

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



Thank you for attending the 2016 Global Pilots' Symposium (GPS), where we focused on current challenges and opportunities facing the piloting profession. Below is a brief overview of the panel discussions at GPS, as well as some proposed actions that you can take to create and achieve a vision for your pilot association. Also be sure to check out the resources page on the GPS website, www.globalpilotsymposium.com, for speakers' presentations, tips for using social media to your advantage, and more. Working together, we will be able to better influence the next generation of professional pilots locally, nationally, and globally through a transformed and renewed commitment to lead. Please keep us updated on your progress and send additional information or ideas for future programs to GPS2016@pilotalliances.com.

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.

Differences in current demand among the regions are vast, as are the training models and requirements. For example: Asia is experiencing an acute shortage of pilots due to the rising demand in air travel and explosive growth of the industry. The airline industry is also growing rapidly in the Middle East. While many parts of Africa are also experiencing a shortage of pilots because qualified professionals are moving to different regions for better pay and working conditions, there's no shortage of pilots in South Africa currently. However, the medium- and long-term outlook is unknown due to economic instability in the area. Europe has an abundance of pilots and atypical employment models are on the rise; currently, 16.5 percent of pilots are unemployed, and the European Cockpit Association estimates that 50 percent of those who complete initial training turn away from the profession within three years. In the U.S., although there are qualified pilots currently available, many are unwilling to fly for airlines that don't offer a defined career path along with appropriate pay, benefits, and work-life balance.

The bottom line: To recruit and retain highly qualified pilots, the career needs to be a viable option for young professionals and offer compensation commensurate with skill, a work-life balance, career progression, and a stable industry. Look to the negotiating table as a starting point. Analyze the environment and develop a bargaining strategy that achieves your members' goals and promotes the piloting profession as a rewarding career for the next generation. Also, remain engaged with your airline, government regulators and legislators, and other industry stakeholders to ensure a safe, secure operating environment and pilot supply.

LABOR-MANAGEMENT RELATIONSHIPS

Relationships shape the communication through which coordination occurs. Studies show that good labor-management relationships can be an essential component to enabling positive change for our companies and our members. Some airlines and labor groups have made dramatic progress in forging new and positive working relationships.

Unfortunately, that's not the case everywhere and the question becomes how to build an effective labor-management relationship to advance your pilots' interests. It starts with collaboration. Identify goals of mutual interest—e.g., enhanced performance and profitability that benefits all stakeholders, including

labor. Plan, anticipate challenges, and put processes in place to address issues. Be sure to communicate with your pilots and keep them engaged so they understand the steps being taken and why.

The bottom line: Labor and management will always have a relationship; determining whether it's positive or negative is a strategic decision. An effective labor-management relationship will help yield positive results for your members and airline. This isn't always easy. Building sustainable trust takes time and commitment from both sides. Also, conflict is not necessarily a bad thing; it can be productive in helping to uncovering root issues and lead to innovative solutions. The difference is in how it's addressed. Keep it about the issue—don't personalize it.

RECURRENT LEADERSHIP TRAINING FOR PILOTS

The global aviation industry is constantly changing, and the pace of change is accelerating. The only way to manage this change is through effective pilot leadership. No one knows the ins and outs of our profession better than pilots.

Start recruiting and training pilot volunteers early in their careers. Focus on all aspects of the job and emphasize a pilot leader's key responsibilities: representing pilots; conducting pilot group/association business; communicating with members; recruiting volunteers; and serving members on a local, national, and global level. Highlight the importance of prioritizing goals and delegating tasks; you will achieve a lot more working as a team than if you try to do it all by yourself.

An effective pilot leader is forward-looking, inspiring, courageous, competent, intelligent, fair-minded, imaginative, straightforward, and honest. These leadership skills are critical to helping your association achieve its 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.

The bottom line: Credibility is key. Build a strategic plan to address short-, medium- and long-term goals, and stick to that plan. If something changes, inform your members. They are the final decision makers and need to be engaged. New technology enables pilots to keep their fingers on the pulse of activity; use it to meet their needs.

PILOTS HELPING PILOTS

There are successful pilot assistance programs around the world dedicated to helping pilots. Many of these programs can be implemented on a small budget and with limited resources. Because no matter the size of an association, it's critical to support each other through difficult times—whatever the cause.

Established programs include aeromedical, Critical Incident Response Program (CIRP), Human Intervention and Motivation Study (HIMS), and professional standards. These programs share common goals; they work to save lives, optimize health, preserve careers, and enhance safety. Keys to their success are in the education and confidentiality they provide pilots; confidentiality, however, does not mean anonymous. Also important is how the programs are set up and managed; while this varies across the globe, it's critical for the pilot association to be involved and, if possible, take the lead on any pilot assistance program. This should be done through a letter of agreement that outlines the policies and procedures of the program.

The bottom line: Pilot assistance programs provide tangible benefits to pilot groups and airlines using minimal costs and resources. All pilots have life challenges. Providing them with a safe haven where they can talk to someone who understands pilot thinking helps ensure a better outcome for everyone. If interested in establishing a pilot assistance program at your airline, let us know via GPS2016@pilotalliances.com and we will get you in contact with the appropriate subject matter experts.