn more about Corning at Corning.com



TALKING OPENLY ABOUT SAFETY

Before Jeffrey Sharp arrived at Corning in 2013, participation in the FAA's Aviation Safety Action Program (ASAP) was not prevalent in business aviation. "I don't think anybody had heard of it here, but we have it now, and we're sharing information all the time," the director of aviation recalls.

Through ASAP, flight crews can report discrepancies and mistakes in exchange for leniency and access to the FAA's constantly-updated database of known safety issues, the Aviation Safety Information Analysis and Sharing (ASIAS) program.

"It's not punitive, so people voluntarily disclose irregularities, and that information can help everybody and improve safety," says Sharp. "The FAA can look at trends: Why are there so many altitude busts over this fix? Maybe pilots aren't paying attention. Or maybe there's something wrong with this procedure."

With Corning's Stage 3 certification with International Standard for Business Aircraft Operations (IS-BAO), aviation personnel regularly report hazards. The principles of ASAP encourage even more reporting.

"People are surprisingly willing to put reports in, because they understand it's helpful," says Sharp. "They feel free to come to us and talk about anything. We keep the reports anonymous, even within the department, but most of the pilots and techs will just come right out and tell you. We love that they do that."

SNAPSHOT: CORNING AVIATION



Aircraft: Three Dassault Falcon 900EX EASy jets and Three Challenger 850s.



Base: Headquartered at Elmira Corning Regional Airport (ELM).



Personnel: 23 pilots, 15 maintenance technicians and line personnel and four operations coordinators.



Management: Are Your Assumptions Creating Problems?

Everyone knows that good communications lead to better flight operations, so CRM practices are part of every flight department's operations. Or they should be. But why do highly detailed communications often turn to assumptions outside the cockpit?

Unfortunately, in many instances, those "assumptions" can snowball into more significant issues that can harm the career of a well-meaning chief pilot or director of aviation. Example: A director of aviation "thought" the company principal would benefit from having the director of maintenance (DOM) accompany the aircraft on every flight. Unfortunately, that requirement meant he was stressed trying to meet his other obligations.

"When it came time for a leadership change, the incoming director of aviation spoke with the principal, who explained she hadn't understood why the DOM was on every flight," explained Jennifer Pickerel, vice president of Aviation Personnel International (API). "This 'service element' had not been required by the principal as

"Flight departments are always put in a position of demonstrating their value, so they tend to want to over-deliver. Sometimes that backfires."

JENNIFER PICKEREL
Vice President at Aviation Personnel International

part of the SOP.

"As it happened, the previous director of aviation had made the requirement, and as the department assumed new leadership, it was determined to be unnecessary," she continued. "If those requirements had not been revisited, that 'requirement' would have continued, and the DOM would have remained overworked.

"Flight departments are always put in a

position of demonstrating their value, so they tend to want to over-deliver," Pickerel added. "Sometimes that backfires and can cause retention issues and other problems. As in most business relationships, aligning and understanding expectations is critical to success."

"Many NBAA members operate a single aircraft with just one or two pilots, so I think that when you're dealing directly with the principal, it can be much easier to have clear communications and avoid assumptions," said Mike Whannell, CAM, and chief pilot for Jack Henry. "The company has made a big investment in that airplane, and it's the flight department's responsibility to clearly understand their expectations about how it is operated. There's no room for assumptions in today's operations."

Unfortunately, having that simple conversation and asking clarifying questions is too often a difficult thing for us to do. There's always that little voice in your head saying that the "boss" may think you don't know what you're doing.

"As the stewards of that aircraft, the owner expects us to operate it in a way we think it's appropriate," said John Benjamin, international captain for 3M. "But it is essential to communicate and verify that what we think is right aligns with what they expect. I think it says a lot about a person's professionalism."

"It's important to ask these alignment questions on a consistent basis and not just when you are replacing a DOM or director of aviation," Pickerel added. "You will find in the majority of instances the principal will appreciate you wanting clear direction on what their expectations are."

"If you don't have direct access to the decision maker, then there is surely someone in the organization that can act as a conduit for the answers you need," she continued. "The bottom line is, it's more professional to ask than to assume. It's best to manage your aircraft's operations around a given set of needs and expectations than on someone's guesswork." ❖

Review NBAA's aviation management resources at nbaa.org/management

CAREER FAIR

October 18, 2023 | 1:00 p.m. – 5:00 p.m. (PT)

October 19, 2023 | 9:00 a.m. – 3:00 p.m. (PT)

Las Vegas Convention Center | Las Vegas, NV

Looking to launch or advance your career in business aviation?

Join us on October 18 & 19 in Las Vegas, NV for the NBAA Career Fair, which will take place during the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) at the Las Vegas Convention Center.

This event lets you meet face-to-face with hiring managers from organizations who have open positions. Mark your calendars to join your colleagues and be part of the most exciting recruiting event in your field!



Your Top Reasons to Attend:



Discover new career opportunities from leading employers that are eager to hire high quality candidates like YOU!



Connect directly with recruiters—it's easier and more effective than hitting the 'Apply Now' button.



Build your network by continuing your conversations with recruiters weeks (and even months!) after the event is over.



SCAN TO REGISTER



PHOTO © WILLIAMSON IMAGES

Management: Policies for Personal Use of Business Aircraft

Companies with policies about personal use of their aircraft often fall into two categories, those that offer this benefit and those that do not.

Those that offer it do so for various reasons. They may believe the incremental cost to add another passenger to a business trip is very little when compared to the fixed costs of the aircraft that are already in place. It's often viewed as a useful benefit for company leadership. Companies that do not offer personal use are often publicly owned and may wish to avoid the necessary burden of tax paperwork.

Ryan DeMoor, CAM, head of aviation tax at MySky, said some clients have told him, "They don't want to be involved with personal use of the airplane because the optics are terrible." DeMoor said these companies often worry that an unscrupulous person might use a personal use policy against them in the news media or a proxy fight.

Aircraft use policies that are open to all employees are rare. A typical policy

"There's an imputed income to the employee on aircraft use, but in the end, it is still less expensive than a charter."

RYAN DEMOOR, CAM
Head of Aviation Tax, MySky

allows senior employees such as the CEO, CFO and the COO, to use company aircraft for personal travel, often bringing along family members. This benefit is often written into the compensation package executives are given before they hire on, typically with limits like 20-25 hours in a given year.

DeMoor's job includes coaching companies on best practices surrounding personal use of business aircraft and any associated tax restrictions. "There's an

imputed income to the employee on aircraft use," DeMoor said, "but in the end, it is still less expensive than a charter."

Eric Canup, who heads flight operations at an East Coast bank, said his company allows "a handful of senior executives to receive a set number of hours of personal aircraft use per year and can direct the use of the airplane. There is a second level in which anybody who works for the company, can hop aboard if there's an empty seat, including a spouse or their dependents."

Canup said his company views personal aircraft use as part of the benefits package. "Employees who occupy a seat for personal use incur imputed income based on the IRS's Standard Industry Fare Level (SIFL) and are taxed accordingly," he said.

FOUR IMPORTANT ELEMENTS

According to DeMoor, the key is to have a policy in writing that includes four important elements to ensure it's honest, transparent and practical.

1. "The company should understand what they want to give and who it is – and is not – making the aircraft available to," DeMoor said. This avoids potentially uncomfortable discussions, such as an executive's spouse who calls asking for a lift that's outside the policy.
2. "Next is deciding whether there will be reimbursement to the company for any part of the flight," DeMoor said.
3. "The policy must outline who will have priority over someone else when more than one person wants the airplane."
4. Finally, DeMoor said it's critical to "stick to the plan. If you don't, any use policy is meaningless." ❖

To learn more, review NBAA's related resources at nbaa.org/personal-use

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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.

2023-24 NBAA Mentoring Network registration window will close on September 14.

mentoring.nbaa.org

MEMBER CENTRAL



NBAA Members Save on Southwest Airlines Flights

NBAA has partnered with Southwest Airlines® to offer members an exclusive 3% discount on Anytime and Business Select® fares, where eligible, now through Dec. 31, 2023.

Members can enjoy Southwest's usual benefits, including two free checked bags, no change or cancellation fees, flight credits that don't expire and exceptional customer service.

Plus, when members use SWABIZ® to book travel to the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) in Las Vegas, NV, they can qualify for eligible discounted rates and receive a bonus of 15% more in Rapid Rewards points.

Learn more and start taking advantage today at nbaa.org/southwest and log into your NBAA account.

2023 COMPENSATION SURVEY

Results from NBAA's 2023 Compensation Survey are available for purchase. The survey results provide a comprehensive look at aviation department personnel salaries as well as key policies and benefits to help member companies better evaluate their own flight departments, retain top talent and stay competitive in the hiring marketplace.

Survey results include these key data points:

- Annual cash compensation (including base salary, overtime and annual incentives)

- Salary ranges
- Merit increases
- Long-term incentives – eligibility and type
- Formally recorded duty/flight hours and week-end/RON days

Only NBAA Business and Operating members are eligible to purchase these results.

Members who participated in the survey receive complimentary access to the results.

nbaa.org/compsurvey

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 semi-private meeting space. Attendees who add a Professional membership to their convention registration will receive \$30 in Uber credit to get around Las Vegas. Plus, they will enjoy the member registration price – a savings of more than \$250. Current NBAA members can upgrade to the VIP experience by adding an Affiliated Professional Membership for \$40, now or on-site at the show. nbaa.org/join



Member Benefits



JOIN US AT THE NBAA-BACE COFFEE SOCIAL

Join members of NBAA staff and the Board of Directors at the NBAA Coffee Social, Tuesday, Oct. 17 from 2-3 p.m. at the NBAA Booth, No. N1834. Don't miss this chance for a caffeinated pick-me-up and a sweet treat while you reconnect with fellow industry professionals and meet members of the NBAA team. nbaa.org/2023



Newton Named Chair Emeritus of NBAA Board

Retired U.S. Air Force Gen. Lloyd "Fig" Newton has been named to the newly created position of chair emeritus on the NBAA Board of Directors. Newton, a former board chair, will serve an initial one-year term. "NBAA brings great value to the business and civil aviation community and I wanted to continue to be involved with that," Newton said.

Professional Development

NBAA will offer a variety of professional development program (PDP) courses in conjunction with the 2023 Business Aviation Convention & Exhibition (NBAA-BACE) in Las Vegas, NV, Oct. 17-19.

AVIATION LEADERSHIP

This two-day interactive course provides essential tools for effective leadership in an aviation department as well as a company.

HR IN THE FLIGHT DEPARTMENT

A one-day course aimed at bringing flight departments and their human resource partners together to discuss wide-ranging issues including hiring, retaining and employee development.

ELEVATING YOUR LEADERSHIP, VERSATILITY AND INFLUENCE

This invitation-only, two-day course is designed to maximize discussions and the exchange of best practices, while adding new tools to your leadership toolbox.

EFFECTIVE TEAMWORK AND STRATEGIC GOAL MANAGEMENT

A two-day, highly interactive course intended to sharpen your leadership skills as part of a high-performing team.

For more, visit: nbaa.org/events/pdp

New Certified Aviation Managers

More than 800 business aviation professionals from all segments of the industry have earned the Certified Aviation Manager (CAM) credential. The CAMs listed below are among the latest to join this elite group.

Thomas Mitchell Black, CAM
President
Max Air, Inc.

Solairus Aviation

Eric David Black, CAM
Lead Captain/Training Coordinator
L Brands

Neil Hutton, CAM
Captain
The Walsh Group

John R. Fare, CAM
Chief Pilot
Johnson & Johnson

Glen Keen, CAM
Captain/Security Coordinator
McDonald's Corp.

Branden Graves, CAM
Captain, Executive Flight Services
Airshare

Marc Martin, CAM
Pilot
Select Medical

Mike Gross, CAM
Pilot
Jet Aviation

Andrew Masone, CAM
Maintenance Manager
Jet Aviation

Mark Grout Jr., CAM
Captain

Christopher Rozum, CAM
Aviation Safety Inspector

Michael Youens, CAM
Captain
Saltchuk Aviation



Events Calendar

October

Oct. 15-16

Tax, Regulatory & Risk Management Conference | Las Vegas, NV

Oct. 16

Single-Pilot Safety Standdown | Las Vegas, NV

2023 Small Operator Symposium | Las Vegas, NV

Oct. 17-19

National Safety Forum | Las Vegas, NV

2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) | Las Vegas, NV

February

Feb. 5-7

2024 NBAA Leadership Conference | Palm Springs, CA

March

March 12-14

2024 NBAA Schedulers & Dispatchers Conference (SDC2024) | Fort Worth, TX

March 26-28

2024 NBAA International Operators Conference (IOC2024) | Orlando, FL

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

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nbaa.org/advertising

Robert Duncan on the Future of MRO

The Duncan Aviation icon looks ahead after six decades in business aviation.

MRO pioneer Robert Duncan, now chairman emeritus of Duncan Aviation, has been a part of the ever-changing business aviation environment for more than 60 years. A John P. “Jack” Doswell Award honoree and recipient of industry lifetime achievement awards, Duncan has seen the aviation industry retract and grow, adapting to new technologies, business models and economic conditions.

“My view of the industry is very bright,” said Duncan. “COVID led to a number of new users and demand is strong, both domestically and internationally.”

Although Duncan acknowledged some economic adjustment might occur in the U.S. in the next several months, Duncan Aviation is prepared to adapt to those changes, just as it did in 2008 and 2020.

Workforce development is a particular concern. To help

“UAS and eVTOL operations will see huge growth, eventually providing safer and more efficient transportation systems – if we trust the systems.”

mitigate that, Duncan Aviation started a hands-on and classroom apprenticeship program that has received certification from the Department of Labor and Veterans Administration. Successful completion results in an A&P certificate.

“The people side is our number one challenge,” said Duncan. “We need more schools teaching aviation programs and we need to make it more attractive to young people.”

In fact, Duncan Aviation actively supports regional high schools, especially those with aviation programs.

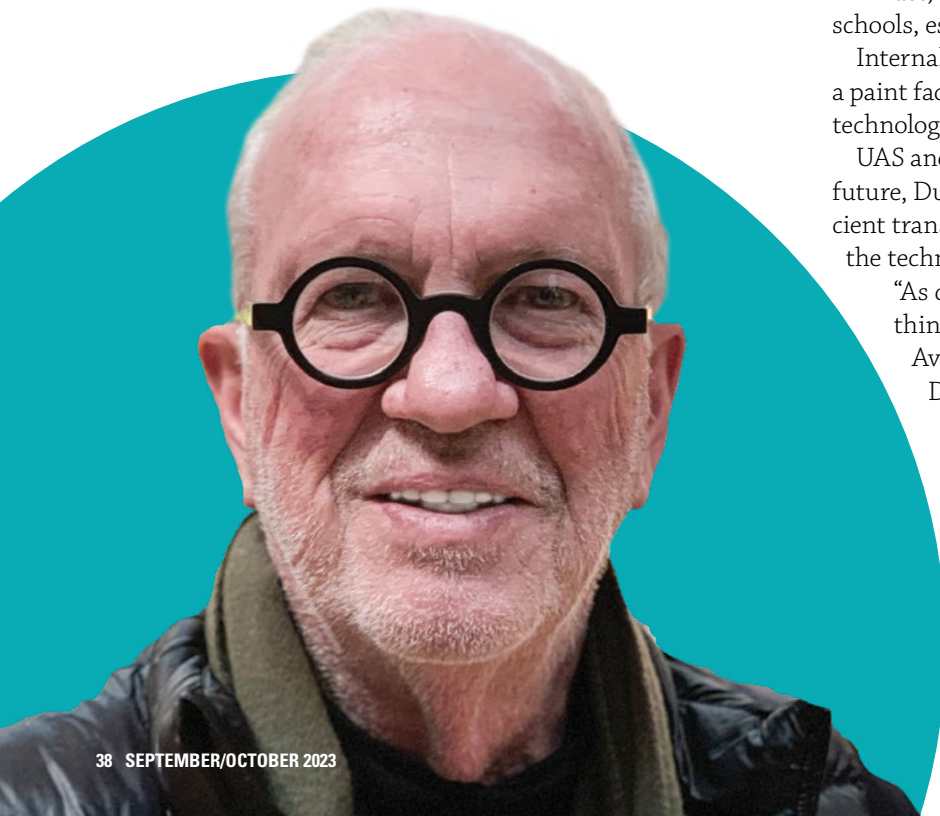
Internally, the company is leaning into sustainability with a paint facility in Provo, Utah, which capitalizes on the latest technology to ensure the cleanest paint processes.

UAS and eVTOL operations will see huge growth in the future, Duncan said, “eventually providing safer and more efficient transportation systems if we trust the systems. We have the technology.

“As companies and as an industry, we have to be forward thinking. Innovation is an important part of what Duncan Aviation is and we will continue this tradition,” said Duncan.

The company’s greatest accomplishment, he said, is best demonstrated by its Silver Wings Club. Membership now tops 500 employees and retirees with 25 years or more at Duncan Aviation. ❖

During **J. ROBERT DUNCAN’S** six decades at Duncan Aviation, the Nebraska-based company has become one of the world’s largest family-owned business aviation organizations, providing maintenance, repair and overhaul, along with sales and support services for more than 18,000 customers around the globe.



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ACHIEVE ITS HIGHEST GOALS.



NBAA THANKS ITS 75TH ANNIVERSARY LEGACY SOCIETY MEMBERS

2022 marked the 75th anniversary of the founding of the organization that would one day become the National Business Aviation Association. Since its founding, NBAA has been the leading advocate for the industry, working to ensure business aviation's future remains bright for years to come. In celebration of this milestone, NBAA recognizes the industry's pioneering spirit that brought us to where we are today with special recognition of the inaugural NBAA Legacy Society.



NBAA Legacy Society members stepped up their commitment with a charitable contribution to NBAA Scholarships as well as NBAA's overall mission. Their support will help develop future business aviation leaders and ensure our industry continues to thrive for many years to come.

NBAA also thanks other NBAA Legacy Society members who wish to remain anonymous.

You can also learn more by contacting NBAA's Lyndse F. Costabile at 904-860-1886 or lyndse@idc.nbaa.org.



NBAA|BACE®

OCTOBER 17-19, 2023 · Las Vegas, NV



Immerse yourself in the world of business aircraft at the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE), taking place from Oct. 17-19 in Las Vegas. View fixed-wing aircraft of all sizes – from single-engine airplanes and turboprops to long-range jets. See today's helicopters and tomorrow's advanced air mobility (AAM) aircraft.

NBAA-BACE is the biggest and most productive event of the year for business aviation.

START PLANNING NOW nbaa.org/2023

