

## GPS VISION 2020: COMMITTMENT TO LEAD



*Capt. Boyd Kelly*

Captain Boyd Kelly, IFALPA Regional Vice-President US/Central Pacific, welcomed a record attendance of 325 pilot leaders to the sixth edition of the Global Pilots' Symposium (GPS), a joint initiative between the International Federation of Air Line Pilots' Associations (IFALPA) and the world's top three pilot alliances – the Associations of Star Alliance Pilots (ASAP), Oneworld Cockpit Crew Coalition (OCCC) and SkyTeam Pilots Association (SPA).

During GPS, participants engaged in open discussions about the future of

the aviation industry and opportunities for collaboration.

IFALPA President Captain Martin Chalk took the podium to explain the theme of this year's GPS: Vision 2020 - Commitment to Lead. This theme focused on exploring ways to overcome challenges that undermine the piloting profession by setting goals for the future without forgetting to review the past from time to time.

### Panel 1 – Discussion on the Demand of Pilot (Global Pilot Supply)

Before the first panel began, Ms. Lori B. Garver (General Manager of the Air Line Pilots Association, Int'l (ALPA)), presented the current economic situation of the aviation industry. The overall traffic growth happening around the world has led to a drastic increase of the economy which affects the piloting profession. The drop in oil prices continues to play a big role, but it is not the only factor. Pilot demand over the next 20 years is 533,000, an increase from last year's forecast of 498,000, which is a significant number that must be addressed in the industry.

The first panel focused on the demands of pilots. Discussions were centered by whether or not there is a pilot shortage in the different parts of the world.

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### TODAY'S AGENDA

08.30-09.30

#### Registration

Venue: Roosevelt Promenade

08.30-09.00

#### Conference Officers' Briefing

Venue: Producers Room

09.30-11.00

#### Plenary Session

Venue: Salons 2, 3, 4 & 5

11.00-11.30

#### Coffee Break

Venue: Roosevelt Promenade

11.30-13.00

#### Plenary Session

Venue: Salons 2, 3, 4 & 5

13.00-14.30

#### Lunch

Venue: Crescent City Ballroom

14.30-17.00

#### Regional Meetings

- **Africa & Middle East**  
Venue: Chambers 1 & 3
- **Asia & Pacific**  
Venue: Chambers 2 & 4
- **Caribbean & South America**  
Venue: Orpheum Room
- **Europe**  
Venue: Waldorf Astoria Ballroom
- **North America**  
Venue: Blue Room

18.00-21.00

#### Hospitality Event Hosted by the German Air Line Pilots' Association (VC)

Venue: Pool Deck & Courtyard

Moderated by Captain Paul Ryder (Resource Coordinator, ALPA) the panelists, which consisted of Dr. Zhihang Chi (Vice-President & General Manager, North America Air China), Captain Fanie Coetzee (Executive Vice-President Professional & Government Affairs, IFALPA), Captain Souhail Dallel (EVP Africa & Middle-East, IFALPA), Captain Dirk Polloczek (European Cockpit Association, President) and Captain Don Wykoff (Past President, IFALPA), discussed the situation of pilot demand in their respective region and how the recruiting and selecting of pilots affect supply and demand.

Particularly in Europe, more than 50% of young pilots are turning away from the piloting profession after completing their flight training. In fact, statistics show that young pilots between the age of 20 and 30 years old are atypically employed, in other words, they are contracted pilots who only get paid when they fly. It is concerning as this atypical form of employment causes negative consequences on the piloting profession as it leads to a potential loss of a generation of qualified pilots.

## Panel 2 – Labor-Management Relationships: Now and in the Future

The industry continues to change and some airlines and labor groups have made striking progress in building new and positive working relationships. In the meantime, more and more travel options for consumers are made available leading to a more competitive environment which creates new challenges for labor-management relationships. The second GPS panel focused on this topic. Moderated by Seth D. Rosen (Industrial Advisor, IFALPA), the panelists, Captain Tim Canoll (President, ALPA), Professor Jody Hoffer Gittell (Professor of Management, the Heller School for Social Policy and Management at Brandeis University), Joshua M. Javit (Mediator/Arbitrator, Dispute Resolution Services) and Doug McKeen (Senior Vice-President Labor Relations, United Airlines) discussed these issues and the many ways to build a sustainable relationship based on trust with the objective of enhancing performance and profitability, and as a result, benefiting all stakeholders including labor.

Captain Canoll pointed out that relationships with management are difficult and require long hours of communication. He reminded that when bargaining with management, it is important for pilot members to approach them in the way that they want to be treated. Studies presented by Prof. Gittell showed that labor relations affect financial outcomes for airlines and the workers. Statistics revealed that union representation is the factor that most contributes to aircraft productivity and operating margins, thus higher wages for labor.

Conflicts are inevitable due to the many factors that hinder the industry.

Mr. Javits pointed out the importance for pilot members to know how to address the issues when they occur during negotiations. It is important to develop a strategy by stating goals and expectations, establishing a time frame when decisions need to be made and devoting the necessary resources to help with the negotiations. Between negotiations, discussing and analyzing data as well as finding solutions are crucial, therefore active commitment is required when trying to resolve conflicts and sustaining a good relationship with management.



Daniel Webber, Executive Vice-President & Director of Operations from Edelman Digital DC later took the stage to talk about the use of social media and the new realities of this digital form of communication. He also shared some tools on how to effectively use social media. There are many risks associated with it, but despite all of them, it is a great form of communication for Member Associations. One of the new realities of social media is that despite its good use, information is distributed like wildfire and cannot be controlled. However, the key in addressing these issues that arise from the use of social media is preparedness.



## Panel 3 – Recurrent Training for Leadership in Pilot Association

As the global aviation industry continues to change in

an accelerating rate, the only way to manage it is through effective and strong leadership. During this segment of GPS, moderated by Captain Tim Robinson (President & IFALPA Director, New Zealand Air Line Pilots' Association), the panelists discussed the skills required by pilot leaders to help their association achieve their goals during negotiations and what it is expected of them. The panelists consisted of Captain Evan Cullen (President, Irish Air Line Pilots' Association), Captain Andy Nelson (Member, ALPA Leadership Committee), Captain Jack Netskar (International Director, Norwegian Airline Pilots Association), Captain Tim O'Malley (ALPA) and Captain Steven Verhagen (President, Dutch Airline Pilots Association).

Captain O'Malley mentioned that when negotiating contracts, as a leader, it is important to stay humble, to listen and be organized. These are the three pilot traits that are required for effective leadership during negotiations. Captain Nelson highlighted other traits of effective pilot leaders which include being inspiring, courageous, competent, intelligent, fair-minded, imaginative, straightforward, honest and a forward-thinking individual. The responsibilities of pilot leaders are to represent other pilots, conduct pilot group/association businesses, communicate effectively with members, recruit volunteers and serve members on a national level. However, the important takeaway for pilot leaders to remember especially during negotiations is "it is okay to disagree, but not okay to be disagreeable".

#### **Panel 4 – Pilots Helping Pilots, The Success of Pilot Assistance Program**

It is not only pilot leaders whose responsibility it is to help other pilots. In the fourth and last panel, subject matter experts discussed the importance of for a Member Association to have a pilot assistance program. Moderated by Dr. Quay Snyder (President & Chief Executive Officer, Aviation Medicine Advisory Service), panelists Captain Howard Attarian (Senior Vice-President Flight Operations, United Airlines), Captain Scott Hammond (Safety Chairman, SkyTeam Pilots Association), Captain Uwe Harter (Board Member Technical Affairs, Vereinigung Cockpit), Captain Murray Munro (Chairman, ALPA Canada Pilot Assistance) and Captain John Rosenberg (Chairman, ALPA Professional Standards Committee) presented an overview of what constitutes a successful peer assistance program dedicated to helping pilots around the globe. Many of these programs can be implemented with a small budget, and despite the size of the Association, it is highly recommended to have a peer assistance program.

The most typical issues that pilots are facing include depression/anxiety, divorce, child-related eldercare, training hiccups, cognitive impairment and compound situation (which is when a pilot who went through flawless training

ends up having training issues). Captain Attarian stated that the key to a successful pilot assistance program is trust rooted in integrity. Captain Munro pointed out that it is essential to have a well-structured pilot peer assistance program. The goal of the team is to minimize the negative consequences of an incident on the pilot. Education is another key factor in establishing a solid pilot assistance program. Confidentiality is also crucial. Pilots need to feel confident that they can speak freely without being judge. Without confidentiality, there is no trust, and without trust, a pilot assistance program cannot be successfully implemented within a Member Association.



*Capt. Martin Chalk*

To wrap up this year's GPS, Captain Francisco Gomez Ortigoza (RVP CAR/WEST, IFALPA), Captain Anthony R. Chapman (Chairman, Oneworld Cockpit Crew Coalition) and Captain Alfredo Suarez (Executive Board Representative, Association of Star Alliance Pilots) review the past, present and future of GPS with Captain Chalk closing the program.



For more information about the Global Pilots' Symposium, visit [www.globalpilotsymposium.com](http://www.globalpilotsymposium.com)