



The NATA Safety 1st Management System (SMS) for Ground Operations will facilitate safety at your company. Many of the tools discussed in the eToolkit provide SMS and PLST participants with guidance to continuously assess and assist with safety processes and procedures.

The eToolkit supports NATA's Safety 1st Management System (SMS) for Ground Operations and NATA's Professional Line Service Training Program (PLST Online). This monthly newsletter highlights known and emerging trends, environmental and geographical matters, as well as advances in operational efficiency and safety. Additional issues include a section of real-time incidents on the ground. Flight and ground safety have been enhanced and many accidents prevented because of shared experiences in this newsletter.

The Three Main Business Leadership Styles

By Steve Morgan

Ultimately, the success of a business might be determined by the successes and failures of the leaders. There is no one-size-fits-all attitude to leading staff that will be successful for every leader in all instances; therefore, based on a variety of issues, including a business' goals, its staff skill-level and the industry it is in, one leadership style could operate more productively than another.

Psychologist Kurt Lewin categorized three main leadership styles: autocratic, democratic, laissez-faire. The details on what they are, their pros, their cons and also their best implementations in the business world follow.

Autocratic Leadership

In autocratic leadership (also known as authoritarian leadership), the leaders make most or all of the decisions, without the involvement or input of the employees. Autocratic leaders inform their subordinates on what must be done, how it should be done and when it must be completed. This kind of leader is likely to ignore suggestions made by staff members.

Pros: Where quick decision-making is key, this particular leadership style might work well. There might not be any time to consult with staff for their involvement anyway. It might also be useful when employees do not possess the skills - or simply the motivation - to look after their own individual work.

Cons: The main things that may be negatively affected include creativity and motivation, particularly if staff members' ideas are shot down and/or not taken into account.

Best used: When staff participation and creativity are not as pressing as simply getting the job done as effectively and quickly as physically possible.

Democratic Leadership

Democratic leadership (also known as participative leadership) gives some decision-making powers to the group (i.e. the other members of the team), but in the end the final say still rests with the leaders - staff members just have an opportunity to provide their opinions and recommendations going forward.

Pros: Staff members will feel more wanted as a result of the added responsibility and the fact that their opinions matter. This in turn should promote a higher level of motivation.

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Cons: With more people involved, decisions might take longer to implement. This might be okay when things can take time but can become an issue when a decision must be made in a hurry.

Best used: When things do not have to get done immediately and creativity and innovation are important factors.

Laissez-faire Leadership

Laissez-faire leadership (also known as delegative leadership) is a rather relaxed leadership style, giving complete decision-making control to the staff. It is up to them to manage their workload, while the leaders neither get in the way nor closely oversee what they are doing.

Pros: Laissez-faire leadership grants independence, and for that the employees will feel important – it is a huge responsibility for them to make the decisions themselves and to be in charge of their own workloads.

Cons: Productivity is at risk of falling if this leadership style is implemented on someone who could benefit from more guidance and direction. It might also backfire, as it could look like the manager is just lazy or cannot be bothered to lead properly.

Best used: This particular leadership style may only operate best on employees that are independent and also responsible for maintaining control of their work, plus at a particular skill-level, where they do not need a push from their superiors.

[Steve Morgan](#) - Offering a variety of industry-recognized [management qualifications](#), t2 Management Training - one of the country's leading executive training and coaching companies, fit for all kinds of managers, from CEO to team leader.

Leadership Changes at NATA Safety 1st



Earlier this year, NATA announced that it promoted longtime Director of Safety & Security Amy Koranda to the position of Vice President of Operations for the association. Michael France, the association's Director of Regulatory Affairs will now become the new Director of Safety & Security and oversee the Safety 1st program.

Mike has a long history in ground and fuel handling safety and training. Mike began his career in aviation as a line service technician and worked as the Training & Quality Control Coordinator for a multi-location FBO chain immediately prior to joining NATA.

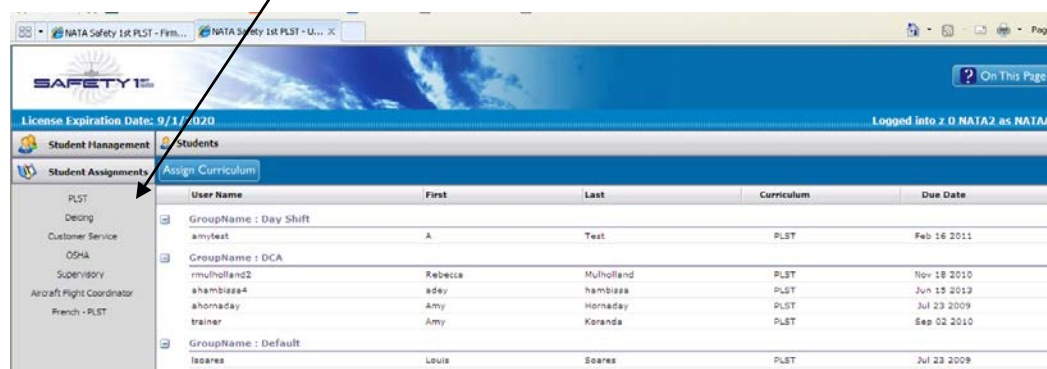
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Education Corner

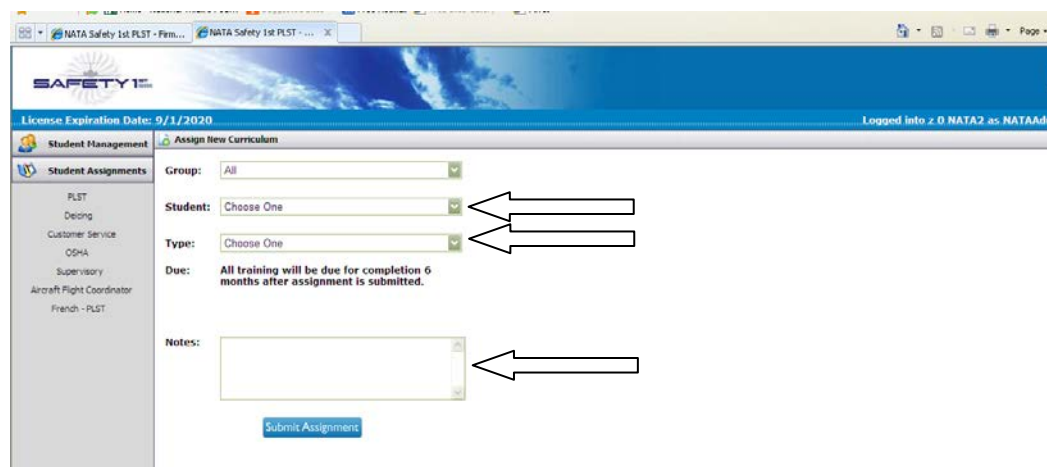
How Do I Assign Training To My Employees?

After adding students to your active roster, you will need to assign training/curriculum to them. Please remember - you **MUST** purchase training before assigning (refer to page 4 of the Administrator's Guidance/FAQs to view purchasing instructions).

- Select "**Student Assignments**" on the left navigation bar.
- Choose the type of training you want to assign from the options on the left navigation bar.



- Click the **Assign Curriculum** button.



- Select **student** from drop down menu (If student is missing, return to Student Management page to add your student).
- Select **group** from drop down menu (this field automatically defaults to your **default** group).
- Choose and assign curriculum **type** as appropriate (ie., PLST (initial), Recurrent, Deice, CSSS, etc).
- The **Notes** field allows you to type in any comments specific to the student.
- Click the **Submit Assignment** button to save.



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When you are finished assigning curriculum to students, click on the **All Students** icon (*under Student Management*) to resume adding new students or go to Training Management to monitor student training progress.

Do not forget to give your students their user name and password along with the student instructions found on the Training Resource Page.

PLST Est Maintenant En Français!

That's right; you read that correctly, PLST is now in French! Safety 1st has gone international and made its signature training, the PLST, available in French. If you need the French translation, it is available right now for purchase online, just like the original English version.

Upcoming Events

Conferences, Committee Meetings & Events

NATA Industry Excellence and AMT Employer Recognition Awards Presentation and Dinner
April 22, Renaissance Capital View, Arlington, VA

Aviation Business & Legislative Conference (formerly the FBO Leadership Conference)
April 22-23, Renaissance Capital View, Arlington, VA

Congressional Reception
April 23, The Capitol, Washington, D.C.

Presidents Council Dinner
April 23, Washington, D.C.

Spring Committee Meetings
April 24, Renaissance Capital View, Arlington, VA

Presidents Council Dinner
June 17, Dulles, VA

Air Charter Summit
June 17-19, Marriott, Dulles, VA

Fall Committee Meetings
September 23-24, TBD

Aviation Business Roundtable
November 13-15, Arlington, VA

Educational Seminars

NATA-Conklin & de Decker Commercial Operators Tax Seminar
August 6-7, Chicago, IL

Line Service Supervisor Training Seminar
NATA Safety 1st Trainer Seminar
September 24-26, TBD

Presidents Council

Visit www.nata.aero/presidentscouncil for an up-to-date schedule of Presidents Council activities and information on how to join.

Webinars

What FBO Customers Want - AIN Survey Says...
Free Webinar
May 2, 2013 at 1:00 EDT

Visit www.nata.aero/webinars for an up-to-date schedule and a link to purchase archived webinars.

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Safety Corner

Safety 1st Committee

As part of a review of its member committee structure and operations, NATA decided to rename the Safety & Security Committee. This committee will now be known as the Safety 1st Committee. The renamed committee will continue to work directly on projects relating to the associations Safety 1st program.

Under this new moniker, the Safety 1st Committee will continue to provide technical oversight and strategic advice to the association on the various Safety 1st programs. The Safety 1st committee is open to any representative, with sufficient experience and skill, of a current NATA member company. If you or your company is interested in participating in the Safety 1st Committee and contributing to the success of the NATA Safety 1st program, please contact Michael France at mfrance@nata.aero.

Members' Corner

APP Jet Center Hayward Becomes First FBO Listed on the Ground Audit Registry

NATA recently announced that APP Jet Center in Hayward, California, became the first company listed on the NATA Ground Audit Registry. NATA created its Safety 1st Ground Audit program to provide a consistent operational safety standard for fixed base operators, airports, and other facilities providing ground-handling services to business and general aviation aircraft.

APP Jet Center's completion of the Safety 1st Ground Audit, and their listing on the audit registry, indicate the high level of emphasis APP Hayward's managers and employees place on safety and quality.

"Preparing for, conducting and following up on the Safety 1st Ground Audit was beyond educational and allowed us to view our business as something more than just a provider of fuel and ground services. Flight crews, flight departments, and aircraft managers are part of a highly regulated world and are recognized for that. Putting forth the work to be listed on the Safety 1st Ground Audit Registry has made us feel like we are a more integral part of perpetuating safety in the industry and not just a firm selling fuel and towing aircraft," said APP Jet Center Vice President of Operations Christopher A. Hambleton.

"The NATA Safety 1st Ground Audit is an unprecedented opportunity for our FBO members to take a rigorous look at their operation as a whole, figure out where improvements in safety need to be made, and ensure that those changes are implemented. We applaud the effort put forth by APP Jet Center Hayward to complete the Ground Audit and achieve listing on the Ground Audit Registry," said NATA Manager of Safety 1st Programs Elizabeth Nicholson.

"Listing on the NATA Safety 1st Ground Audit Registry is a sign to APP Jet Center Hayward's customers and to the industry of the company's commitment to achieving and maintaining a high level of safety in ground operations," said NATA President and CEO Thomas L. Hendricks.

For more information about the NATA Safety 1st Ground Audit, [click here](#).