



Culture, Compensation and the Highest Level of Safety

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Overview



- Really Brief Bio
- Discussion Parameters
- The Classic Retention Metaphor
- Organizational Culture
- Retention vs. Safety
- Compensation as a Culture Indicator
- The New Retention Metaphor
- Compensation Definitions
- AirComp Calculator Demo

Really Brief Bio

(From Fighter Pilot to Comp Geek...Who'd Have Thought?)



- 40+ Years in Aviation
 - 20 Years in the Air Force – including Chief of Wing Safety for World’s Largest Fighter Wing (200+ F-16s)
 - 25 Years in Business Aviation
 - Multiple Leadership Roles in Each Career – including Director of Aviation for Fortune 100 Flight Department
- Ph.D. in Aviation from Embry-Riddle Aeronautical University in 2016
 - Learned statistics through duress – like waterboarding with numbers and graphs and SPSS
- Former member of NBAA Business Aviation Management Committee
 - Performed four scientific studies on personnel retention and compensation
- “Fell” into consulting practice regarding retention
 - “If you know so damn much about it, tell us what we can do better!”
- Developed a scientific way to analyze compensation and derive market-based comp ranges
- Fast-Forward - Have conducted well over 500 analyses of compensation for corporate flight departments, management companies, HNWIs, and small operators
 - Methodology used in the AirComp Calculator
- Obtained Certified Compensation Professional (CCP) in 2024
- Host of The Flight Department Show podcast

Discussion Parameters



- For purposes of this discussion
 - Not about “safe” vs. “unsafe”
 - It’s about operating at the highest level of safety vs. something less than that

The Classic Retention Metaphor



Organizational Culture

Definitions



- Academic Definition:

Schein: The culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness.

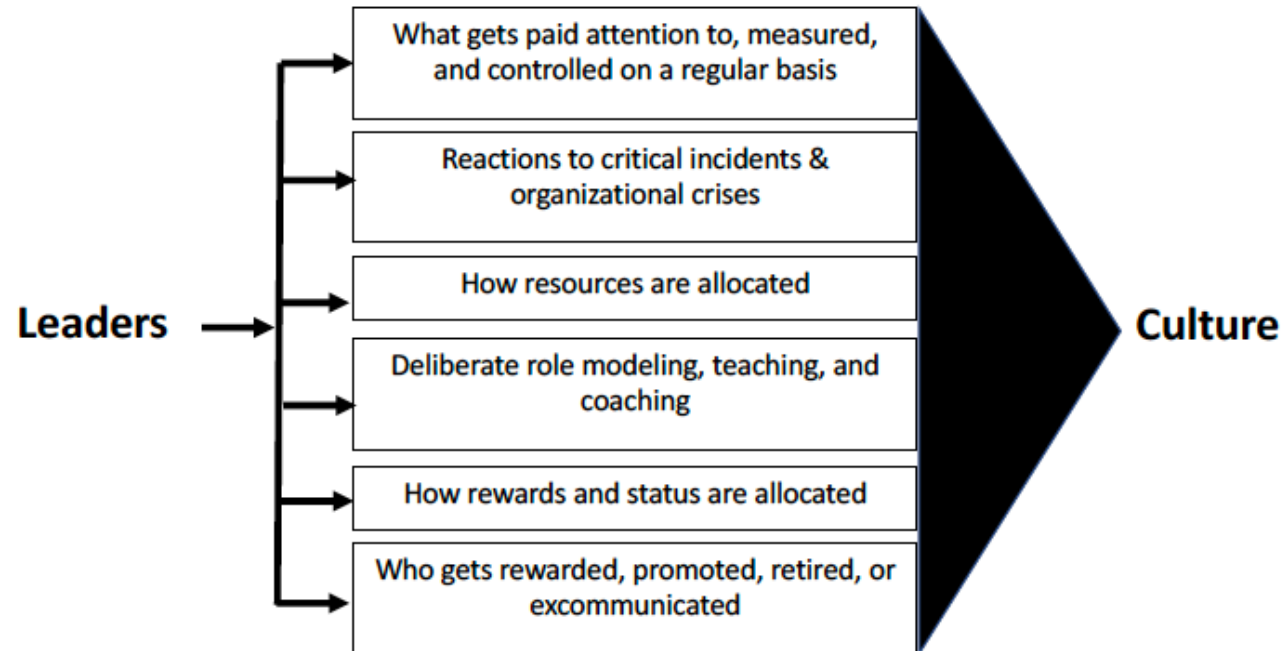
- Working Definition:

- "The way we do things around here."

Source: Schein, E. (2017). *Organizational Culture and Leadership (Kindle Edition)*. Hoboken, N.J.: John Wiley & Sons. (Page 6)

Organizational Culture

Impact of Leadership on Culture



- Schein: “Culture creation and management are the essence of leadership and make you realize that leadership and culture are two sides of the same coin.” (Page 3)

Source: Schein, E. (2010). *Organizational Culture and Leadership*. San Francisco: John Wiley & Sons.

Retention vs Safety



- Deliberate effort to retain personnel preserves healthy organizational culture
 - Demonstrates leadership involvement
 - Maintains organizational values
 - Enhances employee morale
 - Ensures that the team plays well together
 - Reduces variables in the operation
- Safety culture is an element of organizational culture which in turn is a function of leadership performance
 - See The Effects of IS-BAO Implementation and Leadership Performance on Safety Culture in Business Aviation Flight Operations (Broyhill, 2016)
 - Personnel turnover generates variables in the organizational culture

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 - See The Effects of IS-BAO Implementation and Leadership Performance on Safety Culture in Business Aviation Flight Operations (Broyhill, 2016)
 - Personnel turnover CAN DISRUPT the organizational culture



Can call all of these into question...

Compensation as a Culture Indicator

(Comp is only one part of the equation....or is it?)



Poor compensation rarely occurs in isolation – there are almost always causal factors:

- Corporate policies
- Uncourageous leadership
- Poor organizational culture
- Overbearing leadership/principals

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FlightSafety: “The best safety device in any aircraft is a well-trained pilot.”

Chris Broyhill: “The best safety investment you can make is to retain your personnel by paying them competitively.”

Compensation as a Culture Indicator

Refusal to Address Compensation is a Leadership/Culture Issue



"No one has left yet, why should we increase pay?"

"We pay what we pay!"

"I don't believe this data!"

"We made adjustments last year – we're good."

"I talked to my peers on the field. We're all paying the same!"

"Nothing I can do. You're at the top of your pay band."

"We pay at the 50th percentile. No higher."



Reactive vs. Proactive

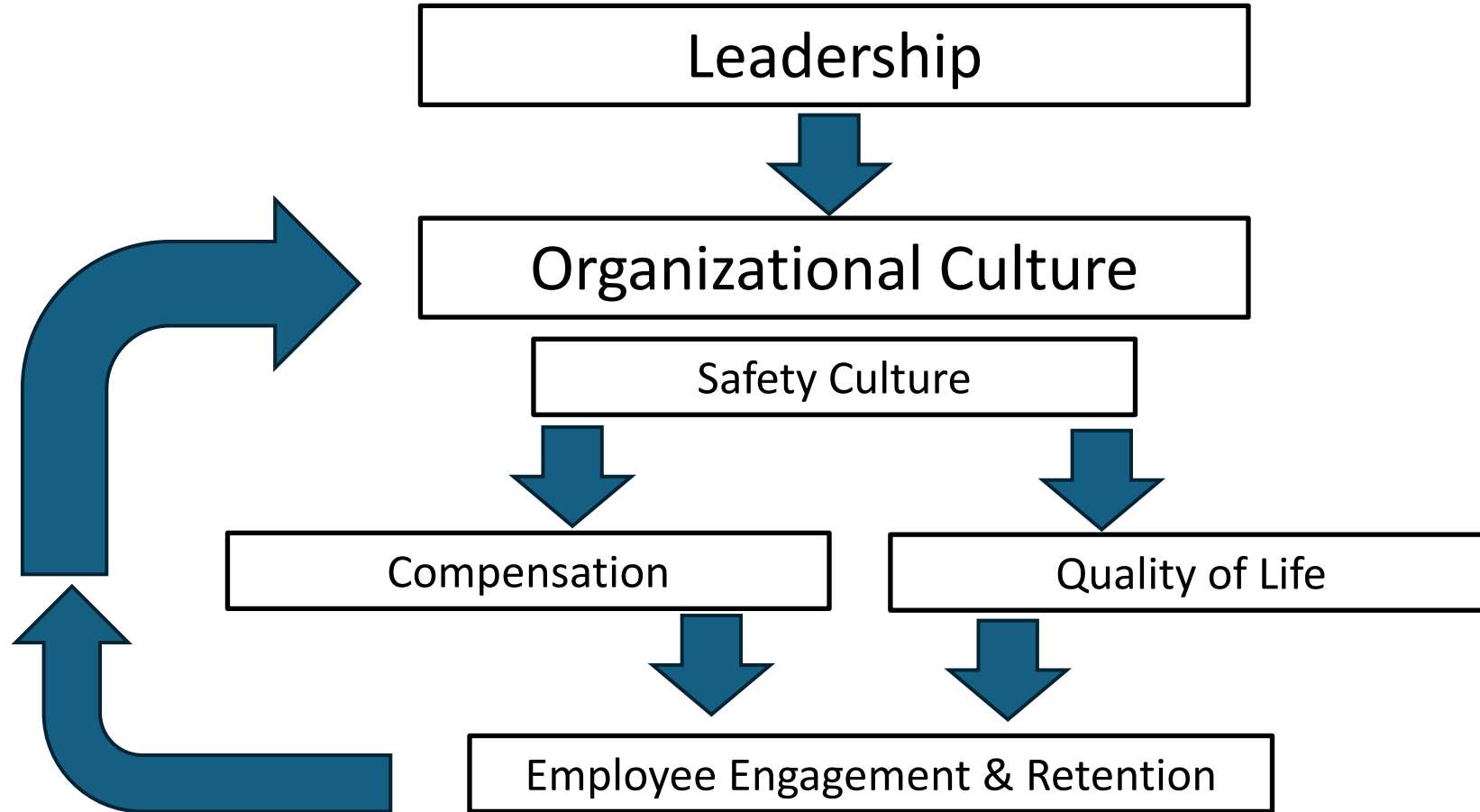
Refusal to consider new information

Arrogance

Not standing up for subordinates

Complacency

The New Retention Metaphor



Compensation Definitions

Base Salary

- Yearly sum of fixed wages paid on a regular basis in return for work performed

Total Cash Compensation

- Base salary + short term incentive payments

Total Direct Compensation

- Total Cash Compensation + long term incentive payments

Total Compensation

- All above plus approximate benefits cost

Compensation Definitions



Wickets, Inc – Flight Dept Base Salaries

- \$250,000
- \$235,000
- \$232,000
- \$209,000
- \$205,000
- \$203,500
- \$199,000
- \$187,000
- \$185,000
- \$170,000
- \$155,000
- \$145,000
- \$142,000
- \$138,500
- \$110,000
- \$105,000
- \$99,000
- \$91,000
- \$83,000
- \$75,000

90th Percentile = \$233,500

75th Percentile = \$204,250

50th Percentile = \$162,500

25th Percentile = \$107,500

10th Percentile = \$87,000

Average (Mean) = \$160,950

Percentiles

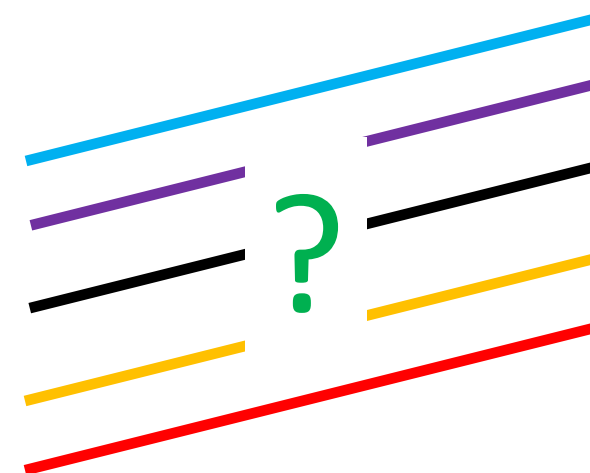
- The 90th percentile is the value in a dataset that has 10% of the values above it, and 90% of the the values below it.
- The 75th percentile is the value in a dataset that has 25% of the values above it, and 75% of the the values below it.
- The 50th percentile is the value in a dataset that has 50% of the values above it, and 50% of the the values below it.
- The 25th percentile is the value in a dataset that has 75% of the values above it, and 25% of the values below it.
- The 10th percentile is the value in a dataset that has 90% of the values above it, and 10% of the values below it.
- For datasets with an even number of values, the percentile values will be the average of the number above and below the percentile break(s)
- Compensation professionals prefer to use the 50th percentile rather than the average to define the middle of the dataset because the 50th percentile is not affected by outliers on high or low end of the dataset

Compensation Definitions



Compensation Investment – What Percentile Range to Target?

- **The targeted percentile is a function of the organization's Compensation Philosophy**
 - **90th Percentile Range** – determined to retain personnel and willing to pay at the top of the market
 - **75th Percentile Range** - intending to retain – willing to stay ahead of the market
 - **50th Percentile Range** – hoping to retain – willing to match the market and perhaps offer other benefits/perks
 - **25th Percentile Range** – struggling to retain – fighting leadership/HR pushback or low financial resources
 - **10th Percentile Range** - indifferent to retain – unwilling to pay even slightly under-market compensation – willing to underpay and lose personnel



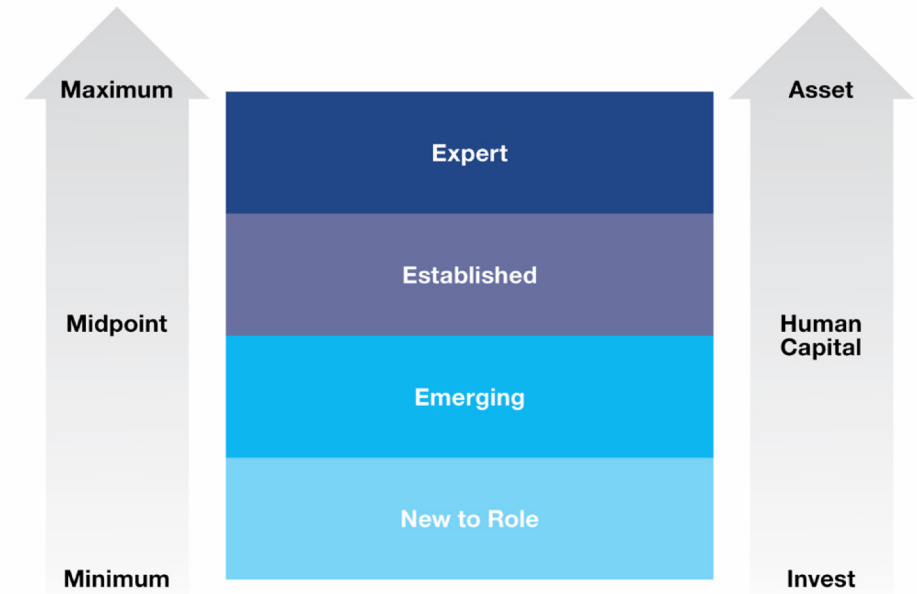
— Current Compensation — 10th % — 25th % — 50th % — 75th % — 90th %

Compensation Definitions



Compensation Investment – Where to Pay in the Targeted Range

- **Career stages** – Pay levels within the range typically vary depending on an individual's career stage. Organizational expectations at the differing career stages need to be identified
 - **Expert (consistently outstanding)** – mastering the job function; performing complex responsibilities; credible reputation; unique talent; highly productive; may be serving in a leadership role; consistently exceeds standards over an extended period of time.
 - **Established (exceeds standards)** – fully functioning in role; demonstrating desired competencies and behaviors; productive; using sound judgment; mastering functions, serving as a mentor
 - **Emerging (meets standards)** – deep into learning curve; developing competencies; productivity gaining; continuing to require some direction
 - **New to role (does not fully meet standards)** – learning; not yet performing full scope of job requirements



World at Work (2021). *Base Pay Administration and Pay for Performance* (p. 115). World At Work.

The AirComp Calculator Your Compensation/Retention/Safety/Culture Tool



Questions?

Business Aviation's Only Online Compensation Analysis System
Always Accurate – Always Up-to-date – Always Available

<https://aircompcalculator.com>

drchrisbroyhill@aircompcalculator.com

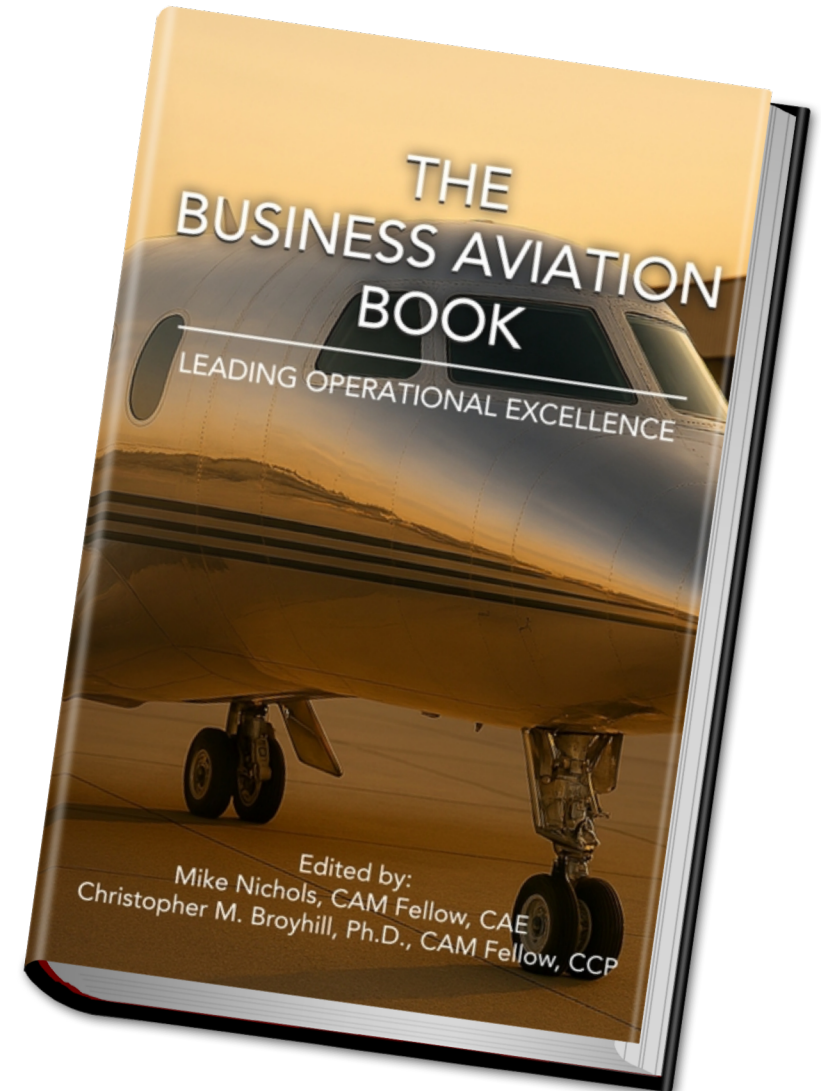
(214)425-9600

The Business Aviation Book

Leading Operational Excellence

- Section 1 – Leadership**
- Section 2 - People Management**
- Section 3 - Effective Communication**
- Section 4 - Structuring Strategies**
- Section 5 - Safety & Security**
- Section 6 - Risk Management**
- Section 7 - Maintenance Management**
- Section 8 - Environmental Sustainability**
- Section 9 - Aircraft Operations**
- Section 10 - Money Matters**

Available on Amazon and at
<https://chrisbroyhillbooks.com>



AirComp Calculator Methodology

- Multiple surveys used:
 - National Business Aviation Association (NBAA) Compensation Survey (2025)
 - Gallagher Aviation Compensation Survey (2025)
 - IBM Corporate Flight Operations Compensation Survey (2025) (If eligible)
- 2025 survey data into is aged into present using:
 - Trend information as gleaned from all surveys
 - Increase factor as determined by the US Bureau of Labor Statistics (BLS) for total compensation for private industry workers
- The aging process uses weighted averages from each survey based on the positions analyzed
 - Higher incumbent/organization count = greater weighting
- Aged compensation data is adjusted for the geographic region using:
 - $(\text{Region of interest}) / (\text{average of all regions})$ computation using internal data from all surveys
 - Correction factors for the applicable metro area as determined by the BLS
 - Where regional corrections are negative, the national average is used due to the willingness of aviation personnel to relocate for higher compensation

Compensation Survey Comparison



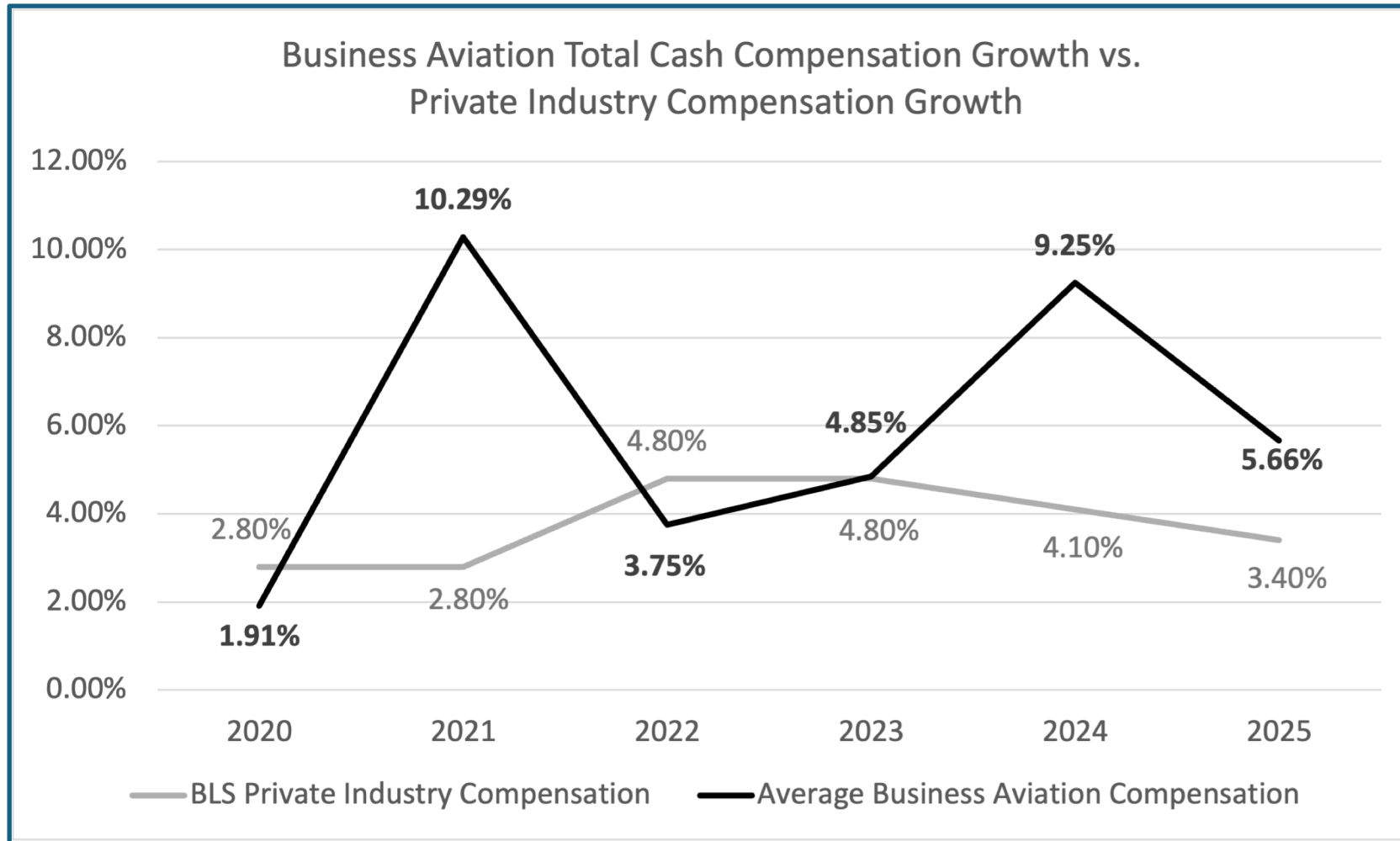
2024 Survey Demographics

Survey	Number of Organizations	Number of Personnel	Average Personnel / Org
NBAA	459	4578	9.9
Gallagher	117	8326	71.2
IBM	98	4040	41.2

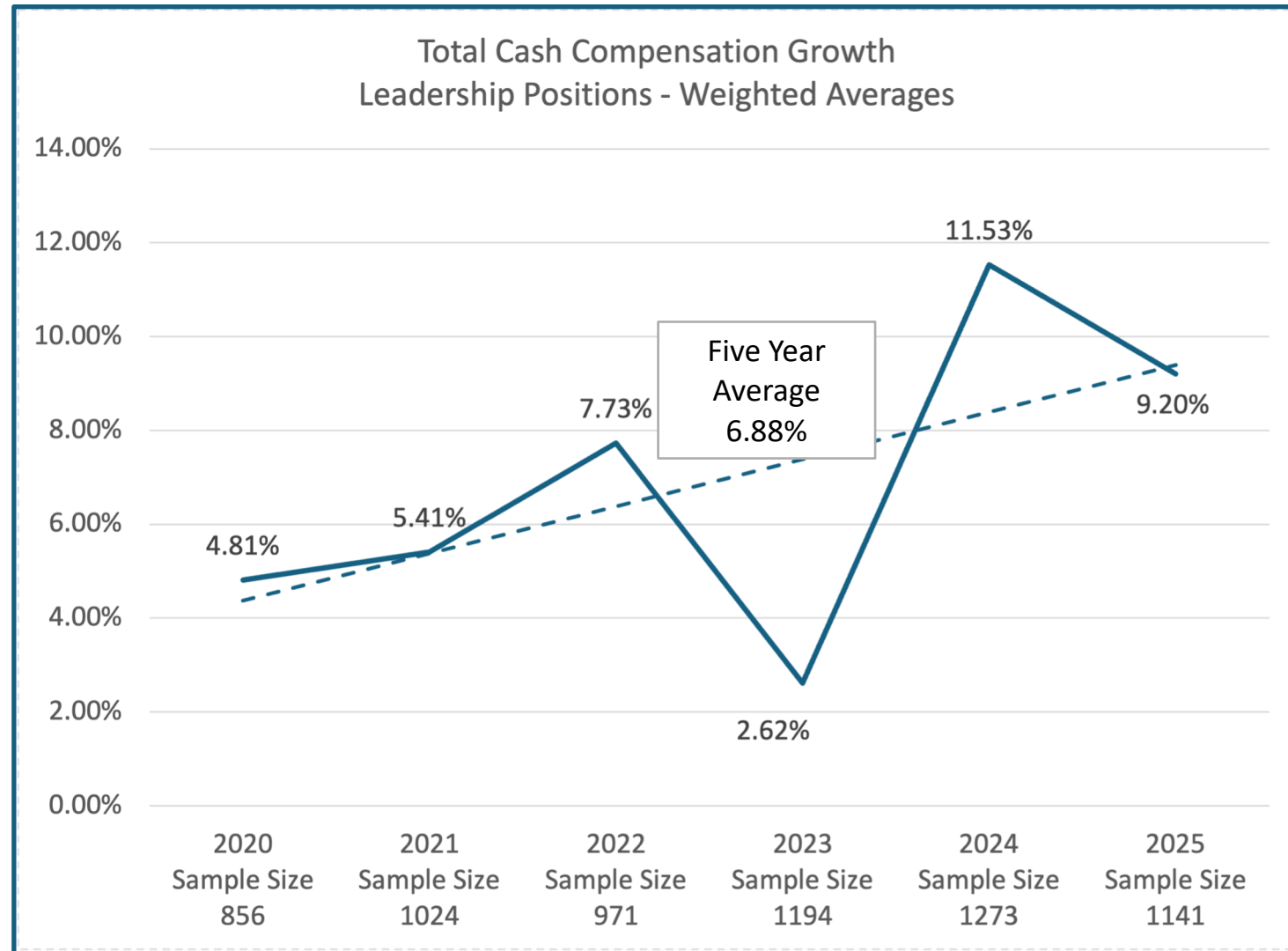
2025 Survey Demographics

Survey	Number of Organizations	Number of Personnel	Average Personnel / Org
NBAA	415	4,421	10.7
Gallagher	113	4,708	41.7
IBM	95	4,514	47.5

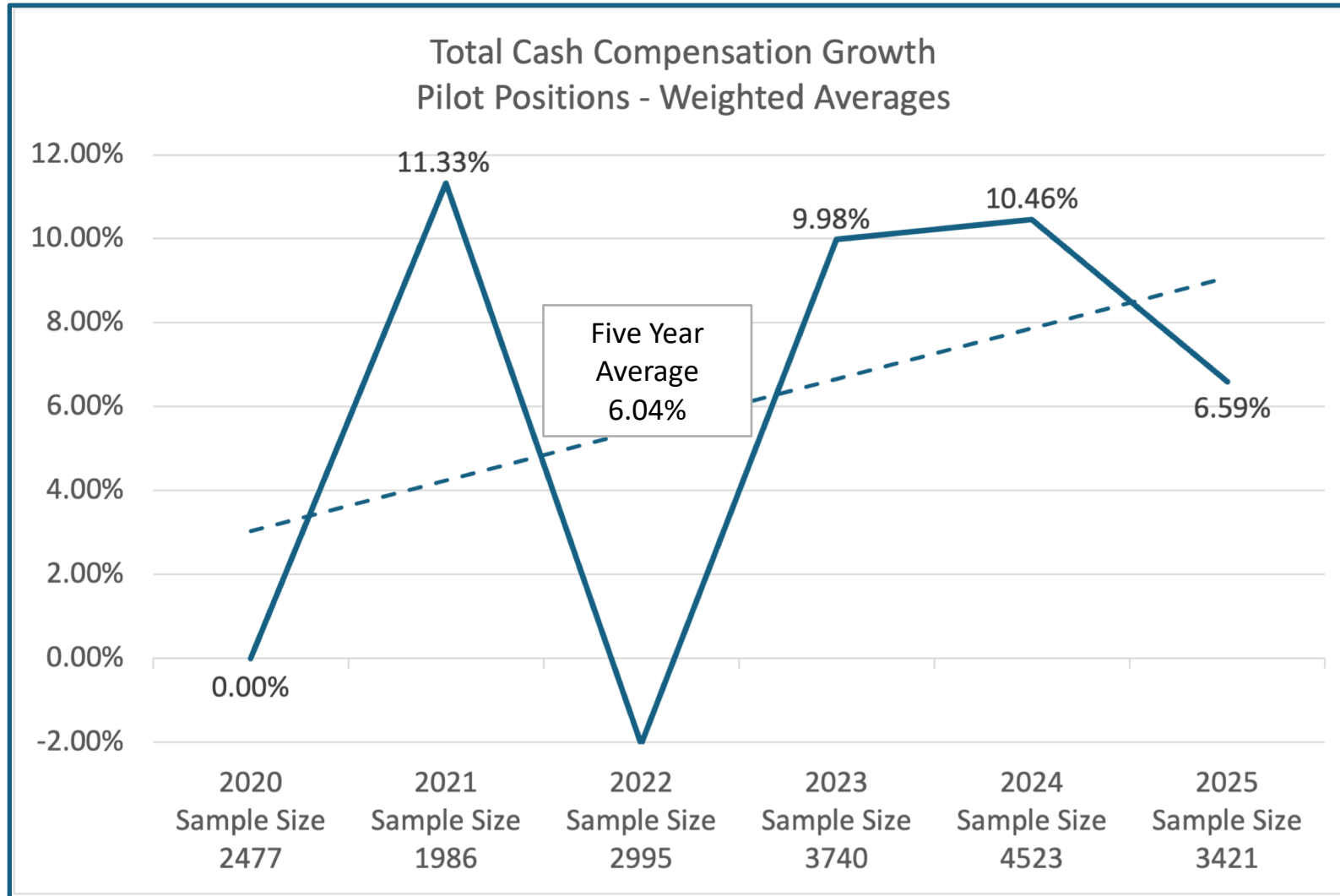
Compensation Trends 2020-2025



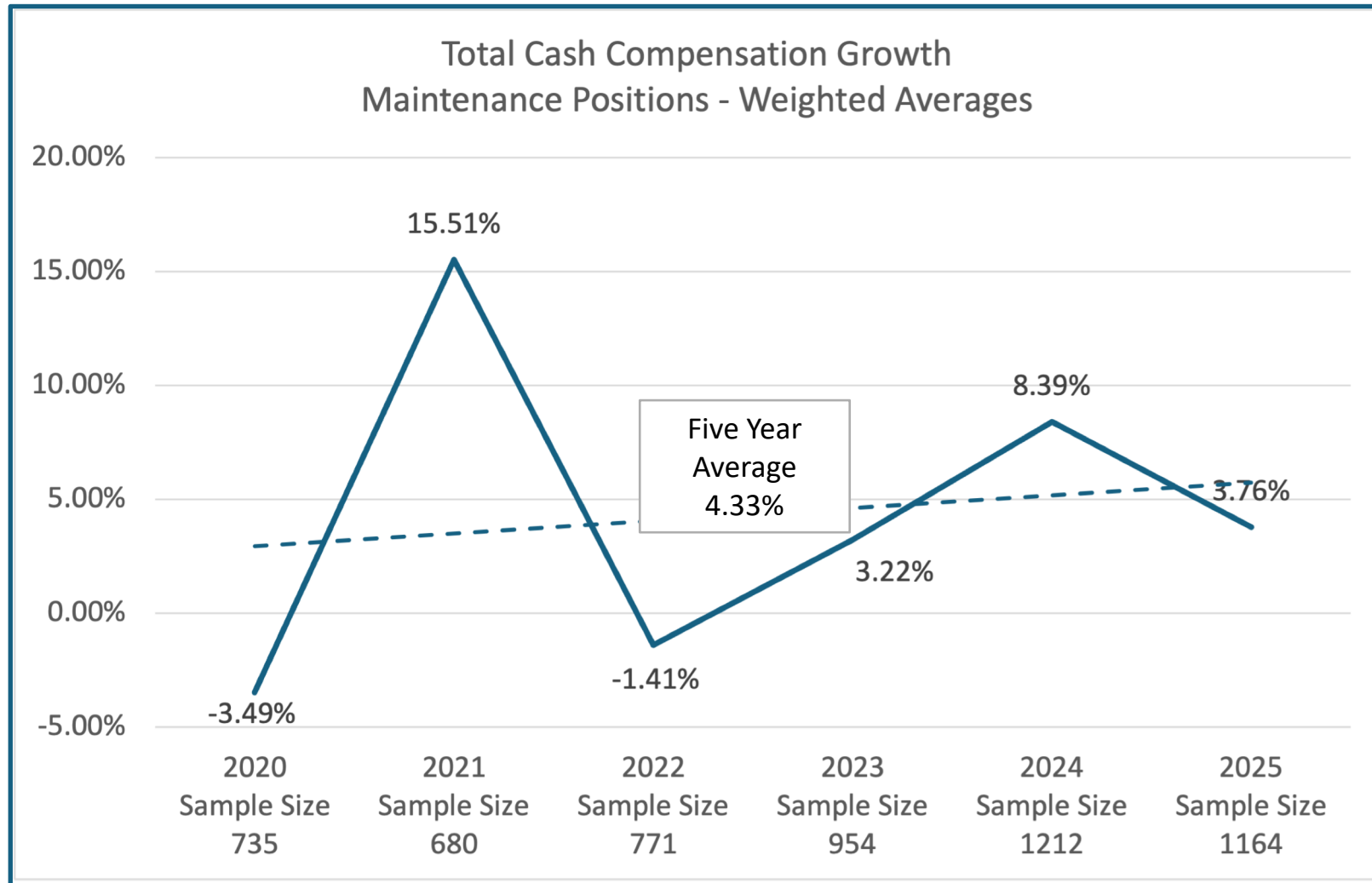
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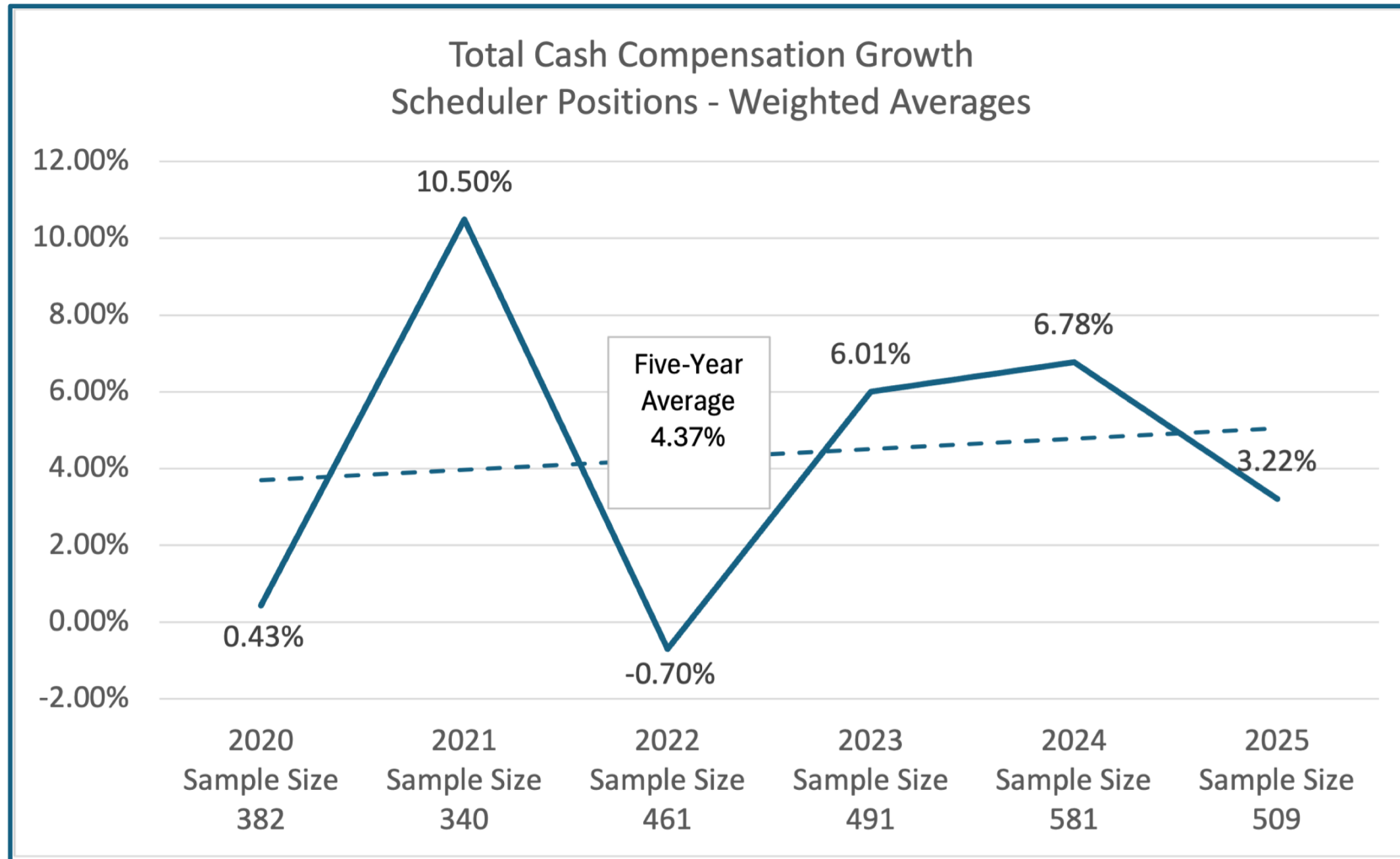
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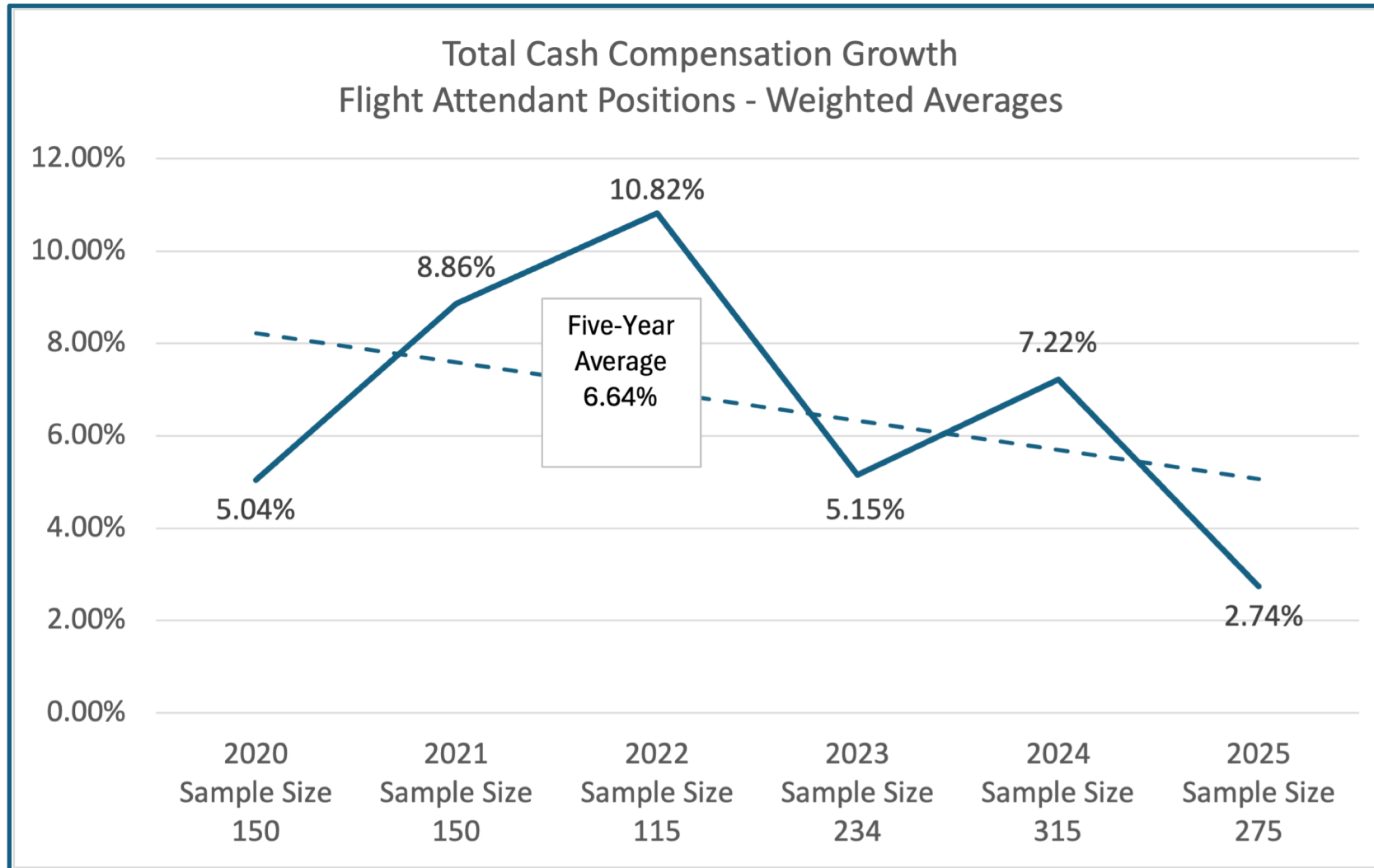
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Compensation Trends 2020-2025



Compensation Trends 2020-2025



2023-2024 vs. 2024-2025



AirComp Position	Annual Growth	
	2023-2024	2024-2025
Captain	7.62%	6.46%
Chief Pilot	11.88%	5.65%
Director of Maintenance	8.81%	7.15%
Director / Aviation Manager (Flying)	13.06%	6.49%
Director / Aviation Manager (Non-Flying)	7.51%	5.98%
First Officer	15.85%	6.82%
Flight Attendant	6.04%	8.21%
Flight Coordinator/Office Manager	10.44%	3.33%
MX Asst/Line Service Tech	10.70%	2.30%
Maintenance Supervisor	14.94%	1.73%
Maintenance Technician	4.97%	7.26%
Scheduler	2.41%	2.44%
Senior Captain	6.74%	4.98%
Senior Flight Attendant	8.41%	2.64%
Overall	9.17%	5.48%

Group	Annual Growth	
	2023-2024	2024-2025
Pilots	10.34%	6.04%
Maintenance Personnel	8.45%	5.09%
Flight Attendants	6.20%	5.90%
Schedulers	4.42%	2.70%
Leadership	9.93%	6.26%
Mid-Level	9.71%	4.07%
Line	10.14%	7.00%

2025 & The Future

2025 Total Cash Compensation Averages



By Position	
Position	Weighted Average
Avionics Technician	\$130,029
Captain	\$240,320
Chief Pilot	\$299,869
Director of Maintenance	\$263,446
Director / Aviation Manager (Flying)	\$372,287
Director / Aviation Manager (Non-Flying)	\$369,156
First Officer	\$152,099
Flight Attendant	\$141,694
Flight Coordinator/Office Manager	\$143,929
Flight Technician	\$139,696
Line Service Tech	\$63,998
Maintenance Assistant	\$93,380
Maintenance Supervisor	\$172,171
Maintenance Technician	\$134,931
Scheduler	\$94,773
Senior Captain	\$264,117
Senior Flight Attendant	\$171,018
Overall	\$194,343

Pilots	\$244,608
Maintenance Personnel	\$143,598
Flight Attendants	\$148,613
Schedulers	\$109,061
Leadership	\$318,628
Mid-Level	\$229,469
Line	\$173,346