

**AMERICAN ASSOCIATION OF
AIRPORT EXECUTIVES**



ACCREDITATION PROGRAM MENTOR GUIDE

**Developed by the
AAAE Board of Examiners**

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I. INTRODUCTION

Candidates who enroll in the Accreditation Program to earn the distinguished Accredited Airport Executive (A.A.E.) credential are sometimes confused about the process. AAAE has prepared the Accreditation Study Guide for candidates, which details the entire Accreditation Program. This document can be found on the AAAE website under the Professional Development category.

The Accreditation Program Mentor Guide is designed to serve as a tool to assist a Mentor as he/she works with an Executive Candidate as they prepare for the Final Interview Process. Before we discuss the specifics of the Final Interview, it is important to understand the Accreditation Program Three-Step Process:

II. THREE-STEP ACCREDITATION PROCESS

There are three steps in the Accreditation Program.

- Written Exam:
 - A 180-question multiple-choice examination
- Writing Requirement
 - Management Research Paper
 - Case Study
 - Proctored Essay Exam
 - Proctored Executive Memo
 - Advanced Degree Waiver
- Final Interview
 - Oral Panel Interview

Multiple-Choice Exam

The exam is designed to document that the Executive Candidate has mastered, to an acceptable degree, the body of knowledge essential to carrying out airport management responsibilities.

- The written exam evaluates the following Body of Knowledge subject areas:
 - Finance and Administration
 - Planning, Construction and Environmental
 - Airport Operations, Security and Maintenance
 - Communications and Community Relations

Writing Requirement

- Management Research Paper or Case Study:

- Allows the Executive Candidate to fulfill the writing requirement with a 20-30-page paper at a pace of their choosing
 - Added benefit of the paper being pre-screened for grammar, mechanics, punctuation, usage and style before it is submitted to the Board of Examiners for evaluation
- Proctored Essay:
 - Requires candidates to develop a well-defined response to two industry-related questions in a 4-hour time limit
 - To be successful, candidates will need to have a broad understanding of the aviation industry and must be able to organize and present a comprehensive written response, with a minimum of 600 words per response to each question within the allotted time
- Proctored Executive Memo:
 - Requires candidates to develop a well-defined executive memo to one industry issue in a 2-hour time limit
 - To be successful, candidates will need to have a broad understanding of the aviation industry and must be able to organize and present a comprehensive written one-to-two-page response within the time limit
- Advanced Degree Waiver
 - If a candidate has received a master's or doctorate degree from an accredited college or university, it may satisfy the writing requirement, pending a transcript review from the Accreditation Department

Please note that a candidate can choose to begin the process with the Multiple-Choice Exam or the Writing Requirement; however, candidates are encouraged to complete the Writing Requirement first then move on to the Multiple-Choice Exam, because information gained from studying for the Exam can assist with the preparation for the Final Interview.

Final Interview

The Accreditation Program is a rewarding experience, but the Final Interview can be a daunting challenge for a candidate – especially an unprepared one. There are many ways for a candidate to prepare for the exam and each individual has a way that works best for them. In short, the Final Interview is designed to evaluate the extent of a candidate's knowledge in the following subject areas:

- Finance and Administration
- Planning, Construction and Environmental
- Airport Operations, Security and Maintenance
- Communications and Community Relations

III. FINAL INTERVIEW DETAILS

Interview Guidelines

All Final Interviews will be conducted in a similar manner, consistent with the criteria established by the AAAE Board of Directors (BOD) and the Board of Examiners (BOE). Questions for the Final Interview are provided to the Panelists (via the Final Interview Book) to promote consistency. Follow-up questions not included in the book may be asked to better assess the Executive Candidate's knowledge in a particular area. The format for the final interview is similar to a high-level job interview with a group of panelists asking questions from the four subject areas in a round-robin format and assessing the candidate's practical knowledge.

Panel Composition

- Prior to assembling a panel of examiners, the BOE member must take precautions against any perceived conflicts of interest between the panelists chosen and the candidate. The candidate may "veto" a panel member for a perceived conflict or bias.
- Final Interviews must be conducted by a panel of three active Accredited Airport Executives (A.A.E.s). The panel typically consists of a member of the Board of Examiners and two other accredited airport executives. The regional examiner shall ensure with AAAE that all panel members are fully qualified to sit on a panel.
- A member of the BOE may either choose to serve as lead panelist or may designate one of the three panelists as the lead. In this case, the BOE member will select the Accredited Member with the most and recent experience serving on an Accreditation Final Interview Panel for that role.

Candidate Eligibility

- A BOE member must verify each candidate's qualifications prior to scheduling a Final Interview. Executive candidates must: be currently employed full time at a public-use airport, have a signed Code of Ethics form on record with the AAAE office, have passed both the multiple-choice examination and the writing requirement, have accumulated a minimum of three (3) years of airport management experience, and must have paid all accreditation and membership fees in order to sit for the Final Interview.
- After verifying the candidate's eligibility with the AAAE office, the BOE member will establish the date, time and location of the Final Interview.

Interview Format

- The Final Interview is intended to test the candidate's analytical and communication skills as well as his or her overall knowledge of airport management.
- The candidate should reference and follow the guidelines in the AAAE Accreditation Program Guide to prepare for the Final Interview.
- The format is structured but allows for an informal interchange.

- Lead Panelist will ask the Executive Candidate in what order they would like to be tested on the sections; this approach may help the Candidate build confidence.
- The candidate should ask for clarification whenever questions are unclear. Questions can be rephrased or restated. The Lead Panelist should explain that there are no “trick” questions and that the Panel’s goal is to assess the Candidate’s knowledge of airport management.
- Some of the questions are subjective. If a question involves controversy, the candidate should be able to explain the issues on both sides of the controversy. The thought process and justification for selecting one argument or another is what the panelists are evaluating.
- The Panelists will be taking notes. The Candidate should not infer anything from this action. Panelists are taking notes to remind themselves of areas to explore further or to document subjects the Candidate has answered exceptionally well.
- When it is clear that the Executive Candidate knows the subject material well, the Lead Panelist may cut the answer short in the interest of time management.
- The candidate has a right to ask for breaks at any time, and these should be reasonably accommodated.
- The Final Interview usually takes about 2-3 hours, but this can vary among candidates.
- Numeric scores are not given for the Final Interview. The Final Interview is graded as “pass” or “fail” by Panelists according to the Candidate’s ability to satisfactorily answer seventy percent (70%) of the questions asked.
- The candidate will be informed immediately following the Final Interview of pass or fail status.

Panelist Instructions

- Panelists should begin the Final Interview by introducing themselves then asking the Executive Candidate to share his or her background with the Panel; this may help put the Candidate at ease.
- The Candidate may not bring any materials into the interview room except a clean note pad and writing material. He/she must satisfactorily answer the minimum number of questions established by the BOE in each of the four parts.
- Panelists should alternate asking questions. It is not inappropriate for one panelist to ask a series of questions concerning a particular area of expertise.
- If the Executive Candidate is unable to answer questions satisfactorily in one part of the Final Interview, the Panel will terminate the entire session. The Panelists should maintain the integrity of the process and not allow the Candidate to “test the water”. To be consistent, all members of the Panel need to stop the interview at the first sign of the Candidate’s failure to perform.
- Panelists will each be provided with a Final Interview Questions booklet. Please do not mark in the booklet.

Evaluation of the Final Interview

- All panelists must use the standard Final Interview Scoring Sheet when evaluating the Executive Candidate’s performance. All panelist notes should be limited to the Scoring Sheets.

- Each section of the Final Interview stands on its own. A Candidate could fail up to four parts, but this occurrence would be very unusual since interview panels are terminated at the first sign of failure.
- A minimum of seven (7) questions will be asked from each section. Questions with multiple parts, i.e. 15 a., 15 b. are considered one question. If the candidate does not answer a minimum of seven (7) questions correctly, additional questions may be asked to determine the Candidate's knowledge of the section. Candidates must successfully answer seventy percent (70%) of the questions asked in each section to pass the section.

Completion of the Final Interview Process

- At the conclusion of the Final Interview, the Lead Panelist should excuse the Executive Candidate from the room but instruct him/her to remain nearby. At this time, the entire panel will discuss the Candidate's performance and compare their comments from the score sheets.
- When the panelists have reached a consensus regarding the Candidate's performance, they should ask him/her to return to the interview room. If the panelists agree that the Candidate successfully answered seventy percent (70%) of the questions asked, the Candidate will be informed that he or she has passed the interview.
- After notifying the Executive Candidate that he or she has passed the Final Interview, the Panelists should award the candidate an Accredited Airport Executive pin. In addition, as a memento, ask the Candidate for their business card. After the Executive Candidate's name, add A.A.E. and have each panel member sign the card. They should also have a photo taken of the candidate with the panel.
- If the Candidate did not perform satisfactorily, the panelists should explain the area(s) of weakness, stating which part(s) he or she failed. All panelists should encourage the Candidate to retake the Final Interview. The Lead Panelist or BOE member will explain to the Candidate the requirements and waiting period of 90 days before Interview retake. The candidate can retest just on the parts on which they were unsuccessful, as long as they sit within two years of the initial interview.

IV. MENTOR GUIDELINES

Continuing Education Units (CEU)

AAAE recognizes the time necessary to prepare a candidate for the Final Interview. Twelve (12) Continuing Education Units (CEUs) will be applied to the Mentor's CEU balance for each candidate that a Mentor assists, once that candidate successfully completes the program.

The Role of the Mentor

The role of the Mentor is to help prepare the candidate for the Final Interview. What exactly does this mean? And, just as important, what does it not mean?

- What is the Role of the Accreditation Mentor?

- Guide the candidate through the Final Interview Process
 - Help the candidate to identify the best study method; one that works best for the candidate
 - Provide the candidate a framework for studying
 - Provide the candidate with information about how to present themselves (demeanor, appearance, etc.)
 - Schedule time to talk on a regular basis to ensure they are preparing for the Final Interview
 - Question the candidate on Final Interview topic areas
 - Provide feedback to the candidate on the knowledge shared during the discussion
 - Encourage, encourage, encourage
 - Regularly apprise the candidate's Regional Examiner of the candidate's progress
 - Make the final recommendation to the Regional BOE representative on Moving forward with the Final Interview
- What is NOT the role of the Accreditation Mentor?
 - Study for the individual
 - Feed the individual the answers to the questions

Potential Study Methods

The final interview requires a different set of skills from those required for the multiple-choice examination. Resources such as *Airport Magazine*, FAA Advisory Circulars, FAA Orders, Master Plans, AAEE Digicast videos, the Young/Wells text, research projects through the Transportation Research Board/Airport Cooperative Research Program (TRB/ACRP), the C.M. Body of Knowledge Modules, AAEE ACE Modules, as well as other industry materials, are all excellent for interview preparation. Although a great deal of information is available through these resources, candidates are highly encouraged to also gain practical knowledge in the subjects where they are not as strong. This includes, but is not limited to, meeting with superiors, peers, and colleagues and visiting other facilities to gather information.

Each individual has their own way to study for the Final Interview. Some candidates are motivated while others are not. All candidates will have external forces competing for their time and attention. Some Mentors will schedule weekly calls with the candidate, others will check-in on occasion; the amount of mentoring is tailored on a case-by-case basis and depends on the needs of the candidate.

When a Mentor has an extremely motivated candidate, the mentoring will be a smooth process. Keep in mind, there are candidates that state they are ready for the challenge, yet they lack motivation to study. During conversations with these candidates, it is acceptable to point out that if the candidate is not willing to commit the time to study and be prepared for the call, then it not only wastes their time, but your time as well; time that could be dedicated to assisting another candidate. Usually, direct dialogue with the candidate will lead to improved candidate readiness and behavior.

Candidate Coordination

If you plan to schedule a series of phone calls with the candidate (typically once per week), some basic suggestions are listed below:

- Agree upon a regular schedule on the same time and day. This allows for the call to fit within the normal schedule and allows the candidate and the Mentor to properly manage the preparation and wrap-up time.
- Items to consider during the first phone call:
 - An introduction between mentor and candidate is appropriate. Discuss the candidate's background and share your background with them. This helps to create a relaxed environment for the discussion. Don't forget this is also about network development.
 - Learn more about the candidate's reasons for wanting to earn the A.A.E. designation as well as what is going on in their life at this time. This will provide you with valuable insight into their motivation and any clues as to outside distractions.
 - Ask the candidate about their timeframe. This information will probably be known already, but it may lend itself to a good discussion about motivation and priorities. It is best to remind a candidate that the average preparation time for the Final Interview is 4-6 months (with a solid study plan and regular communication with the Mentor).
 - Discuss the candidate's studying habits and how they best retain knowledge.
 - Discuss what the candidate believes are their strong and/or weak knowledge areas. This information will help you to develop a session plan that is targeted to the needs of the candidate.
 - Walk the candidate through the Final Interview process, to include notification to their Regional BOE Examiner and AAAE, the layout of the exam and the topic areas that will be covered. Also advise the candidate that they will need to provide adequate notice to their Regional BOE Examiner about when they would like to schedule the Final Interview, as this effort takes time for the Regional BOE Examiner to coordinate. Typically, thirty (30) days advance notice is recommended as the BOE Examiner must coordinate the time, place and panel.
 - Be sure that candidates are not reading from their notes during mentoring sessions. They need to have studied prior to each call and be ready to answer questions without materials at their disposal.

Study Plan

Some candidates are knowledge ready, but not interview ready, which means that they have the knowledge, but may not yet have the confidence or skills to succinctly and adequately answer questions. It is the role of the Mentor to make sure that they not only have the knowledge, but that they can convey this knowledge to the Final Interview panel.

After you have assessed the candidate's knowledge and identified their strengths and weaknesses, it is recommended you develop a study plan to cover specific areas. It is recommended that you cover one module at a time to maintain consistency and to help the candidate focus.

Remind the candidate that the C.M. Body of Knowledge Modules are an excellent resource; however, it is strongly recommended that the candidate review other resources. Depending on schedules, physical visits by the candidate, with industry experts/peers, are strongly encouraged to understand the specific

functions and roles these individuals serve, how these individuals perform their jobs, why these individuals' jobs are important and how that job function supports the overall airport organization. For example, a candidate who is not familiar with FAR Part 139 requirements could benefit from participating in an airfield inspection with Operations personnel, speaking with an ARFF representative, etc. This interaction can help tie the academic knowledge with the practical application of that knowledge. It can also be helpful to visit another airport, of a different size and operation.

It is recommended that the candidate:

- Review the topic list from the Accreditation Program Guide
- Assess the material needed
- Organize the material needed
- Estimate how much time is needed to master the material
- Study in 30-60-minute segments
- Make use of note cards or use acronyms and mnemonics to help remember the material

Pre-Interview Recommendations

AAAE recommends candidates follow these simple points:

- Get enough rest before the final interview.
- Be prepared well in advance; do not "cram".
- Visit the meeting room before the final interview, if possible.
- Learn the names of the panelists before the final interview, if possible.
- Listen carefully to each question.
- Ask to have questions repeated or clarified if they are not clear.
- Look at the panelists when speaking.
- Admit if they don't know an answer to a question.
- Maintain a comfortable posture.
- Speak slowly and clearly.
- Vary the intensity, intonation, etc., of their voices.
- Remain positive.

Materials to Provide the Candidate

Candidates can access PDFs of the AAEE C.M. Body of Knowledge Modules and Accreditation Program Guide (which also outlines the interview process) by logging into the AAEE website at www.aaee.org/aaemodules. They can order hard copies of these materials at: www.aaee.org/studymaterials.

To assist you in helping the candidate develop a functional Study Plan, refer to Appendix A: Final Interview Study Topics; and, Appendix B: Topics Appearing in the C.M. Modules. These documents serve to provide both the mentor and the candidate with an outline of the Final Interview topics and provide some guidance for meaningful discussions with the candidate.

Determining Candidate Readiness

When the mentor has determined that the candidate is fully prepared for the Final Interview, they should contact their Regional BOE representative. At this time the BOE representative will most likely contact the candidate and ask them a series of questions to evaluate their readiness. This is not a matter of second guessing the mentor; the goal is to ensure the candidate is prepared and can pass the Final Interview the first time. Once readiness is ascertained, the BOE representative will coordinate with the candidate and schedule the Final Interview at a date, time and location, and is mutually agreed upon.

It is recommended that the mentor consider the following guidelines when evaluating the readiness of the candidate:

- Knowledge level – the candidate should be able to answer each question succinctly. If the candidate is struggling to answer questions, then they are probably not ready for the Final Interview
- Confidence level – the candidate should be able to provide succinct answers with assurance. If there is shakiness or hesitation in the voice, this may hamper the candidate over the course of the Final Interview

VI. CONCLUSION

For many candidates, completion of the Accredited Airport Executive Program is one of the highlights of their career. And, a successful Final Interview is usually the end of a long process that for some people can take years.

From the perspective of the mentor and the BOE representative, helping to prepare a candidate and watching the candidate achieve success is a rewarding experience. As a mentor, you will feel pleased that your direct efforts made an impact on an individual that will last a lifetime. And, hopefully, this candidate, a new Accredited Airport Executive, will want to give back to AAAE and help another candidate to achieve this same goal.

Thank you for your participation in the Accreditation Program Mentor Program.

APPENDIX A

Final Interview Study Topics

Successful candidates will be able to define and describe the following topics extensively and confidently.

SECTION 1: FINANCE AND ADMINISTRATION

PART 1: GENERAL/LEASE AGREEMENTS/INSURANCE

AVIATION INDUSTRY TRADE GROUPS

AIRPORT OWNERSHIP ADVANTAGES/DISADVANTAGES

TYPES OF LEASE AGREEMENTS, LEASE RATE VALUATION, RATE ESCALATORS

COMPONENTS OF COMMERCIAL LEASE AGREEMENTS

INSURANCE / LIABILITY / SELF-INSURANCE / MITIGATING RISK / TENANT INSURANCE

FACTORS THAT INFLUENCE INSURANCE PREMIUMS

PART 2: BUDGET/REVENUE/DBE/PARKING

OPERATING BUDGET DEVELOPMENT - COST CENTERS, COST ACCOUNTING

NON-AERONAUTICAL REVENUE, USES AND RESTRICTIONS

REVENUE DIVERSION

CONCESSIONS DEVELOPMENT , RFP PROCESS

DBE - DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

PARKING OPERATIONS

TRANSPORTATION NETWORK COMPANIES

PART 3: AIRLINE AGREEMENTS

AIRLINE RATE-MAKING METHODOLOGIES

TRANSITION FROM RESIDUAL TO COMPENSATORY AIRLINE AGREEMENTS

SIGNATORY AIRLINE AGREEMENT NEGOTIATIONS / EXCLUSIVITY

SIGNATORY VS. NON-SIGNATORY AGREEMENTS

GATE USE AGREEMENTS

PART 4: CAPITAL FUNDING/TAXES

CAPITAL IMPROVEMENT FUNDING SOURCES

GRANT ASSURANCES

BOND ISSUING

PASSENGER FACILITY CHARGES

AVIATION TAXES (AIRPORT AND AIRWAY TRUST FUND)

PART 5: HUMAN RESOURCES

OUTSOURCING

EMPLOYEE PERFORMANCE

DISCIPLINARY PROCEDURES

SUCCESSION PLANNING

TRAINING PROGRAMS

SECTION 2: PLANNING, CONSTRUCTION AND ENVIRONMENTAL

PART 1: AIRPORT PLANNING

AIRPORT MASTER PLAN

AIRPORT LAYOUT PLAN

EALP

WIND ROSE

NPIAS

AIRPORT REFERENCE CODE (ARC) - CRITICAL AIRCRAFT

RUNWAY DESIGN CODE (RDC)

PART 2: CAPACITY/AIRPORT DESIGN/IT

AIRPORT CAPACITY - PRACTICAL AND THROUGHPUT

AIRPORT DEMAND MANAGEMENT

PRIMARY VISUAL AIDS AND INSTRUMENT NAVIGATION AIDS

DESIGN OR REMODEL FACTORS: TERMINAL, CHECKPOINT AND PARKING STRUCTURE

IT SYSTEMS, IMPLEMENTATION, ACQUISITION, UPGRADE,

ACAMS

PART 3: ENVIRONMENTAL

ENVIRONMENTAL REVIEW PROCESS

FEDERAL ENVIRONMENTAL ACTS

ENVIRONMENTAL PERMITS/NPDES

VALE

AIR EMISSIONS MITIGATION

ENVIRONMENTAL LIABILITY

LEED

ENVIRONMENTAL AUDITS

PART 4: CONSTRUCTION

FAR PART 77 / PROBLEMS / FORM 7460-1

FEDERAL GRANT PROCESS/PROBLEMS

GRANT ASSURANCES

CONSTRUCTION PREPARATION/COMMUNICATION/STAKEHOLDERS

CONSTRUCTION CONSULTANTS / CATEGORIES / SERVICES / SELECTION PROCESS

BASIC ARCHITECT/ENGINEER SERVICE PHASES

PROJECT DELIVERY METHODS

SAFETY MANAGEMENT SYSTEM

CONSTRUCTION SAFETY

SECTION 3: AIRPORT OPERATIONS, SECURITY AND MAINTENANCE

PART 1: ACM, PART 139

PART 139 SELF INSPECTIONS

PART 139 AIRPORT CLASSIFICATION (CLASSES I-IV)

AIRPORT CERTIFICATION MANUAL

FAR PART 139 CERTIFICATION INSPECTION

TRAINING REQUIREMENTS AND RECORDS

FUEL INSPECTION PROGRAM / HAZMAT / FUEL SAFETY

AIRFIELD DRIVER'S PROGRAM

PART 2: AIRFIELD

NOTAMS

RUNWAY AND TAXIWAY SAFETY AREAS

RUNWAY PROTECTION ZONES

OBSTACLE FREE ZONES AND AREAS

AIRFIELD LIGHTING/MARKINGS/SIGNS, INSPECTION, MAINTENANCE, SAFETY, REDUNDANCY

RUNWAY/TAXIWAY INCURSIONS

DISABLED AIRCRAFT RECOVERY

PART 3: WILDLIFE, SNOW AND ICE, EMERGENCY, ARFF

WILDLIFE HAZARD ASSESSMENT, WILDLIFE HAZARD MANAGEMENT PLAN, TRIGGERING STRIKES, WILDLIFE CONTROLS

SNOW AND ICE CONTROL PLAN, ELEMENTS/PRIORITIES/TALPA/RCAM

AIRPORT EMERGENCY PLAN, AIRPORT SPECIFIC HAZARDS

ALERT LEVELS (I-III)

NIMS, ICS, UC

AIRCRAFT RESCUE AND FIRE FIGHTING

PART 4: SECURITY

AIRPORT SECURITY PROGRAM, STERILE/SIDA/SECURED AREAS, CHALLENGE PROC.

CHRC/STA

PART 5: MAINTENANCE/PAVEMENT

PREVENTATIVE MAINTENANCE

PAVEMENT MANAGEMENT PROGRAMS

PAVEMENT TESTING METHODS

LIFE OF PAVEMENT FACTORS, ASPHALT VS. CONCRETE

RUBBER ACCUMULATION/REMOVAL

FRICITION MEASUREMENT/TESTING

ENERGY CONSERVATION MEASURES

PART 6: ADVISORY CIRCULARS

FAA ADVISORY CIRCULARS/TOPICS

SECTION 4: COMMUNICATIONS AND COMMUNITY RELATIONS

PART 1: GENERAL/COMMUNITY

AVIATION ADVOCACY

AAAE, LEGISLATIVE AFFAIRS, GOVERNMENT RELATIONS

AAAE COMMITTEES AND AFFILIATE ORGANIZATIONS

OUTREACH TO GENERAL AVIATION

BALANCING POLITICAL INFLUENCES WITH SOUND BUSINESS PRACTICES

PART 2: MEDIA RELATIONS/PUBLIC RELATIONS

MEDIA RELATIONS

SOCIAL MEDIA, BLOGS, INTERACTION

MEDIA RELATIONS IN CASE OF AIRCRAFT ACCIDENTS

CONFLICTS WITH THE MEDIA, RIGHTS OF THE FREE PRESS, MEDIA TACTICS

PUBLIC RELATIONS, PUBLIC RELATIONS TOOLS, AIRPORT AMENITIES

PART 3: CUSTOMER INTERACTION

VICTIM/FAMILY ASSISTANCE RESPONSIBILITY/PROGRAMS SURVIVOR ASSISTANCE

FREEDOM OF INFORMATION ACT REQUESTS

CUSTOMER COMPLAINTS, COMPLAINT RESOLUTION

TENANT COMPLAINTS, CONFLICT RESOLUTION

CUSTOMER SERVICE CHALLENGES AND AIRPORT FIRST IMPRESSIONS

PART 4 : MARKETING/AIR SERVICE/MISC.

MARKETING PLANS / EVALUATING EFFECTIVENESS

AIR SERVICE DEVELOPMENT PLANS, INCENTIVES, REVENUE

PUBLIC ART, IMPACT, BENEFITS

ECONOMIC IMPACT, ECONOMIC IMPACT STATEMENTS, INPUTS

AIRPORT BRANDING

PART 5: AIRSPACE/NOISE

FAR PART 150 PROGRAM

NOISE MITIGATION METHODOLOGIES

PURCHASE ASSURANCE/AVIGATION EASEMENT

Appendix B

Topics Appearing in C.M. Modules – Guidance for Discussion

(Information Source: AAAE C.M. Body of Knowledge Modules)

Listed below are the broad topic areas from the C.M. Body of Knowledge (Modules). While not specifically designed for the Final Interview, these Modules harmonize well with the knowledge needed for the Final Interview.

Section I: Finance and Administration

- Distinguish between the various forms of airport ownership and operation
- Identify key legal considerations regarding airport management
- Describe the applicable regulations, grant assurances, FAA Orders, Advisory Circulars and other airport management guidance and regulatory documents
- Differentiate airport categories
- Explain the different regulatory agencies and trade organizations that affect airport management
- Identify and assess aeronautical revenue sources as related to airport size, demographics and characteristics
- Describe the benefits and impetus for airport strategic plans; differentiate from other types of airport planning (i.e., business, master), and explain the strategic planning process; define long-term objectives
- Describe airport property management principles and key documents
- Explain airport operating, finance and budget terminology and interpret airport financial reports
- Identify and explain airport capital funding sources
- Explain airport insurance requirements
- Describe Essential Air Service (EAS)
- Recognize the various capabilities of the American Association of Airport Executives.
- Discuss Airport Executive career paths, training and certification opportunities and benefits

Section II: Planning, Construction and Environmental

- Explain the NPIAS and the ACIP process
- Describe the roles of States and Metropolitan areas in airport planning
- Explain the role of the Airport Master Plan and describe the elements included in a Master Plan Study
- Recognize airfield markings, signs and lighting configurations, look and function
- Construct the Part 77 surfaces
- Describe terminal design considerations and key factors, such as passenger flow and services, and explain ADA, FTZ, ARFF and SRE requirements
- Identify key issues and characteristics of the airports' runway and taxiway system, and Other Landing Facilities
- Distinguish which environmental regulations contributed to the requirements of airport operators
- Explain the environmental review process including categorical exclusions, environmental assessments and environmental impact statements; explain the exceptions
- Recognize key capacity and delay issues including those elements that contribute to delay in the system
- Describe the legislative acts relevant to airport noise and their resultant impact on airport operators
- Compare and contrast between the Part 150 and Part 161 studies; know the key elements of the Part 150 study
- Explain the airport construction management process

Section III: Airport Operations, Security and Maintenance

- Describe the Safety Management System and its use on airports
- Distinguish between airport classes as related to Part 139 and explain the function and development of the Airport Certification Manual (ACM)
- Distinguish the four types of self-inspections and the key elements of the self-inspection process
- Describe the pavement maintenance processes and distinguish between various types of airfield pavement and explain the rating system
- Describe the elements of the snow and ice control plan and recognize key concerns during a snow removal operation
- Explain the aircraft rescue and fire-fighting requirements at an airport including hazardous materials, and the Airport Emergency Plan (AEP)
- Recognize the inspection requirements within all elements of Part 139
- Describe the role of airport communications
- Describe the primary events that formed aviation security policy and explain the role of the Transportation Security Administration (TSA)
- Describe the requirements for an airport as related to an Airport Security Program (ASP)
- Discuss general aviation airport security issues
- Describe the general security requirements for aircraft operators
- Describe the role of law enforcement at an airport

Section IV: Communications and Community Relations

- Explain the roles and responsibilities of the Airport Executive within a politically charged environment
- Describe the challenges and benefits of citizen participation in public policy making
- Explain the key marketing questions that should be addressed prior to beginning a marketing endeavor
- Differentiate other types of airport marketing
- Construct a marketing plan utilizing the key elements and describe the appropriate marketing mix for the various types of airports
- Explain the uses of social media and how it has changed marketing and public relations
- Describe how airports attempt to develop air service including best practices, common strategies and goals
- Describe the role of public relations at an airport including methods of managing the media in both the promotional role and the Public Information Officer role
- Explain the key elements of public relations in crisis
- Explain the economic impacts of airports and aviation on the local economy