

BUSINESS AVIATION



INSIDER

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By creating Women in Aviation International, Dr. Peggy Chabrian has helped expand women's involvement in the industry.

A Historic Win for Business Aviation Privacy and Security



ED BOLEN
President and CEO

Years after being singled out for unfair treatment, NBAA members no longer have to give up their right to privacy and security when boarding a business aircraft.

It's been a long struggle, but we've reached a turning point in the battle to protect privacy, with a recent announcement from the FAA. This is a big win for the association and the industry.

NBAA's advocacy for inflight privacy protection began in 1997, when the association helped develop the Block Aircraft Registry Request (BARR) program, so operators could opt-out from the public display of their aircraft movements, thereby preventing bad actors from using the internet to track business leaders.

When the government sought to end BARR a decade ago, NBAA successfully fought to preserve the program. But, in the years since, the concern has been that emerging technologies – including ADS-B, a cornerstone of NextGen – would not allow for a continued opt-out from flight tracking.

Given the Jan. 1, 2020 deadline for ADS-B equipage, the government's inaction on this matter evolved from a concern into a crisis. I repeatedly made clear the need to find a solution when speaking to industry-government groups, in Congressional testimony and elsewhere.

Recently, we got some good news: thanks to our collective advocacy on this issue, we have won significant new protections for inflight privacy and security.

Thanks to our collective advocacy on this issue, we have won significant new protections for inflight privacy and security.

Under the FAA's new "Privacy ICAO Address Program," operators wishing to block their real-time ADS-B information can submit requests via a web portal (faa.gov/go/adsbprivacy). There, they will be issued an alternative, temporary ICAO aircraft address that is not connected to their aircraft registry information.

In a related move, the FAA has established new agreements with aircraft-tracking vendors that will limit data sharing. Previously, operators submitted BARR requests to block display of their data. BARR has been replaced by the Limiting Aircraft Data Displayed (LADD) program, and operators now can submit blocking requests through a web page or via email. They also can specify which parties they want to share their data with. (Learn more at nbaa.org/privacy.)

NBAA has always supported the implementation of NextGen and ADS-B. At the same time, the association has underscored the need for new technologies to have security safeguards in place – a position supported not only by industry, but also by civil liberties groups, business organizations, Congress and others. The FAA's new solutions mark a key victory in our long battle for aviation privacy and security. ❖

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HOW URBAN AIR MOBILITY CREATES ENTERPRISE VALUE

This special report from NBAA and NEXA Advisors explores industry opportunities within the promising urban air mobility sector. nbaa.org/uas



Resources: Workforce Development

NBAA has developed numerous resources to help meet current and future workforce challenges. nbaa.org/workforce

MENTORING NETWORK

NBAA's national mentoring network matches qualified industry veterans with less-experienced individuals who are pursuing business aviation careers to foster a collaborative environment for professional growth. Mentors and mentees are paired based on location, industry objectives and other factors to provide a fulfilling experience.

nbaa.org/networking

INTERNSHIP AND CAREER GUIDE

Developed by the Business Aviation Management Committee, the Internship and Career Guide provides instruction on how companies, collegiate aviation programs, regional business aviation associations and government entities can work together to build business aviation career programs that support the next generation of 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. YoPro members work to connect with other young professionals. nbaa.org/yopro

NEXTTECH FOR NEXTGEN

NextTech for NextGen is an initiative to promote sweeping change in the aviation maintenance profession. Technicians need to be able to service aircraft with new-technology systems, so NextTech is designed to:

- Create a new industry standard for those in the aviation maintenance profession
- Ensure educational and training standards are in place to develop a qualified workforce
- Engage regulatory authorities to amend outdated regulations
- Promote business aviation maintenance to the next generation

nbaa.org/nexttech

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New business aviation personnel will be needed between 2019 and 2038

SOURCE: BOEING 2019 PILOT & TECHNICIAN OUTLOOK

Survey Results: Essential Personnel-Retention Traits for Leaders

At NBAA's 2019 Business Aviation Convention & Exhibition, Christopher M. Broyhill, Ph.D., CAM, presented key findings from the Business Aviation Management Committee's latest workforce survey during an education session titled "Manager's Solutions: Strategies for Workforce Issues." Here are the top five attributes that leaders believe they need to have to ensure personnel retention.



ACTIONS YOU CAN TAKE NOW

Tell your congressperson that you support growing the aviation workforce by sending them a letter asking for their support of H.R. 5118, the Promoting Service in Transportation Act, a bill that will help to address the shortage of qualified transportation personnel and increase awareness of career opportunities in this sector.

nbaa.org/advocacy/action



ADS-B COUNTDOWN

Jan. 1, 2020

As of Jan. 1, 2020, aircraft are now required to be ADS-B equipped to fly in most parts of the National Airspace System. NBAA urges all business aircraft operators that haven't already equipped to arrange their installations now. Learn more about the ADS-B equipage mandate.

nbaa.org/adsb



Spotlight: NBAA-BACE

Held Oct. 22-24, the 2019 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) was a resounding success, highlighting the strength of the business aviation industry, the host community of Las Vegas, NV, and the association. For more show coverage, including video and photo galleries, visit the NBAA-BACE Newsroom. nbaa.org/newsroom



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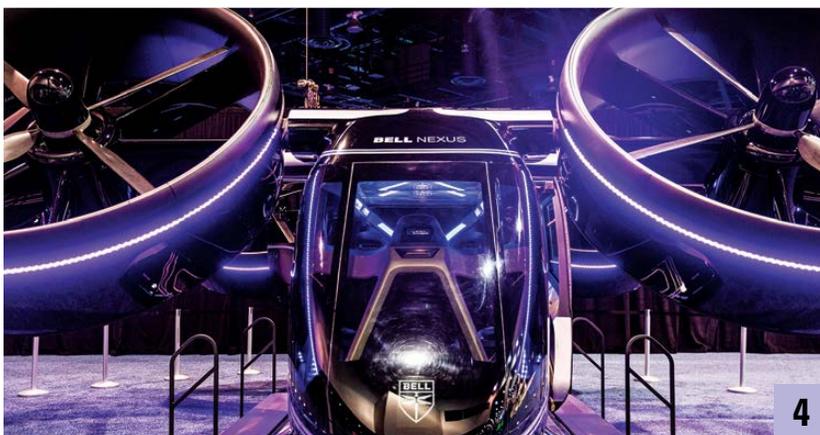
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- Nearly 100 business aircraft were displayed at Henderson Executive Airport during the 2019 NBAA Business Aviation Convention & Exhibition (NBAA-BACE), which was held Oct. 22-24 in Las Vegas, NV.
- NBAA-BACE featured an array of notable speakers, include basketball legend and entrepreneur Earvin "Magic" Johnson, who engaged with another hall-of famer, Martha King.
- U.S. Air Force Maj. Gen. Jeannie M. Leavitt, America's first female fighter pilot, shared her work promoting diversity in aviation with retired Air Force general and former NBAA Board Chair Lloyd "Fig" Newton.
- Attendees thronged new unmanned aircraft systems (UAS) and urban air mobility (UAM) vehicles that were featured in the all-new UAS/UAM Innovation Display Area.
- FAA Administrator Steve Dickson (left) was welcomed to the show by NBAA President & CEO Ed Bolen.
- Students from across the country attended the closing day of NBAA-BACE to learn about business aviation career opportunities.
- Sustainability was a dominant theme throughout the convention, as industry leaders discussed how to accelerate adoption of sustainable aviation fuel.
- Numerous new technologies were showcased at NBAA-BACE, including virtual reality.
- Young business aviation professionals took time out to help prepare bags of food for Three Square, a food bank in Southern Nevada.
- During the three days of the show, NBAA TV Live video crews interviewed a variety of business aviation professionals, including Leoga Fofung (right), the 2019 NBAA William M. Fanning Maintenance Scholarship winner.
- The enthusiasm of the thousands of NBAA-BACE attendees was palpable, as the industry gathered at the forward-looking event to network with their peers and view the latest in aviation technologies.
- Five women industry leaders shared actionable career advice for younger women during an NBAA-BACE education session.
- During the 2019 show, NBAA introduced the New Product Showcase, where select exhibitors (shown here) presented their latest innovative aviation technologies in the Innovation Zone.



KIRK SHAFFER – a Texas native, U.S. Army veteran and private pilot – was reappointed as the FAA’s associate administrator for airports on Dec. 17, 2018. He served in this role previously between 2007 and 2009. Shaffer has more than 30 years’ experience as an airport executive, advocate and regulator. In his current position, Shaffer is responsible for Airport Improvement Program grants and oversees national airport safety and standards, planning, engineering, environmental processing, financial assistance and compliance for more than 3,320 public-use airports nationwide. Shaffer authored the first letter of intent securing a federal funding commitment for an airport capacity project in advance of congressional appropriations, thus inventing an airport infrastructure finance system. From 1986 to 2004, he held several leadership positions at the Metropolitan Nashville Airport Authority.

On Twitter
@FAANews

Shaffer Working on Multiple Fronts to Support Airports

Q: What excites you about returning to your position as FAA associate administrator for airports?

It is a unique opportunity for me to return to the top FAA position responsible for advocating, regulating and building to secure the future of our nation’s airports. All of us in the aviation industry understand the critical necessity of expanding and maintaining airports of all sizes. Now, we not only have a U.S. president and secretary of transportation who understand that need and talk about it frequently, but we also have a Congress enacting the first long-term authorization of the FAA since 1982 and appropriating an additional \$1.5 billion in discretionary funds out of the General Fund (not the Trust Fund) and prioritizing small hubs, non-hubs and non-primary airports. NBAA members are already seeing major improvements at these airports, which are critical to business aviation and other important services. Who wouldn’t want to come back to this job at such a critical time?

Q: How do you perceive aviation challenges at the federal and municipal government levels have changed or evolved since your prior service?

The change has been dramatic. As one example, the cost of aviation infrastructure has risen considerably, while the annual allocations of regular Airport Improvement Program dollars have remained essentially flat. The supplemental appropriations in 2018 and 2019 have helped a great deal, and we hope that type of additional funding will continue. Costs will

“NBAA and its members can use their powerful voices to inform elected officials at all levels about the value of airports.”

continue to rise, as airport sponsors compete for the same type of contractors that also build other major projects. It’s simple supply and demand. This makes it challenging for airport sponsors to put together the “suite” of funding sources needed for airport projects. This presents more opportunities for public/private partnerships to support airports, and there are many success stories of business aviation partnering with airports to expand.

On the municipal level, we are facing more access restriction challenges and the desire to close airports. We want city leaders to understand what a valuable asset an airport is to a community. The FAA is always available to meet with city leaders to address airport-related questions or concerns.

Q: What can NBAA members do to effectively support their local airport?

I mentioned attempts to impose access restrictions. NBAA and its members can use their powerful voices to inform elected officials at all levels about the value of airports. I acknowledge that it is a tougher lift at GA airports.

I also encourage NBAA members to educate fellow operators on the importance of flying

neighborly and working with the community. If you have a noise problem, my advice is to sit down with the local people and listen to them. You might find some things that you can actually fix. Even if the challenge is beyond the control of those involved, the community will know that you cared enough about their concerns and listened to them. Often that will provide an avenue toward better future relations.

Airport users need to be tuned in to what's happening at their home base and at the airports they frequent. Any time NBAA members can use their influence to achieve these objectives, it will better serve all aviation stakeholders.

Q: What is the FAA doing to ensure proper airports funding?

The FAA has been focusing on ensuring that aviation revenue, especially fuel tax revenue, stays on the airport in conformity with federal law. Airport revenue diversion drives up the cost of doing business on airports and, in many cases, deprives them of their ability to raise the local share for federal grants to help support aeronautical projects.

Q: What safety trends do you see at airports used primarily by business aviation?

Safety will always be the principal focus of the FAA's Airports Organization. We are upgrading runway safety areas to standard dimensions, and where that is not possible, alternatives like engineered materials arresting systems are used.

Also, we continue to support the acquisition of airfield rescue, firefighting and snow removal equipment. We also are correcting airfield geometry to eliminate

“We are working to reduce wrong-surface incidents. There is one almost every day, and 83% of them involve GA.”

“hot spots,” reducing runway incursions through our Runway Incursion Mitigation Program, and upgrading airfield lighting and signage.

In addition, we are working to reduce wrong-surface incidents. There is one incident almost every day, and 83% of them involve GA. The FAA is working hard to lower that rate, collaborating with users to identify and reduce the causal factors. In addition, there are a number of great educational resources available through NBAA and other organizations to help pilots prevent wrong-surface events. I encourage operators to review them.

Q: How will unmanned aircraft systems (UAS), urban air mobility (UAM) and other new entrants affect public-use airports?

The advent of UAS presents a unique challenge for airports. The risk from the “clueless and careless” operators that fly drones around airports without any intention of causing harm will continue, but it can be easily managed.

Of greater concern is the risk from drone operators that clearly intend to disrupt airport operations, and the U.S. Department of Transportation Drone Advisory Committee is moving expeditiously to develop guidance on

remote ID and other effective drone countermeasures.

There is an array of benefits that will accrue to airports with the advent of drones. For example, drones can be used to inspect a runway for foreign object debris and pavement condition in a matter of minutes using drone-mounted high-resolution cameras. UAS also can be utilized to constantly patrol an airport's perimeter. They also can monitor nearby wildlife habitats and hazards. These applications benefit airports by enabling them to complete these critical tasks in a much less labor- and asset-intensive way.

GA airports are perfect candidates for becoming vibrant UAM hubs. A lot of these airports are likely to be outside Class B and C airspace surrounding major metropolitan areas. I anticipate that land-use planning and zoning changes will need to be made for the arrival of UAM.

Implementation is under local jurisdiction and is not the purview of the federal government. The FAA doesn't have or want that authority. However, NBAA members should be involved in discussions of how UAM will be implemented.

Most people's largest asset is their home, so when you talk to them in that context, they get riled up. NBAA members need to champion these emerging technologies and be prepared for the debates on land use, privacy, regulatory takings [government restrictions on property use], etc. ❖

REGIONAL REPRESENTATION

Informing School Counselors About Business Aviation Careers

Workforce development efforts are front and center at NBAA and throughout the aviation industry. Regional business aviation groups, aircraft operators, OEMs and others are reaching out to students of all ages by hosting career days, providing scholarships and internships, speaking at schools, and more – just about any activity that may interest and support young people in seeking a business aviation career.

Several months ago, two of NBAA's regional representatives tried a slightly different approach in the association's far-reaching workforce development efforts: They talked with hundreds of school counselors who stopped by the NBAA booth at the annual American School Counselor Association (ASCA) conference, which was held in Boston.

"We found that attending the ASCA conference was a valuable tool for us to start conversing with these counselors about a career opportunity for their students that most of them knew very little, if anything, about," said Paige Kroner, NBAA's Central Eastern regional representative.

According to Kroner, more than 3,300 counselors attended ASCA. For many of the counselors, finding out about careers that did not always require a college degree was important.

"We discussed their programs and the students that they counsel, which helped us match our approach with what would work best for them," said Kroner.

Brittany Davies, NBAA's Northeast regional representative, also attended the conference.

"We had developed a great new brochure about careers in business aviation, which was ready in time for us to take to ASCA,"

"NBAA now has a variety of materials for use with students, teachers and others who want to find out more about a career in business aviation."

BRITTANY DAVIES

Northeast Regional Representative, NBAA

said Davies. "There's a wonderful infographic about some of the many kinds of jobs in business aviation and approximate compensation levels. NBAA now has a variety of materials for use with students, teachers and others who want to find out more about a career in business aviation."

NBAA's regional representatives will be working closely with regional business aviation groups in their respective regions in an effort to reach out to ASCA chapters located in almost every state.

Kroner and Davies followed up their interactions at ASCA with a letter to the many counselors they met, including contact information for their closest NBAA regional representative and links to NBAA's educational resources.

"There is a job in the marketplace for every educational background and thousands of scholarships to assist in launching [your students'] future careers," wrote Kroner and Davies. ❖

Review NBAA's resources for students at nbaa.org/students.



GSLBAA HAS A STRONG PRESENCE IN ST. LOUIS AREA

Roger Mollman, longtime president of the Greater St. Louis Business Aviation Association (GSLBAA), credits much of the group's success over the years with the early decision to have a paid administrator.

"Boards come and go, but having someone in that position has been instrumental in keeping the continuity going and ensuring that responsibilities get passed on and accomplished," asserts Mollman.

Even a cursory glance at the home page of GSLBAA's web site attests to the professionalism of the group, with information on the association's members, mission, events, news, how to join GSLBAA and even facts on the economic impact of member companies on the St. Louis region.

GSLBAA's monthly luncheons are the "backbone" of the group, according to Mollman, and these events often draw 50-100 of the association's 330 members, who come to network and listen to a speaker.

Like many regional business aviation groups, GSLBAA is getting more active in workforce development and has launched a Mentoring Committee. GSLBAA members are involved in a Parks College Summer Aviation Academy that brings students to Spirit of St. Louis Airport (SUS). An annual golf tournament and trivia night contribute significant funding to the GSLBAA Educational Foundation.

gslbaa.org



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INDUSTRY CHALLENGE

Operators are concerned that deployment of ADS-B means aircraft flight-tracking information once shielded from prying eyes is now transmitted to anyone with a ground-based ADS-B receiver.

NBAA RESPONSE

NBAA worked with the FAA and other stakeholders to help the agency develop programs that enable operators to prevent unauthorized parties from tracking their ADS-B-equipped aircraft.

Addressing Privacy Challenges in the ADS-B Era

In response to NBAA and industry's privacy and security concerns about the ability of ADS-B-equipped aircraft operators to prevent their aircraft from being tracked in real time, the FAA announced in late 2019 a plan to allow operators to opt out of such tracking.

In a related move to ensure operator security and privacy, the FAA has established new terms-of-service agreements with aircraft tracking service providers under the new Limiting Aircraft Data Displayed (LADD) program, which restricts the sharing of aircraft data if operators want to opt out of having their flight information broadcast over the internet.

The desire to shield flight-tracking data from prying eyes is almost as old as the internet itself, as flight-tracking websites have made it as easy as typing in an aircraft's tail number to follow its movement across the country. Operators have worried that bad actors could use this information to track business leaders and commit acts of corporate espionage, extortion or terrorism.

NBAA originally responded to those concerns more than two decades ago by working with the FAA to develop the Blocked Aircraft Registration Request (BARR) program, which allowed operators to opt out from having their data shared with flight-tracking websites. Now, BARR has been replaced by LADD, and aircraft tracking vendors must:

- Demonstrate their ability to block display of aircraft data from their public systems.
- Block from public display aircraft registration numbers, call signs or flight numbers included on the FAA-provided LADD list.
- Not display historical data for any aircraft registration or call sign while the aircraft is included on the LADD list.

If the FAA determines that a vendor has willfully violated the terms of service, the agency may suspend or stop providing data to the vendor.

The FAA has established new terms-of-service agreements with aircraft tracking service providers under the new Limiting Aircraft Data Displayed (LADD) program, which restricts the sharing of aircraft data.

Operators that do not wish to have their aircraft data shared can submit LADD requests via a dedicated web page (ladd.faa.gov) or email (ladd@faa.gov). Operators already enrolled in BARR will be automatically transferred to LADD.

Under a separate FAA program for ADS-B-equipped aircraft – the Privacy ICAO Address (PIA) Program – operators retain their permanent transponder code tied to their N-number, but they can request from the FAA a secondary, non-published, alternate 24-bit ICAO (Mode S transponder) code not linked to the specific aircraft tail number. ADS-B receivers can still detect an aircraft flying overhead, but they would not see any information that would allow someone to match that aircraft data to information in the FAA Registry. Operators can request a new secondary code at least every 30 days. (Learn more about the PIA program at faa.gov/go/adsbprivacy.)

While this solution covers U.S. operations, not all countries honor a similar expectation of operator privacy. Identification data shared while operating internationally would not be changed under this program. ✦

Review NBAA's ADS-B privacy resources at nbaa.org/privacy.

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A MAJOR ADS-B PRIVACY WIN

Find Out if Your Privacy Is Protected

Privacy of business aviation operations is vital to protecting the personal security of passengers and the industrial security for companies. As technology has evolved to allow the real-time tracking and sharing of flight data, NBAA worked closely with the FAA to develop opt-out options to limit the distribution of aircraft data and flight information over the internet. Review NBAA's aircraft operator privacy resources.

nbaa.org/privacy

PRO TIPS



ALAN CORDEL
Retired Chief Pilot

Retirees: How to Give Back as Mentors, Volunteers

After 42 years with the same flight department, Alan Cordel believes he knows a thing or two about business aviation that might be helpful to someone new to the industry. Although he is recently retired, Cordel wants to keep his hand in the business.

“I would like to stay involved, and I think I do have something to offer,” says Cordel. “It’s time for me to give back.”

Enter NBAA’s Mentoring Network, which provides an opportunity for individuals new to business aviation, who are considering business aviation as a vocation, or who wish to advance their career to connect with an experienced mentor. The nine-month program starts up every September, and Cordel is looking forward to being matched with a mentee.

“I’m comfortable mentoring basically anyone at any point in their career,” says Cordel. “I’ve pretty much seen it all and done it all.”

Cordel thinks mentoring is important because he was the beneficiary of a

helpful mentor early in his career. Over the years, the former chief pilot became an unofficial mentor at the downtown Midwestern airport where he was based.

“FBOs and some other businesses would send potential pilots, students or others to me,” says Cordel. “I can mentor about most aspects of business aviation, from flying to maintenance to acquisitions to corporate relations and more.”

Promoting business aviation also is important, according to Cordel.

“I would like to stay involved, and I think I do have something to offer. It’s time for me to give back.”

ALAN CORDEL
Retired Chief Pilot

“In addition to actively mentoring the future workforce, we also need to engage in ‘passive mentoring’ by getting the word out about business aviation.”

Cordel often speaks to parents, explaining to them why the investment in their child will pay off in the long run, and providing resources on scholarships and other info to help with expenses.

But mentoring isn’t the only role that retirees can play. Robert Riggs, a board member of the Kentucky Aviation Association and the Aviation Museum of Kentucky, is nearing retirement, and he is keenly aware of the important role that retirees play in filling essential positions at aviation museums.

“I’m not sure that retirees from the aviation industry know how much of an impact they can make [at a museum],” said Riggs. “Most of the volunteers at the Aviation Museum of Kentucky are retirees. Those with aviation experience usually find that they like the atmosphere and are valued for their expertise. And retirees can choose the amount of time they spend volunteering. You can’t play golf every day!” declared Riggs. ❖

Learn more about NBAA’s Mentoring Network at nbaa.org/mentoring.



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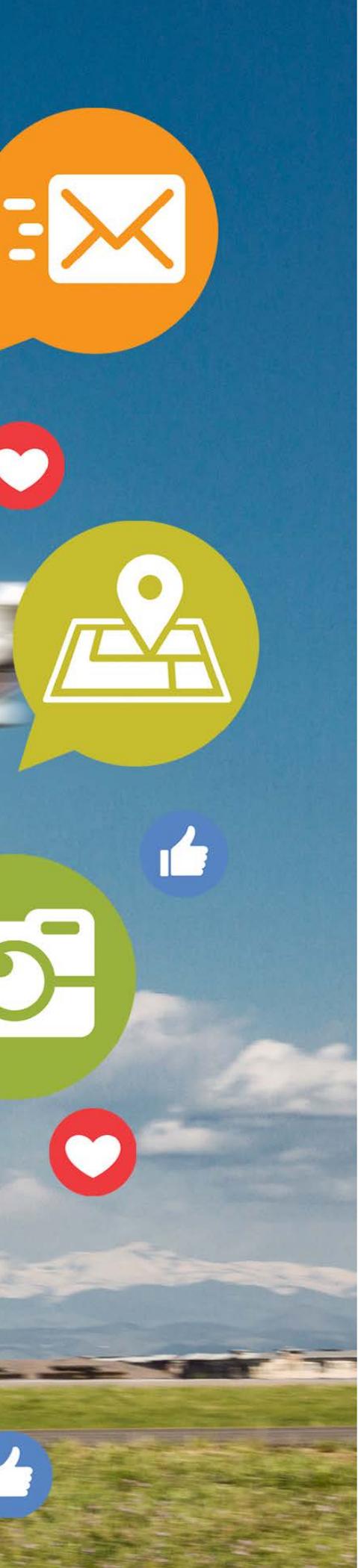
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face -to- facebook

The best way to reach the next generation of potential aviation professionals may be through social media.

When the trailer for *Top Gun: Maverick* premiered last year, one could be forgiven for thinking viewers been transported in a time machine back to 1986. From the trademark aerial action to Tom Cruise's megawatt smile, the footage was a precisely engineered blast of déjà vu. Hollywood is betting that, more than 30 years since *Maverick* and *Goose* took America by storm, audiences still feel the same "need for speed."

An aviation industry pressed to replace its aging workforce shares that hope. But today's world is far different than that of 1986, and many wonder if, in a digital era where the whole world seems to be just a tap or click away, does aviation still capture kids' imagination?

It's an existential question lurking behind every workforce trend. The need for young people to become the next generation of pilots, maintenance technicians and other aviation professionals is well-known. What is less certain is what aviation means to young people.

A series of recent conversations with aviation students offers a glimpse into Generation Z's relationship with the industry. What they said underscores the challenges facing aviation in the 21st century. But those conversations also offer clues as to how aviation can make inroads into their consciousness.

DETACHED FROM AVIATION

For all of flying's ubiquity in America, the average U.S. student is fundamentally detached from the industry itself.

"When I learned I can train to work on planes, it came to me as a shock – I didn't know these opportunities were there," said Juan Diaz, a student at the Bob Hoover Academy, the CA-based non-profit dedicated to inspiring at-risk and underserved teens to get engaged in STEM education and aviation.

"Nobody at my school is looking into aviation, they're all thinking about being doctors or lawyers," said Wichita High School student Trent Self.

"I talk to people about it [an aviation career] and to them it seems like an impossible hurdle," said Amrat Chugani, a recent graduate of Embry-Riddle Aeronautical University.

These sentiments seem to be common among students, and without a personal connection to aviation, such as a friend or family member in the industry, young people are unlikely to have any sort of relationship with it.

This detachment seems to be exacerbated within minority populations.

"In my opinion, [an aviation career] is not well known among young people because it doesn't seem like an attainable dream," said Isaac Leyva, a Latino student at the Bob Hoover Academy.

Even if young people are aware of aviation career opportunities, there are financial obstacles to pursuing them.

"When I speak to my family [about an aviation career] they're blown away," said Joel Rochin, another Bob Hoover Academy student. "They see it as really far off, something that you're going to have to go to school for a really long time and spend a lot of money."

An additional factor is aviation's decreased presence within pop culture. Movies about pilots have long been a

"The teenagers of today...can't imagine not being able to share everything they do on Instagram or Snapchat. It's a totally different mindset, and it's making social media more important."

BETH SANDERS

Senior Manager of Content and Social Media, NBAA

valuable recruiting tool. For example, the success of Top Gun boosted naval aviator career inquiries by some 500%. But pilots are rarely main characters in movies or TV shows today.

"We grow up seeing police, firefighters, doctors and lawyers on TV – but never pilots or technicians," said Laura Pantoja, a recent graduate of Aviation High School in New York.

COMMUNICATION TRENDS BRING NEW OPPORTUNITIES

But warnings about aviation's shrinking cultural footprint come with an important caveat: the youngest generations are increasingly ditching traditional media channels in favor of social media.

Childhoods spent fully ensconced in the digital world have had a dramatic effect on how young people consume entertainment. Live TV and trips to the movie theater are down. Digital streaming services and user-created content are up. YouTube and Netflix, the current heavyweights in the fight for Generation Z's attention, now combine for more than 70% of teenagers' daily video consumption, says a 2019 Piper Jaffray study.

"The teenagers of today don't know a life before the internet," notes Beth Sanders, NBAA's senior manager of content and social media. "They

can't imagine not being able to share everything they do on Instagram or Snapchat. It's a totally different mindset, and it's making social media more important."

These communication trends represent a new opportunity for aviation advocates to connect with young people. They also point to a uniquely 21st century opportunity: industry people putting aviation directly in front of their friends and family.

"Before social media, aviation was kind of like, 'Wow, how do you do that?' And now we have firsthand access via our phones and computers to see what that life is like," said Josh Hernandez, a recent graduate of Quincy University who now is a Part 91 pilot.

Students interviewed for this story all confirmed that they are avid users of social media – particularly Instagram and Snapchat. These two popular social networks enable young people to easily share with peers snippets of daily life. (The overall largest social media network, Facebook, ranks a distant fourth with younger people, though it is still a daily stop for more than a third of them.)

"I love posting [my aviation activities] on Snapchat," said Rochin. "You'll get reactions from friends like, 'That's cool – you're really in the plane?'"



The compelling visuals commonplace to business aviation – sleek aircraft, busy hangars, complex machinery – are a natural fit with this “quick burst” medium, and students say their aviation activities are a common, typically well-received, thing to share on these channels.

“We enjoy showing that at such a young age we’re in a hangar, in an outdoor area doing engine run-ups working with all these parts, doing overhaul and maintenance,” said Aviation High School student Christine Alma.

Genesis Santana, a former Aviation High School student who recently graduated with an A&P license, believes that social media gives business aviation advocates opportunities to easily and inexpensively promote the industry – a critical workforce recruiting strategy for a segment of the industry lacking the clear-cut career pathways of the airlines.

“Reaching young people doesn’t necessarily require a lot of money spent

on traditional advertising because social media is what dominates our interactions,” she explained. “As an individual, you have a tremendous platform and power – if a pilot posts a lot of videos or pictures, they’re providing really valuable exposure.”

TECHNOLOGY MUST LEAD TO DIRECT INTERACTION

Digital communication can be a valuable tool, but social media alone only goes so far, warns Stacey Wilson, operations manager at the Bob Hoover Academy, where the main focus is on facilitating the kind of direct interactions that make a lasting impression.

“It seems easy to post a picture on the internet, but there has to be networking to help people take the next step,” advises Wilson. “We introduce students to everyone at the airport, with the goal of highlighting all the different jobs required for one flight.”

Jerry Dooyes, president of the Latino Pilots Association, agrees that

effective outreach requires a combination of new technology and traditional face-to-face interactions.

“This upcoming generation is so tech-savvy that social media is key to reaching them,” he admitted. “That said, I do feel boots on the ground, in the classroom, is always preferable.”

Though social media isn’t going to singlehandedly solve the aviation workforce challenge, it offers a powerful tool for putting images and videos of aviation directly in front of young people. Even better, it offers people the opportunity to share images that, as one student described, “shows that an aviation career is an attainable dream.”

“It’s never seemed like an aviation career is a common thing,” said Aviation High School student Wasama Khan. “I think posting our pictures makes it seem more realistic – that there’s an accessible path to follow.” ❖

Review NBAA’s student resources at nbaa.org/students.

A 30,000-FOOT VIEW

Jean Denis Marcellin was one of the earliest business aviation advocates to recognize how social media can be used to promote the industry.

“I’ve been in business aviation for most of my career, and social media has been getting more and more important to people’s lives,” said the Montreal-based Part 91 pilot. “I feel it’s a great way to share the industry’s stories and really communicate our passion for this lifestyle.”

On his YouTube channel, *Global Life*, Marcellin chronicles – with his employer’s consent – the day-to-day life of a Bombardier Global Express pilot. With videos ranging from flight footage to technical instruction, he’s racked up thousands of views and connected with fans across the world, who pepper him with technical and career questions. By answering queries about his business aviation career, he helps reduce some of the mystery surrounding the profession, he says.

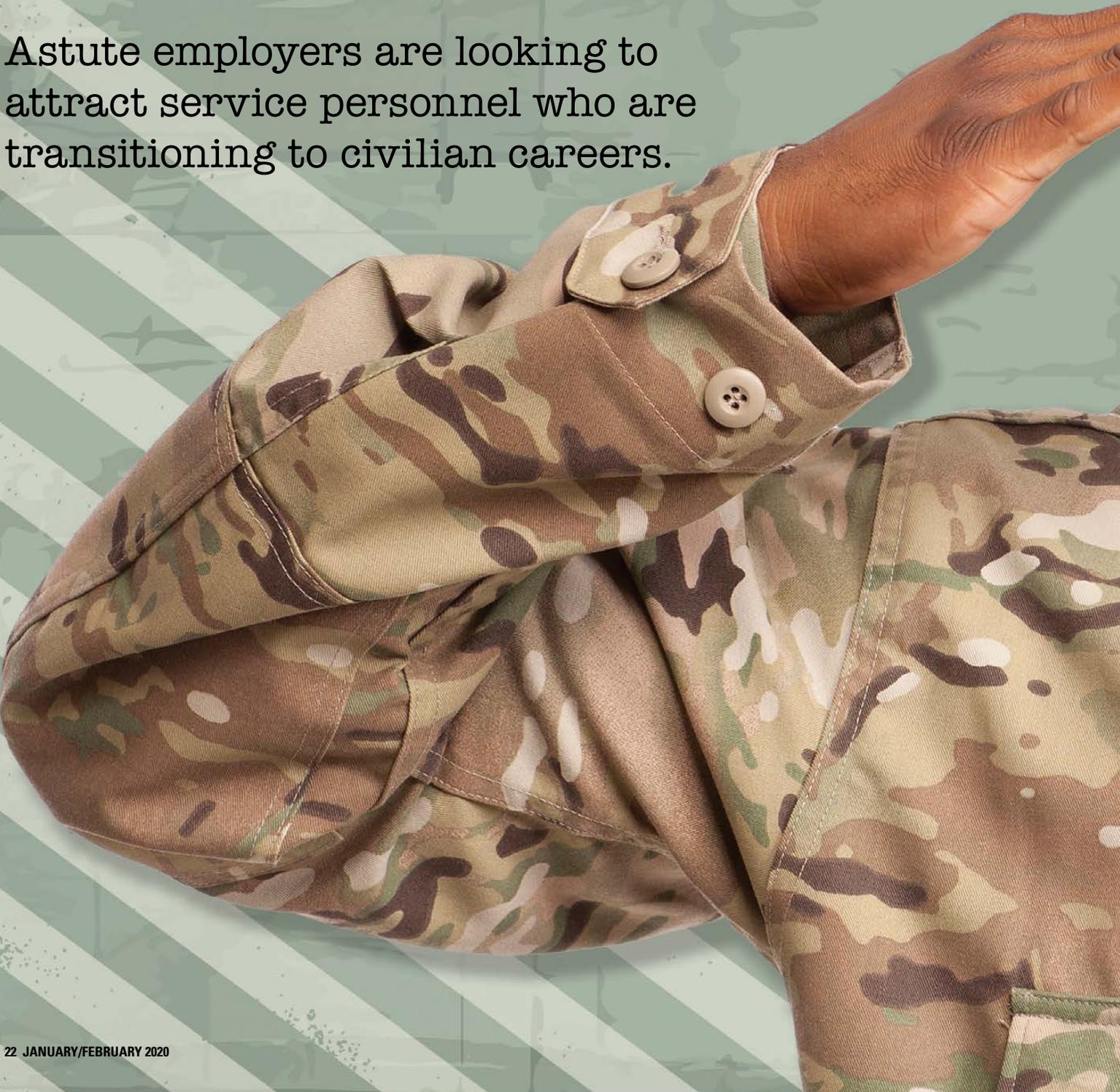
“I feel like a lot of people don’t know how awesome a business aviation way of life can be,” he said. “I like to share that story and the challenges it can bring, because that’s part of what makes it fun, but also the planes, the places we go and the skills that it helps us acquire.”

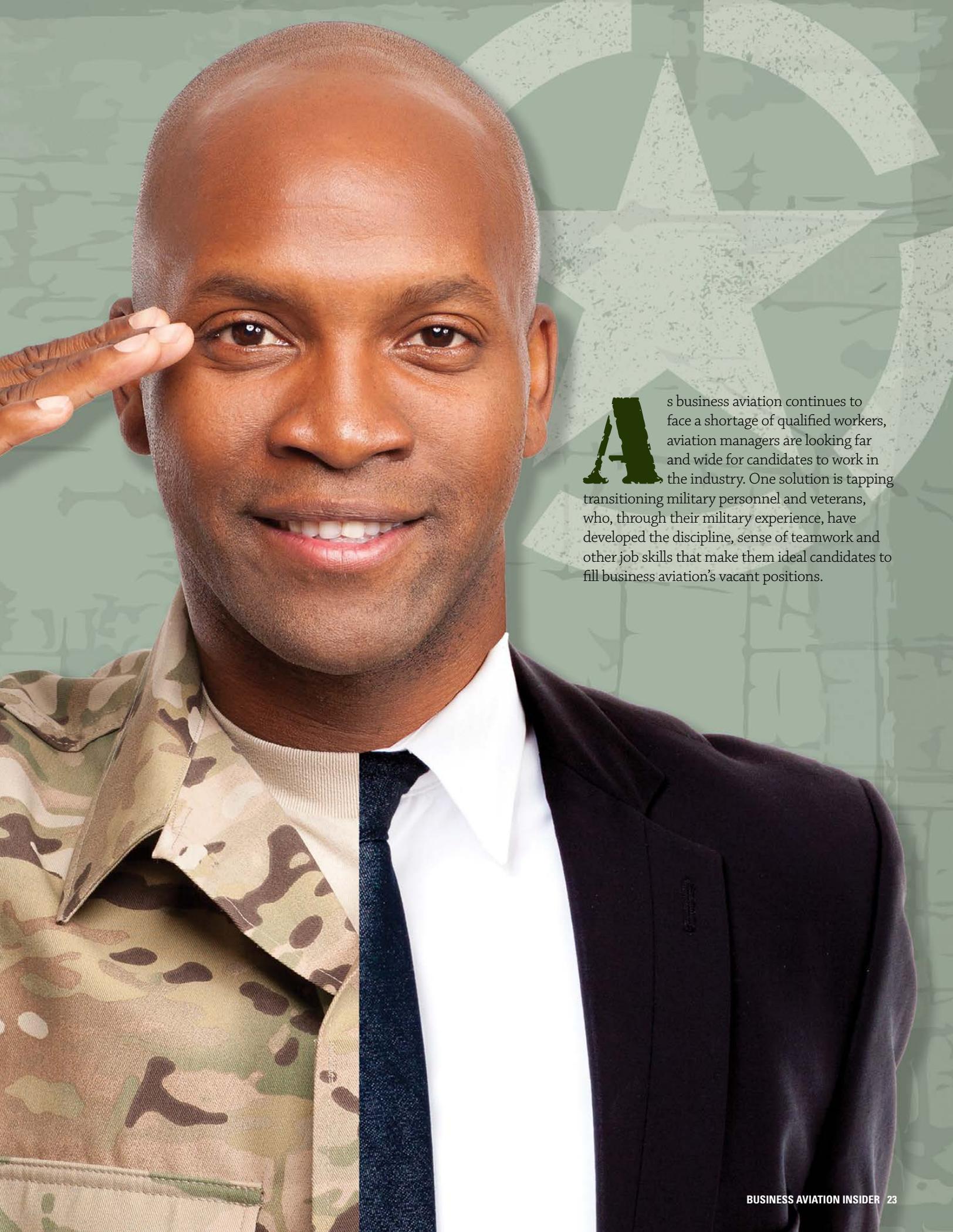
Marcellin started his channel in part because he felt students receive little exposure to business aviation. He recalls being “sort of the black sheep” pursuing business aviation in flight school, while the rest of his class was eyeing the airlines, and he wants to help future aviators know they have multiple career options.

THE MILITARY

to Business Aviation Pipeline

Astute employers are looking to attract service personnel who are transitioning to civilian careers.





As business aviation continues to face a shortage of qualified workers, aviation managers are looking far and wide for candidates to work in the industry. One solution is tapping transitioning military personnel and veterans, who, through their military experience, have developed the discipline, sense of teamwork and other job skills that make them ideal candidates to fill business aviation's vacant positions.

THE MILITARY

to Business Aviation Pipeline

THE BENEFITS OF HIRING VETERANS

There are numerous benefits to hiring veterans, and some companies in business aviation have made it a priority to reach out to these job candidates.

For example, Executive Jet Management (EJM) employs more than 150 veterans, almost 20% of its workforce. Veterans have roles in nearly every department at EJM.

“Military service creates individuals who learn to lead through challenges and collaborate with a diverse group of people,” said Allison Moser, human resources vice president at EJM. “Typically, service members receive significantly higher levels of vocational and leadership responsibility earlier in life than their civilian counterparts.”

Servicemen and servicewomen tend to excel in problem-solving and adapt quickly to changes in technology and responsibility, making them versatile. In addition, veterans tend to be accustomed to frequent role changes within organizations. They also typically are focused on teamwork and efficient communication. Perhaps most important, veterans are often disciplined people with a great work ethic who are loyal to their organization and team.

Another benefit is that veterans can be considered a pre-vetted population, since they have already been subject to background checks, clearance processes and drug testing programs.

“Veterans are often trained leaders who know it’s about creating a culture of camaraderie, and that culture starts at the top,” said Chuck Hodges, executive director of Hiring Our Heroes, a nationwide U.S. Chamber of Commerce Foundation program designed to connect veterans, service members and military spouses with meaningful employment opportunities.

“Military service creates individuals who learn to lead through challenges and collaborate with a diverse group of people.”

ALLISON MOSER

Vice President of Human Resources, Executive Jet Management

Despite all of this, civilian human resources professionals sometimes overlook a veteran’s resume because they find the documents confusing. However, Hodges encourages hiring managers not to do that because military people are, in fact, good candidates who have simply approached their career via a path different than what hiring managers may be accustomed to.

HIRING OUR HEROES

In 2011, when Hiring Our Heroes was established, the veteran unemployment rate was very high, and the program focused primarily on hiring events. While the veteran unemployment rate has improved, there’s still work to be done to connect military personnel with civilian jobs and ease the transition to civilian life. Hodges says one key is getting ahead of the military-to-civilian transition and

educating military personnel about the civilian career possibilities.

“Sometimes veterans don’t stay in that first [civilian] job for long,” explained Hodges. “They don’t understand what the job will be or what they want to do. Our events help service members make more-informed decisions about their career paths.”

Hiring Our Heroes brings employers and veterans together to talk about career pathways in various industries and provide career development training, such as mock interviews and resume reviews. Hiring and networking events also connect job seekers directly with potential employers.

Hiring Our Heroes has other workforce development initiatives.

The Veteran Employment Advisory Council and Military Spouse Employment Advisory Council are composed of more than 40 of



The Chamber of Commerce Foundation’s Corporate Fellowship Program enables employers to see the value of military talent first-hand. In 2018, participants had a

92 PERCENT

job-offer rate, with an average annual salary of \$88,000.

America's biggest employers. The councils provide mentors for transitioning service members and military spouses and establish best practices for veteran and military spouse employment.

The Corporate Fellowship Program enables active-duty service members to spend 12 weeks of their last six months of active duty with a private-sector company, an experience similar to an internship.

Also, since 2012 Hiring Our Heroes has provided a number of resources for military spouses. Spouses face unique career challenges, including gaps in employment due to frequent moves and, sometimes, the need to care for a wounded family member.

A new six-week fellowship program for spouses is designed to enable them to gain hands-on work experience and showcase their skills to employers.

HOW TO ENGAGE TRANSITIONING MILITARY PERSONNEL

Employers can participate in Hiring Our Heroes programs, but some

outreach to military personnel can begin much closer to home.

EJM recruits veterans through employee referrals and recommends that employers build relationships with transition programs at nearby military bases. EJM also attends RecruitMilitary events as a way to build awareness of its brand.

"EJM has former military in key leadership roles, which helps promote the sustainability of a military hiring initiative," said Steve Jackson, EJM's director of operations and a veteran. "We recommend having executive sponsorship to support promoting this talent pipeline as a key component to a robust talent-management program."

NBAA has ramped up its efforts to interest veterans in business aviation.

"We realized that we needed to look at workforce issues from as many angles as possible," said Jo Damato, CAM, NBAA's vice president of educational strategy and workforce development. She hopes to encourage NBAA members to set up collaborations,

like the one with Hiring Our Heroes, to identify and recruit transitioning military personnel.

"We need to show people leaving active duty that business aviation is a great career – and not just for pilots and maintenance technicians," she continued. "Many types of skills can be used in business aviation."

NBAA also hopes to form partnerships that benefit military spouses, as a military member's decision to transition to a civilian career or continue in the military is often based on the spouse's employment situation.

"The industry is excited to participate in career events that would allow them to interact with veterans preparing to transition," said NBAA Western region representative Phil Derner. "Now NBAA and our partners are working to develop programs that seek to actively translate veterans' skills into business aviation careers." ❖

Review NBAA's workforce resources at nbaa.org/workforce.

NBAA MAINTENANCE SUBCOMMITTEE ASSISTING TRANSITIONING MILITARY PERSONNEL

Aviation maintenance personnel transitioning from military to civilian careers are often unaware of the opportunities in business aviation, or they struggle with the process of converting military experience into FAA or other civilian credentials.

"As an industry, we need to educate these professionals about the unique benefits of working in business aviation," said Andrew Harris, a maintenance manager at Executive Jet Management. "It's especially important for us to reach people...long before their actual [military] separation date."

The Workforce Development Subcommittee of NBAA's Maintenance Committee hopes to reach separating military personnel in time to ensure a smooth transition.

"We want to educate folks in the military so they know they can continue their maintenance careers in business aviation and minimize their downtime in transitioning," said Bryan Maloney, managing partner at aviation staffing firm Maloney Services Group LLC.

The subcommittee is creating tools to help former military personnel identify business aviation positions, translate their military experience into civilian terminology for resumes and interviews, and provide a clear path for obtaining FAA credentials. The subcommittee will also provide tools for repair organizations to recruit military personnel.





HOW TO SAY 'NO'

Pilots shouldn't dread delayed or cancelled trips, but should be ready to offer alternatives.

Breaking the news that their flight plans have changed, been delayed or cancelled is among the more difficult conversations a business aircraft pilot can have with passengers. And while aviation professionals are familiar with issues such as weather, mechanical challenges or crew duty-time requirements that often lead to altered travel plans, even experienced pros may still be reluctant to say “no” when such circumstances prevent the safe and legal completion of a planned flight.

However, such conversations need not be awkward or confrontational if pilots are able to explain the reasons behind the change and have alternative plans at the ready.

“If we see a trip request that falls outside of our established parameters, such as for weather, we do our best to be proactive and develop a reasonable alternative,” said Eric Canup, director of flight operations for Live Oak Bank. “Generally, if you’ve found an alternative solution as close as possible to the original request, it eases the issue.”

That doesn’t mean passengers – which may include the aircraft’s owner, company executives or their family members – will readily agree with or understand such changes to their plans.

HOW TO SAY 'NO'

"Why we shouldn't land on an icy runway is an easy concept to grasp, but convincing executives that pilots simply can't be on duty for 20 hours can be a harder sell," Canup admitted. "Even with an inherent understanding, there still may be a disconnect; after all, if executives work such long days, why can't pilots? The answer, of course, is that lives are on the line in the airplane.

"I tend to compare such situations to the bank's own rules and policies about to whom they'll lend money," continued Canup. "We approach the task of delivering them to their destination in much the same way, and while saying 'no' may be a pain point today, in the long run they'll thank us."

HOLDING FIRM WITH C-SUITE SUPPORT

While such conversations may be somewhat easier when between an individual owner and a pilot, it's important to develop a similar understanding at larger companies between the C-suite and the flight department.

"We have a process that has been developed and accepted by our board of directors that clearly and unequivocally states that pilots are the final authority," said Canup. "The CEO has signed off on it as well: when on the plane, the go/no-go decision rests with the flight crew alone."

"Having the CEO's support is huge," said Mike Whannell, chief pilot for Jack Henry & Associates. "All our aircraft have a policy statement onboard from the CEO that he supports the decisions



proceed, but here's why it can't, and here are two new options I can ensure are safe."

In some cases, an owner or executive may try to influence the pilot's decision-making, particularly when new to the job.

"Clients may want to see what they can get away with on your first trip, or how willing you may be to bend the rules," said Brad Lindow, a Citation CJ3 and Phenom 300 captain for a Part 91 flight department and a member of NBAA's Small Flight Department Subcommittee. "It's important to hold firm to your convictions, but also don't stamp your feet. In the end, they'll respect you and trust you more because you did stick to your guns."

However, such situations may also lead to tensions between passengers and crew members.

"Explain your decision politely and in plain language and remind them [the passengers] they've charged you with providing them with safe transportation above all else."

ERIC CANUP

Director of Flight Operations, Live Oak Bank

made by the flight crew, even if they run contrary to what passengers may want. The pilots are in charge.

"That said, crew members are always told to come with solutions, not problems," continued Whannell. "This may not be the way you wanted the flight to

"One of the earliest mistakes I made was taking offense when my judgment was called into question," Canup admitted. "It's particularly important that younger or less experienced pilots take a pause and try to see things from the passenger's perspective. Explain your decision politely and in plain language

and remind them they've charged you with providing them with safe transportation above all else."

Avoiding quick or rushed decisions while under pressure from passengers is another important rule of thumb for pilots.

"Things sometimes change at the last minute," Canup said, "and that puts the flight crew 'under the gun.' However, quick answers in aviation often aren't vetted thoroughly and can lead to more issues. Our pilots are advised to respectfully ask passengers to give them a few minutes to consider the ramifications."

"A lot of this comes down to the company culture, and it's imperative to establish this from the start," said Whannell. "You must establish early on that saying 'no' is not only accepted but understood – and that's particularly difficult for smaller flight departments, where retention can be difficult, or you may have an owner who's used to having things done a certain way."

"It's fair to say that trust is developed easier when it's one-on-one," Lindow added. "The most important part is to set the expectation from the beginning, even before securing the contract or appointment, that safety is the top priority and won't be sacrificed. That initial, upfront conversation provides insights into the type of people you'll be flying, and how readily they'll accept your judgment. If there are issues, you should consider seeking employment elsewhere."

QUALIFYING THE 'NO'

As with many other situations, the difference between tense confusion and solid understanding rests on the flight crew's ability to convey the reasons for the delay, cancellation or other changes.

"Come with options," suggested Whannell. "Make clear that you know you're presenting a decision contrary to what they expected to happen. And don't be surprised if they have questions. You may know all the variables that led to that decision, but your passengers do not. Your job is to communicate that to them and close the communications gap."

Pilots should also not be offended by such passenger questions.

"They aren't challenging your authority, just asking for you to justify it," Whannell continued. "They're trying to gain the same level of information as you. It's just a matter of qualifying the 'no.'"

"It's not just about being able to say 'no,' but saying 'no' while being able to present options."

BRAD LINDOW

Citation CJ3 and Phenom 300 Captain

Lindow agrees that the ability to present options helps smooth over any flight planning hiccups. "It's not just about being able to say 'no,' but saying 'no' while being able to present options – delay the flight, leave earlier, go to a different airport, or possibly even arrange alternative transportation. Many executives are Type A personalities – as are many pilots – and while they may not be used to someone saying 'no,' it's more important to them that you have a plan to fix it." ❖

Review NBAA's safety resources at nbaa.org/safety.

CHANGING PLANS WHILE IN FLIGHT

Sometimes an inflight situation leads to a diversion. Brad Lindow, a captain for a Part 91 flight department and a member of NBAA's Small Flight Department Subcommittee recalled a flight to Arizona in which a mechanical issue popped up en route. This led the crew to divert from their original fuel stop at a general aviation airport near Oklahoma City to the larger nearby Will Rogers World Airport (OKC).

"We did this for a few reasons," explained Lindow. "There were more service options available at OKC, and the longer runway provided an extra margin of safety. However, the primary reason was for the convenience of our passengers, as there were more alternatives at the larger airport to get them to where they needed to go in the event we couldn't complete the flight that day."

"Sure enough, after troubleshooting the issue, it became clear we couldn't continue on, but they were able to catch a flight to their destination with minimal delay."

Faster Than the Competition

Adjusters International Matrix Business Consulting uses an airplane to reach customers quickly after an insurance loss.

By Lowen Baumgarten

Photos by Morgan Anderson Photography





Scott deLuise (left) and his son Kalon both fly the company's Cessna Centurion in support of their insurance claims consulting practice.

The day Scott deLuise had to fly to Fort Dodge, IA, to meet a pig farmer, the regional airport was closed. The farmer had a fire in a farrowing building and needed help filing an insurance claim, so deLuise flew out from Erie, CO and landed his Cessna Centurion on a narrow dusty road near the farm.

"The farmer said whenever the feed store sales rep visited, he landed on that road, so I checked it out," said deLuise, who is CEO of Adjusters International Matrix Business Consulting. "The road was straight, there were no obstructions, so I landed there and met the farmer before my competitors could ever get there."

Kalon deLuise, Scott's son, the company's COO and also a pilot. "You've probably met an insurance adjuster before, but most likely that adjuster works for the insurance company. We work for the policyholder, to get the most payout for their claim."

Scott and his wife Jan deLuise started the company in 1984, and from the very beginning they used an airplane to grow the business. An early passion for aviation had driven Scott to get his pilot's license at age 16, and as an insurance consultant, he saw how flying could cut travel costs, save time and expand the company's territory.

"In our business, it's the early bird that gets the worm. Many times, our competitors will come in the day after a loss happens. We can be there the same day."

SCOTT DELUISE

CEO, Adjusters International Matrix Business Consulting

Like many of the sites deLuise visits for Adjusters International, Fort Dodge is hard to get to. It's two hours from the nearest commercial airports, and airline connections are limited. That's why deLuise says his pressurized Centurion Turbo P210R is his number-one competitive advantage.

EXPANDING BUSINESS TERRITORY

Adjusters International is a Broomfield, CO-based insurance claims consulting practice that works with businesses and homeowners in preparing claims on property losses.

"We do claims on farms, factories, retail space, apartment buildings and homes – all kinds of property," said

Soon, Jan and Scott were flying all over Colorado – to Durango, Telluride, Eagle – and much farther. The company's territory now extends from New Mexico to North Dakota, Wyoming to Missouri – all within the 1,000-mile range of the Centurion.

Scott's first airplane was a 1976 Turbo Centurion. A few years later, he flew a modified Beech Baron, before returning to a Centurion, now with a pressurized cabin.

IT PAYS TO BE FIRST

The pressurized Centurion is well equipped for flying over the Rockies from Erie Municipal Airport, just 20 minutes from Adjusters' offices in



The Centurion is hungared at Colorado's Erie Municipal Airport, about a 20-minute drive from the company's office.

Broomfield. The aircraft has the performance to climb above the mountains, as well as an anti-icing system, and the pressurization system helps mitigate fatigue on longer flights.

"A lot of these property losses happen in small towns that don't have a big airport," said Jan. "The airplane enables us to fly there quicker and get there before our competition can. And the policyholder signs with us."

Insurance claims consulting is a service nobody thinks of – until they need it. When a policyholder suffers a loss, consultants from several firms might offer their services.

"In our business, it's the early bird that gets the worm," said Scott. "Many times, our competitors will come in the day after a loss happens. We can be there the same day."

In the early days of the company, that ability to get in front of potential customers before competitors led to more success. Scott and Jan invested in related businesses, including the national network of Adjusters International practices. The company has grown from the two to seven employees.

"A lot of these property losses happen in small towns that don't have a big airport. The airplane enables us to fly there quicker and get there before our competition can."

JAN DELUISE *Co-Founder, Adjusters International Matrix Business Consulting*

Usually two or three team members fly to meet a client or prospective client after a loss. Often, a salesperson is accompanied by an engineer or an architect, sometimes a CPA. On most missions, they are able to go out and back in the same day. Scott and Kalon call that a "hot lap."

"If we have three team members going, we can go and come back in the same day and it's very cost-effective," said Kalon, "because we don't pay for three hotel rooms, and we don't pay for airline tickets. Commercial flights to small towns are expensive."

CONSERVATIVE FLYING

Despite Scott and Kalon's emphasis on speed and same-day turnaround, they

never feel pressured to fly in unsafe conditions.

"My risk tolerance is relatively low for an instrument-rated pilot," said Scott. "I never fly into really rough weather. My instructor cautioned me that, as an owner/operator, there could be business pressures, times when I'd really want to go. And you know, I'm the pilot in command. I just won't fly. I've had to make those decisions hundreds of times."

If Scott sees the weather turning hazardous, begins to feel fatigued at the end of a long day, or has a maintenance squawk, he makes the conservative decision. Often, he simply moves the flight to the next day.

Scott is also conservative about the airplane's systems. He and Kalon take the

Jan deLuise (below) sits in the right seat on many of the company trips during which her husband, Scott (right), is flying as pilot-in-command.



airplane to an FBO at Rocky Mountain Metropolitan Airport for inspections and maintain it to Part 135 standards.

While the Centurion is certified for flying in known icing, “I only use it as a way to get out of ice, not to fly through ice,” said Scott.

As single-pilots, both Scott and Kalon often put right-seat passengers to work, manning the radios, checking the digital weather radar and spotting aircraft.

As a right-seat passenger for more than 30 years, Jan often fills this role, helping to reduce the pilot’s workload during critical phases of flight.

TRAINING CONSTANTLY

Whether Scott deLuise has to travel to see a client after a loss or not, he takes

the Centurion up for at least one hour each week.

“I believe in training constantly,” he said. “I’ve got to do that to practice and stay familiar with my surroundings.”

Scott and Kalon often fly together, trading off left-seat and right-seat duties. The father and son share the cockpit workload and backstop each other on safety checks.

While making the time to fly and practice weekly, Scott also reads safety bulletins and other resources.

“I read the FAR/AIM like it’s my bible,” he said.

When Scott goes to recurrent training once a year, it’s with the same CFI he has flown with for 20 years, “a Cessna 210 expert” who also performs Scott’s check rides.

“I fly regularly with my instructor, and for recurrent training we’ll pick an aspect of the airplane’s systems or air safety in general to focus on. He knows my airplane and I know him.” ❖

Learn more about Adjusters International Matrix Business Consulting at ai-mbc.com.

KNOWING HOW TO FLY THE MOUNTAIN WAVE

Scott deLuise was 18 years old the first time he flew over the Rockies, soon after obtaining his high-performance endorsement. While mountain wave might be a rare phenomenon in other parts of the country, learning about it was one of Scott’s first lessons in ground school.

“It [training] is very important for anyone flying in the mountains,” said deLuise. “Mountain wave affects lighter-weight and lower-powered aircraft more, and your situational awareness has to be top-drawer. Take a mountain flying class before you attempt it, because a lot of people get into trouble [if they aren’t prepared].”

Mountain wave is caused by air masses compressing and decompressing as perpendicular wind passes over a mountain range. As an air mass nears the windward side of a mountain, it compresses. As it comes over the top of the mountain, it decompresses, creating a powerful downdraft on the immediate leeward side.

These currents repeat for some distance past the mountain range, sometimes creating a rolling tube like a surf wave. Anyone who has flown into Denver knows that this condition persists even at high altitudes. When flying through mountain wave, pilots need to account for the downdrafts, updrafts and changes in airspeed.

Scott deLuise recommends that pilots flying in mountainous regions take the mountain flying course that is part of the FAA Wings program.

SNAPSHOT: ADJUSTERS INTERNATIONAL MATRIX BUSINESS CONSULTING



Aircraft: One Cessna Centurion P210R



Base: Colorado’s Erie Municipal Airport (EIK)



Personnel: Scott deLuise is CEO and pilot. His son Kalon is COO and also flies.



Contractors: Contract Flight Attendant Best Practices

The job of providing cabin safety and service for business aircraft passengers is the same whether a flight attendant is a company employee or an independent contractor. But contract flight attendants (CFAs) need to handle a host of administrative and training responsibilities themselves since they are self-employed. Also, as small business entities, they must understand tax requirements, marketing and networking in order to be successful.

NBAA Flight Attendant Committee members Lesley Revuelto and Karen Hall offered a number of tips for CFAs.

“As an independent contractor, it is vital to keep accurate records of your expenditures, income and vendors,” said Revuelto. “Two of the best tools I use are CamScanner to create PDF documents of receipts and Invoice2Go to create invoices/expense reports and track payments.”

“It’s imperative to keep detailed files pertaining to each different airplane and company,” added Hall, “as they all have different expense-reporting forms and

payment schedules. So a CFA needs to scan and keep receipts, typically for six months. Using a good scanning app like TurboScan is helpful.”

Another important element of being a CFA is training. Revuelto said that emergency evacuation and procedures training should be mandatory for any CFA.

“It is typically up to the contractor to fund their own initial and recurrent training, although some agencies have negotiated discounts,” Hall explained. “Know the difference between training

“As an independent contractor, it is vital to keep accurate records of your expenditures, income and vendors.”

LESLEY REVUELTO
Flight Attendant

required for best employment opportunities and training that is considered an ‘enhancement.’ Unless you have certain fundamental components, you will have a difficult time finding employment.”

“More companies are requiring that their contractors are current with their training,” added Hall. “I budget for it each year. In some circumstances, if you are a regular contractor on an account, they may assist with the cost of your training or cover it entirely.”

While the primary purpose for being a cabin crewmember is safety, Revuelto says about 95% of her job is inflight service. She has built a repertoire of recipes that she is comfortable preparing, with menu plans for breakfast, lunch, dinner and a snack.

“Prepare those recipes at home and practice your plating for your family,” suggested Revuelto. “Menu templates displayed on an iPad or on the aircraft monitor adds a personal touch to each flight. The website, Canva, has helped me make my pre-departure displays special for each flight.”

The creation of passenger profiles also is critical to providing the best inflight service, Hall said. A CFA needs to know what each account expects their contractors to provide. In addition, planning for contingencies is an important part of a CFA’s prep work.

To learn about different types of aircraft, both Hall and Revuelto attend NBAA events. While training organizations can describe the doors, emergency exits and equipment of various aircraft, Hall noted that the best way to learn the airplanes is to see them in person.

Finally, contractors need to put their best foot forward when marketing themselves. First impressions mean everything. A CFA should be attentive to their appearance and demeanor and be engaging to everyone they meet, said Revuelto. ❖

Review NBAA’s resources for flight attendants at nbaa.org/fa.



Flight Crews: Working to Decrease Wrong-Surface Incidents

The FAA and industry are working together to reduce wrong-surface incidents, which occur when an aircraft takes off from or lands on an incorrect runway or taxiway, or even at a wrong airport.

While several of these mishaps have been high-profile incidents involving airlines – including the 2006 Comair crash in Lexington, KY, and the 2017 event in which an Air Canada airliner nearly landed on a taxiway at San Francisco International Airport – GA operations make up 85% of wrong-surface incidents, and the FAA says they occur about once a day in the U.S.

Jim Fee, the FAA’s runway safety manager, explained this in part by saying, “Business aviation is uniquely exposed to the full gamut of our air-space system, from the biggest airports with the most advanced technology systems that aid pilots’ situational awareness, to locations that are typically intended just for general aviation and don’t have a lot of tools to provide situational awareness.”

“If you have any doubt about your landing or departure runway, ask the controller for clarification.”

BRIDGET SINGRATANAKUL
Runway Safety Representative,
National Air Traffic Controllers Assn.

No airport is immune to wrong-surface events, which happen at the busiest airports and at some of the smallest. Fee calls wrong-surface operations “a national risk across the entire system.”

Surprisingly, data indicates these incidents tend to occur during daylight visual meteorological conditions with good visibility, which suggest complacency may be a factor.

Airport layouts, including parallel or offset parallel runways, as well as

construction projects and unusual lighting, are contributing factors to wrong-surface incidents. Airports that are close to each other and have similar runway alignments due to prevailing winds are also factors.

Bridget Singratanakul, a runway safety representative for the National Air Traffic Controllers Association, warns pilots to be cognizant of “expectation bias,” which occurs when a pilot is given one set of instructions during initial contact with a controller and then the instructions are revised due to changing weather or airport conditions.

This bias also can occur when a pilot expects a particular runway assignment due to previous experiences at an airport. Singratanakul reminds pilots to be attentive to the controller’s final instructions and ready for potential changes.

Pilots also are reminded to use their full call sign and full landing clearance, including landing runway assignment, when responding to ATC.

“If you have any doubt about your landing or departure runway, ask the controller for clarification,” suggests Singratanakul.

In the end, the best way to reduce the risk of wrong-surface incidents is to be prepared.

“Complacency is our biggest challenge,” said Alex Gertsen, NBAA’s director of airports and ground infrastructure. “Pilots get comfortable and don’t review airport diagrams, or they assume that since they’ve been to an airport before, they know the layout.

“We encourage pilots to tune-in the instrument approach when available to help aid in alignment with the correct runway,” added Gertsen. “Pilots also should carefully review NOTAMs before each flight to be sure they are familiar with construction projects and other changes on the surface and use moving-map displays when maneuvering on the ground.” ❖

Review NBAA’s wrong-surface resources at nbaa.org/wrongsurface.

MEMBER CENTRAL



A New Can't-Miss Event for Young Business Aviation Leaders

The inaugural Emerging Leaders Conference (ELC) will take place Feb. 26-27 in Orlando, FL. The new NBAA event, designed by young professionals for young professionals, promises to inspire and educate current and future leaders in business aviation.

The Emerging Leaders Conference programming was created around the theme "Be a Better Leader Today." Sessions will focus on developing new skills in management, professionalism and leadership, particularly for the newest members of the workforce.

"The Polished Professional," an upbeat executive coaching workshop, will offer tips for successful speaking style, body language and proper etiquette in business situations.

In the session "All's Fair in Love and Business – Or Is It?" a panel of industry veterans will present real-life scenarios that demonstrate how the most successful individuals maintain their ethical compass when navigating murky waters.

**Emerging Leaders
Conference attendees
will leave the event with
tangible skills they can take
back to their workplace.**

The two-day event also will offer plenty of time for networking with other business aviation professionals, including a kick-off reception on Feb. 26, numerous refreshment breaks and a unifying charity event at the conclusion of the conference.

ELC attendees will leave the event with tangible skills they can take back to their workplace, as well as new connections with fellow business aviation professionals.

NBAA members receive a discounted registration fee to ELC and all NBAA events. Invite additional contacts at your company and save \$100. nbaa.org/elc



Member Benefits



FLYING SAFETY AWARDS APPLICATIONS OPEN

NBAA's Flying Safety Awards Program recognizes member companies for exceptional achievement in maintaining safe flying operations. Applications for the 2020 Flying Safety Awards are now open. nbaa.org/awards

NBAA SCHOLARSHIP DEADLINE FAST APPROACHING

Applications for the Dale "Potsy" McBurney Aviation Scholarship are due Feb. 1. The scholarship is open to current business aviation professionals seeking continued opportunities to advance their careers. nbaa.org/scholarships

Upcoming Events

SUSTAINING AND ENGAGING TODAY'S BUSINESS AVIATION LEADERS

Building a sustainable workforce is an essential skill for today's executives. Join fellow industry leaders at the 2020 Leadership Conference, which will be held Feb. 24-26 in Orlando, FL.

The theme for this event: As a leader of your organization, how can you successfully sustain your workforce? Sessions will focus on how today's leaders can cultivate top talent for their organizations and motivate their teams to achieve success.

nbaa.org/leadership

2020 REGIONAL FORUMS IN FL, CA, NY

NBAA members will have the opportunity to network with their peers at the local level this year at the following Regional Forums:

- The West Palm Beach Regional Forum will take place at Palm Beach International Airport (PBI) Jan. 29.
- The San Jose Regional Forum will be held at San Jose International Airport (SJC) March 5.
- The White Plains Regional Forum will return to Westchester County Airport (HPN) June 10.

nbaa.org/forum

New Certified Aviation Managers

Bob Akin, CAM
Client Aviation
Manager
Solarius Aviation

Randall Corey, CAM
Manager Customer
Service Administra-
tion/QAB Coordi-
nator
Dassault Aviation

Jennifer Doles, CAM
Chief Flight Attendant/Manager, Cabin Services
McDonald's Corp.

Jeffrey Doyle, CAM
Chief Pilot
McDonald's Corp.

Hieth Gibler, CAM
Program Manager
Pegasus Technolo-
gies, Inc.

Bruce Hammond, CAM
Manager, Helicopter
Operations
Tennessee Valley
Authority

Patrick Keen, CAM
Director of Aviation

and Chief Pilot
Microstrategy Ser-
vices Corp.

John Kosak, CAM
Program Manager,
Weather
NBAA

Bill O'Brien, CAM
Pilot
Jet Aviation

Charles Parker, CAM
Captain/Safety
Officer
Burnett Aviation Co.,
Inc.

James Sherwood, CAM
Captain, Falcon
7X/Client Aviation
Manager
TAG Aviation Asia,
Ltd.

Michael Thomas, CAM
Aviation Safety
Manager
Stryker Corp.



Events Calendar

January

Jan. 29
Regional Forum • West Palm Beach, FL

February

Feb. 24-26
Leadership Conference • Orlando, FL

Feb. 26-27
Emerging Leaders Conference •
Orlando, FL

March

March 5
Regional Forum • San Jose, CA

March 10-13
Schedulers & Dispatchers Conference
• Charlotte, NC

March 16-19
International Operators Conference •
Charlotte, NC

March 22-24
Business Aircraft Finance, Registration
& Legal Conference • Amelia Island, FL

April

April 21-23
Asian Business Aviation Conference
& Exhibition (ABACE2020) • Shanghai,
China

NBAA.ORG/EVENTS

Professional Development

STRATEGIC LEADERSHIP

This workshop, held in conjunction with the 2020 Leadership Conference on Feb. 24, will help participants further develop their communication and perception skills to solve problems.

HIGHLY EFFECTIVE TEAMS AT WORK

This interactive course, held in conjunction with the 2020 Schedulers & Dispatchers

Conference on March 9, is designed to get participants to think differently about teams and how they function.

LEADING WITH A VISION

This course, which will take place on March 10 during the Schedulers & Dispatchers Conference, will teach attendees how to lead and inspire colleagues by creating a personal leadership vision.

nbaa.org/pdp

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Drawing More Girls to Aviation

Career opportunities abound, says Dr. Peggy Chabrian.

Many women working in aviation today may not even know it, but there's a good chance that Dr. Peggy Chabrian has – directly or indirectly – played a part in their path to an aviation career.

As the founder and long-time president and CEO of Women in Aviation International (WAI), Chabrian, an educator by training, has for 30 years of been the face of the organization, which provides networking, mentoring and scholarship opportunities. WAI has awarded more than \$12.5 million in scholarships, and its current endowment is more than \$1 million.

Chabrian, who recently retired from WAI, which now has 14,000 members, held the organization's first annual conference in 1990.

“We had no idea how many people would show up,” she said. “That first year, we had about 200 people. Last year, we had more than 4,500 attendees and 170 exhibitors.”

“For many girls who had not previously considered aviation as a career, Girls in Aviation Day is the first time they have been able to touch an airplane.”

For the past five years, WAI has held the annual Girls in Aviation Day, the most recent of which was attended by about 20,000 students at more than 100 events hosted by WAI chapters worldwide. The day-long event is designed to introduce girls ages 8 to 17 to the many aviation careers available.

Chabrian is justifiably proud of the empowering message of Girls in Aviation Day.

“For many girls who had not previously considered aviation as a career, Girls in Aviation Day is the first time they have been able to touch an airplane or even talk to a woman who is a pilot, engineer, maintenance technician or controller.”

Chabrian is quick to point out that WAI is not just for women, and that some of the best mentors – including hers – have been men.

“Men in aviation have been an important part of our success and have been very inclusive,” said Chabrian. “It’s often been more a matter of cultural orientation and exposing girls and young women to aviation.”

Her advice to young women thinking about getting into the aviation industry: “Just start. Watch out for opportunities and act on them. The future is bright.” ❖

DR. PEGGY CHABRIAN is the founder of Women in Aviation International.





EMERGING LEADERS CONFERENCE

The Emerging Leaders Conference (ELC) is designed to inspire and educate the current workforce and future leaders.

The conference format, topics and purpose have been curated for young professionals, by young professionals – with a focus on ensuring the members of the workforce walk away with new skills in management, professionalism, and leadership. Attendees will develop high-level workplace skills that will enhance their leadership abilities and deliver tangible benefits to their organizations.

nbaa.org/elc

Register by February 5, 2020 for the early-bird member price of \$850.

February 26-27

2020

ORLANDO, FL

REGISTER TODAY



Kent Jackson, type-rated airline transport pilot, flight instructor, co-author of *Jetlaw's FAR/AIM Explained* and managing partner at Jetlaw. KJackson@jetlaw.com



Kali Hague, commercial pilot, flight instructor, co-author of *Jetlaw's FAR/AIM Explained* and attorney at Jetlaw. KHague@jetlaw.com



Michael D. Kolich, former Air Force crew chief and attorney at Jetlaw. MKolich@jetlaw.com



Pete Messina, airline transport pilot, former president and CFO of a Part 135 management company, CPA & CGMA tax advisor at Jetlaw. PMessina@jetlaw.com



Rich Carlson, former safety analysis and evaluation branch manager at the FAA, and aviation compliance expert at Jetlaw. RCarlson@jetlaw.com



Jetquestions. Jetanswers. Jetlaw.

- Buying or selling a jet? We've managed thousands of transactions.
- Taxes? Our CPA ran a Part 135 aircraft charter and management company.
- Regulatory issues? Our compliance expert worked for the FAA for 26 years.
- Operations questions? Kent Jackson is a former Part 135 Chief Pilot.

We believe that the best defense prevents problems before they happen.

