



**CERTIFIED AVIATION MANAGER
GOVERNING BOARD**

POLICIES & PROCEDURES

Change 4.7, December 13, 2023

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SECTION 1.00 ORGANIZATION

1.00 Certified Aviation Manager Governing Board

This certification body, an affiliate of the National Business Aviation Association (NBAA), was created by the NBAA Bylaws and derives its responsibilities and authority from this document. The CAM Governing Board is responsible for all matters pertaining to the enhancement of public safety through the certification of business aviation professionals.

1.01(1) Name

The name of the organization shall be the Certified Aviation Manager Governing Board referred to herein as CAM Governing Board.

1.01(2) Governance

The affairs of the organization shall be carried out through the CAM Governing Board, which shall have the authority, responsibilities and limitations conferred herein and by statute. CAM Governing Board is currently an autonomous certification board within the NBAA. Notwithstanding CAM Governing Board's status, it is the undeviating policy of CAM Governing Board that it is and shall remain independent and autonomous with respect to all decisions related to the certification process, including eligibility, passing scores, certification determinations, recertification, and appeals. In connection with incorporation of CAM Governing Board and following the passage of time, as elections proceed, certain provisions of these Bylaws may be amended to be consistent with the current status and development of the CAM Governing Board.

1.01(3) Definition

The Certified Aviation Manager meets the CAM Governing Board standards and qualifications as necessary for professional aviation management and/or for the safe, efficient transportation of passengers and products.

CAM Governing Board Annual Meeting is defined as the public business meeting that occurs in conjunction with the NBAA Annual Meeting and Convention in the fall of every year.

CAM Governing Board mid-year Meeting if it occurs, is defined as a public business meeting that occurs at a time and place designated by the CAM Governing Board.

1.01(4) Mission Statement

The CAM Program mission is “Certifying the future of Business Aviation.” CAM certification allows business aviation professionals to document their skills and demonstrate their commitment to leadership excellence in business aviation.

1.01(5) CAM Professional Principles and Values

CAM certificants will adhere to and strive to follow the CAM Professional Principles and Values:

I will seek to support efforts within my profession that enhance the safety, security, efficiency, and acceptance of business aviation worldwide. I will seek to support and encourage all members of my profession and the business aviation industry.

I will strive for excellence and will maintain the highest level of service while in my role as a CAM professional in the business aviation industry. I will strive to achieve and practice the eight CAM values. The first letters of each CAM value together spell SERVICES.

- a. Safety: I will maintain the highest standards for safety of personnel and equipment at all times.
- b. Ethics: I will strive for the highest level of ethical behavior and integrity without compromise while accomplishing my duties.
- c. Relevance: I will seek to maintain the most relevant expertise needed by my employer and reach the highest standards possible.
- d. Vision: I will maintain a vision that supports the highest standards of accomplishment for my company and industry.
- e. Innovation: I will seek to innovate and implement evolving technologies for the benefit of my employer.
- f. Commitment: I will demonstrate the highest level of commitment to fulfilling my job duties with distinction.
- g. Efficiency: I will strive to achieve the most efficient and cost-effective means of accomplishing my employer’s mission.
- h. Security: I will maintain the highest levels of security and comfort for all involved in my sphere of influence.

1.01(6) Principal Office

The principal office of the CAM Governing Board shall be in the Washington, D.C., metropolitan area. The CAM Governing Board may have such other offices as it may from time to time determine necessary.

1.01(7) Director Authority

Directors have no authority over CAM Governing Board matters as individuals, except as may be authorized by action of the majority of the body.

1.01(8) CAM Governing Board Authority and Responsibilities

- a. The CAM Governing Board shall have sole and complete authority, supervision, control and direction of its affairs, committees, finances, and publications; shall determine its policies and rules and changes therein; shall promote its objectives; may engage an Administrative Director and shall serve at the pleasure of the CAM Governing Board. The Administrative Director's conditions of engagement shall be specified by the CAM Governing Board. The CAM Governing Board may adopt such procedures, rules and regulations for the conduct of its business as it shall deem advisable and may, from time to time, delegate or rescind the delegation of certain of its authorities and responsibilities to the Chair, the Administrative Director or others.
- b. The CAM Governing Board shall prepare an annual statement of the principal accomplishments of the CAM Governing Board and its financial operations. This statement shall be available to all Directors and Certified Aviation Managers.
- c. The CAM Governing Board may delegate the function of administering policy related to its operation to administrative staff.
- d. The CAM Governing Board may choose to have its Certified Aviation Manager program accredited by outside agencies/organizations. If the CAM Governing Board does choose to become accredited, then the CAM Governing Board shall remain in compliance with the accreditation agency's requirements until such time as the CAM Governing Board elected to discontinue accreditation status.

1.01(9) CAM Governing Board Limitations

- a. The CAM Governing Board shall neither waive the requirement of successful completion of a certification examination as a condition of certification, nor establish any requirement for a certification of any individual that is different from the requirements for the certification established for all individuals.
- b. Community Directors may be certified CAM's, but all Community Directors must have education, work experience, aviation credentials, industry involvement, and continuing education such that they would meet the minimum requirements to qualify to take the examination; and meet the re-certification requirements while they are on the CAM Governing Board.
- c. No part of the net income of the CAM Governing Board shall benefit, or be distributed to any Director, officer, or any other individual as such benefit is determined under Section 501(c)(6) of the Internal Revenue Code, with the exception of reimbursement of reasonable expenses as described in Article 7 and Section 4.3 of these Bylaws.

- d. The CAM Governing Board shall adopt policies and procedures that, in its sole judgment, meet all requirements of District of Columbia and federal law, including the U.S. federal Americans with Disabilities Act and all relevant provisions of the Standards for Educational and Psychological Testing (AERA, 2014) or other applicable law, guidelines, or requirements for certification boards.

1.01(10) Purposes

The purposes of the CAM Governing Board are as set forth in the Articles of Incorporation, including the following:

- a. To promote the interests of stakeholders by establishing and promoting requirements, standards and procedures pertaining to the certification and recertification of aviation professionals (including the development and administration of certification examinations).
- b. To promote the interests of stakeholders by providing credentials to those aviation professionals who satisfy all certification eligibility criteria and successfully complete a certification examination, and, for those continuing Certified Aviation Managers, who fulfill recertification requirements established by the CAM Governing Board.
- c. To promote the interests of stakeholders by establishing programs that support reliance on the CAM Governing Board's credentials by individuals, employers, the general public, and regulatory bodies.
- d. To promote the interests of stakeholders by adopting and implementing a system for the withdrawal of certification from the CAM Governing Board's Certified Aviation Managers when it is determined that such certification was obtained or continued through fraud, misrepresentation, or violation of one or more of the CAM Governing Board's requirements, or that a criminal or ethical violation established by competent authority and brought to the attention of the CAM Governing Board does, in the sole judgment of the CAM Governing Board, render the holder unsuited to hold the CAM Governing Board's certification.
- e. To acquire, develop, disseminate, and preserve information related to the functions and accomplishments of the CAM Governing Board.
- f. To perform other activities that may be approved by the CAM Governing Board. These activities are for purposes described by Section USC 501(c)(6) of the Internal Revenue Code and comply with other statutes of the U.S. Government, the District of Columbia and other applicable law. These activities enhance the purpose(s) of the organization described in Article 2.

1.01(11) Duties

The duties of the CAM Governing Board shall include, but not be limited to, the following:

- a. Interpreting the needs and desires of stakeholders in business aviation to the administrative staff of CAM Governing Board.

- b. Approving an annual budget, including setting all fees associated with the CAM certification processes.
- c. Raising such funds as may be necessary for the continued operation of the CAM Governing Board.
- d. Negotiating a service contract for test development and/or other administrative services.
- e. Informing the general public and governmental bodies and agencies of the purposes of and services provided by the CAM Governing Board.
- f. Planning, formulating and approving policies for the organization.
- g. Governance and improvement of services provided by the CAM Governing Board.

1.02 Composition of the CAM Governing Board

- a. The CAM Governing Board shall consist of up to sixteen CAM Governing Board Directors, as follows:
 - 1. Seven Directors, who shall be CAMs, and elected as provided in Section 3.3 of these Bylaws.
 - 2. Four Directors, who shall be appointed by the NBAA Board of Directors.
 - 3. Four Directors, who shall be elected by the CAM Governing Board as provided in Section 3.4 of the Bylaw.
 - 4. The Administrative Director shall serve as a non-voting ex-officio Director and in accordance with Article 7 of the Bylaws (but is not subject to the qualifications for other Directors under Section 102(1) below).
- b. All Directors other than the Administrative Director shall have the right to vote on all CAM Governing Board matters.

1.02(1) Qualifications for CAM Governing Board Directors

Except for the CAM Governing Board Director nominees in paragraph 3.4 of the Bylaws, and the Administrative Director's position, any business aviation professional that is in good standing with the CAM Governing Board shall be eligible for nomination and election as a CAM Governing Board Director in accordance with paragraph 3. 2 of the Bylaws provided him/her:

- a. Has held a CAM certification for at least one year prior to commencement of the term for which nominated and,
- b. Does not hold an elected or appointed position or any employment the CAM Governing Board, in its sole discretion, determines to be a conflict of interest.

1.02(2) Terms of Office and Selection of CAM Governing Board**Appointed and Elected Directors**

The positions on the CAM Governing Board shall consist of appointed and elected directors. Seven Directors will be elected from the CAM community. The NBAA Board of Directors will appoint four directors to the CAM Governing Board.

- a. Each Director may serve a maximum of three consecutive three-year terms on the CAM Governing Board.
- b. Mid-term vacancies of appointed CAM Governing Board Directors shall be filled by appointment of the CAM Governing Board for the balance of the un-expired term. The designated appointing authority shall be the Chair of the CAM Governing Board in consultation with the Executive Committee with the recommendation of the Nominating Committee. The completion of an un-expired portion of a term shall not be considered a full term.

1.02(3) Terms of Office and Selection of Public-At-large and Community Directors

The CAM Governing Board includes one Public-At-Large Director and three Community Directors representing the aviation related academic community, business aviation employers or business aviation related companies/organizations.

Directors shall be eligible for appointment or election to the CAM Governing Board for not more than three consecutive three-year terms, except that the completion of an un-expired portion of a term shall not be considered a full term. After three consecutive three-year terms, a person must be off the board for a period of one year before he/she may be appointed or elected to the CAM Governing Board.

- a. Any member of the public who is in a position to use or benefit from the services of a CAM shall be eligible for election as a Public-At-Large Director.
- b. Any policy-management level staff member of a business aviation employer, a business aviation related company/organization, or a member of the aviation related academic community shall be eligible for election as a Community Director.
- c. No Public-At-Large shall be a CAM nor has any employment or supervisory relationship with any other Director and shall be members in good standing in their respective communities and companies.
- d. Community Directors may be a CAM and shall be members in good standing in their respective communities and companies.
- e. The term of the Public-At-Large and Community Director elected during the mid-year meeting shall be for a term of three years, commence and expire at the conclusion of the Annual meeting. These Directors are also limited to three consecutive three-year terms as specified in paragraph 1.02(3) above.

1.02(4) Director Election and Appointment**GUIDELINES FOR DIRECTOR ELECTION AND APPOINTMENT**

Reference: Article 3 of the CAM Governing Board Bylaws

For Elected CAM Governing Board Directors:

- a. The election to a Director position is open to all Certified Aviation Managers who have been certified for one year or more.
- b. A call for nominations will be announced by the Nominating Committee and/or the Administrative Director 60 days prior to the mid-year meeting. These nominations include vacancies for any of the open seven Director Positions. Nominations will be accepted until 10 business days prior to the mid-year meeting to allow enough time to process the information needed from a nominee and prepare the nominee slate for the CAM Governing Board.
- c. Any member of the certified aviation manager community (CAM) may submit the nomination of a current CAM, in writing, via e-mail, electronic media, facsimile, or conventional postal service, to the Administrative Director for consideration. A CAM may not nominate themselves for consideration for election to a director position on the CAMGB.
- d. The Nominating Committee will review the nominations for CAM Director positions, verify qualifications and obtain a current resume or curriculum vitae (CV), letters of commitment, confidentiality, and conflict of interest form for CAMs that are being considered for Director Positions.
- e. The Nominating Committee will create a slate of all candidates nominated for the Director positions. Candidates will be listed in alphabetical order that includes the biographies, history of CAM participation and a resume that will be presented to the CAM Governing Board for consideration at the mid-year meeting.
- f. The CAM Governing Board will have an opportunity to discuss the list of nominees during the mid-year meeting. Upon approval of the slate of candidates by the CAM Governing Board, a ballot will be prepared by the Administrative Director for the CAM Director election.
- g. At least 60 days prior to the start of the Annual meeting held at the NBAA Convention, a ballot will be sent to all CAMs in good standing for their vote. Ballots will be returned to the Administrative Director via electronic media, facsimile, or standard mail service for processing.
- h. Ballots will be accepted until the conclusion of the election, 30 days prior to the start of the Annual meeting. The Administrative Director and the Secretary/Treasurer will tabulate the ballots at the conclusion of the election to determine who will fill the open positions. The Administrative Director will advise the Nominating Committee of the status of the election process.
- i. When the election slate includes multiple candidates for one or more vacant positions, the position(s) will be filled by the candidate(s) receiving the highest number of votes from the CAM membership in descending order.

- j. In the event of a tie for any position, the Nomination Committee/ Administrative Director will arrange a meeting of the CAM Governing Board to conduct a vote to break the tie. A majority vote by the CAM Governing Board conducted prior to the Annual meeting will determine the results.
- k. CAM Governing Board Directors shall take office at the end of the Annual Meeting and serve through the end of the third Annual Meeting of the CAM Governing Board thereafter.
- l. Mid-term vacancies of appointed CAM Governing Board Directors shall be filled by appointment of the CAM Governing Board for the balance of the un-expired term. The designated appointing authority shall be the Chair of the CAM Governing Board in consultation with the Executive Committee with the recommendation of the Nominating Committee. The completion of an un-expired portion of a term shall not be considered a full term.

For Appointed CAM Governing Board Directors:

- a. Nominations for the Appointed Director openings may be accepted prior to the mid-year meeting to allow enough time to process the information needed from a nominee and prepare the nominee slate for the CAM Governing Board mid-year meeting.
- b. Any member of the certified aviation manager (CAM) community may submit the nomination of a current CAM, in writing, via e-mail, electronic media, facsimile, or conventional postal service, to the Administrative Director for consideration. The appointment to a Director position is open to all Certified Aviation Managers who have been certified for one year or more.
- c. The Nominating Committee will review the nominations for the CAM Director position, verify qualifications, obtain a current resume or curriculum vitae (CV) and obtain letters of commitment, confidentiality and conflict of interest for CAMs that are being considered for Director Positions.
- d. The Nominating Committee then creates a slate of candidates for the open Appointed Director CAM Governing Board seats. The CAM Governing Board will have an opportunity to discuss and recommend the list of nominees to be presented to the NBAA Board of Directors.
- e. This recommendation will be made in time to permit inclusion in the NBAA Board agenda for approval prior to the Annual Meeting.
- f. The NBAA Board of Directors will consider this recommendation and make their appointments of individuals to serve as Directors of the CAM Governing Board.

For the Public-At-Large, CAM Governing Board Director:

The candidate for the Public-At-Large, CAM Governing Board Director shall be any member of the public who is in a position to use the services of a CAM (certified aviation manager) shall be eligible for election as a Public-At-Large Director.

- a. A call for nominations will be announced by the Nominating Committee and/or the Administrative Director 60 days prior to the mid-year meeting. A member of the certified aviation manager community (CAM) submits a nomination to the Administrative Director.
- b. The Nominating Committee reviews the nomination. Nominations will be made prior to the mid-year meeting to allow enough time to process the information needed from a nominee and prepare the nominee slate for the CAM Governing Board mid-year meeting.
- c. The Nominating Committee will seek qualified and willing candidates for the position. The Nominating Committee will review all potential candidates for the Public-at-Large Director position, verify qualifications and obtain a current resume or current curriculum vitae (CV), letters of commitment, confidentiality, and conflict of interest from candidates that are being considered for a Director position.
- d. The Nominating Committee then creates a slate of candidates for the open Public-At-Large Director position. The CAM Governing Board will have an opportunity to discuss the list of nominees during the mid-year meeting. The CAM Governing Board then selects an appointee from the slate to serve on the CAM Governing Board. The election shall be by a plurality of Directors voting in person or by other electronic media by which all participating may hear one another.
- e. Mid-term vacancy of Public-At-Large Director shall be filled by appointment of the CAM Governing Board appointing authority for the balance of the un-expired term. The designated appointing authority shall be the Chair of the CAM Governing Board in consultation with the Executive Committee with the recommendation of the Nominating Committee.

For the Community CAM Governing Board Directors:

There will be two Community Directors representing the aviation related academic community, and one Community Director representing either business aviation employers or business aviation related companies/organizations.

- a. The Nominating Committee and/or the Administrative Director, with consideration of the University Aviation Association (UAA) and other industry sources, will seek qualified, willing candidates for the open Community Director position(s). The Nominating Committee will review the nominations for the Community Director position, verify qualifications, and obtain a current resume or current curriculum vitae (CV), letters of commitment, confidentiality and conflict of interest from the proposed candidates.
- b. Nominations for the Community Director openings will be accepted prior to the mid-year meeting to allow enough time to process the information needed from a nominee and prepare the nominee slate for the CAM Governing Board mid-year meeting.
- c. The Nominating Committee will create a slate of candidates for the open Community Director seat for review by the CAM Governing Board. The CAM Governing Board will have an opportunity to discuss the list of nominees during the mid-year meeting. The CAM Governing Board then selects a nominee from the slate

to serve on the CAM Governing Board. The selection for the Director will be by an election by a plurality of Directors voting in person or by other electronic media by which all participating may hear one another.

- d. Mid-term vacancies of a CAM Governing Board Community Director shall be filled by appointment of the CAM Governing Board appointing authority for the balance of the un-expired term. The designated appointing authority shall be the Chair of the CAM Governing Board in consultation with the UAA, other industry sources and the Executive Committee with the recommendation of the Nominating Committee.

1.02(5) Removal of CAM Governing Board Directors and Officers

A Director may be removed for the following reasons:

- a. Failure to perform the duties of a director including participation in conference calls and other CAM Governing Board activities between regularly scheduled meetings.
- b. Violation of the CAM Governing Board's policies or rules.
- c. Failure to attend two out of three consecutive regularly scheduled CAM Governing Board meetings without good cause, as determined by the Executive Committee.
- d. Actions not in the best interest of CAM Governing Board.
- e. Other cause or whenever required by the best interests of the CAM Governing Board.

Removal will be by an affirmative vote of seven Directors at any meeting for which notice has been if such removal would be an item of business.

1.02(6) Director Confidentiality and Conflicts of Interest

At the time of consenting to an appointment or a nomination and at least once each year, a Director, appointee, or nominee shall sign a "Commitment to Serve" form, an agreement stating that, if selected; he/she will not disclose any confidential information of the CAM Governing Board. Each appointee or nominee shall further agree that during service as Director, he/she will disclose fully and promptly to the CAM Governing Board in writing, any existing or potential conflict of interest he/she may have, of a personal, professional, business or financial nature. The Administrative Director will collect and maintain these forms from all CAM Governing Board members.

After full disclosure, the CAM Governing Board shall determine whether the Director shall abstain from voting on any matter involving a conflict. Breach of either the confidentiality or conflict of interest agreement shall constitute sufficient cause for a Director's removal from office pursuant to Section 3.6 of the Bylaws.

1.02(7) Director Development

All members of the CAM Governing Board must be knowledgeable of the Bylaws and Policies and Procedures of the CAM Governing Board. The CAM Governing Board shall provide appropriate orientation for newly elected or appointed CAM Governing Board members.

All CAM Governing Board members shall be provided with the most current of the following materials as soon as possible:

- a. CAM Governing Board Bylaws and Policies and Procedures Manual.
- b. CAM Governing Board Member Directory.
- c. CAM Governing Board Professional Principles and Values.
- d. Certification Application and applicant procedures.
- e. CAM Governing Board minutes for the past 12 months.
- f. Reports for the last fiscal year and previous year's annual audit report and reports for the current fiscal year.

1.02(8) Director Reimbursement

The CAM Governing Board will pay expenses of the CAM Governing Board members according to the following policy.

Expenses may be pre-approved for reimbursement on a case-by-case basis by the Executive Committee under the following conditions:

- a. Hotel room and meals expenses, including tax, incurred by Directors for full attendance at called meetings of the CAM Governing Board.
- b. Local area ground transportation expenses by Directors for full attendance at called meetings of the CAM Governing Board.
- c. Round-trip airfare at the prevailing economy/coach-class fare for Directors in full attendance at called meetings of the CAM Governing Board.
- d. Those approved expenses paid out of pocket by CAM Governing Board members shall be reimbursed within 30 business days of submitting them to the administrative office.

GUIDELINES FOR Director Reimbursement

- a. Most meetings of the CAM Governing Board occur over a two-day period. Directors are encouraged to choose travel arrangements involving a one- or two-night stay.
- b. The CAM Governing Board will pay the negotiated hotel room rate for a single room, including tax, for all members of the CAM Governing Board.
- c. Directors will be placed on a master account with the hotel. The individual Director will be responsible for hotel charges incurred for early arrival, extended stays and all expenses charged to the room.

- d. All airfare must be booked in coach-class or equivalent.

1.03 Operation of the CAM Governing Board

- a. The CAM Governing Board will conduct its business in accordance with these policies and the various state and federal statutes that apply to non-profit corporations, whether specifically itemized in CAM Governing Board policies or not and in accordance with the policy provisions contained herein.
- b. The CAM Governing Board sets the fiscal year of July 1 through June 30.
- c. The organizational chart of the CAM Governing Board (Appendix I) shall be kept current and available electronically.

1.04 Meetings / Notice

- a. Notice of the Annual Meeting at which an election will take place, shall be sent at least 60 days in advance to all Directors and to all CAMs in good standing, by mail or other means permissible under applicable law, at their respective addresses as they appear in the CAM Governing Board's records.
- b. Notice of any meeting of the CAM Governing Board shall be given at least 10 days in advance of the meeting, and delivered personally, or by mail or electronic transmission to each Director at his/her address as it appears in the CAM Governing Board's records. Any Director may waive notice of a meeting.
- c. Notice of any meeting shall state the purpose and/or the items of business to be conducted.
- d. The Chair may also call a meeting at any time, with proper notice.

1.04(1) CAM Governing Board Meetings

All CAM Governing Board meetings shall be held in compliance with these policies. At the regular meeting(s), the CAM Governing Board shall establish meeting dates and set the starting time of such meetings.

Regular CAM Governing Board Meetings:

- a. The annual CAM Governing Board Meeting will be conducted publicly each year to coincide with the NBAA Annual Meeting & Convention and will be designated as the CAM Governing Board Annual Meeting.
- b. A mid-year CAM Governing Board meeting will be held at least once during each fiscal year at a published time and place.
- c. The Chair shall preside at CAM Governing Board meetings, but in his/her absence, the Vice Chair shall preside.

- d. The Secretary/Treasurer shall record the minutes of each CAM Governing Board meeting. In his/her absence, the CAM Governing Board may select another member to act as the Secretary/Treasurer of the meeting or delegate the task to staff.

1.04(2) Special CAM Governing Board Meetings

Special CAM Governing Board meetings will be held in compliance with Policies and Procedures, section 1.04(1)(b).

The Chair must call a meeting of the CAM Governing Board upon the written request of four or more Directors; the agenda thereof must include, as a minimum, the items of business requested by those Directors.

1.04(3) Meeting Agenda

The meeting agenda will be established and sent to each Director no later than 10 days prior to each meeting by the Executive committee.

Items to be considered under new business may be submitted by any Director to the Chair, who shall submit that item for a vote, as to inclusion, to the CAM Governing Board.

1.04(4) Quorum

A quorum is set forth in the CAM Governing Board Bylaws. The presence of a quorum must be established at the beginning of each meeting of the CAM Governing Board.

A quorum shall consist of seven Directors present in person, via telephone or via other electronic media by which all participating may hear one another. All actions of the CAM Governing Board shall be taken by affirmative vote of seven or more Directors. At no time shall the minimum quorum of seven (7) consist of more than three (3) NBAA Board of Director CAM Governing Board appointees. A simple majority of any Board Committee will constitute a quorum for that committee for a meeting.

1.04(5) Order of Business at Meetings

The order of business for CAM Governing Board meetings shall include the outline below:

- a. Call to order.
- b. Verification of quorum*.
- c. Consideration of minutes.
- d. Financial reports.
- e. Certification report.

- f. Review of application issues or other candidate business.
- g. Reports of information regarding the performance of all examinations used in certification.
- h. Review of any non-routine inquiries from candidates.
- i. Communications and/or petitions from delegations or individuals.
- j. Committee and representative reports.
- k. Routine items for discussion, consideration, and possible CAM Governing Board action.
- l. Unfinished business.
- m. New business.
- n. Delegation of tasks to be completed by the next meeting.
- o. Time and place of next CAM Governing Board meeting.
- p. Adjournment.

The order of business may be changed by a majority vote of the members present or by the Chair, if there is no objection from the other CAM Governing Board members.

*If a quorum is not established, reports may be given but no business requiring a vote is permitted.

1.04(6) Rules of Order

The CAM Governing Board may establish rules of order for the conduct of its meetings. Where no applicable rule has been adopted, the rules of order in the current edition of Robert's Rules of Order, revised, shall govern.

1.04(7) Voting on Motions

Motions may be proposed by a committee, task force, or other CAM Governing Board entity during a scheduled meeting of the CAM Governing Board. The sponsor of the motion will explain the motion and the sponsoring entity's rationale for it.

An "Aye" or a "Nay" shall constitute a vote on a motion. If desired, a "Nay" shall be recorded by name if the motion does not pass unanimously. An abstention does not constitute a vote on a motion. Abstentions shall be recorded by name.

A majority of "Aye" votes is required for the adoption of a motion, unless specified by the CAM Governing Board Bylaws.

At all meetings or recess actions of the CAM Governing Board, Directors may participate and vote in person or by other electronic media by which all participating may hear one another. Actions taken by electronic media shall be valid actions of the CAM Governing Board and shall

be reported at the next regular meeting of the CAM Governing Board and recorded in the minutes thereof. Each director shall have one vote and voting by proxy will not be accepted.

CAM Governing Board policies may be altered or amended, in whole or in part, as set forth in these policies.

1.04(8) Minutes

A record of all CAM Governing Board attendance and actions, known as the minutes of the meeting, shall be set forth in full in the Minutes Book of the CAM Governing Board and signed by the Secretary/Treasurer and the Chair of the CAM Governing Board. The Secretary/Treasurer has the power to delegate the taking and storage of the minutes to a director or staff member.

This Minutes Book shall be kept on file as the permanent, official record of all actions. This book may be kept on a computer or computer disk to limit space required for storage.

Copies of the minutes also should be provided to the CAM Governing Board members associated with the meeting. This is to ensure accuracy of the record by all parties involved.

1.04(9) Public Participation

Regular and special meetings shall be closed to the public except when the CAM Governing Board announces the specific date and time of an open meeting. The Chair may schedule the open meeting as part or all of a regular or special CAM Governing Board meeting.

The CAM Governing Board shall provide an opportunity for individuals and organizations to appear and address the CAM Governing Board when requested in writing to the Chair to do so no less than 30 calendar days in advance of a scheduled CAM Governing Board meeting.

GUIDELINES FOR PUBLIC PARTICIPATION

- a. Policy 1.04(9) allows for public participation at a CAM Governing Board meeting when requested in writing. The CAM Governing Board shall listen to any individual or delegation wishing to address the CAM Governing Board at this designated time. No decisions shall be rendered at that time. The Chair shall designate a specific time for consideration of the issue.
- b. Individuals or delegations are requested to present their remarks in written form either at the CAM Governing Board meeting or prior to that time, if possible. The Chair may request the individual or delegation to submit a written summary of the request/remarks.

1.05 Policy Development and Adoption

Proposed policies or amendments shall be presented to the CAM Governing Board in writing.

Any changes to policies and procedures must be submitted for inclusion into the Policies and Procedures Manual after approval of the CAM Governing Board.

CAM Governing Board Vice Chair is responsible for maintaining the Policies and Procedures Manual and educating new CAM Governing Board directors.

1.06 Annual Reports

The CAM Governing Board shall prepare or cause to be prepared an Annual Report. This report shall include a financial report, a summary of major activities of the CAM Governing Board, a summary of certification activity and such other information as the CAM Governing Board may direct. The Annual Report shall be presented at the annual meeting and made available to all CAMs, upon request.

GUIDELINES FOR ANNUAL REPORTS

- a. The financial report shall show all income, expenditures, and existing indebtedness for the fiscal year. The financial report also will include a statement of the total assets of the CAM Governing Board.
- b. An activity report shall include a summary of all CAM Governing Board, committee activities, staff activities and goals for the organization. The report will highlight all decisions that directly affect certified professionals.
- c. A certification activity report must be completed outlining the following information:
 1. General descriptive materials on the procedures used in examination construction and validation.
 2. A report or document that clearly defines the certification responsibilities of the organization.
 3. The procedures for examination administrations, including examination dates, locations, and fees.
 4. All eligibility requirements and determination procedures.
 5. Recertification requirements.
 6. Disciplinary and grievance procedures.
 7. An outline of the information, knowledge or functions assessed by the examination.
 8. Funding, spending and budget reports, as appropriate.
 9. Summary report of the year's certification activities.
 10. Any non-routine occurrences, concerns, or recommendations.

1.07 CAM Governing Board Organization

The CAM Governing Board will elect its officers in compliance with its Bylaws and these policies.

The organizational chart of the CAM Governing Board (Appendix I) shall be kept current and available electronically. This organizational chart shall be reviewed and updated on an annual basis.

1.08 Officers

The officers of the CAM Governing Board shall be a Chair, Vice Chair and Secretary/Treasurer, who shall be elected by the affirmative vote of seven or more Directors voting at a meeting for which notice of such election has been given. The Administrative Director shall be a non-voting, ex-officio officer of the CAM Governing Board.

1.08(1) Election, Qualification and Terms of Office

The officers of the CAM Governing Board shall be elected from among the Directors. Officer terms will be for a period of two years and each officer shall continue to serve as an officer only as long as she/he continues to serve as a Director. Officers may be elected to fill a vacant position for a full or remaining partial term. All Directors, except the Public-At-Large and Community Directors, shall be eligible to serve as Chair, Vice Chair and Secretary/Treasurer, except the Administrative Director. All elected Officers will be CAMs. No CAM Governing Board officer may hold the same office for more than two full consecutive terms. An officer elected or appointed to fill an un-expired portion of a term shall not be considered to have completed a full term.

- a. The Administrative Director shall supervise officer elections; these elections shall be by secret ballot.
- b. Members of the Certified Aviation Manager Governing Board will elect Officers by a vote held during the mid-year CAM Governing Board meeting. The agenda for the first day of the mid-year meeting will include nominations for the election of officers. Nominations for officer positions received during the previous 60 days will be announced at this time. Nominations may be made from the floor for individuals interested in an officer position who has not already been nominated.
- c. The election for the open CAM Governing Board officer positions will be held during the mid-year meeting.
- d. Candidates nominated for officer positions will have an opportunity to address the CAM Governing Board regarding their respective selection as a candidate to that position following the nominating process. The terms of officers elected during the mid-year meeting shall commence and expire at the conclusion of the Annual meeting.
- e. Officers will be elected in the following order:

1. Chairman and Secretary/Treasurer officer positions will be elected to new terms during even years.
 2. Vice Chairman will be elected in odd years.
- f. Ballots will be distributed at the time of the election where each voting member will be given one ballot.
 - g. The Chair will announce the winner of the office, but not the vote totals. The Chair will then begin the process for the next office to be elected.
 - h. All ballots shall be destroyed by a secure process.

1.08(2) Officer Nominations

Nomination of candidates for the CAM Governing Board officer positions may be made by any Director to the Nominating Committee at the mid-year meeting and will be accepted through the end of the first day.

1.08(3) Duties of Officers

Subject to such limitations as prescribed in the Bylaws and to such limitations as the Board may from time to time prescribe, the officers shall each have such responsibilities and duties as may be conferred from time to time by the Board, or by the Chair. The Chair shall preside over meetings of the members, the Board, and the Executive Committee.

The duties of officers shall be as follows. The Chair shall appoint all CAM Governing Board representatives and delegates to other organizations.

Chair

The Chair shall preside at meetings of the CAM Governing Board and shall initiate and carry out appropriate administrative tasks as directed by the Board. The Chair shall countersign all written contracts and other legal obligations, with the exception of checks or other forms of payment, as initiated by the Administrative Director and authorized by the Board. The Chair of the CAM Governing Board will:

- a. Serve as the Principal Officer of the CAM Governing Board, subject to the consent of the CAM Governing Board.
- b. Preside at all meetings of the CAM Governing Board and shall be a voting member of all standing committees and counted toward the quorum of any committee meeting he/she attends, but not counted against the committee requirements described in these Bylaws.
- c. Appoint agents and engages salaried executive for the CAM Governing Board, subject to the approval of the CAM Governing Board.
- d. Perform other duties as prescribed by the CAM Governing Board.

Vice Chair

The Vice Chair shall assist the Chair in the performance of her/his duties and preside in the absence of the Chair. The Vice Chair will:

- a. In case of death or absence of the Chair, or when requested to do so by the Chair, perform the duties and have all the authority and responsibilities of the Chair's office.
- b. Perform other duties, as assigned by the Chair.

Secretary/Treasurer

The Secretary/Treasurer shall keep the minutes of all meetings of the Board and assure all notices are duly given in accordance with these Bylaws or as required by law. The Secretary/Treasurer shall be responsible for the control of all funds collected and disbursed by the CAM Governing Board and shall provide a report of the organization's financial condition at the Annual Meeting and at other meetings, upon request by the Board. The Secretary/Treasurer shall be authorized to sign all checks for disbursement on behalf of the CAM Governing Board and may delegate authority for signing of checks to the Administrative Director. The Secretary/Treasurer shall be responsible for the oversight of the financial condition of the CAM Governing Board and will prepare, with input from the Executive Committee, the annual budget for approval by the Board. The Secretary/Treasurer shall make appropriate recommendations to the Board concerning all grants and donations solicited by and/or offered to the CAM Governing Board. The Secretary/Treasurer will:

- a. Keep minutes of the meetings or designate the task to a Parliamentarian or staff member.
- b. See that all notices are duly given in accordance with the Board of Certification Bylaws.
- c. Serve as Chair of the Budget and Finance Committee.
- d. Receive monies due and give receipts of monies payable to the CAM Governing Board. Deposit all such monies in the name of the CAM Governing Board in such banks or other depositories as shall be designated.
- e. Delegate duties, as necessary, to the Administrative Director.
- f. Perform other duties, as assigned by the Chair.

1.09 CAM Governing Board/ Administration

The CAM Governing Board is responsible for the development and administration of the policies.

The CAM Governing Board may delegate the implementation and administration of all policies and the supervision of programs to the Administrative Director or administrative staff.

1.09(1) Appointment of an Administrative Director

The CAM Governing Board may engage a salaried executive who shall have the title of Administrative Director and shall serve at the pleasure of the CAM Governing Board. The Administrative Director's conditions of engagement shall be specified by the CAM Governing Board.

1.09(2) Authority and Responsibility of Administrative Director

- a. The Administrative Director shall manage and direct all operational and administrative activities of the CAM Governing Board including the execution of contracts, management of office operations, development of certification information, liaison with other associations and other activities, all subject to policies and procedures established by the CAM Governing Board.
- b. The Administrative Director shall supervise elections, serve as a custodian of the records and maintain a file of the official minutes of all meetings.
- c. The Administrative Director shall perform the functions of the business manager including the collection and disbursement of funds along with the maintenance of records of such transactions. In addition, the Administrative Director shall perform other duties as assigned by the CAM Governing Board or the Executive Committee.
- d. The Administrative Director shall serve without a vote as an ex-officio member of the CAM Governing Board. Unless otherwise specified in these Bylaws, the Administrative Director shall also serve without a vote as an ex-officio member of all CAM Governing Board committees, councils, and task forces.
- e. The Administrative Director shall perform other duties, as may be assigned by the CAM Governing Board or the Executive Committee.

**THE ADMINISTRATIVE DIRECTOR IS RESPONSIBLE FOR THE COMPLETION OR
DELEGATION OR THE FOLLOWING DUTIES:**

Business Operations

Responsibilities may include:

- a. Selecting and supervision of consultants.
- b. Directing all office operations.
- c. Serving without vote as an ex-officio member of the CAM Governing Board.
- d. Unless otherwise specified, serving as an ex-officio member of all CAM Governing Board committees, councils, and task forces.
- e. Developing and maintaining support materials for CAM Governing Board members.
- f. Implementing the organization's strategic plan and policies.

- g. Advising and offering input to the CAM Governing Board on matters or problems that may affect the CAM Governing Board and/or Directors.
- h. Advising and assisting in the development of fiscal policy and ensuring the fiscal integrity of the organization.
- i. Directing facilities management.
- j. Minutes of any CAM Governing Board meeting occurring during the current month.
- k. Committee appointments and work assignments, as appropriate.
- l. Status reports on the current CAM Governing Board activities.
- m. Performing other duties as assigned by the Executive Committee.

Certification Operations

Responsibilities may include advising the CAM Governing Board on all certification products, related materials, needs and requirements. In order to accomplish this goal, the staff must have access to the following information on an annual basis and following any meeting of the CAM Governing Board as well as any test date.

- a. Status reports on the current tests (e.g., how many new items).
- b. The number of applications processed.
- c. The number of applications accepted and not accepted.
- d. The number of appeals, inquiries (routine and non-routine) and the nature of the inquiries.
- e. Schedule of upcoming test development activities.
- f. Results of each examination including the passing point, the number passing, the number failing, the number of retake applications, the number of candidates certified, and the number of candidates recertified.
- g. Summary statistics on each examination administered. The summary statistics should minimally include the mean, median, standard deviation, low score, high score, standard error of measurement and the test reliability.
- h. A report on each of the CAM Governing Board's test development activities. For example, if the CAM Governing Board conducts a cut-score workshop, a report should be produced detailing who facilitated the workshop, which personnel performed certification activities, how many items were reviewed, the new passing point, whether any statistical adjustments were made, etc.
- i. Ensure the development of quality certification products and maintain proper examination administration procedures by implementing and supervising a formal policy of periodic review of the testing mechanism(s) to ensure ongoing relevance of the tests to the knowledge and skills needed in the profession.
- j. Advise and offer input to the CAM Governing Board on matters or problems that may affect certification procedures.

- k. Maintain adequate records regarding certification trends on a monthly basis (this includes applications sent, received and routine correspondence numbers).
- l. Any non-routine occurrences, concerns, or recommendations.
- m. Manage the flow of communications between the CAM Governing Board and certification candidates including maintenance of marketing materials.

Marketing

Responsibilities may include:

- a. Developing a marketing strategy including a web and printed media strategy.
- b. Developing and implementing an annual marketing plan.
- c. Annually, determining the new member goals.
- d. Coordinating with NBAA on an action plan to promote CAM to all NBAA members.
- e. Developing a marketing budget.
- f. Updating the marketing materials.
- g. Developing and maintaining advocacy programs/projects.
 - 1. Acting as a liaison to professional associations.
 - 2. Promoting and representing the CAM program at industry meetings and functions.

Meeting Planning

Responsibilities may include planning and coordinating the CAM Governing Board and committee meetings.

Information Management Systems

Responsibilities may include coordinating the computer systems that include:

- a. A certification database including disciplinary database information.
- b. The product inventory.
- c. A financial computer and accounts payable/receivable system.
- d. An appropriate credit card system.
- e. Current and previous certificates.
- f. CAM web presence.
- g. Appropriate security controls.
- h. Job analysis.
- i. Electronic copies of forms and reports.
- j. Email accounts.
- k. A mobile strategy.

- I. Maintaining collaboration software and document management software, including:
 - 1. Configuration management of document versions.
 - 2. Online item writing.
- m. Software licenses for users.

1.10 CAM Governing Board Committees

The CAM Governing Board may establish and, except as provided in Section 9.2 of the Bylaws, the Chair may appoint members and chairs of ad hoc committees, task forces, and other groups to assist in carrying out the purposes and activities of the CAM Governing Board, subject to approval of the CAM Governing Board. The task forces and ad hoc committees shall be appointed by the Chair and shall terminate upon the completion of assignment or by vote of the CAM Governing Board at any time.

Except as stated in Section 9.2 of the Bylaws, it is not required that the membership on any ad hoc committees, task forces and other groups be made up of Directors or Certified Aviation Managers, nor that the chairs of such groups be Directors. Each member must sign “Commitment to Serve” form in line with those of CAM Governing Board Directors, as specified in Section 3.8 of the Bylaws.

The above-mentioned ad hoc committees and task forces are not empowered to act on behalf of the CAM Governing Board or to commit the CAM Governing Board to any course of action, except as specifically authorized by the CAM Governing Board.

All appointments of committee chairs, vice chairs, subcommittee chairs and committee members shall be for two years. Chairs and members may serve more than one term, but not more than three consecutive terms. The following CAM Governing Board Director positions are exempt from the three consecutive term limitation: Community (Academic) and Public-at-Large.

Composition

- a. The Chair shall appoint the chair of each committee, except for the Executive Committee, Budget Committee and Bylaws and Standards Committee.
- b. The Chair of each committee will appoint a Vice Chair.
- c. All committees will consist of individuals with expertise in the committee's purpose and function.

Operations and Meetings

- a. The Committee Chair shall report on committee activities to the CAM Governing Board.
- b. The Chair of a committee shall submit a written summary of committee work during the year, including recommendations and objectives for the succeeding year, to the Chair at the mid-year meeting.

- c. Committees will schedule at least one meeting per year, or a sufficient number to complete their assigned tasks.
- d. The Chair of a committee shall set dates, times, and places for meetings, prepare agenda, distribute agendas and record minutes.
- e. In order to have an official meeting, a majority of the committee members must be present physically or by other electronic media by which all participating may hear one another.
- f. All committees will operate in accordance with Robert's Rules of Order, Revised.

1.10(1) Standing Committees

- a. The CAM Governing Board shall have as a minimum, the following standing committees: (1) Executive Committee, (2) Nominating Committee, (3) Bylaws and Standards Committee, (4) Budget and Finance Committee, (5) Testing Committee, (6) Marketing Committee and (7) Reaccreditation Committee.
- b. The Chair shall be a voting member of all standing committees and counted toward the quorum of any committee meeting attended and not counted against the committee requirements described in the Bylaws. The Vice Chair shall be a voting member of all standing committees on which he/she is required to serve as provided in the Bylaws and shall be an ex-officio non-voting member of all other standing committees. The Administrative Director shall be ex-officio, non-voting member of all committees. The Chair or Board may assign to these standing committees, responsibilities and those specifically listed in these Bylaws. Action that requires Board approval, taken by any Committee, will be submitted in writing to the Chair prior to the next meeting of the Board. Reports of each Committee meeting shall be promptly prepared and submitted to the Board for its review.
- c. The Executive Committee shall consist of the Chair, Vice Chair, Secretary/Treasurer, and the immediate Past Chair whenever possible. The Administrative Director shall serve as an ex-officio non-voting member of the Executive Committee. Any three members of the Executive Committee shall constitute a quorum. The Executive Committee shall be responsible for conducting routine business on behalf of the Board during the period between the meetings of the Board. Any other matters of the Board may be delegated to the Executive Committee during any regular or special meetings of the Board. The Chair, who also chairs the Executive Committee, shall call meetings of the Executive Committee. Minutes of each Executive Committee meeting shall be promptly prepared by the Secretary or the Administrative Director and forwarded to the Committee and the Board.
- d. The Nominating Committee shall be composed of the Chair and three members, and include whenever possible, one Past Chair of the CAM Governing Board and two Directors. The Chair shall appoint the chairperson of the committee. Members of the Nominating Committee shall be appointed by the Chair before the Annual Meeting, to serve a term of one year. The Nominating Committee shall:
 - 1. Prepare the required list of Director candidates in the composition classes defined in Section 3.1(a)(1), (2) and (3) for presentation to the

- CAM Governing Board at least ten (10) days prior to the Midyear Meeting or any meeting at which an election by the CAM Governing Board will occur.
2. Communicate the required list of Elected-Director nominees for presentation to all CAMs in good standing at least sixty (60) days prior to the Annual Meeting or any meeting at which an election by the CAM Certificants will occur.
 3. Review and score CAM scholarship applications on behalf of sponsoring agencies.
- e. The Bylaws and Standards Committee shall be chaired by the Vice-Chair and shall include, as a minimum, three additional Directors (not serving on the Testing Committee) appointed by the Chair, for a term of two years or until replaced. For continuity, one or all of the members may serve consecutive terms, with a limit of three, at the discretion of the Chair. The Bylaws and Standards Committee shall be responsible to the Board for preparing proposed, necessary and desirable changes to these Bylaws. Annually, this committee shall review the standards for attaining the certification, respond to grievances and serve an ombudsman role for the CAM Governing Board.
 - f. The Budget and Finance Committee shall report directly to the Board and shall consist of the Secretary/Treasurer, the Administrative Director, the Public-At-Large Director and one other Director appointed by the Chair. The Secretary/Treasurer shall chair the committee and the Administrative Director shall be responsible for the recording of minutes. The Budget and Finance Committee shall prepare the annual budget for consideration by the CAM Governing Board. The Budget and Finance committee shall monitor the financial affairs of the CAM Governing Board, make recommendations to the CAM Governing Board, and perform other duties as the CAM Governing Board may determine from time to time.
 - g. The Testing Committee shall report directly to the Board and be chaired by the Committee Chair. It shall consist of one Community Director and four other Directors appointed by the Chair. The Testing Committee shall be responsible for developing and preparing the test questions and test composition. Each year, this Committee shall review the test development, administration process and scoring process, and where appropriate, recommend to the Board such changes as needed to maintain and promulgate the Certified Aviation Manager program.
 - h. The Marketing Committee shall report directly to the Board and be chaired by the Committee Chair. It shall consist of at least four other Directors appointed by the Chair. The Marketing Committee shall be responsible for developing and preparing a marketing strategy including a web and printed media strategy.
 1. Developing and implementing an annual marketing plan.
 2. Coordinating with NBAA on an action plan to promote CAM to all NBAA members.
 3. Developing a marketing budget.
 4. Updating the marketing materials.

5. Developing and maintaining advocacy programs/projects.
 6. Acting as a liaison to professional associations.
 7. Promoting and representing the CAM program at industry meetings and functions.
- i. The Reaccreditation Committee shall report directly to the Board and will be chaired by a Director and shall include, as a minimum, two additional Directors appointed by the Chair, for a term of one year or until replaced. For continuity, one or all of the members may serve consecutive terms at the discretion of the Chair. The Reaccreditation task force committee shall be responsible to the CAM Governing Board for leading the reaccreditation effort every five years or as required by the NCCA. Duties will also include monitoring the current NCCA standards, applying and refining the current CAM program substantiating documentation to meet the current standards, proposing changes to any documentation needed to bolster the CAM program position to remain in concert with the latest standards, and periodically reviewing all the standards against the arsenal of CAM documents.

Standing committees are not empowered to act on behalf of the CAM Governing Board or to commit the CAM Governing Board to any course of action, except as specifically authorized by the CAM Governing Board. All standing committees will report to the CAM Governing Board.

Operations and Meetings

- a. The Committee Chair shall report on committee activities to the CAM Governing Board
- b. The Chair of a committee shall submit a written summary and evaluation of committee work during the year, including recommendations and objectives for the succeeding year to the Chair no later than 30 days before the annual CAM Governing Board meeting.
- c. Committees will schedule at least one meeting per year, or a sufficient number to complete their assigned tasks.
- d. The Chair of a committee shall set dates, times, and places for meetings, prepare, and distribute agendas, and record minutes.
- e. In order to have an official meeting, a majority of the committee members must be present physically or by telephone conference call.
- f. All committees will operate in accordance with Robert's Rules of Order, Revised.

The CAM Governing Board may create special committees, ad hoc committees, task forces, and study groups for special assignments. When so created, such committees shall be appointed by the Chair and shall terminate upon the completion of assignment or by vote of the CAM Governing Board at any time.

1.10(2) Special Committees, Sub-Committees and Task Force

The CAM Governing Board, in order to expedite its work, may establish special or ad hoc committees, sub-committees and task forces as needed. These ad hoc committees, sub-committees and task forces shall perform functions for the CAM Governing Board such as fact finding, deliberation and advising on a specific issue. Once a recommendation is made, the committee or task force is dissolved.

Ad hoc committees, sub-committees and/or task forces are developed and implemented by the request of the Chair of the CAM Governing Board. Ad hoc committees and/or task forces, like all other committees, are not empowered to act on behalf of the CAM Governing Board or to commit the CAM Governing Board to any course of action, except as specifically authorized by the CAM Governing Board.

1.10(3) Committee Supervision

The Administrative Director shall monitor actions of CAM Governing Board committees and other groups and shall recommend to the CAM Governing Board on a regular basis the creation, dissolution and consolidation of these groups.

1.10(4) Committee Vacancies

Unless otherwise provided for in the Bylaws or these Policies and Procedures, each committee appointment is intended to be for a three (3) year term, or until a successor is appointed, with approximately one-third of the members of each committee rotating off the committee each year. In the event of a resignation of a committee member, or if a committee member cannot otherwise complete the elected term on a Standing Committee, (except in the case of an officer of the Board or any special committee), a new committee member shall be appointed by the Chair, to complete the un-expired term.

SECTION 2.00: FISCAL MANAGEMENT

2.01 Fiscal Year

The fiscal year and budget of the CAM Governing Board shall begin on July 1 of each year and end on June 30 of the succeeding year.

2.02 Annual Operating Budget

- a. The CAM Governing Board shall cause to be prepared an annual CAM Governing Board-operating budget through its Budget and Finance Committee. The budget shall be in such form as to meet the requirements of any funding agency.
- b. The CAM Governing Board shall approve an annual budget for the operation and activities of the CAM Governing Board.

GUIDELINES FOR ANNUAL OPERATING BUDGET

- a. The CAM Governing Board retains all fees collected for examination activities in coordination with NBAA.
- b. The CAM Governing Board considers the proposed budget prepared by the Budget and Finance Committee for approval for the following year no later than the last meeting before the end of the current fiscal year.
- c. Policies pertaining to expense reimbursement and other applicable policies or guidelines related to how monies of the CAM Governing Board are to be spent must be followed in preparing the annual budget.
- d. The Secretary/Treasurer will address any questions regarding proposed budgets with the Chair prior to presenting the proposal to the CAM Governing Board for approval as part of CAM Governing Board budget planning and approval procedures.

2.03 Oversight and Financial Responsibilities

The CAM Governing Board shall be responsible for the financial management of the CAM Governing Board and will review and evaluate reports and activities of the Secretary/Treasurer, Administrative Director, and the Budget and Finance Committee to assure sound financial practices. Notwithstanding the above, the CAM Governing Board shall not engage in business or other activity which is not in the furtherance of and exclusively for its stated professional purposes, and which may jeopardize its status as an Internal Revenue Service 501(c)(6) Corporations under the provisions of the Internal Revenue Code.

2.04 Funding Options

All options for funding shall be reviewed and determined as appropriate or inappropriate by the CAM Governing Board; however, preliminary deliberation on these matters may be delegated to the Budget and Finance Committee.

- a. Authorizations for funds expenditure within the context of the annual budget may be coordinated and approved with the CAM Governing Board Executive Committee between CAM Governing Board meetings.
- b. The CAM Governing Board shall request necessary revenues for conducting the business of the CAM Governing Board. These revenues shall be obtained through the assessment of certification fees, recertification fees, printed or electronic materials, grants and contracts for services, donations, testing, and those funds approved by the NBAA Board of Directors.
- c. The CAM Governing Board in coordination with NBAA may authorize a contractor to negotiate a loan if necessary. Application for such loan will be completed in accordance with appropriate banking laws. Application for a loan shall be approved by the CAM Governing Board upon the recommendation of the Secretary/Treasurer and should be limited to a specific purchase or purpose.

GUIDELINES FOR REVENUES

- a. The Secretary/Treasurer will recommend to the CAM Governing Board appropriate fees for the following: certification fees, continuing education fees, material costs, meetings, and testing.
- b. The costs will be determined in consultation with the Secretary/Treasurer and the appropriate Chair or Co-Chair of a committee, who will report on expenses incurred during the previous fiscal year.
- c. If the CAM Governing Board does not have adequate funding and by vote of the CAM Governing Board, the Executive Director shall talk to NBAA and request additional funding and show the reasons for the request.

2.05 Accounting and Reporting

A system of accounts shall be maintained. This will provide an accurate record of receipts and expenditures, in accordance with generally accepted accounting practices and procedures.

The CAM Governing Board shall authorize a financial review of the CAM Governing Board and grant accounts each fiscal year.

GUIDELINES FOR ACCOUNTING AND REPORTING

- a. The CAM Governing Board may delegate to the Administrative Director the responsibility of maintaining a record of receipts and expenditures.
- b. A financial report shall be submitted to the Secretary/Treasurer of line-item receipts and expenditures by 30 days prior to the mid-year and annual CAM Governing Board meetings.

- c. Upon the Secretary/Treasurer's approval of reports on the financial condition of the organization, the Secretary/Treasurer shall present these reports to the CAM Governing Board at each of the regular scheduled Board meeting and post such report on SharePoint.
- d. The CAM Governing Board delegates to the Secretary/Treasurer the responsibility of monitoring the CAM Governing Board accounting procedures. In the sixth (6) or seventh (7) month of the fiscal year, the Secretary/Treasurer will review these procedures and ascertain that any fiscal management suggestions made by the auditor have been implemented.
- e. The Secretary/Treasurer shall present to the CAM Governing Board for review and approval prior to execution the following:
 - 1. Program operating budgets,
 - 2. Consultation and other service contracts/agreements.
- f. The CAM Governing Board may delegate to the Administrative Officer the responsibility of promptly dispatching payment for all expenses that are covered by a "line item," except where prohibited by policy. A quarterly report of these "line-item" expenditures must be prepared.
- g. Accounting system records (journals, ledgers, vouchers with encumbrance documentation, check register, canceled checks, bank statements, fiscal reports, etc.) shall be retained for at least seven (7) years [or according to statutory requirements regarding documentation of the state in which the CAM Governing Board's administrative office is incorporated].
- h. The CAM Governing Board may delegate accounting and reporting responsibility to staff and coordinate with the NBAA Staff where appropriate.

Depository of Funds

- a. A depository shall be defined as a chartered banking institution and a member of the Federal Deposit Insurance Corporation (FDIC) or the Federal Savings & Loan Insurance Corporation (FSLIC).
- b. CAM funds may be invested with institutions not designated as depositories when such action is financially advantageous to the CAM Governing Board.
- c. The CAM Governing Board may delegate to the Administrative Director the responsibility of depositing funds in the designated depositories and of purchasing such investments. Approval will be documented and initialed by the Secretary/Treasurer at the next meeting of the CAM Governing Board.

Audit

- a. In any fiscal year when the organization's income exceeds the gross amount of Five-Hundred Thousand United States Dollars (US\$500,000.00), the CAM Governing Board, in consultation with the NBAA Audit Committee, will determine if an audit is required. In the event an audit is recommended a certified public accountant or firm shall audit the finances of the CAM Governing Board, and such auditor or firm shall submit a written report following the end of each such fiscal year. Copies of

the written report shall be provided to the officers and shall be available to each member of the CAM Governing Board. Summaries of the audit report shall be circulated to each member of the CAM Governing Board.

- b. The CAM Governing Board, in consultation with the NBAA Audit Committee, may require contracting agencies receiving funds from the CAM Governing Board to supply a report of annual audit on accounts pertaining to their receipt of funds from the CAM Governing Board. This audit report shall be supplied to the CAM Governing Board within six (6) months after the termination of the fiscal year or contract.

2.06 Purchasing Goods and Services

The CAM Governing Board shall be responsible for the purchase and/or contracting for all goods and services for the CAM Governing Board but may delegate this responsibility to the Administrative Director in accordance with the approved budget.

The CAM Governing Board may enter into fiscal contracts/agreements (e.g., personal services, consultant, program service) for the purpose of administering and achieving the goals and objectives of CAM Governing Board programs.

The CAM Governing Board shall retain legal services through its own motion for the purposes of consultation, advice or representation in legal matters or matters of litigation.

The CAM Governing Board may delegate this responsibility to staff and coordinate with the NBAA staff where appropriate.

GUIDELINES FOR PURCHASING OF GOODS AND SERVICES

- a. All capital expenditures exceeding \$25,000 will receive prior approval by the CAM Governing Board and be documented in the CAM Governing Board meeting minutes.
- b. All purchases shall be made from companies offering the most reasonable prices consistent with quality and services.
- c. When a bidding process is used, the contractor shall endeavor to purchase goods and services from the lowest qualified bidder meeting the specifications and offering the most reliable service.
- d. Whenever possible, competitive quotations shall be sought where quantity or cost involved warrants such action.
- e. The CAM Governing Board may delegate this responsibility to staff and coordinate with the NBAA staff where appropriate.

Contract Services and Requests for Proposals

- a. No contracts/agreements shall exceed seven (7) years in duration.
- b. The CAM Governing Board shall require of all parties to a fiscal contract/agreement the same degree of fiscal accountability as required of the CAM Governing Board.

- c. Contracts shall be let on the basis of review based upon:
 - 1. Appropriateness,
 - 2. State law requirements,
 - 3. Cost effectiveness, and
 - 4. Performance.
- d. All proposals received in response to a Request for Proposals (RFP), when issued for services to be contracted by the CAM Governing Board, may be rejected if they do not adequately respond to an RFP or if the responses are not feasible within the CAM Governing Board budget.

2.07 Insurance

The CAM Governing Board shall indemnify all officers, Directors, committee members, and employees of the CAM Governing Board to the full extent permitted by law and may purchase insurance for such indemnification to the extent determined from time to time by the CAM Governing Board.

The following Insurance will be obtained and kept current by the Secretary / Treasurer.

- | | |
|---|----------------|
| a. General Liabilities Policy Limits of | \$2,000,000.00 |
| b. Error and Omissions Policy Limits of | \$2,000,000.00 |
| c. Deductible | \$100,000.00 |

SECTION 3.00: CERTIFICATION

3.01 Purpose of Certification

Certification is a process intended to assure the public that a certified business aviation professional has achieved appropriate educational qualifications and successfully demonstrated, through an examination process, the required competencies as accredited by the National Commission for Certifying Agencies (NCCA). These competencies are defined as demonstrating specified levels of knowledge, skills, or ability not only at the time of initial certification but throughout an individual's professional career.

The CAM Governing Board reviews and revises the certification examination(s) in accordance with the test specifications based upon validated job analysis studies. The CAM Governing Board uses a criterion-referenced passing point for each portion of the examination.

The CAM Governing Board has complete authority to certify individuals who qualify under its standards for certified business aviation professionals and other designations as defined from time to time by the CAM Governing Board. The CAM Governing Board shall have control over all matters related to certification.

The certification activities of the CAM Governing Board are carried out under its established policies.

3.01(1) Significance of Certification

Certification is awarded to individuals who have appropriate training and work experience and who pass the CAM examination. Certification is national in scope. Therefore, rather than being dependent on the unique aspects of laws and regulations found in any single state or territory, the foundation for the certification program(s) is in nationally applicable subject matter, work practices, and technology.

Certification is a means for individuals to indicate to employers, co-workers, the public and others that they have met the standards of an impartial, nationally recognized organization in business aviation by virtue of their technical knowledge and experience.

Certification provides:

- a. Assurance to stakeholders that certified business aviation professionals are prepared for management in the designated fields of service.
- b. Increased stature in the profession.
- c. Increased opportunities for career advancement.
- d. Quick entry into job assignments that would otherwise require extensive on-the-job training.

- e. Opportunities for job assignments where there are policies, practices, regulations, or contract provisions that require certification.

3.01(2) Altering Requirements

The CAM Governing Board, through its Bylaws and Standards Committee, conducts an annual review of the standards for certification to ensure currency and appropriateness. From time to time, the CAM Governing Board finds it necessary to review and change requirements for certification.

In order for the CAM Governing Board to understand and affirm the changes, the CAM Governing Board provides for an open forum for review and discussion.

The CAM Governing Board will consider the rationale for, and the possible impact of, the proposed changes as recommended by the Bylaws and Standards Committee. The recommendation should aid in evaluating the impact of the proposed changes as it related to the job analysis, the educational, knowledge, skill and experiential requirements of the candidates, and on the credibility of the Certification and the CAM Governing Board.

3.01(3) Format of Certificates

The wording on the Certificates shall be as follows on all certificates.

Having met the standards, qualifications, and requirements of the Certified Aviation Manager (CAM) Examination.

John P. Doe

Is hereby recognized by the Certified Aviation Manager Governing Board CAM Governing Board, an affiliated organization of the National Business Aviation Association, as a

Certified Aviation Manager

and shall be permitted to use this designation and display this certificate in accordance with the Certified Aviation Manager Governing Board Bylaws and Policies.

Any change in the wording of a certificate that refers to the names and areas of practice or training/specialization shall be subject to the approval by the CAM Governing Board.

All certificates will be signed by the Chair of the CAM Governing Board and embossed with the CAM program seal.

All certificates will include an expiration date which will be the last day of the month before the third anniversary of the Examination.

3.01(4) Waiver and Release of Information

Unless specifically requested to keep CAM certification private, the individual applicant or certificant authorizes the CAM Governing Board and its agents to communicate all information relating to the application, certification, and review thereof to state and federal authorities, employers, other applicants and certificants, educational programs, and others by means of newsletter or otherwise.

The individual releases, discharges, and exonerates the CAM Governing Board, its officers, directors, employees, committee members, agents, and any person furnishing documents, records, and other information relating to eligibility, certification, or recertification from any and all liability of any nature and kind arising out of the furnishing or inspection of documents, records, and other information and any investigation, evaluation, and communication made by the CAM Governing Board once certified.

Examination scores are confidential and will not be disclosed unless the CAM Governing Board receives a written and signed request to do so from a candidate or is directed to do so by subpoena or court order. The candidate also must indicate in writing which particular scores may be disclosed and identify specifically the person or organization to which the scores should be revealed.

Information regarding disciplinary action taken against a certified professional may be made public as indicated above.

GUIDELINES FOR RELEASE OF INFORMATION

- a. All communications with certification candidates must be through the CAM Governing Board headquarters in coordination with the Administrative Director.
- b. Candidates should receive the CAM Candidate Information Brochure before they sit for an examination.
- c. The CAM Governing Board will advise candidates of any potential deviation from the published requirements for certification within six weeks. All parties at the CAM Governing Board's headquarters should be notified of such deviations to ensure the correct information is provided to candidates. A deviation is deemed to have occurred only when the proper meeting procedures have not been followed.
- d. Candidates may receive test site information and/or directions to test sites via e-mail, fax or U.S. mail. This information is not considered secure. The candidate

must show proof of identity before receiving permission to enter the examination room.

- e. All requests for certification status and/or examination results should be received in writing and sent to CAM Governing Board or its contractor. Responses to such requests must also be made in writing and sent via U.S. mail to ensure security of the information.
- f. As indicated above, CAM Governing Board staff or the staff of its contractor shall answer all routine inquiries. For all inquiries other than routine certification inquiries, the designate shall require that the request be in writing and sent to the headquarters.
- g. Whenever an application for certification is denied and additional requirements for admission are imposed, the CAM Governing Board shall communicate to the candidate the additional requirements and reference the CAM Governing Board's regulations and requirements.

3.01(5) Record Retention and Disposal

The CAM Governing Board or its contractor shall maintain a photocopy of all applications, memoranda, forms, documents, and correspondence sent or received by the CAM Governing Board.

The CAM Governing Board shall keep by name a record of CAM Governing Board actions with respect to every applicant presented for admission to the certification process. The Board or its contractor shall maintain a photocopy of all applications, memoranda, forms, documents, and correspondence sent or received. This record shall be kept in a secure file at NBAA Headquarters.

All CAM Governing Board actions shall be deemed to have occurred when the action is approved by an appropriate vote at a meeting at which a quorum is present. Minutes of all meetings shall be designated as the official record.

Written information shall be retained in individual files in a secure storage area, away from common access, and only staff members, who have signed a confidentiality statement, and have a need to know, may have access. Records will be reviewed on a yearly schedule or as needed and disposed of when necessary. Disposal of records shall be done in a secure manner.

All papers, incomplete or inactive application materials and correspondence not pertaining to the current business operation of the CAM Governing Board and pre-dating any current fiscal year by seven years may be discarded and/or destroyed.

Electronic and physical files of former members whose membership has expired and not been renewed for a period of two (2) years will be stored in a secure location and destroyed using secure procedures after the retention period. Miscellaneous data files will be archived and retained as permanent records and stored in a secure area.

Confidential materials shall be destroyed through a secure process. All records of certified professionals shall be kept in accordance with the laws governing the state in which the organization is incorporated.

ITEM	RETENTION PERIOD
General Correspondence	Current year + 1 year
CAM Inquiries and Application	Current Year + 3 years
CAM Certification/Renewals/Past Cam's	Life of Organization
CAM Governing Board Minutes	Life of Organization
All Other	Life of Organization

3.01(6) Confidentiality and Privacy Policy

Confidentiality: The Certified Aviation Manager (CAM) Governing Board shall:

- a. Not disclose confidential information related to or verbally discussed during CAM Governing Board meetings or other verbal or written information identified as confidential CAM Governing Board business.
- b. Not divulge the specific contents of CAM applications and related documents or any information about an applicant received verbally or in writing.
- c. Not disclose confidential information related to certification or application challenges, appeals or other actions being considered by the CAM Governing Board.
- d. Not disclose any information related to individual certification renewal materials, challenges, appeals, or other action in connection with individual renewal cases.
- e. Maintain all certification materials sent for review in a secure area at all times and return these materials to CAM/NBAA staff at the next meeting unless specifically instructed to do otherwise by the CAM Governing Board Chair or CAM Administrative Director.
- f. Not disclose any written or oral information that has been identified as confidential.

Privacy Policy

The CAM Governing Board has created this privacy policy in order to demonstrate our firm commitment to privacy for all stakeholders. The following discloses our information gathering and dissemination practices for the Certified Aviation Manager (CAM) program.

The CAM Governing Board reserves the right to change this policy at any time by notifying users of the existence of a new privacy statement.

Collection of Data

The CAM Governing Board does not collect personal data about individuals except when such individuals specifically provide such information on a voluntary basis. Users should also be aware that non-personal information and data may be automatically collected through the standard operation of NBAA's Internet servers or through the use of cookies.

In certain limited circumstances (for instance in our Examination Registration Form), we may ask you to provide information regarding your prior criminal convictions to assess your suitability to become a CAM, or information regarding your disability or health condition so that we can make suitable arrangements to accommodate you at examinations, seminars, and other events. We appreciate that you may consider this information to be particularly sensitive, and you can rest assured that we will keep such information in the strictest confidence and use it only for the limited purposes for which it was collected.

Purpose of Processing

- a. The personal data collected is used by the CAM Governing Board and third parties acting on its behalf for customer administration and marketing related purposes so we can effectively:
- b. Process applications received by the CAM Governing Board.
- c. Manage the CAM Governing Board's relationship with existing members.
- d. Respond to queries received from the public.
- e. Send marketing communications on the CAM Governing Board's behalf and on behalf of other selected vendors.

In some cases, such as the request to download online Study Guides, the CAM Governing Board does require the collection of home address and telephone numbers. It has been our experience that residential contact information is more constant than business contact information because of the mobility of professionals through their careers. This information is only used to contact individuals about upcoming examinations and training seminars.

The CAM Governing Board will occasionally perform statistical analyses of user behavior and characteristics in order to measure interest in and use of the various areas of the Site. The CAM Governing Board will provide only aggregated data from analyses to affiliated third parties.

As the CAM Governing Board is an organization based in the United States your personal data will be collected and processed in the United States by the CAM Governing Board and third parties acting on its behalf in accordance with and for the purposes set out in this Privacy Policy. If you do not wish your personal data to be handled in this way, please inform us using the contact details below.

3.01(7) Equal Opportunity

The CAM Governing Board recognizes that equal opportunity is fundamental to equality in all forms of human endeavor. Therefore, all administrative practices and procedures will be non-discriminatory based on national origin, ancestry, race, color, age, gender, sexual orientation, marital status, creed, handicap, socio-economic status and arrest or conviction record.

3.02 Certification Requirements

At the time of application, all of the following requirements must be satisfied (See Appendix VII for additional details regarding the CAM certification application process):

- a. Satisfactory completion of the experience requirements in business aviation.
- b. Agree to comply with CAM Professional Principles and Values and the Disciplinary Process established by the CAM Governing Board.
- c. Provide proof of current work experience.
- d. Complete the certification application and remit the correct fee.
- e. Applications for CAM certification are good for two years from the date of application approval. The Administrative Director may extend this limit, if deemed appropriate and coordinated with the applicant.

3.02(1) Certification Requirements: Application Work Experience Credits

CAM applicants will be awarded points determined by their work experience and levels of responsibility up to a maximum of 90 points. See Appendix VII for a complete description of work experience and job descriptions. Job descriptions and responsibilities are divided into Categories A-D with points being awarded accordingly. To earn points for a position, an applicant must work in that position for a minimum of six months. When calculating employment eligibility points, fractions of a year's experience are awarded as follows:

- a. Less than six months: zero (0) points,
- b. Six to 10 months: one-half ($\frac{1}{2}$) of the points per year for the given job category,
- c. More than 10 months: All of the points per year for the Category.

Category A. Supervisory: Personnel Management with direct reports (*within or outside of business aviation*) / Aviation Department Management in Business Aviation:

Supervisory Experience: 10 points per year

Category B. Non-Supervisory Business Aviation Department Program Management:

Non-Supervisory Program Management Experience: 8 points per year

Category C. Non-Supervisory Business Aviation Department Employment:

Non-Supervisory Business Aviation Department Experience: 6 points per year

Category D. Non-Supervisory Aviation Employment outside Business Aviation:

Non-Supervisory Aviation Employment (not Business Aviation): 4 points per year

In situations where a candidate works for multiple employers simultaneously, the yearly experience points cannot exceed 150% for the employment category claimed. For example, a

contract pilot flying for multiple business aviation departments could not claim more than nine (9) points for a year (6 category points * 150% = 9 category points maximum).

3.02(2) Certification Requirements: Application Work Experience

The following are criteria to be used for determining work experience point values when filling out or evaluating the CAM application. All CAM candidates must have a minimum of two (2) years' experience in some facet of business aviation. Qualifying experience may include work in any of the following business aviation environments utilizing general aviation aircraft:

- a. Part 91 company aviation department or Part 91(k) fractional operations.
- b. Part 135 commuter and on-demand flight operations.
- c. Aviation management, consulting, education, or servicing [e.g., Fixed Base Operator (FBO) or Maintenance, Repair & Overhaul (MRO)] pertaining to general aviation.
- d. Government experience conducting executive or utility transportation in a non-combat role.

3.02(3) Certification Requirements: Application Work Experience Credits

The following are the criteria to be used for determining education point values when filling out or evaluating the CAM application.

1. Formal Education (maximum of 45 points)

- | | |
|--|-----------|
| a. Aviation Trade School with Completion Certificate | 10 points |
| b. Aviation Trade School with Diploma | 15 points |
| c. Associate Degree | 25 points |
| d. Bachelor's degree | 35 points |
| e. Graduate Degree | 45 points |

(Note: education points are not cumulative and may be claimed only for the highest level of education completed.)

2. Trade School:

- a. An Aviation Trade School with Completion Certificate may require less than one year to complete, and upon completion the participant receives a Completion Certificate but not a Degree.
- b. An Aviation Trade School with a Diploma may require one – two years to complete, and upon completion the participant receives a Diploma but not a Degree.

3. Government Training:

Applicants having received government training equivalent to a Trade School may receive credit for this training as described in #2 Trade School above.

3.02(4) Certified Aviation Manager

Candidates are required to successfully pass the CAM examination before achieving certification as a Certified Aviation Manager. Success is based on a criterion-referenced cut score approved by the CAM Governing Board. The certification will cover the knowledge necessary for competent performance in the business aviation management profession.

The CAM Governing Board does not endorse, certify, or accredit training programs; any claims to that effect should be viewed with caution.

3.03 Examination Administration

Application forms and fees may be submitted to the CAM Governing Board or its contractor and should be received 45 days in advance of the test date. The application will include personal employment, knowledge base elements, and education information. Upon receipt of the completed application, the CAM Governing Board or its contractor will review the information and assess the candidate's eligibility to take the examination.

3.03(1) Examination

The CAM Governing Board and its testing company must follow the test administration guidelines as approved by the CAM Governing Board and the testing company. The CAM Governing Board and the testing company will determine the examination dates and locations jointly.

For each test administration, the testing company will provide test center personnel, including proctors and supervisors, and coordinate all physical facilities including such items as desks, tables, table coverings and chairs.

Computer Based Examination Administration, procedures for implementation are coordinated with our Testing Contractor and explained in the Candidate Information Handbook.

3.03(2) Examination Compromise

Maintaining security of all CAM Governing Board examination materials is the highest priority during test administration.

- a. The CAM Governing Board and its testing company shall follow all current proctoring procedures set forth by the testing agency.

- b. Training of proctors is essential.
- c. If an exam is compromised, the Executive Committee and its testing company must investigate the reason for the compromise and report to the full Board at the next regular scheduled meeting. The CAM Governing Board will prosecute to the fullest extent permitted by law, according to copyright laws where necessary and appropriate.
- d. CAM Governing Board notification of potential compromise will be within 14 days of the verification of the test compromise.

3.03(3) Accommodation Procedures

The CAM Governing Board is committed to equal access for all candidates for certification. It complies fully with the requirements of the Americans with Disabilities Act in making its examination accessible at no additional charge to individuals with documented disabilities. The Cam Governing Board, assisted by the CAM test provider, currently Prometric, may assist applicants in completing accommodation requests to ensure request validity and ADA compliance. Candidates must submit documentation of their disability from a professional qualified to make the diagnosis and a written list of the test administration modifications required. A candidate may request a change in certification procedures or process due to disability, handicap, or other reasons.

GUIDELINES FOR ACCOMMODATION OF SPECIAL NEEDS

The CAM Governing Board is committed to ensuring that no individual is deprived of the opportunity to take an examination solely by reason of a disability. Special accommodations may be provided for candidates with documented disabilities. Candidates requesting special provisions must state their needs in writing when applying to take the examination.

- a. A standardized accommodation request form, available from the CAMGB or the test provider, will be available for those who wish to request a procedure modification. The request must be in writing and received by the CAM Governing Board no later than the published deadline for registration to take the examination.
- b. The request must be specific as to the nature of the special accommodation required. Medical documentation of specific needs of the applicant by a recognized professional (e.g., Psychiatrist, Psychologist, Physician, Learning Specialist, and Social Worker) must accompany the request. The candidate is responsible for demonstrating that the request should be granted.
- c. After the request is complete, the CAMGB Bylaws Committee shall review the request and notify the candidate of its determination.
- d. Any request to appeal a CAMGB Bylaws Committee decision will be presented to the full CAMGB for review. Subsequent appeal decisions will be communicated to the candidate by a CAMGB representative.

3.03(4) Application Appeals Policy

Applicants deemed ineligible to take the CAM examination have the opportunity to appeal that decision to the Bylaws and Standards Committee.

- a. An applicant may appeal the decision of the CAM Bylaws and Standards Committee by writing the Committee within 60 days of notification of the decision using the CAM Program Appeals form found on the NBAA Website, <http://www.nbaa.org/cam>.
- b. The applicant must submit any documentation necessary to support the appeal.
- c. The Bylaws and Standards Committee may meet in person or by telephone to discuss the appeal. The Committee may speak to the individual by telephone.
- d. All of the applicant's expenses pertaining to the appeal will be borne by the applicant.
- e. The Committee will notify the applicant in writing of its decision within 60 days of receipt of the original written appeal.

Appeal to the full CAM Governing Board

- a. Applicants may appeal the decision of the Bylaws and Standards Committee to the full CAM Governing Board by writing to the Chairman of the Board within 60 days of notification of the Committee decision.
- b. The applicant must submit documentation deemed necessary to support the appeal.
- c. The Board may meet in person or by telephone. The Board may allow the individual to be present at a personal meeting, if one is held, or may talk to the applicant by phone.
- d. All of the applicant's expenses pertaining to the appeal will be borne by the applicant.
- e. The Board will notify the applicant of its decision in writing within 120 days of receipt of the written appeal. The decision of the CAM Governing Board is final.

3.03(5) Examination Appeals Policy

Examination candidates have the right to appeal examination results within the following specified criteria established by the CAM Bylaws and Standards Committee.

Grounds for Examination Appeal

- a. Appellants may appeal examination results in situations restricted to extraordinary circumstances that:
 1. Arise coincidentally with the examination administration.
 2. Are outside the control of the appellant.

3. Made the appellant's experience different from other candidate's (related to the examination administration) AND/OR affected the candidate's ability to receive credit for a test question (related to the examination content).
 4. Were significant enough to account for examination failure.
 5. Were properly reported to the Administrative Director and the CAM Governing Board.
- b. Unless **all** of the above circumstances are met, no circumstance will be considered grounds for appeal.
 - c. If written documentation of the extraordinary circumstances is not received by the CAM Governing Board within seventy-two (72) hours after taking the CAM Exam, an appellant will forfeit the right to appeal.

Method of Examination Appeal

Appeals shall:

- a. Be set out in writing.
- b. Include the name of the grievant.
- c. Detail the nature of the appeal and all particulars necessary for the appeal to be adjudicated.
- d. Be mailed or emailed to the CAM Governing Board Administrative Director.
- e. Include a non-refundable fee of \$100.

Examination Appeal Review Process

- a. Initial Review: The CAM Administrative Director, a CAM Governing Board Executive Committee Member (not including the Vice Chair), and a qualified and current CAM shall:
 1. Review an appeal within fifteen (15) business days after receiving the appeal.
 2. Determine the validity of the appeal based upon the submitted documentation, as to the existence of extraordinary circumstances described in Grounds for Appeal paragraph 1.
 3. The CAM Administrative Director shall notify the appellant by mail within twenty (20) business days of receipt of the appeal whether the appeal has been accepted or denied. Accepted appeals will be brought to the consideration of the CAM Bylaws and Standards Committee.
- b. Full Review: The CAM Bylaws and Standards Committee will only review accepted appeals brought forth by the initial review process and will include:
 1. Review will take place within ninety (90) business days of receipt of the appellant's appeal by the CAM Governing Board.
 2. The appellant's statement of appeal.

3. Proctor report, examination contractor report and comments submitted by the appellant at the time of the examination.
4. The CAM Bylaws and Standards Committee shall notify the appellant of the decision – in writing – within fifteen (15) business days after the final review of the appeal.
5. No member of the CAM Bylaws and Standards Committee will communicate directly with an appellant. Communication concerning the Appeal will be made between the CAM Administrative Director and the appellant.

CAM Bylaws and Standards Committee Decisions – Examination Appeals

- a. The CAM Bylaws and Standards Committee may put forth the following decisions based upon evidence presented by the appellant and by the CAM Governing Board:
 1. Grant the appeal.
 2. Deny the appeal.
 3. Deny the appeal and grant the appellant an attempt at the next examination administration without cost to the appellant.
- b. All decisions of the CAM Bylaws and Standards Committee are final.

Petition for Reconsideration on Examination Appeals

- a. The affected party may petition for reconsideration or review of the CAM Governing Board's decision on the grounds that the CAM Governing Board has ruled erroneously by (appeal forms may be found on the CAM portion of the website):
 1. Disregarding the established CAM Governing Board criteria for certification.
 2. Failing to follow its established procedures.
 3. Failing to consider relevant evidence and documentation presented.
- b. An individual may petition the CAM Governing Board to reconsider its decision by filing with the CAM Governing Board a written petition for reconsideration that shall include a statement of the grounds for reconsideration, and documentation, if any, in support of the petition using Appeals Form in attachments.
 1. The CAM Governing Board's Administrative Director must receive such petition within 15 days of the date on which the CAM Governing Board announced its adverse decision.
 2. Following the special CAM Governing Board called meeting, the CAM Governing Board shall decide the disposition of the grievance and shall set down its decision in writing within 60 working days. The decision of the CAM Governing Board shall be final.
 3. The CAM Governing Board will reach a final decision. This decision will be delivered in writing by mail to the individual not more than 30 days after the CAM Governing Board meeting by the Administrative Director.

3.03(6) CAM Governing Board Decision Appeals Policy

Adverse decisions by the CAM Governing Board and its agents implementing the program may include:

- a. Denial of certification for an individual.
- b. Denial of adequacy of credentials.
- c. Denial of candidate application to take the CAM examination.

Denial of CAM Certification

In the event of an adverse decision by the CAM Governing Board, the CAM Governing Board shall advise the individuals involved of the decision and of the procedure for appealing the adverse decision. The individual desiring to appeal the CAM Governing Board's adverse decision must adhere to the following procedure.

The Appeal (CAM Governing Board Appeals Form) must be received within 60 days of the date notice of the adverse decision was issued by the CAM Governing Board. The candidate is responsible for demonstrating that the appeal should be granted. The CAM Governing Board shall review the request at its discretion and notify the applicant of its determination. (See Use of CAM Governing Board Appeals Form in Appendix I.B.)

The CAM Governing Board recognizes that equal opportunity is fundamental to equality in all forms of human endeavor. Therefore, all administrative practices and procedures, including appeals, will be non-discriminatory on the basis of national origin, ancestry, race, color, age, gender, sexual orientation, marital status, creed, handicap, socio-economic status, and arrest or conviction record.

GUIDELINES FOR APPEALS

The following procedure has been established to provide for prompt and equitable resolution of all complaints. These steps must be followed in the order listed.

- a. The grievant will submit to the Administrative Director a signed, written statement of the grievance using Appeals Form in attachments. The statement of the grievance will include:
 1. Name of the grievant.
 2. Statement of the facts giving rise to the grievance.
 3. Identification of the provisions of policy or of state or federal statutes, regulations or guidelines purportedly being violated.
 4. State the contention of the grievant with respect to the alleged violation.
 5. The affected party may petition for reconsideration or review of the CAM Governing Board's decision on the grounds that the CAM Governing Board has ruled erroneously by:
 6. Disregarding the established CAM Governing Board criteria for certification.

7. Failing to follow its established procedures.
 8. Failing to consider relevant evidence and documentation presented.
- b. An individual may petition the CAM Governing Board to reconsider its decision by filing with the CAM Governing Board a written petition for reconsideration that shall include a statement of the grounds for reconsideration, and documentation, if any, in support of the petition using Appeals Form in attachments.
 - c. The CAM Governing Board's Administrative Director must receive such petition within 60 days of the date on which the CAM Governing Board announced its adverse decision.
 - d. The affected party may be invited, at the discretion of the CAM Governing Board, to appear at the next regular meeting of the CAM Governing Board.
 - e. The CAM Governing Board will reach a final decision. This decision will be delivered in writing by mail to the individual not more than 30 days after the CAM Governing Board meeting.
 - f. Following the meeting, the CAM Governing Board shall decide the disposition of the grievance and shall set down its decision in writing within 60 working days. The decision of the CAM Governing Board shall be final.

3.03(7) CAM Bylaws and Standards Committee Decisions

- a. The CAM Bylaws and Standards Committee may put forth the following decisions based upon evidence presented by the appellant and by the CAM Governing Board:
 1. Grant the appeal.
 2. Deny the appeal.
 3. Deny the appeal and grant the appellant an attempt at the next examination administration without cost to the appellant.
- b. All decisions of the CAM Bylaws and Standards Committee are final.
- c. Appeal forms may be found on the CAM portion of the website.

3.03(8) Refund Administration

Certification fees are nontransferable. The examination application-processing fee is nonrefundable, and portions of the examination fee are nonrefundable. Within two years after eligibility has been determined, candidates who schedule and do not take the certification examination may submit a written refund request for a portion of the original examination fee. A fee will be charged for cancellation within 30 days of being scheduled to take an exam.

No refunds will be considered either for candidates who have taken the certification examination or for those who did not provide the necessary cancellation/ rescheduling request to CAM Governing Board. (See Appendix III.)

GUIDELINES FOR Refunds

- a. All requests for refunds must be in writing and must be postmarked at least 30 days prior to the scheduled test date.
- b. Refunds will be issued for the amount paid less a fee specified in the Candidate Guide.
- c. Requests must be sent to the CAM Governing Board's headquarters directly.

3.03(9) Re-examination Policy

If a candidate fails the examination and wishes to retake it, he/she must notify the Administrative Director. The appropriate test fee must be included with this notification.

Applicants who fail the examination may retest thirty (30) days after notification of the results of their previous test. Because performance is evaluated with respect to all content areas, failing candidates who choose to retake the test must retake the entire exam. Candidates may retake the exam two additional times without filing a new application. However, candidates must file a new application prior to attempting the exam a fourth time. A 30-day waiting period applies after each failed examination.

If a candidate fails to appear at a test administration due to a medical emergency, then written notification including official medical documentation (i.e., attending physician's note, etc.) must be submitted to the CAM Governing Board or its contractor within two weeks or when physically able, following the scheduled test date. If no request is received the CAM Governing Board has the right to investigate.

If the candidate requested special testing accommodations for the previous test, these accommodations must be requested again.

3.04 Examination Development

The examinations used to test individuals who are certified by the CAM Governing Board are based on a job analysis study.

A job analysis refers to the study of the elements of knowledge, skill, and ability necessary for an individual to practice at a minimum level of competence without endangering the public.

In order to ensure that these competencies are current, relevant, and valid, a new job analysis will be conducted as needed but no less than once every 8 years. Additionally, the examination used for measuring these competencies will be updated on a routine basis but not less than once every 3 years.

Job analysis also refers to the determination of those tasks typically performed by job incumbents that are important to competent performance. Job analysis studies also are commonly referred to as a "practice analysis" or a "role delineation study."

3.04(1) Examination Item Development

CAM Governing Board Testing Committee prepares test questions for the certification examinations. The Testing Committee is composed of Subject Matter Experts (SME) who are CAM Governing Board members or CAM certificants. Any individual that participates in testing committee activities will be required to sign an affidavit of nondisclosure. (Appendix VIII) Each question is:

- a. Validated by at least three independent subject matter experts who serve on the Testing Committee.
- b. Referenced to current resources from the literature on or related to the specialty certification.
- c. Repeatedly edited by subject matter experts for technical accuracy. Each question is also subjected to editing for grammar, clarity, and psychometric integrity by expert psychometric consultants to the CAM Governing Board.
- d. Reference to questions in the databank are reviewed annually and updated, as necessary, to reflect the current version of the document, page number, and or section number. The questions subject matter is reviewed to ensure that the question is still relevant to business aviation industry. The “NBAA References and Primary Industry References” can be found at <https://www.nbaa.org/prodev/cam/reference-material/>
- e. The acronym list should be reviewed annually and updated, as necessary, to reflect the change in industry usage and understanding of acronyms. The most current list is maintained in Candidate Information handbook.
- f. New CAM’s attending the annual, midyear, or on–line writing Testing Committee meetings should have initial test–writing training and sign an affidavit of nondisclosure before attending these meetings. The testing Committee Chair shall coordinate this initial training. If training is not completed prior to any of the above meetings, the CAM must have initial training and sign an affidavit of nondisclosure before they are allowed to work with the Testing Committee.

Thus, content experts write the questions and validate their appropriateness for the examination, and experts in testing review the questions to ensure that the questions perform as intended.

A key necessity for an ideal panel of SME’s is a range of diversity. As part of the process, the administrative director solicits input from all of the current CAMs to select a diverse group of SMEs for the development of the exam questions. Thus, the CAMGB Testing Committee selected a range of individuals to participate in a SME training for evaluating and determining the exam cut score. This diversity can include personal experience as well as training. For example, some SMEs will be very experienced CAMs while others will have less experience. In addition, their training can be so diverse as to include pilots, maintenance technicians, schedulers, dispatchers or others.

The use of diverse criterion during the selection process creates a panel of members with different backgrounds and levels of work experience. This enables the exchange of young and

veteran perspectives during meetings and conferences—more specifically, shaping the CAM examination.

3.04(2) Passing Point

The passing point used by the CAM Governing Board in its certification examination(s) must be criterion-referenced.

Since the certification examination(s) are revised periodically with items being replaced or revised, the difficulty level of an examination may change. The CAM Governing Board ensures equity between the different versions of its examination(s) using appropriate psychometric procedures.

Cut scores for new forms are approved by the Testing Committee.

3.04(3) Scoring the Examination(s)

The certification examination(s) employ multiple-choice items. The CAM exam is only offered electronically and is administered by a third-party contractor. The completed exam generates a preliminary score during the initial process of data-to-key comparison. Additional scoring verification is conducted, and any irregularity has a specific reporting-communication protocol between the contractor and the CAM Governing Board.

The NBAA CAM team will contact each candidate to confirm his/her examination results within 30 days following the examination date. Only during the equating process would notification be longer than 30 days.

Questions concerning the scoring of the examination should be directed to the NBAA CAM team at CAM@nbaa.org.

Candidates must pass the examination in order to be awarded certification. Candidates who fail an examination may repeat the examination. (See Section 3.03(6)).

For the CAM examination notification process, see section 3.04(7).

3.04(4) Conduct and Prohibitions

Candidates are expected to conduct themselves in a professional manner at all times at the testing site. Test site personnel will ask disruptive candidates to leave the site if, in the opinion of the staff, the candidate is disturbing other candidates, etc. Smoking is prohibited.

3.04(5) Examination Format and Content

CAM Governing Board examinations are composed of multiple-choice questions. The examination is scheduled for a three- and one-half-hour period. A battery of questions will test each knowledge base element on an examination.

Individuals will be provided a maximum of one restroom break at the midpoint of the test. Once the candidate passes this point, they will no longer have access to revise answers from the first half of the exam. This procedure will be for in person as well as remote proctored exams.

Testing conditions are consistent for all candidates. The examination is secure so that no candidate gains an advantage over other candidates by having access to the examination content.

The content of the examination(s) must be clearly linked to the role delineation study. The role delineation study must be current. The participants test development must be highly qualified practicing CAMs and considered Subject Matter Experts.

Examination questions must be written in such a way that there is no evidence of adverse impact on minority or other identified group of candidates for the examination. The CAM exam is administered in English only as English is the international language of aviation.

The quality and currency of the examination content and procedures are monitored, and improvements are made when needed.

3.04(6) Examination Disclosure

CAM Governing Board study guides, certification examinations, item banks, scoring keys and other related materials remain solely the property of the CAM Governing Board.

These materials are confidential and are not available for review by any person or agency for any reason unless required by subpoena or court order.

3.04(7) CAM Candidate Examination Notification

As referenced in 3.04(3) candidates should be notified within 30 business days regarding the outcome of their examination. The initial outreach is via email to let candidates know that their scores are ready to be reviewed. From there, the NBAA CAM staff will set up one 30-minute meeting to review the individual candidates' results.

During that meeting, the NBAA CAM staff will go over their exam score in detail. Their scale score and how they performed in each CAM domain. Please reference the example CAM results letter below. If the candidate does not pass the exam the NBAA CAM staff provides them with recommendations, explains the retest policy and answers the candidate's questions.

If the candidate passes the examination, the NBAA CAM staff will provide more detail on post exam expectations, recertification requirements and answering all questions.

3.04(8) Exam Item Development

- a. Individuals who have access to test items or sensitive exam data will be required to sign NDA (Appendix VIII of Policies and Procedures). For the duration of the NDA, these individuals are prohibited from developing or delivering preparatory material or courses that would be for the purpose of preparing a candidate for the CAM exam.

A record will be kept of individuals who have signed NDA's with access to sensitive material. Anyone violating the NDA will be punished to the full extent that the document allows, including stripping the individual of their CAM.

- b. Individuals who have had access to test items or sensitive exam data are barred from sitting for the exam for a period of five years from the latest date in which they accessed the information. This includes attempts for achieving certification as well as those wishing to recertify.

A record will be kept of individuals who have accessed such information and will be cross-referenced prior to candidates being able to sit for the exam.

3.04(9) Test and Item Review

The Testing Committee will meet with the testing vendor at least once a year at the June meeting to discuss irregularities in exam administration and item performance. Results of these meetings will be recorded in Testing Committee Reports that are prepared for October Board meetings. The Testing Committee will make any recommendations for improvements to the board. The testing Vendor is required to notify the CAM Executive Administrator immediately if there are any urgent testing issues.

3.05 Recertification

The continued competence of aviation professional managers is a major interest of the Certified Aviation Manager Governing Board (CAMGB) and stakeholders.

The purpose of CAM Recertification is to ensure that a CAM demonstrates and maintains proficiency and competency in their profession. The knowledge, skills, and abilities (KSAs) of an aviation manager are constantly evolving within a dynamic industry. To stay apprised with these changes and to remain proficient in all aspects of the aviation manager's role, CAM Recertification requires CAMs to demonstrate continued competence as defined by the NCCA.

In addition to the NCCA definition of continuing competence, within respect to a Certified Aviation Manager, CAMs must remain current and proficient with rules and regulations, current best-practices, and knowledge of new concepts within the field. The CAMGB requires periodic recertification to promote professional development for business aviation professionals to ensure that individuals who hold the CAM credential maintain a commitment to learning in their area(s) of practice to strengthen their knowledge and skills.

The CAM Governing Board recognizes that methods and procedures employed in recertification may differ from those used in the initial certification process. Professional development is accomplished by obtaining the required number of continuing education credits. Recertification by continuing education credits ensures that individuals have participated in professional development activities that are directly related to KSAs aligned with the CAM Domains and/or the CAM examination content outlines.

Recertification must be completed within the 36-calendar month interval on the last day of the anniversary month of the initial examination or the exam will have to be taken in its entirety. The 36-calendar month interval is used based on many professional certification programs recertification standards. This is consistent with the pace of changes in technology, regulations, and other critical issues. Points earned during any 36-month period will not carry over to subsequent recertification/reporting periods. The CAM Governing Board desires that CAMs are exposed to these and other changes to our industry to measure and enhance their continued competence.

To ensure that certificants supplement and reinforce their knowledge in appropriate subject areas, only those continuing education courses, related to the business aviation field, commensurate with the CAM Domains, and capable of honing the CAM's KSAs and professional development, will be approved for credit by the CAMGB. Courses of study designed to maintain a primary or secondary licensure, for their primary job role, are not fully aligned with CAM recertification principles and will not be considered for continuing education credit.

Methods to achieve recertification –

A CAM may demonstrate continued competence through attending special training courses, through industry involvement, or by taking part in exam development activities coordinated by the CAM Testing Committee. Additional methods are further defined as:

- a. Completion of an additional CAM exam. CAMs that have participated in CAM Item development within the past four years are disqualified from this method.
- b. Completion of a Bachelor, Master, or Doctoral degree in a field that can be linked to the CAM Job Analysis would completely satisfy recertification requirements for the 36-month cycle in which the degree was completed in. A transcript from the conferring institution showing degree completion must be submitted to the CAM Administrative Director for recertification.
- c. Completion of four (4) continuing education points. Methods to earn points include:
 1. Participation in exam item development sessions coordinated by the CAM Testing Committee can receive credit for recertification. One point will be awarded per full day of coordinated activity.
 2. One point will also be awarded for six questions that are accepted into the test bank. CAMs wishing to utilize this option are required to attend at least one CAM Testing Committee activity to receive proper training and access prior to question submissions.

3. Volunteering to act as a Subject Matter Expert at activities that benefit the CAM Credential. Values for credit earned will be derived from Appendix IX – Point Value Decision Tree. The Bylaws and Standards Committee has discretion to adjust this value by up to ½ point.
 4. Attending instructional courses, seminars, or events. CAM Administrative Director will maintain a list of approved events that can be attended for points. All events must both start and finish within the 36-month cycle.
- d. The following activities are not aligned with the spirit of CAM recertification and will not be allowed for consideration:
1. While attending a “for-profit” courseware qualifies for credit, the creation of “for profit” content is not considered continuing education and does not qualify.
 2. Attainment of FAA/EASA aircraft type ratings.
 3. Attainment of FAA/EASA licenses, i.e., Pilot, A&P, or Flight Attendant ratings.
 4. Attendance of simulator-based or classroom-only initial or recurrent training events.

Organizations and individuals may apply to the CAM Administrative Director for approval to award points at qualified events. The CAM Bylaws and Standards Committee will make the final determination of qualifications, submission timelines, and point values for each event.

- a. Application must be submitted at least 45 days prior to the event. Approvals will be reviewed at intervals of not more than 31 days.
- b. Subject Matter Experts that are uniquely qualified in the field being covered at the event.
- c. Must contain content that can be directly linked to the CAM Job Analysis.
- d. Whether it is delivered in person or online (virtual), a roster that certifies individuals who successfully complete the event must be made available to the CAM Administrative Director by the entity that applies for event approval. Courses with grades must be completed with a minimum grade of “C” or “Pass”.
- e. For events that are self-paced, the entity that makes the content must have a (method of assessment) of the participant’s understanding of the material covered. Evidence of satisfactory completion of the assessment must be submitted to the CAM Administrative Director.
- f. After approval to award points is granted, changes to SME’s, course content, or length may result in loss of approval for event. Loss of approval is at the discretion of the Bylaws Committee.

Criteria for point value determination includes:

- a. Complexity and relevance to business aviation.

- b. Length of event. One point will be awarded for participation in events of 4 to 8 instructional hours. Participation in events of 14-instructional hours will be valued at a maximum of two points. Events lasting longer than 16-instructional hours, such as an accredited University Course trade school or college course, may qualify for more points.
- c. Point value determinations can be found in Appendix IX - Point Decision Tree. The Bylaws and Standards Committee has discretion to adjust this value by ½ point.
- d. PDP courses are based on coverage of PDP objectives as approved by the PDP Review Committee. PDP courses are not subject to the 14-instructional hour test (see b). Coverage of a PDP objective qualifies for two points; courses which cover multiple PDP objectives qualify for four points.
- e. Point value determinations can be found in Appendix IX - Point Decision Tree. The Bylaws and Standards Committee has discretion to adjust this value by ½ point.

At least 30 days prior to the recertification anniversary date, having met one of the criteria for recertification as described in '3.05 Methods to achieve recertification', the CAM will submit his recertification application and the required fee to the Administrative Director to cover expenses associated with maintaining the credential to complete the re-certification process.

CAMs may request a grace period of up to 12 months through approval by the Administrative Director. Under extreme circumstances, members of the military may request an additional 12-month grace period for extended deployments. The additional 12-month grace period must be approved by the Bylaws Committee. Proof of deployment must be submitted if requested.

Grace periods do not extend due date for subsequent recertifications. The recertification will only be good for 36 months from the original anniversary date.

If a CAM does not meet the recertification requirements, their CAM certification will expire, and they will forfeit their CAM privileges. A CAM whose certification has expired will have to successfully retake the CAM exam to renew their certification.

Policies and procedures for recertification will be incorporated in the published certification requirements provided by the CAM Governing Board.

3.06 Professional Practice and Disciplinary Policy and Procedures

The Professional Practice and Disciplinary Policy and Procedures of the CAM Governing Board are intended to assist and inform certificants and candidates for certification as to professional conduct and disciplinary procedures. The CAM Governing Board conducts a certification program for business aviation professionals and has established recertification requirements. The CAM Governing Board affirms that, after a candidate has successfully passed the certification examination, the standards for entry into business aviation professions have been satisfied. The CAM Governing Board does not express an opinion on the competence or warrant the job performance of certificants. However, it is expected that a certificant or candidate for

certification agrees to comply at all times with the professional principles of behavior of a Certified Aviation Manager.

CAM Credential, Candidates who meet all application requirements, pass the certification exam, and comply with CAM policies and provisions may become certified by the CAM Governing Board. Recertification requirements, CAM professional principles and values, and the disciplinary policy are defined below. CAMs in good standing must abide by these tenets. As a Certified Aviation Manager, The CAM shall be permitted to use this designation and the CAM logo in accordance with the CAM Governing Board.

Persons concerned with possible violations of CAM Governing Board standards shall identify in a written statement to the CAM Governing Board the persons alleged to be involved and the facts concerning the alleged conduct in as much detail and specificity as possible, with available documentation. The statement must include the name, address and telephone number of the person making the statement and others who may have knowledge or facts concerning the alleged violation.

3.06(1) Disciplinary Standards

The CAM Governing Board may suspend, revoke, or otherwise take action with regard to the application or certification of an individual in the case of:

- a. Ineligibility for certification.
- b. Irregularity in connection with any certification examination.
- c. Unauthorized possession, use, access, or distribution of certification examinations, score reports, answer sheets, certificates, certificant or applicant files, documents, or other materials.
- d. Fraud or misrepresentation in the application or maintenance of Association membership, professional accreditation, or other professional recognition or credential.
- e. Any physical and/or drug condition, or habitual use of alcohol or any other drug or substance to a degree which impairs objective professional performance.
- f. Gross or repeated negligence in professional work, or willful misconduct in the performance of professional services, or other unethical or unprofessional conduct based on demonstrable and serious violations of the code of conduct.
- g. Not adhering to the certification eligibility requirements, continuing education requirements or professional standards of practice.

3.06(2) Disciplinary Panels

The CAM Governing Board Chair may appoint a Review Panel. This panel will consider alleged violations of any application or certification standard set forth in these procedures as reported

in the CAM Governing Board Appeals Form, Appendix I.B. This panel may be established as a standing panel.

3.06(3) Disciplinary Review Procedures

Whenever the CAM Governing Board receives allegations that raise an issue under the disciplinary review procedures, the CAM Governing Board shall transmit such allegations to the chair of the Review Panel. Use of the CAM Governing Board Appeals Form in Appendix I.B. is encouraged.

If the Review Panel determines that no good cause exists to question eligibility or compliance with the standards, no adverse action shall be taken.

However, if the Review Panel determines by majority vote that good cause does exist, it shall direct communication to the applicant or certificant by certified mail, return receipt requested. The Review Panel shall state the factual allegations constituting the alleged violation and disciplinary standard allegedly violated, and shall include the following recitation of rights and procedures:

- a. That the applicant or certificant has the right to an oral review if he or she disputes the truthfulness of the allegations and the applicant or certificant must bear his or her own expenses in connection with any such review.
- b. That the applicant or certificant shall have 15 days to notify the Review Panel whether he or she disputes the allegations, requests a review, and/or has comments regarding appropriate sanctions.
- c. That sanctions may be imposed if the allegations are determined to be true by a disciplinary panel or if the applicant or certificant fails to submit a timely response.
- d. That the applicant or certificant will be deemed to consent to the imposition of sanctions by the Review Panel if he or she does not dispute the truthfulness of the allegations.

Whenever the Review Panel determines that there is cause to believe that a threat of immediate and irreparable damage exists, the Review Panel shall determine the appropriate sanctions.

3.06(4) Disciplinary Review

If an applicant or certificant disputes the sanctions of the Review Panel, then the following procedures should be used:

The Chair of the Review Panel shall:

- a. Forward the allegations and the applicant or certificant's response to the CAM Governing Board using Appeals Form in Appendix I.B. if possible.
- b. The CAM Governing Board shall maintain documentation of the meetings.

- c. The CAM Governing Board and the applicant or certificant may make opening statements, and present written briefs as scheduled by the CAM Governing Board.
- d. The CAM Governing Board shall determine all matters relating to this review.

3.06(5) Sanctions

Sanctions for violation of any CAM Governing Board standard(s) may include one or more of the following:

- a. Denial or suspension of eligibility.
- b. Revocation.
- c. Non-renewal.
- d. Censure.
- e. Reprimand.
- f. Suspension.
- g. Training or other corrective action.
- h. Reports.
- i. Conditions relating to the above.

3.06(6) Disciplinary Decision

The decision of the Review panel and/or CAM Governing Board shall be rendered in writing. The decision shall contain factual findings, conclusions of law, and any sanctions applied. It shall be transmitted to the applicant or certificant by certified mail, return receipt requested.

As prescribed, the individual gives up certain rights to privacy as a condition of application for or granting of certification.

The individual releases, discharges, and exonerates the CAM Governing Board, its officers, directors, committee members, agents, and any person furnishing documents, records, and other information relating to eligibility, certification, or recertification from any and all liability of any nature and kind arising out of the furnishing or inspection of documents, records, and other information and any investigation, evaluation, and communication made by the CAM Governing Board.

3.06(7) Resignation

If a certificant who is the subject of a complaint voluntarily surrenders his or her certification at any time during the pendency of a complaint under these procedures, the complaint is dismissed without any further action by the Review Panel or CAM Governing Board. The CAM Governing Board may authorize the Chair to communicate the fact and date of the resignation

and the fact and general nature of the complaint which was pending at the time of the resignation. Similarly, in the event of such resignation, the person or entity who submitted the complaint is notified of the fact and date of resignation and has dismissed the complaint as a result. In the event of such resignation, the certificant shall not be eligible to re-apply for certification for five years from the date of the resignation.

3.07 CAM Community Certification Number

Any Certificant that has earned the CAM designation will be assigned a certificate number. Number assignment will begin with the first chairman of the CAM Governing Board as #1, followed by the vice chairman as #2, the sec-treasurer as #3, continuing with the remaining board members and subsequent or succeeding CAMs. CAMs that received their certification as part of a testing group or on the same day will be assigned their number based on the alphabetic order of their last name. CAMs that were previously designated with a significant number, 100, 200, 300, and 400 or CAMs that currently utilize their significant number at the time of their certification will continue with their current number assignment.

NOTE: As CAMs are designated with a certification number, the numbers 100, 200, 300, and 400 will not be reassigned and should there be potential conflict between the CAM with original assignment of the significant number and a new CAM assignment, the new CAM will be assigned the subsequent number.

Effective January 1, 2019, all certificates will include a certification number as required by section 3.01 (3).

3.07(1) Format of Certificates

Having met the standards, qualifications and requirements of the
Certified Aviation Manager (CAM) Examination

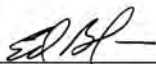
Joe P. Sample

is hereby recognized by the Certified Aviation Manager Governing Board, an affiliated
organization of the National Business Aviation Association, as a

Certified Aviation Manager

and shall be permitted to use this designation and display this certificate in accordance
with the Certified Aviation Manager Governing Board Bylaws and Policies




Ed Bolen
NBAA President and CEO

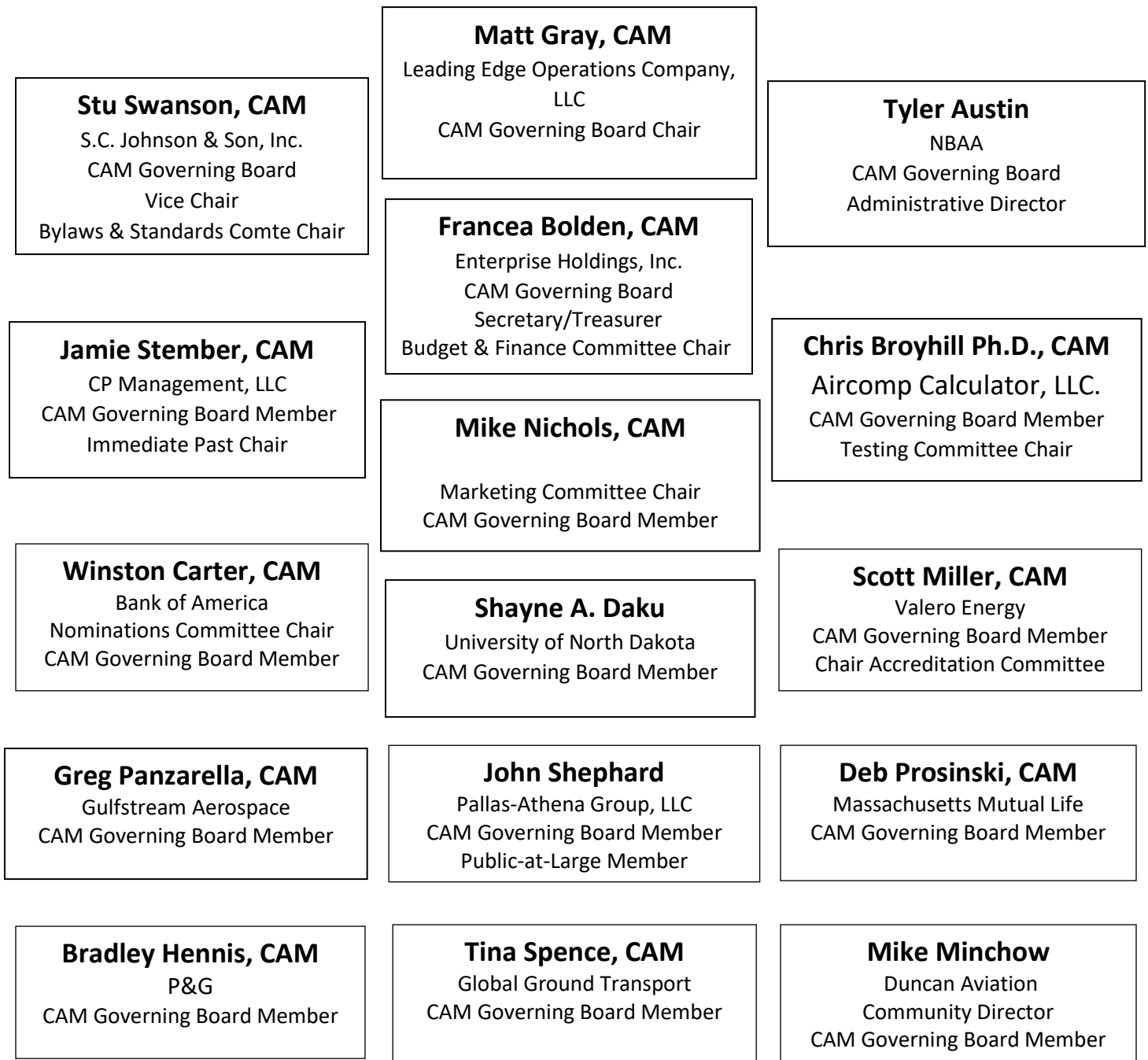


No. _____


Jamie Stember, CAM
CAM Governing Board Chairman

Property of Certified Aviation Manager Governing Board
Certification valid from xxx until xxx

APPENDIX I. CAM Governing Board Org Chart



APPENDIX II. Commit to Serve**COMMITMENT TO SERVE ON THE CERTIFIED AVIATION MANAGER****GOVERNING BOARD**

I, _____, recognizing the important responsibility I am undertaking in serving as a member of the Certified Aviation Manager (CAM) Governing Board, hereby personally pledge to carry out in a trustworthy and diligent manner all the duties and obligations inherent in my role as a Director.

I understand that I am accepting a _____ year commitment to serve on the CAM Governing Board, which involves my attendance at a minimum of two out-of-town meetings each year. All Directors have a term limit of three three-year terms.

MY ROLE

I acknowledge that my primary role as a Director is to (1) contribute to defining the CAM mission and policies and procedures governing the fulfillment of that mission; (2) carry out the functions assigned to me as a CAM Governing Board member as delineated in the CAM bylaws, policies, and procedures and (3) contribute to the formation and fulfillment of a strategic action plan to move the organization toward its mission and vision.

My role as a Director will focus on the development and fulfillment of the strategic plan, policies and procedures that are consistent with the direction of the membership and CAM's mission and vision statements.

MY COMMITMENT

I will exercise the duties and responsibilities of this appointment with integrity and due care.

I Pledge:

1. To attend all meetings of the CAM Governing Board, when possible.
2. To come prepared to contribute to the discussions of issues and business to be addressed at scheduled meetings, having read the agenda and all background support materials relevant to the meeting.
3. To complete all assignments within time frames established by the CAM Governing Board.
4. To represent CAMs and the goals and decisions of the organization in a positive and supportive manner at all times and in all places.
5. To support in a positive manner all actions taken by the CAM Governing Board even when I am in a minority position on such actions.

6. To notify the CAM Governing Board promptly of a change in employment to a field unrelated to this certification with the understanding that such a change will make me ineligible to continue as a director.
7. To observe the parliamentary procedures outlined in Roberts Rules of Order Revised and procedural rules established by the CAM Governing Board and contained in the CAM bylaws and display courteous conduct in all meetings.
8. To refrain from intruding in administrative matters that are the responsibility of the administration, except to monitor the results and prohibit methods not incongruent with CAM Governing Board policy.
9. To submit completed expense form when appropriate in a timely manner to the Executive Director of the CAMGB. Full attendance at CAM Governing Board meetings includes the test writing committee meetings that are held in conjunction with both the annual meeting and mid-year meeting.
10. To abide by the bylaws, policies, and procedures of the organization.

CONFLICT OF INTEREST

When necessary, to avoid conflicts of interest between my position as a Board director and my personal and professional life, I shall declare a conflict of interest and abstain from both the discussion and the vote on any matter in which I have a personal or business interest. A conflict of interest is defined as any social, professional, or economic relationship with the individuals or the matter at hand that could affect my judgment and result in an outcome that might not reflect the best interests of CAM.

AGREEMENT OF CONFIDENTIALITY

I, the undersigned, hereby understand and agree that due to my relationship with the Certified Aviation Manager (CAM) Governing Board, that I:

1. Shall not disclose confidential information related to or verbally discussed during CAM Governing Board meetings or other verbal or written information identified as confidential CAM Governing Board business.
2. Shall not divulge the specific contents of CAM applications and related documents or any information about an applicant received verbally or in writing.
3. Shall not disclose confidential information related to certification or application challenges, appeals or other actions being considered by the CAM Governing Board.
4. Shall not disclose any information related to individual certification renewal materials, challenges, appeals, or other action in connection with individual renewal cases.
5. Shall maintain all certification materials sent to me for review in a secure area at all times and return these materials to CAM/NBAA staff at the next meeting unless specifically instructed to do otherwise by the CAM Governing Board Chair or CAM Administrative Director.
6. Shall not disclose any written or oral information that has been identified as confidential.

I further understand and agree that my signature constitutes binding acceptance of these conditions. Exceptions to this agreement can only be granted upon prior approval by the CAM Governing Board.

If for any reason I find myself unable to meet these commitments and agreements, carry out the above duties or become ineligible to continue to serve, I agree to resign as a director of the CAM Governing Board.

I further understand that review within the CAM Governing Board will be the final determination of any matter arising between the CAM Governing Board and me. I agree that any disagreements will be settled by arbitration.

Signature

Date

APPENDIX III. Fees and Charges

Fees and Charges effective 07/01/2020.

The following are the fees and charges related to CAM Program:

	Members	Non-Members
Application	\$490.00	
\$595.00		

CAM exam applications must be received by NBAA at least 45 days prior to the exam date for approval.

Re-Application	\$ 150.00	\$300.00
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After two years, if you have previously submitted an application, but did not take the exam or did not complete all the requirements for the application, there is a fee to resubmit the application for review.

Study Guide

6-month subscription	\$300.00	\$400.00
12-month subscription	\$400.00	\$500.00

Canceling/Rescheduling examination	\$125.00	\$125.00
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To reschedule or cancel an exam administration, a refund will be given minus a \$125 processing fee. You may transfer an exam fee to a new exam date.

Examination	\$450.00	\$585.00
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Payment is required 45 days before being signed up to a specific examination date. Review the CAM testing schedule.

As of Sept. 30, 2014, the CAM program is eligible to receive VA benefits. If you are a qualifying veteran, you can apply for reimbursement of your testing fee. Visit the Veterans Benefits Administration website for more information.

Re-Testing fee	\$450.00	\$585.00
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Recertification	\$395.00	\$595.00
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Recertification for CAMs is every three years. Within that time, CAMs will need to earn four points and submit an update form along with payment for recertification fees.

Course Review	\$150.00	\$300.00
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Organizations may have their education programs designated as eligible recertification points for the CAM Program. Organizations must submit a detailed description of the program at least six months in advance for review by the CAMGB.

APPENDIX IV. Appeals Form

Certified Aviation Manager Program

1200 G Street. NW, Suite 1100

Washington, DC 20005

CAM Governing Board Appeals Form

This form is designed for the individual to report concerns or problems that are perceived in connection with the CAM Program.

DATE SUBMITTED:**Number of Pages:****Who is submitting:****COMPANY:****PHONE:****Address****E-mail:****To: Tyler Austin****Phone : (202) 783-9267****Administrative Director/CAM****E-mail : taustin@nbaa.org****Item Appealing (brief
description)****Date item identified:**

Signed

Date

Use second page if needed.

APPENDIX V. Re-Certification Form



Certified Aviation Manager – Recertification Form

Name:

Name for Certificate:

Company Name:

Phone:

Email:

Certification Date:

Certification Expiration:

Approved Conferences	Years Attended	Points – One (1) Each per Year
Schedulers & Dispatchers		
Leadership		
Maintenance Managers		
NBAA / FSF BASS		
Flight Attendants		
CAM Testing Committee		

PDP Course:

Objective:	Date Completed:	Points – Two (2):
PDP Course:		
Objective:	Date Completed:	Points – Two (2):

Points Total:

Are there other courses that you would like the CAM Governing Board to consider for recertification points?

Credit Card Information:

Signature and Date

APPENDIX VI. “Retired CAM Designation”

Active CAMs who have made the decision to retire from the Aviation industry may make a request to the CAM Governing Board for continuing use of the CAM designation.

CAM Governing Board has considered that in some fields, “Emeritus” designation is awarded for a career of professional service, more times than not, at one university, college, or company. CAM certification and request for post-industry designation could be for individuals who have only held the CAM designation for as short as 1-3 years after initial certification.

The CAM Governing Board does not give life-long “emeritus” designation. The CAM Governing Board does designate the CAM certification for individuals who have met the applications minimum standards and have passed the exam. Continued CAM designation requires recertification every 36 months per 3.05 of the Policies and Procedures.

To receive the “Retired” CAM designation the following procedures are:

- a. Written requests from an active CAM would need to be sent to CAM Governing Board no later than 90 days before the individual’s retirement or the individual’s date that their CAM certification is no longer current. A letter from NBAA’s CAM Governing Board will be sent to designate the CAM as “retired” status.
- b. The retired CAM may use “CAM (retired)” behind their name as long as they are not active in the aviation industry.
- c. If a retired CAM wishes to become active in the industry again and wishes to use the CAM behind their name, they have two options:
 1. Send written request to be removed from the retired listed prior to their CAM certification become expired (three years from last renewal) or
 2. If the retired CAM has passed the three-year renewal date since their active designation would have lapsed, had they stayed active in the profession, then the retired CAM must take and pass the CAM examination before they can use “CAM” behind their name again.

APPENDIX VII. CAM Application Process

Members of the CAM Governing Board understand that there are many pathways to competence in business aviation management. The CAM application is designed to capture these pathways by considering a combination of formal education, professional development, licensing, and experience. In order to successfully complete the application and receive approval to take the CAM written exam, candidates should complete the following steps:

1. Review the Candidate Information Brochure (CIB) prior to completing the application. The CIB outlines important information and requirements for applicants.
2. Obtain the current application and review the eligibility requirements for the CAM certification. Applications may be downloaded from the CAM web site at: <http://www.nbaa.org/cam>. Requests for applications may also be directed to the CAM Program Administrative Director:
Tyler Austin, Administrative Director, CAM Governing Board
1200 G Street NW, Suite 1100
Washington DC 20005
CAM@nbaa.org
3. Eligibility is based upon a combination of the applicant's formal education, professional development, licensing, and professional experience related to the responsibilities of Aviation Managers. Candidates applying for participation in the CAM program must:
 - Earn a minimum of 100 eligibility points across education, experience, professional development, and licensing/certification
 - Have a minimum of two years' work experience in business aviation.
 - Provide two letters of recommendation confirming business aviation background and experience.
 - Answer five questions concerning professional background and privacy.
 - Sign the application.
 - Submit the application fee.

Eligibility points are awarded for accomplishments among the following four categories:

- | | |
|-------------------------------|-------------------|
| • Employment | 90 points maximum |
| • Formal Education | 45 points maximum |
| • Licensing and Certification | 30 points maximum |
| • Professional Development | 30 points maximum |

A. Employment History (maximum of 90 points) See Section 3.02(1) for additional details:

All CAM candidates must have a minimum of two years' experience in some facet of business aviation. Qualifying experience includes work in any of the following business aviation functions: corporate flight department, aviation management company, aircraft fractional ownership company, Part 135 flight operations utilizing business aircraft, consultant, charter, air taxi and other related flight operations involving the business use of business aircraft.

Employment eligibility points are awarded based upon the levels of responsibility held in these categories, which are delineated below (Categories a – d). To earn points for a position, an applicant must work in that position for a minimum of six months. When calculating employment eligibility points, fractions of a year's experience are awarded as follows:

- Less than six months: zero (0) points,
- Six to 10 months: one-half (½) of the points per year for the given job category,
- More than 10 months: All of the points per year for the Category.

Job responsibilities must fall within the following four categories:

a. **Category A. Supervisory: Personnel Management with direct reports (*within or outside of business aviation*) / Aviation Department**

Management in Business Aviation: Directly supervise one or more employees and/or establish and administer policies, procedures, and practices consistent with applicable industry standards, and federal, state, local and corporate regulations. Examples of relevant job titles include Director of Corporate Aviation, Director of Flight Operations, Director of Maintenance, Flight Department Manager, Chief Pilot, Chief of Maintenance, Dispatch Supervisor, FBO Manager, CFO, and Military Commander.

Supervisory Experience: 10 points per year

b. **Category B. Non-Supervisory Business Aviation Department Program**

Management: Holds responsibility for a major program within a business aviation organization that does not include direct supervision of personnel. Such positions must include responsibility for administrative, operational, and budgetary support associated with the program. Examples of acceptable job titles include: Safety Program Manager, Standards Captain, Training Program Manager, Lead Scheduler, Lead Technician, and Marketing Manager.

Non-Supervisory Program Management Experience:

8 points per year

c. **Category C. Non-Supervisory Business Aviation Department Employment:**

Performs aviation-related duties and responsibilities in Business Aviation. Examples of acceptable job titles include Financial Planner, Pilot, Co-Pilot,

Maintenance Technician, Flight Attendant, Scheduler/Dispatcher, Consultant, FBO Staff, and Airport Management Staff.

Non-Supervisory Business Aviation Department Experience:

6 points per year

- d. **Category D. Non-Supervisory Aviation Employment outside Business Aviation:** Performs aviation-related duties and responsibilities outside Business Aviation. Examples of acceptable job titles include Pilot, Flight Instructor, Maintenance Technician, Flight Line Technician, Dispatcher, and Administrative Support Personnel.

Non-Supervisory Aviation Employment (not Business Aviation):

4 points per year

- e. In situations where a candidate works for multiple employers simultaneously, the yearly experience points cannot exceed 150% for the employment category claimed. For example, a contract pilot flying for multiple business aviation departments could not claim more than nine (9) points for a year (6 category points * 150% = 9 category points maximum).

B. Formal Education (maximum of 45 points). See Section 3.02(2) for additional details:

- | | |
|---|-----------|
| a. Aviation Trade School with Completion Certificate* | 10 points |
| b. Aviation Trade School with Diploma* | 15 points |
| c. Associate Degree (two-year) | 25 points |
| d. Bachelor's Degree | 35 points |
| e. Graduate Degree | 45 points |

(Note: education points are not cumulative and may be claimed only for the highest level of education completed.)

*An "Aviation Trade School with Completion Certificate" is considered formal education/training that requires less than one year to complete and upon completion, the participant receives a Completion Certificate but not a degree. The "Aviation Trade School with Diploma" is designated as training requiring 1-2 years of education and upon completion, the participant receives a diploma but not a degree. Applicants requesting trade school credit may be required to provide copies of the completed training certificate.

Note: Applicants having received government training equivalent to a trade school (as described in the Trade School description) may receive credit for this training and should be included in the Education section of the application.

C. Licensing and Certification (maximum of 30 points)

Note: Candidates must document currency for any licenses or certificates claimed for eligibility points.

- a. Mechanic Ratings (10 points maximum)
 - i. Airframe Only 2 points
 - ii. Powerplant Only 2 points
 - iii. Airframe and Powerplant (A&P) 5 points
 - iv. FCC General Radiotelephone Operators License (GROL) 2 points
 - v. Inspection Authorization (IA) 10 points
- b. Pilot Ratings (10 points maximum)
 - i. Private Pilot 2 points
 - ii. Commercial Pilot 5 points
 - iii. Airline Transport Pilot (ATP) 10 points
- c. Dispatcher 10 points

D. Professional Development

Continuing education and industry involvement are critical to career growth. The CAM program grants credit for a number of events provided by a variety of providers, including aircraft manufacturers, universities, NBAA, and others. For a complete list, consult <http://www.nbaa.org/prodev/cam/>.

E. Letters of Recommendation

All applications must include two letters of recommendation. Recommendations should be from experienced aviation professionals, involved in business aviation, or other persons with direct knowledge who are competent to comment on the candidate's work history. These letters will not be evaluated for content, but will serve as evidence of the applicant's interest, dedication, and involvement in the field of business aviation.

4. **Complete** online or in hard copy and submit the application and application fee to the CAM Program Administrative Director (at the address provided above). When submitting an application, candidates must pay close attention to the documentation required. Moreover, it is the candidate's responsibility to remain informed of the progress of the application and to assist in the timely response of references and employers. Candidates should allow sufficient time for application review and processing and are encouraged to submit applications and required documentation as early as possible to allow for unanticipated delays. Applicants applying for special accommodations must submit appropriate documentation as outlined in a subsequent section of this Brochure. Application fees are not refundable.
5. **Application Review Process** begins with the CAM Executive Director reviewing the application for completeness. If the applicant's eligibility review scores more than 120 points, no further review of eligibility points is required. For applications that initially

score less than 120 or less eligibility points, at least one member from the CAM Governing Board shall score and validate if the applicant has met the minimum eligibility point requirement.

Additionally, the CAM Executive Director may have the Standards and Bylaws Committee review and validate any application for completeness to include:

- A minimum of two years' work experience in business aviation.
 - Provided two signed letters of recommendations confirming business aviation background and experience.
 - Answered five questions concerning professional background and privacy.
 - Signed the application.
 - Submitted the application fee, except no details of method of payment will go to any member of the Standards and Bylaws committee member who has been asked to review and validate the application.
6. **Wait** for written confirmation from the CAM Program Administrative Director indicating approval to test. When a candidate's application is complete and has been approved by the CAM Program Administrative Director, an Authorization to Test letter will be issued. The correspondence will include all details necessary to schedule the examination administration.
 7. **Schedule** the CAM certification examination as early as possible.
 8. **Attend** the examination administration. Detailed information regarding test administration provisions and requirements is provided in this Brochure.
 9. **Await** examination results. Examination results will normally be issued by the CAM Program Administrative Director by mail within 30 days.
 10. **Non-Discrimination Policy:** Qualified applicants are considered for certification without regard to gender, race, color, religion, sexual orientation, national origin, age, marital status, medical condition, or handicap.
 11. **Application Appeals Procedure:** Applicants deemed ineligible to take the CAM examination have the opportunity to appeal that decision.

Appeal to the Bylaws and Standards Committee

An applicant may appeal the decision of the CAM Bylaws and Standards Committee by writing the Committee within 60 days of notification of the decision using the CAM Program Appeals form found on the NBAA Website, <http://www.nbaa.org/cam>. The applicant must submit any documentation necessary to support the appeal. The Bylaws and Standards Committee may meet in person or by telephone to discuss the appeal. The Committee may speak to the individual by telephone. All of the applicant's expenses pertaining to the appeal will be borne by the applicant. The Committee will notify the applicant in writing of its decision within 60 days of receipt of the original written appeal.

Appeal to the full CAM Governing Board

Applicants may appeal the decision of the Bylaws and Standards Committee to the full CAM Governing Board by writing to the Chairman of the Board within 60 days of notification of the Committee decision. The applicant must submit documentation deemed necessary to support the appeal. The Board may meet in person or by telephone. The Board may allow the individual to be present at a personal meeting, if one is held, or may talk to the applicant by phone. All the applicant's expenses pertaining to the appeal will be borne by the applicant. The Board will notify the applicant of its decision in writing within 120 days of receipt of the written appeal. The decision of the CAM Governing Board is final.

APPENDIX VIII. SMT Affidavit of Nondisclosure**Subject Matter Expert ("SME") NDA Agreement for Test Development Services**

Dear SME:

Work performed under this Agreement will be for Prometric on behalf of Prometric's Client(s). The services covered under this Agreement will consist of various test development projects conveyed to you by Prometric test development staff. You acknowledge that you will be performing these service(s) as a volunteer and, as such, you will receive no remuneration from Prometric for your service(s) under this Agreement.

You agree that all copyrightable material, inventions, improvements, developments, and methods conceived, made, discovered or reduced to practice by You, solely or in collaboration with others, during the period of this Agreement (i) which relate in any manner to the business, research or development of Prometric or its Clients that You may be requested to undertake, investigate or experiment with, or (ii) which You may become associated with in work, investigation or experimentation in performing the services hereunder, or (iii) which are developed by You in performing the services or in using any supplies, facilities, or Confidential Information of Prometric or Prometric's Client(s) constitute "work for hire" under U.S. Copyright laws (17 U.S.C. 101), are the sole property of Prometric and/or its Client(s), and You further irrevocably assign to Prometric all right, title and interest in such copyrightable material, inventions, improvements, developments and discoveries, including all moral rights.

You agree that all deliverables you produce in connection with this Agreement will be your own unique work and will not be copied, in whole or in part, from any other source. You further agree that any third-party materials incorporated into your work pursuant to this Agreement shall be properly and fully identified as to the source.

All of the deliverables produced in connection with this Agreement will belong exclusively to Prometric and/or Prometric's Client(s) and shall be deemed to be works made for hire. You will deliver all such work to Prometric prior to expiration or termination of this Agreement and/or Your performance hereunder. You agree to execute, without further condition or compensation, any document reasonably requested by Prometric to vest exclusive ownership and/or all applicable intellectual property rights and similar protections which may be available with respect to such works throughout the world in Prometric or its Client(s).

You acknowledge that the test materials (including test items), test specifications, and related information to be reviewed, revised, or developed by You (hereinafter the "Confidential Information") constitute the proprietary and confidential materials of Prometric and/or its Client(s). You further understand that Prometric and/or its Client(s) would be irreparably damaged by any unauthorized use, reproduction, or disclosure of the Confidential Information, and You agree to be bound by and comply with the terms of the attached Prometric Non-Disclosure Agreement.

Test security and integrity are of the utmost importance. Any breach of test security or activity that compromises the integrity of the process erodes the value of certification testing and potentially jeopardizes members of the public. Your appreciation of these issues is critically important, and it is Your obligation as an item reviewer and/or item writer to ensure that none of Your actions is intended or designed to subvert the testing process. You are expressly required to refrain from revealing any information about the items You review or write. This means You are prohibited from revealing the text of the items or the fact that You reviewed or wrote items covering certain information for an examination.

Conflict of Interest. To avoid a conflict of interest or the appearance of any impropriety, You shall ensure that You, will not: (a) Be involved as an instructor or student in any courses, workshops, training, or tutoring activities, whether public or private, whether on a paid or volunteer basis, that involve drilling or coaching on test questions similar in content to those that you write, edit or review on behalf of Prometric and its Client(s), or any other test preparation or coaching activity whose purpose is to address the content that You help write, edit or review; (b) Provide access to any test content to anyone other than as authorized by Prometric; (c) Tamper with or manipulate test content or materials in any manner for purposes other than as directed by Prometric; (d) Disclose, by any of the following or similar means: copying, photographing, screen printing, digital transfer, transfer by handwritten notes, audio or video recording, any electronic means or technology, publish in any media, or relay by word of mouth, examination content that You are exposed to during the performance and normal course of Your duties hereunder; (e) Take any test, for such period of time as specified by the Prometric Client, following Your involvement in the writing, editing or review of the test content that is the subject of the test; and (f) Fail to comply with Prometric policies and procedures as provided by Prometric from time-to-time. You further agree that You will not use Prometric's name or Your affiliation with Prometric in connection with any course, workshop, publication, or other business or commercial endeavor. It is perfectly agreeable for You to mention Your involvement in Prometric work to Your supervisor or on Your resume.

Prometric reserves the right to protect the integrity and content of Prometric's and its Clients' Tests. In the event Prometric determines, in its sole discretion, that the integrity and/or content of Prometric's and/or Prometric's Clients' Tests may be compromised, Prometric may take action to protect the integrity and content of the Tests, including, but not limited to, termination of this Agreement.

Your involvement with the test development process and the confidentiality of the materials exchanged between You and Prometric creates a special relationship of trust. In order to maintain the confidentiality of these materials, in addition to the foregoing You agree to comply with the following Guidelines for Handling Confidential Test Materials:

1. Confidential test materials must be used only for the sole purpose of performing professional services for Prometric. Any other use of these materials is strictly prohibited without the prior written consent of Prometric.
2. Confidential test materials must be kept in a locked container or computer and/or encrypted file or folder when not being used.
3. Confidential test materials must not be shared with any third parties without the prior written authorization of Prometric.
4. Confidential test materials must not be copied in whole or in part, and all copies of these materials must be returned promptly to Prometric by traceable mail and/or completely and securely deleted from all hard drives upon completion of Your services for Prometric.
5. In the event that the confidential test materials are stolen or lost, or in the event that an unauthorized party has gained access to these materials, Prometric must be notified immediately.
6. You agree to strictly abide by all of the Terms and Conditions of the Prometric Non-Disclosure Agreement attached hereto.
7. You agree to the collection and processing of Your Personal Data, as further outlined below, for the sole purpose of facilitating the services outlined herein, and agree to the terms of the Prometric Privacy Policy (<https://www.prometric.com/privacy-policy>) with respect to the processing, transfer, storage and maintenance of your Personal Data.

Term & Termination. This Agreement and the NDA attached hereto shall remain in effect for two (2) years from the date executed below, or for the time that it takes You to complete all projects mutually agreed between You and Prometric, whichever is longer. This Agreement may be terminated by either Party upon sixty (60) days advance written notice to the other Party. Prometric may terminate the Agreement immediately upon written notice for cause in the event You breach any term or condition of this Agreement or fail to comply with Prometric policies and procedures.

Personal Data Disclosure. At Prometric, protection of Your personal data and information, and making sure You understand how and why it is processed, is of paramount importance to us. The collection, processing, transfer and/or storage of Your personal data is necessary to achieve the objective of the work and/or deliverable(s) for which You have volunteered Your services. For example, Prometric may be required to retain Your personal data, including but not limited to professional and/or educational credentials or experience, to provide validity data on the expertise and experience of the individuals enlisted by Prometric to work on a particular test or subject matter. We will also retain Your personal data to contact you with other SME opportunities that align with Your area of knowledge or expertise. You may opt-out of such future contact at any time by emailing testdevcoordinators@prometric.com. Your personal data may be provided to Prometric's Client(s) or their accrediting bodies as evidence of the validity of a test or test content, but such third parties shall always be under a strict duty of confidentiality and non-disclosure no less restrictive than that contained herein. At no time will Your personal data be used by Prometric for any other purpose than as outlined herein without Your permission. Prometric is headquartered in the United States and any personal data collected from You will be transferred and stored in the United States and may be accessed or processed by Prometric's regional offices around the world to facilitate the test development work. Please refer to the Prometric Privacy Policy for further information on Prometric's data protection measures.

By signing below, You agree to provide test development services as outlined herein, and further acknowledge and agree to all of the terms and conditions, including those outlined in the Non-Disclosure Agreement attached hereto. You further acknowledge, agree and consent to the collection, processing, transfer and/or storage of Your personal data solely for the purposes outlined herein.

Sincerely,

DocuSigned by:

 210CF69602E841D

Heather Pratt, VP- Legal Affairs

Name: _____

Date: _____

Address: _____

City, State, Zip

Signature:

PROMETRIC



THIS NONDISCLOSURE AGREEMENT ("Agreement") is dated _____ 2023 and entered into by and between **Prometric LLC** ("Prometric" or "Disclosing Party"), whose principal address is 1501 South Clinton Street, Canton Crossing Tower, Baltimore, Maryland 21224 USA and _____ ("Receiving Party"), whose address is _____.

WHEREAS, Prometric is willing to furnish such proprietary materials and documents to Receiving Party subject to the terms and conditions stated herein.

NOW THEREFORE, the Parties come together and agree as follows:

1. **Confidentiality.** Prometric agrees to provide the Receiving Party with certain Prometric proprietary materials and documents for the sole purpose stated herein. Such evaluation will include exposure to information which is non-public, confidential and proprietary in nature. Such oral, written, graphic, electronic, procedural or other information, in whole or in part, together with notes, analyses, compilations, studies, manuals or other documents prepared by Prometric and its employees, agents, advisors or representatives that contains or otherwise reflects such information is hereinafter referred to as "**Confidential Information**." Receiving Party hereby confirms interest in examining the Confidential Information and in consideration of Prometric furnishing the Confidential Information agrees to exercise due diligence to maintain all Confidential Information in confidence and will use the Confidential Information solely in connection with the purpose outlined herein. "Due diligence" shall mean at least the same precautions and standard of care which a reasonable person in such business would use to safeguard proprietary information of its own and its other clients.

2. **Restriction in Use; No License.** Receiving Party agrees that the Confidential Information provided by Prometric shall at all times remain Prometric's exclusive property and not to use or disclose such Confidential Information to anyone without receiving prior written consent from Prometric. No license to use any of Prometric's Confidential Information or intellectual

property is granted by this Agreement. In addition, Receiving Party has no authority to use any intellectual property, trademarks, logos, branding, name or any other Confidential Information of Prometric in, including but not limited to, print, media, advertisements, press releases, or any other form without the prior express written permission of Prometric.

3. **Reverse Engineering.** Receiving Party agrees not to, and not to attempt to, reverse engineer or decompile any software programs provided to you by Prometric or which it becomes exposed to under this Agreement.

4. **Access; Return.** Receiving Party agrees not to copy, duplicate, reproduce, save, or memorize with the intent to duplicate or reproduce any of the Confidential Information provided to it, and agrees not to permit access to the Confidential Information by anyone else unless they are subject to the same non-disclosure and confidentiality obligations outlined herein. Receiving Party agrees to notify Prometric of any breach of this Agreement by it or any of its employees, agents or any of its representatives of which it becomes aware, and in any event, shall be responsible for any breach of this Agreement by Receiving Party, its employees, agents, and any of its representatives. Upon Prometric's request, except as may be required for archival or compliance purposes, and except for the portion of the Confidential Information that consists of analyses, compilations, studies or other documents prepared by Receiving Party, its employees, agents, or representatives, the Receiving Party agrees to return promptly the Confidential Information and any copies or extracts thereof. Receiving Party shall destroy that portion of the Confidential Information which consists of notes, analyses, compilations, studies or other documents prepared by it or its employees, agents or representatives to the extent permitted by applicable law or regulation. If requested by Prometric, such destruction shall be certified in writing by an authorized officer of Receiving Party.

5. **Scope Limitation.** The term "Confidential Information" does not include information that (a) is or becomes generally available to the public other than as a result of disclosure by Receiving Party, its employees,

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agents or representatives, or anyone to whom the Confidential Information is transmitted; (b) becomes available to Receiving Party on a non-confidential basis from a source other than Prometric who is not bound by a confidentiality agreement with Prometric or other legal or fiduciary obligation of secrecy; (c) Receiving Party can document was known to it or in its possession on a non-confidential basis prior to the date of disclosure by Prometric; or (d) is independently developed by Receiving Party without use of, or reference to, the Confidential Information, as demonstrated by tangible evidence; or (e) is furnished by Prometric to others with written confirmation that such information is not confidential and may be disclosed.

6. Disclosure Legally Compelled. In the event that Receiving Party becomes legally compelled (or requested by an applicable regulatory body) to disclose any of the Confidential Information, Receiving Party will provide Prometric with prompt written notice so that Prometric may seek a protective order or other appropriate remedy and/or waive compliance with the provisions of this Agreement. If Prometric should seek such a protective order, Receiving Party agrees to provide such cooperation as Prometric reasonably requests. In the event that such a protective order or other remedy is not obtained, or if Prometric waives compliance with the provisions of this Agreement, Receiving Party will furnish only that portion of the Confidential Information which is legally required (in the opinion of its counsel).

7. Specific Performance. Receiving Party acknowledges and agrees that, in the event of any breach of this Agreement by it, its employees, agents or representatives, Prometric may be irreparably and immediately harmed and may not be made whole by monetary damages. Without prejudice to any rights and remedies otherwise available, Prometric shall be entitled to equitable relief by way of injunction, specific performance or otherwise if Receiving Party, its employees, agents or representatives breach or threaten to breach any provision of this Agreement.

8. No Representations. Neither Prometric nor any of its respective directors, officers, employees, agents,

advisors or representatives have made or make any express or implied representation or warranty hereunder as to the accuracy or completeness of the Confidential Information and none of them shall have any liability hereunder to Receiving Party relating to or resulting from its use of the Confidential Information or for any errors therein or omissions therefrom. Receiving Party agrees that it is not entitled to rely on the completeness or accuracy of any Confidential Information. Prometric expressly disclaims any and all liability for Confidential Information transmitted orally or in writing to Receiving Party and its representatives excepting only those particular representations and warranties which, in fact, are made in a definitive agreement and subject to such limitations and restrictions as may be contained therein.

9. No Contract. This Agreement does not give rise to any intention, commitment or obligation of the Parties to buy or sell or to enter into any kind of business relationship with one another.

10. Export Control Laws. Receiving Party agrees not to export, directly or indirectly, any technical data acquired pursuant to this Agreement or any product using any such data except in accordance with applicable export control laws, rules and regulations.

11. Choice of Law. This Agreement will be governed by and construed under, the laws of the State of Maryland without regard to the principles of choice of law. This Agreement shall inure to the benefit of the parties and their respective successors and assigns.

12. Entire Agreement/Assignment. This Agreement represents the entire understanding and agreement of the parties and supersedes all prior agreements and understandings relating to the subject matter hereof. This Agreement may not be modified or amended, except by a written instrument duly executed by both parties. Receiving Party may not assign this Agreement without Prometric's prior written consent.

13. Severability. The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of the other provisions of this Agreement, which shall remain in full force and effect. If

The logo for PROMETRIC, featuring the word "PROMETRIC" in a bold, sans-serif font, followed by a stylized graphic of a star or burst composed of small green dots.

any of the provisions of this Agreement shall be deemed to be unenforceable by reason of its extent, duration, scope or otherwise, then the parties contemplate that the court making such determination shall enforce the remaining provisions of this Agreement, and shall reduce such extent, duration, scope, or other provision and shall enforce them in their reduced form for all purposes contemplated by this Agreement.

14. No Waiver. No failure or delay by either party in exercising any right, power or privilege hereunder shall operate as a waiver thereof, nor shall any single or partial exercise thereof preclude any other or further exercise thereof or the exercise of any right, power or privilege hereunder.

15. Headings. The descriptive headings of the paragraphs of this Agreement are inserted for convenience only, do not constitute a part of this Agreement and shall not affect in any way the meaning or interpretation of this Agreement.

APPENDIX IX. Point Value Decision Tree