PDP Objectives
**Domain I: Business Management (BM)**

**BM1 Objective 1: Communicate strategic value of business aviation.**
   a. Identify unique capabilities of business aviation to achieve company goals (e.g., time savings, safety/security, access capability)
   b. Identify the characteristics and needs of the internal and external stakeholders
   c. Apply various communication techniques and tools to convey message of value to a broad audience (e.g., community, peers, team members, executives)
   d. Methods to promote discussion regarding key issues (e.g., appropriate operational structure, security, compliance, safety, tax requirements)

**BM2 Objective 2: Implement the appropriate aircraft ownership, tax considerations and operational structure.**
   a. Recognize applicable Civil Aviation Authority (CAA) requirements and issues (e.g., cost sharing, operational control, foreign registered aircraft)
   b. Recognize applicable international and federal tax implications (e.g., international value added taxes, federal fringe benefit rules, expense disallowance rules, characterization of employee for tax calculations)
   c. Recognize applicable state and local tax implications (e.g., registration fees, property taxes, sales and use taxes)
   d. Recognize risk management considerations (e.g., applicable liability, property and worker's compensation insurance coverages, acceptable risk tolerances and mitigation, principles of valuation, business continuity)
   e. Identify components necessary to develop and implement corporate policies and strategies (e.g. time share agreements, SIFL)
   f. Describe the applicable aviation authority, tax and risk management considerations to company subject matter experts

**BM3 Objective 3: Create, implement and manage budgeting and financial processes.**
   a. Recognize and apply generally accepted accounting principles (e.g., valuation and depreciation, use of general ledger)
   b. Identify aviation department budget components including immediate and forecasted (e.g., life cycle, maintenance, training, depreciation, fixed and variable costs)
   c. Create budget based on accounting principles, budget components and forecasted aircraft use
   d. Implement strategies to align the aviation department budget into the overall company budget and financial systems
   e. Utilize periodic financial and accounting reports to monitor budget progress (e.g., budget vs. actual, run rate, profit & loss, balance sheet) and implement strategies for controlling revenues and expenses
   f. Identify permitted cost allocation and recovery plans (e.g., charge backs, warranty)
   g. Determine applicable regulatory requirements (e.g., Sarbanes-Oxley, Foreign Corrupt Practices Act [FCPA])
   h. Determine and apply internal and external controls and audits using expertise within department and company
**BM4** **Objective 4: Manage aviation department in line with strategic and tactical goals.**

a. Identify necessary elements, resources and strategies for implementing aviation department goals
b. Incorporate a series of tactical plans to achieve strategic goals
c. Apply principles of benchmarking for goal and business plan achievement
d. Compare department results to goals and benchmarking data
e. Identify any required modifications to tactical plans

**BM5** **Objective 5: Implement procedures using company policies to safeguard information and intellectual property of the company.**

a. Recognize necessity for maintaining a high degree of integrity and personal accountability (e.g., code of conduct, ethics, discretion, social media)
b. Identify key elements and intent of confidentiality requirements (e.g., nondisclosure agreements, contractual obligations, personal electronic devices)
c. Apply internal and external policies and procedures regarding safeguarding relevant information (e.g., record retention, document security)
d. Identify legal requirements and protections governing intellectual property and proprietary information

**BM6** **Objective 6: Employ methods to optimize overall aviation department asset utilization and efficiency.**

a. Identify principles of cost-benefit analysis (e.g., net present value, internal rate of return, capital investments)
b. Conduct travel analysis (e.g., company-owned aircraft, airline, charter, fractional ownership programs)
c. Measure, evaluate, and report on use of assets (e.g., aircraft, personnel, facilities, equipment, technology)
d. Identify principles in a comprehensive asset utilization audit (e.g., tax, corporate governance, fleet analysis)
e. Recognize benefits of utilizing applicable transaction and business resources (e.g., brokers, tax and regulatory counsel, maintenance representation at pre-purchase inspection, supply chain)
f. Identify applicable contract terms, conditions, and clauses in support of vendor negotiation strategies

**BM7** **Objective 7: Manage the aviation department in a sustainable responsible manner.**

a. Identify environmental impact and abatement (e.g., emissions, noise, hazardous materials)
b. Recognize importance of managing community relations (e.g., educate, advocate, communicate, volunteerism, charity, careers in business aviation)
c. Identify the value of engagement with local/regional aviation groups and airport authorities

**BM8** **Objective 8: Identify, develop and describe steps to implement an organizational risk management strategy.**

a. Recognize basic risk management principles (e.g., history of risk management; types, assessments and responses to possible risks)
b. Identify and categorize specific risks potentially facing an organization with respect to the aviation function (e.g., civil-liability risks; regulatory compliance risks; tax-
c. Develop specific responses available to address each identified risk (e.g., avoid, reduce or mitigate, share or insure against, accept, exploit)
d. Determine organization’s existing risk management structure and communicate aviation risks and responses

**Domain II: Human Resources (HR)**

**HR1 Objective 1: Determine the level of staffing needed for the aviation department.**
a. Identify optimum staffing levels for mission and/or fleet changes
b. Identify methods, resources and qualification requirements to assess workload activity (e.g., surveys, NBAA Management Guide, company guidelines, job descriptions, fatigue risk management, licensing, NBAA CAM Content Outline)
c. Identify role and responsibilities for position (e.g., job description)
d. Evaluate use of direct employees and independent contractors
e. Utilize effective succession planning strategies

**HR2 Objective 2: Determine and assess job-related and professional development training for all personnel.**
a. Identify regulatory requirements (e.g., Occupational Safety and Health Administration [OSHA], Federal Aviation Administration [FAA], Environmental Protection Agency [EPA], state and local regulation)
b. Recognize company requirements
c. Determine additional training and professional development needs (e.g., Cardiopulmonary Resuscitation (CPR) and First Aid, Safety Management System (SMS), HAZMAT, upset recovery, cabin safety)
d. Select training programs/methods to meet and maintain requirements
e. Evaluate effectiveness of training
f. Define training record retention and tracking requirements

**HR3 Objective 3: Fill positions identified during staffing analysis.**
a. Determine recruitment strategies
b. Develop screening criteria
c. Recognize interview and selection techniques, processes and restrictions
d. Identify key elements of new employee orientation program
e. Utilize company resources

**HR4 Objective 4: Develop and conduct effective employee performance reviews.**
a. Recognize appropriate performance indicators based on job description, company goals and other applicable criteria
b. Compare employee achievement results to defined performance indicators
c. Employ techniques and guidelines to conduct employee performance review
d. Develop and implement follow-up plan and monitor progress
e. Identify strategies for coaching and mentoring employees
HR5 Objective 5: Evaluate compensation levels in the aviation department using accepted tools to attract and retain employees.

- a. Identify and evaluate key elements of compensation norms in the industry (e.g., salary, bonus, benefits)
- b. Identify company policy on compensation and budgets
- c. Recognize applicable federal, state and local compensation regulations (e.g., Department of Labor [DOL], Internal Revenue Service [IRS], exempt v. non-exempt, Fair Labor Standards Act [FLSA])
- d. Recognize the importance of using industry benchmarks when selecting compensation elements
- e. Determine compensation elements

HR6 Objective 6: Respond to employee performance by rewarding or disciplining.

- a. Recognize the need to promote equity among team members in appraising employee performance
- b. Identify performance level guidelines
- c. Utilize parameters of company's employee reward programs and disciplinary procedures (e.g., pay increase, promotions, appeals, termination)
- d. Identify and communicate performance expectations and outcomes/results to employees
- e. Employ effective performance feedback communication to promote employee development

HR7 Objective 7: Identify HR regulatory requirements and company policies.

- a. Recognize applicable federal, state and local regulations, policies and guidelines (e.g., Equal Employment Opportunity Commission [EEOC], Family and Medical Leave Act [FMLA], Health Insurance Portability and Accountability Act [HIPAA], Uniformed Services Employment and Reemployment Rights Act [USERRA])
- b. Recognize signs and symptoms of substance abuse and remediation techniques (e.g., employee assistance programs)
- c. Recognize symptoms of and response to discrimination, harassment, and violence in the workplace (e.g., age, retirement issues, hostile environment)
- d. Develop equitable practices regarding time off for all employees (e.g., hard days off, duty rest, vacation)

HR8 Objective 8: Recognize and employ Human Factors (HF) policies and procedures to support effective human performance in the workplace.

- a. Identify the effect of ergonomic design in the work environment (e.g., illumination, noise, vibration, external and internal operating conditions)
- b. Recognize signs and causes of degraded human performance (e.g., individual stress, workload, circadian rhythm, other physiological factors)
c. Identify mitigation strategies and countermeasures for degraded human performance
d. Recognize signs and causes of fatigue and apply fatigue management countermeasures
e. Identify performance and communication issues related to diversity in the workplace (e.g.,
multi-generational, cultural, language, interpersonal)

**Domain III: Leadership (L)**

**L1 Objective 1: Develop the strategic direction of the aviation department through the
development of appropriate vision, mission, and/or values statements. (#vision-mission-value-statements)**

a. Identify general components of vision, mission and/or values statements
b. Recognize the elements of the company vision, mission and/or values statements
c. Develop strategies for writing, aligning and revising department vision, mission and/or values
   statements
d. Integrate aviation department business plan and mission statement to coincide with the overall
   company vision, mission and/or values statements
e. Identify techniques to communicate aviation department vision, mission and/or values
   statements that are understood by internal and external stakeholders
f. Develop a plan to implement the vision, mission and/or values statements
g. Review and revise the vision, mission and/or values statement to meet the changing needs of
   the business

**L2 Objective 2: Develop and implement aviation department goals that align with the department's
vision, mission and/or values.**

a. Identify components of the goal setting process and strategies for writing goals (e.g., Specific
   Measureable Attainable Realistic Timely (SMART) goals, collaborative effort, industry
   standards and trends)
b. Develop and document the aviation department goals
c. Measure and interpret results against established criteria

**L3 Objective 3: Exercise effective leadership to achieve aviation department goals and company
objectives.**

a. Recognize characteristics of an effective leader (e.g., leadership styles and strategies)
b. Recognize and apply multiple motivational theories and techniques (e.g., Theory X and
   Theory Y, Maslow’s, Alderfer’s, Herzberg’s, McClelland’s, etc.)
c. Recognize and apply multiple mentoring strategies
d. Utilize sources of expertise within the department, company and industry
e. Assemble effective teams and recognize group dynamics (e.g., meeting management,
   interpersonal skills, conflict resolution, trust building, decision making)
f. Integrate diversity principles to maximize individual and group potential
g. Employ current principles to maximize performance (e.g., Just Culture, industry best
   practices, SMS)
h. Practice ethical, moral and legal behavior, both internally and externally to the company
i. Practice effective communication techniques (e.g., listening, speaking, correspondence,
   feedback, 360-degree communication)
L4 Objective 4: Enhance personal and professional knowledge.
   a. Employ strategies to increase professional expertise in the aviation department (e.g., technical, educational and professional certifications; conferences; publications; local, regional and national associations; and legislation)
   b. Promote lifelong learning concepts to improve expertise
   c. Recognize Individual employee needs
   d. Develop personal growth plan

L5 Objective 5: Prepare for and lead the aviation department through changing circumstances.
   a. Recognize changes in the business climate and company business plan
   b. Identify sources of information concerning evolving technologies, regulatory issues and best practices
   c. Identify strategies to advocate for change to evolve the aviation department (mergers/acquisitions)
   d. Formulate plans to manage the aviation department through a business crisis (e.g., business continuity plan, prioritization of resources, professionalism/personal courage)
   e. Manage a network of support contacts inside the company and industry

Domain IV: Aircraft Maintenance and Facilities Operations (AF)

AF1 Objective 1: Implement a system of Standard Operating Procedures (SOPs) for aviation department facilities and maintenance operations.
   a. Identify principles of an aviation department maintenance manual (e.g., regulations, Original Equipment Manufacturer [OEM] manuals, ground handling and servicing, duty times, fatigue management)
   b. Identify, develop and communicate key elements of relevant SOPs
   c. Identify hazards, associated risks and mitigation techniques (e.g., job safety analysis, maintenance risk assessment)
   d. Audit internal procedures for relevance and compliance (e.g., regulations, OEM procedures)

AF2 Objective 2: Maintain aircraft and components in accordance with manufacturer's specifications and pertinent regulations.
   a. Identify applicable regulatory requirements and documents (e.g., Federal Aviation Regulations [FAR], Airworthiness Directives [AD], Original Equipment Manufacturer [OEM] manuals, Return to Service, and Minimum Equipment List [MEL] procedures)
   b. Determine appropriate airworthiness program (e.g., annual, progressive, phase, manufacturer recommended program, scheduled inspections)
   c. Identify methods to comply with manufacturer's specifications and standard practices (e.g., maintenance control programs, procedures for inspections, repairs, prevention)
   d. Manage contract aircraft/engine maintenance and parts programs
   e. Recognize the importance of evaluating, selecting and incorporating pertinent technical data (e.g., service bulletins, Supplemental Type Certificate [STC], field approval)
   f. Identify components and importance of a tool control program

AF3 Objective 3: Ensure facility emergency preparedness for effective service and responsiveness in an emergency.
   a. Identify and develop key elements of facility emergency preparedness plan and equipment (e.g., general health, safety/emergency equipment and systems)
   b. Identify and communicate hazards, associated risks and appropriate responses (e.g., fire,
c. Identify strategies to test and exercise the plan (e.g., training, tabletop exercise)

d. Recognize relevant regulations and guidelines for tracking and maintaining emergency equipment (e.g., critical safety devices in facility)

**AF4 Objective 4: Manage cabin information systems and passenger service items to ensure reliability, comfort and effective service.**

a. Identify characteristics and expectations of the end users

b. Identify relevant regulations, security protocols and guidelines

c. Identify and train the operational capabilities of the equipment and aircraft limitations (cabin power, additional appliances, basic troubleshooting, personal devices, lithium batteries)

d. Explain the capabilities of available communication and information systems and cabin service components (e.g., Wi-Fi, video conferencing, internet)

**AF5 Objective 5: Maintain availability of spares and supplies.**

a. Determine appropriate maintenance inventory levels and control procedures (e.g., inventory control software)

b. Identify procurement resources (e.g., manufacturers, repair facilities and aftermarket vendors, suspected unapproved parts, costs)

c. Maintain applicable aircraft maintenance documents, specifications and records

d. Select appropriate methods and carriers for shipping, receiving, and storage of materials within regulations and guidelines (e.g., HAZMAT, Uniform Commercial Code [UCC], compliance with Occupational Safety and Health Administration [OSHA], Environmental Protection Agency [EPA])

**AF6 Objective 6: Apply procedures to provide a secure facility for passengers, employees and assets.**

a. Identify key elements of facility security (e.g., Transportation Security Administration [TSA] and airport regulations, corporate policies, Fixed Base Operator [FBO] practices, airport security and access)

b. Analyze and communicate hazards, associated risks and appropriate mitigation techniques (e.g., access control, badging, surveillance, lighting)

c. Identify strategies for training the facility security procedures

d. Manage facility security in accordance with established procedures (e.g., monitor, review and modify)

**Domain V: Operations (OPS)**

**OPS1 Objective 1: Develop and manage a set of Standard Operating Procedure (SOP) documents.**

a. Identify applicable topics and sources of information (e.g., Original Equipment Manufacturer [OEM] handbooks, Aeronautical InformationManual, Safety Management System [SMS], company and regulatory requirements, Flight Operations Manual, Dispatch Manual)

b. Compose and implement applicable SOPs with stakeholder support

c. Review operational results for compliance with SOPs and identification of needed revisions
OPS2 Objective 2: Ensure that procedures are in place to plan and conduct safe and efficient flight.

a. Manage practices to optimize aircraft and crew utilization (e.g., duty time/crew fatigue, positioning legs, crew augmentation, supplemental lift options, aircraft availability status)
b. Prepare trip plan and related documents (e.g., National Airspace System [NAS] considerations, weather, fuel, Fixed Base Operator [FBO] selection, customs, special airspace and airports, international trip requirements, special corporate events, electronic flight devices)
c. Review and explain operational control designation for the leg(s)
d. Interpret and apply company policies for trip plan (e.g., insurance, training, business continuity, noise abatement)
e. Predict basic issues of passenger and customer satisfaction (e.g., trip purpose, catering, ground transportation, medical issues, special needs passengers)
f. Produce a trip confirmation for affected stakeholders (e.g., trip times, NAS restrictions, ground logistics)
g. Employ flight scheduling resources to maintain trip, passenger, aircraft availability and crew records
h. Recognize pilot-in-command (PIC) authority to commence and conduct flight (e.g., aircraft performance standards, Minimum Equipment List [MEL] usage, flight crew attentiveness/cockpit distractions, fitness for duty, passenger safety briefing)
i. Employ strategies to ensure the safe storage and handling of food and cabin service items in compliance with applicable regulations
j. Employ techniques to measure and promote service excellence (e.g., passenger/crew surveys, debriefings, training)

OPS3 Objective 3: Develop, implement, and manage an effective record-keeping system.

a. Identify the information needed to report on applicable international and federal tax requirements
b. Recognize applicable state and local tax implications (e.g., registration fees, property taxes, sales and use taxes)
c. Collect the information needed to meet record-keeping and reporting requirements (e.g., regulatory and tax requirements for agencies such as Federal Aviation Administration [FAA], Internal Revenue Service [IRS], Securities and Exchange Commission [SEC], Customs and Border Protection [CBP], Department of Labor [DOL] and Occupational Safety and Health Administration [OSHA], including state and local agencies as applicable)
d. Implement and manage record-keeping systems (e.g., data analysis techniques, audit requirements, regulatory compliance, and non-compliance resolution, industry standards and best practices) and provide required information to management
e. Evaluate the record-keeping system for intended results

OPS4 Objective 4: Recognize the International Standard for Business Aircraft Operations (IS-BAO).

a. Determine benefit and applicability of IS-BAO to the aviation department
b. Identify the registration process and levels
c. Identify elements of the standard (e.g., Safety Management System (SMS), training and proficiency, flight operations, organization and personnel requirements, safety programs,
risk assessment and tools to implement)

d. Prepare for initial and subsequent audits (e.g., documentation, protocol checklist, selection of auditor, application package)

**OPS5 Objective 5: Develop aviation emergency response plans (ERP).**

a. Identify elements of an aviation ERP (e.g., notifications, hazardous materials, response teams' action items, local coordination, regulatory requirements, family assistance plan)

b. Align corporate and department procedures

c. Identify strategies for developing and implementing ERP

d. Identify strategies to test and exercise ERP (e.g., training, tabletop exercise)

e. Review and revise ERP

**OPS6 Objective 6: Develop and implement a Safety Management System (SMS).**

a. Identify regulatory requirements related to SMS

b. Formulate safety policy and objectives (e.g., management commitment, safety accountability, appointment of key safety personnel, SMS documentation)

c. Practice safety risk management (e.g., hazard identification, safety risk assessment and mitigation)

d. Evaluate safety assurance (e.g., safety performance, monitor, measurement, change management, review and revision of the SMS)

e. Practice safety promotion (e.g., safety culture survey, communication, training, education)

f. Evaluate developmental options (e.g. internal/external options)

**OPS7 Objective 7: Recognize and operate within the National Airspace System (NAS) and international Flight Information Regions (FIR).**

a. Recognize the structure of the NAS and Traffic Flow Management (TFM) principles

b. Apply strategies to effectively integrate with airspace constraints to minimize operational impact (e.g., weather, high density airspace, Temporary Flight Restrictions [TFR], Collaborative Decision Making process at the ATCSCC)

c. Utilize appropriate principles and tools for operations in domestic and international airspace (e.g., FAA and other web-based resources, NBAA Air Traffic Services)

**OPS8 Objective 8: Apply procedures to conduct operations in a secure manner.**

a. Identify security procedures for operations at the home base and transient locations (e.g., passengers and crew, aircraft and cabin, food, ground transportation, luggage, facility and airport)

b. Evaluate and apply security procedures (e.g., facility, domestic, international, aircraft, personnel)

c. Recognize and integrate corporate risk management and security procedures

d. Recognize international security issues related to equipment, vendors and personnel

e. Identify applicable regulatory security programs (e.g., DCA Access Standard Security Program [DASSP], Twelve-Five Standard Security Program [TFSSP], Private Charter Standard Security Program [PCSSP], airport and Fixed Base Operator [FBO] security)

f. Identify secure communication techniques (e.g., faxes, emails, phones, burner phone, encrypted emails, burner computers, document disposal/management)
OPS9 Objective 9: Recognize resource management principles and techniques.

a. Identify principles of resource management techniques (e.g., Crew/Cockpit Resource Management [CRM], Dispatch Resource Management [DRM], Maintenance Resource Management [MRM])

b. Recognize similarities and differences among CRM, DRM and MRM (e.g., life events, working with diverse personalities, perceptions, behavioral patterns)

c. Develop policies and procedures which utilize available human, technical and communication resources safely and effectively (e.g., communication limitations, feedback mechanisms, open door policy)

d. How to promote and maintain a culture of safety in the organization through specific individual actions

e. How to reinforce an organizational philosophy toward error-free performance (e.g., causes and effects of human error)