



Expanding the Talent
Pool -

What Is Moving the
Needle?

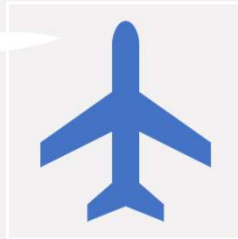
with Dr. Sharon DeVivo,
Melvyn Heard, Chris
Quiócho, and Shelley A
Svoren



If the brand of our industry is Business Aviation, which contributes over \$150 Billion to the US economy (NBAA.org), then the 1.2 Million people working in it build the brand – and only a fraction of the positions are pilots.

It is said that as many as 15 people are responsible for each flight, which highlights the diversity of careers that are possible within the industry.

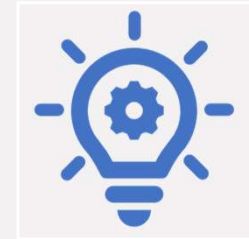
It is incredibly important to the sustainability of our industry to attract talent to and retain the talent within it – particularly during a highly competitive time for talent to fortify our brand.



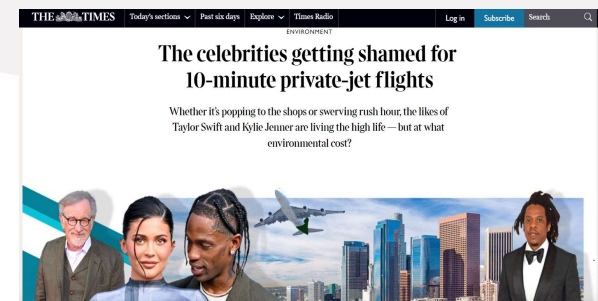
Our industry maintains challenges attracting people to our industry as a result of a combination of flight shaming and a cultural shift towards other industries.

The YIATF is finalizing its findings on how to shift the current mindset.


Moreover, three extensive studies over the past year ([Lift off to Leadership](#); [Aviation Workplace Culture Report](#), [Breaking Barriers for Women in Aviation](#)) highlight how the aviation is losing its talent or not attracting enough to it.



The challenge for all of us in the industry is come from a place of curiosity so that we not only understand the reason why, but also focus on how we can be a part of affecting change and creating lasting impact that sustains our brand of business aviation.



Everyone Matters



We are here to get it right and ask that as leaders in the industry, we share our collective experiences of what we are doing to attract people to the aviation industry and retain the talent in it – BECAUSE....

Given the actual supply chain challenge of recruiting the right talent now, unless the aviation industry exerts the same vigor to secure its talent chain as it does parts and equipment, it will be left behind.

That means prioritizing hiring and retention as the most important business functions of inspiring and empowering workers.

After companies secure their talent supply chain and recognize, like successful soccer teams, that it isn't too early to begin recruiting, they also need to have an internal mechanism for developing workers' skill sets to move the organization along.

Training must be more of a forethought.

Finally, companies must empower workers to create solutions and innovate in the workplace. All of this will work well if there are the right economic incentives.

Michael Wildes – Business Editor FLYING Magazine and Board of Directors for Dreams Soar



FLYING



DREAMS SOAR

It starts with steps we can take to ignite curiosity and stoke its flames



The future of our industry is dependent on the next generation and their accessibility into the workforce.



Within the current market, where there are multiple different career paths, it's imperative that we create a workplace and uphold a brand that generates excitement amongst younger groups of people.



It's important to bring awareness to business aviation by intentionally speaking with middle and high school students and showcasing to them the different lines of work that are available within this industry—anything from an A&P mechanic to a scheduler to a pilot.



Step one is to simply open our doors, facilitate open houses, show students the sheer size of our hangars and really allow for them to physically see what it is we do. These types of things can be ultimately life changing and career defining opportunities for students. **It starts at the ground level—through person-to-person interaction and mentorship.**



Nikki Higgins - Sales Director at Jet Aviation



Creating Awareness

What we are all getting right



Aviation Career Education (ACE) Academy
Schools





“If you want to go fast, go alone, if you want to go far, go together”. African Proverb

Our industry is exceptional at giving back to its communities, BUT we are NOT currently operating in alignment AND charting our impact.

An opportunity exists to ensure that the work from elementary to high school and on to college translates to constant engagement and a viable and sustainable pipeline.



A major untapped opportunity that is critical to sharing the vast career opportunities in the aviation industry

Bring the educators, counselors, and parents with us as part of the education process to show the opportunities to excel and develop a career



An aerial photograph of a mountain valley with a winding road. The road is a light gray color and curves through a lush green valley. In the background, there are dark, rocky mountains and a blue sky with some clouds. The overall scene is a dramatic landscape.

Our Career Paths are seldom linear

Acceptance of alternative forms of education and certification can build the pipeline thoughtfully for OEMs and cost efficient for new entrants to the industry, including those transitioning from the military.

Creating
awareness of
the industry
AND providing
resources is key

I noticed there is not much opportunity to spark curiosity in aviation (general aviation) from elementary/middle/high school or even as a career change unless you have a direct connection to it.

With my educational background, I am always looking for relationships and efficiency. I aim to find ways to introduce, welcome, and connect those around me at ANY level about the vast world of aviation.

I want to create a curriculum for connections, a way to keep the spark and allow welcoming learning opportunities to fan the flames to grow in the field if that is their wish.

Nina Milo - Director of Operations & Technology, Aeronautical Systems





Innovation is Critical to Sustainability

Aviation is in a state of survival. All of our efforts are concentrated on finding enough personnel to stay alive as an industry. To get back into an era of innovation, we need to focus on Career and Technical Education (CTE) in addition to STEM.

CTE offers a more diverse pathway into the aviation industry. Over 77% of high school students participate in CTE, which is relevant considering the low participation by Black (11%) and Hispanic (17%) members of the STEM workforce.

CTE is not only a solution for aviation, it is good for our education system.

Nick Brown - CEO and Founder ACE Avionics Training

Ensuring the dots are connected throughout the aviation industry

Follow Up, Follow Up, Follow Up to Chart the Impact



Create internships that create the trust and understanding of what it means to work for a company within the industry.

Ensure access to career counseling to target talent, as well as how it intersects with passion

Offer Scholarships that provide for practical skill and network building

Summer camps and work programs can offer opportunities to learn the language of aviation

Structures must be implemented to allow follow up after events (badges earned, open houses, etc.) to continue to engage in the industry.

Mentoring programs that focus on building the pipeline – internally and externally – so that people remain in the industry and are engaged

Implementation of mentoring programs at schools to retain the talent at the school.

Create an active conduit for higher level aviation education AND CTE programs.

Aviation high schools must continue to work with the local and regional aviation community to highlight outreach to broaden the knowledge of career opportunities in the industry

Resources to highlight non pilot careers for students, parents, teachers, and counselors must be created



We all have a part to play in expanding the talent pool and retaining it in our industry

Scholarships that do more than provide funding

Internships and ReInternships that build skills and a desire to learn more and stay with the organization

Mentorship programs through in-house and industry organizations

Industry Peer-to-Peer Mentoring groups to learn different aspects of jobs within it

Internal Accelerators Programs to identify, develop, and promote

Rehiring Mindset focused on constant improvement in the work environment

Intentionally Expanding our recruiting profiles to including Veterans, HBCUs and others from under represented communities

Career and Technical Education (CTE) to create the immediate skills needed for technical jobs



Become involved – become engaged

NCBAA hosted an event earlier this year where we invited mechanics from the surrounding schools.

We had a roundtable set up where the students were able to speak with different professionals and ask questions. We offered scholarships etc.

There is a lot of potential of growth here.

Beatrice Enckell Ashe – Vice President,
NorCal Business Aviation Association
and West Coast Sales Manager, Aircraft
Sales for Dassault Falcon Jet





A case for how to connect the dots:

Creating the pipeline must be viewed as an investment in the future of the industry

Scholarships



Developed nine (9) relationships with universities globally and select one recipient from each school annually

Annual events at universities with IAWA members to create awareness of the advocacy and support for women and nonpilot career

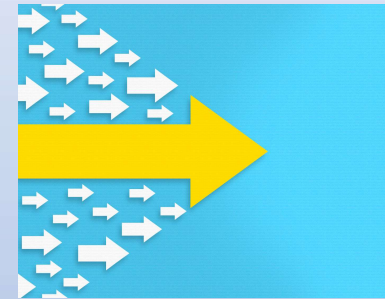
Annual Review of KPIs with university partners regarding demographics of students and educator



Scholarship recipients attend IAWA's Annual Conference where they are additionally mentored by a Board and Advisory Board Member and build their network of industry resources

Join the IAWA Mentoring program, where to date three of our seven Apprentice Members earned promotions at their companies

Career Growth



Remain in contact through Social Media platform for the recipients

Invite to speak on panel discussions about technical expertise and become members

IMPACT: Several obtain internships as well as initial and subsequent jobs as a result of the skills obtained, mentoring, experiences realized, and networks developed – and they reinvest in it



Focus on Skills – not just Ste(a)m

For my team, we have to be unorthodox in our thinking of how to attract talent (students) and look for new ways to engage at a much younger level (middle school).

We are starting in middle school/high school athletics and music – why those areas – because studies have shown STEM and STEAM do **not** lead to aviation, however, athletics and music provide the grit, the determination, the spatial awareness (sports) and stick-to-itiveness needed for the longevity of becoming a pilot. Also, this gives them a second option if sports or music becomes obsolete for them for any reason.

Last, we are targeting all-female programs like Black Girls Drone, all-girls schools like Xavier Prep in Phoenix, colleges like Spellman, and organizations like Sisters Of the Skies, WAI, etc. as places to spend our marketing dollars. The pipeline is never short on males, we have to go to where the female talent is and make our presence known.

Pam Williams - Director Academy Services - United Aviate Academy and member of the FAA's Women in Aviation Advisory Board



Leadership Mindset Focused on the Growth of Your People

We have to look for talent in more than the usual places. And, yes, outside the industry. We have to understand that younger people want much more flexibility and professional development than we did.

To expand the base, I have always gone beyond the usual job boards, or the usual referrals. Fish in the deepest end of the ocean and you will find all sorts of talent you might never have known about.

Once people work for me, I always want to know what they hope to achieve in 5, 10 or 15 years. I want to help them get there (this is especially true with younger workers), even if it means I may lose them at some sooner point than would otherwise be the case.

They work harder, and the organization benefits by being the kind of place where people can go and thrive when they leave. I encourage them to go to events, take advantage of professional development opportunities.

I always make sure they know their families are important to me, and that family is always more important.

Spend less time telling them what to do, and more time being clear on what is needed/expected (and how it fits into the strategy/vision of the organization).

Greg Principato, President National Aeronautic Association



Use Your Nimbleness to Your Advantage

The logo for AirFinance, featuring the word "AIRFINANCE" in a serif font, with "AIR" in a smaller size above "FINANCE".

AIRFINANCE

The logo for New Vista Capital and New Vista Acquisition Corp, featuring the letters "NV" in a bold, blue, sans-serif font with a stylized swoosh above the "V".

NV

Small firms have a different set of hiring requirements than larger firms. Often time it is more difficult to train at a smaller firm, because there are already so few people to fill the positions.

We don't pay people the most, but we offer a long-term career that is fun and manageable. We make sure our team knows that we value them and we respect that they are parents and have lives as well. It allows us to retain people for longer.

For example one of our high performers wanted to take 3 week off to learn Spanish. We allowed him to work only a few hours a day during that period, maintaining his daily work but not doing additional prospecting, and its that type of flexibility that really help keep people for the long term.

Kirsten Bartok Touw- Co-Founder & Co-President, New Vista Capital and New Vista Acquisition Corp and Managing Partner
Managing Partner AirFinance

Lead with Purpose and Intentionality

While yes, the needle is moving on this topic [of hiring and retention], we suggest that compensation is actually THIRD in the hierarchy of needs when it comes to hiring.

In the end, you cannot pay someone enough to work for an organization they don't respect or burn them out.

For us, we have just completed our first hire where geography was not a concern. We hired someone in a different state. The past two years have broken the paradigm with remote work. The biggest challenge we will have with this new hire is integrating in our culture. This will need to be done with purpose and intentionality.

Jeff Agur - CEO Van Allen



Understand what you can do and work within that framework

The federal government has quite a few restrictions on hiring and retention. However, the primary focus is getting your foot in the door, then moving positions within the government. Many positions require technical expertise and experience. (Ex: Aviation Safety Inspector, Legal, etc.) Once individuals are hired, our turnover rate is low expect for the pilot position.

HR partners with many organizations (Ex: Colleges/Universities - HBCU's, Internship Programs, Affinity Groups, Non-Profit Organizations, etc.) to find talent. There are dedicated Talent Recruiters who seek to fill specific positions depending on the agency needs. HR holds webinars, seminars (in-person), and participate in a variety of panels to create awareness for openings. Our USAJobs.gov website is used for all recruitment efforts.

Vanessa Blacknall-Jamison

Change Advisor and Leadership Coach - US Federal Aviation Administration Aviation Safety, Flight Standards Service Change Management Services Branch

Adjunct Professor at Vaughn College of Aeronautics and Technology

Chairwoman - Board of Advisors OBAP - Organization of Black Aerospace Professionals



If you want to keep your talent, provide a robust avenue for growth

It's important not only to hire for the job but for their potential in the future. Consideration should be paid to their capacity to fleet up to successive positions (if they have that desire/ambition) and thoughts toward future pipeline.

Also important is what they add to the diversity of the team, in terms of experience, background, and who they are.

Finally, it's less about what they can do (many people can do the very same thing) and more about how they do it. The 'how' matters.

To expand our talent base, we are partnering with organizations such as OBAP, IAWA, WAI, etc. to ensure potential candidates see AA as a potential for their future. We are very engaged in social media to expound on our values and talk about who we are and what is priority for us.

Bobbi Wells - Vice President, Safety Systems, Efficiency & Compliance, American Airlines

Immediate Past President of the International Aviation Womens Association and Member of the FAA's Women in Aviation Advisory Board



Empower Your Team to Be a Part of the Solution

Attitude is so important in business. Aviation is complex, fluid, and quite challenging. This requires talent that can pivot as needed, continually learn, confidently point out problems while offering solutions, and make smart decisions along the way while maintaining a positive and engaging attitude.

Although there is a longer learning curve, our Priester Team has found success in hiring from a multitude of non-aviation business acumens.

Priester has a family feel, a global reach, and an experienced and sophisticated bench. We are very selective when adding new team members as this impacts the overall business directly and indirectly. Team member referrals are super-power. Most team members will not refer a subpar candidate given that they want the business to succeed.

LinkedIn, professional recruiters, etc. yield great results but, require greater lead time. Partnerships with local, regional and national schools e.g., SIU, Embry Riddle, etc. can help build a qualified pipeline as well.

Rich Ropp – President of Priester Aviation



Build Your Legacy as You Build Your Team

Depending on the role, a question for the interviewer to reflect on, 'could the candidate be a successor?' Centered around building a pipeline of talent as well as leadership.

Leaders I admire and thrive under have embodied 3 key behaviors:

1. Provide space to expand wings and make mistakes
2. Provide opportunities outside of immediate role responsibilities for breadth and career growth - examples include special projects & access to functional/development courses.
3. Acted as sponsors: advocates internally and externally for career growth and/or to provide a seat to the table

Companies should aim to provide clear org(anizational) structures, and visibility to options for career growth. This increases transparency and creates a culture where employees are encouraged to engage and communicate about professional development.

Megha Bhatia Vice President of Sales & Marketing Rolls Royce



“Psychological Safety” is More Than a Word. It is the Foundation of Your Culture.

Focus on creating a culture where people feel comfortable speaking up. It is up to leadership to build psychological safety... without it, inclusivity and equity efforts will fall flat.

Psychological safety isn't about being kind, generous, group think, or any other synonyms.. it's about creating a culture of a growth mindset, being willing to rethink and question our own assumptions. It's about creating a transparent space to disagree and discuss.

When leaders master creating a microculture conducive for psychological safety, we will reap the benefits of all the D.E.I. efforts.

Kimberly Perkins, FRAeS – Captain, Researcher and PhD Candidate



Focus
on
Retention
and
Trust

Retention is a about bilateral trust, great pay and great performance. They all need to exist in a balance.

We have younger talent that needs to see their future, we build 3 year plans and have even offered open discussions frequently that include divergent discussions about their future and goals, and even it its their bosses job, how to be part of that succession. Its not about just saying, its about doing.

Continuous recruitment is a great strategy, timing is everything and waiting until you need a role is reactive at best.

Embrace remote work. Trust, but verify with your talent.

There needs to be adaptation by the companies for the next work generation. If companies aren't completing annual ENPS surverys, they are reacting to attrition. The industry needs to embrace modern talent management practices, and thats a pretty big paradigm shift for the industry.

Joe Barber, CAM - Senior Vice President,
Commercial Operations



CLAY  LACY

Belonging and Value

While it's important to focus on the pipeline, not enough attention is being paid to stopping the bleed. Barely a day goes by without a LinkedIn post saying that a woman from the industry has left for the likes of Amazon, Microsoft, or a Startup.

You can pay people high salaries and give them all the fancy employee benefits you like, but if someone doesn't feel included or valued then expect them to start looking elsewhere. Remember it costs 50-75% of somebody's salary to replace them – and they check out mentally long before they resign.

Fiona McKay – Founder and CEO – Leading Ladies of Aerospace and a Top 100 Women in Aviation and Aerospace to follow on LinkedIn



Actively Focus on what Your Definition of What Success Looks Like



Retention must be a leadership goal that is not only tracked but reported routinely just like other vital metrics within your company. The first steps team Leader's should take is making time to establish a modern communication channel that each of your team members understands and can easily adhere too. A sign that reads "Open door policy" is no longer good enough.

Tracie Carwile - VP Global Sales and Inclusion – Global Ground Transport and Board Member of Women in Corporate Aviation

Values and Potential are critical

Two things we look at very closely are values alignment and potential.

One thing WFH has hurt is mentorship and development. We are very deliberate in hiring for potential and providing the resources to develop within the organization.

We communicate, communicate, communicate. In a small business, people need to feel like they are making significant contributions. It's too hard to "quiet quit" in a small company so the effort must be worth it.

By letting everyone know where you came from, where you are and where you are going, people feel connected to the process and want to contribute.

Dustin Cordier – Head of Global Sales OGARAJETS



Keeping the Talent in During Mid-Career MUST Be a Focus

Recruitment and bringing in new people to the industry is the primary focus of many programs, however, I believe that the same focus should be on retention, and in that vein, it should be about developing those that have decided to make a career in aviation. The ones that have been in aviation for about 7-10 years.

They have been honing their skills, but have we as an employer been developing their potential? Have we invested in their development with additional technical training, targeted formal education, possible payback of student loans, assessing their desire to lead and foster that development, creating development and promotional tracks.

As a company we believe in mentorship and advocacy and working with different organizations or recruitment and retention in aviation and business aviation specifically. Recruitment has focused on early education, post-secondary, and military transition, as well as those who are looking for career changes.

For business aviation maintenance that includes formal and informal apprenticeship programs that work towards licensure and certifications. The human side is to bring people along, to engage and share the passion and assist in their personal and professional growth.

Lee Brewster – Vice President, Thoroughbred Aviation,
Member of NBAA Maintenance Committee and NBAA Top 40 under 40 2018



Mentoring makes you a stakeholder in developing the pipeline to reach the next level

Building the success of aviation's future depends on each of our individual willingness to mentor and teach those in the generations behind ours.

Many young professionals indicate they lack role models, sponsors or mentors. Everyone in this room can be part of the answer. Who (not what) are you investing in today?

René Banglesdorf - Founder, The Aviation Collective



Trust Can Lead to Collaboration

I believe in building on a person's strengths and giving them ownership of their success.

When people collaborate from a position of personal value, the collective outcome exceeds the sum of our individual contributions.

Jacquie Dalton – CEO and Founder
SPARROW Executive Jet Charter



Internal Development Programs create cross-functional collaboration

We have started a Leadership Development Initiative (LDI).

We send about 22 people through a 14-week course where they meet every two weeks, teaching them fundamentals of how to be a leader/manager. Providing them with practical tools they can use as a leader.

All departments/divisions nominate one to three people to participate so there is representation across the entire company.

We have now run 88 people through the LDI and the feedback has been amazing. New connections are being made between people that don't normally interact with each other.

Our leaders are using similar tools when managing their teams, so there is a common jargon beginning to emerge throughout our company.

Scott Cutshall, CAM - Senior Vice President, Development and Sustainability



CLAY  **LACY**



Be Willing to Listen Through and Act Upon “Stay” Interviews

The foundation of retention is *truly knowing your team members and staying informed and aligned with their motivations*. In the early stages of our careers, our motivations differ from the mid and latter portions; similarly, if we experience an unexpected change in family dynamic, develop a health concern or experience any other impacting variable, our motivations may change.

To remain aligned with each team member, I suggest conducting “stay” interviews with your direct reports two to three times per year and requiring your managers to do the same with their team members.

This interview is less about asking, “what will it take for you to stay here” and more about understanding what’s most important (currently) in their personal and professional lives.

The only way to know and understand your team’s motivations and aspirations is to continually ask them and most importantly LISTEN to their replies.

Jennifer E. Pickerel, Vice President at Aviation Personnel International
NBAA DE&I Working Group Co-Chair



Culture Should be Flexible but Adhere to Your Values

Culture is a word that gets tossed around, for better or worse, pretty freely these days. Some companies are subconsciously keeping an outdated company culture through expired hiring and talent management practices while others are reshaping or growing theirs by challenging the norm.

I've said for the longest time now that employers need to do more than just provide a paycheck. They need to create an environment where employees feel empowered and respected. This means more than providing snacks in the breakroom (some of us are still working remotely!). This means taking a vested interest in your employees' lives both inside and outside the workplace.

Jordan Scales – Aircraft Manager, Clay Lacy NBAA YoPro Council Member, OBAP Mentor



Stay on Top of the Trends

I frequently speak with aviation leaders who continue to operate in a 2019 climate. We are living in a completely different landscape now. A positive company culture is critical to our future success.

Ryan Waguespack – Member of the Board of Advisors of Business Aviation Advisor Magazine



Thank you for
your time.

We look forward
to moving the
needle with you.

