

CHECK (OUT THESE) LISTS

ALPA history boiled down. There are thousands of ways to report history. Most have been tried when it comes to the rich past of ALPA. Here's one we haven't seen. It's a handful of lists, based on the consensus input of a raft of ALPA veterans—pilots, staffers, and outside observers. It's not meant to be authoritative; it's meant to start debate and pique some curiosity. Enjoy...

9 Key Men (and 1 Key Woman) Who Helped Get Us Here

Capt. Dave Behncke (United)

First president and force behind ALPA's start. Left his mark on the airline piloting profession, the union, the airline business, and the interface between airlines and the U.S. government.

Fiorello La Guardia Mayor of New York City during ALPA's formative years. His strong public support for ALPA and airline pilots during the Great Depression was crucial to legitimizing the work of the Association.

Capt. Clancy Sayen (Braniff)

Second ALPA president. He managed to hold ALPA together in the wake of Capt. Behncke's difficult departure. Built on the legacy and moved the union into the jet age.

Capt. Bobby Rohan (National)

Renaissance Man. Helped make sure ALPA stayed at National after difficult strike. Served on Turbo-Prop and Jet Study Committee, which studied pay for pilots flying jets. Chaired the Committee of Fifteen, tasked to investigate

President Ruby's performance. Led fight to oppose FAA Administrator Quesada's insistence that checkrides include approaches to stalls.

Henry Weiss New York labor lawyer selected by Behncke to represent ALPA during TWA strike in 1946.



He served as ALPA general counsel for decades and shaped the way that the Railway Labor Act is applied to airline pilots.

George Meany Iconic president of AFL-CIO, Meany eased ALPA's entrance into mainstream of labor movement. ALPA continues to play outsized role (based on membership totals) within the largest U.S. labor organization.

Howard Pike ALPA general manager for more than 25 years (retiring in 1998). Through an endless series of financial maneuvers, he managed to keep the Association afloat as it

grappled with deregulation and extensive concessionary negotiations.

First female airline pilot

Many stories exist about who the first female airline pilot was and when she arrived on the scene, so we won't try to pick a winner. But somewhere on an unknown day, she entered the cockpit, greeted the captain, and got to work.

Capt. Bob Kehs (Northwest)

Only winner of the Dave Behncke Award, ALPA's highest honor. His consistent advocacy for fellow pilots and his expertise in collective bargaining and strike preparations have provided invaluable help to many pilot groups.

Capt. Paul McCarthy (Delta)

Long-time safety volunteer. He capped his ALPA tenure as the head of the Air Safety Structure. His leadership was key to making the One Level of Safety campaign a success. Made ALPA a player in the international safety and accident investigation communities. ●



Mayor La Guardia and Capt. Behncke lead Labor Day parade in New York City.

The Rogues Gallery: The Top 5 Villains



Frank Lorenzo His one-dimensional strategy to destroy labor unions at his airlines led to the abrogation of labor contracts during the Continental bankruptcy (1983) and the loss of ALPA representation, along with the bankruptcy and demise of Eastern. His

bankruptcy strategies led to ALPA's successful efforts to get the bankruptcy code revised with the 1113 process, which requires management to make proposals, provide information, and negotiate under the supervision of a bankruptcy judge. Only executive banned from the U.S. airline industry.

Carl Icahn Bought TWA in the mid-1980s and systematically sucked the assets out of the airline. His long-term euthanasia of a proud brand destroyed the airline and left a generation of TWA pilots disgusted and distrustful.

Dick Ferris CEO of United in the 1980s. He set up a holding

company and diverted resources from the airline to other travel-related companies and was CEO through the 1985 ALPA strike.

The Terrorist Since the late 1950s, criminals have sought to leverage the spectacular potential of airline disaster to advance their twisted agendas. The events of 9/11 killed thousands and hit the airline industry hard; billions are now spent on security.

E.L. Cord Mogul of early 20th century and union buster of the early days of ALPA. He couldn't stomach the thought that pilots might have a say in their own futures. ●

3 Low Points that St...

American pilots leaving ALPA

In 1963, as a result of a personality conflict among national ALPA leaders, the pilots of American Airlines left ALPA. The Allied Pilots Association has gone its own way for more than four decades. Hard to calculate what this has cost airline safety, contract improvements, and political clout—but the cost is high.

Eastern strike After having lost to Lorenzo once at Continental, ALPA knew he would attempt to hire replacements and fly through a strike. Despite getting the bankruptcy court to agree to hire an examiner to investigate upstreaming

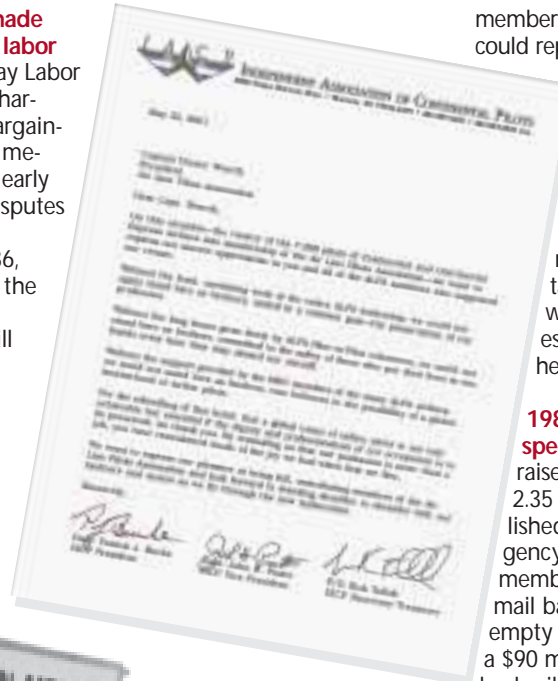


5 Moments that Made All the Difference

Decision 83 In May 1934, the National Labor Board issued Decision 83, which set maximum flying time for airline pilots at 85 hours per month and established base hourly pay at \$1,600 per year, which increased with the speed of the aircraft, with a small mileage increment. Capt. Behncke and fellow ALPA members had successfully lobbied the NLB for this cornerstone of the modern system of airline pilot compensation.

Railway Labor Act made applicable to airline labor relations The Railway Labor Act, passed in 1926, harnessed collective bargaining, arbitration, and mediation, rather than early strikes, to resolve disputes between labor and management. In 1936, Congress amended the RLA to apply to the airline industry—still ALPA's signature lobbying victory.

Southern Airways strike In 1960, Eisenhower-appointed Civil Aeronautics Board



members ruled that Southern could replace all the striking pilots and continue operations as normal. After the 1960 election, President Kennedy appointed a task force whose report helped make management take back all the pilots who struck, a precedent essential to making self-help effective.

1985 Board of Directors special meeting The BOD raised dues from 1.35 to 2.35 percent and established the Major Contingency Fund, and ALPA members approved it in a mail ballot. From a virtually empty reserve, ALPA now has a \$90 million war chest to back pilot groups in battle.

Pilot Unity Resolution During the 2000 BOD, ALPA's president, Capt. Woerth, convinced the Board to recognize that the world has changed, and that the union needed to get past scab and other issues to make future union mergers possible. The resolution led to Continental and FedEx Express pilots rejoining ALPA. ●



ill Hurt



of cash and asset transfers, ALPA success depended on finding alternative owners. When negotiations with the separate Uberroth- and Richie-led buyout efforts failed in June 1989, Lorenzo had won. Eastern pilots and ALPA had lost.

Pension terminations The single biggest loss in the Association's history, which transcended corporate boundaries. ALPA was a voice in the wilderness telling Congress in 2002 of the severity of the problem. Band-Aids came too little, too late, as management abandoned pensions at US Airways, United, and Delta. ●

4 ALPA Facts the World Should Know



Lobbying: ALPA is considered the sole voice of the airline piloting profession.

ALPA's financial success since 9/11 Despite losing one-quarter of its revenue, ALPA has remained in the black and continues to deliver the services its members need and deserve.

ALPA's lobbying success ALPA's expertise, connections, and bipartisan approach have made it the most successful union in securing legislative victories in a Republican-controlled Congress. ALPA is considered the sole voice of the piloting profession.

What ALPA has prevented since 2001 While not quite

history, and despite the fact that it is impossible both to measure and to communicate, ALPA's resources and strategies kept things from being worse in this concessionary period.

Approximately 30 percent of ALPA's administrative account is devoted to safety and security work All of the airlines, in spite of industrial differences, recognize and benefit from ALPA's safety and security work. This is even more true as airlines have trimmed their own safety and security staffs. ●

5 Unsung ALPA Heroes

Capt. Frank Mayne (Delta)

Long-time chairman of ALPA's Education Committee, executive vice-president, and holder of other offices in ALPA. His focus on education and building relationships and awareness about ALPA with prospective pilots transformed how the union brings in new members.

Capt. Steve Luckey (North-west)

Chairman of the ALPA National Security Committee after 9/11. Put ALPA front and center on aviation security issues. Force behind the Federal Flight Deck Officer program and strong relationship with Transportation Security Administration.

Harold Marthinsen Director of ALPA's Accident Investigation Department, 1982-1993. Saved careers and reputations of dozens of pilots involved in accidents, incidents, and enforcement actions. Never gave up defending the members and the profession, setting the standard for all who succeed him.

Capt. Rick Dubinsky (United)

Strike chairman and MEC chairman at United in the



Capt. Rick Dubinsky (United)

1980s and early 1990s, Dubinsky ran the successful strike in 1985 and was the original proponent of the United ESOP. His dogged leadership during crisis is the standard for all ALPA war-time leaders to emulate.

Capt. Bill Brown (Delta)

Delta MEC chairman who championed leadership training for newly elected ALPA representatives. His legacy has touched hundreds of pilots who serve their peers in difficult and stressful circumstances. ●



Capt. Steve Luckey
testifies on Capitol Hill

5 Safety/Security Victories that Affect You on the Line



Aircraft rescue and fire-fighting standards (U.S. and Canadian airports) ALPA's long history of spearheading collaborative efforts to enhance detection and response to in-flight fires paid off in a standardized checklist to help crews quickly determine the nature and intensity of a fire threat. ALPA continues to work to enhance detection and response to inflight smoke, fumes, and fires.

Ground proximity warning systems With this key technology in place, after ALPA worked long and hard to get GPWS and subsequent enhancements installed, controlled flight into terrain (CFIT) became far less common.

One Level of Safety Since the mid-1980s, ALPA has been pushing for federal aviation regulations to require the same high safety standards on all airline flights—regardless of the size of the aircraft, the number of passengers, or the cargo load.

Extended-range twin-engine operations Once TWA began flying extended-range twin-engine operations, or ETOPS, in B-767s across the North Atlantic in 1985, ALPA worked to make flying long-distance routes over water, deserts, or remote polar areas safer. ALPA worked to put better

maintenance-reporting, tracking, and checking procedures in place and dramatically improved minimum equipment required for ETOPS.

Federal Flight Deck Officers On Sept. 25, 2001, just 2 weeks after the 9/11 terrorist attacks, ALPA became the first major organization to call for a program to train and arm airline pilots.

ALPA's proposal, presented at congressional hearings, had four basic principles: the program must be voluntary; applicants would undergo the same screening and background checks as federal law enforcement officers; they would receive intensive training at a federal training center; and successful candidates would be sworn in as federal law enforcement agents. ●



Pilots receive FFDO training

4 Major Safety/Security Challenges ALPA Continues to Tackle



Flight-time/duty-time rules An issue from Day One. The mix of concerns may differ, but pilots in Canada and the U.S. would like to see common-sense rulemaking to keep them rested and alert during every moment of every leg.

NASMOD Modernizing and upgrading the National

Airspace System is crucial to the U.S. airline industry's financial fortunes—20th-century radar-based air traffic control systems limp along, stealing money from spaced-

based systems that could unlock gridlock.

Biometric screening Removing prescreened pilots from the traditional passenger screening process through a secure identification card will increase screening efficiencies and security in a cost-effective manner. It will also treat pilots with deserved dignity.

Unmanned aerial systems These pilotless aircraft pose a threat in the airspace, and they represent a Darwinian progression from three pilots to two pilots to one pilot to a "pilot" operating from the ground. Pay attention to this one. ●



5 Airlines We Really Miss

Eastern Eastern was one of the original "Big Four"—the four large, full-sized passenger air carriers that evolved

Airlines, after a rival bid from American Airlines. ALPA looks forward to the possibility of joining with Air Canada pilots

TWA Another of the original four passenger airlines that put air transportation on the map in the U.S., TWA was a

Pan American World Airways Pan Am taught the world to fly. Beginning in the 1930s, the airline became a cultural icon for modern air transportation and, according to many, took a place in history books as the unofficial U.S. flagship carrier. Pan Am set the standard for international air travel, making jet aircraft and computerized reservations commonplace throughout the industry. The terrorist bombing of Pan Am Flight 103 above Lockerbie, Scotland, in 1988 foreshadowed how terrorism would affect the airline industry and contributed to Pan Am's eventual demise in 1991. ●



from the historic mail carriers in the 1930s to become the foundation of the U.S. airline industry. As the carriers established their niches, Eastern eventually grew to be the largest passenger airline in the free world. Eastern pioneered "air shuttle" service with hourly, guaranteed departures between Washington National and LaGuardia.

Canadian Canadian Airlines International resulted from the 1987 merger of five of Canada's leading airlines. At its peak, Canadian Airlines served 105 destinations in Canada, more than any other airline, and served many Asian destinations as well. In 2000, Air Canada acquired Canadian

to continuing to advance pilots' interests as well as aviation safety and security in Canada.

Independence Air Built on the strong foundation of express carrier Atlantic Coast, low-cost Independence Air operated from 2004 to 2006. Based in Dulles, Va., it served the eastern U.S. with a few West Coast destinations. It originally operated only 50-seat regional jets, setting it apart from other low-cost carriers. Independence Air pilots (and their Atlantic Coast antecedents) were vibrant and enthusiastic about ALPA and about their commitment to safety and security.

true lion of the airline industry and still evokes a time when air travel was something special and airline pilots were a cut above.



Pilots buy Independence Air merchandise on the last day of scheduled flights.

2 U.S. Presidents Who Helped

Franklin D. Roosevelt His philosophy was simple: In matters concerning aviation safety and economics, he listened to ALPA. He selected the site for National Airport in 1938. Wife Eleanor Roosevelt was known as the "Flying First Lady" and helped assure Americans that air travel was safe by flying regularly from Washington to New York and allowing herself to be photographed next to airplanes.

Bill Clinton Restored ALPA's voice. During the Northwest strike, he chose not to appoint a presidential



emergency board, which could have been potentially devastating to the Northwest pilots. Clinton's appointees, from the Department of Transportation to the National Mediation Board, listened to airline pilots and paid attention to ALPA. ●

1 U.S. President Who Did Not Help

George W. Bush History still being written on this one. A few tidbits: blocked meaningful pension legislation, made sure the Air Transportation Stabilization Board granted few loan guarantees, pushed foreign control



changes, opposed FFDO, declared there would be "no airline strikes" on his watch, pushed for airline ticket taxes that surpass those on alcohol, guns, gambling. ... ●

3 Corporate Entities from Hell

Texas Air Frank Lorenzo's chef d'oeuvre, Texas Air is the quintessential example of management's using a holding company structure to whipsaw employee groups (particularly pilots), transfer assets among subsidiaries, and enrich the holding company and management. Subsidiaries initially included Continental Airlines, then alter-ego airline New York Air, later acquiring Frontier Airlines, People Express, and Eastern Airlines. After the IAM strike at Eastern, which other employee groups supported, Eastern filed for bankruptcy protection. By the early 1990s, Texas Air had ceased to exist, and Lorenzo was banned. "No airline for you!"

TWA (under Carl Icahn) TWA had been part of a holding company, TWA Corporation, since the 1960s. After deregulation, TWA had financial problems, then became stagnant and uncompetitive. The holding company, tired of the drag, spun the airline off. Financial difficulties continued and the airline was sold in 1985 to Carl Icahn, who promptly stripped TWA of its few remaining assets, turning a sweet profit for himself while bleeding the brand. He was eventually ousted in the early 1990s after TWA filed for bankruptcy in 1992, again in 1994, and again in 2001. American Airlines bought the remnants in 2001, and TWA was no more.



The crowd reacts at a recent Mesaba rally.

MAIR Holdings The sham bankruptcy regime at MAIR Holdings owns Mesaba Aviation and Big Sky Airlines. During the last negotiations, Mesaba pilots spent negotiating capital and nearly struck to get scope protection to prevent whipsawing. Mesaba Aviation, meanwhile, paid significant amounts of cash to MAIR Holdings in the form of "management fees," effectively

stripping Mesaba of its valuable assets. This ploy allowed Mesaba to declare "bankruptcy," despite the fact that MAIR Holdings derives 95 percent of its income from Mesaba. During the bankruptcy, MAIR has provided Mesaba no financial support. There is considerable connection between the managements of MAIR Holdings and Northwest Airlines. ●

7 Trends that Hold Promise For the Future

Resumption of pattern bargaining With ALPA's two best major contracts up first in the next round of negotiations—Alaska and Continental—the union should be able to build on their outcomes over the next 6 to 8 years.

Organizing The union's commitment to fund a reinvigorated organizing strategy creates the potential for growth and greater influence.

ALPA's financial condition Coming out of this bargaining depression in stable financial condition will enable ALPA to deliver the resources members need to rebuild their contracts and influence member support.

ALPA's staff Despite pay freezes, reduced ranks, and smaller raises than in the past, plus working to the brink (or beyond the brink) of exhaustion, ALPA's core professional staff remains intact.

ALPA's government affairs work While other airline industry interest groups such

as the Air Transportation Association have become less involved or effective at lobbying, ALPA has continued to maintain a strong presence in Congress and Parliament and at the regulatory level, putting pilots in a position of greater involvement and influence.

Airline travel is growing globally The business has been profitable overall since 9/11. Only in North America has it been hemorrhaging. ALPA needs to be ready to take advantage of future growth.

Major Contingency Fund The Major Contingency Fund, which has been ALPA's main financial weapon in contract negotiations, keeps the wolf away from the door during dark times, and fuels ALPA's machine during good times. ●



6 Things for ALPA Pilots To Worry About



America West and US Airways pilots attend an America West stockholders meeting.

Pilot demoralization Concessions and changed career expectations have led some to blame ALPA for their circumstances, which raises long-term issues ranging from the risk of losing pilot groups to lack of needed support for ALPA initiatives. Long-term concessionary agreements will make the next round of bargaining more confrontational.

Consolidation Mergers involving ALPA–non-ALPA pilot groups in which the ALPA group is the smaller of the two may result in a loss of pilot groups. In addition, union support may erode as mergers pit pilot groups against each other to protect seniority.

Loss of ALPA volunteers The union has lost nearly an entire generation of ALPA volunteers

through retirement, early retirement, burnout, or being forced out. The shortage of experienced reps will create growing problems.

More terrorism 9/11 was tragic. What could happen next boggles the mind.

Changes to the Railway Labor Act The RLA isn't perfect, but it does give pilots a voice. Malevolent forces are always looking for an opportunity to chip away at this historic law.

Fuel costs of more than \$100 a barrel Every dollar increase in oil bleeds \$1 billion out of the airline industry. No need to elaborate. 🔗

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