

Global Pilots' Symposium

Dublin, Ireland | 11 April 2013



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ABOUT THE GLOBAL PILOTS' SYMPOSIUM

Each year, pilot leaders from across the globe gather for an event many describe as the highlight of the year for a fresh exchange of ideas and discussion of some of the airline industry's most important and timely issues.

This year the Global Pilots' Symposium brings together another diverse and select group to pose new questions concerning the industry and labor's role, illuminate current and future challenges, and find new, innovative solutions to challenge every participant to—for an instant—stop and Think Again About Everything that Impacts the Industry in a way that may transform your perspective.

Joining some of the world's most influential pilot leaders will be industry experts and innovators for thought-provoking and provocative panel discussions. In addition, the symposium will offer the views of some of the most highly sought-after guest speakers in the airline industry today. This year's panel discussions will emphasize the importance of labor relevancy in the constantly changing national and international regulatory landscape.

The Third Annual Global Pilots' Symposium, the collaboration between the International Federation of Air Line Pilots' Associations (IFALPA) and the three largest global pilot alliances—the SkyTeam Pilots Association (SPA), the Associations of Star Alliance Pilots (ASAP), and the Oneworld Cockpit Crew Coalition (OCCC)—will take place at the Burlington Hotel in Dublin, Ireland, on April 11, 2013.

0900–0915 **Introduction**
Pembroke and Lansdowne Rooms, Ground Floor

0915–1000 **Keynote Address**

Components of a Sustainable Airline Business Model:
What Is the Future of the Industry?

Keynote Speaker

Randy Babbitt, Southwest Airlines SVP Labor Relations

Over the last 30 years, liberalized market access has spawned countless new entrants to the industry. Experience has shown, however, that most airline business models fail. The global landscape is constantly changing, and indications are that the route ahead is going to be even more challenging than before.

During this segment, we will discuss successful airline strategies, what it takes to thrive in the global marketplace, and the future of the industry. What does it take to succeed in today's environment? What steps are necessary to ensure success in the future? Is the industry prepared for the changes yet to come? Are we prepared? What role will alliances, governments, regulators, labor, and transborder consolidations play in shaping the future? How can we help?

Southwest Airlines enjoyed a long period of success while other industry giants failed. As global consolidation continues, and the industry remains in a constant state of change, we'll hear Randy Babbitt's views on the industry's future, continued consolidation, how the regulatory environment is impacting the industry, and the importance of the labor-management relationship.

1000–1030 **Introduction of Breakout Topics**
Pembroke and Lansdowne Rooms, Ground Floor

1030–1100 **Networking & Coffee Break**
Concourse, Ground Floor

1100–1300 Breakout Session: The Pilot Partisan Agenda

Effective Strategies for Pilot Involvement in the Regulatory and Legislative Framework

Lansdowne & Pembroke Rooms

Moderator: Jim Phillips

Panel: Evan Cullen, Philip von Schöppenthau, and Michael Robbins

Read the headlines on any given day, and what do we see? Transborder ownership and control. Mergers, acquisitions, and joint ventures. Flight-/duty-time regulations. Airline taxation. Emissions schemes. Discounted aircraft financing. Open Skies treaties, alliances, and antitrust immunity. Airport security regulations. Hazardous cargo. Commodities speculation. Flight safety, aircraft design, accident prevention, and pilot licensing. What is the commonality among this diverse group of complex issues?

The answer is simple: All of these issues have the potential to significantly impact the airline industry and, in fact, already have. Each of our futures will be influenced by these factors.

This module is developed to assist pilot leaders in understanding the importance of developing the relationships and committing the necessary resources to have a relevant voice wherever government decisions affect pilot careers.

1100–1300 Breakout Session: Today's Negotiations Are Different

The Role of Pilot Leaders in Negotiating Strategy

Herbert Room

Moderator: Seth Rosen

Panel: Barry Jackson, Jens Lippestad, and Evert van Zwol

Globalization, liberalization, and the legal system now provide a far more complex negotiating environment than ever before. Today's successful negotiations require project management, professional resources, and a thorough understanding of the environment and the context of the negotiations.

Today's pilot leaders must use innovative strategic planning processes to develop multifaceted plans to achieve consistent results in challenging times. Indeed, the stakes are high. This panel consists of union leaders who have recently experienced complex negotiations and have practical experience to share.

1100–1300 Breakout Session: Communications in the Modern Age

Are You Getting Your Message Heard?

Ulster & Munster Rooms

Moderator: Marie Schwartz

Panel: Sami Rolig, Amornvaj Mansumitchai, and Robert “Buzz” Hazzard

Staying ahead of the curve in today’s fast-paced world requires vision, planning, tools relevant to your audience, and avoiding pitfalls along the way. We’ll discuss how to take your communications to the next level. Communication is critical and complex in today’s environment and requires a comprehensive preparation process.

1300–1430 Networking & Lunch Break

Belini’s Bar and Sussex Restaurant, Ground Floor

1430–1500 General Session to Report/Recap the Results of the Breakout Sessions

Pembroke and Lansdowne Rooms, Ground Floor

Moderators will make presentations outlining the key points of the discussion and conclusions of each breakout panel.

1500–1600 Keynote Panel Discussion

Panel: Randy Babbitt, Southwest Airlines SVP Labor Relations, Linda Puchala, Member, National Mediation Board, and Captain Thomas Mildenberger

Distinguished guests from government and labor will join our keynote speaker to discuss and debate the strategic importance of the big trends that emerge from our breakout panels. This panel will explore the strategies of successful pilot leaders and how we can build an effective framework for going forward together in our rapidly changing industry.

Keynote Speaker



J. Randolph "Randy" Babbitt

Randy Babbitt is currently the senior vice president of Labor Relations for Southwest Airlines. Babbitt served as the FAA's 16th administrator from June 2009 through December 2011. He came to the FAA from a partnership in Oliver Wyman, an international management consulting firm.

A veteran pilot and internationally recognized expert in aviation and labor relations, Babbitt had been a member of the agency's Management Advisory Council since 2001. In that capacity, he provided guidance to the FAA administrator on topics ranging from air traffic modernization to regulatory policy. He was chairman of the council from 2004 to 2006. He also was appointed by DOT Secretary Mary Peters to be a member of a special Internal Review Team to assess safety oversight within the airline industry and the FAA.

Babbitt was a founding partner of Eclat Consulting, a successful aviation firm, in 2001 and was its president and CEO until Eclat was acquired by Oliver Wyman in 2007.

Babbitt began his aviation career flying 25 years for Eastern Airlines. A skilled negotiator, he was president and CEO for U.S. ALPA, the world's largest professional organization of airline pilots. While at ALPA, he championed the "One Level of Safety" initiative implemented in 1995 to improve safety standards across the industry. He also promoted ALPA's international expansion through a merger with the Canadian Air Line Pilots Association in 1997.

He was recognized by *Aviation Week & Space Technology* magazine with the Laurels Award for outstanding achievement in Commercial Air Transport.

Moderators and Panelists



Evan Cullen

Evan Cullen joined Aer Lingus in 1989 as a trainee pilot directly from post-graduate studies in chemistry. He completed the Aer Lingus trainee pilot program in 1990 and was assigned to the Fokker-50 fleet Aer Lingus Commuter. Subsequently he flew the B-737 and A330 and currently is an A320 captain with Aer Lingus.

In 1995 Cullen joined the Irish-ALPA local group Negotiating Committee and later the Salary and Pension Committee within Irish-ALPA dealing exclusively with Aer Lingus. He completed the IFALPA negotiators course in Frankfurt in 1996.

In 2001 Cullen was appointed to the IALPA Negotiating Committee established to negotiate the Aer Lingus restructuring in the wake of 9/11. He led the negotiations up to and post the 2002 strike and subsequent lockout of Aer Lingus pilots.

Cullen was elected president of Irish-ALPA in 2003 and currently holds the position following three reelections. During the course of the last 10 years, Irish-ALPA has been to the fore in highlighting the aggressive pursuit of reducing cost base and the impact such aggression is having on the safety margins in Irish aviation. In addition, IALPA dealt with the initial public offering of Aer Lingus and Ryanair's three subsequent hostile takeover bids for the airline.



Robert "Buzz" Hazzard

Robert "Buzz" Hazzard is an MD-88 captain and has been employed by Delta Air Lines for 23 years. In 2005, Captain Hazzard became vice chairman of the Communications Committee of the Delta council of the Air Line Pilots Association, Int'l (ALPA), and, a year later, was appointed as the chairman of the committee, where he served through the end of 2012.

Captain Hazzard served during some of the most tumultuous times in Delta's history, including Delta's corporate bankruptcy (2005–2007), the hostile takeover attempt of Delta by US Airways (2006–2007), the successful merger of Delta with Northwest Airlines (2008), and most recently during negotiations for a new collective bargaining agreement. During that time, he was responsible for the internal and external communications of the union's Delta pilot group.

Following his term as Communications Committee chairman, Captain Hazzard was elected captain representative for ALPA's Council 108 (Cincinnati). His term began March 1, 2013.



Barry Jackson

Captain Barry Jackson joined Qantas in 1987 as a second officer on the B-747 Classic. Over the course of Barry's career with Qantas, he has spent time on the B-767, B-744, and A330 and is currently flying the A380.

Barry has spent a number of years as a training captain, and completed a Bachelor of Aviation in 2006.

In 2002, Barry was elected to the Committee of Management of the Australian and International Pilots Association (AIPA) and held the positions of AIPA secretary, vice president, and secretary prior to being elected as AIPA president in 2008.

AIPA represents over 2,500 Qantas Group technical flight crew in both domestic and international operations and is the largest professional body of airline pilots in Australia. AIPA is a professional association and federally registered organization representing pilots employed by the Qantas Group (currently Qantas Airways Limited, Jetstar Airways Pty Limited, Eastern Australia Airlines Pty Limited, and Sunstate Airlines [QLD] Pty Limited) in airline operations within Australia and around the world.

AIPA seeks to advance the employment interests of its members and, to that end, represents individuals and the membership at large both in the workplace and in the broader aviation industry.



Jens Lippestad

Jens Lippestad has worked as an airline pilot with Scandinavian Airlines since 1995, operating DC-9s, B-737s, and A340s.

He served with the Norwegian Air Force from 1979 to 1995 as an F-5 and F-16 fighter pilot. He also served as an exchange pilot flying F-16s for the U.S. Air Force at Hill Air Force Base. Back in Norway, he became a squadron commander, and from 2000 to 2003, he revisited the air force as a project leader to help select the new combat fighter for the Norwegian air force (JSF). Lippestad also attended the Air Force Academy and Air Staff College. He is a retired lieutenant colonel.

Lippestad was elected to the Norwegian SAS Pilot Union Board in 2004, serving as vice president from 2005 to 2007, and later becoming president of the board in 2007. He continues to hold that position today.

Lippestad acted as a negotiations leader for all SAS pilots in 2008 and 2009 and reprised this role twice, in 2012 and 2013. He has also been a member of the SAS Board since 2009.

First Officer Lippestad is 52 years old and has three teenage daughters with his wife.



Amornvaj "Ben" Mansumitchai

A native of Thailand, Captain Ben Mansumitchai received his bachelor's degree in electrical engineering from Chulalongkorn University in 1990 and subsequently joined Thai Airways.

He began his career as a flight engineer and first officer on the A300-B4, becoming a senior first officer on the A300-600 and A310, and then an F/O instructor on the B-747-400. He got his command on B-737-400.

Currently, Captain Mansumitchai is a captain, SIM instructor, flight instructor, and test pilot on the A330-300 and A340-500/600 with Thai Airways and has logged more than 18,000 flight hours.

Captain Mansumitchai was the founder of the Thai Pilots Association Technical and Safety Committee and served as its chairman from 2006 to 2007. He joined IFALPA in 2007 as regional vice president-Asia East, and held this position until 2011. Since then, he has served IFALPA as executive vice president-Asia/Pacific and continues to hold this position today.



Thomas Mildenberger

Captain Thomas Mildenberger, born in the southern part of Germany, started his professional career as an air surveillance control officer in the German Air Force. After leaving the air force, he became a professional pilot, making his first experiences flying parcels at night in smaller twin-engine aircraft. After a year with the German charter carrier Germanair, flying Boeing B-737s, he joined the German airline LTU in 1989. LTU flew Lockheed L-1011 Tristars on a worldwide network. Since the replacement of the L-1011 Tri-star, he has flown Airbus aircraft since 1999 as a captain on the A320/A330. In 2008, LTU became part of Air Berlin group.

During all his time in professional aviation, he served his association, Vereinigung Cockpit e.V., 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 IFALPA director of Vereinigung Cockpit, and board member and vice chairman of the European Cockpit Association. He served as executive director—technical affairs (technical director) of the European Cockpit Association until 2007, dealing especially with EASA and UAS. After a break from the political functions, he joined the board of Vereinigung Cockpit as vice president, dealing with the national and international political issues. In this capacity, he took part in ILO's Global Dialogue Forum as IFALPA observer and in ICAO's Air Transport Conference 6 as part of the German delegation.



James "Jim" Phillips

Born Oct. 13, 1963, in Concord, N.H., Captain Jim Phillips began his flying career at the age of 16, earning his PPL at 17, followed by his CPL, IR, and Flight Instructor at age 18. When he was 25, Jim 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 the German reunification, Captain Phillips began working for Deutsche BA, where he spent 15 years as TRI/TRE. Additionally, he spent 7 years on the works council and 6 years on the company council. He also became a member of the negotiating team for the transfer of employment to Air Berlin after the takeover.

In 2009, Captain Phillips transferred to the Air Berlin Company Council, where he is still active today. After joining the VC Board of Directors in November 2011, he took charge of the Board's international affairs in April 2012.

Currently, Captain Phillips is extensively involved in the European Cockpit Association (ECA) as its Industrial Working Group chairman and by participating in the ECA Ryanair Pilots group, ECA External Relations Working Group, ECA Transnational Working Group, and ECA and VC Flight Time Limitations Action Groups.

Captain Phillips is still an active pilot, flying the B-737, and works as B-737 TRI/TRE for Lufthansa Flight Training.

He is married with two children.



Linda Puchala

Nominated by President Barack Obama, Ms. Linda A. Puchala was confirmed as member of the National Mediation Board by the United States Senate on May 21, 2009. She was sworn in on May 26, 2009, completing the term of her predecessor as chairman through June 30, 2009. She most recently served as chairman from July 1, 2011, through June 30, 2012.

Prior to becoming a member, Ms. Puchala served 10 years at the National Mediation Board as a mediator, senior mediator (ADR), and the associate director of Alternative Dispute Resolution Services. Ms. Puchala's prior labor relations experience includes work as international president of the Association of Flight Attendants-CWA, AFL-CIO, and staff director at the Michigan State Employees Association, AFSCME, AFL-CIO.

Ms. Puchala resides in Glen Burnie, Maryland, and holds a Bachelor's degree in Business Administration from Cleary University in Howell, Michigan. She has two daughters, Jennifer Adams and Jessica Puchala.



Michael Robbins

Michael Robbins leads the ALPA Government Affairs Department in its mission to represent the pilot partisan interest of ALPA’s members before the U.S. and Canadian governments.

In his tenure with ALPA to date, Robbins has led a reform of the Government Affairs Department, incorporating pilot advocates into the legislative advocacy program, significantly increasing ALPA’s grassroots activities, and growing and strategically utilizing ALPA’s Political Action Committee (PAC). Under Robbins’s direction, ALPA has successfully lobbied for a Federal Aviation Administration reauthorization and reforms to the Export-Import Bank of the U.S., and secured a significant tax reform for pilots who received bankruptcy payments. ALPA was also engaged in the successful effort to pass the EU Emissions Trading Scheme Prohibition Act and publishing of the new flight-time duty-time rules.

Before joining ALPA in August 2011, Robbins had served the previous decade in the office of Congressman John D. Dingell (Mich.-15), dean of the U.S. House of Representatives, including more than five years as his chief of staff.

As chief of staff to Congressman Dingell, Robbins played a leading role in the effort to include automobile manufacturers and finance companies in the 2008 Emergency Economic Stabilization Act and later worked closely with the White House, U.S. Treasury, congressional allies, and external stakeholders—including the United Auto Workers—on establishing the structured bankruptcies of General Motors and Chrysler to maximize protection of American jobs. In addition to his work on Capitol Hill, Robbins is an experienced campaign manager, strategist, and fund raiser.

Michael has a B.A. from the University of Michigan and an M.A.L.S. in Public Policy from Georgetown University.



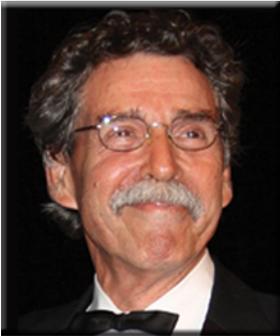
Sami Rolig

Senior First Officer Sami Rolig is a pilot for Finnair and serves as president of the Finnair pilots union, the Finnish Air Line Pilots' Association.

Sami passed through selection of the Finnair cadet scheme in 1999 and graduated in 2002. He was employed by Finnair in 2003 and has flown A320s, MD-11s, and currently a mix of A330s and A340s.

He was elected as a council member for the first time in 2005, an executive board member in 2007, and then president of his union in 2013. Throughout the years he has worked on the negotiating team and taken care of the union's international affairs. He has also served as a board member in the Finnish Pilots' Association (FPA), as an IFALPA director, and with the OCCC as a Finnair pilots representative.

Sami is based in Helsinki and lives in Bayswater, London, with his wife.



Seth D. Rosen

Seth Rosen is director of the International Pilot Services Corporation, a subsidiary of the Air Line Pilots Association, Int'l, providing representation services to pilot groups around the world. He also coordinates and monitors international activities on behalf of ALPA and continues to give ALPA advice and counsel on labor relations matters.

From 1984 to 2003, Mr. Rosen was the director of Representation for ALPA, with responsibility for negotiations, FAA matters, arbitration, and organizing activities. Mr. Rosen graduated from law school at George Washington University in 1966. From 1966 to 1971 he worked for the National Labor Relations Board in Washington, D.C., and San Francisco. He joined ALPA's Legal Department in 1971.

Over the past 40 years, he has been directly involved in numerous pilot negotiations, complex labor relations matters, and a variety of training programs. He is a frequent speaker and commentator on the state of labor relations and collective bargaining in the airline industry. He has also served as industrial adviser to IFALPA since 1986, providing advice and counsel to the Industrial Committee and member associations.

Mr. Rosen served on President Obama's transition team with responsibility for reviewing the National Mediation Board, the agency that oversees the air and rail industries. In addition, he served on the Dunlop Committees 1 and 2 as the labor representative for the air industries that reviewed the NMB and RLA and made recommendations for improvement.

He is married to Claire H. Rosen and has two sons, Gregory and Zachary.



Marie S. Schwartz

Marie Schwartz is the director of Communications for the Air Line Pilots Association, International—the largest union for airline pilots. With 19 years of daily interaction with airline pilots, she has positioned herself to be an expert in the field of pilot communications and engaging them to think strategically about communicating with their members. She is also among the organization’s leaders who are responsible for helping to shape the association’s universal messaging according to the organization’s priorities set forth by its strategic plan.

Leading a staff of more than 35, Marie ensures that the department provides extensive internal and external communications services to its members, including:

- Strategic planning
- Media training
- Graphic design
- Video production
- Website layout and content development
- Pilot group communications
- Product development services
- Social media support
- Multimedia services

The department also strengthens, protects, and maintains the ALPA brand and mission by positioning all airline pilot issues with key audiences by creating strategies and tools to target airline management, government agencies in the United States and Canada, the traveling public, and ALPA pilots, among others.

Over the course of her career, Schwartz has been significantly involved in developing hundreds of communications programs for pilot groups working through contract negotiations, mergers, and organizing campaigns.

ALPA Communications Department also produces the association’s flagship publication *Air Line Pilot* magazine, which has a circulation of more than 75,000, including Members of Congress, regulators, and international counterparts. In 2012, *Air Line Pilot* took first place from the Int’l Labor Communications Association in the overall general excellence category for national labor organizations.

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



Evert van Zwol

Evert van Zwol is the president of the Dutch Airline Pilots Association (VNV). He has been flying as a professional pilot with KLM Royal Dutch Airlines since 1990 and is currently a captain of Boeing 777 aircraft.

After being involved several years in the KLM pilots' pension fund governance, he became VNV's vice president in 2001. In that role he was responsible for negotiations with all the companies whose pilots VNV represents. The aftermath of the September 11 attacks on aviation and the merger of KLM and Air France were handled by VNV during that period.

The experience from the long-term relationship with the Northwest Airlines pilots was used by the VNV leadership in establishing production-sharing agreements between the Air France and KLM pilots and again later when the joint venture with the merged Delta and Northwest came about.

In his present role, Captain van Zwol is working with many other professional pilots associations in trying to improve the influence of the pilots' opinion on relevant issues such as the European Emissions Trading Scheme, pilot unity, and the threat from the Gulf carriers. Additionally, he is involved in helping the pilots of Ryanair become organized.

Captain van Zwol is married and has a daughter. He resides with his family on the outskirts of Amsterdam.



Philip von Schöppenthau

As secretary-general of the European Cockpit Association (ECA), Philip von Schöppenthau is heading and managing the eight-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 January 2005, Philip 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 EU flight-time limitations, EASA rulemaking, EU occurrence-reporting rules, and many other EU aviation policy issues.

Before joining ECA, Philip worked as a public affairs consultant at a Brussels-based pan-European consultancy, where he advised clients regarding their interest representation toward the EU Institutions (mainly on environmental and trade policy issues). Prior to that, he was the international trade adviser 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 (FU) and Paris (Sciences Po).

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