



**VISION 2020**  
COMMITMENT TO LEAD  
**GLOBAL PILOTS' SYMPOSIUM**  
NEW ORLEANS 2016



ROOSEVELT HOTEL | NEW ORLEANS, LOUISIANA | APRIL 14



# 2016 GLOBAL PILOTS' SYMPOSIUM

VISION 2020: COMMITMENT TO LEAD

The sixth annual Global Pilots' Symposium combines the forces of the International Federation of Air Line Pilots' Associations (IFALPA) with pilot leaders from the three global alliances—the Associations of Star Alliance Pilots (ASAP), the Oneworld Cockpit Crew Coalition (OCCC), and the SkyTeam Pilots Association (SPA)—and the support of this year's conference host, the Air Line Pilots Association, Int'l, to explore the challenges and opportunities that lie ahead for the world's professional pilots.

Joining pilot leaders will be top airline executives and industry experts to offer their perspectives on the current state of the airline industry and what the future holds in both the short and long term. During the symposium, we will delve deeper into the issue of global pilot supply and demand, and continue the ongoing discussion of labor-management relationships, including how they can be an essential component to enable positive change for our companies and our members.

GPS VI will also examine the importance of social media in today's fast-moving, global environment. Social media can be a valuable tool for pilot associations to effectively reach members and other stakeholders and stay relevant and competitive. GPS VI will provide expert advice on how to avoid the pitfalls social media can sometimes present and take advantage of the opportunities this vital communications medium has to offer.

In response to attendees' requests from previous symposiums, GPS VI will also offer two sessions designed for pilot leaders of associations large and small. In one session, we will apply the training and retraining pilots undergo throughout their careers to their roles as pilot leaders. In another, we will take an in-depth look at the success of peer-assistance programs—an area in which airline pilots have had a profound impact.

We hope GPS VI provides participants with vision for the future, one where they can better influence the next generation of professional pilots through a transformed and renewed commitment to lead!

#GPS2016

[www.globalpilotsymposium.com](http://www.globalpilotsymposium.com)



14 APRIL 2016 | NEW ORLEANS, LA USA

## 0900–0915 Welcome

**Emcee: Capt. Boyd Kelly**, Regional Vice-President US/Central Pacific, International Federation of Air Line Pilots' Associations (IFALPA)

**Capt. Martin Chalk**, President, IFALPA

## 0915–0945 Views from the Front Office— Perspectives on the Industry and Its Future

*Connecting the world's citizens, the global aviation industry is at the leading edge of innovation, business development, and technology. In a wide-ranging, future-focused discussion, panelists will share their thoughts on the most pressing issues the industry will face, changing business models, the impact of technology and the arrival of new types of aircraft, and much more.*

### **Speakers:**

**Dr. Zhihang Chi**, Vice President & General Manager, North America, Air China

**Lori B. Garver**, General Manager, Air Line Pilots Association, Int'l (ALPA)

## 0945–1045 A Profession in Demand

*The airline pilot profession is in high demand. In fact, according to the 2015 Boeing Pilot & Technician Outlook, the world will need 558,000 airline pilots over the next 20 years. In addition to discussing the current supply and global demand, this panel will focus on elements in your regions that may have an impact on your airlines' ability to meet pilot demand. You will learn about the challenges facing the airline profession and solutions from around the world.*

**Moderator: Capt. Paul Ryder**, Resource Coordinator, ALPA

### **Panelists:**

**Dr. Zhihang Chi**

**Capt. Fanie Coetzee**, Executive Vice-President Professional & Government Affairs, IFALPA

**Capt. Dirk Polloczek**, President, European Cockpit Association

**Capt. Don Wykoff**, Past President, IFALPA

## 1045–1100 Coffee Break

## 1100–1215 Labor-Management Relationships: Now and in the Future

*As the industry continues to recover from what has been called the "lost decade," some airlines and labor groups have made dramatic progress in forging new and positive working relationships. At the same time, consumers have more travel options than ever before, resulting in a competitive environment that is creating new and unique challenges for the labor-management relationship. Panelists will explore these issues and discuss how to build a relationship of sustainable trust with the goal of enhanced performance and profitability that benefits all stakeholders, including labor.*

**Moderator: Seth D. Rosen**, Industrial Advisor, IFALPA

### **Panelists:**

**Capt. Tim Canoll**, President, ALPA

**Prof. Jody Hoffer Gittel**, Professor of Management, The Heller School for Social Policy and Management, Brandeis University

**Joshua M. Javits**, Mediator/Arbitrator, Dispute Resolution Services

**Doug McKeen**, Senior Vice President–Labor Relations, United Airlines



**1215–1330 Lunch**

**1330–1430 New Realities in Crisis Communications Management Through Social Media**

**Daniel Webber**, Executive Vice President & Director of Operations, Edelman Digital, DC

**1430–1545 Recurrent Training for Leadership in Pilot Associations**

*The global aviation industry is constantly changing, and the pace of change is accelerating. The only way to manage this change is through effective leadership. During this segment, we will review the leadership skills critical to help your associations achieve the core goals of negotiating for your members, representing them, advocating on their behalf, and promoting the highest standards of aviation safety and security at your airlines.*

**Moderator: Capt. Tim Robinson**, President & IFALPA Director, New Zealand Air Line Pilots' Association

**Panelists:**

**Capt. Evan Cullen**, President, Irish Air Line Pilots' Association

**Capt. Andy Nelson**, Member, ALPA Leadership Committee

**Capt. Jack Netskar**, International Director, Norwegian Airline Pilots Association (NF)

**Capt. Tim O'Malley**, ALPA

**Capt. Steven Verhagen**, President, Dutch Airline Pilots Association (VNV)

**1545–1600 Comfort Break**

**1600–1715 Pilots Helping Pilots—The Success of Pilot Assistance Programs**

*In this session, subject matter experts will provide an overview of successful peer assistance programs around the world dedicated to the mission of helping pilots. They will discuss how many of these programs can be implemented on a small budget and with limited resources. Because no matter how small an association, it is critical to support each other through difficult times—whatever the cause.*

**Moderator: Dr. Quay Snyder**, President & Chief Executive Officer, Aviation Medicine Advisory Service

**Panelists:**

**Capt. Howard Attarian**, Senior Vice President—Flight Operations, United Airlines

**Capt. Scott Hammond**, Safety Chairman, SkyTeam Pilots Association

**Capt. Uwe Harter**, Board Member Technical Affairs, Vereinigung Cockpit

**Capt. Murray Munro**, Chairman, ALPA Canada Pilot Assistance

**Capt. John Rosenberg**, Chairman, ALPA Professional Standards Committee

**1715–1730 Global Pilots' Symposium: Past, Present, and Future**

**Capt. Francisco Gómez Ortigoza**, Regional Vice-President Caribbean-West, IFALPA

**Capt. Anthony R. Chapman**, Chairman, Oneworld Cockpit Crew Coalition

**Capt. Alfredo Suarez**, Executive Board Representative, Associations of Star Alliance Pilots

**Wrap-Up**

**Capt. Martin Chalk**



## ZHIHANG CHI, PHD

Vice President and General Manager, North America, Air China

As vice president and general manager for North America, Dr. Zhihang Chi manages all aspects of Air China's business in the region from the company's headquarters in Los Angeles, California, overseeing the marketing and operations for the rapidly growing passenger flights between North America and China.

Chi's extensive airline industry experience and his visionary leadership in promoting a closer, mutually beneficial Sino-American relationship are credited for Air China's expansion and steady growth in North America, even during the severe economic downturn that adversely affected the travel industry.

He is a recipient of the prestigious China Business Leadership Award from the U.S.-China Policy Foundation. Each year, the nonprofit, nonpartisan, non-advocacy Washington, D.C.-based organization honors individuals who have made valuable contributions to promote greater understanding between American and Chinese policymakers and government officials.

As a result of Chi's determined efforts and commitment to maximize and utilize every available resource in enhancing the local economy while at the same time increasing Air China's marketing competitiveness and penetration, international travelers—especially business passengers between Los Angeles and Beijing, China—have more options with Air China's thrice daily nonstop service between Los Angeles and Beijing.

He joined Air China in 2004, and the airline continues its historic expansion in North America under his leadership. From 1994-2003, he worked in a number of increasingly responsible positions for Northwest Airlines, developing and managing a number of strategic alliances with other international airlines, especially with the Chinese carriers.

Chi's zealous advocacy of U.S. visa liberalization for Chinese visitors has made him a familiar figure to senior leaders of the U.S. Congress, State Department, and Department of Homeland Security. He has a proven record of narrowing and bridging together the cultural divide between China and the United States.

Fluent in English and Chinese, Chi's background makes him uniquely qualified to speak on China and U.S.-China exchange in the fields of diplomacy, trade and culture. A naturalized U.S. citizen, Chi was born in China. He earned his doctorate and master's degrees from the Sloan School of Management, Massachusetts Institute of Technology, and he received his bachelor's and master's degrees from the Peking University in Beijing, C





## DANIEL E. WEBBER

Executive Vice President and Director of Operations,  
Edelman Digital, DC

Dan Webber joined Edelman in 2004. As an executive vice president on the digital team in Washington, D.C., he serves as the director of operations for an 80-plus-person staff. He provides companies and organizations strategic counsel specific to corporate reputation matters and crisis-related issues, which includes leading Edelman Digital, DC's corporate, crisis and financial centers of excellence.

Webber specializes in helping clients prepare for, navigate, and overcome digital issues that start or spread online. This includes developing online corporate reputation management programs, social media-focused crisis-communications plans, in-depth training and simulations, and helping clients identify, build and leverage strategic relationships with online influencers. Webber's team spearheads crisis and reputation-related online monitoring programs, in addition to developing and implementing a variety of digital components such as micro sites, dark sites, podcasts, videos, and search strategy.

Since joining Edelman Digital, DC, Webber has helped execute online communications programs for a variety of crisis, cybersecurity, and financial issues, including strategic counsel on a number of issues like class action lawsuits, data breaches, mergers and acquisitions, activist shareholders, government investigations, and other sensitive matters.

Webber has guest lectured at Howard University and the College of William and Mary and regularly presents on a number of digital corporate, crisis, reputation management, and risk topics for organizations and trade associations. He is also currently serving as an adjunct professor at Georgetown University, teaching a graduate-level class on digital crisis management, which includes a specific section on cybersecurity preparedness.

Prior to joining the Digital Public Affairs team in D.C., Webber served on Edelman Atlanta's Corporate Communications and Business-to-Business team driving research, writing, media relations, and influencer relationship development for several corporate clients. He counseled both private and publicly traded companies on thought leadership platforms, influencer organization choices, and the development of strategic media relationships for several diverse clients.

Before moving into public relations, Webber worked as a college administrator in residential community development and crisis response. He attended the College of William and Mary in Williamsburg, Virginia, where he earned his bachelor of business administration in marketing.



## **CAPT. HOWARD ATTARIAN** Senior Vice President—Flight Operations

As senior vice president of flight operations for United Airlines, Capt. Howard Attarian serves as the airline's Federal Aviation Administration certificate director of operations and leads the company's Flight Operations division. His responsibilities include developing and implementing pilot contracts, policies and procedures, overseeing all pilot domiciles, training, flight standards and flight technology, as well as the division's operating and capital budgets. He previously served as United's vice president of flight operations from 2008 to 2013.

Attarian joined United after flying as a pilot for Northwest Airlines for 23 years. Throughout his career at Northwest, he served in several officer positions with the Air Line Pilots Association, Int'l (ALPA) and played a critical leadership role in contract negotiations. He then served for eight years as executive administrator to ALPA's president, during which he was a key advisor in mergers and negotiations for a number of pilot groups.

Attarian is a highly decorated and retired commissioned officer and aviator in the U.S. Air Force and a former pilot on the renowned U.S. Air Force demonstration squadron, the Thunderbirds. He holds a bachelor's in education from Kansas State University and is rated to fly the Boeing 757/767 and 777 aircraft.



## **CAPT. TIM CANOLL** President, Air Line Pilots Association, Int'l

Capt. Tim Canoll (Delta) is the tenth president of the Air Line Pilots Association, Int'l (ALPA), which represents more than 52,000 professional airline pilots in the United States and Canada, and is the largest nongovernmental aviation safety organization in the world. He was elected by the union's Board of Directors in October 2014, and began his four-year term on January 1, 2015.

As ALPA's chief executive and administrative officer, Canoll oversees daily operations of the Association and presides over the meetings of ALPA's governing bodies, which set policy for the organization. He is also the chief spokesman for the union, advancing pilots' views in the airline industry before Congress, Parliament, government agencies, airline and other business executives, and the news media.

Canoll previously served as ALPA's executive administrator. His preceding ALPA offices include Delta Local Executive Council representative, Master Executive Council (MEC) Strike Committee member, MEC Security coordinator, MEC Strategic Planning chairman, MEC Negotiating Committee member, MEC vice chairman, and MEC executive administrator. In addition, he served as ALPA's representative to the Unsecured Creditors' Committee during Delta Air Lines' 2005 bankruptcy.

Canoll is an MD-88 captain based in Atlanta, Georgia, having also flown the B-727, L1011, and the B-767/757. He is a graduate of the U.S. Naval Academy, class of 1982, and a former Navy Reserve F/A-18 Strike Fighter Squadron commanding officer. He retired from the U.S. Navy Reserve as a captain in 2008.







## **CAPT. MARTIN CHALK**

**President, International Federation of Air Line Pilots' Associations**

Capt. Martin Chalk was elected in 2015 as the 18th president of the International Federation of Air Line Pilots' Associations (IFALPA), which serves over 100,000 airline pilots represented by more than 100 member associations from around the world.

He previously served as IFALPA's deputy president, a role he assumed in 2014, and was also president of the European Cockpit Association from 2005 until 2011.

Having started his flying career with the Royal Air Force, Chalk has 28 years of professional pilot experience in military, regional, commuter, and short- and long-haul posts. He currently flies A380s for British Airways.



## **CAPT. ANTHONY R. CHAPMAN**

**Chairman, Oneworld Cockpit Crew Coalition**

In addition to serving as chairman of the Oneworld Cockpit Crew Coalition, Capt. Anthony R. Chapman chairs the Allied Pilots Association's (APA) International Affairs Committee. He previously served as vice president for APA.

Chapman was also the APA representative on the Creditors' Committee during the American Airlines bankruptcy. He has done extensive Strike Preparedness Committee work and has represented member pilots at grievances and hearings. He also served as deputy

chairman of APA's Strategic Planning Committee.

Chapman was hired by American Airlines in 1992 after flying for several regional airlines. He has flown the Boeing 727, 737, and 757/767, as well as the MD-80. He is currently assigned to fly the B-737 internationally and domestically.

Prior to his flying career, Chapman served in the U.S. Army, where he was a special operations military intelligence officer. Based in Dallas/Fort Worth, Chapman resides in Irving, Texas, and has one child.



## **CAPT. FANIE COETZEE**

**Executive Vice-President Professional and Government Affairs, International Federation of Air Line Pilots' Associations**

Capt. Fanie Coetzee, of South Africa, serves as the executive vice-president of professional and government affairs at the International Federation of Air Line Pilots' Associations (IFALPA). He previously chaired the IFALPA Legal Committee from 1994 to 2006, and currently flies the A340 for South African Airways.



## **CAPT. EVAN CULLEN**

**President, Irish Air Line Pilots' Association**

Capt. Evan Cullen was first elected president of the Irish Air Line Pilots' Association (IALPA) in 2003. He became an active member of IALPA in 1996, and completed the International Federation of Air Line Pilots' Associations negotiators course in 1998. Having led the IALPA restructuring negotiations following the tragic events of 9/11, Cullen has first-hand experience with a strike and lock-out.

During his 26-year flying career, Cullen has operated several types of aircraft, including turboprop aircraft into small airfields in the west of Ireland and wide-bodies into Los Angeles, California. He is currently an A320 captain for Aer Lingus operating in Europe.

He joined Aer Lingus in 1989 as a member of a fully-sponsored pilot trainee program. Prior to the pilot trainee offer from Aer Lingus, Cullen pursued post-graduate studies in chemical engineering.



## **LORI B. GARVER**

**General Manager, Air Line Pilots Association, Int'l**

As general manager of the Air Line Pilots Association, Int'l (ALPA)—the Association's senior staff position—Lori B. Garver is responsible for the business operations of the Association, strategic planning, and project management. She oversees the professional activities performed by ALPA employees in the areas of collective bargaining, organizing, air safety, finance, communications, law and litigation, and government relations.

Prior to joining ALPA, Garver was the deputy administrator of NASA, from 2009 to 2013. Nominated by President Barack Obama and confirmed by the U.S. Senate, Garver led the NASA effort to advance U.S. aeronautics and space activities through technology development, partnerships, and innovation. This was her second time serving at NASA, having previously held a number of positions from 1996 to 2001. She is the recipient of three NASA Distinguished Service Medals, the National Space Society's Space Pioneer Award, and holds an Honorary Doctorate of Laws from Colorado College.

Other public roles have included being the lead civil space policy advisor to Mr. Obama during the 2008 presidential campaign and the head of his transition team for NASA. She also served as the lead space policy advisor for the Hillary Clinton and John Kerry presidential campaigns. Throughout her career, she has held a variety of senior positions in government, nonprofit, and commercial sectors.

Garver is a member of the Board of Directors of MacDonald, Dettwiler and Associates, a global communications and information company, and is on the Commercial Board of Advisors of the University Corporation for Atmospheric Research.

Garver earned a bachelor's degree in political science and economics from Colorado College and a master's degree in science, technology, and public policy from George Washington University.





## JODY HOFFER GITTELL, PHD

Professor, The Heller School for Social Policy and Management, Brandeis University

A leading expert on relational coordination and organizational performance, Jody Hoffer Gittell is a professor of management at Brandeis University's Heller School for Social Policy and Management. She founded the Relational Coordination Research Collaborative in 2011, bringing scholars and practitioners together to help organizations build relational coordination for high performance. She co-founded a university spinoff called Relational Coordination Analytics Inc. in 2013, offering

measurement and intervention support to organizations seeking to improve their performance, and currently serves as its chief scientific officer.

Gittell's research explores how workers, leaders, and customers contribute to quality and efficiency outcomes through their coordination with each other. She has developed a theory of relational coordination, proposing that highly interdependent work is most effectively coordinated through relationships of shared goals, shared knowledge and mutual respect, supporting sufficiently frequent, timely, accurate, problem-solving communication.

An award-winning author, Gittell has published her research in numerous journals and written several books. Her newest book, *Transforming Relationships for High Performance* (Stanford University Press, forthcoming) offers a dynamic multi-interventional model of change. In *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance* (McGraw-Hill), she describes how relational coordination works in airlines. In *Up in the Air: How the Airlines Can Improve Performance by Engaging Their Employees* (Cornell University Press), co-authored with Greg Bamber, Thomas Kochan and Andrew von Nordenflycht, she analyzes the transformation of the global airline industry.

Gittell earned her doctorate from the Sloan School of Management at the Massachusetts Institute of Technology (MIT), her master's from The New School, and her bachelor's from Reed College. Before joining Brandeis University, she taught for six years at the Harvard Business School. She has served as chair of the board for Families First Health and Support Center, MBA program director at The Heller School, and acting director of the MIT Leadership Center. She now serves on the boards of the Labor and Employment Relations Association and the Endowment for Health, and on the editorial board for the *Academy of Management Review*. She lives in Portsmouth, New Hampshire, with her husband, Ross, and their daughters, Rose and Grace.



## **CAPT. FRANCISCO GÓMEZ ORTIGOZA** Regional Vice-President, Caribbean-West, International Federation of Air Line Pilots' Associations

Capt. Francisco Gómez Ortigoza serves as the regional vice-president for the Caribbean-West region of the International Federation of Air Line Pilots' Associations (IFALPA), and as the Foreign and Technical Affairs secretary for his home association, Asociación Sindical de Pilotos Aviadores (ASPA) de México. He has also served as an Executive Board member of the SkyTeam Pilots Association.

For ASPA, Gómez Ortigoza is responsible for all foreign affairs activities, including those related to operational safety. He oversees pilot technical training and curriculums to ensure the highest safety standards are maintained. Previously, he was the Operational Safety director for Azteca Airlines in Mexico.

Gómez Ortigoza is currently based out of Mexico City and flies the B-737NG for Aeroméxico. He has also flown the A300, SF-340, and ERJ 145.



## **CAPT. SCOTT HAMMOND** Safety Chairman, SkyTeam Pilots Association

Capt. Scott Hammond is the safety chairman for the SkyTeam Pilots Association, representing pilot interests worldwide within the 20-member airline SkyTeam Alliance. He also currently serves as the Delta Master Executive Council Central Air Safety Committee chairman, responsible for coordinating the work of over 150 safety volunteers.

A 1975 graduate of the U.S. Air Force Academy, Hammond completed over 35 years of active duty and National Guard service before retiring at the rank of major general. Hired in 1986 by Northwest Airlines, he has

served as a line pilot, instructor, line check airman, and chief pilot. Currently, he flies the A320 for Delta Air Lines.

Hammond resides with his wife, Cindy, west of Atlanta, Georgia, where he taught both of his sons to fly. He is an avid recreational sailplane and aerobatic pilot.



## **CAPT. UWE HARTER** Board Member Technical Affairs, Vereinigung Cockpit

Currently the Board member Technical Affairs for the Vereinigung Cockpit (VC), Capt. Uwe Harter has been active in the VC and the International Federation of Air Line Pilots' Associations (IFALPA) for 20 years. He has served as the chairman of IFALPA's Human Performance Committee (HUPER), chairman of VC's Qualification and Training Group, and vice chairman of VC's HUPER Training. In addition, he reviewed licensing and training standards while serving on the International Civil Aviation

Organization's Flight Crew Licensing and Training Panel.

Harter currently flies the A320 for Lufthansa. He is also crew resources management trainer for the airline and has flown the A330, A340, B-737, and F-50. He graduated from the University of Applied Sciences in Munich with a degree in airplane engineering and trained at the Lufthansa Flight Training School.





## **JOSHUA M. JAVITS**

### **Mediator/Arbitrator, Dispute Resolution Services**

Joshua M. Javits is a neutral mediator and arbitrator. He is a member of the National Academy of Arbitrators, the International Ombudsman Association, the rosters of the American Arbitration Association, Federal Mediation and Conciliation Service, and the National Mediation Board (NMB).

Javits was chairman and member of the NMB from 1988 to 1993.

He was Grievance Committee chairman of the International Monetary Fund from 2007 to 2011. He sits on over 50 neutral arbitration panels and has arbitrated over 2,000 cases. He has represented labor unions and management—at different times—and began his career as a trial attorney with the National Labor Relations Board. He is a graduate of Yale College and Georgetown University Law Center.

Javits has worked with numerous entities to develop effective conflict resolution procedures, with enormous resulting savings in litigation costs and exposure. As an ombudsman, he has been appointed by organizations as a resource for employees and managers to counsel or mediate workplace issues. After having gained the confidence of all constituencies, Javits has used his familiarity with individual companies to resolve multiple disputes informally.



## **CAPT. BOYD KELLY**

### **Regional Vice-President US/Central Pacific, International Federation of Air Line Pilots' Associations**

Capt. Boyd Kelly, a pilot for Delta Air Lines, currently serves as the regional vice-president for US/Central Pacific at the International Federation of Air Line Pilots' Associations. He also serves on various committees at the Air Line Pilots Association, Int'l and for the Delta Master Executive Council, where he was most recently an elected representative for the Los Angeles, California, pilot base. This is his second time working on the Global Pilots' Symposium program.

Flying commercially since 1995, Kelly has worked for several airlines worldwide and has flown various aircraft types, including the BAe-3201, MD-88, and Boeing 737, 747, 757, 767, and 777. Originally from the United Kingdom, he is a graduate of Embry-Riddle Aeronautical University and currently resides in Los Angeles.



## DOUGLAS (DOUG) MCKEEN

Senior Vice President-Labor Relations, United Airlines

As senior vice president of labor relations for United Airlines, Doug McKeen is responsible for development and implementation of the strategy, negotiation, and administration of all labor agreements governing United's represented employees, including the coordination of international bargaining.

Prior to joining United in March 2008, McKeen was senior vice president of employee relations and communications at ASTAR Air Cargo from 2006 to 2008. Before joining ASTAR, McKeen held several labor-relations

leadership roles at US Airways, Northwest Airlines, and America West Airlines. He was also a partner with Eclat Consulting, providing labor-relations strategy and counsel to several airlines negotiating contracts with pilots, mechanics, fleet service, and agent personnel.

McKeen received a bachelor's degree in finance from the University of Iowa, and holds a juris doctorate from Hamline University School of Law. He is a member of the Harris Theater for Music and Dance Board of Trustees and chairs the Labor and Employment Committee of Airlines for America. He is married and has two children.



## CAPT. MURRAY MUNRO

Chairman, ALPA Canada Pilot Assistance

Capt. Murray Munro started his airline career with Air BC in 1990. That fall, he began training as a pilot assistance peer. In 2001, when Air Canada amalgamated its regional carriers into one entity, Jazz Aviation, Munro became the Pilot Assistance chairman for the Jazz Master Executive Council. A few years later, he assumed the chairman's position for the Canada Pilot Assistance program at the Air Line Pilots Association, Int'l.

Munro began his aviation career by attending Mount Royal College in Calgary, graduating in 1984. His first job was flying in Northern Saskatchewan, and he was later based out of Inuvik in the far north. Munro flew various aircraft, including the King Air, Beech 99, Twin Otter, and the De Havilland Caribou, for a multitude of different missions such as scheduled flying, medivac, and off-strip high Arctic flying. The highlight of his Arctic flying experiences was in 1986 when he took part in a U.S. military operation and flew the De Havilland Caribou off the north coast of Greenland to provide logistical support for a naval research camp. The camp was set up on an ice flow 235 NM off the north coast of Greenland.







## **CAPT. ANDY NELSON** Member, ALPA Leadership Committee

Capt. Andy Nelson has been a professional pilot for more than 20 years. For the majority of that time, he has been active within his profession and his union, the Air Line Pilots Association, Int'l (ALPA). Just two years after starting with Spirit Airlines, Nelson was elected as a first officer representative for his local council. He later served as vice chairman for his pilot group and helped navigate them through a successful five-day strike. In 2012, Nelson was appointed to ALPA's Leadership Committee, in recognition of his outstanding leadership and communication skills. He actively volunteers with organizing efforts and serves as a resource and consultant for pilot groups seeking to improve unity within their membership. In his spare time, Nelson owns a local small business and spends every moment he can with his wife of two decades and two daughters.



## **CAPT. JACK NETSKAR** International Director, Norwegian Airline Pilots Association (NF)

Capt. Jack Netskar currently serves as the international director for the Norwegian Airline Pilots Association (NF). His union work began in 2001 when he served as a board member for the union representing the pilots of Scandinavian Airlines (SAS). He later served as the union's chairman of the board.

Netskar began flying for SAS in 1998 and is currently based in Oslo, Norway, flying the B-737. Prior to joining the airline, he served for more than a decade in the Royal

Norwegian Air Force.

He earned a master's degree in business administration with a focus on airline management from the University of Northern Norway. He is also a graduate of the Royal Norwegian Army Officer Academy and the Royal Norwegian Air Force Academy. Netskar trained as a combat pilot for the North Atlantic Treaty Organization (NATO) as part of the Euro-NATO Joint Jet Pilot Training program at Sheppard Air Force Base, Texas.

Netskar resides with his family in Oslo.



## **CAPT. TIM O'MALLEY** Air Line Pilots Association, Int'l

For nearly two decades, Capt. Tim O'Malley has served pilots locally at his home airline, Delta Air Lines, and globally through his work with the Air Line Pilots Association, Int'l (ALPA). O'Malley served four years as ALPA's Collective Bargaining Committee chairman. Prior to that time, he served the Delta Master Executive Council (MEC) on its Strike Committee and as chairman to the Negotiating and Strategic Planning committees. His other leadership roles include being a former MEC chairman and a first officer representative for the Delta pilot group. Based in Cincinnati, Ohio, O'Malley currently flies the B-737.



## **CAPT. DIRK POLLOCZEK**

**President, European Cockpit Association**

Capt. Dirk Polloczek is the president of the European Cockpit Association (ECA), which represents over 38,000 European pilots from the national pilot associations in 37 European states and two associate members from outside Europe. In this role, Polloczek represents the collective interests of ECA's member associations, striving for the highest levels of aviation safety and fostering social rights and quality employment for pilots in Europe.

Polloczek has been a member of the Vereinigung Cockpit (VC) since 1990 and has a long history of union work. He

has served as a union council member, VC Board member, and director at the International Federation of Air Line Pilots' Associations. He also served as director of ECA's Professional Affairs Board and as a member of the External Relations and Trans-National Airlines working groups.

Polloczek flies the A320 for Lufthansa. He studied mechanical engineering at the Technical University Darmstadt in Germany and trained at the Lufthansa Flight Training School.



## **CAPT. TIM ROBINSON**

**President and IFALPA Director, New Zealand Air Line Pilots' Association**

Capt. Tim Robinson is the president and IFALPA director of the New Zealand Air Line Pilots' Association (NZALPA).

Robinson has also served two terms as the NZALPA industrial director and has been a long-serving member of the NZALPA Board of Management, Air New Zealand Pilots' Council, and the NZALPA Southern Branch.

During this time, Robinson has been involved in numerous collective employment agreement and collective labor agreement negotiations involving pilots

from the Air New Zealand Group of airlines, Virgin Australia, Jetstar, Jetconnect, general aviation flying schools, and helicopter operations in New Zealand. He was part of the negotiating team that secured the successful integration and merger of Air New Zealand and Freedom Air and negotiated the current pilots' work share agreement as part of the Air New Zealand-Virgin Australia trans-Tasman alliance.

Robinson currently flies the B-777-200/300 with Air New Zealand, having previously flown the A320, B-737, and Saab 340.

Robinson is a qualified lawyer in the New Zealand High Court, specializing in industrial, employment, and family law matters. He lives in Christchurch, New Zealand, with his wife, Brenda, and family.







## SETH D. ROSEN

Industrial Advisor, International Federation of Air Line Pilots' Associations

As the industrial advisor to the International Federation of Air Line Pilots' Associations (IFALPA) since 1986, Seth D. Rosen provides advice and counsel to the Professional and Government Affairs Committee and member associations.

Rosen has more than 40 years of experience with pilot negotiations, training programs, and complex labor relations matters. He is a frequent speaker and commentator on the state of labor relations and collective bargaining in the airline industry.

From 1984 to 2003, Rosen was the director of representation at the Air Line Pilots Association, Int'l (ALPA), where he oversaw pilot negotiations, mediations, arbitrations, government and regulatory matters, and organizing activities. He then served as the director of the International Pilot Services Corporation, an ALPA subsidiary, from 2003 to 2014.

He also served on U.S. President Barack Obama's transition team and helped review the National Mediation Board (NMB), the agency that oversees the air and rail industries. In addition, he served as the labor representative for the air industries on the Dunlop Committees 1 and 2, which reviewed the NMB and Railway Labor Act and made recommendations for improvement.

After graduating from the George Washington University Law School in 1966, Rosen worked for the National Labor Relations Board in Washington, D.C., and San Francisco, California, before joining ALPA in 1971.



## CAPT. JOHN ROSENBERG

Chairman, ALPA Professional Standards Committee

Capt. John Rosenberg has been a member of the Professional Standards Committee at the Air Line Pilots Association, Int'l (ALPA) for more than 37 years. He served as the Professional Standards chairman for his local council and the Northwest Master Executive Council (MEC). In 2004, he was appointed chairman of ALPA's Professional Standards Committee.

As the national chairman, Rosenberg provides oversight for all ALPA pilot groups' Professional Standards committees, ensuring compliance with ALPA policy and protocol. He plans and executes the professional standards activities at the annual pilot assistance conference.

Rosenberg has also been active in the air safety arena, representing ALPA for eight years as a member of the Event Review Committee in the Northwest/Delta Aviation Safety Action Program. Currently, he serves as an Air Safety Hotline volunteer on the accident/incident team at the Delta MEC. In 2010, Rosenberg was appointed the primary ALPA representative to the Air Carrier Safety and Pilot Training Aviation Rulemaking Committee, reporting safety recommendations to the U.S. congress and the Federal Aviation Administration.

In 1978, Rosenberg joined North Central Airlines as a Convair 580 first officer. Today, he flies the B-777 for Delta Air Lines. Rosenberg worked in the Training Department as an instructor/check airman on the B-757/767 for seven years and became an aircrew program designee.

A native of Omaha, Nebraska, Rosenberg is a graduate of Purdue University, holding a bachelor's degree in technology through the Aviation Technology School's Professional Flight program. Upon graduation, Rosenberg returned to Omaha and worked for a Piper dealer before joining a large Omaha-based savings and loan association as its first corporate pilot.

Rosenberg is also active in general aviation and other volunteer activities. He shares ownership in a Beechcraft Bonanza and is a member of the board of directors at the Adler Graduate School in Minneapolis, Minnesota.



## **CAPT. PAUL RYDER**

**Resource Coordinator, Air Line Pilots Association, Int'l**

As the resource coordinator at the Air Line Pilots Association, Int'l (ALPA), Capt. Paul Ryder facilitates the full and efficient use of ALPA staff and resources for the pilot leadership. He works closely with all departments and pilot groups in order to best serve ALPA's members and assist the pilot groups' Master Executive Council (MEC) leadership and Negotiating Committees. He also works with ALPA's Collective Bargaining Committee, other ALPA presidential committees, and MECs to advance the pilots' agenda and ensure that pilot groups have no issues accessing ALPA resources.

Ryder, an EMB-145 captain for ExpressJet Airlines, also serves as chairman of the Association's Fee-For-Departure (FFD) Committee, working with representatives from all FFD carriers to find innovative and constructive solutions to the issues facing this group.

He continues to serve the ExpressJet Master Executive Council (MEC) on their Pilot Mentor, Strategic Planning, and Communications committees. Previously, he was the chairman of the ExpressJet MEC's Pilot-to-Pilot Committee and chairman of ALPA's Education Committee. He served in the U.S. Marine Corps Reserves for six years and lives in Florida with his wife and fellow pilot, Kate, and two young sons, Alex and Matthew.



## **QUAY SNYDER, MD, MSPH**

**President and Chief Executive Officer, Aviation Medicine Advisory Service**

Dr. Quay Snyder is the third aeromedical advisor to the Air Line Pilots Association, Int'l (ALPA). He was appointed to this position in January 2010 after serving 16 years as an associate aeromedical advisor to ALPA under Dr. Richard Masters and Dr. Donald Hudson. In 2015, he succeeded Hudson as the manager of the Federal Aviation Administration (FAA)/ALPA Human Intervention Motivational Studies (HIMS) Program.

Graduating from the U.S. Air Force Academy, Duke University School of Medicine, and University of Colorado Health Sciences Center, Snyder is certified in aerospace medicine, addiction medicine, occupational medicine, and family practice. He served for 25 years in the U.S. Air Force, Air Force Reserve, and Air National Guard as a flight surgeon, instructor pilot, and in several leadership positions before retiring in 2002.



Snyder is the author of more than 90 scientific papers and articles on aviation medical issues in various professional pilot journals, and he writes regularly for the "Health Watch" column in *Air Line Pilot*. He is a frequent speaker at national aviation safety and aeromedical meetings. Snyder is the recipient of lifetime achievement awards given by the Society of U.S. Air Force Flight Surgeons and the Aerospace Medicine Association. He also received the National Business Aviation Association (NBAA) Safety Committee's inaugural Meritorious Service Award in 2014.

As ALPA's aeromedical advisor, Snyder works closely with ALPA's Engineering and Air Safety, Legal, and Communications departments as well as Pilot Assistance Committee members. In his involvement with ALPA, Snyder works collaboratively with the FAA Office of Aerospace Medicine on many pilot health and safety issues, including frequent interactions regarding the national HIMS program.

A commercial pilot, holding a certified flight instructor (CFI) rating (Gold Seal) since 1975 and a designated pilot examiner, Snyder has more than 3,000 flying hours in over 50 aircraft models from gliders to F-16s. He was an aerobatics and spin instructor at the U.S. Air Force Academy's 94th Flying Training Squadron, receiving the squadron's Attached Instructor Pilot of the Year Award in 2000. Snyder serves as an FAA Safety Team representative for the Denver Flight Standards District Office and is a Master CFI since 2003. He owns a Schleicher ASW-24 glider, flying long-distance XC glider flights, giving instruction and administering FAA Practical Tests at all levels averaging approximately 150 pilot-in-command flights per year in gliders.

Snyder is a member of ALPA's HIMS Advisory Board, the Flight Safety Foundation's Corporate Advisory Committee, and the NBAA Safety Committee and chairs its Fitness for Duty Working Group. He also serves on the National Aviation Hall of Fame Board of Trustees and the Executive Council of the Aerospace Medical Association, participating in its Pilot Mental Health Working Group.



## **CAPT. ALFREDO SUAREZ**

**Executive Board Representative, Associations of Star Alliance Pilots**

Capt. Alfredo Suarez, a pilot for United Airlines, serves as a member of the International Affairs Committee at the Air Line Pilots Association, Int'l (ALPA). In this role, he has spoken to broad audiences on regulatory and policy issues affecting the piloting profession and aviation industry.

Suarez is also an Executive Board representative of the Associations of Star Alliance Pilots (ASAP) and serves as a member of ASAP's Strategic Preparedness Group.

A longtime active volunteer, Suarez has served as chairman of ALPA's Alliances Committee. He was also a former chairman of the SkyTeam Pilots Association (SPA), which is composed of pilot unions and associations within the SkyTeam Alliance, and was a key player in combining the former Wings Pilot Coalition with SPA.

Suarez is a graduate of Purdue University. Hired by Continental Airlines in 1997, Suarez has flown the Boeing 727, 777, and 737. He resides in Bethlehem, Pennsylvania, with his wife and four children.



## CAPT. STEVEN VERHAGEN

President, Dutch Airline Pilots Association (VNV)

Throughout his career, Capt. Steven Verhagen has been involved in employee matters and kept an eye on the interests of the company. He was president of the Financial Committee of the Works Council for several years before joining the Dutch Airline Pilots Association (VNV), the only pilot union in the Netherlands, in 2004 as a board member. Verhagen currently serves as its president.

Verhagen started his flying career in 1991 at the KLM Flight Academy after achieving his master's degree in aeronautical engineering from Delft University of

Technology in the Netherlands. He joined KLM as a second officer on the Boeing 747-400 in 1994, and became an Airbus 330-200/300 captain in 2014 after several status and equipment moves.

Verhagen's motto: A joint approach is key. Although the emphasis for many issues might differ, the point on the horizon should coincide to be successful. If it's not, you have to work on it. He believes strongly in sharing interests and collaborating to match interests.



## CAPT. DON WYKOFF

Past President, International Federation of Air Line Pilots' Associations

Capt. Don Wykoff, a pilot for Delta Air Lines, is the past president of the International Federation of Air Line Pilots' Associations (IFALPA), having served two two-year terms at the association.

Currently, Wykoff serves as chairman of the Flight Time/Duty Time Committee for his home association, the Air Line Pilots Association, Int'l (ALPA). In this role, he is responsible for the development of scheduling guidelines and best practices for the mitigation of pilot fatigue.

Wykoff recently served as co-chair of the Federal Aviation Administration's (FAA) Aviation Rulemaking Committee, which was charged with a complete overhaul of the FAA's flight- and duty-time regulations. He has held numerous other leadership positions, including ALPA executive administrator and Negotiating Committee chairman for the Delta Master Executive Council.

Hired by Delta in June 1988, Wykoff flies the B-737. He is a retired U.S. Air Force fighter pilot and graduated in 1979 from the University of Cincinnati with a bachelor of business administration, majoring in finance.

Wykoff resides in Cincinnati, Ohio, with his wife, Susan.





# 2015 GPS STRATEGIC TAKEAWAYS

## EACH DAY MATTERS

*The 2015 Global Pilots' Symposium (GPS) focused on taking action—building influence and advocating favorable, mutually beneficial aviation policies. Below is a brief overview of three of the main issues discussed at GPS V, as well as some proposed actions that you can take to send a powerful, unified message to policymakers and regulators locally, nationally, and globally. Working together, we will be able to amplify our voice, increase our effectiveness, and advance the profession.*

### ISSUE: UNFAIR COMPETITION WITH SUBSIDIZED, STATE-OWNED ENTERPRISES

**Three Middle East Carriers**—Qatar Airways, Etihad Airways, and Emirates (ME3)—currently pose one of the biggest threats to our jobs, our airlines, and the industry. In their plan to dominate global aviation, they've unleashed more than \$42 billion in state subsidies and other benefits over the last 10 years to exploit and gain unfettered access to international routes and markets. Added to that is a growth four times the rate of their GDP without any stimulation of additional demand, monumental airport expansion at below market cost to them, and operations without regard for commercial viability or economics making it nearly impossible for other carriers with cost/profit considerations to offer similar services at low costs.

### POSSIBLE ACTIONS FOR PILOT ASSOCIATIONS

- ▼ **Develop a Unified Message:** Explain why the ME3 are detrimental to airline workers and competition in the global marketplace. Use the facts and provide examples. We can compete on a level playing field. Together with our airlines and our governments, we need to create fair skies with a continued emphasis on safety, security, and training.
- ▼ **Foster Relationships with Company Management:** Take advantage of opportunities to work with your management and advance common goals. Think of it as 95/5. As pilots, we typically agree with management on 95 percent of the issues—so address the other 5 percent when it's appropriate, but don't let it get in the way of making progress on shared issues.
- ▼ **Advocate with Your Government:** Policymakers and regulators need information to do their jobs. It is much easier for them to act decisively on an issue when they know that it has broad, solid support—especially from labour and airline management. Ask your government for support to create a level playing field, then also help them when you can.

### ISSUE: ATYPICAL EMPLOYMENT MODELS

Some airlines use atypical employment models to outsource pilot jobs in an effort to circumvent employment laws and undermine established pilot collective agreements by undercutting pilot wages and eroding working conditions. Meanwhile, the contract pilots are generally working at the will of the company—for low wages, with little or no protections. Ryanair, easyJet, and Norwegian Air International (NAI) are just three examples.



## POSSIBLE ACTIONS FOR PILOT ASSOCIATIONS

- ▼ **Identify & Build Relationships with Government Policymakers, Regulators, and Influencers:** Determine who the decision makers and influencers are for the issue. Reach out to talk with them about the issue and get an understanding of the type of information they need to make a decision. Your credibility is your currency. Pilot opinions matter, so be truthful and stick to the facts.
- ▼ **Develop Coalitions:** Think outside the box to identify proponents and opponents of the issue—those who have a stake in what happens.
- ▼ **Look to Your Local Government First:** Many decisions are made early and at a low level, so make connections wherever possible to ensure that your input is heard. Talk with officials and their staff at all levels of government about the issue, why it's important, and the potential impact their decisions will have.
- ▼ **Speak with One Voice:** We are more effective when labour, management, and other stakeholders can partner together and speak with one voice. Develop a message that's simple to understand and support. Standing unified with others and providing critical information for policymakers to understand the issue will make it easier for them to support your cause.

## ISSUE: LACK OF AVIATION INDUSTRY POLICY

When it comes to aviation, it's often unclear what your government's priorities are and even its valuation of the airline industry as far as employment or national infrastructure. This lack of aviation policy has led some governments to implement excessive taxes and use the industry as a source of revenue, while others have allowed foreign carriers to monopolize routes and decimate their own industry.

## POSSIBLE ACTIONS FOR PILOT ASSOCIATIONS

- ▼ **Prioritize & Stay Focused:** With so many issues affecting our profession, one of our biggest challenges is to stay focused. Examine all of the issues, prioritize the top three to five that are the most important, and put the others aside for another time. Set goals, determine your strategy using various tools and tactics, and build a timeline to help keep you on track.
- ▼ **Advocate:** A lot can be accomplished with very little resources. Every size pilot group can—and should—be an advocate for their profession. Learn the language of the government, and dedicate members to represent your group. Also, assess what else you may need to accomplish your goals and build an infrastructure that will enable you to get your message out. This will also help get your members involved and prepare them for reaching out to policymakers and regulators on the specific priority issue.
- ▼ **Take a Broader Role to Persuade Government to Support Aviation:** A national aviation policy is good for everyone—people, businesses, and communities. Showing governments the link between aviation and a strong economy is vital. Urge aviation policymakers and regulators to implement provisions that protect the safety, security and integrity of our industry, defend against “flags of convenience” schemes like NAI, and ensure our jobs are not offshored to the cheapest, least regulated environment.

# 2015 GPS TAKEAWAYS

## COMPONENTS OF A STRATEGIC PLAN

### OVERVIEW

- ▼ Describe the issue
- ▼ Explain why it is important
  - What is the potential impact (positive/negative)?
  - Who will be affected?

### GOALS & OBJECTIVES

- ▼ Outline the result(s) you want to achieve
  - What are the objectives that support the overarching goal?

### SITUATIONAL ANALYSIS

- ▼ Provide background information
  - History
  - Environment
  - Current events affecting issue
- ▼ Include any survey results, research, other data
- ▼ SWOT analysis—assessment of your strengths and weaknesses and external opportunities and threats
  - Helpful to achieving your objectives:
    - Strengths
    - Opportunities
  - Harmful to achieving your objectives:
    - Weaknesses
    - Threats

### AUDIENCES

- ▼ Know who your audiences are
  - Internal:
    - Association leadership team
    - Members
    - Members' families
  - External:
    - Policymakers/regulators
    - Management
    - Other stakeholders
    - Media
    - Traveling public

### MESSAGES

- ▼ Determine your target audiences and what you want to convey to them
- ▼ Messages should be:
  - Clear
  - Consistent
  - Unified





## RESOURCES & TOOLS

- ▼ Choose the most effective tools based on your target audiences and resources
- ▼ Internal:
  - Campaign branding: theme, logo, messaging
  - Communications vehicles
    - Online
    - Print
    - Multimedia
    - Social media
  - Face-to-face interaction, e.g., meetings, industry events
  - Support network, e.g., rallies, family events
- ▼ External:
  - Partnerships
  - Media relations, advertising
  - Print and online communications, social media
  - Public events

## PROJECT COORDINATION

- ▼ Internal groups/individuals involved:
  - Pilot leaders
  - Professionals
  - Members
- ▼ External groups/individuals involved:
  - Government
  - Management
  - Other employees
  - Other stakeholders

## BUDGET

- ▼ Set a realistic budget
- ▼ Be mindful of your financial resources and project costs
- ▼ Get creative—look for ways to leverage your resources without spending a lot

## PROJECT LIST & TIMELINE

- ▼ Enables you to:
  - Track and measure progress
  - Evaluate and recalibrate
- ▼ Should include:
  - Projects/Tasks
  - Principals assigned
  - Review/Approvals
  - Time Frame/Deadline/Outcome
  - Status

# 2015 GPS TAKEAWAYS

## PILOT ACTIVISM GUIDE: INFLUENCING POLICY TO PROTECT PILOT CAREERS

### I. OVERVIEW: INFLUENCING POLICY TO PROTECT PILOT CAREERS

There is no secret to creating positive change—but there are proven methods that individuals, organizations, and groups of people have used effectively.

This takeaway outlines some methods, and you can choose which ideas might be beneficial in your country and association. The activities are varied, and each is powerful when employed as part of a larger strategy. It is most important to chart a course and create a plan to build pilot union relevance and influence. Everyone in an organization needs to understand the plan, what the group's overall objectives are, and how they can individually take small steps to help attain the group's goals.

These activities can be called "lobbying," "advocacy," "activism," or simply "grassroots member involvement." Remember, the general goal of any effort is to build relationships between labour, management, the government, and other stakeholders to affect change that is beneficial to pilots, the industry, and the profession.

### II. ASSOCIATION POLITICAL ACTION STRUCTURE

All legislative operations should be guided by your member association policy and directed by its president or appropriate leader. Clear goals that are closely aligned with the group's strategic plan must be outlined and communicated to members so everyone understands the organization's priorities and rationale for its position.

A recommended structure for any advocacy effort includes a network of volunteers who report to an area/regional/country organizer to ensure proper coordination where everyone follows the same protocols and adheres to the same objectives supporting the goals. This unity of purpose creates a powerful, strong message and the greatest chances to be heard and understood by government officials.

### III. ASSOCIATION POLITICAL ACTION GOALS

- ▼ Support and reinforce your member association policy, strategic plan, and priorities.
- ▼ Educate pilot members on legislative issues and association positions.
- ▼ Encourage maximum pilot and family participation in any association events on important issues.
- ▼ Organize and motivate pilot members to express their personal support or opposition to key legislation affecting the association and communicate with other pilots about issues.
- ▼ Identify and collaborate with other stakeholders on common goals.
- ▼ Educate and mobilize engagement of others outside the union.
- ▼ Effect change by urging pilot members to contact government officials to gain their support for the association's priorities.



## IV. CREATING AN EFFECTIVE PILOT GRASSROOTS LOBBYING PROGRAM

### A. GOVERNMENT AFFAIRS CAMPAIGN PREPARATION

Before the association/union can ask members to participate in grassroots activities, it should develop a strategy and key messages that are easily understood and supported. Everyone needs to know why an issue is important and what impact it will have. This strategic preparation typically includes the following actions:

- *Research the issues.* What is happening or going to happen? Is there any data from a reliable third-party source? What are consequences of certain actions? What is the consequence of inaction?
- *Identify supporters and opponents of your cause.* Who are the influencers that can help the association? How do you get them on your side? Can opponents be convinced to be neutral or silent rather than vocal?
- *Develop communications pieces to educate target audiences.* What are the basic facts all pilot members and their families need to understand? What should communities know to support your cause? What information is critical to share with lawmakers to give them reasons to support any legislation that favors pilots? What do other airline employees or other stakeholders care about? Which facts would grab the media's attention?
- *Build an infrastructure.* Assess if you need a website, question and answer database, social media, calling center, legal or policy research or expertise, or trained pilot leaders to lead activities in particular areas of the country.
- *Create a timeline for action.* Is there a date on which a decision will be made or other event will happen to impact the issue? Schedule events on a calendar to ensure effectiveness of your campaign. Make sure everyone is aware of crucial deadlines.

### B. GOVERNMENT AFFAIRS EDUCATION

In building a strong grassroots advocacy program, the association must provide information to its volunteers through several different sources as pilots have different preferences for accessing information. The organization can communicate with its pilots in the following ways:

#### 1. Association Government Affairs Updates

On the local and national levels, communications should include information about current legislation or issues that are top priority for the association/union. They should explain why the matter is important to pilots and families and give information on what they can do in their communities to take action and help the campaign.

#### 2. Government Affairs Talking Points

Many aviation issues are complex. To ensure that all pilots understand the impact of any possible legislation or policy, it is helpful to distill the facts of an issue down to basics and give specific examples of how a pilot's livelihood, quality of life, safety, security, schedule, and/or career would be impacted.

### 3. **Legislative Updates or Issue Papers**

These are more in-depth documents that provide specific information with research and supportive data on the issue. They should include a summary page for a quick synopsis of the issues and the strategies that the association is using to address the issues. These can be e-mailed to members, posted on a website, and made available to outside parties that seek understanding of the association's perspective on the issue.

### 4. **Government Affairs "Resources" Page on Your Association Website**

This webpage should house important union government affairs data, issues facts, background information, testimony, and links to resources such as elected officials' e-mails or phone numbers for easy communication by pilots.

### 5. **Specialized "Call to Action"**

Campaigns sometimes focus on a particular effort within an overall program. That effort is so important that the association needs all pilots, their friends, neighbors, and others to join together to do something—like send e-mails to an elected official to stop a harmful new aviation policy. A special website is created for the "Call to Action" with data on the issue, suggested letters that can be sent automatically to government officials through an electronic link, and important dates or deadlines for the "Call to Action."

### 6. **Association Testimony in Government Proceedings**

Lawmakers care what pilots think, as many of them rely on pilot expertise for safe travels. Pilot leaders should investigate opportunities to get the association's position on important issues into the public record and in front of policymakers/regulators.

## **C. PILOT OPINIONS MATTER, AND CREDIBILITY IS KEY**

When pilot association members on the local level are willing to make their concerns known to lawmakers, the lawmakers have a better understanding of the impact those laws will actually have on the pilots, the profession, and the aviation industry. It also shows the policymaker/regulator that his or her actions are monitored by the constituency.

If a lawmaker is opposed to the association's position, reaching out to him/her with information may influence him/her to be less vocal against an issue. In some countries there are many steps in the legislative process affording those in power the opportunity to vote for or against us at various times. In some instances, abstaining from a vote altogether could be considered a "win."

When a lawmaker favors the association's position, hearing from strong pilot advocates who support the cause helps lawmakers strengthen their commitment to more actively support your legislation or issue.



When a lawmaker is uninformed or undecided on an issue, even a few comments or personal contacts from the association, especially from constituents, could help shape his/her understanding of the pros and cons of a regulation or new law.

Credibility is the most important factor of a strong government affairs campaign. Credibility means truth, facts, and a unified message. If a lawmaker receives mixed messages from pilots, with volunteers acting independently of each other, the association will lose credibility and support. It is absolutely vital that everyone involved works together toward the same goal, following agreed-upon protocols and using the same data to make the campaign effective.

## **D. PERSONAL PILOT CONTACT WITH POLICYMAKERS AND REGULATORS**

### **1. Letters**

Individually written letters are very persuasive lobbying tools.

### **2. Telephone Calls**

Phoning a policymaker is also a legitimate and common method of lobbying. If there is a general number that pilots can call within a government to get access to an individual policymaker's phone number or office contact, this information should be provided to volunteers.

### **3. Personal Visits**

One of the most effective ways of getting your views known is to meet with your representatives in their local office.

Many citizens hesitate to personally contact their policymaker or regulator, feeling ill-equipped to support their viewpoint. It is important to realize that in some countries these officials have a large number of bills to follow and issues to understand. Sometimes an office visit is just a matter of educating the lawmaker on a point of aviation or the piloting profession. If a pilot advocate can get his or her elected official to focus on a particular issue and present him/her with a few arguments for the association's position, it may very well win the policymaker's support.

### **4. Town Hall or District Meeting**

Sometimes elected officials may hold open forums with their constituents in their home districts. The format for these events may range from a large town hall gathering to informal coffees held at a local restaurant. Pilot presence at these events is an important part of grassroots action, and all pilot advocates are encouraged to attend and engage in these forums.

### **5. Aviation Resource**

Lawmakers and their staff thrive on information. Regardless of how you make contact with an influential person, pay attention to their needs.



*Download the full  
Pilot Activism Guide*

# 2014 GPS STRATEGIC TAKEAWAYS

## AIRLINE MODELS: PAST, PRESENT & FUTURE

### 1 AIRLINE BUSINESS MODELS ARE EVOLVING

Economics are driving a shift in capacity and jobs. Current “winners” are LCCs and carriers benefiting from business friendly governmental or regulatory policies.

To compete, “legacy” airline managements are evolving toward joint ventures with cross border investments, partnerships and capacity management.

New business models that exploit a labor arbitrage (i.e., flags of convenience and waypoint airlines) are coming.

Carriers must compete on schedules and service – NOT on labor costs.

Pilot unions must build on the pattern and coordinate on a global scale.

### 2 AIRLINE LABOUR IS IN A CHALLENGING POSITION

Airline managements can be transnational – but labor is bound by national laws.

Managements can “shop” for the best deal; labor can’t. Joint ventures can be another form of the transnational model.

Government and regulatory policies have a significant impact on our success – and labor doesn’t always have input. These policies change the economic equation.

We must use all resources available to maintain our collective labor agreements.

### 3 ADAPT & EXECUTE

Solid economic and financial analysis is the foundation for good strategic planning and collective bargaining. We must organize, strategize, and build relationships with each other.

We must communicate with each other, focus on what we do have in common, work together on issues we agree on, and look at the big picture.

We must continually engage all stakeholders including managements, regulators, and government officials.

We must advocate for rational airline policies. Execution is key; we need to learn from our mistakes, learn from the successes of others, and continue to renew and refresh our strategies.



# 2014 GPS STRATEGIC TAKEAWAYS

## CONNECTING THE WORLD'S PILOTS

### **1 STRATEGIC PLANNING IS KEY TO SUCCESS**

Globalization is here to stay. While we cannot change that fact, we can determine how to react effectively through strategic planning. Training, coordination, and preparation are central to developing a plan that addresses the issues and challenges we face. Also important is a thorough situational analysis. Allocate time to examine past, present, and anticipated events; identify goals and objectives; and chart a course for achieving them. The plan should also include a thorough SWOT analysis—a look at the strengths, weaknesses, opportunities, and threats. Present it to the governing body, execute it, and then refine the process. Be sure to keep your members informed of the goals, as well any progress made toward achieving them.

### **2 ENHANCE EXTERNAL RELATIONS & RELEVANCE**

We do not operate in a vacuum and must expend time, manpower, and resources to understand, analyze, and address global challenges that may end up on our doorstep. Think outside the box: demonstrate the value of pilots and connect with industry stakeholders at the national, regional, alliance, and global levels. Foster relationships with management, regulators, other pilot groups, and other employee groups to advance your common goals. Be a credible, objective, and relevant source of information.

### **3 DEVELOP ORGANIZING, OUTREACH & TRAINING PROGRAMS**

Organizing, outreach, and training programs are crucial to professional success. Review, adapt, and execute the work of IFALPA's previous Strategic Review Groups, which identified and proposed action items for organizing, outreach, and training programs. Continue strategic and negotiations training for member associations and developing organizational strengths within the pilot alliances. Unite as a profession and engage all members and non-organized pilot groups through coordinated action on common goals. In addition, involve newly hired pilots in the union—professional identity comes from the collective. Educate members on the importance of working together—not to protect the past, but to fight for a future where pilots are involved at every level within the industry.

# 2013 GPS STRATEGIC TAKEAWAYS

## 5 WAYS TO MANAGE NEGOTIATIONS SUCCESSFULLY

### 1 BUILD UNITY OF PURPOSE

Unity is critical to success. First, establish unity of purpose in the pilot group in support of negotiations and the pilot. This requires a comprehensive, well-coordinated communications strategy. Further these efforts by developing relationships with management, government, and other pilot groups in order to advance your pilot interests. This requires trust on all sides, which may take some time to build.

### 4 ENGAGE THE PILOT GROUP

This is the pilots' contract, and they ultimately need to ratify a tentative agreement. Let them know about the issues under discussion and challenges you face. Information is key to keeping the pilot group engaged in the process.

### 2 DEVELOP A STRATEGIC PLAN FOR NEGOTIATIONS

Identify your goals and objectives, analyze the internal strengths and weaknesses and external opportunities and threats, and develop strategies for achieving your goals. Build your team. Assess the plan on a regular basis and update it to reflect current events.

### 3 UNDERSTANDING ECONOMIC ISSUES

Situational awareness is vital in negotiations. Understanding the state of the economy, industry trends, and the financial condition of the airline will help you develop realistic economic proposals. It will also help you to put a tangible value on your proposals, as well as those made by the company, in order to eliminate rhetoric. This information will further prepare you for making the tough decisions during end-game negotiations.

### 5 THINK OUTSIDE OF THE BOX

Play smart. No two negotiations are the same. This applies in particular to restructuring negotiations where there are more participants, distinct timelines, and can be more confrontational, requiring additional strategies and tactics.





# 2013 GPS STRATEGIC TAKEAWAYS

## 5 WAYS TO COMMUNICATE EFFECTIVELY

### MESSAGE DEVELOPMENT

For effective communications, messages should be clear, concise, complete, consistent, and customized to your pilot group.

**1 CLEAR**  
Every communication should have a clear message. An easy way to approach this is to ask yourself: Why is this issue important to the pilots? Why do they need to know?

**2 CONCISE**  
Keep it brief, stick to the facts, and get to the point as quickly as possible. There's a lot of information out there; being concise will help cut through the clutter and ensure that your message is heard.

**3 COMPLETE**  
Pilots need the full story. Give them a brief background of the issue, and how or why you came to the conclusion that you did. As a result, pilots will be better equipped to make an informed decision when asked to take action on an issue such as voting on a contract.

**4 CONSISTENT**  
Be consistent in your messaging and repeat the main points. Some people need to receive it more than once to fully understand its content. Also, be sure that you and your fellow pilot leaders deliver the same message in your communications.

**5 CUSTOMIZED**  
Not everyone gets information the same way. Send your message using at least three or four different methods to reach a wider audience.

# 2013 GPS STRATEGIC TAKEAWAYS

## EFFECTIVE COMMUNICATIONS TOOLS

Pilots want to know about the goals, challenges, and achievements of their union. The key to keeping them informed is finding what works best for your pilot group. Here are some of the most effective communications tools.

### WEBSITES

Websites can be public or private. Post your communications, the pilot contract, pilot leader contact information, reporting forms, links to company information, and more. There is a cost involved and maintenance is required.

### E-MAILS

E-mails are fast, easy, and free. If you don't already have an e-mail distribution list, ask pilots for their e-mail address to create one.

### NEWSLETTERS

Newsletters can be used in conjunction with regular e-mail updates to keep your pilots and their families informed on a variety of issues. More pilot groups are saving money by sending electronic newsletters. If you do print them, you should also e-mail them to members and post them to your website and social media pages. Free templates are available online, or you can purchase a template or publishing software to design your newsletter.

### SOCIAL MEDIA

Social media allows you to build relationships, make connections, and engage with your pilot group. Pages should be updated regularly with new information and monitored daily. People can comment on the information, so be prepared to respond if necessary. Some of the most popular sites are Facebook, Twitter, and YouTube.



#### Facebook

Facebook pages can be public or private. You can post updates, photos, videos, links and events, and connect with pilots, family members, other pilot groups, the company, the media, and the public.



#### Twitter

Twitter is a public, text-based messaging system. Each "tweet" can be up to 140 characters. Keep messages brief and post links, photos, and videos.



#### YouTube

YouTube is a video-sharing site. You can create a pilot group channel and post your videos. It's easy to do: Script a brief message then use your smartphone to record and upload it. Tell your pilots about it by sending an e-mail and posting messages on your website and social media pages.



# 2013 GPS STRATEGIC TAKEAWAYS

## 5 WAYS YOU CAN BECOME PILOT PARTISAN

### 1 TAP INTO YOUR TOOLS

The first step in becoming an advocate for the airline piloting profession involves identifying the many resources available to you, either through your union or other credible government sources. Educate yourself about the legislative and regulatory issues facing your pilot group. Your union may even offer training and/or programs for pilots interested in speaking on behalf of their profession to government and industry officials.

### 4 BE CREDIBLE

When gathering information for your case, remain objective. Obtain and utilize valid data from reputable sources. Know and follow the rules of your government. Be the “honest broker”—argue both sides.

### 2 BUILD RELATIONSHIPS

Next, target key decision makers in government, industry, other labour organizations, and even media whose actions directly impact your profession. Then, build (or nurture) a rapport with them. Make sure they know who you are and why your opinion matters.

### 3 LEARN HOW TO ADVOCATE

Effective lobbying requires affecting change. Start by identifying common ground—the items everyone can agree on—and be both consistent and persistent. Educate these decision makers on the pilots’ perspective and establish yourself as a professional and credible resource. Arm yourself with the facts before the meeting, and keep the lines of communication open by following up on questions or concerns they raise. Respect all positions in government, and start outreach efforts to influence these positions.

### 5 FIGHT FOR THE GREATER GOOD

Finally, recognize that all parties must get something out of the deal. Advocate for the greater good of the airline piloting profession. And remember: do not let the perfect be the enemy of the good.









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