

December 2021 Women in Aviation Advisory Board (WIAAB) Meeting

AGENDA

Heather Wilson, WIAAB Chair, and Angela Anderson, Designated Federal Officer

HOSTED AT: Virtual Platform (Zoom)

DATE: December 1, 2021

TIME: 9:00 AM to 12:00 PM Eastern Time

Topic	Facilitator
Call to Order Federal Advisory Committee Act (FACA) Official Statement	Angela Anderson
Opening Statement and Structure of Work	Heather Wilson
Approval of Minutes	Heather Wilson
Review of Advisory Board Mission/Tasks	
Vision	
Update on Report Status and Actions to Date	
Draft Report Review	
Break-10 min	
Draft Report Review	
Discussion	Heather Wilson
Adjourn	Heather Wilson & Angela Anderson

**Draft WOMEN IN AVIATION ADVISORY BOARD COMMITTEE
RECORD OF MEETING**

MEETING DATE: May 25, 2021

MEETING TIME: 9:00 AM – 3:30 PM EDT

LOCATION: The Women in Aviation Advisory Board (WIAAB or the Board) Committee 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 May 3, 2021, (86 FR 23485). Recordings of the meeting can be found at:
<https://youtu.be/BIsPz3OcKW0>
https://youtu.be/6_rDxnHWg0U

ATTENDEES:

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

Committee Members
Tracy Miller
Martha Morris
Kriya Shortt
Tammie Jo Shults
Amy Spowart
Bobbi Wells
Beth Wilson
Dr. Heather Wilson, Chair
FAA
Lindsey Aaronson
Angela Anderson, <i>Designated Federal Officer</i>
Thuy Cooper
Steve Custer
Aliah Duckett
Jack Fino
Aloha Ley
Brad Mims
Leslie Welch
Talisa White

The FAA live streamed this meeting on its social media platforms. As a result, the list of FAA and public attendees does not capture those individuals.

Welcome and Introduction

Ms. Angela Anderson, Designated Federal Officer (DFO), began the meeting at 9:00 a.m. by welcoming everyone to the public meeting and noting that this was the first WIAAB meeting since the administration changed.

Ms. Anderson read the required press disclaimer and the live stream 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 Mr. Brad Mims, FAA Deputy Administrator, for introductory remarks.

Deputy Administrator Mims thanked the WIAAB for their contributions and congratulated members on their individual personal successes. He spoke of the

importance of the role of women in his personal and professional life, and within the new administration. The Deputy Administrator stressed the importance of diversity, equity, and inclusion for creating a better aerospace system.

Dr. Heather Wilson, WIAAB Chair, thanked the Deputy Administrator for his introduction. She reviewed the WIAAB schedule, which includes a writing workshop in June and an in-person meeting in October.

Ratification of Minutes

Dr. Wilson asked for a motion to accept the minutes from the January 14, 2021, meeting. Ms. Bobbi Wells motioned to accept the minutes, and Dr. Becky Lutte seconded. The WIAAB voted to ratify the minutes with no objections.

Meeting Packet

The May 25, 2021, WIAAB meeting packet can be found at:
https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/WIAAB%20May%20Meeting%20Packet.pdf

Vision of the Board Statement

Ms. Rene Banglesdorf described the vision of the board statement. She emphasized the importance to define what success looks like and described a statement to help define success. The statement included –

- information on goals;
- ways to lead future generations into the industry;
- ways to attract and retain the best possible talent; and
- ways to improve safety and accelerate innovation to make a more accessible and diverse industry that sets the pace for other industries.

Dr. Wilson asked Ms. Banglesdorf to circulate the statement to the members for feedback.

Barriers & Solutions; Systems Timeline Model

Dr. Lutte discussed the Barriers & Solutions Systems timeline model. Dr. Lutte expressed her excitement for the work of the WIAAB to identify barriers for women in aviation and to develop recommendations for these barriers. She presented the draft Systems Timeline Model, which depicts the total experience of a woman in aviation from the first moment of her introduction to the career and throughout her career. Dr. Lutte noted that the model provides a system-level view and plots a plan for increasing the recruitment and retention of women in aviation. She noted the following presentations would be based on the model.

Dr. Lutte discussed the underrepresentation of women in many aviation occupations. The data shows that women represent less than 20% in the majority of aviation occupations. She noted that the greatest gaps in representation where women represent less than 10% are senior leadership positions, professional pilots, and maintenance technicians. Dr. Lutte shared a graph that reflected 15 years of data for a variety of areas in aviation such as pilots, flight instructors, mechanics, and students. The graph showed that over a 15-year period, change in the number of women in the areas is 1% or less.

Dr. Lutte reminded the Board that the Systems Timeline Model represents stages in a woman's experience in aviation. These stages include initial training, workforce entry, mid-level stage, and executive positions. She stated that the Board will use the model to discuss barriers and when those barriers are introduced in the system.

Barriers to the Recruitment and Retention of Women in Aviation

Ms. Wells spoke on the barriers to the recruitment and retention of women in aviation as it relates to the Systems Timeline Model. She described the barriers that women encounter at different phases of their lives and career.

- Age 0-10: stereotypes about the role of girls and the lack of visibility to aviation
- 11-18: stereotypes, focus on science, technology, engineering, and mathematics (STEM); lack of counselor and parent awareness; and tokenism (only one woman can succeed)
- Initial Training: perception of equality, credibility gap, lack of access to state programs, lack of role models, lack of support, lack of scholarships/financial aid
- Workforce Entry: pay disparity, hiring, leadership buy-in, lack of representation in executive leadership, collective bargaining, uniforms
- Mid-career: lack of leadership development, retention/promotion, lack of flexibility/inclusive policies
- Leadership/Executive: major hurdle jumping from mid-career level to leadership/executive level

The model described barriers women face at different phases of their life and career, from childhood, where they are taught and influenced about gender identity and bias from a very young age. She explained the need for special invitations, mentors, and role models that young girls need to gain exposure to areas such as aerospace. Ms. Wells stated that, if a young girl does not see a female in a leadership role, it is less likely she will see that role as an option for herself. She spoke on issues such as the pay gap for women, which often starts early on when they enter the workforce.

In response to a question, Ms. Wells noted that collective bargaining is generally policy based, and the population of women in the workforce is too small to affect policy. Ms. Trish Gilbert added that priorities for collective bargaining are based on demographics. Ms. Eberwein agreed that, if the population affected by the agreements are not women, then women's issues will not be a priority.

Ms. Wells noted the intention of the model is to create a clear ladder of opportunity, but there are larger hurdles to get to senior level positions. She noted the subcommittee is still analyzing these hurdles and welcome feedback on. Ms. Tracy Miller stated that women who start working, even as interns, may accept less pay from early on in their career and are likely to accept it throughout their career. Ms. Jean Lydon-Rodgers suggested considering each barrier individually to gauge priority.

Ms. Bernskoetter emphasized the importance of networking and encouraging young women to network. Ms. Kelly Jost noted that communities of support for women are very important, especially if a woman is the only one amongst her peers or colleagues. Ms. Candace McGraw suggested closing the last hurdle in the model to get women into the boardroom will be helpful for bigger policy changes.

Ms. Crystal Barrois asked about isolation versus tokenism. Ms. Banglesdorf explained that she believes isolation is internal (how you view yourself) and tokenism is external (how others view you).

Discussions continued about the model of barriers and different stages and priorities of each barrier. Ms. Kate Gebo stressed that women's voices on the union side are very important. Ms. Barrois agreed and stated it is vital to have women in leadership roles in unions for change to happen. Ms. Gilbert noted that unions will also receive the final recommendations sent to the FAA, and it is important for women to have voices, even when they are a small percentage of the population.

Ms. Barrois noted that men may also need help or training because they can sometimes feel uncomfortable around women in a professional setting. Ms. Bernskoetter emphasized the importance of feeling seen, and Ms. Barrois stated that policy changes need to happen for women to feel and be seen on equal level. Others agreed that more women need to be in negotiating roles. Dr. Wilson suggested thinking of women in leadership roles, in a variety of contexts, beyond being an executive or at a board meeting.

Recommendations for Enhancing Recruitment and Retention of Women in Aviation

Ms. Barrois discussed recommendations for enhancing recruitment and retention of women in aviation. Ms. Barrois described the recommendations as interventions at each stage in the Systems Timeline Model.

Ms. Barrois stressed the importance of the subcommittees working together to create the best recommendations for Congress, DOT, and FAA. She asked that members consider if these recommendations/interventions are agreeable and to consider anything that may be missing.

Ms. Barrois noted that the recommendations were categorized into nine areas. Following is a summary of the discussion on the nine areas

1. Educational Institutes and Educators / Counselors

Many members contributed to the discussion on the topic of educational institutes and educators/counselors. A summary of the conversations included:

- discussions describing Career and Technical (CTE) courses, expectations of internships and the role of third parties
- ideas to partner with schools, community colleges, and universities,
- suggestions to provide structural guidance to establish intentional invitations to careers in aviation, noting that broad recommendations would allow for more follow through and guidance later.
- the importance of communication from the state and federal levels into schools and programs (like CTE programs), and
- the importance of establishing blueprint of partnership in the recommendations.

2. Role Models

Ms. Barrios noted that role models come in at all stages of the intervention model. Dr. Wilson emphasized the importance of women at all levels, from childhood, to know there is a pathway for them because they see successful women around them. Ms. Barrois agreed and stated that the recommendations are to get away from both tokenism and isolationism for women. Everyone agreed on the importance of role models to get women more involved in aviation.

3. Outreach/Awareness

Ms. Trish Gilbert suggested breaking up recommendations by levels or stages of influence. Dr. Wilson noted that some further analysis may have to be done to create these ideas into recommendations.

Conversations continued about the difference between outreach and professional development and how subcommittee groups will work together for topics that overlap. Options for the 'one-stop shop' resource of information was also referenced from the last meeting. A member suggested using a mentoring app tailored to aviation that already has algorithms in place for matching mentees to role models. Someone asked about funding for the app, and Ms. Lydon- Rodgers noted that funding needs to be discussed further. Ms. Barrois suggested asking Congress or the FAA for funding.

A member noted that outreach is not just about awareness, but it is also about empowerment. Ms. Spowart stated that the Board is leading the way, are role models themselves, and have had a large positive impact on her. Ms. Shults noted that camps and recommendations should be action filled to instill confidence in young women.

4. Cost

The members discussed the funding source for recommendations. Dr. Wilson noted that the Board has been tasked to recommend how to change an industry, so they should not shy away from expressing the costs associated with the recommendations.

Dr. Lutte expressed the need for funding on multiple levels, including getting access to funding to diverse groups of women at young ages. Ms. Donati agreed and expressed concerns with current grant and scholarship programs.

Discussions around costs continued, including the role of nonprofits, and the funding for specific events. Conversations continued about funding resources that are currently available and what kind of outreach is being done to support those existing efforts.

Ms. Wells noted that an infrastructure of opportunities to establish and continue data gathering collection efforts still needs to be taken into consideration, both as a task and as a cost.

Ms. Beth Wilson talked about her experience with engaging youth and with logistics like travel, lunches, and other unexpected costs.

5. Community

Ms. Tracy Miller asked how the WIAAB defines community. Ms. Gilbert described community as the opposite of the isolation effect - as a network and a support system. Dr. Wilson commented that recommendations should not only have Congress and the FAA in mind, but also the industry. She noted that organizations and corporations and their support within the recommendations will be very helpful.

Members mentioned affinity groups, and one member asked if affinity groups and nonprofit organizations were the same thing. Dr. Wilson confirmed that they are not the same and described an affinity group as a group that gets together for a sense of networking or community and is not a nonprofit organization. Ms. Miller noted that affiliation with both, affinity groups and nonprofit organizations, would be helpful to the recommendations.

Ms. Lindsey Dreiling suggested watching and using success stories, within aviation, and within other industries, as a good tool to keep in mind. Ms. Spowart expressed some difficulties in her nonprofit experience.

6. Culture

Ms. Wells emphasized that the recommendations are based upon building a structure for change.

Ms. Banglesdorf noted some overlap and conflicting language in the recommendations that will require collaboration by the subcommittees.

7. Leadership Commitment

Ms. Bernskoetter suggested some language changes to recommendations, and Ms. Gilbert confirmed she noted the suggested changes.

Discussions continued about federal, state, and leadership commitment programs from organizations and companies. Possibilities of a mentorship certification program were brought up. The theme of “you have to see it to be it” continued amongst the conversation. Topics such as microaggressions, safety, and the way they relate to each other are key components to explore in order to change long established cultures.

8. Data

Ms. Miller described a report updated in 2018 geared toward safety and homeland security. She explained the workforce shortages in aviation and how women can help fill the gaps. She suggested having a new approach reporting and recruiting.

Ms. Shults spoke on skewed data in hiring and in overall percentage rates, and she emphasized the need to ask all the right questions to gather data correctly.

9. Family Friendly Policies

Ms. Shults recommended a language change under the breastfeeding portion of the recommendations. Ms. Barrois noted that the specific language was based on a barrier, and she is open to further discussion. Ms. Bernskoetter noted that breastfeeding is part of a bigger issue, highlighting the need for policy changes that offer new moms the option to take time off.

Culture Change Model

Ms. Wells discussed the culture change model and defined culture as the totality of learned and socially transmitted behaviors. Ms. Wells described the internal element of culture, which she referred to as aspects. She noted that aspects are characterized by one’s beliefs, values and attitudes. Ms. Wells then began to describe artifacts or the external element of culture, and emphasized that words matter, especially in policy. She spoke on the importance of culture being inviting to women of all ages. Ms. Wells described a culture change model to drive change and possible associated challenges. The model described an “old” culture sequence that listed ‘beliefs’ lead to ‘values and attitude’, which lead to ‘actions and behavior’ reversed as a “new” sequence that develops from ‘actions and behavior’, which lead to ‘values’ and then establish ‘attitude to beliefs.’

Report Outline & Prepare Plans for Writer’s Workshop

Ms. Donati discussed the writer's workshop and stated that the goal of the workshop is to breakdown the recommendations. Ms. Donati highlighted the objectives for the writers workshop, which are to reflect on the writing process and develop strategies to help the committee begin writing, shape the plan to provide a proper response to Congress, FAA and DOT and generate ideas as it relates to the subcommittee's current work. She said the workshop would help identify timelines and questions that have come up. Ms. Banglesdorf noted that it is important to paint a clear vision early in the report and that she believes a broader perspective leaves room for change. Others agreed that specific details could be added later, and Ms. Suzanne Markle asked if there was any frame of reference document for what a successful recommendation report looks like. Ms. Donati said she would see if there was a good example or a template that can be used.

Ms. Donati spoke on the overlap of topics that run across multiple subcommittees. Ms. Barrois stated that the need for action is timely and that the report should indicate early on that these changes are imperative to safety and to the industry.

Ms. Karrie Dixon suggested that the report include a budget or an approximation of costs for the FAA to implement these recommendations. She noted that there would be recurring and one-time costs associated with the recommendations.

Ms. Wells suggested categorizing recommendations by timeline, short term and long term, and the level of effort it would take to implement each. Ms. Gilbert suggested targeting specific audiences based on topics of different pieces of the report.

Ms. Barrois asked about strategies to determine cost analysis and suggested it may be too big of an ask at this time. Dr. Lutte and others agreed.

Ms. Gilbert suggested that it was important to note the effect the pandemic has had on the industry and on women.

Ms. Donati stated the draft outline will be sent to members, and after the outline is created, individual members will be delegated with specific tasks.

Open Discussion

Dr. Wilson asked if anyone had any questions or feedback they would like to share. Ms. Spowart noted that there were some overlapping recommendations from the differing subcommittees, some of which were not included in today's draft presentation.

Ms. Beth Wilson asked about the Board's charter. Dr. Wilson noted that the FAA is in the process of renewing the charter, and she can raise the issue when she meets with Administrator Steve Dickson on June 1. Ms. Anderson noted that a Federal advisory committee charter is granted for 2 years.

Ms. McKay asked if members could have a subcommittee meeting to discuss topic overlaps and discuss best ways to capture all relevant ideas in the recommendation report.

Ms. Kelly Jost posed the question as to whether the Board had designated anyone to publish the report and create the related infographics for the report.

The Board discussed requesting an extension for submitting the recommendation report. Dr. Wilson suggested a 4-month extension, which would allow the Board to submit the recommendation report in March 2022. Ms. Anderson stated that the Board would not need to request an extension, as the FAA expects the Board to submit the recommendation report in first quarter 2022. Dr. Wilson stated that she would check with the FAA Administrator for clarity.

Ms. Jost asked if FAA-affiliated group members can apply for grants within the FAA for funding towards WIAAB recommendations. Ms. Anderson noted that she would get more information and report back.

The Board discussed the steps that could be taken to ensure that the report garners attention and is impactful. Dr. Wilson asked member who are willing to help with outreach, including communicating with Congress, to contact her.

Dr. Lutte asked members what the best way to move forward in gaining consensus on the draft recommendations. Dr. Wilson suggested recommendations should be ready by October 2021. She noted that minority dissenting opinions are okay, but the Board should discuss any major issues.

Ms. Wells advocated for another full group meeting. Dr. Wilson reminded the members that the Board would have a June workshop and October meeting. She noted the Board can consider adding a meeting in August.

Adjournment

Dr. Wilson adjourned the meeting at 2:34 pm.