



F&H Solutions Group



F&H Solutions Group (FHSG) is a top national labor relations consulting firm headquartered in Washington, DC. Widely recognized as the preeminent labor relations consulting firm in the United States, FHSG's consultants have unmatched

knowledge and expertise in working with all types and sizes of organizations in different industries in both the private and public sectors. Its full-time labor staff has more than 175 years of labor relations, advisory, strategic, and negotiating experience. FHSG has negotiated more than 800 contracts and advised hundreds of companies on union and nonunion issues in the most complex industries.

FHSG Airline Industry Capabilities:

The scope of our capabilities include, but are not limited to:

- Analyze strengths and weaknesses of collective bargaining agreements (CBA);
- Assist companies with every step of the grievance process;
- Complete due diligence related to unions and labor agreements;
- Conduct customized labor relations-focused trainings on topics such as grievance handling, hearing officer, safety investigations, negotiations, positive employee relations and many more (see 'Training' section below);
- Conduct wage, work rule and benefits comparisons;
- Design strategies to counter union campaigns during negotiations;
- Develop and help execute internal and external communication strategies during negotiations;
- Develop communication materials for union, nonunion, and management/supervisory employees;
- Develop guidebooks and key talking points for union avoidance;
- Develop labor cost models;
- Develop policies for union and nonunion work forces;
- Develop, outline and implement strike contingency plans in the event of a potential work stoppage;
- Draft, review and analyze proposals during negotiations;
- Investigate employee claims of retaliation, harassment and discrimination;
- Provide labor advice and strategy to companies;
- Provide recruitment services;
- Provide research and analysis on industry comparators;
- Serve as a company's outsourced labor relations department;
- Serve as lead negotiators or members of company bargaining committee in contract negotiations; and
- Train managers/supervisors on how to communicate effectively with union and nonunion employees on a regular basis and during negotiations.

FHSG Airline Industry Union Experience:

F&H Solutions Group has been retained by clients across many industries. As a result, we already have established relationships with a number of the major unions including:

- Air Line Pilots Association (ALPA)
- Aircraft Mechanics Fraternal Association (AMFA)
- Allied Pilots Association (APA)
- Association of Flight Attendants (AFA)
- Association of Professional Flight Attendants (APFA)
- Communications Workers of America (CWA)
- International Association of Machinists and Aerospace Workers (IAM)
- International Brotherhood of Teamsters (IBT)
- Transport Workers Union of America (TWU)



FHSG Training

Discipline and Discharge: Proper Communication and Documentation in a Unionized Environment

This training discusses the importance of proper communication and documentation on litigation and arbitration, reviews the different types of documentation and what should be included when documenting performance issues. In addition, it addresses the importance of evaluations, how to conduct an evaluation and what needs to be documented. The training also includes guidelines for documenting discipline issues and addresses the benefits of proper documentation and communication on employee relations.

Effective Discipline Policies

This training addresses the different types of discipline policies and provides advice on when to use progressive discipline, suspensions or terminations. It also discusses how to build an effective case for discipline and how you can increase the likelihood of getting the discipline upheld in arbitration or in court.

Grievance Handling Training

It is essential to follow a prescribed grievance process in order to avoid losing a case in arbitration or in litigation. This training will describe the checklist of items that must be followed during the grievance process, how to avoid common pitfalls in grievance processing and how to work with the union's business representatives to maximize a successful outcome.

Absence Management / FMLA Training

In this training program, your leave management team will review federal, state, and local laws, and then examine whether your company's sick, disability, on-the-job injury, collective bargaining agreements, and company-specific leave policies comply with those laws and, when possible, are applied concurrently to minimize time away from work. Your leave management team will also learn the fundamentals of the FMLA: notice requirements, medical certifications, interference, and retaliation. This training session will provide your leave management team concrete examples of complicated situations to reinforce the information covered. Your leave management team will also receive training materials to refer back to after they complete the training session.

We also offer FMLA Training for HR Personnel, so that supervisors can understand interference, retaliation, FMLA-qualifying events, and notice requirements.

How to Negotiate Collective Bargaining Agreements

The key to a successful negotiation is preparation. This training teaches participants how to prepare proposals, prioritize proposals and manage the ups and downs of negotiations. The difference between Interest Based Bargaining and traditional bargaining is explained, along with providing the attendee with the pros and cons of each approach. Negotiating team members learn what their roles are in bargaining, as well as the role of Subject Matter Experts (SMEs). Finally, the importance of understanding the roles of management who are not at the bargaining table will also be discussed.

Supervisor Training: Manage Your Employees Or Get Out of the Way

Supervisors not only need to understand the importance of a well-managed work environment that should require no union to represent their interests, but also the basics required to do so. Our training focuses on the traits required to be an effective front-line manager. The class will provide management with the skills, tools and coaching necessary to deal with the employees who create the "opportunities" that must be managed on a daily basis. Supervisors can manage the majority of employees who show up to work on time with a "let's get it done" attitude, but it is the employees who are constantly pushing the limits that need to be managed to success or managed out the door.



Supervisor and Manager Training: Understanding the Labor Agreement

When you hire or promote employees into a manager or supervisor position in the union setting, do you equip them with a basic knowledge of applicable labor regulations, collective bargaining agreement(s), and most important, management rights? This is important, but often overlooked in developing supervisors, and educating those already in the role. This training is designed to give managers and supervisors the tools and facts to understand these issues and confidently manage a unionized workforce.

We tailor this training to your company's industry, agreement(s) and provide an overview of management rights, applicable laws, company policies and the core concepts in your agreements- jurisdiction, seniority, assignment and promotion, shifts-hours, overtime, grievance handling and discipline. The course will be integrated with any existing supervisor or leadership training and identify contact subject matter experts and resources in Labor Relations, Human Resources and Legal in your firm.

Strike Contingency Training

There are times during negotiations where preparing for a possible work stoppage becomes necessary. This training will take attendees through the nuts and bolts of strike preparation, from safety and security to keeping operations ongoing. We will explain how far in advance strike preparations are needed, who to include in this very confidential planning, and address the risks associated with beginning strike preparations.

Staying Ahead of Competitors and Monitoring the Industry

As global competition intensifies and organizations must evolve to survive, this training describes the essential role of human resources and/or labor relations in disseminating information and educating employees on competition in the marketplace and monitoring what changes are taking place in your industry.

Strategy/Management – Negotiations, Benchmarking, Costing Analysis

In order to maximize success in negotiations, it is essential to have quantitative data to bolster positions and proposals. This training describes how to determine the proper competitors and how to go about benchmarking competitors. In addition, costing out company and union proposals requires a thorough understanding of labor economics and productivity. We will take attendees through a step-by-step approach to benchmarking and costing.

Union Free Today, What About Tomorrow? Positive Employee Relations Training

While union membership remained low in 2021, unions are using new tactics to pressure employers and encourage employees to unionize. Despite union membership decreasing, union activity is on the rise. In the post-pandemic world, many workers organize without union representation! In addition, the different generations have a different way of forming organizations that don't take direction from a union, but act like one. Millennials want a voice in the workplace and in society. Gen Y are activists, just the kind of people the unions want. How can employers adapt to the changing trends of unionization?

This training discusses the trends of unionization in the workforce, what you should do to create a positive employee relations environment and how employers can remain union-free.

Workplace Discrimination and Sexual Harassment Prevention Training

Every day, organizations are at risk for litigation due to discrimination and sexual harassment issues. This training discusses specific actions and behaviors that may constitute workplace discrimination and harassment, legal consequences surrounding the failure to comply with policies and procedures, and educates on the definition of discrimination, harassment and retaliation. In addition, we incorporate modules that deal specifically with the role of managers and their responsibilities.

Workplace Diversity and Inclusion Training

Managers and employees require certain skill sets to appropriately address situations relating to cultural differences in the workplace. This customized training helps organizations embrace diversity and dismantle individual stereotypes. The training also assists individuals in removing those unconscious biases that may be a hindrance to fostering a productive, unified work environment.



Sensitivity and Diversity Awareness Training

Sensitivity training and workplace diversity awareness training can help address scapegoating; inconsistent group cohesion; selective communication channels; struggles for leadership; and collective decision-making patterns that make it difficult for organizations to meet their goals and objectives. Training facilitators incorporate experiential exercises and workplace diversity case studies into our training. These activities encourage honest self-reflection and candid classroom discussions designed to foster a greater tolerance of one another's differences and work styles.

ABSENCE MANAGEMENT

What Are Our Absence Management Capabilities?

FHSG is a third-party absence management provider. We administer and track the following leaves of absence:

- Federal and State FMLA (non-FMLA)
- Medical
- On-the-Job Injury
- Short-Term Disability
- Personal
- Bereavement
- Jury Duty/Witness
- Military

When specific information is available from and provided by the employer:

- Paid Time Off
- Vacation
- Sick

Using a state-of-the-art system and leave expertise, FHSG's leave management program takes the guess work out of leave administration. Our client's employees are able to request leave and report absences through the online self-service portal, or by calling or emailing an FHSG representative. FHSG's leave specialists answer employees' complicated questions on FMLA and applicable state leave laws, send them applicable leave packets, systematically and impartially process requests for leave, and notify supervisors and management of employee absences. FHSG will administer federal FMLA and unpaid state leave laws as well as track injury on duty and disability leave in coordination with FMLA to minimize employees' time away from work.

We integrate the most essential elements of absence management into a single, comprehensive leave management system, combining precise tracking, data coordination, detailed and customizable reporting, federal leave parameters, and self-service features. The system is an essential tool in managing both unscheduled and scheduled absences. Our leave specialists administer federal leaves of absence and notify supervisors which employees will be absent, while the system stores all leave information and data. Access to the online portal enables supervisors and management to analyze trends in absenteeism, determine which employees may be abusing the FMLA, and staff around scheduled leaves of absence.

FHSG designs a strategy and timeline to transition our clients to the leave management program, which is tailored to the client's specifications. We provide all resources needed for a simple implementation: training materials for employees, supervisors and the human resources staff.

FHSG Resources

air.today: airline.industrial.today Daily Newsletter

The first daily newsletter to report exclusively on airline labor relations news from around the world.

How much time do you spend searching for important labor relations information among vast amounts of other unrelated content?



air.today makes it easy for users to find exactly what they need: relevant and essential airline labor relations information – the straight facts, quotes from the labor relations parties, and sources.

air.today is dedicated solely to airline labor relations news. The newsletter is:

- **CONVENIENT** – No more checking multiple sources for your information. Airline labor relations news is accessible on air.today's website and via a daily email newsletter.
- **COMPREHENSIVE** – Covers flying crews and ground staff at airlines, ground handlers, MRO providers and airports across the globe.
- **CONCISE** – Have air.today do the legwork for you: monitoring, identifying and analyzing the developments, and distilling only the relevant facts into succinct articles.
- **CUSTOMIZABLE** – Looking for something specific? Easily find relevant information through the search function on the air.today website

Arbitration Award Databases

F&H Solutions Group maintains two online arbitration award databases which house more than 8,000 searchable, full-text arbitration awards. Subscribers can choose to have unlimited access to either or both databases.

- Airline Arbitration Awards Database (AAAD) - contains airline awards.
- Passenger Railroad Database (PRD) - contains commuter railroad awards.

Benefits

Our easy-to-use databases include customized sorting options and full-text searching capabilities, so you can quickly find relevant awards. In addition, we update both our databases weekly with new awards to ensure you always have access to the most recent information. Our databases are accessible from any supported browser on your desktop, mobile device or tablet. The awards can be viewed, downloaded, emailed or printed whenever you need them.

What Do Our Clients Say?

"F&H Solutions Group has been a critical source of expertise and strategic guidance in a number of initiatives at Envoy Air, from comprehensive industry benchmarking studies to guidance in the development of industry-leading initiatives to drive engagement while maintaining close cost control. The depth of expertise in labor negotiations that Jerry Glass and the team of experts at F&H Solutions Group brings to the table is simply unmatched."

–Chris Pappaioanou, Vice President of Legal, Labor and Employment at Envoy Air

"Working with F&H Solutions Group, our company negotiated and ratified agreements with 10 labor organizations that fall under the Railway Labor Act. Jerry and the team's guidance, expertise, and negotiating skills helped us come to resolutions that were advantageous for all parties. We look forward to using F&H Solutions Group on future negotiations and unique Railway Labor Act matters."

–John McLaughlin, Senior Vice President of Labor Relations of Keolis Commuter Services, LLC

"Jerry and the F&H Solutions Group Team are an indispensable resource for our labor relations strategy and issues. Their approach and counsel are second to none within the industry."

–Christopher Lewless, Vice President Labor Relations, JetBlue Airways