

BUSINESS AVIATION

 **NBAA**

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BUYING OR SELLING A BUSINESS JET?



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New Year, New Opportunities



ED BOLEN
President and CEO

The new year has arrived, and 2023 promises to be a momentous one for business aviation for several reasons, not the least of which will be the need to craft legislation

to reauthorize the FAA. The current law authorizing the agency's operations is scheduled to expire on Sept. 30.

Rather than simply a perfunctory legislative exercise to rubber stamp business as usual at the FAA, the new reauthorization bill represents an opportunity to ensure that business aviation's interests are protected and advanced. NBAA has already identified priorities and is working on targeted solutions to the industry's challenges.

When I testified in July 2022 before the U.S. House Committee on Transportation and Infrastructure Aviation Subcommittee, I detailed for Congress a policy roadmap for strengthening the general aviation sector, both in the near and long term.

I urged lawmakers to facilitate access to emerging aviation technologies, including advanced air mobility (AAM), in order to maintain America's global leadership in aviation. In addition, I called on the federal government to partner with industry to protect the privacy of flight, advance aviation sustainability and help address aviation's continuing workforce challenges.

Specifically, I recommended that Congress:

- Build on the successful implementation of the next-generation ATC system and maintain congressional oversight of the system, along with

the current tax structure to support the Aviation Funding Stability Act and Airport and Airway Trust Fund.

- Ensure that the FAA takes steps to protect business aviation from 5G telecommunications interference and to safeguard the privacy of general aviation travelers, who are easily tracked by "cyber-stalkers."
- Enact the blender's tax credit to increase the production, availability and use of sustainable aviation fuel.
- Support transformative technologies so that aircraft can be powered by electric, hybrid and hydrogen propulsion. In a related effort, I called on the federal government to help pave the way for the expansion of aviation infrastructure to support the growth of AAM.
- Enact policy changes and recruitment efforts to help the industry meet its need for 600,000 new pilots, maintenance technicians and other aviation professionals over the next 20 years.

The current Congress already has moved to address some of these issues. For example, in June 2022 the House formed an AAM Caucus and passed NBAA-supported AAM legislation.

NBAA looks forward to engaging with the new Congress and federal regulators to develop policy solutions that address challenges related to aviation safety, security, innovation, sustainability and talent development. We encourage you and other business aviation stakeholders to contact your elected representatives to make sure that the final FAA reauthorization bill reflects your priorities and helps move our industry forward. ❖

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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.

FLIGHT BAG



SAFETY DATA COLLECTION, ANALYSIS AND SHARING

Safety data collection, analysis and sharing enables operators to proactively measure safety and cut costs and liability as part of internal safety management system programs. This new resource can help enhance safe operations.

nbaa.org/data-sharing



BONUS DEPRECIATION RESOURCE

This members-only resource details the phasedown of bonus depreciation that begins in 2023, including its effect on several related issues.

nbaa.org/depreciation/2023

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Resources: Workforce Development

NBAA has many resources and programs to help organizations meet current and future workforce challenges.

nbaa.org/workforce

COMPENSATION SURVEY

NBAA's financial planning tool provides details about annual cash compensation, salary ranges and merit increases for business aviation professionals.

nbaa.org/survey

SAFETY MANAGER CERTIFICATE PROGRAM

Improving safety is always a top priority in the industry. NBAA has developed an assessment-based certificate program with introductory-level safety training for business aviation operations.

nbaa.org/safety-cert

BUSINESS AIRCRAFT SCHEDULER CERTIFICATE PROGRAM

In collaboration with Part 91 scheduler

subject-matter experts, NBAA has an assessment-based certificate program with a comprehensive introduction to mid-level training for business aircraft schedulers.

nbaa.org/scheduler-cert

INTERNSHIP AND CAREER GUIDE

Developed by NBAA's Business Aviation Management Committee, the Internship and Career Guide helps companies, college aviation programs, regional business aviation groups and government entities collaborate to build programs that support future industry leaders.

nbaa.org/internships

YOUNG PROFESSIONALS IN BUSINESS AVIATION

NBAA's Young Professionals in Business Aviation (YoPro) group is dedicated to building relationships among emerging industry leaders through various networking opportunities.

nbaa.org/yopro

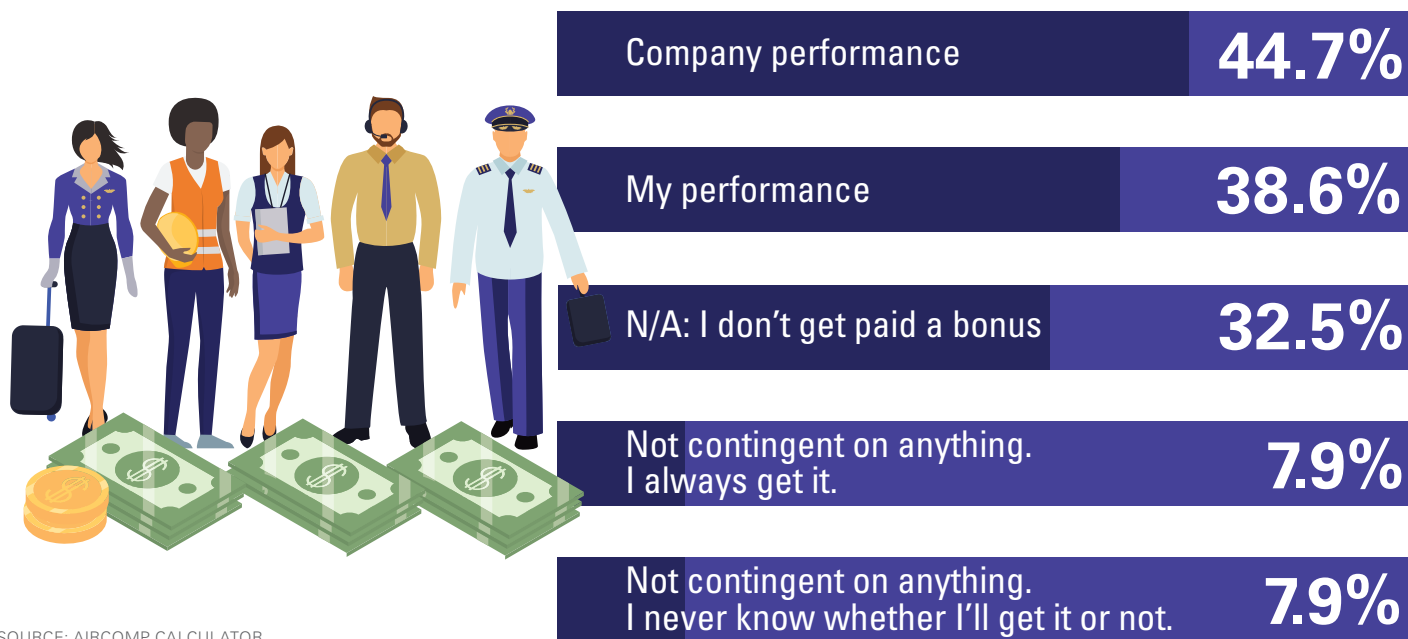
15%

more business jets are forecast to be delivered within the next 10 years compared to a decade ago.

Source: 2022 Honeywell Global Business Aviation Outlook

By the Numbers: Factors Behind Your Annual Bonus

An AirComp Calculator survey commissioned by NBAA's Business Aviation Management Committee asked business aviation employees – including pilots, technicians, schedulers, dispatchers and business analysts – what factors their annual bonuses were contingent on. These were the top five responses:



SOURCE: AIRCOMP CALCULATOR



2023 TOP 40 UNDER 40

Since 2018, NBAA has annually recognized the industry's rising stars through the Business Aviation Top 40 Under 40 program. Recipients come from all sectors of the industry including:

- Administration
- Cabin Crew
- Operations
- Pilots
- Sales
- Schedulers and Dispatchers
- Maintenance

Nomination forms for the 2023 awards will be available at the end of January, and recipients will be formally recognized at the 2023 NBAA Business Aviation Convention & Exhibition (NBAA-BACE), scheduled for Oct. 17-19 in Las Vegas, NV.

nbaa.org/40U40



SAM GRAVES (R-6-MO)

has helped lead the Committee on Transportation and Infrastructure in the U.S. House of Representatives as its ranking member, and recently was named incoming committee chair for the 118th Congress.

As a small businessman, a sixth-generation family farmer, and a pilot with an ATP certificate, Graves has a deep understanding of how infrastructure and developments in transportation technology can fundamentally impact and benefit the economy, communities, and American livelihoods.

Graves previously served as chair of the Subcommittee on Highways and Transit, ranking member of the Subcommittee on Economic Development, Public Buildings and Emergency Management. Graves also co-chairs the House General Aviation Caucus.

Recent aviation legislation sponsored by Graves includes the Expedited Delivery of Airport Infrastructure Act of 2021.

On Twitter
@RepSamGraves

New House Transportation Chair Previews Aviation Issues

Q: You grew up in Tarkio, MO, near a general aviation airport. How did this spark your interest in aviation and lead you to become a pilot?

I grew up just down the road from Gould Peterson Municipal Airport (K57), which is named after my uncle, a World War II military pilot. The airport literally sits in the middle of our family farm. When I was younger, my brother and I, when we weren't working on the farm, used to wash planes, pump gas and do whatever work we could at the airfield, hoping to mooch a ride or a lesson. It was those experiences that kindled my passion for aviation and set me on the path to becoming a pilot.

Q: What inspired you to help create the bipartisan General Aviation Caucus, one of the largest in Congress? To what do you attribute its success?

It was a lack of public understanding of how important GA is that inspired me to help create the caucus. We've been successful because we've been bipartisan and diligent in teaching new members what GA is all about. Almost every congressional district in the country has at least one GA airport, and it's the ability to show members just how important those airports are to the people of their district that has made the caucus successful.

Q: The FAA Reauthorization Act of 2018 expires on Sept. 30. As incoming chair of the House Committee on Transportation and Infrastructure, how do you expect the next reauthorization bill to address GA?

"We need to make it easier for young people to get in the air, get training, and get into the workforce."

My goal is to get reauthorization done before the 2018 law expires and for it to be a bipartisan product. The committee is already working in a bipartisan manner to reach out to stakeholders to gather input. This will be a comprehensive reauthorization bill that covers safety, airport investment and much more, but I'm planning to have part of the bill dedicated to GA.

Q: What are your thoughts on building the aviation workforce?

The shortage of aviation professionals is a problem that demands our continued efforts to address it. It doesn't matter how much money you invest in airports if you don't have pilots to fly the planes, technicians to maintain them and ground workers to service them. So, we need to make it easier for young people to get in the air, get training, and get into the workforce.

Q: Advanced air mobility is rapidly moving forward, and cooperation between industry and the FAA is imperative. Is there a role for Congress to aid the FAA in meeting its stated goals to ensure the U.S. remains a global leader in this new technology?

“We don’t want burdensome regulations that assume how AAM companies are going to operate before they even get off the ground.”

I think there is, but we also don’t want to put the cart before the horse. We want to hold the FAA accountable for meeting the milestones they’ve laid out and ensure that the regulatory framework exists for AAM aircraft to operate as soon as they’re certified. At the same time, we don’t want to do something unhelpful just for the sake of saying we did something. A lot of times, a big legislative change can set an agency back years, which is something we want to avoid. We don’t want burdensome regulations that assume how AAM companies are going to operate before they even get off the ground. It’s a careful balancing act, but we’ll be working with everyone in the aviation community to make sure the FAA is moving in the right direction and at the right pace on AAM.

Q: What can Congress do to further protect business aviation access to airports and invest in their future?

The Airport Improvement Program (AIP) is really the bedrock program for investing in our airports. I’ve been a proponent of increasing AIP funding and making sure a significant share of those dollars goes to GA airports. I plan to continue those efforts, while also looking for ways to improve the program. Earlier this year, the Expedited Delivery of Airport Infrastructure Act was signed into law. That’s going to make incentive payments for airport projects that are completed

ahead of time and under budget an eligible cost under AIP.

Q: Public access to GA flight data poses potential security threats to aircraft operators. How can Congress address these risks?

We took a big step forward in addressing the technological shortcomings of the Block Aircraft Registry Request program when the FAA created the Limiting Aircraft Data Displayed (LADD) program, which ensures that aircraft owners can prevent the FAA from publicly sharing flight data the agency collects.

“We need to find a better balance between aircraft data transparency and people’s right to privacy.”

But we’ve obviously seen examples of business aircraft being tracked using data gathered by private ADS-B receivers, which limits the effectiveness of LADD. Some people think it’s fun to track the planes of celebrities, but those same people would be up in arms if their car’s location was free for anyone to see. We need to find a better balance between aircraft data transparency and people’s right to privacy. ❖



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REGIONAL REPRESENTATION

NBAA Strengthens Connections to Owner/Pilots

Annual conventions held throughout the past year by owner/pilot associations (OPAs) have provided a welcome opportunity for NBAA's regional directors to engage with this important segment of the business aviation community and learn firsthand about the latest matters affecting them.

"Owner/pilots represent a growing group of NBAA members," said NBAA Southeast Regional Director Greg Voos. "Attending OPA regional conventions allows us to engage in their conversations and develop strategies to better support them in the future."

In September, Voos participated in the 2022 TBM Owner Pilot Association (TBMOPA) Convention held in Nashville, TN, where he discussed with members some of the most pressing challenges facing owner/operators, including high insurance rates.

Insurance was also a key topic of conversation at the 2022 Citation Jet Pilots Association (CJP) convention in Austin, TX, attended by Steve Hadley, NBAA's director of regional programs and Southwest regional director.

"Older pilots, in particular, are very concerned about securing insurance at reasonable rates – or at all, in some cases – and meeting training requirements," Hadley said. "Owners are also keeping close track of supply chain issues, especially tires."

CJP attendees also discussed how flight data monitoring and flight operations quality assurance (FOQA) programs could help mitigate safety concerns.

"Owner/pilots want better data transfer capabilities from airframe, engine and avionics OEMs," Hadley said. "That

"Attending OPA regional conventions allows us to engage in their conversations and develop strategies to better support them in the future."

GREG VOOS

NBAA Southeast Regional Director

information can identify maintenance trends and operational issues before they escalate into larger problems that could result in accidents."

Voos noted such insights highlight the importance of collaboration between owner/pilot associations and NBAA.

"During my conversations, I was able to highlight the recently created NBAA Owner/Pilot Association Coalition (OPAC) which brings single-pilot operator associations together in a roundtable discussion of these universal concerns," he said.

"That enables us to present a strengthened, targeted and unified voice to help identify solutions and help owner/pilots succeed." ✨

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



SCHOLARSHIPS A KEY FOCUS FOR ARIZONA BUSINESS AVIATION ASSOCIATION

After COVID-19 hampered fundraising efforts over the past two years, the Arizona Business Aviation Association (AZBAA) rebounded in 2022 by awarding \$45,000 in scholarships to aviation students in the Grand Canyon State.

"We are extremely proud to offer this financial assistance, which they can apply to tuition or flight training," said Christian Lambert, chair of AZBAA's Scholarship & Education Committee. "It's all thanks to our fantastic members and the success of our golf fundraiser earlier this year."

Workforce development has been a core part of AZBAA since its founding in 2000. Based in Scottsdale, the group counts more than 150 members, ranging from individuals to large companies.

"Regional groups are vital in reaching out to upcoming young professionals and passing the baton to them," said AZBAA President Douglas Young. "I wouldn't be where I am today if it hadn't been for me learning about this group and interacting with our members."

Another, near-term priority for the group is assisting Scottsdale Airport (SDL) and other GA airfields in the Valley of the Sun in preparations for back-to-back events next year. The annual WM Phoenix Open golf tournament, which is expected to bring 300,000 people to the area, begins Feb. 6, 2023 and ends Feb. 12 – the same day that nearby Glendale will host Super Bowl LVII.

azbaa.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:

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- 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
- VSE Aviation
- Walmart, Inc.
- West Star Aviation Inc.
- Wheels Up Partners, LLC
- Wilson Construction Company
- World Fuel Services

As of January 2023

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



INDUSTRY CHALLENGE

When structuring and documenting aircraft transactions, all parties must factor in impacts from expected delays of up to six months due to a continued backlog at the FAA Civil Aviation Registry.

NBAA RESPONSE

NBAA continues to maintain regular contact with the FAA regarding continued backlog delays at the aircraft registry and will keep members posted on related developments.

FAA Registry Backlog Continues into 2023

Robust sales of new and pre-owned business aircraft have led to a sizable backlog at the FAA Civil Aviation Registry in Oklahoma City, OK. Operators should be mindful of delays of up to six months when registering a newly purchased aircraft.

Scott McCreary, aviation group leader for McAfee & Taft and a member of the NBAA Tax Committee, noted the importance of operators doing all they can to minimize their chances of encountering further delays.

“People should reach out immediately to their title companies and law firms assisting them and make sure all their documentation is in order,” he said. “Even a small mistake may cause longer delays in the processing of documents and the registration of the aircraft.”

Parties to the transaction must also take that backlog into account when structuring and documenting the transaction, as waiting for legal consultations on leases or an ownership trust, resolving maintenance squawks and numerous other factors can lead to even longer delays and additional headaches.

Transactions may also involve changing the aircraft’s current registration number, with the sale paperwork reflecting the new registration. “That process may take anywhere from six months to a year, and there’s really no way to expedite that,” McCreary said. “All sides must plan accordingly.”

Another factor potentially affecting processing times is the FAA’s Dec. 12 announcement that access to “ancillary documents” related to aircraft transactions will be restricted to federal employees and contractors. McCreary noted those documents would typically include previously filed statements in support of registration, powers of attorney, name change and merger documents and trust documents.

“People should reach out immediately to their title companies and law firms assisting them and make sure all their documentation is in order.”

SCOTT MCCREARY

*Aviation Group Leader,
McAfee & Taft / NBAA Tax Committee*

“While this announcement could lead to some additional delays, limiting access to agency personnel is also part of the FAA’s effort to address this ongoing backlog,” said Brian Koester, CAM, NBAA’s director of flight operations and regulations. “The agency has also hired additional personnel to process registrations and is moving to extend the validity period for aircraft registrations going forward.”

NBAA remains in communication with the FAA on backlog delays, Koester added, “and we’re optimistic this situation will be resolved in the coming months.”

Until then, “all parties must be realistic in their expectations,” McCreary emphasized. “The biggest problem I see is when someone assumes they can make things happen sooner and push a registration through. Most of the time, they can’t.

“However, if they factor in the backlog and the additional time that may be needed, they’re normally fine,” he concluded. ✦

Review NBAA’s aircraft transactions resources at nbaa.org/transactions.



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JAY EVANS



BOB LAMOND

Retirees: How to Keep Giving Back to Business Aviation

For many retiring business aviation professionals, adjusting to a less active lifestyle can be challenging.

Retirees say one key to smoothly transitioning from full-time work to retirement is maintaining social connections. They often find fulfillment by sharing their experience and expertise with others.

"It's tough to retire and leave all that behind, so it's fun to reconnect where possible," said Jay Evans, CAM, who retired from NBAA as director of professional development. "The key is finding ways to make this possible as a retired aviation professional who is often more limited in resources. That can make it tough to reconnect in ways they did in the past."

NBAA provides many opportunities to give back, including participating in NBAA events, but the travel can be costly. Look for local events from NBAA and regional business aviation organizations to stay connected, continue learning and share your experience. When you do attend these events, look for the new people.

"Whenever there's an opportunity, like at regional events, look for new people for the industry and relay your experiences. That experience is worth passing along."

BOB LAMOND

Former NBAA Director of Air Traffic Services and Infrastructure

"Always be open to talking with younger folks," said Bob Lamond, who retired as NBAA's director of air traffic services and infrastructure. "Whenever there's an opportunity, like at regional events, look for new people for the industry and relay your experiences. That experience is worth passing along."

"Other ways to help as a retiree is to be a guest speaker on aviation at local education programs and universities. Several aviation-related classes are always looking for ways to show realistic views on what business aviation professionals really do," said Evans.

Lamond recommends that retirees always keep learning.

"Read, read and read more," said Lamond. "I now find time to actually read the pile of professional magazines that I never had time for before. This is the best way for me to keep up with the aviation industry and let me stay involved in some manner," he said.

Numerous volunteer opportunities exist for retired aviation professionals, including the NBAA Mentoring Network, Young Eagles or Scouts programs or as docents at aviation museums. However, before volunteering, make sure it's the right fit for your personality, schedule and resources.

To help retirees maintain their industry expertise, NBAA offers retired professional memberships for any person previously employed in business aviation. ✨

Review information about regional groups, issues and events at nbaa.org/regional.

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MENTAL WELLNESS IN AVIATION STARTS WITH I'M SAFE

An acronym offers a team-oriented safety tool to spot potential mental or emotional health issues.





Pilots are not immune to mental health challenges, but despite increasing awareness, mental wellness issues among pilots often go unreported or untreated.

Pilots are understandably hesitant to report mental health concerns. Fear of losing their medical certificate, facing stigma from employers and colleagues, and even lack of access to mental health professionals – specifically those with aviation experience – can prevent pilots from seeking assistance.

MONITOR YOUR WELLNESS

People tend to think mental health conditions are very dramatic, acute situations that come on out of nowhere. In reality, mental health issues usually present much more subtly. The first signs a pilot, colleague or family member might notice could be very small changes, explained Dr. Greg Vanichkachorn, an aerospace medicine specialist physician at the Mayo Clinic's ProPilot program. Some signs of mental unwellness are losing interest in normally pleasant activities; being more introverted; struggling to say the words intended; and increased irritability.

"The brain only has so much bandwidth, so people with ongoing issues might be more irritable; essentially, they lose their filter, which can result in lashing out or seeming more negative," said Vanichkachorn.

It can be difficult to identify these behaviors in ourselves, so keep an eye on your colleagues, friends and family members. And if someone approaches you with concerns about your behavior, take it seriously.

"Mental health is a team approach. Just from the nature of mental health conditions, sometimes it takes an outside perspective," said Vanichkachorn.

I'M SAFE

To spot mental or emotional issues in your own life, use the FAA's I'M SAFE acronym:

I **ILLNESS**

Are you sick or feeling physically unwell?

M **MEDICATION**

Are you taking any medicines that might impair your judgment or make you drowsy?

S **STRESS**

Are you under psychological pressure from the job? Do you have money, health or family problems?

A **ALCOHOL**

Have you been drinking within 8 hours? Within 24 hours?

F **FATIGUE**

Are you tired and not adequately rested?

E **EMOTION**

Have you recently experienced any emotionally upsetting event?

Although the I'M SAFE acronym is intended to be used before a flight, Elizabeth Bjerke, Ph.D., associate dean and professor at the University of North Dakota's (UND) aerospace department, said it's helpful in all daily activities.

"Every day you should be checking with the I'M SAFE checklist," said Bjerke, adding that UND students can "I'm safe" themselves at any time, meaning they can cancel a flight without penalty or challenges simply by referring to the I'M SAFE concept.

Bjerke said that self check-in can help a pilot not only determine if they're mentally and physically fit to fly on a given day, but also to establish their own expectations for performance in other activities.

MANAGING AT HOME

We all have stress, whether work-related or challenges dealing with aging parents, teenage children or other relationships. While the FAA is primarily concerned about sudden onset

pilot incapacitation, the reality is that stress builds on a continuum. Working to mitigate the impacts of daily and ongoing stressors can benefit your mental health and even prevent big problems in the long run.

Common suggestions to reduce stress include taking a walk, getting out in nature or spending time with a furry friend.

So, you've tried managing your stress by getting exercise, getting some fresh air and hanging out with Fido, but you remain anxious or down. Now what?

COLLEGE-BASED SOLUTIONS

Aviation universities know all too well the risk of untreated stress and mental illness. Both the University of North Dakota and Auburn University have felt the trauma of student suicide. These schools, and others, are developing programs to reach students long before they're employed as pilots.

Zach Lewis, a junior in Auburn's aviation management program, has been instrumental in the development of a peer support program (PSP). PSPs connect peers going through challenging times with trained volunteers from their own peer group. PSPs are common in airlines and some large business aircraft operators, but are not widely available in business aviation.

Bjerke and Lewis suggest seeking out a trusted peer to talk with. If your organization has a PSP or an employee assistance program, reach out to those groups for help.

"The younger generation seems more open to talk about these things and to seeking help," said Bjerke. This willingness to discuss mental health challenges helped UND launch its peer program, UpLift.

"Sometimes students don't realize how many other students have similar challenges," Lewis explained. "That's where the PSP comes in. Just knowing you're not alone can help."

That advice applies not just to students, but also to well-established professionals.

Experts also recommend making sleep a priority.

Matthew McNeil, M.S., a licensed professional counselor, ATP and the founder/

director of human performance at LiftAffect, suggests practicing meditation and using apps such as Headspace and Calm.

Vanichkachorn said mental wellness is really about prevention and maintenance – concepts familiar to pilots. He suggests they consider nutrition an important part of good mental health, and he tells people struggling with daily stressors and anxiety to remember to get out and have fun.

WHEN TO SEEK HELP

When you feel mental health symptoms are interfering with your daily life, it's time to seek help. This can be scary for pilots, because medical conditions must be reported to the FAA during the medical certification process. Essentially, a condition is reportable if a formal diagnosis is made. Whether through a counselor, psychologist, psychiatrist or other healthcare professional, a diagnosis is often made when requesting payment from an insurance company. After that, it's difficult to remove a diagnosis from health records. Another challenge is that aviation medical examiners who specialize in mental health are few and far between.

While mental health issues are a continuum, so too are mental health treatments. Not all treatment options require FAA notification. Vanichkachorn said counseling services can teach new ways of thinking or stress-relieving mechanisms like mindfulness and breathing exercises.

“Sadness, worry, anger, grief and stress are normal emotions that everyone experiences,” McNeil said. “When things become ‘abnormal’ and unmanageable is when these emotions begin to consistently negatively impact one’s daily ability to function. Psychotherapy (often referred to as ‘counseling’) alone works for about 90% of our clients. If you have concerns about your mental wellness, it’s best to reach out for help, as small problems untreated often become big problems.”

Seek out medical professionals experienced in aviation issues, especially if a formal diagnosis might be made or medications might be prescribed. For example, four medications used to treat anxiety or depression can be approved for use by the FAA; however, these are only a few of the dozens of medications a mental healthcare professional unfamiliar with FAA medical requirements might prescribe.

It’s critical to safety for pilots to seek assistance before mental health concerns escalate.

“One part of professionalism is holding safety to the highest standard. Getting help for yourself is also in the interest of safety for your passengers and those around you,” said Vanichkachorn. “Taking care of your mental wellness is not a sign a weakness; it’s a sign of professionalism.”

WHAT ORGANIZATIONS CAN DO

It’s critical that organizations promote a culture where an individual can come forward with a mental wellness concern without the added fear of organizational retribution.

The best approach gives an individual the space to say, “I’ve got something going on today,” without having to share specifics. As appropriate, management and fellow employees should encourage individuals to prioritize mental wellness with appropriate and effective strategies and resources. Also, larger organizations should consider establishing PSPs.

“Mental wellness should be a group effort; there’s no competition when it comes to safety,” Lewis said. ❖

HOW NBAA IS SUPPORTING MENTAL HEALTH IN BUSINESS AVIATION

The NBAA Safety Committee’s Fitness for Duty Working Group has for years seen mental health as a key element of fitness for duty. NBAA is utilizing articles, podcasts and education sessions to inform the industry on the importance of mental wellness.

Over the past two years, NBAA has received a significant number of calls and emails from the business aviation community about mental health. This prompted further research into the underlying challenges of aviation mental health and efforts to address them.

“We’re looking at various ways – education, peer support, mental health professional support, and policy advocacy – to reduce individuals’ suffering, decrease the hesitancy to seek treatment, improve access to and use of aviation-focused mental wellness resources, and bring reporting of mental health concerns out of the shadows,” said Mark Larsen, CAM, NBAA director of safety & flight operations. “These things have the power to ultimately bring about quality-of-life improvements, strengthen the workforce and increase safety. At the end of the day, NBAA wants to ensure an environment where business aviation professionals who need support for their mental health are getting it, just as we’d want an individual in need of medical treatment to get it.”



COMPENSATION PERCEPTION SURVEY YIELDS SURPRISES

New data on what business aviation professionals think about their pay could help flight operations survive a tough labor environment.

A new approach to understanding the business aviation community's perception of compensation is providing fresh insights that could strengthen how aviation departments reward and pay their employees.

NBAA's annual Compensation Survey, first launched 35 years ago, is an indispensable tool for flight departments. Using data from hundreds of aviation operations and audited by accounting firm BDO USA, the survey offers a comprehensive analysis of salaries and benefits to inform business aviation leaders on best practices and how to be competitive in today's challenging labor environment.

STEPPING ONTO NEW GROUND

The survey has evolved since its first edition to gain a greater understanding of the industry's needs, such as enhancements in 2022 that evaluated diversity, equity and inclusion policies. But, like most compensation surveys, the study looks only at the objective parts of compensation and not how business aviation professionals feel about their compensation, said NBAA Business Aviation Management Committee member Christopher Broyhill, CAM, Ph.D.

"I deal with the receiving end of compensation in my work, but there's never been any data collection on what people think about their compensation," explained Broyhill, founder and CEO of AirComp Calculator, which conducted the survey. "As a researcher, I'm always looking for a gap in

knowledge, and this lack of understanding of what people thought about how they are compensated really drove my curiosity.

"Typically, compensation surveys examine quantitative data from the perspective of the entities paying compensation," explained Broyhill, "so we decided to take a different approach and examine both the quantitative and qualitative data from the perspective of the people receiving compensation.

"This survey takes the traditional approach and turns it on its head. The typical compensation survey is unidirectional in considering what we are paying, but this never captures the perceptions of the people being paid. We really are stepping onto new ground here," Broyhill noted.

STARTLING AND PROFOUND INSIGHTS

The first survey of its kind in business aviation surveyed 116 participants, 54% of whom were bosses and 46% who were non-bosses. About two-thirds of the respondents identify as pilots, while the remainder work in maintenance, scheduling and other parts of the industry. The participants were asked their opinions on various topics, including base salary, bonus structures, pension and medical benefits, and long-term incentives.

Some results were expected, with 401(k) vesting periods viewed poorly and long-term incentives like stock options and deferred compensation generally welcomed as a retention tool. But for Broyhill, other insights he gained from the survey were startling.

"Looking beyond the traditional metrics to consider the perceptions of managers and employees has been an important step in understanding compensation's role in employee retention, satisfaction and engagement."

JO DAMATO

CAM, NBAA Senior Vice President, Education, Training and Workforce Development



“When I talk with people about compensation, they tend to be very passionate about the way their compensation is packaged,” Broyhill said. “Some prefer bonuses and incentives, while others like to have everything included in the base salary. Either way, they are usually animated in their comments, regardless of whether they are positive or negative. However, what we found in this new survey was a neutral, almost dispassionate response to almost everything to do with compensation. And to be honest, I find that lukewarm response surprising.”

POTENTIAL RED FLAG

Respondents were neutral on almost every metric, from the ratio of bonus to base salary, to 401(k) matches and medical benefits, to employer contributions. None of the questions, Broyhill noted, elicited strong emotions.

“No one seems to be too bothered with their compensation, which is not the usual response I see,” said Broyhill. “I also expected more statistical differences between bosses and non-bosses, but both groups agreed on almost every issue. Now, when you do something scientifically rather than anecdotally, the responses tend to be dampened and you get a more systematic look into the population. The sample size also limits the depth we can give these responses, but for me, this ambivalence is a potential red flag.”

Broyhill is concerned that the responses belie a deeper issue. “You want your people to be thrilled with how you compensate them, so you want a better reaction from your employees than ambivalence. If your staff are neutral about their compensation, you may be looking

“This survey takes the traditional approach and turns it on its head.”

CHRISTOPHER BROYHILL
CAM, Ph.D., CEO, AirComp Calculator

at a broader concern with loyalty and engagement,” he said.

“I’m not saying we are about to witness a mass exodus from our industry,” continued Broyhill, “but retention at individual flight operations might potentially be under pressure. There could be several other reasons, too, and the sample size certainly could have impacted the results, but as an industry, we need to find out more about how our community views compensation before it becomes a problem.”

AVIATION DIRECTORS WEIGH IN

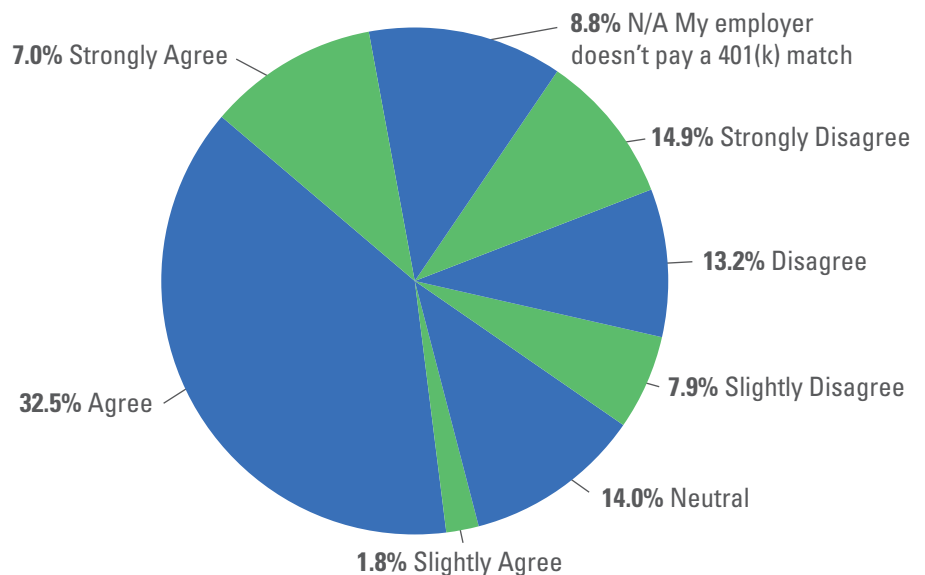
A broader survey on the perceptions of compensation may also cast a different light on the issue. One aviation

director for a California-based Part 91 operator noted that the timing and context of the initial study may have influenced the participants’ responses.

“All we hear and read about these days is the turbulence affecting the aviation industry. We have massive staff shortages across the entire industry, not just business aviation, and not just pilots and technicians, but across the entire spectrum. And the airlines are scrambling to bolster their payrolls with unprecedented compensation packages,” said the aviation director.

“At the same time, we constantly talk about strikes at the airlines and a boom in business aviation,” he said.

I am satisfied with my employer-paid 401(k) match.



SOURCE: AIRCOMP CALCULATOR



“There is a whole lot more to employment than just compensation.”

Flight director for a Part 91 operator

“All of this is feeding into a narrative that there are better opportunities out there, which could fuel a fear of missing out rather than a general ambivalence.”

A Midwestern aviation director said he believes a survey of employee perceptions would benefit from insights beyond compensation. “There is a whole lot more to employment than just compensation,” he said.

“While there are always ways to improve – and career development is one aspect we can work on – we should also appreciate that many business aviation professionals enjoy the stability and consistency their jobs provide,” he said.

Both aviation directors agreed

that stability and consistency may influence an employee’s loyalty, engagement and satisfaction more than compensation, especially if the economic environment becomes more volatile.

“The aviation industry is cyclical and heavily impacted by outside economic influences, so while we are on the upward trend now, there is a certainty that will end,” said the Midwest-based director. “The business aviation community is resilient and resourceful and has proven it can accommodate economic hardship differently than other parts of the industry. I’d be interested to see how much that impacts an employee’s perception of their job.”

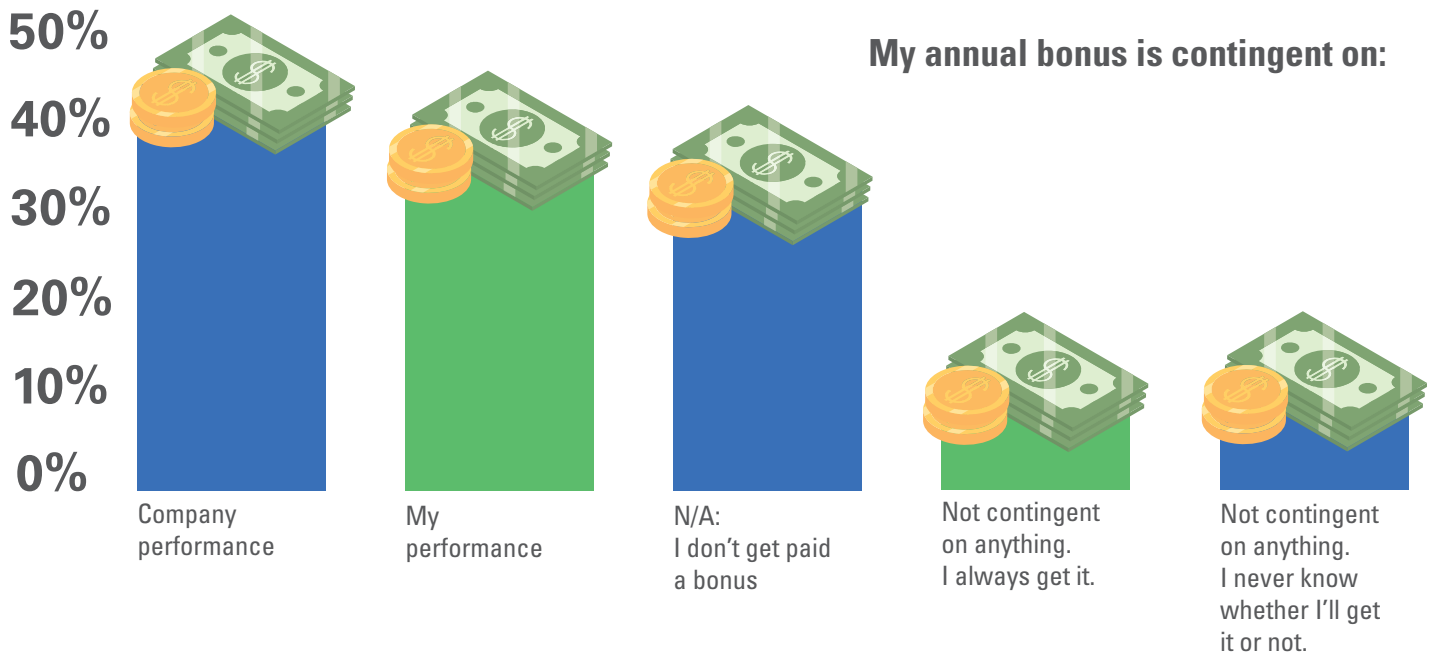
DEEPER UNDERSTANDING NEEDED

This initial employee perception survey has demonstrated a need for a deeper understanding of this topic, said Jo Damato, CAM, NBAA’s senior vice president, education, training and workforce development.

“The NBAA Compensation Survey is the premier source of competitive intelligence for pay and benefits for flight department pilots, managers and employees, and we constantly are seeking ways to improve the insights it provides,” said Damato.

“Looking beyond the traditional metrics to consider the perceptions of managers and employees has been an important step in understanding compensation’s role in employee retention, satisfaction and engagement. Now is the time to evaluate the survey’s findings and consider the best steps forward.” ❖

Review all of NBAA’s workforce initiatives at nbaa.org/workforce.



SOURCE: AIRCOMP CALCULATOR

WORKFORCE SHORTAGE CH

STAFF LIMITATIONS AND COVID'S RIPPLE EFFECTS HAVE MADE TRAINING FOR NEW AIRCRAFT DIFFICULT FOR MANY FLIGHT OPERATIONS.



“ I KNOW OF A SITUATION WHERE A CAPTAIN TRANSITIONING BACK TO A PREVIOUS TYPE RATING HAD TO GO TO LONDON FOR INITIAL TRAINING! THE COMPANY SIMPLY COULDN'T GET HIM A CLASS IN THE U.S. IN TIME. ”

PHIL STANG

Former Aviation Director for a Major Entertainment Venue

ALLENGES PILOT UPGRADES

Lingering effects from the COVID-19 pandemic, combined with the continued shortage of qualified pilots and ongoing demand for business aviation travel, have led to significant difficulties with staffing business aviation flight operations.

"Companies are now revisiting hiring and upgrade plans that worked predictably for them for decades," said Jo Damato, CAM, NBAA's senior vice president of education, training and workforce development.

The process of onboarding new pilots directly affects current flight crews. "Prior to COVID, we brought new persons onboard as co-captains to build experience paired to an experienced [full-time employee] captain," said Phil Stang, a former aviation director for a large entertainment company.

"When the time came to upgrade, we as a company would have had plenty of time to evaluate them and ensure they were ready for that next step," Stang said. "Now, though, you may need to send a new recruit out with a contract captain who's responsible for the entire trip."

"Maintaining a structured upgrade path with little variability is usually desirable," said Ryan Ferguson, chief pilot for Zimmer Biomet. "In an ideal world, we'd work our PIC candidates through a series of gates requiring supervising captain sign-offs, followed by an evaluation flight with the chief pilot."

"That was a very structured process that was easy to maintain," Ferguson said. "Looking back, that now seems like a luxury. In the present day, we're finding that we have to be more flexible, primarily when we're upgrading pilots who are new to our operation but experienced with the equipment."



A COLLABORATIVE PROCESS

Perhaps the greatest issue, even beyond finding new pilots, is ensuring all flight crewmembers receive necessary training. “The barriers to finding available training slots to meet scheduling and trip coverage needs have brought the biggest challenges to business aviation flight departments,” said Damato.

Stang agreed. “Post-COVID, you put yourself in a very bad place if you aren’t out in front of the curve in scheduling training classes in advance,” said Stang. “Otherwise, you may have a new pilot on the payroll who’s unable to perform the job you hired them for.”

In addition to potentially sidelining a newly-hired pilot, training difficulties may also interfere with maintaining the company’s flight schedule with existing crewmembers.

“If we want to upgrade a senior captain to a new aircraft, we must be mindful that we also have people coming onboard that he will need to mentor,” Ferguson said. “We have current pilots ready to move to other aircraft but, are waiting to be put into initial type training.

“We have two scheduled maintenance events coming up that would usually be the perfect time to handle that upgrade, but we’re waitlisted for training during those timeframes,” he continued. “It’s challenging to be without a captain when they need to be in training.”

Stang noted similar difficulties with transitioning a newly-hired Gulfstream captain from the G-IV to the G550.

“Simple, right? Well, we couldn’t get an initial class for two months,” Stang said. “It’s the same situation even with recurrent training; you once could cancel recurrent if you needed that pilot on a trip, knowing you could get him into next month’s class. Now it could take several months.”

Stang said one class was booked more than two months in advance, and while that may sound like a long delay, the wait may be even longer for certain aircraft types. “I know of a situation where a captain transitioning back to a previous type rating had to go to London for initial training! The company simply couldn’t get him a class in the U.S. in time.”


The current situation has also revealed the risks of operating a flight department too lean. Stang pointed to one operator that had been flying an intercontinental business jet with just one pilot on the company payroll, relying on contract help to fill the copilot seat.

“Well, he’s now leaving for the airlines,” Stang said of that pilot, “so now they need to fill that position *and* hire a contract second-in-command.”

However, such situations can be managed effectively with some creative thinking and careful risk assessment. As one example, “We made the 25-hour requirement in our aircraft for newly hired, experienced pilots, before releasing them as pilot-in-command, waivable if they already have extensive time-in-type,” Ferguson said. “Obviously newer people will need more time.”

Damato emphasized that operators must be particularly mindful that employee turnover and training difficulties do not compromise their flight department’s safety culture.

“Flight operations must continually examine the criteria of their safety management system in this environment,” she said. “The workforce crisis may lead them to revisit tenure and currency requirements, but there’s only so far you can go while maintaining standards and avoiding pairing two relatively inexperienced people on the flight deck.”



“ THERE’S ONLY SO FAR YOU CAN GO WHILE MAINTAINING STANDARDS AND AVOIDING PAIRING TWO RELATIVELY INEXPERIENCED PEOPLE ON THE FLIGHT DECK. ”

JO DAMATO

CAM, NBAA Senior Vice President of Education, Training and Workforce Development

CONTRACT PILOTS VS. NEW HIRES

When faced with staffing challenges for a trip, contract pilots may be the difference between flying the mission as planned versus postponement or cancellation.

“Many pilots like to make extra money by flying contract trips on their days off, and it’s really good pay,” Stang noted. “That has been vital to us when covering for people getting sick, the inability to adjust training schedules and the overall shortage of qualified pilots available.”

However, Ferguson emphasized the market for contract help has also tightened post-COVID. “The contract pilot may not be available for your schedule, and we might need to adapt on our end to make it work,” he said. “The current environment heightens the challenge of staging permanent and contract crews.

“That said, this really hasn’t restricted our ability to fly as much as our ability to make changes to the schedule in close proximity to the planned departure time,” Ferguson added. “We can typically fill the trip as desired, but we may need a few more days than before to figure it out and lock down the specifics.”

Stang also noted potential challenges for contract pilots themselves. “While time off is your time, you must be careful that your flying for another company doesn’t cause you to miss a trip for your employer,” he said. “You obviously need to make sure you don’t time out or get stuck on the road AOG somewhere.”

Despite these difficulties, flight operations must be careful not to compromise their long-term goals and policies – or miss the opportunity to bring on new personnel.

“This ultimately all goes back to pay and work/life balance,” Stang said. “Of course, companies will always look at the bottom line, but it behooves flight departments to invest in their

“ THE CURRENT ENVIRONMENT HEIGHTENS THE CHALLENGE OF STAGING PERMANENT AND CONTRACT CREWS. ”

RYAN FERGUSON

Chief Pilot, Zimmer Biomet

operation and maybe bring on a new pilot instead of relying on contractors. Make the commitment to be properly staffed up to deal with times when you may be shorthanded.”

That may also mean bringing on lower-time candidates to serve as true first officers. “I think that’s a great thing!” Stang said. “It’s also how I got started, and it benefited me tremendously. I had assumed I would go to the airlines, but was presented with a job opportunity that put me in a different tax bracket and kept me in business aviation.”

While it may be tempting to simply hire someone to fill a seat, Ferguson cautioned flight operation managers from focusing too intently on short-term solutions.

“We need to remember the ATC slogan, ‘Going slow is going fast,’” Ferguson said. “It takes time and patience to locate the right people, but if we take our time and make sure we hire the right candidate, even with these choke points, the chance of turnover is greatly lessened, and we won’t face the same problem next year at this time.” ✨

Review all of NBAA’s workforce initiatives at nbaa.org/workforce.



All Hands on Deck

With trust and teamwork, the aviation professionals at the University of Florida's athletic association deliver a championship experience year-round.

By Lowen Baumgarten

Photos by Morgan Anderson Photography





Clint Wilde (left) director of aviation, chats with Capt. Greg Ramachandra (right).

Together, the University of Florida athletic association's two Embraer Phenoms average nearly 500 flight hours annually – and about 30% of that flying happens during just four weeks in December and January. That timing, when football coaches are allowed to meet in-person with prospective student athletes, is set by the National Collegiate Athletic Association (NCAA).

The NCAA's football contact period traditionally starts the Sunday after Thanksgiving, setting off a two-week sprint. Coaches from hundreds of colleges travel to meet the most promising high school football players across the country. After the holidays, the travel window opens again in the last part of January.

Kim Adams, administrative associate for the flight team. With reduced airline schedules since the COVID-19 pandemic, flying on the Phenoms is up 20% year-round since 2019. "During recruiting, though, it's nonstop. Those few weeks, we don't take time off. It's all hands on deck."

FIVE STATES IN ONE DAY

The sprint starts in late November, when athletic department staff call Adams with a list of recruits. From there, she starts building a flight schedule that is sure to change many times.

For each prospective student athlete, "Kim just gets an address. She takes that, plugs in airports within our safety limitations, and we start looking at weather

"Having our own planes gives us so much freedom to get to places we need to as fast as possible."

MIKE SPIEGLER

Senior Associate Athletics Director, University of Florida

"We want to maximize those opportunities, those certain times a year, when we go on the road to recruit," said Mike Spiegler, senior associate athletics director at the University of Florida. "The coaches are out for two solid weeks, to be in as many places as they can."

Based at Gainesville Regional Airport (GNV), the flight operation for the University Athletic Association (UAA) also sees activity peak during the fall and spring basketball recruiting periods. The rest of the year, the aircraft regularly fly university officials to satellite campuses across Florida, academic conferences, the state capital in Tallahassee and other important meetings.

"We used to have slow periods the rest of the year, but we don't anymore," said

around the country," said Clint Wilde, director of aviation. "Then, the next two weeks, we're flying every single day, both airplanes. Our record: We hit five states in one day."

Often, the coaches are flying from Gainesville to a small town. The airlines mainly serve Gainesville through Charlotte, NC, and Atlanta, with only a handful of flights a day. Reaching even neighboring states can take over five hours by car or airline – and often an entire day traveling to the rest of the country.

"Having our own planes gives us so much freedom to get places we need to as fast as possible," said Spiegler.

In two days, the Phenom 300 might take coaches to visit players in New York, Illinois, Wisconsin and Texas. Or they may



Wilde inspects the Embraer Phenom 300 at Florida's Gainesville Regional Airport (GNV).

fill its eight seats, dropping off coaches at half a dozen destinations, then picking up each coach later the same day on the return to Gainesville. The Phenom 100 usually flies out-and-back to nearer destinations.

QUICKTURNS

During recruiting, flights may leave as early as 5:30 a.m., and a technician is on hand for every departure and arrival.

"We don't want to delay anything for maintenance. If something happens, we're here," said Director of Aviation Maintenance Tim Ryan. "And we meet every arrival, because we don't know when that next flight is, the schedule changes so much. We do our checks, and within an hour, we get the plane ready to go out again."

Just as coaches are limited to traveling during the contact period, players have limits on how many coaches they can meet with. They may commit to a different school, or de-commit and suddenly become available. As a result, the flight schedule often changes with less than 24 hours' notice.

"Sometimes, the schedule changes the

same day," said Adams, "Sometimes, the coaches will arrive at a scheduled stop, call us from the airport, and tell us that visit just cancelled, and they need go onto the next one."

The team is in constant contact, with a group text message confirming every arrival, departure and schedule change. Any change in the recruit visitation schedule sets off a cascade of updates to rental car reservations and every other flight – as many as 11 legs in a day.

"Where we really shine is our flexibility. We operate as a team, with full transparency to tackle each day's aircraft movements," said Wilde. "I try to keep the same flight crew on each flight because they're familiar with it. They've been studying the weather; they've been looking at the airports. Safety is our number one priority."

"We always strive to increase our awareness and adaptation in our aviation environment."

CLINT WILDE *Director of Aviation, University Athletic Association*

COMMUNICATING SAFETY

Although UAA is a Part 91 operator, the team holds itself to many more stringent Part 135 procedures, including a limit of 10 flying hours within a 16-hour duty day. Adams ensures each of the five pilots gets the required rest, especially during the hectic recruiting schedule.

Managing fatigue is also a team effort. "Staying sharp on the road starts the day before the trip, with getting enough sleep," said Assistant Chief Pilot Joseph Piazza. "At FBOs, I use the quiet room and put my phone down to get real rest. And communication is so important. As the end of a long duty day nears, we ask each other how we're doing and watch ourselves more closely."

Both Phenoms are always flown two-pilot – an insurance requirement. It was at a safety seminar hosted by the company's

Ramachandra (left) and Wilde (right) use UAA's aircraft to maximize travel during a limited window of opportunity for recruiting athletes.



insurer that the team learned their policy offered a credit to purchase technology for a safety management system (SMS).

"I talked to some other university aviation directors for recommendations, and we chose the VOCUS app from Polaris Aero," said Wilde. The flight team then implemented its first formal SMS, using the cloud-based platform.

"We build a trip with the city pairing and duty start times. The app pulls in airport data and NOTAMs, then generates an alert or a stop," said Scott Bailey, a captain. "There's a self-reporting aspect. For example, if we landed one night with a quartering tailwind, and put in comments about that, we get an alert when the same conditions occur."

READY FOR ANYTHING

The team is still learning the app and adjusting their SMS. They plan to tie it into new scheduling software, making Adams' job easier and enhancing safety.

"One of the great things about our folks is they're very open to change," said Wilde. "They're open to learning. Whenever we run into issues, we talk about it. We always strive to increase our awareness and adaptation in our aviation environment."

Working to ensure safety, service and aircraft availability is how UAA aviation keeps passengers' trust.

"It takes years to build that level of trust, and just 10 minutes to destroy it," said Wilde. "So, there may be a storm coming in during our busiest time. We're already communicating with our passengers, offering to leave the night before or the day after. That's the level of trust they get from us." ❖

For more about the University of Florida athletic association, visit floridagators.com.

'SOMETHING BIGGER THAN YOURSELF'

Like many flight operations, the team flying for the University of Florida's athletic association has dealt with its share of workforce challenges in the last year – but that has not dampened their support for each other.

The demand for pilots has placed increasing demand on flight training centers. "You end up on a waitlist to get into recurrent training," said Director of Aviation Clint Wilde. "So, we have to book two years out. We recently hired a copilot, which we'd never had in the past. It's really difficult to get folks into school for a type rating."

Although hiring is a challenge, UAA has no issues with retention. In fact, pilots, technicians and administrative staff all say the department is where they would like to retire, many years from now.

"The most rewarding part of flying for the University of Florida is being part of something bigger than yourself," said Capt. Scott Bailey, "helping recruit for the teams and seeing the growth of the university."

After a career at Part 91 and 135 operations, Capt. Greg Ramachandra loves the sense of family and community working in his hometown. "It truly is great to be a Florida Gator," said Ramachandra. "As pilots, we're exposed to hefty salary offers and told the benefits of multiple type ratings. I'm done chasing bigger iron and more money. Clint and the team make this exactly where I want to be."

SNAPSHOT: UNIVERSITY OF FLORIDA ATHLETIC ASSOCIATION



Aircraft: One Embraer Phenom 300 and one Phenom 100



Base: Headquartered at Gainesville Regional Airport (GNV)



Personnel: Five pilots (including the director), two maintenance technicians and one administrative associate



Schedulers: Tech Proven During COVID Can Improve Handoffs

Technologies tested and proven by remote workers during the first years of COVID-19 have added a new layer of safety and security for handoffs by dispatchers and schedulers.

“Emails didn’t always provide us with the quickest responses, especially on international itineraries, but these newer technologies have helped us overcome that issue, especially with the chat features,” said Kayla Mickler, dispatch manager, corporate aviation at Dow. “Also, we now have the ability to maintain live documents that everyone can access. This ability to update documents in real time really enhances handoffs,” she said.

Of course, roles and responsibilities of dispatch and scheduling vary, but as the hub of communications for all aircraft movements, successful management of handoffs is critical to the safe and secure operation of every flight.

Dispatchers and schedulers are uniquely positioned to manage handoffs – also known as pass-downs – said Duke LeDuc, strategic development director at UAS International Trip Support.

“Making pass-downs easy to use goes a long way to offset the potential for human error.”

DUKE LEDUC

*Strategic Development Director,
UAS International Trip Support*

“Nobody is more involved in the workings of each flight, or more understanding of the details of a trip than dispatchers and schedulers, so it is essential that they coordinate and manage the pass-downs,” LeDuc explained.

Handoffs maintain the continuity of oversight critical to flight safety, said Andrew Stylianou, flight operations manager at Pfizer. “With most jobs, you can clock out at 5 p.m., go home and treat the next day as a brand-new day,” Stylianou said. “We have to take a different approach, one where every

day is a continuation of yesterday and pass-downs ensure that this continuity is unbroken and that everyone is fully informed and stays on the right track.”

Standardizing handoffs and checklists improves safety, said LeDuc. “Pass-downs give us the processes to limit the human factors involved in each flight,” he added. “Making pass-downs easy to use goes a long way to offset the potential for human error, and errors at this stage can completely unravel a trip. That’s why pass-downs are so critical.”

According to Stylianou, effective handoffs need to be comprehensive while balancing ease of use and conciseness.

Each pass-down is specific to the flight and the company’s individual needs, Stylianou said. They should consider contingencies as well as the fundamentals, such as:

- Flight times
- Weather
- Fuel loads

Stylianou said end-of-shift checklists can include:

- Airports that need to be approved
- A note indicating which airports and FBOs need to be informed that you’re coming
- Contact information for catering and ground transportation

Also, it’s a good idea to ensure that contract pilots and flight attendants have the most up-to-date trip sheets and to check NOTAMs and TFRs daily, Stylianou said.

According to Mickler, handoffs need to be an evolving document.

“Always be looking for new ways of doing things more efficiently. Work with other departments within your organization to see if they are doing things better or applying different technologies,” Mickler advised. “And look to the industry, too, for guidance. Business aviation is an open community and contributing to that openness is what helps our industry become safer and more effective.” ❖

Review NBAA’s schedulers/dispatchers resources at nbaa.org/scheduling.



Cancer Patients Fly Free

Can You Spare a Seat?

Corporate Angel Network (CAN) is a 501(c)(3) nonprofit organization whose mission is to provide cancer patients with free transportation to treatment centers throughout the United States.

CAN works closely with over 500 of America's top corporations, including half of the Fortune 100, to match empty seats with patient flights. Thanks to the generous support of these companies, CAN has coordinated more than 67,000 flights since its founding in 1981.

Contact CAN to learn more about registering a cancer patient or to donate an empty seat on an aircraft.

corpangelnetwork.org



It's wonderful that organizations like the Corporate Angel Network are able to help connect those most in need of flights to those who are flying.

-Henry Maier, President and CEO, FedEx Ground



Schedulers: The Importance of Hard Days Off

A huge demand for business aviation services combined with a limited workforce of skilled industry professionals can stress employees at every level, particularly flight crews.

This predicament is forcing some operations to take a renewed look at the use of hard days off to give crews predictable time away from work to enjoy the benefits of regular rest and relaxation.

“With all the pressures on business aviation these days, it can be easy to forget the demands of a job that requires you to be on call two weeks, maybe three weeks, straight, and how that impacts a person’s home and family life,” said aircraft scheduler Tyler Newman.

“From a safety and mental health perspective, crew members need to have the time most of us get every week to do things for themselves and their families,” Newman said.

“There are many ways to accomplish that, and one option to consider is hard days off, which can give people the peace of mind that they will not have to monitor their phone or be ready to take a trip

“Talk to your people, ask them what they need and how you can help them with their work-life balance, and show that you are fighting for them.”

DUKE LEDUC
*Strategic Development Director,
 UAS International Trip Support*

request and really get to have some time away from work.”

It can be difficult for a business aircraft operator to build hard days off into a schedule, so it’s important for the people managing the schedules to be flexible.

“Beyond the typical pressures of more trips and the difficulties finding skilled professionals, we now have to accommodate long delays gaining access to training slots,” Newman said.

“Also, pilots need to be healthy to fly, so a sudden illness can mean an unexpected change in the schedule. You have to be creative, anticipate these possibilities and have alternatives – like contractors and supplemental lift – already prepared,” said Newman. “The difficulty is trying to look at every angle to provide the best service our colleagues expect.”

Collaborating with trip planning can also provide some relief for a flight department, said Kayla Mickler, dispatch manager, corporate aviation at Dow.

“If you can be involved at an early stage of the trip planning process, you can help guide the schedule to incorporate the appropriate number of hard days your crew needs by showing how flights could be combined or how some trips could stress the operation,” said Mickler. “At the same time, you are building a relationship where you can explain the realities of operating a flight department and build trust in your safety culture.”

Communications with crew members should also be transparent, said Duke LeDuc, strategic development director at UAS International Trip Support.

“You have to meet many needs – those of the client or principal, your budget and your staff – but always appreciate that you are working with human beings and not units of production,” said LeDuc. “Talk to your people, ask them what they need and how you can help them with their work/life balance, and show that you are fighting for them.”

According to Newman, if it’s fiscally and operationally possible, business aircraft operators should consider the crew’s type rating.

“It’s a recommended practice rather than a best practice,” said Newman. “But if you can accommodate cross-type ratings for all crew members, that will give you the largest pool of pilots, and that should allow you to provide some structure and reliability to properly crew each flight.” ❖

Review NBAA’s scheduler and dispatcher resources at nbaa.org/scheduling.

DEDICATED TO HELPING BUSINESS ACHIEVE ITS HIGHEST GOALS.



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



Introducing Go Rentals VIP Rental Car Service

NBAA has partnered with Go Rentals to offer members a 20% discount on VIP rental car services. With more than 125 locations across the U.S., Go Rentals is the only rental car company specializing in the business aviation industry. The company works to streamline the vehicle rental process and take the hassle out of securing ground transportation. Go Rentals team members have backgrounds in aviation and hospitality, so they understand the level of service required to serve business aircraft operators and their clients.

Go Rentals features an unmatched selection of vehicles and is the only rental car provider recognized by the 2021 Forbes Travel Guide.

Go Rentals VIP Services guarantees:

- All vehicles are hand-detailed, sanitized and inspected before delivery
- Vehicles are hygienically cleaned
- Delivery and retrieval of vehicles can be done planeside or at airports, hotels or residences
- Selected vehicle make and model
- Every vehicle will be the latest model, fully equipped with less than 15,000 miles
- Vehicle is onsite, or it's free
- 20% discount on retail rates for all NBAA members. ✨

Learn more at nbaa.org/go-rentals



Member Benefits



NEW HOTEL DISCOUNTS FOR NBAA MEMBERS

Thanks to a new partnership with Travel Sherlock, NBAA members can now receive discounts of up to 55% at more than 800,000 hotels worldwide, including all-inclusive and destination resorts. Both of Travel Sherlock's annual subscription plans offer rates that are guaranteed to beat the best prices at all major online travel agencies and hotel websites. And there are no blackout dates for major holidays. Whether your travel is for business or pleasure, discounts this deep mean the subscription easily pays for itself in one or two bookings.

nbaa.org/hotel-discounts

SAVE ON SHIPPING & FREIGHT IN THE NEW YEAR

With shipping rates expected to increase again in 2023, NBAA members should consider enrolling in the NBAA Shipping Program. Managed by PartnerShip, this program offers members discounts of up to 45% on select FedEx shipments. PartnerShip can also help members cut down on freight costs, with additional savings on less-than-truckload freight shipments. Members that already have an FedEx account can take advantage of these discounts using their existing account.

nbaa.org/shipping

Professional Development

NBAA will offer a variety of professional development program (PDP) courses in conjunction with the 2023 NBAA Schedulers & Dispatchers Conference, the 2023 NBAA Miami-Opa-locka Regional Forum and the 2023 NBAA Leadership Conference. Below are descriptions of some of these courses.

ESSENTIALS IN SCHEDULING AND DISPATCH FOR BUSINESS AVIATION

This two-day course will cover topics related to Federal Aviation Regulations, advanced planning, pre-flight requirements, flight planning and inflight support considerations for aircraft dispatchers who work to support business aviation operations.

nbaa.org/pdp/sched

LEADING WITH A VISION

This session enables participants to practice the communication skills needed to increase connections with the people in their lives. It's an opportunity to learn how to work and lead in alignment with your core values. Invest in your ability to lead and inspire others.

nbaa.org/pdp/vision

DYNAMICS OF EMPOWERED LEADERSHIP

This course will cover the influence that behavioral and communication styles have on team interactions and operational safety. Attendees will learn a variety of methods to motivate and mentor. Real-world examples and applications will be discussed.

nbaa.org/pdp/empowered

PREPARING FOR THE WORST: EMERGENCY RESPONSE PLANNING

This course is designed for safety managers or those who are responsible for their company's safety management system (SMS) and want to take a more in-depth look at emergency response planning.

nbaa.org/pdp/erp

PRACTICAL BUSINESS AND GENERAL AVIATION LEADERSHIP AND INFLUENCING SKILLS

This highly interactive course helps participants examine and sharpen their leadership skills. Learn to build confidence, along with other aviation professionals, through scenarios, activities and discussions focused on the business aviation environment.

nbaa.org/pdp/influencing



Events Calendar

January

Jan. 24 - 26

Schedulers & Dispatchers Conference (SDC2023) | Nashville, TN

February

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

October

Oct. 15 - 16

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

Oct. 17 - 19

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

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 people listed here are among the latest ones to join this elite group of business aviation professionals.

Ray Bennett, CAM

Vice President of Sales
Four Corners Aviation

Alex Kosch, CAM

Manager, Safety
Raytheon Technologies Corp.

Scott Blair, CAM

Pilot
Flightstar Corp.

Jean Denis Marcellin, CAM

Assistant Chief Pilot
Skyservice Airlines

Michael J. Brett, CAM

Sr. Captain
The Sherwin-Williams Co.

Lisa A. Pelate, CAM

Assistant Maintenance Mgr.
Whirlpool Corp.

Leonardo Ferreira, CAM

Captain

Kathleen Stafford, CAM

Captain
Executive Jet Management

Mark S. Gallagher, CAM

Senior Captain
Solairus Aviation

Thomas Ward, CAM

Contract Logistics Support
Shift Lead
Gulfstream Aerospace Corp.

Paul Kelham, CAM

Global Vision Captain
Priester Aviation

Mark Zuranski, CAM

Manager of Flight Operations
Eaton Corp.

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Attorneys, finance and tax advisors, and aviation consultants – advertising in Business Aviation Insider puts your message in front of business aviation's decision-makers. Reserve your spot today by contacting NBAA at advertising@nbaa.org.

nbaa.org/advertising

The Expanding Role of Drones

Cargill's Calvin Rieb sees a robust future for unmanned aircraft in business aviation.

Calvin Rieb didn't set out to become a drone technology expert when he first entered the aviation sector and joined the U.S. Army, eventually piloting UH-60 helicopters and C-12 airplanes. But as his career progressed – including tours of duty in the Middle East and taking on additional roles of safety and logistics officer – so too did unmanned aircraft systems (UAS), which Rieb first saw deployed while in the military.

“In fact, my first experience with drones was trying to dodge them on the battlefield,” he jokes.

Today, Rieb leads the drone program at Cargill, where he's responsible for organizational oversight, strategy, education, guidance and execution of the company's deployment, adoption and management of drone technology.

“We essentially operate drones no differently than we operate our business aircraft, following those same mature principles in a tailored manner,” Rieb says.

“For example, our emergency response plan is co-located in one manual to address events for both our business aircraft and drone operations, and we participate as one joint safety

“I see drone technology complementing and adding an additional capability to the business aviation sector.”

committee assessing events, risks and hazards that touch all aspects of both operations.”

Cargill is a leader in utilizing UAS, including operations as unique as flying drones inside salt mines. Company drone operators and equipment can ride aboard Cargill's business aircraft to assist in assessments after natural disasters.

“I see new [drone] use cases and concepts pop up almost weekly,” Rieb says. “Drones have become excellent at gathering data from a multitude of sensor array options.”

He predicts drones will continue maturing beyond routine data collection to task performance such as: air medical supply transportation, firefighting, aerial agricultural spraying, aerial-washing applications and much more.

He also touts the improved safety environment for the workforce and financial savings of using drones.

Overall, “I see drone technology complementing and adding an additional capability to the business aviation sector,” says Rieb.

For flight departments wanting to learn more, Rieb recommends appointing an “innovation manager” as a department drone expert to follow new developments – similar to departments having a safety or compliance manager. For individuals, Rieb suggests attending remotely piloted aircraft forums and events, going to NBAA-BACE, getting a Part 107 certificate and acquiring a small drone. ❖

CALVIN RIEB is Cargill's global, remotely operated systems leader, a position he has held for nearly four years. He has served as Argus International vice president, helicopter & unmanned services. He is an Army veteran, serving as a helicopter and airplane pilot in the Army and National Guard. Rieb is a member of NBAA's Emerging Technologies Committee and a former HAI Safety Committee member.





40
TOP 40 **UNDER 40**

The Future of Business Aviation Is Here

Across the globe, young people are grabbing the reins of the industry and pushing it to ever-greater heights. NBAA's Young Professionals in Business Aviation (YoPro) program is once again privileged to shine a light on their efforts. Help us recognize the next generation of business aviation leaders & innovators by submitting a nomination for the 2023 Business Aviation Top 40 Under 40.

nbaa.org/40u40

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MAINTENANCE CONFERENCE

The Most Important Educational Event For Business Aviation Maintenance Professionals

From aircraft technicians to directors of maintenance, thousands of industry professionals are making preparations to attend the 2023 NBAA Maintenance Conference. Enhance your industry skills and take your career to new heights, as this must-attend event will provide an unmatched networking experience and the opportunity to hear directly from industry experts about the latest operational information and cutting-edge technologies developed for maintenance professionals.

This event will feature engaging education sessions and essential training courses, along with hundreds of exhibitors ready to share their latest advancements and innovations designed to provide attendees with the tools needed to succeed. Don't miss out on this exciting event, and be sure to make plans to attend today!

May 2-4
2023
HARTFORD, CT

SAVE THE DATE

nbaa.org/mc2023