

# EXECUTIVE POSITION PROFILE

## Chief People Officer

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**NBAAA**  
National Business Aviation Association

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This search is being conducted by:

**VettedSolutions**

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# Table of Contents

*Click any entry in this Table of Contents to go directly to that page.*

*Click on the page number at the bottom of any page to return to the Table of Contents.*

<b>I. Position Description</b> .....	<b>3</b>
Scope of Position	
Essential Duties and Responsibilities	
Non-Essential Duties and Responsibilities	
Supervisory Responsibilities	
Required Qualifications	
Desired Qualifications	
<b>II. Organization Review</b> .....	<b>7</b>
About NBAA	
Mission	
Statement of Purpose	
Memebership	
Conventions	
Advocacy	
Senior Executive Team	
Web Presence/Social Media	
<b>III. About Vetted Solutions</b> .....	<b>10</b>

# I. Position Description

## Scope of Position

The Chief People Officer (CPO) provides leadership and strategic direction for the organization's Human Capital Programs for NBAA staff and serves as a liaison to NBAA's Board of Directors with regard to human capital issues and budget. Through partnerships with the CEO, COO, and senior executives, this position develops and strategically integrates human capital initiatives, policies, programs, and services including recruitment/staffing/retention, workforce planning, performance management, organizational and employee development, legal compliance, benefits, compensation, employee relations, employment practices and procedures, employee communications, recognition/incentive programs, employee events and HR technology. The CPO collaboratively supports and provides advice to senior management and guides staff on human capital issues. Responsible for HR-related communications to employees, including running NBAA's monthly All Team Meeting. As a member of the Senior Executive Team and Board Committee Liaison, the CPO is highly engaged in policy-making and setting the future direction of the organization. This position manages the Human Capital staff team which includes the Senior Manager, Human Resources; the Director, Office and Support Services; and oversees the Support Services Team.

## Essential Duties and Responsibilities

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Specific duties and responsibilities include but are not limited to:

- Plans, develops, and implements strategies related to staffing management including recruitment, selection, and retention; terminations; job analysis and documentation, and workforce planning.
- Develops and implements organization-wide performance management program to ensure that organizational goals are achieved through enhanced staff performance, motivation, and commitment to NBAA's mission and values.
- Develops, conducts training, and implements organization-wide annual goal development program tied to the strategic plan.
- Develops a succession plan for key staff and a talent management program to identify and build future leadership capabilities.





- Sets the standard for assuring NBAA is a continuous learning environment focused on ongoing professional and skills development.
- Assesses organization-wide strategic needs for training, development, and continuous learning; plans, designs and delivers training and appropriate learning opportunities.
- Strategically designs, negotiates, effectively communicates, and manages benefits and compensation programs.
- Counsels, guides and educates managers and employees on HR best practices, policy interpretation, performance improvement, and career development.
- Ensures NBAA complies with HR policies and procedures and federal, state and applicable local laws, regulations, and requirements governing employment, benefits, and workplace. Stays current with human resources best practices and employment law.
- Directs and manages HR software management information systems including ADP's WorkForce Now; SuccessFactors Performance Management, Goals and Recruiting modules; JJ Keller's Family and Medical Leave tracking software, and others. Conducts research, selection, and negotiation for software, implementation and maintenance, troubleshooting including assisting end users and creating ad hoc reports from software.
- Receives, investigates, and prepares summaries and recommendations on anonymous reports submitted through an ethics hotline maintained by a third-party.
- Responsible for HR-related communications to employees, including organizing/planning and facilitating NBAA's monthly All Team Meetings.
- Oversees and manages full cycle recruitment and onboarding of new hires
- Ensures and manages proper records management and HR metrics reporting through the Human Resources Information System (ADP's WorkForce Now) and individual employee files.
- Communicates human resources related information to CFO and Accounting-Payroll staff and closely collaborates with them to ensure payroll administration complies with Human Capital policies and employment law.
- Counsels, guides, and educates managers and employees on HR policy interpretation, performance improvement, and career development.
- Serves as advisor/mediator in employee relations matters.
- Oversees maintenance and confidentiality of personnel records related to new hires, performance reviews, promotions, transfers, separations, and exit interviews.

- Develops, communicates, and administers Human Capital Policies.
- Oversees and advises management on employee corrective actions, including terminations.
- Oversees the development and implementation of a highly effective orientation and onboarding program that emphasizes the critical importance and value of welcoming and integrating new employees into the organization culture.
- Serves as staff liaison to the Compensation, Investment and Succession Committee of the Board of Directors, including researching and preparing materials as directed by the Committee's chair on President & CEO and executive compensation and succession planning.
- Manages and participates in the 401(k) Investment Committee including investment selections and regulatory compliance.
- Collaborates with and manages employee volunteers to plan organization-wide social events.
- Serves as a member of the executive leadership team and participates in establishing the Strategic Action Plan, annual goals of the Organization, strategic initiatives, corporate policy, business operating model and operational execution.
- Develops and manages a high performing team that is highly competent, motivated, and committed to achieving the objectives of the organization and the department.
- Directly manages the Director, Office and Support Services and oversees management of the Support Services team.
- Role models and administers organization policies and human resources best practices.
- Other duties as assigned.
- Travel - 5% per year.
- Budgetary Responsibility – Prepares and manages Human Capital Budget of \$18,602,044 and an HR dept budget of \$171,925 (FY19).
- Supervision Received – works independently with minimal supervision from Chief Operating Officer.
- Decision Making - Scope of Authority. Organization-wide impact.



- Contacts - All NBAA staff members including the President & CEO - daily or as needed; Board of Directors – at least quarterly and on request; Other members of the Senior Executive Team – daily as needed; Vendors/Partners; and Human Resources VPs of other organizations.

## Non-Essential Duties and Responsibilities

- Prepares expense reports.
- Inputs information pertinent to personnel and benefit records.

## Supervisory Responsibilities

- Responsible for five staff, two of whom are direct reports: Director, Office and Support Services and Senior Manager, Human Resources.

## Required Qualifications

Specific requirements include but are not limited to:

### Skills, Knowledge & Abilities

- Strong knowledge and experience in human resource functions, including best practices for organizational effectiveness, compensation and benefit programs, leadership development, recruitment and retention initiatives, and performance management solutions.
- Experience effectively working with a diverse workforce and a strong commitment to inclusion.

- Experience shaping organizational culture and change management.
- Working knowledge of employment law and regulations.
- Well-developed leadership and management skills.
- Highly effective strategic thinking, planning, and execution skills.
- Excellent organizational skills; ability to organize and manage multiple priorities.
- Ability to analyze and interpret human resources policies and procedures, financial reports, and legal documents.
- Skill in establishing and implementing employee relations programs to create a harmonious and productive working atmosphere with the ability to resolve conflicts.
- Ability to maintain highest level of confidentiality.
- High level influencing, negotiating, and customer service skills.
- Seasoned diplomacy, problem-solving, and decision-making skills.
- Proficient in Microsoft Office Suite, Word, Excel, PowerPoint, Outlook.
- Highly effective organizational and interpersonal verbal and written communication skills, including candor, strong listening and presentation skills. Excellent professional presence.
- Highly effective interpersonal skills and ability to develop rapport, build trust and effective working relationships, and successfully collaborate up, down, and across the organization,

- Demonstrates initiative, self-starter, and proactive approach; disciplined and goal-focused.
- Demonstrated ability to develop and manage a budget and accomplish fiscal goals/objectives.
- Demonstrated successful experience in managing, motivating, developing, leading, and supervising staff.

### **Education**

- Bachelor's degree in business, human resources, psychology, or related field from an accredited college or university.

### **Experience**

- Minimum of 10 years of senior level and general management experience in human resources programs and initiatives.
- Strong leadership experience: a demonstrated ability to lead people and get results through others.
- Strong strategic planning and project management experience.
- Experience in problem analysis and problem resolution at both strategic and tactical levels.
- Experience managing budgets and staff.
- Executive team experience.

## **Desired Qualifications**

- SHRM-SCP, SPHR and/or CCP Certifications.
- Master's Degree in Business Administration or Human Resources.
- Previous experience at association(s) and working with a Board of Directors.



## II. Organization Review

### About NBAA

The NBAA has been serving the business aviation community since 1947. It has been in the forefront of efforts aimed at fairly settling problems related to air space access, airports and aircraft noise. NBAA is focused on issues such as aviation safety, operational efficiency, fair and equal access, FAA reform, noise and compatible land use, peak hour landing fees, reliever airports, air support, air traffic control modernization, product liability reform, research and development, business aviation advocacy and various tax issues.

As the world of aviation has become more global, NBAA is at the forefront of international issues such as an international aviation policy and improvement and standardization of global air traffic systems.

The Association now provides assistance to 11,000 Member Companies that earn annual revenues of approximately \$5 trillion – a number that exceeds 50 percent of the gross national product – and employs more than 19 million people worldwide. NBAA has a budget of \$52 million and a staff of 93.

NBAA collects, interprets and disseminates operational and managerial data related to the safe, efficient and cost-effective use of business aircraft. The Association is the focal point for identifying and understanding advances in technology and procedures important to the business aviation community.

### Mission

To foster an environment that allows business aviation to thrive in the United States and around the world.

### Statement of Purpose

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their



businesses more efficient, productive and successful. The association represents more than 11,000 companies and provides more than 100 products and services to the business aviation community, including the NBAA Business Aviation Convention & Exhibition, the world's largest civil aviation trade show.

### Membership

For over 60 years, the business aviation community has looked to NBAA as its leader in enhancing safety and security, shaping public policy, providing world-renowned industry events and advancing the business aviation goals of 11,000 Member Companies.

NBAA's comprehensive benefits and services provide Members with the tools they need to learn about operational, technical and legislative issues, stay on top of regulatory requirements and changes, improve their management skills, network with peers, become involved with local, national and international business aviation communities, make their voices heard by government and all levels, advance their careers and help their businesses succeed.

#### Membership Categories

NBAA has four categories of membership:

- Corporate Members own or operate United States registered aircraft, primarily not for hire, as a transportation aid in the conduct of its business or activities and meets a set of qualifications.

- Business Members own or operate United States registered aircraft, primarily not for hire, as an aid to the conduct of its business or activities and meets a set of qualifications.
- Associate Members derive at least 50% of their total sales volume from the field of business aviation without meeting the qualifications for Corporate or Business Membership or Affiliate status, or they have a pervasive interest in business aviation.
- Affiliate meets the qualifications for Corporate or Business Membership, except they operate aircraft registered exclusively outside the United States.

### NBAA Leadership Council

The National Business Aviation Association (NBAA) Leadership Council is made up of individuals and businesses as diverse as the business aviation community itself. These companies all have one attribute in common – they have chosen to become Leadership Council investors with NBAA.

The NBAA Leadership Council significantly strengthens the Association, allowing NBAA to reinforce its mission as an organization committed to promoting an environment that fosters business aviation in the U.S. and around the world.

## Conventions

### NBAA'S Business Aviation Convention & Exhibition



Ranked as the third largest trade show in the United States, the NBAA Business Aviation Convention & Exhibition (NBAA-BACE) will be held Oct. 16–18, 2018, in Orlando, Florida, bringing together current and prospective aircraft owners, manufacturers and customers into one meeting place to get critical work accomplished. It is estimated that attendance this year will be over 25,000 industry professionals for the most important three days of business aviation.





## The European Business Aviation Convention & Exhibition (EBACE)



The European Business Aviation Convention & Exhibition (EBACE) is a premier event and the annual meeting place for the European business aviation community. The exhibition brings together more than 13,000 attendees (business leaders, government officials, manufacturers, flight department personnel, avionics firms, fractional providers, charter/lease companies and all manner of people involved in nearly every aspect of business aviation) and more than 400 exhibitors with 50 business aircraft on static display.

EBACE is jointly hosted each year by the European Business Aviation Association (EBAA), the leading association for business aviation in Europe, and the National Business Aviation Association (NBAA), the leading voice for the business aviation industry in the United States. EBACE will be held May 21 – 23, 2019. Although EBACE is the only major European event focused solely on business aviation, attendees come from as far as Africa, Asia, the Middle East and North and South America.

## The Asian Business Aviation Conference & Exhibition



The Asian Business Aviation Conference & Exhibition (ABACE) will be held at Shanghai Hongqiao International Airport at the Shanghai Hawker Pacific Business Aviation Service Centre from April 16-18, 2019. In partnership with Shanghai Airport Authority (SAA) and co-hosted by the NBAA-ABACE China Limited and ABACE LLC and the Asian Business Aviation Association (AsBAA), ABACE is Asia's premier business aviation event.

ABACE has proven to be a high-value event, attracting entrepreneurs, wealth creators, aircraft-purchase decision makers and other high-level attendees from China and across Asia. Since its launch in 2012, ABACE has rapidly grown to over 9,000 attendees from 50+ countries around the world, 165 exhibitors, 35 business aircraft on static display and more than 300 members of the media.

## Advocacy

NBAA is dedicated to representing business aviation before policymakers at the state, federal and local level. NBAA's team of professionals advocate for Association Members' interests through daily contact with Members of Congress, as well as officials at the White House, the Federal Aviation Administration, the Department of Homeland Security, the Transportation Security Administration, the Department of Transportation, the IRS, Customs and Border Protection and other federal and local government representatives.

NBAA keeps Members informed about issues of importance to the business aviation community and urges individuals to make their voices heard among elected officials and decision-makers at the local, state and federal level.

Throughout its history, NBAA has worked to support policies that foster business aviation in the United States and around the world. Among the policy priorities for the Association and the industry it represents are modernization of the nation's aviation system, building upon the already outstanding safety record for business aviation and preserving secure access to airports and airspace.



VettedSolutions

## Senior Executive Team

### Office of the President

- **Ed Bolen**, President and CEO

### Communications

- **Dan Hubbard**, Senior Vice President, Communications

### Conventions & Membership

- **Chris Strong**, Senior Vice President, Conventions & Membership
- **Cheryl Padilla**, Vice President, Conventions & Forums Administrative Affairs
- **Linda Peters**, Vice President, Exhibits

### Government Affairs

- **Dick Doubrava**, Vice President, Government Affairs
- **Christa Lucas**, Vice President, Government Affairs

### Operations

- **Steve Brown**, Chief Operating Officer
- **Doug Carr**, Vice President, Regulatory and International Affairs
- **Mike Nichols**, Vice President, Operational Excellence & Professional Development

### Administration

- **Chief People Officer**
- **Marc Freeman**, Chief Financial Officer
- **Todd Wormington**, Vice President, Technology & Security

## Web Presence/Social Media

Web: [www.nbaa.org](http://www.nbaa.org)

Facebook: @NBAAfans

Instagram: @NBAA Photos

Twitter: @NBAA

## III. About Vetted Solutions

NBAA has retained **Vetted Solutions** to serve as its partner for this search. For confidential consideration, please contact the search partner below. Interested candidates should submit a cover letter and resume/CV directly to Vetted Solutions.



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**Vetted Solutions** is an executive search firm specializing in association, nonprofit, and hospitality/destination marketing community, recruiting and consulting. We focus on CEO and senior staff positions.

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