



2022 AIRLINE LABOR & EMPLOYMENT LAW SYMPOSIUM

NAVIGATING THE TURBULENCE OF THE PANDEMIC  
AND EMPLOYEES' SKY HIGH EXPECTIATIONS

MARCH 31 AND APRIL 1, 2022 | KIMPTON BORN HOTEL | DENVER, CO

Global travel is still down, masks are on, employees are scarce and labor's expectations are sky high. How can airlines prepare for the future with so much uncertainty? Given the many variants of COVID, the pandemic continues to place unprecedented challenges on labor and management. Whether it is record-setting sick calls, an inability to staff critical positions, or leverage being wielded by labor, labor relations and human resources management are being tested like never before. From a time of unprecedented profitability and growth in 2019, to a near complete halt in air travel in early 2020, to a moderate uptick in travel demand coupled with a severe shortage of employees in 2021, airline management has had to constantly shift its focus to previously-inconceivable challenges.

This year's Symposium will focus on these important labor and employment issues confronting you and your management team. Working together, we will analyze the impact these issues have on you and your employees and strategize with you over how to best address them and the challenges they present. Our goal is to partner with you to help you manage the multiple challenges ahead.

[WWW.FORDHARRISON.COM/2022AIRLINESYMPOSIUM](http://WWW.FORDHARRISON.COM/2022AIRLINESYMPOSIUM)

9:00 AM - 12:00 PM

REGISTRATION AND NETWORKING WITH LIGHT REFRESHMENTS | APRES FOYER/NORDIC TERRACE



## PRE-CONFERENCE WORKSHOPS

### TRACK 1 | ASPEN BALLROOM

9:30 AM - 10:00 AM

#### NEW AAP REQUIREMENTS FOR FEDERAL CONTRACTORS

*The portal for AAP verification and certification will open on April 1! Join us for a quick overview of obligations, how to certify and what certification means.*

- Nancy Holt, Partner, FordHarrison LLP
- Consuela Pinto, Partner, FordHarrison LLP

10:00 AM - 10:45 AM

#### RECRUITING FOREIGN PILOTS TO SOLVE STAFFING SHORTAGES

*With pilot shortages at critical levels throughout the industry, many airlines are looking to recruit from outside the U.S. borders. What do you need to know about the use of E-3 visas?*

- Geetha Adinata, Partner, FordHarrison LLP

12:00 PM - 1:30 PM

NETWORKING LUNCH | ASPEN BALLROOM

### GENERAL SESSION | ASPEN BALLROOM

1:30 PM - 2:15 PM

#### WELCOME TO THE 2022 AIRLINE LABOR & EMPLOYMENT LAW SYMPOSIUM

*Join FordHarrison's Sarah Wimberly and F&H Solutions Group's Jerry Glass for a brief session setting the stage for what will be covered in this year's program and facilitating introductions among attendees.*

### TRACK 2 | COPPER BALLROOM

9:30 AM - 10:30 AM

#### THE UNIQUE EMPLOYMENT AND LABOR LAW LANDSCAPE FOR AIRLINE SERVICE PROVIDERS

*Don't miss this workshop specifically geared toward the unique challenges faced by service providers operating in the current environment where it is difficult to hire and retain entry-level employees. In this roundtable discussion, leaders from several major service providers will discuss how state, local, and airport minimum wage ordinances have impacted wage scales and how unions are exerting more pressure than ever. We will also provide a legal update on the anticipated changes under the current Administration.*

- Jacki Thompson, Partner, FordHarrison LLP





2:15 PM - 2:45 PM  
NETWORKING BREAK

## BREAKOUT SESSIONS



### ASPEN BALLROOM

2:45 PM - 3:45 PM

#### CONTRACT NEGOTIATIONS IN AN EMPLOYEE-CENTRIC ENVIRONMENT - A PANEL DISCUSSION

*Unions are enjoying the kind of leverage not seen in the industry for more than 20 years. How is airline management tackling this issue? We will hear from experts from the legacy, ULCC, cargo, and regional airline industry on dealing with the challenges associated with these issues.*

- Doug McKeen, Labor Relations Consultant, F&H Solutions Group
- Eric Levenhagen, General Counsel & Chief Administrative Officer, Sun Country Airlines
- Cindi Simone, Managing Director, Labor Relations, American Airlines
- Jeff Carlson, Sr. Vice President Flight Operations, Atlas Air
- Ellen Ham, Director, Labor Relations, Republic Airways

3:45 PM - 4:00 PM | BREAK

### GENERAL SESSION | ASPEN BALLROOM

4:00 PM - 5:00 PM

#### RISE IN CONFRONTATION: PREVENTING AND MANAGING HIGH-RISK AND CRITICAL INCIDENTS

*Conflict has become an unfortunate part of the operation at every air carrier. As passengers and employees bring their ever-increasing frustrations and anxieties into the aviation workplace, conflict – and violence – have spiked. Some carriers train flight attendants on de-escalation, but few have comprehensive programs to address conflict and violence throughout their operation and workforce. Learn from one of the leading experts in this area about the psychology behind the rise in this behavior and the best strategies for carriers to address these high-risk and critical incidents.*

- Dr. Marc McElhaney, Critical Response Associates

### COPPER BALLROOM

2:45 PM - 3:45 PM

#### PROPELLING DIVERSITY, EQUITY & INCLUSION INITIATIVES FORWARD - A ROUNDTABLE DISCUSSION

*Many airlines renewed or enhanced their DE&I efforts in 2020. Now, two years later, as the aviation industry strives to address a skills gap and the overall population becomes increasingly diverse, how do we continue to implement DE&I strategies for lasting impact? This interactive panel discussion will focus on developing long- and short-term strategies for increasing diversity, including removing recruiting and hiring biases, creating inclusive policies, fostering leadership buy-in, offering inclusive benefits, and implementing partnerships and mentoring programs focused on groups that are underrepresented in aviation.*

- Nancy Holt, Partner, FordHarrison LLP
- Steven Jarrett, Director, Diversity, Equity and Inclusion, PSA Airlines

THURSDAY, MARCH 31, 2022



**6:00 PM**

**BUSES LEAVE FROM HOTEL LOBBY FOR DINNER RECEPTION AT VIEWHOUSE**

**6:30 PM - 9:30 PM**

**DINNER RECEPTION AT VIEWHOUSE**

*Join us for a fun and social evening on the rooftop of Viewhouse, for delicious locally-inspired food and sweeping views of the Denver skyline and foothills of the Rockies.*



FRIDAY, APRIL 1, 2022

**8:00 AM - 9:00 AM**

**BREAKFAST | ASPEN BALLROOM**

**GENERAL SESSION | ASPEN BALLROOM**

**9:00 AM - 10:00 AM**

**COVID OVER THE LONG HAUL**

*The past two years have been incredibly challenging in the airline industry. Join us to hear from experts on how they handled the devastating initial drop in business, lessons learned on handling the union's constant calls for safety measures, and what steps they are taking to reengage with their workforce while still dealing with the fallout from COVID.*

- *Jacki Thompson, Partner, FordHarrison LLP*
- *Suzanne Mucklow, General Counsel, Prospect Airport Services*
- *Kevin Minchey, Associate General Counsel, Southwest Airlines*
- *Chris Pappaioanou, Senior Vice President – Legal, Labor and Employment, Envoy Air*

**10:00 AM - 10:15 AM | BREAK**



agenda

## BREAKOUT SESSIONS



### ASPEN BALLROOM

**10:15 AM - 11:15 AM**

#### **ENGAGING PEOPLE DIFFERENTLY IN A CHALLENGING WORK ENVIRONMENT**

*With its mobile workforce and diverse skillsets, the airline industry presents a challenge when it comes to engaging with team members. Add in a global pandemic that has forced businesses to make drastic changes to the work environment, the need to communicate and engage is even more important today. Join us as we share best practices and lessons learned—from the airline industry and other industries who face similar challenges to ensure your people and operation thrive in this everchanging environment.*

- Ben Fryer, Partner, FordHarrison LLP
- Kim Cerda, Change, Culture and Engagement Practice Lead/CHRO, HudsonLake
- Susan Kramer, Sr. Labor Relations Consultant, F&H Solutions Group

**11:15 AM - 11:30 AM | BREAK**

### GENERAL SESSION | ASPEN BALLROOM

**11:30 AM - 12:30 PM**

#### **HOT COMMODITY - HIRING AND RETENTION STRATEGIES AMIDST A GLOBAL LABOR SHORTAGE**

*Nearly every airline, no matter its size or scope, is experiencing hiring issues. What are the airlines doing during this unprecedented time? We will examine the hiring and retention strategies being used in the airline industry to tackle this problem and discuss what, if anything, is working.*

- Jerry Glass, President, F&H Solutions Group

**12:30 PM**

**ADJOURN | LUNCH**



### COPPER BALLROOM

**10:15 AM - 11:15 AM**

#### **2022 AIRLINE EMPLOYMENT LAW UPDATE**

*Employment compliance challenges did not abate during the pandemic. Join FordHarrison Airline Group lawyers for a discussion of the most significant developments and issues in employment law that are impacting the airline industry during this already challenging time. This session will cover the impacts of a new Administration, challenges with crewmember breastfeeding requirements, significant new state statutes, hairstyle discrimination claims, and other trending issues. Questions and comments are welcome in this interactive and informational session.*

- Sarah Wimberly, Partner, FordHarrison LLP
- Vista Lyons, Partner, FordHarrison LLP



### CONTINUING EDUCATION

*Continuing legal education credit has been applied for in multiple states. Approval is also pending from the Human Resources Certification Institute for PHR, GPHR, and SPHR credit and through the Society for Human Resources Management for PDC's.*

### HOTEL INFORMATION

*Hotel rooms are available at a rate of \$215 per night at the Kimpton Born Hotel for the nights of March 30 and 31. To reserve your room, visit Kimpton's [customized booking website for this event](#). The deadline to reserve hotel rooms is March 9.*

### ATTIRE

*Attire for the symposium is business casual.*

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## REGISTRATION

Please register by March 21 at [www.fordharrison.com/2022AirlineSymposium](http://www.fordharrison.com/2022AirlineSymposium). The registration fee is \$195 for clients and \$245 for non-clients. We offer a discount for multiple attendees from the same airline - \$195/\$245 for first attendee and \$145/\$195 for each additional attendee. Advance registration is required as space is limited. Cancellations after March 28 will forfeit one-half of the registration fee. Please note the deadline to reserve hotel rooms is Wednesday, March 9.

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## QUESTIONS?

Contact Sarah Adams at [sadams@fordharrison.com](mailto:sadams@fordharrison.com)  
or 404-888-3987.