

# NO GOING BACK TOOLBOX SUITE

PREPARING TRADE UNIONS  
FOR TIMES OF CRISIS IN AVIATION



# BACKGROUND

This **Toolbox Suite** is one of the outcomes of the ETF project “No going back: Protecting rights and promoting social dialogue in aviation through times of crisis” (NGB Project).

This EU-funded project was developed under the immediate impression of the Covid-19 pandemic and its violent impact on the aviation sector, particularly on aviation workers and their unions. Many trade unions were unprepared for such an unprecedented disruption of the entire industry and the consequent reactions of employers. Within the ETF Civil Aviation Section, we learned that impacts on workers were often less severe in countries with better practices of social dialogue, established professional relationships between stakeholders, approachable regulatory and governmental bodies, and unions more prepared to act immediately.

The NGB Project was therefore designed to empower trade unions and workers’ representatives in their capacity to react to crises. Amongst other crisis management tools, a particular focus was given to the development of trade unions’ capacity to engage in dialogue with stakeholders and partners, such as governments, employers and other allies, in the specific context of a crisis. This is a capacity that demands serious attention in a time where crises have become more of a rule than an exemption in the aviation sector.

This Toolbox Suite is the Part 2 of the **NGB Trade Union Guide** (available, in English, at [etf-europe.org](http://etf-europe.org)), that compiles some of the material developed throughout the two years of the NGB Project (2023/2024). These toolboxes, distributed in 11 languages, have been created and tested together with trade union representatives from the civil aviation sector across Europe.

# INTRODUCTION

This **Toolbox Suite** has been developed to help you and your organisation address ongoing crises and prepare for the ones to come. By filling in these toolboxes, you will be gathering the necessary information to better plan and react to crises in the interest of your members.

This suite is composed of three toolboxes, each one to be used at different moments of your struggle against a crisis:

## **TOOLBOX 1: Database for crisis preparedness**

To be maintained throughout time, ready for action when a crisis arrives.

## **TOOLBOX 2: A crisis comes**

To fill in at the moment when a real crisis arrives or it is expected shortly.

## **TOOLBOX 3: Tackling the crisis**

To be used while you tackle a specific crisis.



# TOOLBOX 1

## DATABASE FOR CRISIS PREPAREDNESS

Creating and maintaining a Database for Crisis Preparedness will be crucial for your ability as an organisation to react quickly and effectively to a new crisis.

Tackling a crisis demands collective action. In order to initiate collective work in such a time, you need to have a ready database compiling the roles, details and contacts of all important actors in the struggle, starting by your own members but also looking into your other allies and employer(s). Secondly, understanding your political and economic context, as well as the potential crises that may emerge, will also boost your ability to anticipate and act efficiently when needed. This includes being aware of the potential of social dialogue to reach your objectives. Lastly, you are highly advised to nominate a team for crisis prevention.

If your organisation already has a database such as this one, you can still use this toolbox as inspiration to complete or rethink your existing database.

## 1.1 KNOW OUR PEOPLE

| Our members | Professional categories we represent | Region(s) / Airport(s) | Leading reps<br>(names, roles, contacts) |
|-------------|--------------------------------------|------------------------|--|
|             |                                      |                        |  |

| Our social media / online platforms / methods of communication |
|--|
|  |

For more details, see Annexes 4, 5 and 6 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 1.2 KNOW OUR EMPLOYERS

| Our employer(s) | Area(s) of business | Region(s) / Airport(s) | Contact points<br>(names, roles, contacts) |
|-----------------|---------------------|------------------------|--|
|                 |                     |                        |  |

| Our employer(s) | Established consultation and dialogue procedures/platforms |
|-----------------|--|
|                 |  |

| Our employer(s) | Information on Collective Labour Agreement(s) |
|-----------------|---|
|                 |   |

For more details, see Annex 4 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 1.3 KNOW OUR ALLIES

| Our established allies   |                           |                  |   |
|--|---------------------------|------------------|---|
| Unions and Union Federations   | Economic sectors          | Country / Region | Contact points (names, roles, contacts) |
|  |                           |                  |   |
| Political Actors (national and international)                            | Political Areas/Interests | Country / Region | Contact points                          |
|  |                           |                  |   |
| Civil Society, NGOs and International Organizations (EASA, ILO, ICAO...) | Area(s) of activity       | Country / Region | Contact points                          |
|  |                           |                  |   |

| Our opportunities for collaboration/participation with the ETF | Contact points (names, roles, contacts) |
|--|---|
|  |   |

For more details, see Annex 4 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 1.4 KNOW OUR POLITICAL SITUATION

| Our political and economic context at the national level | Our political and economic context at the international level |
|--|---|
|  |   |

| Our challenges/disadvantages in the current political context | Our opportunities/advantages in the current political context |
|---|---|
|   |   |

## 1.5 SOCIAL DIALOGUE

\* Please consider “**social dialogue**” as any form of platform or regular meetings taking place between you, employers and/or government officials, all at the same time or separately. The goal here is to be aware of which ways for dialogue are already established, and to assess them.

| Opportunities/platforms for social dialogue at the national level | Our interlocutors in these opportunities/platforms | Interests represented by our interlocutors | Contact points (names, roles, contacts) |
|---|--|--|---|
|   |  |  |   |

| Our evaluation of social dialogue at the national level |                          |
|---|--------------------------|
| Achievements / Advantages                               | Failures / Disadvantages |
|   |                          |

| Our evaluation of social dialogue at the European level |                          |
|---|--------------------------|
| Achievements / Advantages                               | Failures / Disadvantages |
|   |                          |

For more details, see Annexes 4 and 9 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))



## 1.6 POSSIBLE FUTURE CRISES

| Possible future crises/disruptions | Possible consequences for aviation workers | Other possible impacts on aviation |
|------------------------------------|--|------------------------------------|
|                                    |  |                                    |

*For more details, see Annex 2 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))*

## 1.7 DESIGNATE A TEAM FOR CRISIS PREVENTION

| Name | Role in crisis prevention team (manager, internal outreach, communication...) | Contacts |
|------|---|----------|
|      |   |          |



# TOOLBOX 2

## A CRISIS COMES

Once a specific crisis arrives or you see it coming in the horizon, it is time to focus on the specific challenges you are going to face and prepare your strategy. If you have previously prepared a Database for Crisis Preparedness (Toolbox 1), you should start by recovering and updating all the gathered information.

This toolbox is divided into **DIAGNOSIS** and **STRATEGY**. To tackle a crisis that has just arrived, you should first identify and preview its relevant consequences. These include, first and foremost, the impacts on your members, but also the impacts on the aviation sector as a whole and, ultimately, society and the economy. Once this diagnosis has been done, you can start planning your strategy, which requires action and communication plans, as detailed as possible. Once again, tackling a crisis requires collective efforts, and identifying new allies for the implementation of your strategy can be a decisive factor.

During the crisis, this toolbox should be revisited and redone as many times as necessary, jointly with *Toolbox 3 – Tackling the crisis*.

## 2.1 DIAGNOSIS: IMPACTS OF THE CRISIS ON OUR MEMBERS

| Problems and challenges | Regions, Airports, Routes | Members affected | Consequences for our members |
|-------------------------|---------------------------|------------------|------------------------------|
|                         |                           |                  |                              |

For more details, see Annexes 1 and 7 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 2.2 DIAGNOSIS: OTHER IMPACTS IN THE AVIATION SECTOR

| Other technical/safety impacts within aviation | Employers affected | Allies affected |
|--|--------------------|-----------------|
|  |                    |                 |

| Other social impacts within aviation | Employers affected | Allies affected |
|--------------------------------------|--------------------|-----------------|
|                                      |                    |                 |

For more details, see Annexes 1 and 7 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 2.3. DIAGNOSIS: OTHER IMPACTS IN SOCIETY/ECONOMY

| Other relevant impacts in society and the economy | Countries, regions affected |
|---|-----------------------------|
|   |                             |

For more details, see Annexes 1 and 7 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 2.4 STRATEGY: ACTION PLAN

| How to tackle ongoing impacts and prevent escalation? |                    |
|---|--------------------|
| Problems and challenges                               | Proposed solutions |
|   |                    |

| List of necessary actions | Deadline | Responsible person(s) |
|---------------------------|----------|-----------------------|
|                           |          |                       |

For more details, see Annexes 1, 2 and 3 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 2.5 STRATEGY: COMMUNICATION PLAN

| Internal communication |  |  |
|------------------------|--|--|
| Our members            | How to reach them?<br>(social media, online platforms,<br>other methods) | Responsible reps<br>(names, roles, contacts) |
|                        |  |  |

| External communication |   |
|------------------------|---|
| Who to target?         | How to reach them?<br>(social media, online platforms, other methods) |
|                        |   |

For more details, see Annex 5 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

## 2.6 STRATEGY: POTENTIAL ALLIES

| Potential allies in implementing our strategy                            |                           |                  |   |
|--|---------------------------|------------------|---|
| Unions and Union Federations   | Economic sectors          | Country / Region | Contact points (names, roles, contacts) |
|  |                           |                  |   |
| Political Actors (national and international)                            | Political Areas/Interests | Country / Region | Contact points                          |
|  |                           |                  |   |
| Civil Society, NGOs and International Organizations (EASA, ILO, ICAO...) | Area(s) of activity       | Country / Region | Contact points                          |
|  |                           |                  |   |

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# TOOLBOX 3

## TACKLING THE CRISIS

The purpose of this toolbox is to help you keeping up with developments during a crisis. In such troubling times, it is important to keep gathering as much data as possible through your members and other sources, so that you never lose the full picture of the crisis you are facing. Keeping a wide understanding of developments – political, social, economic, and technological – will allow you to better anticipate new challenges as you go, and target your actions more accurately.

Registering your achievements and shortcomings on a regular basis is a good way of keeping assessing your strategy and preparing timely adjustments. Through this continuing evaluation and the brainstorming of new actions and allies, you may find the need to go back to *Toolbox 2 – A crisis comes*, adjust your plan and restart your efforts with renovated energy.



### 3.1 REGISTER DEVELOPMENTS AND DATA

| New crisis developments | Relevant data |
|-------------------------|---------------|
|                         |               |

For more details, see Annex 3 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

### 3.2 ASSESS AND REVIEW THE STRATEGY

| Our achievements so far | Impact on our members | How to keep in the right track |
|-------------------------|-----------------------|--------------------------------|
|                         |                       |                                |

| What is not working so far | Impact on our members | What can we change? |
|----------------------------|-----------------------|---------------------|
|                            |                       |                     |

| Actions still not tried | Potential allies still not contacted |
|-------------------------|--------------------------------------|
|                         |                                      |

For more details, see Annexes 2 and 3 of the **NGB Trade Union Guide** (available at [etf-europe.org](http://etf-europe.org))

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