

GLOBAL PILOTS' SYMPOSIUM

PANAMA CITY, PANAMA

2014



HOTEL RIU PLAZA PANAMA | 27 MARCH 2014





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Hotel Riu Plaza Panama | 27 March 2014

About the Global Pilots' Symposium

Each year, pilot leaders from around the world gather at the Global Pilots' Symposium to exchange ideas, share experiences, and provide solutions to help maximize returns on strategic decisions. The fourth annual symposium once again brings together pilot leaders, industry experts, and guest speakers to collectively address some of the profession's most compelling issues.

During the dynamic, one-day event, we will engage in thought-provoking strategic planning exercises designed to inspire new approaches for dealing with industry challenges and opportunities. Participants will collaborate to craft strategies for the future of the piloting profession. In addition, this year's program will include insightful panel discussions and guest speakers with a focus on the central question of how to advance pilot interests in today's demanding national and international regulatory environments.

The Global Pilots' Symposium is a joint initiative of the International Federation of Air Line Pilots' Associations (IFALPA) and the three largest global pilot alliances—the Associations of Star Alliance Pilots (ASAP), the Oneworld Cockpit Crew Coalition (OCCC), and the SkyTeam Pilots Association (SPA).

This conference program contains the agenda, biographies of all the speakers and panelists, and the 2013 Global Pilots' Symposium strategic takeaways. For more information about the Global Pilots' Symposium and to sign up to receive updates throughout the year, send an email with your contact information to GPS2014@pilotalliances.com or visit www.globalpilotssymposium.com.

www.globalpilotssymposium.com

Panama City, Panama | 27 March 2014 1



0900 – 0915

Introduction

Capt. Don Wykoff, President, International Federation of Air Line Pilots' Associations

0915 – 0945

Alliance Strategy

Capt. Ron Abel, Capt. Anthony Chapman, Capt. Mike Pinho

0945 – 1030

Keynote Address

Capt. Don Marcus, International President, International Organization of Masters, Mates & Pilots

1030 – 1100

Networking & Coffee Break

1100 – 1300

Strategic Planning Panel Discussions

GPS participants will be divided into two groups and will have the opportunity to participate in both strategic planning panel discussions.

Panel 1: Connecting the World's Pilots

Moderator: Capt. Henk de Vries

Panelists: Capt. Martin Duffy, Capt. Jim Phillips, Michael Robbins

Today's aviation industry is marked by explosive growth, record aircraft orders from developing countries in Asia and the Middle East, mergers, and acquisitions. Air service agreements, joint ventures, and new entrants into the market are having a profound impact on the environment. Technological advancements continue to shrink the world. The complex global marketplace of 2014 demands that the world's professional pilots be better organized than ever before. To prevail, the profession must avoid the perils of isolation from our peers.

In "Connecting the World's Pilots," we will examine today's pilot organizations and explore how we can become more effective in our

continuing efforts to influence regulation and aviation policy both at home and abroad. In addition, panelists will share their experiences navigating through some of the most challenging organizational environments in the industry today.

Panel 2: Airline Models: Past, Present & Future

Moderator: Capt. Roger White

Panelists: David Krieger, Capt. Tim Robinson, Capt. Gustaf Strengell, Capt. Rune Sundland

Globalization, liberalization, and the legal system have made negotiations far more complex than ever before. In today's environment, union leaders need to use a strategic planning process to develop a multifaceted approach for achieving better results in challenging times. To succeed, pilots will have to reshape policies on a wide range of domestic and international issues.

In "Airline Models: Past, Present & Future," panelists who have recently been through very complex negotiations will share their practical experiences. Their personal accounts will help pilot leaders deepen their knowledge, broaden their perspectives, and enhance their ability to think creatively and strategically about solutions to problems that confront pilots today. Looking to the future, we will also discuss where our profession should focus its energies and resources, tactics for advancing our collective strategic priorities, and how we will measure our success.

1300 – 1430

Networking & Lunch Break

1430 – 1530

Keynote Panel: Turning Strategy into Action

Moderator: Capt. Don Wykoff

Panelists:

Capt. Lee Moak, President, Air Line Pilots Association, Int'l

Capt. Evert van Zwol, Chairman, Ryanair Pilot Group Interim Council

1530 – 1600

GPS IV Recap & Closing Remarks

Moderators: Capt. Henk de Vries, Capt. Roger White

We will apply the collective knowledge, insights, and creative resources from each of today's discussions to better understand what's ahead and reinforce the impact of our strategic planning efforts.



Captain Don Marcus

International President

International Organization of Masters, Mates & Pilots

Capt. Don Marcus is a professional mariner who became president of the International Organization of Masters, Mates & Pilots (MM&P) in January 2013. During his seagoing career, he sailed in all licensed deck officer capacities, from third mate to master, aboard U.S. flag ships in the international trade. He was commissioned in the U.S. Naval Reserve, receiving his honorable discharge in 1986. His last shipboard assignment was as master of the *MV Sea-Land Pacer*.

Marcus is a staunch advocate for the American merchant marine and America's working families. He has been a union member throughout his working life, having joined MM&P upon graduating from the U.S. Merchant Marine Academy, Kings Point, New York, in 1979.

Prior to his election as president of MM&P, Marcus served as the union's secretary-treasurer from 2010 to 2012. Before that, he was elected to three terms as the union's vice president—Pacific Ports, based in Seattle, Washington.

In June 2013, Marcus was elected president of the Maritime Labor Alliance, a six-union partnership that includes MM&P, the International Longshoremen's Association, the International Longshore and Warehouse Union, the Inland Boatmen's Union, the Marine Engineers' Beneficial Association, and the American Radio Association.

Marcus is a graduate of the University of California, Hastings College of the Law (1990) and has been admitted to the California Bar Association. Originally from San Francisco, California, he resides in Baltimore County, Maryland. He is married with three children.



Captain Ron Abel

Executive Board Chairman
Associations of Star Alliance Pilots

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 is currently the Executive Board chairman of the Associations of Star Alliance Pilots (ASAP), composed of the pilot unions and associations whose carriers form the Star Alliance.

Abel has played a principal role in ASAP since its formation in 1997. He is also chairman of ALPA's International Affairs Committee and a member of its Strategic Planning Committee. He 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 award-winning magazine. He has delivered presentations to a variety of audiences in North America, Latin America, Asia, and Europe, covering global markets, network economics, and the labor challenges pilots face around the world.

Abel started his airline career with Air Wisconsin in 1978, and moved to United Airlines in 1995. He is currently a captain on the A320 and is based in Chicago, Illinois. He earned a Bachelor of Arts from Western Illinois University and a Master of Business Administration from the University of Iowa.



Captain 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.

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, Chapman served in the U.S. Army as a special operations military intelligence officer.

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



Captain Henk de Vries

Senior Check Pilot Operations, B-777 Division
KLM Royal Dutch Airlines

Capt. Henk de Vries, a pilot for KLM Royal Dutch Airlines, currently holds the position of senior check pilot operations, B-777 Division. He served his home association, VNV Dutch ALPA, for over 25 years in various positions, including president. He then served as vice president of the European Cockpit Association (ECA) and as IFALPA executive vice president Europe for four-and-a-half years. He also served as co-chairman of the IFALPA Strategic Review Group and as chairman of the ECA Long-Term Review Group.

Hired by KLM in June 1985, de Vries flies the B-777 internationally.

He is an honorary member of VNV Dutch ALPA. He resides in Maarssen, Holland, with his wife, Jeannette, and their three children.



Captain Martin Duffy

IALPA Coordinator

Capt. Martin Duffy trained in the Irish Air Corps, graduating in 1984 as a military pilot. He retired from military service after 15 years to continue his career in civil aviation. He joined Ryanair in 1997, serving as a line training captain and as chief MCC instructor before leaving in 2001.

Since leaving the aviation industry, Duffy has held posts as a senior project manager implementing a large IT system and as a national program manager for a change management initiative jointly sponsored by management and trade unions in Irish third level colleges.

Following these assignments, Duffy established his own management consulting practice specializing in strategic management, operations review, project management set up, and rescue and conflict resolution in the workplace.

In November 2011, he was engaged by Irish ALPA to support the development of a representative body for pilots operating for Ryanair. He works closely with

Irish ALPA, ECA and its associated member associations, and the Ryanair Pilot Group in the continued development of this pan-European initiative.

Duffy holds first class honours degrees at BSc and MSc levels, with a master's in strategic management. He is currently researching a doctorate specializing in organizational meetings.



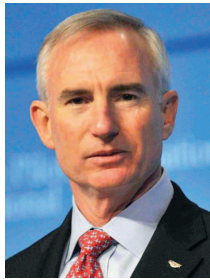
David Krieger

Managing Director, Representation and Analysis
Air Line Pilots Association, Int'l

David Krieger, the managing director of ALPA's Representation and Analysis group, oversees and coordinates Representation, Retirement & Insurance, Legal, and Economic & Financial Analysis department activities. Krieger's group is responsible for contract negotiations, enforcement, and related support for all of ALPA's 31 member pilot groups, as well as for all litigation, grievances, and other legal activities.

Prior to his current role, Krieger was the manager of ALPA's Economic & Financial Analysis Department and oversaw a team of analysts, who provides financial, operational, statistical, economic, and labor agreement analyses and advice to national officers, Executive Board members, Master Executive Councils (MECs), and Negotiating and other pilot committees. Krieger has been the lead financial advisor to several pilot groups during their financial restructurings and mergers, and served as a financial advisor to ALPA representatives on unsecured creditors' committees and corporate governing boards. He has testified numerous times as a finance and airline industry expert in both federal bankruptcy court and arbitration proceedings. During his career, Krieger has served as an advisor for pilots at Air France, KLM, TAP Air Portugal, and the Australian and International Pilots Association.

In addition to his ALPA experience, Krieger has held positions as the director/divisional controller of Flight Operations and manager of Financial Planning at Atlas Air, as well as senior analyst for Deloitte & Touche LLP. He received a bachelor's degree in finance from Pennsylvania State University and has completed coursework toward a master's in business administration at Virginia Polytechnic Institute and State University.



Captain Lee Moak

President

Air Line Pilots Association, Int'l

Capt. Lee Moak is the ninth president of ALPA, which represents nearly 50,000 professional airline pilots in the United States and Canada and is the largest non-governmental aviation safety organization in the world.

As chief executive and administrative officer, Moak oversees the Association's daily operations 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' interests and views before the U.S. Congress, Canadian Parliament, government agencies, airline and other business executives, and the news media.

Under Moak's leadership, numerous critical aviation safety and security measures have become reality, including the implementation of revised rest rules for U.S. airline pilots based on science and the Known Crewmember program—a cornerstone of the U.S. Transportation Security Administration's risk-based security protocol. He also formed a committee to bring attention to issues regarding airline flight operations in the Arctic and similar remote areas in Canada and the United States.

As ALPA president, Moak is a member of the AFL-CIO Executive Council and the Executive Committee of the AFL-CIO Transportation Trades Department, where he chairs the body's Financial Oversight Committee. He serves on the Federal Aviation Administration's (FAA's) NextGen Advisory Committee, and is also one of 10 individuals appointed to the FAA Management Advisory Council, which advises the agency on management, policy, spending, and regulatory matters.

Moak continues to expand the traditional role of labor union leader through a policy of "active and constructive engagement" with any and all parties who can affect pilots' professional lives and careers, thereby ensuring that ALPA pilots are an important force in contributing to the process. He helped lead a coalition of aviation groups in successfully opposing the European Union's Emissions Trading Scheme, and is currently leading the fight against other policies that put U.S. and Canadian air carriers and their pilots at a competitive disadvantage in the international marketplace.

A B-767 Delta Air Lines captain, Moak joined ALPA in 1988. From 2005 to 2010, he served three terms as chairman of the Delta MEC. His leadership was crucial during Delta's bankruptcy recovery and successful merger with Northwest Airlines.

Prior to becoming an airline pilot, Moak served nine years as a U.S. Marine Corps fighter pilot. He later transitioned to the Naval Air Reserve Force to finish his military career as a U.S. Navy fighter pilot.

He is married and resides in New Orleans, Louisiana.



Captain James "Jim" Phillips

Director of International Affairs

Vereinigung Cockpit

Born October 13, 1963, in Concord, New Hampshire, Capt. Jim Phillips began his flying career at the age of 16, earning his private pilot license at 17, followed by his commercial pilot license, instrument rating, and flight instructor ratings at age 18. When he was 25, Phillips moved to Berlin, Germany, to work as a training captain and check airman, operating an ambulance Learjet. He would later move on to Air Berlin USA, where he flew the B-737.

Following German reunification, Phillips began working for Deutsche BA, where he spent 15 years as TRI/TRE. Additionally, he spent seven years serving on the Works Council and six years on the Company Council. He was a member of the negotiating team for the transfer of employment to Air Berlin after the takeover. Following the transfer, Phillips became a member of the Air Berlin Company Council. After joining the Vereinigung Cockpit (VC) Board of Directors in November 2011, he took charge of the VC Board's International Affairs in April 2012. Phillips is still actively flying the B-737 for Air Berlin.

Additionally, Phillips is extensively involved in ECA and IFALPA. These include serving as the ECA Industrial Working Group chairman; supporting the Ryanair and EasyJet pilot groups, ECA External Relations Working Group, and ECA Transnational Working Group; and supporting ECA's lobbying activities within the European Parliament, the IFALPA Industrial Working Group, and International Labour Organization (ILO) conferences.

Phillips is married with two children.



Captain Mike Pinho

Government Affairs Committee Vice Chairman and Special Projects Coordinator
Delta Air Lines–ALPA Master Executive Council

Capt. Mike Pinho, a pilot for Delta Air Lines, currently serves his home association, the ALPA unit at Delta, as vice chairman for the 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 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.



Michael Robbins

Managing Director, Government and Public Affairs
Air Line Pilots Association, Int'l

Michael Robbins, managing director of Government and Public Affairs, oversees and coordinates staff across ALPA's Communications, Engineering & Air Safety, and Government Affairs departments. He leads strategic planning and tactical execution to advocate for strong pro-aviation and pilot-partisan policy to regulators and lawmakers across the globe to improve the safety, security, and future of ALPA's members. Robbins oversees ALPA's campaign-style advocacy-driven communications for internal and external audiences, which helps to advance policy, bargaining, and organizing goals for ALPA members, and vigorously protects the professional pilot image and brand.

In his prior role as ALPA Government Affairs director, Robbins led the department in its mission to represent the pilot-partisan interests of ALPA members before the U.S. and Canadian governments. In that position, Robbins led a reform of the Government Affairs Department, incorporating pilot advocates into the legislative advocacy program, significantly increasing ALPA's grassroots activities, and

substantially growing and strategically utilizing ALPA's Political Action Committee. Under his direction, ALPA has successfully lobbied for FAA reauthorization and reforms to the Export-Import Bank of the United States, and secured a significant tax reform for pilots who received bankruptcy payments.

Before joining ALPA in August 2011, Robbins served in the office of Congressman John D. Dingell (Michigan's 15th District), dean of the U.S. House of Representatives, including more than five years as his chief of staff.

Robbins has a bachelor's degree from the University of Michigan and a master's in public policy from Georgetown University.



Captain Tim Robinson

IFALPA Director

New Zealand Air Line Pilots' Association

Capt. Tim Robinson is the current IFALPA director of the New Zealand Air Line Pilots' Association (NZALPA) and vice chairman of the Associations of Star Alliance Pilots Executive Board.

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, he has been involved in numerous contract negotiations involving pilots from the Air New Zealand group of airlines, Virgin Australia, Jetstar, general aviation flying schools, and New Zealand-based helicopter operations. 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 is currently flying 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.



Captain Gustaf Strengell

International Affairs Committee Member
Sindicato de Pilotos LAN

Capt. Gustaf Strengell served as president of Sindicato de Pilotos LAN (SPL), the LAN pilots' union, from 2004 to 2012. SPL represents the Chile-based pilots of LAN Airlines, a part of LATAM Airlines Group. During that time, he led the SPL Board of Directors through various challenges, including the reconstruction of the union's membership base after a labor conflict in the early 2000s that almost spelled its demise. Together with other crew unions in Chile, Strengell promoted labor legislation, passed in 2009, that addresses the particular needs of air crew.

Today, the union is dealing with issues such as the challenge of pilot representation within a transnational airline like LAN. As part of his work with SPL, he has taken part in the Negotiations and Seniority committees and is currently part of the committee for International Affairs.

Strengell has worked with LAN Airlines since 1995 (formerly LAN Chile). Currently, he is a Santiago-based instructor pilot on the B-767.



Captain Rune Sundland

Vice President
SAS Pilots Association Norway

Capt. Rune Sundland has worked as an airline pilot with Malaysian Airlines and Scandinavian Airlines (SAS). He joined SAS in 1989, and has served as a B-737 captain since 2001.

Sundland was elected to the Norwegian SAS pilot union Board in 2006, and has served as vice president since 2008, hence he has also been a part of the PFOR (the joint national SAS pilot unions) leader group. He has been a part of the PFOR negotiating team since 2007, and is engaged in strategic planning work in both the union and the national federation.

Prior to joining the airline business, Sundland served as an officer in the Norwegian Army, and worked as a national head coach and sport director in the Norwegian Judo Federation.

He is 53 years old, has two daughters, ages 16 and 21, and lives in Oslo, Norway.



Captain Evert van Zwol

Chairman

Ryanair Pilot Group Interim Council

Capt. Evert van Zwol was elected to the position of chairman of the Interim Council of the Ryanair Pilot Group (RPG) in summer 2013. From 2009 until last year, he was the president of the Dutch Air Line Pilots Association (VNV). He has been flying as a professional pilot with KLM Royal Dutch Airlines since 1990, and is currently a B-777 captain.

In his present role, van Zwol works with many other professional pilot associations in trying to set up and expand the organization for the pilots of Ryanair, who are on the forefront of a very important battle with an extremely hostile management. More than 70 percent of Ryanair's pilots are hired as "independent self-employed" contractors in a deliberate effort to "blunt the influence of unions." The divide-and-conquer tactics that Ryanair management uses are unprecedented and have drawn criticism from the ILO and many European courts. Dealing with these challenges requires new ideas and out-of-the-box thinking. The geographical spread of the RPG members across more than 60 European bases presents huge challenges that other transnational companies and pilot associations will face as well. An important question that must be answered is how this kind of professional group fits into IFALPA and regional structures.

Van Zwol is married and has one daughter. He resides with his family on the outskirts of Amsterdam, Netherlands.



Captain Roger White

Member, Strategic Planning Committee

Air Line Pilots Association, Int'l

Capt. Roger White, a pilot for Delta Air Lines, currently serves as a member of ALPA's Strategic Planning Committee. Previously, he served the Delta MEC as Strategic Planning Committee chairman, and he was the Retirement & Insurance Committee chairman during Delta's bankruptcy, emergence, and merger with Northwest Airlines. He has also served as a member of the Strike Committee and has been the Atlanta Regional Strike Center chairman.

Hired by Delta in November 1988, White flies the B-737. He is a former U.S. Navy pilot and graduated in 1981 from the United States Naval Academy with a bachelor's degree in chemistry. He resides in Roswell, Georgia, with his wife, Ann, and their two children.



Captain Don Wykoff

President

International Federation of Air Line Pilots' Associations

Capt. Don Wykoff, a pilot for Delta Air Lines, serves as the IFALPA president. IFALPA represents over 100,000 airline pilots represented by over 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, 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.

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.

EMAILS

Emails are fast, easy, and free. If you don't already have an email distribution list, ask pilots for their email address to create one.

NEWSLETTERS

Newsletters can be used in conjunction with regular email 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 email 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 email and posting messages on your website and social media pages.

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.

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.

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.

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 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 labor 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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20 Global Pilots' Symposium



GLOBAL PILOTS' SYMPOSIUM

A JOINT INITIATIVE OF



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