



Jerry Glass serves as President of F&H Solutions Group LLC. He rejoined the consulting firm in October 2005 after serving as Executive Vice President and Chief Human Resources Officer at US Airways from April 2002 until September 2005, where he had overall responsibility for labor relations, human resources, policy and compliance, benefits, compensation, recruiting, and corporate learning and development.

A recognized expert in labor relations with extensive experience as a negotiator, advisor and analyst, Jerry has served as chief negotiator for more than 80 different labor agreements in the airline, railroad and manufacturing industries. He has dealt with some of the most complex and difficult issues facing corporate America including defined benefit, retiree medical, lost time (sick leave, FMLA, disability, worker's compensation) and health and welfare issues. He has also advised clients on negotiation strategies and contract proposals, and has extensive experience in conducting comparative studies of various industry agreements, including pay, practices and procedures and benefit plans. In addition, Jerry has provided industry analysis on labor negotiations and settlements for investment banks, financial services institutions and other non-airline companies. He has also represented investors and corporations in mergers and acquisitions in several industries, with primary responsibility for conducting due diligence on labor issues, negotiating consolidated collective bargaining agreements involving several companies, and advising merged companies on overall labor and employee relations strategy.

Prior to founding J. Glass & Associates, Jerry served from 1980 to 1989 with the Airline Industrial Relations Conference, the labor policy and information exchange organization of United States scheduled airlines, holding several senior positions, including Vice President, Secretary-Treasurer and Director, Labor Relations Research. He reported to the chief labor relations officers, as well as the Presidents and CEOs of 22 airlines. He was responsible for keeping the members abreast of changes in labor agreements, contract negotiations and trends in collective bargaining. Jerry produced a wide range of materials used by senior management and their staff to assess intra-industry developments in pay, working conditions, and benefits. He has also served as assistant to the Director of Economic Studies for the American Association of University Professors.

Jerry has been quoted in hundreds of newspaper and magazine articles, and been interviewed on numerous radio and television programs involving various labor and employment-related matters. In addition, he is a frequently requested speaker and has addressed issues including pay and labor markets in a global era, costing out of labor contracts, and future trends in health and welfare benefit plans. He recently

was a contributor to a book on Human Capital Management. His chapter, "Focusing on Internal Resources," was published by Aspatore Books.

Jerry, a graduate of Boston University, holds an M.P.A. with a major in management science from The George Washington University.

WASHINGTON, DC OFFICE:

1300 19th Street, N.W., Suite 700

Washington, DC 20036

Direct: 202.719.2060

Fax: 202.719.2077

jglass@fhsolutionsgroup.com