



# *Welcome* to **NASHVILLE**

**APPROACH TO LANDING:  
INSTRUMENT OR VISUAL**

## **2025 AIRLINE LABOR & EMPLOYMENT LAW SYMPOSIUM**

**MARCH 27 AND MARCH 28, 2025 | VIRGIN HOTELS | NASHVILLE, TN**

Just as pilots must decide between instrument and visual approaches based on conditions and best practices, airline management must navigate complex legal, labor, and workforce challenges with both structured strategies and sound judgment.

On March 27 and 28, FordHarrison's 2025 Airline Labor & Employment Law Symposium brings together industry leaders, legal advisors, and airline professionals to address the most pressing labor and employment challenges in aviation.

This year's symposium will explore the challenges of managing employee mental health issues, the growing complexities of state and local leave laws, and lessons learned from recent arbitration decisions. Attendees will gain insights into managing employee expectations in labor negotiations, addressing pattern bargaining, and ensuring compliance with evolving employment regulations. Through dynamic panels, engaging discussions, and practical presentations, our speakers will provide actionable strategies for fostering positive employee relations, mitigating legal risks, and successfully navigating high-stakes labor negotiations.

Join us in Nashville as we empower industry leaders to stay ahead of emerging legal trends, regulatory developments, and practical solutions. Learn how to navigate change with confidence and gain valuable insights to thrive in an ever-evolving landscape.

WEDNESDAY, MARCH 26, 2025

Welcome to NASHVILLE



7:00 PM - 9:00 PM

WELCOME RECEPTION

*Drop your bags in your room and join us to unwind from your travels and connect with industry peers over refreshing beverages and a reception-style dinner.*

THURSDAY, MARCH 27, 2025

8:00 AM - 9:00 AM

REGISTRATION AND BREAKFAST

INTRODUCTIONS

9:00 AM - 10:00 AM

PRE-FLIGHT BRIEFING: SETTING THE STAGE FOR INSIGHTFUL DISCUSSIONS

*We will kick off our 2025 symposium with an essential overview of the agenda and key topics that will guide our discussions on the latest challenges and developments in airline labor and employment law. This session will also serve as an opportunity for all attendees—including speakers and panelists—to introduce themselves, fostering connections and setting the stage for meaningful engagement throughout the event.*

10:00 AM - 10:30 AM

NETWORKING BREAK

GENERAL SESSION

10:30 AM - 11:45 AM

FIT TO FLY? THE EVOLVING LANDSCAPE OF MENTAL HEALTH FOR AVIATION PROFESSIONALS

*As the conversation around mental health in aviation gains momentum, regulatory and industry leaders are grappling with how to support pilots, crewmembers and aviation safety professionals. This panel will explore recent developments in mental health policies, FAA regulations, airline best practices, and efforts to reduce stigma while maintaining operational integrity.*

- **Dr. Cheryl Lowry**, FAA Senior Aviation Medical Examiner, Kinetic Adventure Medical Education
- **Dr. Brian Pinkston**, FAA Senior Aviation Medical Examiner, Kinetic Adventure Medical Education
- **Chris Puckett**, Labor Relations and Employment Counsel, Delta Air Lines
- **Lynsey Ramos**, Employment and Labor Counsel, Atlas Air

**Moderator: Sarah Wimberly, Partner, FordHarrison**

11:45 AM - 1:00 PM

NETWORKING LUNCHEON

AGENDA





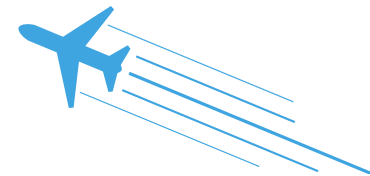
GENERAL SESSION

1:00 PM - 2:00 PM

BUILDING A CULTURE OF COLLABORATION: THE ROLE OF POSITIVE EMPLOYEE RELATIONS

Presented by members of DGA Group, a trusted aviation consulting partner, this session will explore strategies for building trust, enhancing communication, and proactively addressing workplace concerns to minimize employee and labor disputes. Attendees will gain insights into best practices for strengthening management-employee relationships, promoting workplace stability, and navigating union dynamics with a collaborative approach.

- **Jackson Hayes**, Associate Partner, DGA Group
- **Jared Nelson**, Associate Partner, DGA Group
- **Ryan Toohey**, Partner, DGA Group



2:00 PM - 2:30 PM

NETWORKING BREAK

BREAKOUT SESSIONS

EMPLOYMENT LAW

2:30 PM - 3:30 PM

SUPPORTING NEW MOTHERS: LEGAL BEST PRACTICES FOR MANAGING PREGNANCY AND BREASTFEEDING ACCOMMODATIONS

Pregnancy and breastfeeding accommodations present unique challenges in the aviation industry, where job duties often involve safety-sensitive roles, extended travel, and regulatory constraints. This panel discussion will explore legal requirements under the Pregnant Workers Fairness Act, the PUMP Act, and state laws, along with best practices for compliance, risk management, and supporting new mothers in their unique workplace.

- **Shawn Christensen**, Director of Operations, Frontier Airlines
- **Blaze Knott**, Corporate Counsel-Employment, Delta Air Lines
- **Laura Overton**, General Counsel and VP of Legal Affairs, Allegiant Travel Co.
- **Collin Ray**, Labor and Employment Counsel, Southwest Airlines

Moderator: **Nancy Holt**, Partner, FordHarrison

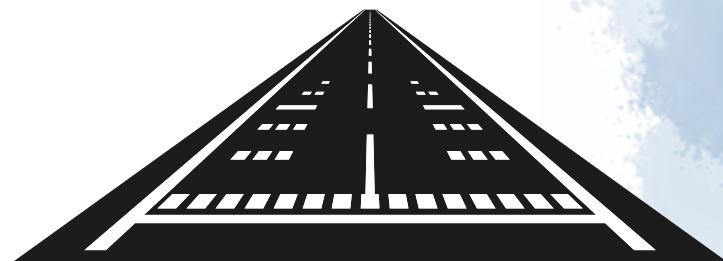
LABOR RELATIONS

2:30 PM - 3:30 PM

ARE WE THERE YET? STRATEGIES FOR CLOSING OUT CONTRACTS

Every labor negotiation has its turbulence, but getting to an agreement doesn't have to be a bumpy landing. This presentation will provide practical takeaways on how to close out labor contracts smoothly, including strategies for overcoming last-minute objections, drafting clear final language, and preparing for implementation challenges.

- **Jerry Glass**, President, FH Solutions Group
- **Meron Squires**, Counsel, FordHarrison
- **Jacki Thompson**, Partner, FordHarrison





3:30 PM - 4:00 PM  
NETWORKING BREAK

BREAKOUT SESSIONS CONTINUED

EMPLOYMENT LAW

4:00 PM - 5:00 PM

LEAVE LAWS IN FLUX: WHAT AIRLINES NEED TO KNOW ABOUT STATE AND LOCAL CHANGES

From paid sick leave to family and medical leave, state and local governments continue to expand employee leave protections that pose significant challenges for airlines operating in multiple jurisdictions.

This panel will discuss the latest legal developments, including challenges that have been filed at the state level, and will offer practical compliance strategies for multi-state employers.

- **Eric Levenhagen**, Senior Vice President Flight Operations and CHRO, Sun Country Airlines
- **Angela May**, Sr. Corporate Counsel, Alaska Airlines
- **Chris Maberry**, Lead Counsel - Labor and Employment, Southwest Airlines
- **Riva Parker**, Vice President and Deputy General Counsel, A4A

**Moderator: Becky Kalas, Partner, FordHarrison**

LABOR RELATIONS

4:00 PM - 5:00 PM

ADDRESSING EMPLOYEE DEMANDS AND COMBATING PATTERN BARGAINING

Employee expectations are evolving, and unions are leveraging recent contract wins to push for higher wages, enhanced benefits, and adjustments to working conditions across the industry. This session will address strategies for responding to top employee demands while resisting pattern bargaining tactics that could impact future negotiations.

- **Jerry Glass**, President, FH Solutions Group



DINNER AT JOHNNY CASH MUSEUM

6:00 PM - 9:00 PM

Join us for an evening of fun and music at the Johnny Cash Museum private event space. Attendees will be treated to live entertainment, delicious food and beverages, and a self-guided tour to learn about the life and legacy of one of country music's most iconic stars.



8:00 AM - 9:00 AM

BREAKFAST

GENERAL SESSION

9:00 AM - 10:00 AM

WASHINGTON WATCH: FEDERAL LEGISLATIVE AND REGULATORY TRENDS IN AVIATION

What's on the horizon for aviation employers at the federal level? In this session, our panelists will discuss aviation workplace impacts of the latest legislative proposals, presidential priorities, regulatory shifts, and agency enforcement trends. Attendees will learn key takeaways for compliance and risk management.

- **Former NMB member pending**
- **Drew Jacoby Lemos**, Senior Vice President of Government and External Affairs, RAA
- **Matt Westerman**, Associate General Counsel, Unifi Aviation

**Moderator: Jacki Thompson, Partner, FordHarrison**

10:00 AM - 10:15 AM

BREAK

BREAKOUT SESSIONS

EMPLOYMENT LAW

10:15 AM - 11:15 AM

CRIMINAL HISTORY CHECKS & RAP BACK: AVOIDING PITFALLS, ENSURING COMPLIANCE

Background checks are a critical part of aviation security, but errors, outdated information, and evolving legal standards can create significant compliance risks. This session will examine key issues with Criminal History Records Checks and Rap Back, including common discrepancies, dispute resolution, and best practices for maintaining compliance.

- **Meron Squires**, Counsel, FordHarrison

LABOR RELATIONS

10:15 AM - 11:15 AM

HIGH-STAKES ARBITRATION: INSIDER PERSPECTIVES ON RECENT RULINGS

Arbitration decisions don't just impact legal strategy—they shape business decisions. Hear directly from airline executives on how recent rulings are affecting their operations, what lessons they've learned, and what they see on the horizon for labor and employment disputes.

- **Rob Jones**, Vice President Labor Relations, Spirit Airlines
- **Eric Mennel**, Director - Labor Arbitration, United Airlines
- **Jonathan Oliff**, Managing Director and Senior Attorney, American Airlines
- **Chris St James**, Counsel - Labor and Employment, Envoy Air

**Moderator: Nancy Holt, Partner, FordHarrison**



11:15 AM - 11:30 AM  
BREAK

**GENERAL SESSION**

11:30 - 12:30 PM

**MASTERING PRD REQUIREMENTS: PROTECTING YOUR AIRLINE FROM LEGAL RISKS**

*This session will focus on ensuring compliance with Pilot Records Database (PRD) requirements, covering the latest regulations and best practices for managing pilot records. Attendees will learn about common challenges, how to avoid legal risks, and strategies for maintaining accurate and up-to-date records in line with federal standards.*

- **Sarah Wimberly**, Partner, FordHarrison

12:30 PM  
ADJOURN & LUNCH



**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 \$279 per night at Virgin Hotels Nashville for the nights of March 26 and 27. To reserve your room, visit Virgin Hotels' [customized booking website](#) for this event by **Friday, March 7.**

**ATTIRE**

Attire for the symposium is business casual.

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**REGISTRATION**

Please register by March 19 at [fordharrison.com/2025AirlineSymposium](https://fordharrison.com/2025AirlineSymposium). 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 24 will forfeit one half of the registration fee. **Please note the deadline to reserve hotel rooms is March 7, 2025.**



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**QUESTIONS?**

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