

AVIATION BUSINESS JOURNAL

OFFICIAL PUBLICATION OF THE NATIONAL AIR TRANSPORTATION ASSOCIATION

3rd Quarter 2011

World Fuel Services Corporation

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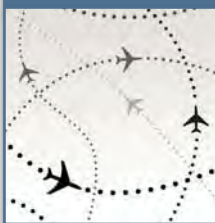
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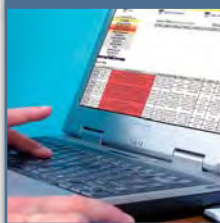
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3rd Quarter 2011

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"This issue's cover artwork is symbolic of World Fuel Services Corporation's three business segments — aviation, marine and land. The blurred effect reinforces the company's fast-moving pace and rapid growth story," said a representative from World Fuel Services. Read more about World Fuel Services Corporation starting on page 38.

Avoid A Training Credit Crisis

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By Lindsey C. McFarren

A hot topic is the legality of transferring or giving credit for pilot training from one air carrier to another. Here's an example: The Part 135 air carrier for which you work hires Fred, a Falcon 50 pilot. In fact, you're going to put him through your company indoctrination class and schedule him for a trip next week. But wait a minute! How much of Fred's training and checking is really relevant to your operation?

2011 Air Charter Summit Provides Guidance on Key Issues

32

This year's Summit included a robust agenda with issues that touched on all facets of the Part 135 and fractional program management communities. Popular sessions featured advice on how to protect your business against clawbacks in bankruptcy proceedings and a forum with the FAA Part 135 Branch where several industry hot topics were discussed, including the transfer of pilot training between operators and the use of iPads by flight crews. Each Summit session is summarized.

World Fuel Services

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By Paul Seidenman & David J. Spanovich

When World Fuel Services (WFS) Corporation acquired fuel suppliers The Hiller Group, and Western Petroleum Company in 2010, as well as the Ascent Aviation Group in April of this year, the Miami headquartered company raised its bet on the future of general aviation, and especially the world of business aircraft operations.

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How to Fire Your Airport Manager

By James K. Coyne

Let me begin with a cordial reminder to all my airport manager friends that this commentary is not about you. You know who you are — and aviation businesses need more people like you helping us build a strong air transportation system. But for the rest of you, this article's headline reflects our collective concern that, frankly, we don't seem to be on the same team.

Jack Welch, GE's iconic chairman for over 20 years, was famous for a management philosophy that encouraged GE managers to fire one subordinate out of ten every year. Donald Trump has taken his "You're fired!" message and turned it into a virtual trademark. Suffice it to say, the private sector is filled with managers who know how to use a pink slip. The public sector is a different story.

Every airport is unique, but all management problems fall under common headings — what I call the three perils of unprofessionalism: a Paucity of Purpose, Pretend Partnerships, and Procedural Pettiness. Sometimes these management flaws stem from a confused political structure or an airport commission that has an agenda all its own.

In a few cases, the airport manager is as much a victim as the aviation businesses that are his tenants. But most managers have the power and independence to set their own course — sometimes with disastrous results.

Their greatest mistake is to simply misunderstand what their job is and how it relates to the fundamental purpose of a public airport. Airports exist (and justly get billions of dollars in federal grants) in order to promote the economic well-being of their community. They generate jobs, create wealth, support the delivery of a wide variety of critical services, improve the economic efficiency of virtually every local enterprise, and bring direct and indirect benefits to the entire citizenry.

They are not just a big piece of real estate with runways, hangars, tenants, and the occasional airplane taking off. They are not merely places to board an airliner. They are not just a 'department' of the sponsoring political unit. They are not a clubhouse for a collection of aircraft owners. They are not just a big interchange and parking lot that connects cars with highways in the sky.

They are much more. Airports are most communities' largest and most



valuable public investment — the one that can (or should) play the biggest role in promoting long-lasting economic development and growth in the surrounding region. Your airport is your town's most important connection to the world!

Many airport managers can't see this big picture. For them, it's just a question of keeping the political higher-ups off their backs, keeping the grass mowed and the snow plowed, and learning to say "no" to anything that looks like a new idea. They see their job as a caretaker — and the thought of taking any steps in a new direction is terrifying. Others are just real estate managers, like superintendents of a big shopping mall, whose job is to collect rents, maintain security, and paint the lines in the parking lot. These managers don't understand the many facets of aviation and simply don't belong at an airport.

Another critical test of a good airport manager is in the partnerships he or she creates. Each manager, like the airport itself, sits at the center of scores of external relationships that collectively add value to the airport

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President's Message

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and its users. Foremost among these potential partners are the aviation businesses at the airport. The manager's job is to work with these companies to foster economic activity at the airport — not to just send them a bill every month.

Other partnerships can be just as important — with the state and federal aviation funding entities, with Congress, ATC providers, aviation organizations, economic development officials, hospitals, universities, major corporations, local entrepreneurs, and many, many more. Unfortunately, some airport managers only give lip service to these potential partners. For them, it is all about their career, their compensation package, and their little empire. An effective manager leverages his resources through the creation of true public-private partnerships. More importantly, he knows that a successful airport needs successful and profitable aviation partners. Without them, it's hard to justify his salary.

Perhaps the greatest peril an airport faces is the threat of becoming a bureaucracy, and only a good manager can prevent this from happening. It's the curse of the public sector, of course, and aviation endures more than its share with the mind-numbing organizational inefficiencies at many of the federal agencies with whom we interact, but many great airports are run with the kind of customer-friendly policies and procedures that can cut through miles of red tape. Sadly, however, many airport managers succumb to the temptations of bureaucracy and turn into petty

tyrants. The symptoms are familiar: lots of unproductive meetings, endless delays, piles of paperwork, and a dearth of decision-making. These managers don't really manage at all, they just shuffle.

So take out a report card and grade your airport manager. Does he or she understand the true scope of the job and have a vision to match it? Does the airport build partnerships that produce results — and are they work-



ing to increase economic activity and promote profitable enterprises in and around the airport? Does the airport manager understand that bureaucracies stifle innovation, creativity, and growth? If not, it's time for an engine overhaul at your airport.

Firing an airport manager is an art unto itself, but if properly accomplished, it may be the best thing that ever happened at your airport. A proactive manager who understands his mission and is willing to build effective, productive partnerships with those who want to help can transform any airport. All it takes is finding the right man or woman and persuading

the airport community that it's time for a change.

Every airport, of course, has its own procedures and political paths that determine how and when a manager is replaced. It's usually best to present a convincing case for change, rather than attack the incumbent's shortcomings. Building an alliance of disaffected aviation interests and supportive business groups is a good first step, followed by an independent effort to identify some attractive new candidates for the position. A broad review of the airport's financial position and prospects can provide further arguments for a change of leadership. Remember that you're entitled to see all relevant airport documents.

After you've built your alliance, found some candidates, and created a plan of attack, move quickly to build public support for your campaign. Emphasize how valuable the airport is and how much more it could bring to your community, if only it was well managed. Show how the existing bureaucracy is limiting investment and innovation at the airport. Present a new vision of your airport as an engine of growth for your region.

If you are successful and can replace a worn out manager with a new, energetic and visionary leader, your airport can achieve its real potential, giving the businesses and leaders of your home town new opportunities for expansion, innovation, and job development. If that's the kind of change your airport needs, grab the bull by the horns and go for it, before it's too late. **A**



Should Ground Handling Companies "Opt-In" to Federal Regulation?

By Eric R. Byer



During the May 17, 2011, NATA Airline Services Council (NATA ASC) meeting, an interesting discussion took place as to whether ground handling companies should be permitted to become regulated parties under the Transportation Security Administration (TSA) and the Federal Aviation Administration (FAA). I have always marveled at how both federal agencies have treated FBOs and airline services companies as "non-regulated" entities under their respective regulatory framework.

There are FBOs and airline services companies at all 450 or so Part 1542 commercial airports in this country. Each of these companies has from a few employees to hundreds of employees working within the confines of the airport operations areas or security identification display areas. And each employee of these companies has undergone the same background check, security threat assessment and badging process as employees of the airports themselves and the various Part 121 air carriers that conduct operations from those airports. Yet, despite their active participation in ensuring proper security at our airports, these FBOs and airline services companies are largely left in the dark when new security protocols are implemented. Should FBOs and airline services companies become regulated by the TSA and the FAA to be full participants in the system?

In the discussion of this issue, many May NATA ASC meeting attendees pointed out that being under the regulated arm of the federal government would allow companies direct access to security information that is otherwise kept from ground handling companies. Whether these companies are handling baggage, fueling, or catering, their personnel are usually the first to come into contact with commercial aircraft. They are one of the first lines of defense at a Part 1542 commercial airport. However, whether it is a security directive

issued by the TSA or a local change to security procedures by the airport's federal security director, FBOs and airline services companies seem to be one of the last groups to learn of these changes. FBOs and airline services companies learn of security changes second-hand from the air carrier's security program that they operate under or from the FSD/airport. Ironically, a number of federal agencies fine ground handling companies for not complying with security changes (of which those companies may not be aware because no one told them).

Among the potential benefits of federal regulation discussed would be access to the various web boards that have been established by the TSA for regulated parties (cargo, airports, airlines, and TFSSP), direct war risk insurance coverage and direct contact with TSA officials who often are not willing to discuss security matters because ground handling companies are "non-regulated" in the eyes of the attorneys at the TSA, the FAA and other federal agencies.

Of course, there are obvious drawbacks to this potential change. First and foremost is the increase in regulatory compliance hassle and paperwork inherent in dealing with the TSA, the FAA, Customs and Border Protection, and other federal agencies. We have not heard much from the Feds themselves as to how keen they are on this topic. Some folks with whom I have spoken at the TSA and the FAA see the potential upside as appropriately including ground handling employees under the regulatory framework of the TSA and the FAA since they undergo the same badging process as other regulated parties. However, these same folks also say that current staffing and resources are limited and that any potential regulatory change would have to be approved by Congress. Some have raised the idea of conducting a study or developing a program of five or more airports where ground handlers

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Inside Washington

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could participate. Which raises the question asked by many: Should any change be mandatory or voluntary?

Another significant drawback would be regulatory creep. If FBOs and ground handling businesses at Part 1542 airports are regulated, efforts to regulate these businesses nationwide could follow. Is getting a seat at the table for Part 1542 airport security matters worth starting down what may be a very slippery slope for the entire industry?

However you may side on the topic, one thing is clear: careful consideration must be given to determining if it is in the best interest of those ground handling companies serving Part 1542 commercial airports to become regulated entities.

I'd like to hear what you, our NATA members, think about this issue. Let me know your viewpoint, pro or con, at ebyer@nata.aero. **A**



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NATA Responds to President Obama's June 29 Comments

NATA's response to President Obama's degrading remarks regarding business aviation in a June 29, 2011 press conference was swift and delivered in many forms.

NATA immediately released the following press release and blog post. In addition, NATA President and CEO James K. Coyne appeared on Fox News *America Live* on July 7th. His response was also featured in many publications, including *Daily Caller*, *AIN Online*, *Aviation Week*, *Airport Business*, and *Frederick News Post*.

NATA Responds to Obama's Disparaging Comments on GA

June 29, 2011 - Press Release

National Air Transportation Association (NATA) President and Chief Executive Officer James K. Coyne, on behalf of NATA's 2,000 member companies, is appalled by President Barack Obama's attacks on general aviation during a press conference today. The president stated that the White House is going to push to eliminate or scale back a series of tax deductions, including tax depreciation schedules for general aviation airplanes, in hopes of raising as much as \$400 billion in new revenue over ten years.

"President Obama has repeatedly degraded the value of general aviation to our nation's economy. This time, he does so a day after appearing at an American aircraft manufacturing facility to promote job growth," Coyne stated.

Coyne added, "It is perplexing why the president continues to bash an industry that is responsible for thousands of manufacturing, maintenance and service jobs."

"The president's comments before a national audience could weaken consumer confidence in general aviation

utilization at a time when economic indicators are demonstrating that the community is finally starting to recover from the recession," Coyne concluded. The president should instead promote the many vital contributions of the general aviation industry to the U.S. economy.

Corporate Aircraft Bashing Déjà vu a.k.a. the Flip-Flop-Flip

June 29, 2011- Inside Washington Blog post by Eric R. Byer, NATA Vice President

Today we witnessed another bashing of corporate aircraft by the President of the United States. Ring a bell? Three years ago the president repeatedly bashed corporate aircraft (after the Big 3 auto manufacturer executives flew into town asking for a federal bailout in 2008) and the general aviation industry was sent into an economic tailspin that we still have yet to recover from. Did the president cause this economic tailspin in totality? No. Did he exacerbate the downturn? You bet.

So here we are again witnessing corporate aircraft bashing déjà vu. And, can our industry withstand another economic tailspin? Let's not even go there.

Instead, let's address the president's blatant disregard for the facts and for his own prior actions. He got up before the White House Press Corps today to air his grievances on all things important to the "inside the beltway" crowd and turned into America's greatest hypocrite by stating that tax breaks for corporate aircraft operators are "sacred cows" that we must do away with. Well, just yesterday the president was in an Iowa factory praising the good work done by those employees. Perhaps the president was unaware that this

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Obama's Remarks

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very factory produces, wait for it, aircraft parts! Or, maybe he just hopes you are unaware. And, not all that long ago, September 27, 2010 to be exact, this very same White House was trumpeting the fact that the president signed legislation to extend bonus depreciation (which was a request in the president's own budget) for business purchases of things like aircraft.

So, let's see where we are. . . 2008 Corporate Aviation is bad, September 2010 it's okay, yesterday it was okay, but today it's back to being bad. Flip, flop, flip. (Hope you can all keep up because I'm getting tired of following this particular bouncing ball.)

I wish the president would take a moment to grasp the number of people whose jobs he may well jeopardize when he bashes aviation. Just a few words in front of a national audience can close corporate flight departments and result in significant declines in business for maintenance facilities, aircraft components shops, aircraft manufacturers, FBOs, aviation management companies, rental car companies, hotels, restaurants and dozens of other businesses directly or indirectly involved with general aviation. Think for just a moment about how many good, hard working people lost their jobs when the Big 3 auto companies shed their aircraft and flight departments.

And specific to the topic at hand today, bonus depreciation for certain acquisitions, I'm at a loss to figure out why this is being made out to be an atrocity and "loophole" for corporations. How can this be a loophole if it was done on purpose? Every tangible asset a company buys is depreciated. Be it a desk, delivery truck or airplane...each is depreciated according to a defined schedule. The only thing that bonus depreciation legislation does is alter that schedule to be shorter. Oh, the humanity! So why the attack on aircraft bought under the bonus depreciation law, the law the president signed and endorsed last September, without any concern toward other corporate assets that are also benefiting from the accelerated schedule? I am not entirely sure who is briefing you on this subject, Mr. President, but I beg of you to step back and look at all the jobs you are threatening with your words. The general aviation industry employs 1.2 million people and provides \$150 billion in revenue each year. If closing this "supposed" tax loophole (you know, the one you endorsed last year) and lengthening the depreciation schedules for general aviation aircraft is the saving

grace towards resolving our national debt, then we all need to get a refresher course in Economics 101.

I encourage all of our members to call the White House today to tell President Obama to stop bashing corporate aircraft and the general aviation industry. Otherwise, he may push one of the last, best, US-dominated industries right to the brink and take millions of middle class jobs right along with it.

Editor's Note: To catch up with other NATA blog posts or keep up with new posts, visit the homepage at www.nata.aero. Recent posts include: "It Just Wouldn't be a Day in the Life..." on The Bergen Record columnist Mike Kelly's commentary on Teterboro Airport, "Inside the Beltway and the Great State of California...Perfectly Inept Together", and "It's Time for Airports to Embrace Private Sector Initiative". **A**



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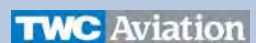
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The Air Charter Safety Foundation (ACSF) is a nonprofit entity that was established by aviation industry leaders to promote safety among charter operators and fractional managers. Additionally, ACSF has set the most robust audit standard for 135 operators and 91K managers. The ACSF **Industry Audit Standard** is the only audit standard designed to specifically evaluate both compliance with FAA regulations and its establishment of a proactive Safety Management System. Leading independent audit companies employ the standard during their audit process and ACSF, as the entity that sets the standard, reviews and verifies the results of each independent audit. Those aircraft providers meeting the IAS requirements are then listed in ACSF's IAS Operator Registry. **Look for the ACSF registered seal anytime you plan to use a charter operator or fractionally owned aircraft.**

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Employee Engagement

in the Business and General Aviation Industry

By Christine Hill, ServiceElements



Our industry is grappling with one of the most challenging economic storms in history. Many leaders have expressed concern* they are focusing on just keeping their companies together, and employees are apprehensive of what the future may hold for them.

In a time when jobs are hard to come by and employees with jobs are unlikely to jump ship, employee engagement can be the difference between surviving the storm or not—for employees, leadership and the organization. The time for focusing on employee engagement has arrived both from a personal perspective and a top strategic business objective.

What is Employee Engagement?

The term “employee engagement” means different things to different people and organizations. Employee engagement is defined as **the emotional attachment between an employee and his/her workplace** in ServiceElements workshops and among other organizational development practitioners. In these workshops, individuals are given an assessment that helps place them in a category of engagement as follows:

Engaged – Works with passion and feels a profound connection (alignment of values, goals and aspirations) to their organization.

Non Engaged – Does what is expected.

Actively Disengaged –

Unhappy and busy acting out their unhappiness.

An employee’s engagement and job performance are connected and greatly influenced by how he/she feels about:

- the work itself
- co-workers
- managers
- resources available to perform job duties

It is easy enough for us to envision what an **engaged employee** might be doing at work. He is passionate about the job he is doing and understands the value that his organization brings to the world. The engaged employee also really understands how his job fits into the greater

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Employee Engagement

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organization. The foundation for engagement is in believing that what he does is meaningful.

At the opposite end of the spectrum, it might be equally easy to visualize an **actively disengaged employee**. This is the employee who may be a “problem” or a “misplaced” employee. She has negative feelings and attitudes and most likely has problems getting along with other people. She may not perform to her potential simply because of boredom or fatigue. The actively disengaged employee is in a rut. People who do not seek new learning opportunities, either within the organization or a professional association, could also quickly become problem employees. These individuals could be experiencing serious problems (personal or otherwise) or may not have found a job that fits their talents.

The **disengaged employee** is much harder to spot than the previous two descriptions. This employee is doing what is expected of him, but nothing more. He clocks in at the requested time; puts in the requested hours; fulfills the requested job requirements; but offers nothing more. This employee will not go over and above to build a relationship with co-workers or customers. The disengaged employee is disconnected from organizational priorities, often feels underutilized and is clearly not getting what he needs from work. He is likely to be skeptical and can indulge in contagious negativity. He may be collecting a paycheck while complaining or looking for his next job. If the organization does not deal with him,

other engaged employees may have to work harder and may grow resentful.

Employee Trends

The Employee Engagement Report (2011 Blessing White, Inc.), found that fewer than one in three employees are engaged. And Gallup’s engagement ratio of the average working population of “engaged” to “actively disengaged” employees is nearly 2:1 with a mere 33% of employees being engaged. Within the U.S. workforce, Gallup estimates this cost to the bottom line to be more than \$300 billion in lost productivity.

Businesses in the top quarter of employee engagement have:

- 12% higher customer advocacy
- 18% higher productivity

Businesses in the bottom quarter of employee engagement have:

- 31-51% more turnover
- 62% more accidents (not an option in aviation!)

The top reason given for being engaged at work is that engaged employees “stay for what they **give**,” meaning they like their work and are able to contribute. Actively disengaged employees stay for what they **get**, such as a secure job in an unfavorable employment market, a desirable salary or bonus, favorable job conditions or career advancement.

The Business and General Aviation (B&GA) industry is unique from other industries in several ways. Most people who work in this industry are in it because they feel a strong admiration for airplanes, flying, and all things aviation. This could be advantageous for B&GA

Engaged

Works with passion and feels a profound connection (alignment of values, goals and aspirations) to their organization.

Non Engaged

Does what is expected.

Actively Disengaged

Unhappy and busy acting out their unhappiness.

organizations in attracting engaged employees. But it is important for aviation leaders not to be complacent and hope that employees will remain in a state of engagement. Executives must create a work environment that drives high performance. Engagement is not just about what employees feel; it is about what they can accomplish every day.

How-to Boost Employee Engagement in the Workplace

Some things individual employees can do to remain personally engaged include:

- Link work to a larger purpose
- Act in alignment with the organization’s core values or guiding principles

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Employee Engagement

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- Communicate honestly
- Build relationships
- Appreciate team dynamics (understand different personalities)

Here are some additional things leaders can do to motivate and retain engaged employees:

- Create a work environment that drives high performance (leaders)
- Facilitate engagement through coaching (leaders)
- Know the employee's point of view on job satisfaction and personal success (or make sure their manager is aware of it) (leaders)
- Demonstrate your support (leaders)

- Hold managers accountable for development and results (leaders)
- Provide career development and training opportunities (leaders)

When they feel connected emotionally and socially, engaged employees want their organizations to succeed. A few companies have cracked the code and delivered stellar business performance because of higher engagement and well-executed business strategies. There is a correlation between employee engagement and financial performance that has been publicized in the business press and is increasingly popular as metrics of success in annual reports and in the scorecards tracked in the C-suite.

As Pat Hasbrook, Senior Vice President for Human Resources at Experian, explained when asked about proving the ROI of engagement efforts: "We simply accept the premise that an engaged workforce is essential for the success of the company." Hopefully, organizations in the B&GA industry will come to that same conclusion. **A**

* Based on informal conversations during training sessions with ServiceElements, an organizational development company in business and general aviation.

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“They’ve got heart. | They need wings.”

NATA Air Charter Summit Raised Funds for Wounded Warriors

NATA partnered with the Veterans Airlift Command (VAC) to raise funds for wounded warriors at the recent NATA Air Charter Summit in Dulles, Virginia. As you may already know, the Veterans Airlift Command is a charitable organization that provides free air transportation to wounded warriors, veterans, and their families for medical and other compassionate purposes. NATA and VAC have established a special fund, NATA Wings for Warriors, for NATA members and friends to contribute to the organization.

The VAC has flown over 3,880 veterans more than 2.2 million miles since its inception five years ago. Here are only a few examples of the amazing missions the VAC has completed in the past several months:

- In June, an Army medic who was seriously injured in Iraq was flown from her home in North Carolina to see her son graduate from high school in Florida. The former combat medic has had nine surgeries and four years of rehabilitation since returning from Iraq. Without the VAC, she would not have been able to see her son graduate.
- In April, VAC helped make it possible for one Air Force and two Army enlisted men from the 59th Warrior Transition Battalion to participate in the annual Bataan Death March Memorial hike through the White Sands Missile base. The hike is almost 30 miles in the heat of the New Mexico desert. The young men participated in the hike with various combat-related injuries; one did so with a prosthetic leg.
- In January, a veteran who lost part of his left leg, his whole right leg, and his left hand, was flown to his hometown in Indiana to a hero's welcome. Commercial

transportation would have been too difficult for him at that time. His hometown held a special benefit to support the veteran.

- Last November, three soldiers had just returned injured from a nine-month tour in Afghanistan and had not yet been able to see their families. A VAC mission sent all three men home in time to spend Thanksgiving with their families.

What can you do to help VAC continue their important missions?

- Make a personal or corporate contribution to the NATA Wings for Warriors fund by visiting the VAC website.
- Share the VAC mission with fractional share owners and card program members. Ask them to donate unused flight hours to the VAC.
- Give a corporate gift of flight hours to the VAC.
- Help raise awareness of the VAC with your aircraft owner and pilot friends and colleagues.

Our servicemen and women are returning from Iraq, Afghanistan, and other conflict-torn areas in need of compassion. All of our soldiers deserve our respect, but those who are wounded serving our country especially need comfort and care. Won't you join NATA in supporting the Veterans Airlift Command, so wounded warriors can receive medical treatment and heal in the presence of their families and friends?

Make a donation today or visit www.veteransairlift.org to learn more. **A**



* Veterans Airlift Command is a registered 501(c)(3) non-profit organization.

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Avoid a Training Credit Crisis

By Lindsey C. McFarren, *McFarren Aviation Consulting*

One of the hottest topics at the recent NATA Air Charter Summit was the legality of transferring or giving credit for pilot training from one air carrier to another. Here's an example: The Part 135 air carrier for which you work hires Fred, a Falcon 50 pilot. Fred is currently flying the Falcon 50 as pilot-in-command for another Part 135 air carrier. He has over one thousand hours in the Falcon 50. He also completed Falcon 50 training at a Part 142 training center just two months ago and has fresh 135.293 (oral/written company information and basic flight proficiency), 135.297 (instrument proficiency) and 135.299 (line/route) checks. That's why you hired him — he's experienced and just completed training. You've found the perfect candidate. In fact, you're going to put him through your company indoctrination class and schedule him for a trip next week.

But wait a minute! How much of Fred's training and checking is really relevant to your operation? Does the FAA allow you to transfer the simulator training he just completed and accept his 135.293, 135.297 and 135.299 checks? Most people probably agree that company indoctrination is required and an oral/written company check [135.293(a)(1) and (4-8)] must be completed. And it's pretty clear that hazardous materials training is operator-specific as the regulations require hazardous materials training be conducted by each air carrier. FAR 135.505(a), which states: "No certificate holder may use any crewmember or person to perform any of the job functions . . . unless that person has satisfactorily completed the certificate holder's FAA-approved initial or recurrent hazardous materials training program within the past 24 months."

It is a common practice in the charter industry for one air carrier to accept the training provided by another air carrier. Until just a few years ago, this practice was often conducted with the FAA's knowledge and approval. In 2009, a Californian air carrier asked the FAA for guidance on this issue.

The air carrier had reached an impasse with its principle operations inspector (POI) regarding the level of aircraft training required of a pilot before that pilot could be used in contract service for the air carrier. The POI told the air carrier that any pilot planning to fly for the air carrier had to

undergo full initial training on each aircraft the pilot would fly before conducting commercial flights for the air carrier. In Falcon 50 Fred's case, if you wanted to hire Fred as a contract pilot for your air carrier he would have to undergo full initial aircraft training even if he had just completed Falcon 50 training for another air carrier.

The Part 135 air carrier wrote FAA headquarters under the Consistency and Standardization Initiative (CSI) requesting clarification of training requirements. The request pointed to old FAA inspector guidance found in the Flight Standards Handbook Bulletin for Air Transport (HBAT) 99-12, which outlined the FAA's policy in respect to reduced ground training hours and reduced flight training hours for pilots of part 135 carriers who are not current and qualified in a particular aircraft with a particular part 135 operator. A pilot who was still current or fewer than 12 months out of currency with another Part 135 air carrier could be given as little as four hours aircraft specific ground training and four hours of flight or simulator training. Going back to Fred, who is current in the Falcon 50 with Air Carrier A, the old HBAT policy would have allowed Air Carrier B to reduce Fred's aircraft specific ground and flight or simulator to just four hours each.

But even when this HBAT was in effect, it was not blanket permission to reduce a pilot's training hours. Most air carriers missed the critical sentence: "Any reduction in training hours is at the discretion of the POI." Further, this HBAT did not permit wholesale acceptance of another air carrier's program — it only allowed a reduction in training hours based on a pilot's previous training. It also did not address credit for checking, such as the 135.299 line checks.

The FAA's response to the air carrier requesting guidance was not favorable to the industry:

"For one operator to accept the training conducted under another operator's approved curriculum, without first conducting a detailed side-by-side comparison designed to identify the differences between the curriculums, is not consistent with sound operating practices... For one operator to assume that another operator's training program meets these operator specific requirements, without a detailed comparison, again is not consistent with applicable

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Shell Aviation

Avoid a Training Credit Crisis

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regulations, operational control requirements, or the provisions of the operator's operating certificate," wrote John Allen, Director of Flight Standards Service of the FAA, in a response letter to the Part 135 air carrier's request.

Kent Jackson, the managing partner of the aviation law firm Jackson & Wade, explained: "Considerable confusion remains among FAA inspectors regarding the 'credit for training' issue. Many POIs will still allow an air carrier to accept another air carrier's training. There are other inspectors who would never even think to ask where a pilot completed initial training. But it's important to remember air carriers have different standard operating procedures, use proprietary checklists, and have different authorities through Op Specs. An air carrier can't just assume that another operator's training will prepare a pilot to fly to its own standards."

FAA headquarters upheld the California POI's opinion, but as with most stories, the true answer to whether you are permitted to accept or transfer any portion of another air carrier's training program is probably somewhere down the middle (although the FAA's opinion is — for practical purposes — the only one that counts). Wholesale acceptance of another operator's training program is clearly not consistent with existing FAA guidance. However the POI's position creates a rather hard line — a line that is possibly too far to the extreme. The truth is your training program can dictate the possibility of accepting portions of another air carrier's training. In fact current guidance for creation of training modules states that, "the operator may consider the students' previous experience and training." It goes on to give several areas for "previous experience considerations" including, past experience in Part 135 operations, previous duty positions, and previous experience with an aircraft type.

"FAA inspectors nationwide have, for years, approved air carrier training programs that incorporate varying degrees of credit for prior training," said Jacqueline Rosser, NATA's Director of Regulatory Affairs. "According to FAA headquarters staff, those approvals were incorrectly granted. FAA headquarters has pointed out that neither the regulations or inspector guidance provide for a transfer or credit for prior training, but the guidance does clearly state that training programs may take prior experience into consideration."

"We have been told that the FAA will provide new guidance to inspectors to address this specific issue, but that guidance has been significantly delayed," explained Rosser. "In the interim, some POIs are still allowing training

to be transferred. Others require a new hire to redo all training and checking. The delay in issuing official guidance has created a severe economic disadvantage for operators whose inspectors are no longer permitting training to transfer while others have allowed the practice to continue. The industry is looking for consistency.

The delay in issuing official guidance has created a severe economic disadvantage for operators whose inspectors are no longer permitting training to transfer while others have allowed the practice to continue. The industry is looking for consistency.

So what should an air carrier do until the FAA publishes its long-awaited guidance? The current Flight Standards Information Management System (FSIMS) 8900.1 allows for a reduction of training time under specified parameters. It states, in part: "a flight crewmember may successfully complete a flight training curriculum segment without completing the specified number of training hours, provided all of the following conditions are met:

- 1) The crewmember successfully completes all of the training events required by the curriculum segment.
- 2) An instructor recommends that testing/checking be conducted before completion of the specified number of training hours.
- 3) The crewmember satisfactorily completes the qualification curriculum segment requirements. If a flight crewmember fails to meet the qualification curriculum segment requirements because of lack of flight proficiency, the crewmember must complete all training hours specified. The crewmember must then be recommended by an instructor before [reattempting] the failed qualification requirements."

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Avoid a Training Credit Crisis

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Note: The instructor recommendation in #2 must be documented. Not all contract training centers have a form for this specific purpose, so consider developing one and asking the training center to complete it if you intend to reduce training hours in accordance with this guidance.

It's important to understand the general hierarchy of the regulatory world when talking about most Part 135 issues. The Federal Aviation Regulations, however limiting we find them while functioning in the real world, create a big umbrella. You can do anything you want as long as it falls under that umbrella. But some of the activities permitted under the umbrella don't quite fit together, so you choose the bits and pieces that will determine how your business will function. These pieces are incorporated in your Operations Specifications and company manuals, including your FAA-approved training programs. (It's quite possible for the FARs to allow an activity that your company manuals do not, in

which case your company must abide by the stricter requirements of your manuals, but the flow between manuals and FARs doesn't work the other way. It's not possible for your manuals to allow activities the FARs do not.)

If you want to know how much time you can shave off of a new hire's training, go to your training manual. You should find a section in your training program that outlines training curriculum segments.

Most air carriers' training programs outline four possible initial new hire training segments. Typically the segments are:

INH-A ("Initial New Hire") applies to new hire pilots without previous Part 135 experience and without previous experience in the same duty position in the aircraft the pilot will be assigned and is usually equivalent to full initial new equipment training.

INH-B ("Current and Qualified") applies to new hire pilots with previous Part 135 experience in the same duty position and aircraft the pilot will be assigned and often requires a pilot to complete a recurrent training program. If the air carrier has permission to conduct a check ride in lieu of training [see 135.531(d)], the pilot may undergo a Part 135.293 flight check with an approved company check airman. (The pilot must still complete operator basic indoctrination training.)

INH-C ("Current in Aircraft") applies to new hire pilots without previous Part 135 experience, but with previous experience in the same duty position in the aircraft the pilot will be assigned and often requires a recurrent aircraft ground and aircraft or simulator training.

INH-D ("Part 135 Qualified") applies to new hire pilots with previous Part 135 experience but without previous experience in the same duty position in the aircraft the pilot will be assigned. INH-D often requires full initial aircraft ground and aircraft or simulator training.

Note: Many training programs require the POI's approval to allow a specific pilot to complete INH-C or INH-D. Check your own program for details.

Assume your program includes these four curriculum segments and let's reconsider Fred. Fred has 1) flown for a Part 135 air carrier before and 2) trained in and flown this aircraft type in this duty position before. Match Fred to a curriculum

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Avoid a Training Credit Crisis

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segment above. If you guessed INH-B, you are correct. You can't put Fred through a quick company indoc and then assign him a flight, but he also probably doesn't need full initial aircraft ground and aircraft or simulator training.

Now let's consider Lear 60 Larry. Larry has been flying a Lear 60 for another Part 135 air carrier as a second-in-command for five years. You intend to assign Larry as a second-in-command in a Hawker 400. Which training curriculum must Larry complete? INH-D is the right answer for Larry. He will need full initial aircraft-specific ground and aircraft or simulator training.

Remember, your training program might not exactly match the examples above so you need to review your own program.

What if an air carrier chooses to ignore the latest FAA guidance and accepts training completed under another air carrier's training program? Jackson described the possible ramifications, "The real enforcement threat comes not from 'transferring' the training from another air carrier, but from utilizing a crew member who is not trained in the new air carrier's standard operating procedures, checklists, and Op Specs and therefore is not qualified to conduct operations under your air carrier certificate. Fines can aggregate on a per-flight basis for each commercial flight the pilot conducts from the day the air carrier puts a pilot in to commercial service. The civil penalties that could be incurred by utilizing an unqualified pilot for even a few months far outweigh the cost of adequate flight training."

Jackson offers the following guidance to air carriers: "Operators need to know the details of their training program. An air carrier can't rely on its POI to stop it from violating its own training program or the applicable regulations."

The FAA has promised guidance for Part 135 operators and its own inspectors. In fact, at the NATA Air Charter Summit in June 2011, FAA representatives indicated this guidance would be published in about a month. When the guidelines are released, NATA will provide you with the latest information. **A**

Lindsey C. McFarren is the president of McFarren Aviation Consulting, a safety, security and regulatory consulting firm focusing on general aviation issues. She can be contacted at Lindsey@mcfarrenaviation.com.

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A Changing FBO Business Model:

You Can't Give It Away

By John L. Enticknap & Ron R. Jackson, Aviation Business Strategies Group

For many years, the FBO Business Model in the United States has been fairly simple and straight forward: markup fuel to cover all the operational business expenses; the greater the margin, the better the profit.

When fuel prices were fairly stable and the old inefficient heavy iron aircraft were commonly seen on ramps, this worked out pretty well.

But as singer-songwriter Bob Dylan so poignantly penned, “The Times They Are a-Changin’.”

From the last quarter of 2008 we’ve seen some real changes in our industry including political bashing and a prolonged recession. As we struggled through 2009, we saw the ‘average’ FBO experiencing a 20 to 25 percent drop in business sales with some losing more than 50 percent

of their fuel sales. In 2010 there was some recovery with an encouraging increase in charter activity and the resulting increased fuel sales.

Now in 2011, we are struggling with ever higher fuel costs and a general business malaise. Just as we are writing this article, we experienced more unfortunate politics conveying a negative image for business aviation. And we are seeing the restart of the continued consolidation of the FBO industry; some failures; and most of all, much continued pressure on fuel margins.

The cost of fuel peaked in the first week of May and has dropped .40 cents to early July; now it’s on the way back up. Just about the time we sell the high priced inventory in our fuel farms and look for some stability, the higher prices are again reality.

Changes in operator fuel purchasing habits

Over the last few years we have seen a strong push from corporate customers towards a utilized alternate fuel purchasing strategy, rather than the traditional retail fuel purchase. Of course, the full retail fuel purchase has always been a myth — purchasers of Jet A fuel expect and get discounts off the posted price.

The trend over the last 15 years, especially within the last few, is to pre-negotiate fuel purchasing with many of the contract fuel sellers prior to arriving at your FBO. Calling ahead for the best discount available or changing plans to get the best overall operating costs are all tactics for reduced fuel costs and gallons purchased. This is savvy cost control for corporate operators.

Add to this the fact that corporate aircraft operators are getting more sophisticated in their flight planning:

- Using fuel tankering models
- Pre-established fueling points
- Better ATC routing for weather and flight planning to minimize fuel costs
- The purchase of more fuel-efficient aircraft

FBO profit misconceptions

Today's FBO business model has not changed much over the last 30 years. It is still highly dependent on the retail fuel sale. The successful FBOs look for the fuel sales — retail, contract, or other — to essentially support the entire FBO operation.

But do all the aircraft that taxi onto an FBO ramp purchase fuel? NO THEY DON'T! Yet the cost of doing business goes on, including exposing your FBO to potential insurance claims should the customer's aircraft get mishandled. This has given rise to the Ramp Fee which is still a controversial subject in some aircraft operator's minds.

Again, there is this misconception by many in the aviation business that FBOs are super-high profitable organizations and are "ripping off" the flying public. This, of course, is highly exaggerated.

There has even been a string of emails lately that draws attention to the continuing misunderstanding of the FBO business. These emails contend FBOs are making more than \$4.30 per gallon gross margins and, after fuel cost and lease expenses, are earning \$334,000 per week before labor and other expenses.



In the middle is your margin, being squeezed like a lemon in a juice press.

In reality, margins are running more in the \$1 to \$1.50 range while insurance costs alone can run \$1,000 per day. So the operator who comes onto the FBO's ramp and doesn't contribute to the income stream is not cost free to the FBO. To be sure, the FBO business is still a good business to be in. If an FBO chain or individual location can make 10 to 15 percent EBIDTA, then it is a very good business. In perspective, look at the oil companies who may be earning in the nine percent range; on the other hand, a general consumer company like Coke is running 25 percent plus.

Changes in the wind

However, today's FBO model in the U.S. is destined for change. As mentioned, fuel margins are being squeezed from both ends. At one end is the higher cost of fuel which drives up the base price. At the other end is the more savvy aircraft operator trying to drive down the posted price.

In the middle is your margin, being squeezed like a lemon in a juice press.

So how do we make lemonade out of the tart extracted juice? Here are few observations to ponder.

Having operated FBOs in both the U.S. and in the Middle East, we are very familiar with the European FBO Business model where fuel is not part of the income equation. Rather, fixed base operators in this part of the world depend on revenue generated solely by fees associated with providing various services common to an FBO operation:

- Marshalling
- Handling
- Parking
- Ramp
- Ramp transportation
- Over the road transportation
- Baggage handling
- GPU
- Lavatory service
- Customs/visa

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A Changing FBO Business Model

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- A handling fee for collecting navigation fees
- A handling fee for collecting landing and over-flight fees
- Lounge fees
- Catering

We are not suggesting that you should follow this model, at least in its entirety. However, as margins get squeezed, you need to get creative in shoring up your bottom line by creating other streams of income.

Don't give it away!

Our advice is: DON'T GIVE IT AWAY!

In operating Mercury Air Centers, we looked at every aspect of our business to see where we could recoup some of our expenses.

If a customer doesn't buy fuel, or at least doesn't buy a minimum quantity for the type of aircraft being flown, why not charge a facility fee for use of the ramp, including labor for safely parking and towing the aircraft and repositioning for passenger loading?

If aircraft operators want a significant discount off the posted price, why not charge for taking out the trash, cleaning the lavatory, servicing the galley with ice and coffee or hooking up the APU?

If a fuel broker drives a hard bargain, why not charge for the courtesy vehicle or the newspapers? (This often entails a requested set for the pilots and a set for the passengers.)

If, during the course of a transaction, your fuel margin is significantly compromised in any way, why not consider a facility fee for that clean restroom which is kept tidy by paid staff? Or how about the nicely furnished and well equipped conference room; or pilot and customer lounges that often include the coffee and cookie bar that is kept well stocked throughout the day?

Perhaps you don't need or want to charge for everything you do, but you need to analyze your various income streams and make sure you are not giving your services away. Your business deserves to make a profit — and that is not a bad word! Your business should not subsidize corporate aircraft operating companies, or subsidize your airport sponsor. If you do that, your business will not survive and you'll lose your investment. Profit allows for growth, sustainability and the continuation of your business.

So how do we make lemonade out of the tart extracted juice?



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A Changing FBO Business Model

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Here is a short checklist to consider moving forward:

- Stabilize your selling prices and your margins. Don't be all over the place. Customers will notice and your employees will be confused.
- Use a consistent discount program that is easy to understand for the FBO and your customer — and stick to it!
- Don't discount your hangars. Make sure you know the true cost of your real estate.
- Don't give away all your other services unless you get the 'right' fuel sale that protects your margins. More fuel sold equals more 'free' services. No fuel sale; customer must contribute to your revenue.

No one can predict the future of the FBO business, but it is possible high fuel prices are here to stay which, out of necessity, will cause change to the way we do business. It's how we prepare ourselves for this change that's important. By developing our own consistent approach to our FBO business model, we can make ends meet before someone else decides to move the ends for us.

Lets us know your thoughts — email us at jenticknap@bellsouth.net or thejacksongroup@earthlink.net **A**

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About the Authors.

Note: John Enticknap and Ron Jackson are the primary facilitators for NATA's FBO Success Seminar Series. The next FBO Success Seminar, Fuel Summit 2011, is scheduled for November 8-10 in Atlanta, GA. Go to www.NATA.aero for details.



John L. Enticknap



John Enticknap founded Aviation Business Strategies Group in 2006 following a distinguished career in aviation

fueling and FBO management including President of Mercury Air Centers network of 21 FBO locations. He is an ATP and CFI rated pilot with more than 7,800 flight hours and is the author of "10 Steps to Building a Profitable FBO". John developed NATA's acclaimed FBO Success Seminar Series curriculum and writes an industry blog for AcUKwikAlert.com titled The FBO Connection.

Ron R. Jackson



Ron Jackson is Co-Founder of Aviation Business Strategies Group and President of The Jackson Group, a PR agency

specializing in FBO marketing and CSR training. He has held management positions with Cessna Aircraft and Bozell Advertising and is the author of "Mission Marketing: Creating Brand Value" and co-author of "Don't Forget the Cheese!" the ultimate FBO Customer Service Experience. Ron co-developed NATA's acclaimed FBO Success Seminar Series curriculum and writes an industry blog for AcUKwikAlert.com titled The FBO Connection.

2011 Air Charter Summit Provided Guidance on Key Issues



NATA recently held its popular Air Charter Summit on June 7-9. The Air Charter Summit is the Part 135 on-demand air charter industry's most important event with its wide array of business, regulatory and legislative topics on issues affecting the aviation community at-large. This year's Summit included a robust agenda with issues that touched on all facets of the Part 135 and fractional program management communities, including charter brokering, Transportation Security Administration updates, audit standards, drug trafficking combat techniques, frequently issued Part 135 violations and the Twelve-Five Standard Security Program. Popular sessions featured advice on how to protect your business against claw-backs in bankruptcy proceedings and a forum with the FAA Part 135 Branch where several industry hot topics were discussed, including the transfer of pilot training between operators (see page 21 for more on this topic) and the use of iPads by flight crews.

Were you unable to attend this year's Air Charter Summit? (Or did the dog eat your notes?) Each Summit session is summarized below.

Keynote Address – DEA Assistant Special Agent in Charge Patrick Arata

Drug Enforcement Administration (DEA) Assistant Special Agent in Charge **Patrick Arata** opened the

Summit with an overview of DEA and recent activities. Arata discussed possible indicators of drug trafficking, including aircraft with modified tail numbers, blacked-out windows, and recent paint jobs; or charter customers refusing to provide full names, asking to pay cash, or requesting very short layovers at the intended destination.

Arata also shared two of the DEA's biggest concerns regarding the use of general aviation aircraft: the transportation of pharmaceuticals from questionable medical facilities, known as "pain clinics", commonly found in southeast Florida, and the transportation of precursor chemicals for the production of methamphetamines. He explained that a charter customer can spend \$10,000-\$20,000 for a one-day charter trip from the Midwest to southeast Florida and return with over \$100,000 worth of Percocet, Vicodin, or Oxycontin.

Arata advised Summit attendees to be vigilant in maintaining operational control of aircraft on their air carrier certificates; check passenger identification and utilize the TSA's No Fly List; only work with known brokers; and be suspicious of one-way flights, cash payments, and short layovers. Arata also asked attendees to contact the El Paso Intelligence Center's (EPIC) Air Watch – a hotline to report suspicious drug related activities at 888-USE-EPIC.

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www.nata.aero/acs



2011 Air Charter Summit

Continued from page 32

Paul Lange of the Law Offices of Paul A. Lange shared the most common Part 135 violations to a captivated audience.



FAA Regulatory Review

FAA Director of Flight Standards Service **John Allen** opened the FAA regulatory briefing by indicating that changes to technology have increased the FAA's workload. Budget constraints could lead the agency to broaden the existing designee program, which is currently common in engineering, maintenance and airworthiness. He also indicated that any furlough caused by government-wide budget issues or the expiration of the FAA's current continuing resolution could lead to significant delays in air carrier certification and other FAA activities.

Allen also provided an update on flight, duty and rest regulations. He said that the FAA is working through public comments on the proposed rules for Part 121 in order to publish a final rule by July 31. He said it is likely that future rulemaking efforts will propose extending the Part 121 rule to Part 135; but with current budget concerns, it is unlikely this rulemaking will take place in the next few years.

Allen closed his session with an update on rulemaking regarding Safety Management Systems (SMS). He indicated a proposed rule will be published for Part 121 air carriers first, with Part 135 air carriers and other air agencies to follow.

Most Frequently Issued FAA Part 135 Violations

Joseph Conte of the FAA's Office of the Chief Counsel, Enforcement Division, and **Paul Lange** of The Law Offices of Paul A. Lange shared the most common Part 135 violations. Drug and alcohol testing, maintenance recordkeeping, and hazardous materials violations top the list.

Lange focused on the importance of recordkeeping. He gave the attendees three tips:

- Pay attention to detail.

- Ask yourself – is there anything else you should do to make your records clearer? Are your records bullet proof?

- Audit your own recordkeeping systems on a regular basis.

Conte discussed falsification of records. For example, if a pilot logs SIC time in any aircraft that pilot is not qualified to fly, then is that a recordkeeping violation or falsification?

Answer: It depends. An accusation of falsification should meet the following qualifications: 1. It must be a false representation; 2. It must be in reference to a material fact; and 3. It must be made with knowledge of its falsity. If the pilot knew or should have known that he was not qualified to fly the aircraft, this could very well meet the burden for falsification. Remember, falsification is the #1 FAA-deadly sin. Revocation of the airman's certificate is one possible enforcement action. Then again, so is incarceration. Bottom line: Don't do it!

Forum with the FAA Part 135 Branch

Several representatives from AFS-250, the FAA's Part 135 branch, gave a brief presentation and then answered attendees' questions. Hot topics of this session included transfer of training; iPads in the cockpit; and flight and duty rules for Part 135.

Of particular interest is the ongoing concern within the Part 135 industry regarding the transference of training or providing credit for training from another air carrier. No clear guidance helps air carriers determine what previous training, if any, can be accepted when considering the training requirements of a new hire pilot. The AFS-250 representatives suggested guidance will be issued in the next month or two.

Bankruptcy has its Clawbacks

Ronald L. Daugherty, Esq., of Salmon, Ricchezza, Singer & Turchi LLP, shared with attendees strategies to avoid being subject to clawbacks relating to a customer's business failure. In the event of a bankruptcy, a creditor can be forced to return recent payments from the defunct company. Daugherty suggested the following methods to help protect you from a clawback:

1. Receive payment at the time of the service.
2. Get pre-paid for services.
3. Cash checks immediately upon receipt.

Continued on page 35



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JET AVIATION
A GENERAL DYNAMICS COMPANY

2011 Air Charter Summit

Continued from page 33

Dennis Keith of Jet Solutions, LLC discussed the ongoing confusion surrounding the multitude of safety audits available to Part 135 air charter operators.



4. Consider requiring funds be wired to your account prior to providing a service, especially if you have reason to suspect your client's business is on the brink of failure.

Alleviating Part 135 Audit Confusion

Dennis Keith of Jet Solutions, LLC, **Joseph Moeggenberg** of ARGUS International, and **Brent Moldowan** of Wyvern, Ltd. discussed the ongoing confusion surrounding the multitude of safety audits available to Part 135 air charter operators. Keith focused on the success of a single standard demonstrated by the International Operators Safety Audit (IOSA), which is the "Gold Standard" by which Part 121 operators prove their compliance and safety standards. Since 2006, IOSA-qualified company losses were reduced by 51.8%. He emphasized that customers boarding any IOSA-qualified airline get the same operational standards. He also said this is the goal of the Air Charter Safety Foundation's Industry Audit Standard – to establish a single operational and safety standard for all Part 135 air carriers.

Moeggenberg said for the industry to resolve the audit conundrum, the industry itself must demand trained and qualified auditors, qualified auditing organizations that maintain appropriate insurance and oversee auditors' work product, and a worldwide standard that is defensible.

Moldowan pointed out that, while this panel discussed several specific audit standards and their relevance to the industry, only a small percentage of Part 135 air charter operators conduct any type of audit. One key to standardizing audit protocols will be to emphasize the importance of a third-party audit and to bring more of the air charter industry in to the discussion.

Transportation Security Administration Update

Douglas Hofsass, the TSA's Deputy Assistant Administrator, Transportation Sector Network Management, gave an update on the Large Aircraft Security

Continued on page 37



(Above) Dayton Lehman, Principal Deputy Assistant General Counsel, Office of Aviation Enforcement and Proceedings, U.S. DOT and Kent S. Jackson, Partner, Jackson & Wade, LLC, discussed recent DOT enforcement actions and possible new regulations that could impact operators and brokers.



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2011 Air Charter Summit

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FAA Director of Flight Standards Service John Allen opened the FAA regulatory briefing by indicating that changes to technology have increased the FAA's workload.



Program (LASP) rulemaking. The LASP has left the TSA and is being reviewed by the Department of Homeland Security. Hofsass also discussed Temporary Flight Restrictions (TFRs), particularly those related to special events or presidential movements, suggesting DCA Access Standard Security Program (DASSP) participants might continue to have access to TFRs if they meet certain requirements. He also indicated changes could be coming for the DASSP.

Charter Broker Guidance

Dayton Lehman, Principal Deputy Assistant General Counsel, Office of Aviation Enforcement and Proceedings, U.S. DOT and **Kent S. Jackson**, Partner, Jackson & Wade, LLC, discussed recent DOT enforcement actions and possible new regulations that could impact operators and brokers.

One ongoing concern in the industry is the brokering of empty legs. In this case, the broker or 135 operator lists "return" flights of one-way charters it has booked or of other one-way charters that it is aware of. The problem arises if the listing is so specific as to amount to a "schedule." Typically a schedule is established if the air carrier offers - in advance - the departure location, departure time, and arrival location. Two types of aggregation are common: opaque aggregation (the possibility of assembling a customer group without actually offering a schedule) or self-aggregation (when individuals form a group, then retain a broker to secure a charter flight).

Veterans Airlift Command

The 2011 Air Charter Summit also helped NATA and McFarren Aviation Consulting highlight their support of the Veteran's Airlift Command (VAC). NATA and McFarren Aviation Consulting pledged \$10 each per attendee with a combined minimum of \$5,000 in addition to money and other contributions by NATA members and Summit attendees. The VAC is a charitable organization that provides free air transportation to wounded warriors, veterans and their families for medical and other compassionate purposes.

Thousands of dollars were raised through this effort, but much more can be done to help support wounded warriors. Visit www.nata.aero/acs to find out how you can contribute funds, donate unused card member or fractional share flight hours, or give a corporate gift of flight hours.

"I am especially pleased that a portion of the proceeds of this year's Summit will help support the work of the Veteran's Airlift Command," said NATA President James K. Coyne. "I encourage everyone to visit www.nata.aero/acs to find out how they can continue to contribute to this noble and worthy cause."

Coyne added, "The solid turnout at this year's Air Charter Summit illustrates an engaged and active Part 135 community. There is no shortage of issues facing Part 135 and NATA's Air Charter Summit is the premier event to increase awareness of the existence of these issues and where they stand, provide a forum for discussion, and present resources to address questions and challenges."

Visit www.nata.aero/acs to obtain copies of speaker presentations. **A**



World Fuel Services

Growing a Global GA Market



Marty Hiller, former Hiller Group owner and president, now Executive Vice-President, Business Aviation for WFS.

When World Fuel Services (WFS) Corporation acquired fuel suppliers The Hiller Group, and Western Petroleum Company in 2010, as well as the Ascent Aviation Group in April of this year, the Miami headquartered company raised its bet on the future of general aviation, and especially the world of business aircraft operations.

The Hiller Group, located in Tampa, Florida, is a general aviation fuel distributor with an annual fuel volume of more than 120 million gallons sold to FBOs and corporate flight departments. Western Petroleum Company, an Eden Prairie, Minnesota-based wholesaler of motor fuel, aviation fuel, propane and lubricants, accounted for 100 million gallons in aviation fuel sales in 2009. Ascent Aviation Group is headquartered in Parish, New York, and supplies aviation fuel and deicing fluids to some 450 North American airports and FBOs, with fuel sales under the ConocoPhillips brand.

“Ascent, Hiller and Western service all sizes of FBO operations, providing each with a high level of service with customer-focused solutions,” said Marty Hiller, former Hiller Group owner and president, who now serves as Executive Vice-President, Business Aviation for WFS. “Those organizations bring a talented

group of people to World Fuel, who have worked in general aviation for decades and developed deep, long-term customer, supplier and industry relationships,” he pointed out.

Those acquisitions have further enhanced the position of WFS as one of the world’s largest specialists in fuel logistics, and distribution services. “The aviation activity aligns well with our land and marine fuel businesses,” explained Hiller. “As a fuel logistics specialist, it means that we find the most cost effective, service oriented and expeditious method to deliver fuel. We provide added value through a combination of strategic purchasing, hedging, inventory, storage and a dispatch process that tracks every movement and keeps the customer constantly informed. With many of our customers, we have a far deeper relationship with support for fuel trucks, training, quality control, insurance, credit card processing, and financing.”

General aviation, itself, has been a part of the company since 1986. Originally known as International Recovery Corporation, the firm was founded in Miami as primarily a commercial aviation fuel service and logistics company. With its 1995 purchase of New York-based Trans-Tec Services Incorporated — a marine fuel brokerage and logistics company — the combined organization changed its name to World Fuel

Services Corporation

By Paul Seidenman & David J. Spanovich

Services Corporation. Paul Stebbins and Michael Kasbar, the founders of Trans-Tec, continue an active role with WFS as chairman and chief executive officer; and president and chief operating officer, respectively.

WFS has been listed on the New York Stock Exchange since 1986, when it was still International Recovery Corporation. In fact, its INT ticker symbol reflects the former corporate name. Ranking 133 on the Fortune 500 list of companies in 2010, WFS reported revenues that year of \$19.131 billion, and a net income of \$147 million, according to its 2010 Annual Report. That was a 25 percent increase over the \$117 million net income reported the previous year on revenues of \$11.295 billion.

Drawing from a global supplier network now numbering 8,000, WFS sold a total of 10.5 billion gallons of fuel to 8,500 customers last year. As of year-end 2010, the company employed 1,500, working out of a total of 48 offices throughout the world, and delivering services at 6,000 locations in 200 countries and territories.

In 2010, WFS's aviation fuel segment, alone, accounted for 2.9 billion gallons--up from 2.0 billion in 2009--with total deliveries at 3,000 airports worldwide. As the annual report illustrates, of the three market segments (aviation, marine, and land transport), aviation fuel contributed

most to the company's 2010 gross profit at \$215 million.

Hiller pointed out that the company does not break out any percentages of its fuel sales relative to any specific user, such as commercial, corporate, or government aircraft operators. However, he did report that the lion's share of the company's aviation fuel revenue derives from commercial air carrier sales.

As of year-end 2010, the company employed 1,500, working out of a total of 48 offices throughout the world, and delivering services at 6,000 locations in 200 countries and territories.

"While sales to the commercial airline market account for the majority of our aviation fuel sales, general aviation is a growing part of our business, especially given our recent acquisition of Western Petroleum, the Hiller Group, and Ascent," he said. "World Fuel Services Corp. is a value-added fuel supplier, and has built a very strong presence in the general aviation market through a network of over 1,100 FBOs, which we supply."

In the United States, Hiller reported, that includes Jet A and LL 100 avgas sales to all FBOs under the ConocoPhillips, Chevron/Texaco and Exxon brands, including the Exxon premier AVITAT brand. "The majority of ConocoPhillips' Phillips 66

branded outlets are supplied by our group," Hiller noted.

Outside the United States, WFS also serves the business aviation market. "Although there is a growing trend toward establishing FBOs outside North America, in many of these markets, WFS has the proper offering to support commercial, retail, and contract into-plane fueling activity," he said.

Through its strategic acquisitions, WFS is taking a bullish position on the general aviation market, which Hiller believes is in a recovering mode. In that regard, he predicted that in the US, the market will undergo a "steady, but slow" rebound, with a greater growth trajectory in China, other parts of Asia, and Latin America. One area that he said will account for some of that growth will be pilot training.

"If you look at the demographics, you will see a tremendous demand for new pilots within the next few years as more commercial airline pilots retire," said Hiller. "This will drive

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- *Ladder Safety*
- *Lockout Tagout*
- *Machine Guarding*
- *Office Safety*
- *Personal Protective Equipment*
- *Respiratory Protection*

World Fuel Services Corporation

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demand for newly trained pilots, which translates into an increase in flight hours flown for training purposes. Also, we are starting to see some strength in the fractional and charter markets, and perhaps some hybrid business models that will evolve over time, due to security and service issues imposed by commercial air carriers.”

Along with this, Hiller suggested that, as more companies begin to realize they will enjoy a competitive advantage by operating their own aircraft, the general aviation fuel market will further expand, especially as the economy improves. “Jet fuel sales will definitely continue to expand with a recovering economy, although avgas volume will remain somewhat flat in spite of increased pilot training activity,” he said.

To assure WFS’ strength in general aviation fuel, the company continues to enhance the benefits of AVCARD, which it purchased in 2007.

“AVCARD is a very valuable tool to facilitate the processing of aviation fuel transactions,” said Hiller. “Because of its presence in the general aviation fuels market, we liked what the card represented when we acquired it. Today, it is accepted at some 7,200 locations in 200 countries and territories. We consider it to be a cornerstone offering, which we use to help support our branded FBO network and pilot relationships.”

Along with using the card for fuel purchases, AVCARD holders can charge maintenance, charters, catering, flight training and other services at FBOs, fuel suppliers and aviation service/product providers — worldwide.

Among AVCARD’s more recent enhancements is FlyBuys, a point-based loyalty program designed to give the card’s users the incentive to do more business with the World Fuel Services network of FBOs. Announced at NBAA in 2010 by the then-independent Hiller Group, FlyBuys was combined with AVCARD specifically for those FBOs serving corporate pilots and flight departments. Each AVCARD transaction generates FlyBuys reward points.

“The program is very simple. Visit an authorized AVCARD retailer, swipe your card for any transaction, and receive your points,” said Hiller. “At FBOs supplied fuel by WFS, double points are issued.”

FlyBuys is offered without fee to any FBO that accepts AVCARD, and is open to pilots, crews, schedulers, and any influential flight department staff member.

A unique feature is that the points can also be used by the corporate flight departments to reduce fuel costs. “It is recognized as the most comprehensive reward program in business aviation for members as well as FBOs,” said Hiller. “The program is structured with flexible return options that can be shared by flight department staff, including schedulers and dispatchers. It can also be applied to operating cost savings.”

Hiller explained that the combined AVCARD and FlyBuys program is considered a strong marketing tool, even at a time when pilots are encouraged to shop for fuel more on the basis of price.

“We fully understand the nature of the competitive fuel environment, and

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World Fuel Services Corp. At A Glance:

(Source — WFS 2010 Annual Report)

Headquarters

9800 NW 41St, Suite 400
Miami, FL 33178

Stock Traded

New York Stock Exchange
Ticker Symbol — INT

Chairman & CEO

Paul H. Stebbins

President & COO

Michael J. Kasbar

Locations

48 Offices Worldwide

Employees

1,499

Service Delivery Locations

6,000 in 200 countries and territories

Revenue (\$ Millions)

2010 — 19.131

2009 — 11.295

Net Income (\$ Millions)

2010 — 147

2009 — 117

Volume of Fuel Sold

Aviation:

2010 — 2.910 Billion Gallons

2009 — 2.042 Billion Gallons

Marine:


2010 — 24 Million Tons

2009 — 21 Million Tons

Land Transportation:

2010 — 1.224 Billion Gallons

2009 — 628 Million Gallons



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World Fuel Services Corporation

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have no expectations that our program will drive customers to a higher priced option,” he pointed out. “The program has therefore been introduced to enhance the value (to the customer) of doing business with the WFS network. The return will be in volume, not price.”

Like AVCARD, BaseOps, is also considered one of the company’s mainstay value added products. Acquired by WFS in 1998, BaseOps is now a leading global trip planning and flight support product. Its customers include corporate, charter, and commercial flight operators around the world.

“The BaseOps offering is tailored to the specific needs of its clients and operated by senior members of our management team, who have worked for corporate flight departments, or charter/management companies,” Hiller explained. “We get to know the needs of our customers and understand how they like to do business, and understand the challenges an aircraft operator faces that (we believe) our competitors can’t appreciate. In fact, our senior managers have been known to call concerned customers on a weekend or during late night hours, just to check on them when a particularly difficult trip is involved.”

BaseOps offers a variety of services including airport information, annual permits, border over flight exemptions and permits, computer generated flight plans, catering coordination, contract fuel, fuel credit, customs and agriculture notification, and ground service coordination. Other services include ground transportation and hotel reservations, landing permits and slots, security briefings, US diplomatic clearances, visa coordination and weather briefings and information.

Going forward, Hiller sees three main challenges when engaging in a business related to the general aviation fuel market. “One, of course, is the price volatility, which means that at a certain tipping point, demand is rationalized and falls,” he said. “The second is the still-lingering public perception of business aviation as a luxury perk. That’s something that still needs to be overcome. The third is on-airport security, even though WFS is a very secure supplier of fuel, and related products and services.”

This year, WFS became a sustaining member of NATA. “NATA is a strong advocate of business aviation, which is why World Fuel Services sees value in supporting NATA,” said Hiller. **A**

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The Voice of Aviation Business

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AUGUST

23-24 Commercial Operators Tax Seminar –
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SEPTEMBER

21 Flight Training Committee Meeting –
Hartford, CT (with AOPA Summit)

22 Presidents Council Dinner — PolytechnicON2o
Restaurant, Hartford, CT

OCTOBER

9 Presidents Council Dinner — Sensi Restaurant,
Bellagio Hotel, Las Vegas, NV

24-25 Aviation Business Roundtable —
Ritz-Carlton Pentagon City, Arlington, VA

NOVEMBER

7-8 LSST Seminar — Westin Airport, Atlanta, GA

8-10 FBO Success Seminar — Westin Airport,
Atlanta, GA

NATA 2012 EVENTS SCHEDULE

MARCH

5-8 Spring Training Week at the Cygnus Aviation
Expo (CAE) – Las Vegas Convention Center,
Las Vegas, NV (Cygnus Aviation Expo March 7-9)

28-29 FBO Leadership Conference, Hyatt on Capitol
Hill, Washington, DC

29-30 NATA Industry Excellence Awards Dinner-
Committee Meetings-Day on Hill Breakfast &
Congressional Appointments, Hyatt on Capitol
Hill, Washington, DC

MAY

15-16 LSST Seminar, New England Air Museum, Wind-
sor Locks, CT

17 Safety 1st Seminar, New England Air Museum,
Windsor Locks, CT

JUNE

11-13 Air Charter Summit – Marriott Westfields,
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- Operational Procedures
- Fuel Spills
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FAA advisory circular (AC) 150/5230-4A, Aircraft Fuel Storage, Handling and Dispensing on Airports, references this publication as an authoritative source for "information about fuel safety, types of aviation fuels, fueling vehicle safety, facility inspection procedures, fueling procedures, and methods for handling fuel spills."

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The Fuel QC webinar series recordings include:

- The Basics of Aviation Fuel Filtration and Mandatory Specifications by Frank Clark, Facet International and Fuel Receipt Procedures by Reed Fuller, Ascent Aviation
- Contaminants in Fuel and How to Detect Them by Frank Clark, Facet International and If You Didn't Write It Down, Did You Actually Do It? by Walter Chartrand, Air BP Aviation
- Filtration and Separation Options by Frank Clark, Facet International and The Straight Scoop on Additives by Carl Hammonds, Hammonds Companies
- Filter Equipment Maintenance Procedures: How and Why? What ATA-103 Requires by Frank Clark, Facet International and An Aircraft Operator's View of QC by Trace Talley, Flight Options





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- Low or no-cost promotion
- Legal aspects of running an FBO

Included is a lively round table discussion involving major oil companies, distributors and fuel brokers. Of interest will be presentations by the round table participants commenting on a relevant topic while providing insight into their various fuel programs and support provided to the FBO community.



Who Should Attend

FBO owners, operators, general managers, new managers, finance personnel and other key FBO employees who are interested in building a more successful FBO. Attendees will be exposed to new FBO management techniques and gain essential aviation operational and service knowledge while sharing experiences with news friends in the FBO industry.

NATA Member Benefits from Hertz

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ACSF Releases Updated Charter Safety Review

The Air Charter Safety Foundation has published its updated safety review of the Part 135 on-demand air charter industry. The Part 135 Incident/Accident Review is a comprehensive look at the factors surrounding charter incidents and accidents between 2004 and 2010.

In conducting the review, the ACSF analyzed each Part 135 on-demand event reported in the National Transportation Safety Board (NTSB) database and identified non revenue flights flown under Part 91 that were under the control of a certificate holder. These include maintenance, ferry, positioning and instructional flights

among others. Events on Part 91 flights under the operational control of an aircraft owner were not included.

Several interesting data-points emerged in the review:

- Approximately 67% of all revenue flight accidents, and 63% of non revenue, occurred in visual meteorological conditions (VMC).
- Revenue accident flights involving transportation to/from oil rigs represent, on average for the five year period, 16% of all accidents.

The ACSF refrains from drawing specific conclusions about these figures. The means to place them into proper context



is dependent upon an accurate reporting of flight hours in each category; and such data is not collected by either the FAA or NTSB.

The Part 135 Incident/Accident Review will be updated as new information becomes available. Copies of the report are being delivered to every ACSF member. Non-members may order a copy of the publication for \$30. Call ACSF at 888-723-3135 to place an order. **A**

FREE Webinar Series Enlightens NATA Members about Workers' Compensation Losses

This summer, NATA Workers' Compensation Insurance program partner, USAIG, began hosting a series of webinars addressing the types of workers' compensation losses that participating aviation

members are experiencing. This webinar series follows on the heels of a study that USAIG conducted of 10 years worth of workers' compensation insurance-related accident data. USAIG is utilizing this data to

specifically address workers' injuries and recommend training to assist in the reduction of future workplace accidents.

Continued on page 50

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www.advancedaviation.net
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(603) 948-1104
aeroworksllc.com
- **Aersale, Inc.**
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Roswell, NM 88203
(575) 624-3140
Aersale.com
- **Airplane Company Inc.**
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airplanecompanyinc.com
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www.aviationwestcharters.com
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The first webinar in the series focused on “back strain,” including back strain statistics and how they “measure up” to other industries, as well as a real-world case study that reviewed accident circumstances, seasonal influences affecting losses, and USAIG’s comments on the case study accident. Also reviewed, were remedial actions and training resources, including a resource “road map” for participants.

These webinars are important to USAIG, NATA members, and program participants to help combat frequent incidents and accidents and make aviation workplaces safer.

Visit www.nata.aero/workerscomp to review previous webinar recordings as well as upcoming webinar dates. **A**



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NATA's Safety Awareness (OSHA) Training NOW Online

Knowing your employees are prepared for their safety, health and well-being is not only your responsibility, but also the right thing to do. It's time to stop wondering and know definitively that they are trained correctly. And what better way than to do it online - when it's most convenient for them? No muss, no fuss...24/7 in the comfort of their own home or office!

Why choose NATA Safety 1st Safety Awareness (OSHA) modules?

- Training is on the same great training platform as PLST Online
- Training includes aviation examples
- Employees train and put safety first
- Training records are a mouse click away
- Safety training is consistent

What modules are offered and approximately how long is training?

Back Safety (25 minutes total)

- Understand how injuries occur to the spine
- Know the causes of back injuries

- Be aware of ergonomic principles used in reducing lifting hazards and preventing injuries
- Learn about exercises to strengthen the back

Bloodborne Pathogens

(25 minutes total)

- Learn the basic explanation of bloodborne pathogens
- Understand common modes of the transmission of bloodborne pathogens
- Know the methods of prevention for bloodborne pathogens
- Recognize the steps that should be taken following exposure to blood and body fluids

Ergonomics (20 minutes total)

- Define ergonomics and its benefits
- Identify parts of the body that get injured at work
- Identify work activities that can lead to injury
- List examples of ergonomic principles that reduce risk of injury

Fire Extinguishers (21 minutes total)

- Identify the elements of the fire tetrahedron
- Explain the different classes of fires and which extinguishers can fight each class
- Assess the feasibility of successfully fighting a fire

- Relate best practices for approaching a fire
- Describe how to use a fire extinguisher
- Relate critical safety considerations to observe when fighting fires

Fire Safety and Evacuation

(25 minutes total)

- Identify fire hazards in the workplace
- Explain the importance of keeping exits unlocked and clear of obstructions
- Explain the importance of knowing the location of exits, alarm pulls, and fire extinguishers
- List actions to take in the event of a fire
- Identify considerations before attempting to fight a fire

Forklift Safety – Part 1

(28 minutes total)

Forklift Safety – Part 2

(34 minutes total)

- Comprehend the basics of OSHA's forklift standard and why it is necessary
- Know the characteristics and components of powered industrial trucks
- Understand forklift operation and load handling
- Be familiar with general safety rules for operating a powered industrial truck

- Be aware of hazards and concerns in the operating environment, including pedestrians
- Learn about forklift maintenance safety

Hearing Conservation (20 minutes total)

- Discover the effects of noise on hearing
- Understand the purpose of hearing protectors
- Learn the advantages, disadvantages, and attenuation of various types of hearing protectors
- Follow instructions on selection, fitting, use, and care of hearing protectors
- Be familiar with the purpose and procedures of audiometric testing
- Know how to find access to more information on hearing conservation

Hazard Communication

(22 minutes total)

- Be aware that you are exposed to hazardous chemicals in the workplace
- Understand the risks of exposure to the chemicals in your workplace as well as the ways to protect yourself
- Know how to read and use labels and material safety data sheets
- Determine how this information can be obtained and used in your workplace
- Know the importance of following your employer's established protective measures

Ladder Safety (20 minutes total)

- Understand the nature of fall hazards in the work area
- Be familiar with the correct procedures for erecting, maintaining, and disassembling the fall protection systems to be used

- Know the proper construction, use, placement, and care in handling of ladders
- Be aware of the maximum intended load-carrying capacities of ladders used

Lockout Tagout (21 minutes total)

- Know the meaning of Lockout Tagout
- Understand why Lockout Tagout is important
- Be familiar with Lockout and Tagout systems
- Be aware of Lockout Tagout procedures that should be performed by authorized personnel
- Learn correct procedures for employees who work on or near machines that require Lockout Tagout

Machine Guarding (33 minutes total)

- Describe hazards associated with particular machines
- Understand how safeguards provide protection and the hazards for which they are intended
- Know how and why to use the safeguards
- Know how and when safeguards can be removed and by whom
- Comprehend what to do if a safeguard is damaged, missing, or unable to provide adequate protection
- Learn general safety tips for Overhead Hoists

Office Safety (17 minutes total)

- Identify common safety hazards in the office which are caused by layout, furniture and equipment
- Explain safety factors for egress and exits
- Recognize conditions which lead to electrical, fire, chemical and health hazards



- Use Universal Precautions when dealing with office injuries
- Take actions to eliminate office hazards

Personal Protective Equipment

(25 minutes total)

- Understand why Personal Protective Equipment is important
- Know the different types of Personal Protective Equipment
- Learn how to assess the need for Personal Protective Equipment
- Discover how to wear, remove, and maintain Personal Protective Equipment

Respiratory Protection

(35 minutes total)

- Understand why the respirator is necessary and how improper fit, use, or maintenance can compromise the protective effect of the respirator
- Be aware of the limitations and capabilities of the respirator
- Learn how to use a respirator in emergency situations
- Be able to inspect, put on and remove, use and check the seals on a respirator
- Know the procedures for respirator maintenance and storage
- Recognize the medical signs and symptoms that may limit or prevent effective respirator use
- Be familiar with the general requirements of OSHA's Respiratory Protection Standard

Go to www.nata.aero to find the class that meets your needs. **A**



NATA Updates Safety 1st De/Anti-icing Online Module

It's never too early to prepare for the deicing season. Whether you are an FBO that performs de/anti-icing or the flight crew responsible for its safe completion, you'll want to ensure your employees have the latest and best training possible. NATA's Safety 1st Deicing / Anti-icing Module is available online with current best practices and the most up-to-date training available. And even better, training can be done from the comfort of your own facility.

Recently several commercial operators and the Ascent Aviation Group helped upgrade the content. One operator commented, "Our Chief Pilot, me and a maintenance supervisor reviewed the training module. Very good training module. There were comments, that they were pleased that the training repeatedly showed where not to spray fluid, and a good comment that de-icing the tail first was very important and does need to be communicated. They were happy to see that. Also the ability to look up the actual current FAA published holdover times was viewed as significantly important."

NATA's Safety 1st Deicing / Anti-icing training has been updated for the new deicing season and is available 24/7 online with student access given for six months to complete less than two hours of training. Once completed, students will receive a Certificate of Training for their training records. Pricing of the online module includes volume discounts; the more staff you train, the more discount you receive.

Included in the training are de/anti-icing best practices and procedures, vivid videos and photos to help shape understanding, resources (such as current Federal Aviation Administration holdover tables), quizzes to reinforce major concepts and a final exam to ensure comprehension — all combined in a thorough online package for consistent training of the de-icing crew and flight crews.



What's covered in the online training?

- Deicing / Anti-Icing Introduction discusses crucial reasons for deicing and the affect icing has on aircraft
- Deicing & Anti-Icing Fluids covers the different types of fluids, their characteristics and their primary usage
- Deicing and Anti-icing Safety discusses procedures for the safe operation of your deicing equipment and personal protective equipment requirements for the safety of service specialists
- Deicing Procedures covers techniques to effectively deice aircraft and best practices to ensure safe deicing on general aviation aircraft
- Anti-icing Fluid Application: stresses what to do and what not to do when applying anti-icing fluids
- Final Preparations for Departure discusses your responsibilities and flight crew expectations after de/anti-icing and prior to aircraft departure

Don't let Old Man Winter arrive before your crews are prepared. Check out more information online at http://nata.aero/plst/deicing_curriculum.html. **A**

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