

WOMEN IN AVIATION ADVISORY BOARD

RECORD OF MEETING

- MEETING DATE:** March 21, 2022
- MEETING TIME:** 9:00 a.m. – 11:00 a.m. ET
- LOCATION:** The Women in Aviation Advisory Board (WIAAB) held a “virtual” meeting.
- PUBLIC ANNOUNCEMENT:** The Federal Aviation Administration (FAA) provided notice to the public of this WIAAB meeting in a *Federal Register* notice published on March 2, 2022 (86 FR 11802).
- ATTENDEES:**

Committee Members
Rene Banglesdorf
Crystal L. Barrois
Kassandra “Kandy” Bernskoetter
Maryanne DeMarco
Dr. Karrie Dixon
Dana Donati
Lindsey Dreiling
Elise Eberwein
Kate Fraser
Kate Gebo
Trish Gilbert
Lauren Lacey Haertlein
Laura Jones
Kelly Jost
Dr. Rebecca Lutte
Jean Lydon-Rodgers
Suzanne Markle
Candace McGraw
Allison McKay
Tracy Miller
Martha Morris

Stacey Rudser
Kriya Shortt
Amy Spowart
Constance von Muehlen
Bobbi Wells
Pam Williams
Beth Wilson
Dr. Heather Wilson, <i>Chair</i>
FAA
Lindsey Aaronson
Angela Anderson, <i>Designated Federal Officer</i>
Thuy Cooper
Steve Custer
Steve Dickson, <i>FAA Administrator</i>
Aliah Duckett
Jack Fino
Johann Hadian
Talisa White
DOT
Ann Shikany, <i>Chief of Staff to Deputy Secretary of Transportation</i>
Polly Trottenberg, <i>Deputy Secretary of Transportation</i>

The FAA livestreamed this meeting on its social media platforms. As a result, the list of FAA and public attendees does not capture all individuals¹.

Welcome and Introduction

Ms. Angela Anderson, Designated Federal Officer (DFO), began the meeting at 9:00 AM ET by welcoming everyone to the final WIAAB public meeting. She noted that all discussions are for background only and that a recording of the livestream will be

¹ A recording of the meeting can be found at: <https://www.youtube.com/watch?v=tD98GSKN4lk>.

available on FAA's YouTube. She reminded the Board that the WIAAB charter can be found on the FAA's Committee website.

Ms. Anderson welcomed the FAA Administrator, Mr. Steve Dickson, for opening remarks. Administrator Dickson thanked the Board for their hard work and Dr. Heather Wilson for her leadership. He summarized some of the work FAA has done to create more diversity in the aviation industry, including adopting more gender-neutral and all-inclusive language. Administrator Dickson spoke on the importance of meeting people where they are and leveraging social media and other tools to increase outreach. He confirmed that diversity creates a more robust environment that facilitates better decision-making. Administrator Dickson introduced the Deputy Secretary of Transportation, Polly Trottenberg.

Deputy Secretary Trottenberg thanked the Board, Dr. Wilson, and other women who currently serve in FAA leadership roles. She noted that she is committed to increasing women's participation in aviation and is excited to be a part of today's WIAAB meeting.

Ms. Anderson read the required press disclaimer and livestream statement, as the meeting was live streamed on the FAA's YouTube, Facebook, and Twitter accounts. She also read the Federal Advisory Committee Act (FACA), Title 5, United States Code (5 U.S.C.); Appendix 2 (2007) statement. She introduced Dr. Wilson, WIAAB Chair.

Dr. Wilson thanked Ms. Anderson and emphasized the importance of the Board's work, particularly during a global pandemic. She reviewed the WIAAB tasking from Congress, and described the Board's progress in developing its final recommendations report. She recognized all 30 members of the Board and gave a special thanks to the writing team.

Ratification of Minutes

Dr. Wilson asked for a motion to accept the minutes from the December 1, 2021, meeting. Ms. Lindsey Dreiling motioned to accept the minutes, and Ms. Maryanne DeMarco seconded the motion. The WIAAB voted to ratify the minutes with no objections.

Meeting Packet

The March 21, 2022, WIAAB meeting packet can be found at:

https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/FINAL%20March%202022%20Meeting%20Packet.pdf.

Recommendations Report Discussion

Dr. Wilson stated that the title of the recommendations report is *Breaking Barriers for Women in Aviation; A Flight Plan for the Future*. She asked Ms. Beth Wilson to begin by describing the vision statement for the Board.

Ms. Wilson reviewed the Board's vision statement:

The WIAAB seeks to lead future generations to an industry that has attracted and retained the best possible talent. The result is an industry on the leading edge of safety, innovation, and profitability. Our purposeful attention to workplace culture, recruitment, retention, and advancement of women will improve access to all those seeking opportunities for satisfying careers.

She noted that the vision statement and recommendations create a pathway to a better and safer industry.

Ms. Kate Gebo summarized the expertise of the Board, noting that all members are industry or academic leaders. She described the varying backgrounds of Board members and emphasized that all members worked towards the same common goal.

Ms. Pam Williams summarized the significance of the Board's work and how people, things, and career paths are connected in the aviation industry. She used statistics to highlight the critical need to fill various career paths within the industry.

Ms. Lauren Lacey Haertlein described the Board's history, reality, and vision. She noted that the final report is over 70 pages, including work from each of the WIAAB subcommittees: Trends, Success Stories, Mentoring/Professional Development, and Training/Recruitment. Ms. Haertlein described the current state of the aviation industry to include gaps in gender data, barriers to entry for women into the aviation industry, and a misunderstanding of what attracts and deters women to aviation.

Ms. Kelly Jost continued describing the current state of the aviation industry and made note of why women get into aviation, what keeps them in the industry, and what drives them to leave. She indicated that women generally represent less than 20% of the aviation workforce. She stated that over time, the increase in women entering the aviation industry has been minuscule. Ms. Jost pointed out that women in minority groups, such as women of color, are vastly underrepresented in the aviation industry.

Dr. Becky Lutte emphasized three factors of the current state of aviation:

- The lack of women in aviation
- The lack of historical growth of women in aviation
- The lack of data

She reviewed data that showed huge gaps for women across all fields, particularly in senior leadership positions, airline pilots, and maintenance technicians. Dr. Lutte emphasized a need for more women in aviation and more purposeful data collection throughout the industry. She also mentioned the lack of racial and ethnic diversity within aviation.

Ms. Lindsey Dreiling emphasized that workplace culture is a primary deterrent for women to get into the aviation field. She characterized workplace culture as work-life-

family balance, not feeling seen or heard amongst male peers, not feeling safe (including sexual harassment), and gender bias and discrimination.

Dr. Karrie Dixon summarized the following barriers for women entering aviation: economic issues, family balance, lack of women leaders, and navigating negative workplace culture. She noted that the most significant reason women do not enter aviation is that they do not know what options are available. She further stated that most people believe aviation careers require proficiency in math and science. Dr. Dixon spoke on funding as a deterrent because proper flight training is expensive. Dr. Dixon stated that some women believe aviation careers require a certain level of physical strength. Because of this and other assumptions, some women are not interested in aviation. Dr. Dixon discussed possible solutions to these barriers to help recruit and retain more women in the industry. She noted that improved work conditions, safety, family-work balance, and leadership opportunities would help increase the number of women in the workforce.

Ms. Bobbi Wells reminded the Board that culture is divided into artifacts and aspects. She noted that creating a more welcoming aviation culture will help increase the number of women in the industry. She reviewed a barriers timeline model, a visual chart showing when, where, and how women encounter barriers. Ms. Wells noted that each barrier is an element of our current culture, and to help eliminate barriers, a culture change/changing how the system works is necessary. The timeline model shows barriers at different ages/stages of a woman's career, from toddler to retirement. She noted that representation through imagery/media/online and in real life; girls should be able to see themselves in aviation roles starting at a young age. Ms. Wells mentioned the increase of women in tech and noted that the aviation industry could achieve the same.

Ms. Crystal Barrois told an anecdote of a little girl who cannot find aviation books with girls in them, nor can she find aviation toys geared towards girls. The little girl asks her teacher about aviation careers, and her teacher has no aviation knowledge to offer her. As she gets older, the girl looks online for information on becoming a pilot. Her parents do not know where or how to get information, so she gets discouraged. Eventually, she learns about flight training, but her parents cannot afford it. She finds a way to fund training and is the only female in her training class. Despite this, she completes training and becomes a pilot. She is offered an ill-fitted uniform designed for a male. She gets pregnant, and the uniform does not fit her at all. Her career does not provide a maternity leave policy, so she must take a leave of absence to care for her newborn. The work-life obligations continue to become increasingly unbalanced, and she is forced to leave the industry. Ms. Barrois told this anecdote to represent some of the barriers to entry that cause women not to choose aviation or, worse, to leave the industry.

Ms. Barrois reviewed the *Flight Plan for the Future* the Board created to encourage systematic and cultural change. She noted that the Board's recommendations are the first step toward a shift, and members hope to develop a momentum for a cultural shift that is more inclusive of women. She noted that the flight plan is a 'how-to guide' to create the culture shift that starts at a leadership level. Ms. Barrois described an accelerated success

plan outlined in the flight plan, including the one-stop-shop for aviation information and zero tolerance for harassment and gender discrimination. She retold her original story using the recommended flight plan, and it eliminated barriers and provided inclusivity in the workplace specific to female needs.

Ms. Trish Gilbert outlined the WIAAB report, which includes 55 recommendations grouped into five areas: culture, recruitment, retention, advancement, and data- each of which she described. She noted that the culture section contains the most action from various people and entities to create gender-inclusive practices.

Ms. Rene Banglesdorf described the call to action and noted that the Board's recommendations are specifically addressed to:

- Congress,
- DOT and all other relevant government entities, including specifically FAA, and
- Industry (including companies, non-profits organizations, trade associations, and labor unions).

Ms. Banglesdorf noted that recommendations geared towards specific audiences are color-coded in the report.

Report

Ms. Amy Spowart noted that women have historically had to fit themselves into an organizational culture established within the industry, which favors those males in aviation. The WIAAB recommendations seek to create gender inclusiveness in workplace culture. She provided a high-level overview of the following recommendations addressing workplace culture:

1. Coordination of Non-profit Organizations
2. Annual Summit
3. Industry Certification Program
4. Aviation Careers Awareness
5. Visual Representation of Women
6. Words Matter
7. Uniforms That Fit for All
8. Leadership Commitment to Culture Change
9. Safety Management Systems
10. Industry-Wide Reporting Program to Address Gender Bias, Discrimination, and Sexual Harassment
11. Enhanced FAA Medical Process Information and Reporting Procedures for Inappropriate Medical Exam Actions
12. Investigation into Inappropriate Medical Exam Actions
13. Mental Health Services
14. Permanent Advisory Committee for Continued Focus on Cultural Change

Ms. Dana Donati and Ms. Suzanne Markle provided a high-level overview of the following recommendations addressing the recruitment of women into aviation:

15. Virtual Resource Center
16. Social Media and Influencer Network
17. Train the Workforce Trainers
18. Curriculum Development
19. High School to Post-Secondary Pathways
20. Transportation and Logistics Career Cluster
21. Volunteer Role Models
22. Immersive Aviation Confidence Camps
23. Internships and Field Experiences
24. Airport Recruitment Offices
25. High Demand Occupation List
26. State Industry Recognized Certification List
27. Transition from Military to Aviation Opportunities
28. Federal Financial Aid
29. Federal Grant Program for Minority Serving Institutions
30. FAA Workforce Development Grant
31. Grant Funding for Female Faculty and Staff
32. GI Bill Benefits
33. High School Cadet Program
34. Scholarship Program Toolkit for Aviation Industry to Create Their Own Program
35. Mentoring App Program

Ms. Jean Lydon-Rodgers provided a high-level overview of the following Board's recommendations that address retention and advancement:

36. Paid Parental and Family Leave
37. Joint Responsibility for Change
38. Schedule Flexibility and Accommodations
39. Childcare
40. Nursing Mother's Accommodations
41. Aviation in Federal Benefit Enhancements
42. Mentoring Programs for Women
43. Enhanced Airline Pilot Mentoring Programs
44. Support for Established Professional Development
45. Create Professional Development Programs
46. Communities of Support
47. Sponsorship

Ms. Maryanne DeMarco provided a high-level overview of the following recommendations that address data:

48. Expand FAA U.S. Civil Airmen Statistics
49. Industry Annual Public Reporting/Tracking of Data

50. Department of Transportation Annual Report on Workforce Data and Pay Parity
51. Department of Transportation Reporting Requirements
52. Transportation Research Board Report
53. Department of Labor Data Collection
54. Call for Further Research
55. FAA Report to Congress

Dr. Wilson noted that some recommendations are geared toward specific audiences, and others are geared towards multiple/all audiences. She opened the floor for any additional comments.

Ms. Candance McGraw complimented the Flight Plan and hopes to use that as a visual tool in the future. Ms. Wells emphasized that sustained change will take years and constant momentum to build.

Ms. Spowart pointed out a chart included in the report identifying various aviation fields and careers that cater to people with differing expertise. Ms. Gilbert stated that outreach and awareness to the public and social media can help get these recommendations implemented. Others agreed and emphasized that the calls to action affect people in various industries and levels.

Approval of Recommendations Report

Dr. Wilson asked for a motion to accept the recommendation report, subject to the correction of technical errors, for submission to the FAA. Dr. Dixon motioned to accept the report for submission, and Ms. Elise Eberwein seconded the motion. Dr. Wilson noted that Ms. Tammi Jo Shults could not attend today's meeting, but she previously gave her approval to accept the report. The Board accepted the report with no objections.

Adjournment

Ms. Anderson thanked the Board for their work and commitment, particularly in a virtual environment. She stated that the agency is excited to receive the report. Ms. Anderson reminded WIAAB that upon the submittal of its recommendations report to the FAA and Congress, the Board will sunset and will no longer exist. Dr. Wilson thanked everyone and adjourned the meeting at 10:58 AM ET.