BEYOND THE SURVEY · NBAA-BACE 2026

Make the Case: Document Your Value

Your job description can stay the same while your value to the company grows. When that happens, HR can only act on what you document. Whether you lead a department now or plan to, these steps help you prove your value, ask for the right title and pay, and lead like a business.

1 Start with your job description

Surveys match pay to job descriptions, so start there. The Job Description Prep Sheet walks you through it.

- ☐ A current, written job description
- ☐ Duties added since: budget, safety, training, filling in for a leader
- ☐ Your title compared with the matching survey title
- ☐ Who you report to, and whether they use the aircraft

2 Learn what the company values

Ask the executives who use the aircraft what it does for the business. Their answers tell you what to measure.

- ☐ The company's top goals for this year
- ☐ Schedules and staffing built around their answers
- ☐ What each executive expects from a trip
- ☐ A one-year plan with names and deadlines

3 Document your value

Value that isn't written down is easy to overlook. Keep a running record in numbers leaders understand.

- ☐ Executive hours saved and trips made possible
- ☐ Cost of one more flight hour: fuel, maintenance, trips
- ☐ Money saved on contracts, vendors and fleet
- ☐ A budget built line by line and checked monthly
- ☐ Safety record and risks you managed
- ☐ A current cost comparison to charter and fractional

4 Make the case for title and pay

HR and finance need evidence before they can change a title or pay band. Give them a short, clear package.

- ☐ Your updated job description and value record
- ☐ Big requests on one page: cost, benefit, risk
- ☐ Third-party pay data. Swapping pay numbers with peers can raise antitrust issues.
- ☐ A monthly report on cost, safety and time saved
- ☐ The title and pay band that match your current scope
- ☐ Regular face time with your reporting executive

5 Lead like a business

Replacing a pilot or technician costs far more than a raise. If you pay at the middle of the market, half of similar jobs pay more. Good schedules, a strong culture and your own leadership close the gap.

KEEP YOUR PEOPLE

- ☐ A market pay check every year
- ☐ A clear path to higher pay as people grow
- ☐ Predictable schedules and protected days off
- ☐ Check-ins on why people stay
- ☐ A growth plan for each person

RUN A TIGHT OPERATION

- ☐ Enough staff for the flying you do
- ☐ Key procedures written down, each with an owner
- ☐ Cross-training so work continues
- ☐ Someone ready to step into each key role
- ☐ Early, honest updates on changes

GROW AS A LEADER

- ☐ NBAA Certified Aviation Manager (CAM)
- ☐ MBA or business courses in finance and strategy
- ☐ An industry roundtable for peers
- ☐ Hands-on time with the budget, audits or hiring

Next leadership meeting: _____

Sheryl Barden, Aviation Personnel International | Dr. Chris Broyhill, AirComp Calculator
apiaviation.com | aircompcalculator.com