

DEDICATED TO HELPING BUSINESS ACHIEVE ITS HIGHEST GOALS.



NBAA PROFESSIONAL DEVELOPMENT PROGRAM (PDP) OBJECTIVES

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The following PDP objectives were adopted on March 12, 2010.

NBAA's PDP curriculum objectives are guides to assist educational providers in the development of courses relating to the management of a business aviation flight department. Within a curriculum a given course may cover several objectives or only one objective. Each objective must be substantially covered in the course.

This list of objectives is not intended to cover everything that needs to be taught in flight department management. Rather, it is meant to provide guidance on the practical aspects of dealing with flight department management that should be included in the curriculum. NBAA will periodically revise this outline to keep curriculum providers abreast of relevant issues and changes to be addressed when developing PDP courses.

The program is divided into five specialized areas:

- Business Management
- Human Resources (formerly Personnel Management)
- Leadership
- Operations
- Technical and Facilities Services

Any questions regarding these objectives should be directed to the NBAA staff at (202) 783-9000 or pdp@nbaa.org. For more information about NBAA's PDP, visit www.nbaa.org/pdp.

BUSINESS MANAGEMENT

Management issues related to financial matters of the aviation department to include contracting, confidentiality and community relations.

BUSINESS MANAGEMENT OBJECTIVE 1 (BM1)

Communicate the value of aviation resources by interacting with key people about aviation department capabilities that will help the company achieve its goals.

Knowledge of:

- BM1-Ka – Economic and financial issues concerning the aviation department
- BM1-Kb – Methods for business travel analysis
- BM1-Kc – Options for lift (e.g., time share, interchange, FAR Part 91.501, charter, airline, fractional)
- BM1-Kd – Concepts in marketing a business aviation product including price and place, cost productivity, value added and time management
- BM1-Ke – Identifying ways to educate potential users on benefits of company aircraft and justifying company and department decisions
- BM1-Kf – Characteristics and needs of the intended audience
- BM1-Kg – Communication techniques
- BM1-Kh – Company culture and organization
- BM1-Ki – Key individuals and their function
- BM1-Kj – Aviation department function
- BM1-Kk – Company business plan

Skill in:

- BM1-Sa – Verbal and nonverbal communication
- BM1-Sb – Using interpersonal skills
- BM1-Sc – Working within the organizational structure
- BM1-Sd – Creating and making presentations
- BM1-Se – Advocacy
- BM1-Sf – Evaluating effective communication

BUSINESS MANAGEMENT OBJECTIVE 2 (BM2)

Implementation of the budgeting process through analysis of revenues, expenses and forecasted needs to prepare the budget, monitor for deviations and report the results.

Knowledge of:

- BM2-Ka – Aviation department budget components
- BM2-Kb – Budget creating analysis and forecasting strategies
- BM2-Kc – Strategies for aligning the aviation department budget into the overall company budget and financial systems
- BM2-Kd – Financial management information systems
- BM2-Ke – Taxation and its impact on aviation department budgeting
- BM2-Kf – Aircraft evaluation and acquisition
- BM2-Kg – Accepted industry budgeting and finance standards
- BM2-Kh – Cost recovery plans (e.g., charge backs)
- BM2-Ki – How to use periodic financial reports to monitor budget progress
- BM2-Kj – How to use budgets for planning and control

Skill in:

- BM2-Sa – Analyzing and utilizing the data in financial reports
- BM2-Sb – Managing taxation requirements
- BM2-Sc – Monitoring and interpreting deviations and trends and taking corrective action
- BM2-Sd – Creating reports that clearly explain the financial aspects and productivity of the aviation department

BUSINESS MANAGEMENT OBJECTIVE 3 (BM3)

Manage aviation department processes in line with strategic and tactical goals, consistent with data gathered within and outside the company.

Knowledge of:

- BM3-Ka – Principles of goal setting to achieve short and long term goals
- BM3-Kb – Long and short range business plans
- BM3-Kc – Aircraft life cycle cost analysis
- BM3-Kd – Principles involved in a comprehensive audit, including financial assessments of charter, airline and fractional ownership programs
- BM3-Ke – Organizational structures applicable to various types of aviation departments with different operating requirements
- BM3-Kf – Financial management procedures to review capital investments for lease options, joint ownership, fractional ownership, air carrier operations and timesharing
- BM3-Kg – Concepts of cost recovery methods in relation to company utilization and philosophy
- BM3-Kh – Regulatory requirements when dealing with internal and external cost allocations
- BM3-Ki – Importance of using relevant costs for decision-making models
- BM3-Kj – Terminology, valuation principles and financial reports produced from the general ledger accounting system

Skill in:

- BM3-Sa – Cost recovery planning
- BM3-Sb – Capital planning

BUSINESS MANAGEMENT OBJECTIVE 4 (BM4)

Manage the aviation department finances in accordance with generally accepted accounting principles to achieve department goals.

Knowledge of:

- BM4-Ka – Company business plan and policies
- BM4-Kb – Company accounting policies and procedures
- BM4-Kc – Aviation department budget
- BM4-Kd – Strategies for monitoring and controlling revenues and expenses
- BM4-Ke – Typical accounting reports
- BM4-Kf – Generally accepted accounting principles
- BM4-Kg – Aviation department goals
- BM4-Kh – Understanding the importance of using relevant costs for decision-making models
- BM4-Ki – Terminology, valuation principles and financial reports produced from the general ledger accounting system
- BM4-Kj – Total asset management to maintain an efficient and cost effective aviation department
- BM4-Kk – Principles of sunk costs, operating costs, appraisals and benchmarking

Skill in:

- BM4-Sa – Using accounting reports as a tool for monitoring and controlling
- BM4-Sb – Adhering to generally accepted accounting principles

BUSINESS MANAGEMENT OBJECTIVE 5 (BM5)

Manage risk in the aviation department through appropriate protection of assets.

Knowledge of:

- BM5-Ka – Insurance requirements and resources
- BM5-Kb – Company insurance strategy
- BM5-Kc – Aligning aviation department policies with company policies
- BM5-Kd – Principles of appraisals and valuation
- BM5-Ke – Principles of risk management
- BM5-Kf – Concepts of insurance affecting an aviation department including aircraft insurance, property and liability insurance, and workers compensation
- BM5-Kg – Budget procedures required to analyze and forecast maintenance needs for all segments of the aviation department

Skill in:

- BM5-Sa – Selecting appropriate insurances
- BM5-Sb – Operating within the constraints of insurance policies

BUSINESS MANAGEMENT OBJECTIVE 6 (BM6)

Identify, recruit and coordinate a team of qualified individuals within the company with the highest level of expertise that will contribute to achieving department goals.

Knowledge of:

- BM6-Ka – Sources of expertise within the department, company and industry
- BM6-Kb – Sources of professional expertise

- BM6-Kc – Project management strategies
- BM6-Kd – Strategies for identifying expertise required and the best information to meet the need (knowledge management)
- BM6-Ke – Department goals
- BM6-Kf – Motivation strategies
- BM6-Kg – Techniques used to run an effective business meeting
- BM6-Kh – Techniques of effective communications and facilitation in teams, committees and small groups including providing and receiving feedback

Skill in:

- BM6-Sa – Coordinating a team
- BM6-Sb – Communicating effectively
- BM6-Sc – Managing project and knowledge
- BM6-Sd – Motivating the team

BUSINESS MANAGEMENT OBJECTIVE 7 (BM7)

Implement procedures using company policies to safeguard information and physical assets of the company.

Knowledge of:

- BM7-Ka – Internal and external policies on safeguarding proprietary information and documents
- BM7-Kb – Confidentiality requirements
- BM7-Kc – Records retention systems and security
- BM7-Kd – Legal requirements and protections governing intellectual property
- BM7-Ke – Ethical requirements and guidelines
- BM7-Kf – Key points of implementing security programs
- BM7-Kg – Necessity for maintaining a high degree of integrity and personal accountability that will develop leadership and teamwork, and influence relationships

Skill in:

- BM7-Sa – Communicating confidentiality expectations to department personnel
- BM7-Sb – Adhering to ethical standards by fostering trust and respect through ethical behavior toward all personnel within the company

BUSINESS MANAGEMENT OBJECTIVE 8 (BM8)

Lead the aviation department in a manner that is responsive to and involved in community concerns with the goal of maintaining good relationships and increased understanding of environmental issues.

Knowledge of:

- BM8-Ka – Environmental impact
- BM8-Kb – Abatement strategies
- BM8-Kc – Reporting and remediation requirements
- BM8-Kd – Community concerns
- BM8-Ke – Public relations strategies
- BM8-Kf – Mediation strategies
- BM8-Kg – Community planning and zoning ordinances
- BM8-Kh – Community groups, including formal and informal community leaders
- BM8-Ki – Airport users groups
- BM8-Kj – Airport planning and administration
- BM8-Kk – Community service opportunities
- BM8-Kl – Economic benefits of business aviation for the community and nation

- BM8-Km – Roles of an airport manager in maintaining airport operations within the bounds of regulatory requirements and good community relations

Skill in:

- BM8-Sa – Managing public relations
- BM8-Sb – Making presentations
- BM8-Sc – Monitoring and responding to environmental impact issues
- BM8-Sd – Communicating effectively
- BM8-Se – Mediating and resolving disagreements

HUMAN RESOURCES

Management issues related to staffing, training, performance, compensation, human factors considerations and compliance with human resource requirements.

HUMAN RESOURCES OBJECTIVE 1 (HR1)

Determine the level of staffing needed for the aviation department.

Knowledge of:

- HR1-Ka – Future workload activity within the department
- HR1-Kb – Workload assessments
- HR1-Kc – Acceptable working levels
- HR1-Kd – Company personnel policies
- HR1-Ke – Industry standards and practices
- HR1-Kf – Staffing options for resource allocation, to insure fairness and equitability in work/duty assignments, to make effective use of personnel and to assure adequate rest periods
- HR1-Kg – Techniques for employing efficient time management
- HR1-Kh – Complexities and interrelations involved with crew scheduling for flexibility, morale and maximum crew utilization.
- HR1-Ki – Applicable regulations (e.g., FAA, DOL)

Skill in:

- HR1-Sa – Measuring current staffing level against demand
- HR1-Sb – Assessing current and future staff workload
- HR1-Sc – Monitoring hours/days worked each month

HUMAN RESOURCES OBJECTIVE 2 (HR2)

Develop knowledge and understanding of job related training for all personnel within the aviation department to ensure competence in each prescribed discipline.

Knowledge of:

- HR 2-Ka – Internal and external training programs
- HR2-Kb – Training programs specific to the employee's role
- HR2-Kc – Sources of information concerning the quality of available training programs
- HR2-Kd – Strategies for measuring the effectiveness of training
- HR2-Ke – Training requirements for all staff including pay standards, working environment requirements and applicable regulations
- HR2-Kf – Applicable regulatory issues

Skill in:

- HR2-Sa – Coordinating employee training
- HR2-Sb – Identifying quality vendors
- HR2-Sc – Assessing the effectiveness of training

HUMAN RESOURCES OBJECTIVE 3 (HR3)

Promote personal and professional growth through training and education by providing opportunities, financial support and scheduling flexibility for career development.

Knowledge of:

- HR3-Ka – Techniques for ensuring aviation department employee satisfaction with training opportunities, career progression, salary, benefits and record keeping
- HR3-Kb – Individual employee needs for education and/or training
- HR3-Kc – Available types of education and/or training
- HR3-Kd – Company policy
- HR3-Ke – Budgetary limitations
- HR3-Kf – Program evaluation techniques

Skill in:

- HR3-Sa – Determining available and appropriate training programs
- HR3-Sb – Evaluating what type of programs to support
- HR3-Sc – Developing a budget for the training needs of the department
- HR3-Sd – Motivating personnel for career advancement

HUMAN RESOURCES OBJECTIVE 4 (HR4)

Prepare to fill key positions by identifying internal or external candidates and provide the necessary training and growth.

Knowledge of:

- HR4-Ka – Benefits of advance planning and strategies for forecasting staffing needs
- HR4-Kb – How to effectively recruit in the job market using various tools
- HR4-Kc – Company external hiring practices
- HR4-Kd – Background checks
- HR4-Ke – Interview process restrictions
- HR4-Kf – New employee indoctrination programs
- HR4-Kg – Strategies for setting career goals
- HR4-Kh – Orderly staffing transitions and minimal operational disruptions
- HR4-Ki – Necessary training and available growth opportunities
- HR4-Kj – Identifying gaps in training and skill sets
- HR4-Kk – Promotion and succession planning

Skill in:

- HR4-Sa – Identifying the key positions within the aviation department
- HR4-Sb – Monitoring the progress of the key individuals
- HR4-Sc – Forecasting needs
- HR4-Sd – Accessing job market information
- HR4-Se – Screening and interviewing techniques
- HR4-Sf – Developing a plan for promotion and succession

HUMAN RESOURCES OBJECTIVE 5 (HR5)

Maximize employee performance by aligning individual and company goals.

Knowledge of:

- HR5-Ka – Value of various performance evaluation processes.
- HR5-Kb – Strategies for summarizing past performance
- HR5-Kc – Strategies for setting appropriate goals

- HR5-Kd – Performance evaluation techniques
- HR5-Ke – Techniques used for personal and group counseling sessions
- HR5-Kf – Effective performance reviews for individuals and groups
- HR5-Kg – Effective interpersonal skills and conflict resolution techniques

Skill in:

- HR5-Sa – Communicating goals to employees
- HR5-Sb – Developing an employee performance guide
- HR5-Sc – Counseling personnel in individual and group sessions
- HR5-Sd – Conducting effective performance reviews

HUMAN RESOURCES OBJECTIVE 6 (HR6)

Evaluate compensation levels in the aviation department using accepted tools to attract and retain employees.

Knowledge of:

- HR6-Ka – Compensation (wages and benefits) norms of the industry
- HR6-Kb – Methods of compensation
- HR6-Kc – Company policy
- HR6-Kd – Applicable regulations (e.g., DOL, IRS, exempt, nonexempt and contract employees)

Skill in:

- HR6-Sa – Budgeting
- HR6-Sb – Interpreting benchmark studies and regulations
- HR6-Sc – Evaluating and selecting compensations levels

HUMAN RESOURCES OBJECTIVE 7 (HR7)

Develop the ability to respond to employee performance by rewarding or disciplining as appropriate.

Knowledge of:

- HR7-Ka – Employee reward programs
- HR7-Kb – Acceptable performance levels
- HR7-Kc – Motivational theories that work for your employees
- HR7-Kd – Principles of fairness
- HR7-Ke – Discipline and termination procedures
- HR7-Kf – Performance evaluation techniques
- HR7-Kg – Proper establishment and purpose of an aviation department appeal process

Skill in:

- HR7-Sa – Obtaining company acceptance of reward programs
- HR7-Sb – Counseling
- HR7-Sd – Maintaining objectivity and equity
- HR7-Se – Techniques for motivating and empowering aviation department personnel

HUMAN RESOURCES OBJECTIVE 8 (HR8)

Ensure compliance with human resource regulatory requirements and company policies.

Knowledge of:

- HR8-Ka – Documentation systems
- HR8-Kb – Records retention guidelines
- HR8-Kc – Company Policies

- HR8-Kd – Personnel policies that meet OSHA, EEOC, federal, state and local laws
- HR8-Ke – Aviation regulation requirements (e.g., DOT, EPA, DHS, federal, state and local)
- HR8-Kf – Regulatory issues
- HR8-Kg – Pending and/or proposed regulations
- HR8-Kh – Resources for guidance (e.g., HR, law)
- HR8-Ki – Human resources issues
- HR8-Kj – Principles of human resources including equal employment opportunities, salary administration and job descriptions
- HR8-Kk – Industry-accepted practices regarding time-off and retirement issues
- HR8-Kl – Responsibilities of employers/employees regarding discrimination
- HR8-Km – Procedures for addressing substance abuse
- HR8-Kn – Procedures for legally interviewing potential employees

Skill in:

- HR8-Sa – Applying regulations
- HR8-Sb – Maintaining currency on regulations
- HR8-Sc – Maintaining a compliance program
- HR8-Sd – Organizing records
- HR8-Se – Recognizing the needs for guidance on applying policies and regulations
- HR8-Sf – Techniques and procedures for legally interviewing potential employees

HUMAN RESOURCES OBJECTIVE 9 (HR9)

Recognize and understand how human performance is influenced by human factors in all work environments.

Knowledge of:

- HR9-Ka – Recognizing and defining circumstances, conditions and behaviors that impact safe operations
- HR9-Kb – Fatigue countermeasures
- HR9-Kc – Stress mitigation and countermeasures
- HR9-Kd – Human error countermeasures
- HR9-Ke – Circadian rhythm
- HR9-Kf – How norms are created and maintained and how change is made within an organization

Skill in:

- HR9-Sa – Recognizing signs of degraded human performance
- HR9-Sb – Identifying causes of degradation
- HR9-Sc – Identifying signs of individual stress
- HR9-Sd – Identifying work environments conducive to human errors.
- HR9-Se – Creating an environment that reduces fatigue, workload and stress by developing documented policies and procedures
- HR9-Sf – Ensuring correlation between synthetic training and the operational environment

LEADERSHIP

Management issues related to vision, strategic planning, team building, decision making, communication and currency with professional knowledge.

LEADERSHIP OBJECTIVE 1 (L1)

Develop and/or maintain an aviation department vision, mission and values in accordance with the company business plan to ensure understanding and commitment among stakeholders.

Knowledge of:

- L1-Ka – Components of vision, mission and values statements
- L1-Kb – Strategies for writing vision, mission and values statements
- L1-Kc – Company mission and goals
- L1-Kd – Strategies for aligning the aviation department with company goals
- L1-Ke – Aviation department business plan and mission statement that coincides with the overall company vision
- L1-Kf – Aviation department vision, mission and values statement within the concept of a company business plan that is understood by all department personnel
- L1-Kg – Techniques to communicate the vision statement to the aviation department personnel as well as officers and managers outside the department
- L1-Kh – Relationship between members, the aviation department and those external to the aviation department, up to the most senior company officer

Skill in:

- L1-Sa – Communicating with employees as to their role in the overall function of the company
- L1-Sb – Writing vision, mission and values statements
- L1-Sc – Aligning aviation department goals with company goals

LEADERSHIP OBJECTIVE 2 (L2)

Develop goals and strategies consistent with the aviation department vision, mission and values. Analyze current status and trends relative to future needs to align the aviation department with the company's business objectives.

Knowledge of:

- L2-Ka – Strategies for writing goals
- L2-Kb – Components of goal statements
- L2-Kc – Company business plan, goals and objectives
- L2-Kd – Industry standards and trends
- L2-Ke – Methods to optimize overall aviation department asset utilization and efficiency

Skill in:

- L2-Sa – Prioritizing goals
- L2-Sb – Analyzing trends
- L2-Sc – Writing goals
- L2-Sd – Communicating goals internally and externally

LEADERSHIP OBJECTIVE 3 (L3)

Exercise leadership by being a role model, empowering personnel, building effective teams, promoting ethical behavior, encouraging the exchange of information and making sound decisions to achieve aviation department goals and company objectives.

Knowledge of:

- L3-Ka – Qualities of good leaders
- L3-Kb – Differences among ethical, moral and legal behavior

- L3-Kc – Leadership styles and strategies
- L3-Kd – Motivation theory
- L3-Ke – Mentoring strategies
- L3-Kf – Team building strategies
- L3-Kg – Appropriate communication strategies
- L3-Kh – Components of interpersonal communication skills
- L3-Ki – Dynamics of group discussion
- L3-Kj – Changes that take place when an individual transitions into a management role
- L3-Kk – Behavioral styles and their impact on communication
- L3-Kl – Leadership models to understand their respective strengths and weaknesses

Skill in:

- L3-Sa – Making decisions
- L3-Sb – Using appropriate leadership styles
- L3-Sc – Building effective teams
- L3-Sd – Motivational techniques
- L3-Se – Personal and group counseling sessions
- L3-Sf – Giving and receiving feedback
- L3-Sg – Running an effective business meeting

LEADERSHIP OBJECTIVE 4 (L4)

Promote effective verbal and nonverbal communication strategies to engage personnel to enhance performance and understanding at appropriate levels of the aviation department and the company.

Knowledge of:

- L4-Ka – Communication techniques (e.g., oral, written, non-verbal)
- L4-Kb – Communication tools (e.g., e-mail, voice mail, telephone systems, word processing, presentation methods, public speaking)
- L4-Kc – Characteristics and needs of the intended audience
- L4-Kd – Engagement methods
- L4-Ke – Options available to conduct business using the best types of communication and information systems (e.g., video conferencing, internet)
- L4-Kf – Custom vs. commercially available information systems for aviation departments
- L4-Kg – Software that includes word processing, spreadsheets, presentation media and database managers/management
- L4-Kh – Financial and productivity reporting of the aviation department
- L4-Ki – How to justify the functions of a company aviation department using standard computer information systems to develop a financial analysis for senior management
- L4-Kj – Concepts and benefits of constructive feedback
- L4-Kk – Techniques of effective communications including giving and receiving feedback
- L4-Kl – Techniques used to run an effective business meeting
- L4-Km – Techniques of effective communications and facilitation in teams, committees and small groups
- L4-Kn – Dynamics of group discussion in productive business meetings

Skill in:

- L4-Sa – Identifying the appropriate communication techniques and tools
- L4-Sb – Using engagement methods
- L4-Sc – Listening
- L4-Sd – Effective business written communication

- L4-Se – Various speaking circumstances (i.e., impromptu, extemporaneous)
- L4-Sf – Persuasive presentation techniques to sell an idea or concept to a group
- L4-Sg – Effective communications and facilitation in teams, committees and small groups

LEADERSHIP OBJECTIVE 5 (L5)

Enhance professional knowledge using industry resources for personal effectiveness as an aviation department manager.

Knowledge of:

- L5-Ka – Industry resources (e.g., conferences, publications, local, regional and national associations, and legislation)
- L5-Kb – Strategies for evaluating resources available
- L5-Kc – Strategies for identifying personal needs
- L5-Kd – Existing and emerging regulation and legislation
- L5-Ke – Time management strategies
- L5-Kf – Techniques used in complex decision making
- L5-Kg – How to conduct and use role playing sessions
- L5-Kh – Concepts of empowerment, delegation, buying-in, obtaining a consensus, acceptance of change and team motivation

Skill in:

- L5-Sa – Evaluating personal effectiveness and performance
- L5-Sb – Evaluating industry resources
- L5-Sc – Managing time effectively
- L5-Sd – Prioritizing needs and opportunities

LEADERSHIP OBJECTIVE 6 (L6)

Continuously evaluate the effects human factors have on the efficiency, safety and vulnerability of the aviation department.

Knowledge of:

- L6-Ka – Human factors (HF) as they relate to crew resource management (CRM), maintenance resource management (MRM) and dispatch resource management (DRM) principles
- L6-Kb – Similarities and differences between MRM, CRM and DRM
- L6-Kc – Work and task environments applicable to flight operations, maintenance, dispatch and other organizational functional areas
- L6-Kd – Causes and effects of human error
- L6-Ke – Effect of life events on human behaviors and performance such as: operator behavior, behavioral patterns, cognitive processes, perceptions, motor control, etc.
- L6-Kf – Effect of system design on humans to include displays and controls, space and layout, ergonomics, tool design, computer interface
- L6-Kg – Effect of environmental factors on human performance such as illumination, noise, vibration, external and internal operating conditions, etc.
- L6-Kh – How to use human, technical and communication resources safely and effectively
- L6-Ki – How to promote and maintain a culture of safety in the organization through specific, individual actions
- L6-Kj – How to reinforce an organizational philosophy in which all members are oriented toward error-free performance
- L6-Kk – Error and risk management practices and procedures

Skill in:

- L6-Sa – Identifying resource management principles and relating them directly to operational issues
- L6-Sb – Evaluating and identifying training needs for the department in the area of resource management
- L6-Sc – Developing policies, procedures, checks and manuals that integrate resource management principles and practices

- L6-Sd – Recognizing and working with diverse personalities and operating styles
- L6-Se – Demonstrating leadership through communication, decision-making, conflict resolution and problem solving skills through use of inquiry, advocacy and assertion
- L6-Sf – Communicating the value for human factors training programs to upper management
- L6-Sg – Creating and modeling an atmosphere that fosters good communications and resource management practices
- L6-Sh – Identifying, assessing and influencing the safety culture
- L6-Si – Observing behaviors to provide proper feedback to employees

LEADERSHIP OBJECTIVE 7 (L7)

Understand, develop and implement a safety management system (SMS).

Knowledge of:

- L7-Ka – Principles of a safety management system (SMS)
- L7-Kb – Purpose and essential contents of a safety policy
- L7-Kc – Techniques for planning and measuring safety performance
- L7-Kd – Techniques for identifying hazards and evaluating and managing risks
- L7-Ke – Techniques for ensuring that personnel are trained and competent to perform their duties
- L7-Kf – Techniques for proactive internal reporting and analysis of hazards, incidents and accidents, and for taking corrective measures to prevent their recurrence
- L7-Kg – How to document all the SMS processes
- L7-Kh – Techniques for conducting periodic reviews or audits of the SMS processes

Skill in:

- L7-Sa – Implementing a safety management system (SMS)
- L7-Sb – Effectively conducting an operational safety assessment
- L7-Sc – Identifying and analyzing hazards
- L7-Sd – Developing effective risk mitigation strategies
- L7-Se – Promoting safety information within the organization

OPERATIONS

Management issues related to the operation of aircraft to ensure safe and efficient service.

OPERATIONS OBJECTIVE 1 (OPS1)

Develop and maintain a system of standard operating procedures (SOPs) for aviation departments using manufacturer's specifications, regulations and accepted industry practices.

Knowledge of:

- Ops 1-Ka – Aviation department standard operating procedures
- Ops1-Kb – Original equipment manufacturer operating requirements
- Ops1-Kc – Domestic and international operations
- Ops1-Kd – Principles of a safety management system including risk assessment
- Ops1-Ke – Food safety practices and certification requirements
- Ops1-Kf – Food safety handling programs
- Ops1-Kg – Aligning the flight operations manual with company policies
- Ops1-Kh – Basic principles required in an effective aviation department operations manual
- Ops1-Ki – Hazardous materials regulatory principles

Skill in:

- Ops1-Sa – Communicating effectively the use of standard operating procedures
- Ops1-Sb – Developing standard operating procedures
- Ops1-Sc – Ensuring standard operating procedures compliance

OPERATIONS OBJECTIVE 2 (OPS2)

Ensure that essential scheduling and dispatch procedures are in place to conduct safe and efficient flight.

Knowledge of:

- Ops2-Ka – Dispatch concepts for scheduling and coordinating events, managing duty cycles including days off work, minimizing deadhead flight and maximizing personnel utilization
- Ops2-Kb – Complexities and interrelations involved with crew scheduling for flexibility, morale, crew rest and maximum crew utilization
- Ops2-Kc – Evaluation, auditing and selection process of supplemental lift options
- Ops2-Kd – Basic issues of passenger (customer) satisfaction including but not limited to reliability, service, catering, baggage, scheduling, benchmarking and customer profiles
- Ops2-Ke – Current domestic and international regulations pertaining to flight scheduling such as personal use reporting (SIFL – Standard Industry Fare Level), passenger reporting (APIS – Advance Passenger Information System) and other customs declarations
- Ops2-Kf – Crew certification, compliance and availability
- Ops2-Kg – Aircraft certification, compliance, reliability and related availability
- Ops2-Kh Weather forecasts and their effect on the mission
- Ops2-Ki – Organizational administration/support function
- Ops2-Kj – Fuel cost analysis
- Ops2-Kk – Scheduling software resources and functionality
- Ops2-Kl – Contract negotiation (e.g., hotel, fuel, ground transportation, catering)
- Ops2-Km – Structure and operation of the National Airspace System (NAS) and concepts of traffic flow management (TFM), (e.g., NBAA GA Desk)

Skill in:

- Ops2-Sa – Operating computers
- Ops2-Sb – Applicable software programs
- Ops2-Sc – Interpersonal relations
- Ops2-Sd – Coordinating specialized company events
- Ops2-Se – Minimizing deadhead flights
- Ops2-Sf – Optimizing scheduling efficiency
- Ops2-Sg – Reducing travel expenditures
- Ops2-Sh – Selecting and communicating effectively with fixed-base operators and vendors
- Ops2-Si – Adhering to domestic and international trip planning requirements
- Ops2-Sj – Reducing delays caused by constrained ground and air operations

OPERATIONS OBJECTIVE 3 (OPS3)

Develop the knowledge and understanding to establish a record-keeping system to document regulatory compliance and initiate appropriate action.

Knowledge of:

- Ops3-Ka – Record-keeping techniques and systems
- Ops3-Kb – Data analysis techniques
- Ops3-Kc – Industry standards and practices

- Ops3-Kd – Audit requirements
- Ops3-Ke – Regulatory issues, compliance and their impact on operations
- Ops3-Kf – Aviation department regulation requirements (e.g., FAR, DOT, DHS, OSHA, IRS, EEOC, FCC, EPA, ICAO – Chicago Convention, Annex 2, 6, 9, federal, state, local laws)

Skill in:

- Ops3-Sa – Analyzing data, determining relevance and applying appropriate compliance
- Ops3-Sb – Monitoring regulatory changes to guarantee continued compliance
- Ops3-Sc – Understanding the principles of dispatch/crew/technical interrelations to carry-out appropriate corrective action
- Ops3-Sd – Updating records on a continuous basis
- Ops3-Se – Non-regulatory compliance recognition

OPERATIONS OBJECTIVE 4 (OPS4)

Understand the safety component of International Standard for Business Aircraft Operations (IS-BAO).

Knowledge of:

- Ops4-Ka – International Standard for Business Aircraft Operations (IS-BAO)
- Ops4-Kb – Safety programs and the tools to implement them
- Ops4-Kc – Risk assessment principles and tools
- Ops4-Kd – Safety management systems (SMS)
- Ops4-Ke – Regulatory principles surrounding carrying hazardous materials on an aircraft
- Ops4-Kf – Key areas of a safety audit
- Ops4-Kg – Key points of developing a safety committee
- Ops4-Kh – Key points of developing an accident/incident tracking system

Skill in:

- Ops4-Sa – Establishing an aviation safety program
- Ops4-Sb – Applying the basic principles of the International Standard for Business Aircraft Operations (IS-BAO)
- Ops4-Sc – Applying techniques that can make safety a paramount part of the company safety culture using risk assessment
- Ops4-Sd – Aligning company and aviation department policies with the flight operations manual
- Ops4-Se – Developing a quality assurance program for an aviation department

OPERATIONS OBJECTIVE 5 (OPS5)

Plan, develop and implement aviation emergency plans with consideration for organizational and community procedures.

Knowledge of:

- Ops5-Ka – Disaster recovery plan
- Ops5-Kb – Emergency planning
- Ops5-Kc – Hazardous material response
- Ops5-Kd – Family assistance plan

Skill in:

- Ops5-Sa – Developing a sample emergency plan
- Ops5-Sb – Developing sample flight department procedures to handle various types of hazardous material incidents
- Ops5-Sc – Developing a public relations response in coordination with the emergency plan
- Ops5-Sd – Implementing disaster and safety plans

TECHNICAL AND FACILITIES SERVICES

Management issues related to aircraft, facilities and ground support equipment.

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 1 (T1)

Implement a system of standard operating procedures for ground operations in accordance with accepted industry standards and practices to ensure safety for passengers and employees.

Knowledge of:

- T1-Ka – Safety best practices
- T1-Kb – Applicable safety regulations
- T1-Kc – Accident/incident tracking system
- T1-Kd – Emergency preparedness plan
- T1-Ke – Disaster recovery plan
- T1-Lf – Standard auditing techniques
- T1-Kg – Sources for aircraft-specific information
- T1-Kh – Process used to establish an organizational facilities/maintenance function
- T1-Ki – Food safety practices and certification requirements

Skill in:

- T1-Sa – Communicating effectively
- T1-Sb – Identifying the characteristics and needs of the intended audience(s)
- T1-Sc – Implementing disaster and safety plans
- T1-Sd – Applying techniques and resources that can make safety a paramount part of the company safety culture using risk assessment
- T1-Se – Developing a plan for periodic internal and/or external safety audits

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 2 (T2)

Maintain aircraft and installed components in accordance with manufacturer's specifications and pertinent regulations to provide safe, secure and efficient transportation of passengers and products.

Knowledge of:

- T2-Ka – Applicable documents
- T2-Kb – Standard operating procedures and practices
- T2-Kc – General aircraft systems knowledge
- T2-Kd – Common maintenance control procedures for inspections, repairs and prevention measures, including options for computerized maintenance programs
- T2-Ke – Manufacturer's specifications and practices
- T2-Kf – Manufacturer's product information systems and methods
- T2-Kg – Applicable airworthiness programs
- T2-Kh – Aviation department regulation requirements (e.g., FAR, DOT, DHS, OSHA, IRS, EEOC, FCC, EPA, ICAO – Chicago Convention, Annex 2, 6, 9, federal, state and local laws)

Skill in:

- T2-Sa – Selection and implementation of documents, procedures and practices
- T2-Sb – Determining the appropriate regulatory requirements
- T2-Sc – Determining the appropriate airworthiness program

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 3 (T3)

Maintain emergency equipment in accordance with manufacturer's specifications and pertinent regulations to ensure reliability, effective service and responsiveness in an emergency.

Knowledge of:

- T3-Ka – Types of emergencies
- T3-Kb – Facility emergency plans
- T3-Kc – Characteristics and functions of general health, safety and emergency equipment and systems
- T3-Kd – Regulations surrounding the use of emergency equipment and systems
- T3-Ke – Available equipment and options
- T3-Kf – Applicable documents
- T3-Kg – Standard operating procedures and practices
- T3-Kh – Common maintenance control procedures for inspections, repairs and prevention measures, including options for computerized maintenance programs
- T3-Ki – Manufacturer's specifications and practices

Skill in:

- T3-Sa – Selecting appropriate health, safety and emergency equipment
- T3-Sb – Implementing emergency response systems
- T3-Sc – Procuring, tracking and maintaining emergency equipment
- T3-Sd – Communicating emergency procedures
- T3-Se – Developing emergency response plans
- T3-Sf – Developing training and testing programs for emergency equipment and plans
- T3-Sg – Documenting regulatory and inspection compliance

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 4 (T4)

Maintain cabin information systems and passenger service items in accordance with manufacturer's specifications and pertinent regulations to ensure reliability, comfort and effective service.

Knowledge of:

- T4-Ka – Customer characteristics, desires and needs
- T4-Kb – Passenger service components
- T4-Kc – Basic operational capabilities of the equipment and aircraft limitations
- T4-Kd – Equipment and how it is used in various environments
- T4-Ke – Options available to conduct business using the best types of communication and information systems (e.g., video conferencing, internet)
- T4-Kf – Cabin security protocols
- T4-Kg – Applicable documents
- T4-Kh – Standard operating procedures and practices
- T4-Ki – Applicable regulation requirements

Skill in:

- T4-Sa – Identifying the characteristics and needs of the audience
- T4-Sb – Ensuring the correct selection and implementation of documents, procedures and practices
- T4-Sc – Working within the regulatory environment
- T4-Sd – Communicating the limits of the aircraft and equipment
- T4-Se – Communicating the characteristics and performance of information systems and cabin service components

TECHNICAL AND FACILITIES SERVICES OBJECTIVE (T5)

Maintain aircraft spares, supplies and other inventories by following appropriate regulations and industry practices required to provide safe, available, reliable and efficient service.

Knowledge of:

- T5-Ka – Aircraft maintenance requirements
- T5-Kb – Applicable documents and available resources
- T5-Kc – Standard operating procedures and practices
- T5-Kd – Standard inventory control procedures
- T5-Ke – Concepts of maintenance inventory control
- T5-Kf – Available inventory control packages, systems and tools
- T5-Kg – Shipping, receiving, securing and storing regulations and requirements
- T5-Kh – Manufacturer's product information systems, specifications and practices
- T5-Ki – Company procurement practices and financial constraints
- T5-Kj – Sources of certified, quality essential spares

Skill in:

- T5-Sa – Inventory control
- T5-Sb – Fiscal management
- T5-Sc – Negotiating prices and contracts
- T5-Sd – Forecasting needs
- T5-Se – Scheduling maintenance
- T5-Sf – Maintaining secure systems
- T5-Sg – Communicating aircraft downtime

TECHNICAL AND FACILITIES SERVICES OBJECTIVE (T6)

Apply security procedures in accordance with regulations, airport requirements and company policies to provide a secure environment for passengers, employees and assets.

Knowledge of:

- T6-Ka – Security programs and systems to include hardware, software, policies and procedures
- T6-Kb – Company security requirements
- T6-Kc – Airport security requirements
- T6-Kd – Passenger security requirements
- T6-Ke – Operational security to include information, facilities and aircraft
- T6-Kf – International equipment and personal security issues
- T6-Kg – Applicable DHS, DOT, FAA, FBI and TSA regulations

Skill in:

- T6-Sa – Analyzing security risks
- T6-Sb – Managing risk
- T6-Sc – Selection of security procedures
- T6-Sd – Developing and implementing a security program
- T6-Se – Maintaining security programs

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 7 (T7)

Contract with qualified vendors and service providers using accepted business practices to procure needed services, equipment and supplies for the department.

Knowledge of:

- T7-Ka – Needed services, equipment and supplies
- T7-Kb – Fair bidding practices
- T7-Kc – Company procurement practices
- T7-Kd – Accepted industry business practices
- T7-Ke – Pricing levels and structures
- T7-Kf – Selecting qualified vendors
- T7-Kg – Contract aircraft maintenance programs
- T7-Kh – Negotiation strategies and contract law

Skill in:

- T7-Sa – Qualifying vendors
- T7-Sb – Negotiating contracts
- T7-Sc – Analyzing and drafting contracts
- T7-Sd – Evaluating options for outsourcing maintenance, overhaul and modification functions
- T7-Se – Developing procedures for maintaining a reputable vendor base for aviation department purchases

TECHNICAL AND FACILITIES SERVICES OBJECTIVE 8 (T8)

Standardize operating procedures by requiring uniform practices and procedures for quality maintenance service.

Knowledge of:

- T8-Ka – Basic principles required in an effective aviation department maintenance manual
- T8-Kb – Management of maintenance resources
- T8-Kc – Human factors in maintenance resources management
- T8-Kd – Training requirements, pay standards and work environments
- T8-Ke – Basic issues of passenger satisfaction regarding reliability, service, catering, baggage, scheduling, benchmarking and passenger profiles
- T8-Kf – Accepted standardization techniques and operating procedures
- T8-Kg – Regulations, standard practices and accepted procedures
- T8-Kh – Aviation regulation requirements (e.g., FAR, DHS, DOT, OSHA, IRS, EEOC, FCC, EPA, ICAO – Chicago Convention, Annex 2, 6, 9, federal, state and local laws)

Skill in:

- T8-Sa – Communicating standards to the aviation department
- T8-Sb – Monitoring compliance
- T8-Sc – Developing standard operating procedures
- T8-Sd) Implementing standard operating procedures

ABOUT NBAA

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The Association represents more than 8,000 Member Companies of all sizes and located across the country. NBAA provides more than 100 products and services to the business aviation community, including the NBAA Annual Meeting & Convention, the world's largest civil aviation trade show. Learn more at www.nbaa.org.