



**2015  
GLOBAL  
PILOTS'  
SYMPOSIUM:  
EACH DAY MATTERS**



9 APRIL 2015 • MADRID, SPAIN



# 2015 GLOBAL PILOTS' SYMPOSIUM: EACH DAY MATTERS

9 April 2015  
NH Collection Madrid Eurobuilding Hotel  
Madrid, Spain

The Global Pilots' Symposium (GPS) 2015 will equip pilot leaders with tools to create and implement strategic action plans that advance favorable aviation policies and regulations. At this symposium, panelists and attendees will explore key policy and regulatory challenges facing our industry. During an interactive session, we will analyze information from attendees regarding the challenges and opportunities related to advocacy efforts.

Building relationships between labour, management, and government is critical to affect change, so we will discuss case studies demonstrating how these relationships work. Leveraging grassroots member involvement is vital to a successful advocacy campaign; we will provide resources to help build an effective program. Our keynote speaker and panelists will bring all of these elements together in a framework for success.

GPS 2015 is more than just talk. It delivers real-world examples that illustrate how advocacy works. The future is about taking action—charting a course together to make a difference.

**#GPS2015**

**[www.globalpilotssymposium.com](http://www.globalpilotssymposium.com)**



## WEDNESDAY, 8 APRIL

---

1900 – 2000      Welcome Reception

## THURSDAY, 9 APRIL

---

0930 – 1000      Welcome  
**Capt. Mike Pinho**, Government Affairs Committee Vice Chairman and Special Projects Coordinator, Delta Air Lines-ALPA Master Executive Council

### Global Pilots' Symposium: 2011 to Today

**Capt. Norm Abare**, Secretary, SkyTeam Pilots Association

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

**Capt. Ron Pellatt**, Executive Board Chairman, Associations of Star Alliance Pilots

1000 – 1030      Keynote Address  
**Ambassador Charlene Barshefsky**, Former U.S. Trade Representative

1030 – 1045      Break

1045 – 1145      Panel 1: Identifying the Issues  
**Moderator: Capt. Martin Chalk**, Deputy President, International Federation of Air Line Pilots' Associations (IFALPA)  
**Panelists:**  
**Capt. Tim Canoll**, President, Air Line Pilots Association, Int'l (ALPA)  
**Capt. Javier Martínez de Velasco**, President, Sindicato Español de Pilotos de Líneas Aéreas  
**SFO Nathan Safe**, President, Australian & International Pilots Association

*This panel will focus on identifying current issues affecting our industry, e.g., ownership and control, air services and open skies agreements, and changes in bilateral agreements. The panel will also emphasize the importance of preparing for future challenges.*

1145 – 1230      Interactive Discussion with Symposium Attendees  
**Moderators:**  
**Capt. Ron Abel**, Chairman, IFALPA Industrial Committee (Professional & Government Affairs)  
**Ms. Marie Schwartz**, Director, ALPA Strategic Member Development & Resources Department

1230 – 1330      Lunch

1330 – 1430

## Panel 2: Making Connections to Build Influence

**Moderator: Ms. Julia Lear**, Transport & Maritime Specialist, Sectoral Activities Department, International Labour Organization

### Panelists:

**Mr. Russ Bailey**, Senior Attorney, ALPA

**Prof. Dr. Regula Dettling-Ott**, Vice President EU Affairs, Lufthansa Group

**Mr. Axel Goehr**, Former Department Head in the Ministry of Transport (Germany)

**Capt. Thomas Mildenerger**, Vice President, Vereinigung Cockpit e.V.

*No matter the size of the organization, a multifaceted, coordinated approach is vital to advancing collective legislative and regulatory goals. Recognizing national complexities, this panel will focus on why pilot associations must engage in making connections locally, nationally, and globally.*

1430 – 1500

## Coffee Break

1500 – 1600

## Keynote Panel

**Moderator: Capt. Don Wykoff**, President, IFALPA

### Panelists:

**Ambassador Charlene Barshefsky**, Former U.S. Trade Representative

**Ms. Andrea Fischer Newman**, Sr. Vice President—Government Affairs, Delta Air Lines

**Ambassador Duane Woerth**, Former U.S. Representative on the Council of the International Civil Aviation Organization

*Our keynote panel will focus on the importance of industry stakeholders joining forces to advance mutually beneficial policy agendas. The panelists will share their unique experiences and perspectives and put them in a global context. They will take an in-depth look at success stories—big and small—so participants can be confident that they too can make a difference.*

1600 – 1700

## The Tools to Build an Effective Advocacy Program

**Ms. Elizabeth Baker**, Director, ALPA Government Affairs Department

**Mr. Philip von Schöppenthau**, Secretary-General, European Cockpit Association

*Participants will review the essential elements of grassroots training using a successful legislative coordinators program as a model. Participants will then begin to build the elements of this aspect of their strategic plan.*

1700

## Wrap-Up

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

# SPEAKER BIOGRAPHIES



## Ambassador Charlene Barshefsky Former U.S. Trade Representative

Ambassador Charlene Barshefsky, senior international partner at WilmerHale in Washington, D.C., advises multinational corporations on their market access, investment, and acquisition strategies across the globe. She has long been renowned in the United States and around the world for her negotiating, policy, and legal skills in transactions with governments, state-owned enterprises, and private parties. She joined WilmerHale after serving as the United States trade representative (USTR) from 1997 to 2001 and acting as deputy USTR from 1993 to 1996.

As the USTR and a member of the president's cabinet, Ambassador Barshefsky was responsible for the formulation of U.S. trade policy and the negotiation of hundreds of complex trade and investment agreements that significantly opened markets, removed regulatory barriers, and cemented protections for U.S. investment from Europe to Asia, Africa to Latin America, and the Middle East. She also led the negotiation of global agreements to open the financial services and telecommunications sectors, remove global tariffs on information technology products, and protect intellectual property rights.

Ambassador Barshefsky is best known globally as the architect and negotiator of China's World Trade Organization agreement, which opened China's economy as a worldwide market. This agreement, of undisputed historical importance, has helped to reshape the global economic landscape. The agreement she crafted to open the Vietnamese market was the cornerstone of the normalization of relations between the United States and Vietnam. Her pursuit of pro-growth trade policies in the Middle East—through the initial creation of special economic zones to integrate Israel with its neighbors, and a free trade agreement with Jordan—has been recognized as a foundation element for subsequent free trade initiatives with the Muslim Middle East.

A renowned figure among governments and policymakers around the world and in the legal profession, and long at center stage in the development of international trade policy, Ambassador Barshefsky has been honored by both Harvard and Yale law schools. Her negotiations are the subject of several Harvard Business School case studies, and her negotiating skills and legal talent have been heavily profiled in a large number of books, magazines, and newspapers. She is a frequent lecturer and op-ed contributor in the United States and abroad on trade and economic issues, and is the recipient of a number of honorary degrees and numerous other accolades for lifetime achievement. She is recognized as one of the decade's most influential lawyers in the United States, and is a member

of a broad range of foreign policy-oriented and economic institutions devoted to public policy and international relations.

Ambassador Barshefsky serves on the Boards of Directors of the American Express Company, the Estee Lauder Companies, Intel Corporation, and Starwood Hotels and Resorts Worldwide. She is a trustee of the Howard Hughes Medical Institute and a member of the Council on Foreign Relations.



**Andrea Fischer Newman**  
Senior Vice President-Government Affairs,  
Delta Air Lines

For more than 25 years, Andrea Fischer Newman has worked at the intersection of law, policy, and politics at a Fortune 100 company, a nationally recognized law firm, a premier U.S. university, and the highest levels of state and federal government.

Newman began her career in the airline industry in 1995 when she left a senior partnership at the Detroit law firm of Miller, Canfield, Paddock & Stone to become the managing director for Government Affairs at Northwest Airlines. She later became senior vice president of Government Affairs and assumed the same position for Delta Air Lines upon Delta's 2008 merger with Northwest.

At both Delta and Northwest, Newman helped lead the airline industry in significant victories before Congress, including legislation impacting airline pensions, global competitiveness, and the industry's response to the September 11 attacks. She also spearheaded both Delta's and Northwest's initiatives in numerous FAA reform bills. While at Northwest, Newman directed the airline's successful efforts before Congress and the Department of Transportation that led to the government's approval of the Delta-Northwest merger.

At Delta, Newman has helped develop the airline's environmental response to climate change, led the legislative and regulatory initiatives associated with Delta's 2011 purchase of a jet fuel refinery, and spearheaded airline industry efforts to reduce its tax and regulatory burdens. She has also led Delta's efforts to reform the Export-Import Bank as well as its work to secure bilateral aviation agreements between the United States and foreign countries.

She is a 1983 graduate (JD) of the George Washington University National Law Center, and a 1979 honors graduate (BA) of the University of Michigan.



## Ambassador Duane Woerth

Former U.S. Representative on the Council of the International Civil Aviation Organization

Ambassador Duane Woerth served as the U.S. ambassador to the International Civil Aviation Organization (ICAO) from October 2010 to December 2013. He served on President-Elect Obama's transition team from November 2008 to January 2009, coordinating the Department of Transportation's agency review of policy with special emphasis on the Federal Aviation

Administration.

After resigning his position at ICAO, he returned to the Board of Directors of Hawaiian Airlines as well as to the advisory board of Sojern Inc., an Internet advertising and data firm he co-founded in 2007. Sojern is headquartered in San Francisco, with offices in New York, Chicago, Omaha, London, and Singapore. He is also president of Vision du Monde LLC, an international aviation consulting firm.

The overwhelming majority of his aviation career was spent as an officer of the Air Line Pilots Association, Int'l (ALPA) in Washington, D.C. Ambassador Woerth was president of ALPA from 1999 to 2006 and first vice president from 1991 to 1998.

During his two terms as ALPA president, the Association achieved the largest growth period in its history with the successful organizing campaigns at Continental and FedEx Express. While ALPA president, Ambassador Woerth served on numerous governmental commissions and advisory boards including the Department of Transportation's Rapid Response Team following the terrorist attacks of September 11, 2001, as well the Next Generation Air Traffic Control advisory board to coordinate the public- and private-sector efforts to implement NextGen. He was also a member of the labour advisory board to the U.S. trade representative during President George W. Bush's administration.

He has lectured on aviation policy, labour policy, and international trade policy at Harvard University, Columbia University, George Washington University, the Massachusetts Institute of Technology, and McGill University of Aviation Law. From 1993 to 1998, he served on the Northwest Airlines Board of Directors.

Ambassador Woerth began his airline career with Braniff in 1977, and flew for Northwest Airlines from 1982 to 2008. He served in the U.S. Air Force and the Air National Guard, retiring with the rank of lieutenant colonel. He earned an undergraduate degree in business administration from the University of Nebraska and a master's degree in public administration from the University of Oklahoma.





### **Capt. Norman Abare**

**Secretary, SkyTeam Pilots Association (SPA)**

Capt. Norman Abare, a pilot for Delta Air Lines, currently serves his home association, the Air Line Pilots Association, Int'l (ALPA), at the Delta Master Executive Council (MEC) as vice chairman for the International Affairs and Alliances Committee.

He has served ALPA and the Delta pilots for 14 years in various positions, including several terms as an elected member of the Board of Directors and as member of several committees dealing with strike, strategic planning and mergers, and special projects.

Hired by Delta in May 1999, Abare has flown the 727, 737, 767, and currently flies the MD-88 from his home base of New York City.

He is a former regional airline pilot and graduated in 1992 from the University of Massachusetts Lowell with a bachelor's degree in economics as well as American studies.

Raised outside of Boston, Massachusetts, he now resides in Connecticut.



### **Capt. Ron Abel**

**Chairman, IFALPA Industrial Committee  
(Professional & Government Affairs)**

Capt. Ron Abel has been an airline pilot for more than 35 years and has served in numerous roles at the Air Line Pilots Association, Int'l (ALPA). He currently chairs the IFALPA Industrial Committee (Professional & Government Affairs). He is also chairman of ALPA's International Affairs Committee and a member of its Strategic Planning Committee.

Prior to his work on the IFALPA Industrial Committee, Abel was Executive Board chairman of the Associations of Star Alliance Pilots (ASAP), composed of the pilot unions and associations whose carriers form the Star Alliance. He was involved as a principal actor in ASAP since its formation in 1997.

Abel served as an executive vice president and member of the ALPA Executive Council from 1990 to 1996. In that capacity he participated in the planning and development of the Association's Global Pilot Strategy. He has written extensively on a variety of international and globalization issues for *Air Line Pilot*, ALPA's official journal. He has delivered presentations to a variety of audiences in North America, Latin America, Asia, and Europe, covering the subjects of global markets, network economics, and the labour challenges pilots face globally.

Abel started his airline career with Air Wisconsin in 1978 and moved to United Airlines in 1995. He is currently a captain on the Airbus 320 and is based in Chicago. He earned a bachelor of arts degree from Western Illinois University and a master of business administration degree from the University of Iowa.



### **Russell Bailey**

**Senior Attorney, Air Line Pilots Association, Int'l**

Russell (“Russ”) Bailey is a senior attorney in the Air Line Pilots Association, Int'l (ALPA) Legal Department. In July 1983, he joined ALPA's Legal Department, where he has represented the Association in a variety of legal matters before the federal courts (e.g., duty of fair representation, contract enforcement, administrative law), and federal agencies such as the Department of Labor and the Department of Transportation (e.g., mergers, route sales, carrier selection, carrier fitness). He also provides the Association's elected officers advice on collective bargaining negotiations and the laws and aviation agreements that regulate international air transportation services.

Bailey regularly serves as the AFL-CIO representative in air transport service negotiations and is a liaison to the United States trade representative's Labor Advisory Committee for Trade Negotiations and Trade Policy. He is a past-president of the International Aviation Club and is a frequent speaker on airline labour issues at American Bar Association, industry, and government conferences.

He received his undergraduate degree in history from Brown University in 1973 and, after serving for four years in the military, attended Georgetown University Law Center, where he received his law degree in 1980. Upon graduation from law school, Bailey joined a Washington, D.C., law firm where he worked on labour, corporate, and administrative law matters.



### **Elizabeth Baker**

**Director, Air Line Pilots Association, Int'l Government Affairs Department**

As the Government Affairs director for the Air Line Pilots Association, Int'l (ALPA), Elizabeth Baker oversees the development and implementation of the federal legislative and advocacy priorities of the Association. She is ALPA's chief advocate on matters related to aviation safety, security, labour policy, international aviation, and economic issues.

The Association's new “pilot partisan” philosophy has positioned ALPA for success in a constantly shifting political environment. During Baker's tenure leading ALPA Government Affairs, the Association has achieved legislative victories that have improved the safety and security of air transportation and promoted the piloting profession. Under her leadership, the Association has built a grassroots advocacy program to amplify the voice of airline pilots across North America and has increased the size and reach of its award-winning Political Action Committee.

Prior to joining ALPA, Baker was legislative director for the Transportation Trades Department (TTD), AFL-CIO, a Washington, D.C.-based labour

organization representing several million workers in the private and public sectors of the aviation, rail, mass transit, trucking, highway, longshore, maritime, and related industries. In that role, she managed TTD's daily legislative initiatives, long-term policy planning, and TTD's advocacy strategy in dealing with Capitol Hill, the administration, and regulatory agencies. In addition, she worked collaboratively with TTD's 30 affiliated unions.

Baker started her career in Washington with U.S. Representative Jerry F. Costello (D-Ill.) where she served nine years as legislative assistant and legislative director overseeing all federal policy issues. She handled federal budget issues during Costello's tenure on the Budget Committee and staffed the congressman on transportation issues as he served on the Transportation and Infrastructure Committee.

She has a master's degree in social work from the Catholic University of America's School of Social Service and a BA in political science from Emory University.



### **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 51,000 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 also the news media.

Canoll previously served as ALPA's executive administrator to the Association's ninth president, Capt. Lee Moak. 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, 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**

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

Capt. Martin Chalk is deputy president of the International Federation of Air Line Pilots' Associations (IFALPA), and for more than six years has lead the foremost European-level aviation safety/technical organization, the European Cockpit Association (ECA), as president. He has 28 years of professional pilot experience in military, regional, commuter, and short-

and long-haul posts, currently flying for British Airways.

He has represented more than 38,000 European professional flightcrew members on the EU Commission Aviation Platform, the European Aviation Crisis Coordination Cell, and the Flight Safety Foundation European Advisory Committee.

Chalk has presented at numerous conferences on technical and political aviation topics: e.g., EU-US Air Transport Agreement Summits, EU-Arab Air Safety Summit, EU Aviation Safety Roadmap Summits, Edinburgh, and Brno. He is the chair of the independent ECA Restructuring Working Group tasked with transforming the structure of ECA to a dynamic, Executive Board-led technical aviation safety and professional body.



### **Capt. Anthony R. Chapman**

**Chairman, Oneworld Cockpit Crew Coalition**

Capt. Anthony R. Chapman, former vice president for the Allied Pilots Association (APA), was hired by American Airlines in 1992, after flying for several regional airlines. Currently, he is chairman of APA's International Affairs Committee and chairman of the Oneworld Cockpit Crew Coalition (OCCC).

In addition to his vice presidential duties with APA, Chapman has done extensive Strike Preparedness Committee work and has represented member pilots at grievances and hearings. He also served as deputy chairman of the union's Strategic Planning Committee. He was the APA representative on the Creditors' Committee during the American Airlines bankruptcy.

Chapman has flown the B-727, 737, and 757/767, as well as the MD-80. Based in Dallas/Fort Worth, he is currently assigned to fly the B-737 internationally and domestically. Prior to his flying career, he served in the U.S. Army as a special operations military intelligence officer.

He resides in Irving, Texas, and has one child.



### **Prof. Dr. Regula Dettling-Ott**

**Vice President EU Affairs, Lufthansa Group**

Prof. Dr. Regula Dettling-Ott, attorney-at-law, joined Lufthansa in 2010 as vice president EU Affairs. She is responsible for handling all matters related to aeropolitical and industry affairs at the EU for the Lufthansa Group.

Prior to working for Lufthansa, Dettling-Ott handled international relations and government affairs at Swiss International Air Lines. Before joining SWISS, she worked for many years as a partner in a Swiss law firm, specializing in air law including liability matters as well as accident investigations in major air disasters and regulatory matters such as traffic-right issues and airport regulation.

Dettling-Ott is a graduate of the University of Bern and has done post-graduate studies at Georgetown University. She holds a doctorate from the University of Bern. In 1993, she was admitted to the faculty of law at the University of Bern with her study on carriage by air (habilitation). She lectures on air law and has published extensively on various subjects in this field.



### **Axel Goehr**

**Former Department Head in the Ministry of Transport (Germany)**

For 20 years, Axel Goehr has worked for civil aviation, primarily developing a liberalized European market, Open Skies policy, ICAO matters, competition, and consumer protection.

He served in Germany's Ministry of Transport in a number of roles: Railway Affairs (1982–1988), European Transport Policy (1988–1993), deputy director of Civil Aviation Policy (1994–1998), advisor to the Socialist Party in Parliament for transport questions (1999–2001), director of the Berlin Liaison Office for civil aviation matters within the Federal Ministry of Transport (2001–2007), and director of Civil Aviation Policy in Bonn 2008–2014.

He cites September 11, 2001, which raised many new questions concerning government responsibility, as one of his greatest challenges. Founding and accompanying the National Initiative for Civil Aviation has anchored his conviction that close cooperation between industry and government is necessary and—mostly—fruitful.



### **Julia Lear**

**Transport & Maritime Specialist, Sectoral Activities Department, International Labour Organization**

Julia Lear is a maritime and transport sector specialist with the Sectoral Activities Department of the International Labour Organization (ILO). Her portfolio includes the maritime, fishing, and civil aviation sectors. She has particular expertise in legal and occupational safety and health issues—for example, she was responsible for the development of the 2014 ILO guidelines for implementing the occupational safety and health provisions of the Maritime Labour Convention, 2006. The guidelines were validated by representatives of workers, employers, and governments during an international meeting of experts held in September 2014.



### **Capt. Javier Martínez de Velasco**

**President, Sindicato Español de Pilotos de Líneas Aéreas**

Capt. Javier Martínez de Velasco's extensive experience in the Association includes director of *Mach82* magazine, president of the Sindicato Español de Pilotos de Líneas Aéreas (SEPLA), Iberia representative and board member of the Members Service Department, and representative of the Iberia company council.

He flies the A330-340 for Iberia, and has 33 years of flying experience and 20,000 flight hours. He earned his degree at the Aeronautics School in 1983, and was an accident investigator for the University of Southern California.



### **Capt. Thomas Mildenerberger**

**Vice President, Vereinigung Cockpit e.V.**

Capt. Thomas Mildenerberger started his professional career as an air surveillance control officer in the German Air Force, responsible for training young soldiers to detect low-level intruders along the inner-German border during the Cold War.

After leaving the air force, he became a professional pilot, flying parcels at night with smaller, twin-engined, piston-powered aircraft. After a year with the German charter carrier Germania flying Boeing B-737s, he joined the German airline LTU in 1989. LTU flew Lockheed L-1011 Tristars on a worldwide network. Since 1995, he has flown the Airbus A330 and A320, as captain since 1999.

In 2008, LTU was integrated into Air Berlin group. He was a representative in the Works Council as well as member of the Bargaining Committee. He also served his home association, Vereinigung Cockpit (VC), in different functions—from 1997 to 2000 as member of the council of Vereinigung

Cockpit and from 2000 to 2006 as executive board member, responsible for international affairs starting in 2002. In this function, he became the International Federation of Air Line Pilots' Associations (IFALPA) director of Vereinigung Cockpit and board member and vice chairman of the European Cockpit Association (ECA). He served as ECA's executive director technical affairs until 2007, dealing especially with the European Aviation Safety Agency and unmanned aircraft systems.

Since 2006, he has served his member association, as well as ECA and IFALPA, as technical advisor regarding remotely piloted aircraft systems. In 2012, Mildenberger was elected vice president of Vereinigung Cockpit. In this role, he—together with VC's president—is responsible for the political aspects. As part of the German delegation and representative of the employees, he took part in several high-level International Civil Aviation Organization (ICAO) events, like the 6th Air Transport Conference, the 38th Assembly, and the ICAO Air Transport Regulation Panel.



### **Capt. Ron Pellatt**

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

Capt. Ron Pellatt is Executive Board chairman of the Associations of Star Alliance Pilots (ASAP), which is composed of the pilot unions and associations whose carriers are members of the Star Alliance.

Currently, Pellatt also chairs the Scope Committee for the Air Canada Pilots Association (ACPA) and is a member of its Negotiations, External Affairs, and Finance committees. In 2014, he was an integral part of the negotiations leading to the historic 10-year agreement between ACPA and Air Canada that redefined the relationship between Air Canada's pilots and management.

Pellatt previously served three terms as ACPA secretary-treasurer (2006–2010) and Toronto (YYZ) LEC vice chair (2012–2013). In addition to these elected positions, he has served as editor of the *ACPA Journal* and chair of the Voting Certification and Constitution committees.

A pilot with Air Canada for the past 20 years, Pellatt currently flies the Airbus A320. He previously flew the B-777, DC-9, and CRJ regional jet, as well as the DHC8 and BAE31 at Air Canada's regional airline, now known as Jazz Aviation.

He resides north of Toronto in Barrie, Ontario, with his wife, Eva, and two teenage boys.





### **Capt. Mike Pinho**

**Vice Chairman Government Affairs Committee and Special Projects Coordinator, Delta-ALPA Master Executive Council**

Capt. Mike Pinho, a pilot for Delta Air Lines, currently serves his home association, Air Line Pilots Association, Int'l (ALPA), as vice chairman for the Delta Master Executive Council (MEC) Government Affairs Committee and special projects coordinator.

Pinho has served ALPA and the Delta pilots for 15 years in various positions, including MEC vice chairman, several terms as executive administrator fulfilling chief-of-staff duties for the MEC, and Communications director. He also served two terms as chairman of the SkyTeam Pilots Association, representing the more than 30,000 professional pilots operating SkyTeam aircraft around the globe.

Hired by Delta in June 1987, Pinho flies the B-767 internationally. He is a former U.S. Navy fighter pilot and graduated in 1979 from Holy Cross College with a bachelor's degree in accounting.

Pinho resides in Fleming Island, Florida, with his wife, Kathleen. He has two grown children, a son now training to become a professional pilot and a daughter at the University of Florida.



### **SFO Nathan Safe**

**President, Australian & International Pilots Association**

SFO Nathan Safe has been president of the Australian & International Pilots Association (AIPA) since 2013. In that role he has placed significant importance on building and maintaining relationships with all levels of government and policymakers in Australia, including officials from the departments of Infrastructure, Regional Affairs, and Transport, as well as transport security. He has led AIPA to build strong

partnerships with key politicians and political committee members and policy advisers.

He believes that all pilot associations must recognize the tremendous value in influencing key policy and political decision makers and that this can only be done through a combination of taking sensible and relevant public positions on key aviation issues, combined with the building of sustained, direct relationships with the right people in your home country's places of power.

Safe currently operates the B-737 for Qantas and has previously operated the B-747. He has studied economics and law at the University of Sydney and has extensive experience in representing Australian pilots in the media and before parliamentary inquiries into the aviation sector.





### **Philip von Schöppenthau**

**Secretary-General, European Cockpit Association**

As secretary general of the European Cockpit Association (ECA), Philip von Schöppenthau leads and manages the nine-member staff of ECA's office in Brussels, representing the European pilot community's interests vis-à-vis the European institutions. Since joining ECA in 2005, Schöppenthau advises the ECA Board on the strategic positioning of the pilots' views on key safety and professional issues. As such, he is

closely involved in ECA's technical and political advocacy related to EASA safety rulemaking, EU occurrence reporting rules, transnational airlines, fair competition, and many other EU aviation policy issues.

Before joining ECA, Schöppenthau worked as public affairs consultant at a Brussels-based pan-European consultancy, where he advised clients on their interest representation towards the EU institutions. Prior to that, he was international trade advisor at EuroCommerce, the European representative body for the retail and wholesale sector. Before coming to Brussels, in 1995, he taught international and EU affairs at the Free University of Berlin, did a doctorate on EU decision making and EU lobbying, and published several academic articles on international trade and financial issues. He studied political sciences in Berlin and Paris.



### **Marie Schwartz**

**Director, Air Line Pilots Association, Int'l Strategic Member Development & Resources Department**

Marie Schwartz is the director of the Strategic Member Development & Resources (SMD&R) Department for the Air Line Pilots Association, Int'l (ALPA). With more than 20 years of working with airline pilots on a daily basis, she has extensive experience in engaging members to think strategically about reaching their goals. She is also one of the organiza-

tion's leaders responsible for helping to shape the Association's messaging according to ALPA's strategic plan priorities.

The SMD&R Department works to better align Association services and fulfill ALPA's strategic goals and objectives, and to improve promotion of ALPA resources to members and staff. Efforts focus on:

- Overseeing and managing ALPA's strategic plan,
- Evaluating, coordinating, and enhancing member and staff support and resources, and
- Providing tactical support to national committees and governing bodies.

In addition, the department acts as project managers for governing body meetings and other Association events.

Schwartz joined ALPA in 1994. She resides in Reston, Virginia, with her husband and two daughters.



### **Capt. Don Wykoff**

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

Capt. Don Wykoff, a pilot for Delta Air Lines, serves as the president of the International Federation of Air Line Pilots' Associations (IFALPA), which represents over 100,000 airline pilots represented by more than 100 member associations from around the world. IFALPA's mission is to be the global voice of professional pilots, to promote the highest level of aviation safety worldwide, and to provide representation, services, and support to its member associations.

In addition to his IFALPA duties, Wykoff serves his home association, the Air Line Pilots Association, Int'l (ALPA), as chairman of the Flight Time/ Duty Time Committee. 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 FAA's 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 MEC.

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.

# 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 benefitting 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 labour arbitrage (i.e., flags of convenience and waypoint airlines) are coming.

Carriers must compete on schedules and service—NOT on labour 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 labour is bound by national laws.

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

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

We must use all resources available to maintain our collective labour 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.

# EFFECTIVE 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.











**2015  
GLOBAL  
PILOTS'  
SYMPOSIUM:  
EACH DAY MATTERS**

A JOINT INITIATIVE OF



#GPS2015

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