

Delegate Committee 1

Nominations/Elections/Organizational Structure/Administration

By ALPA Staff

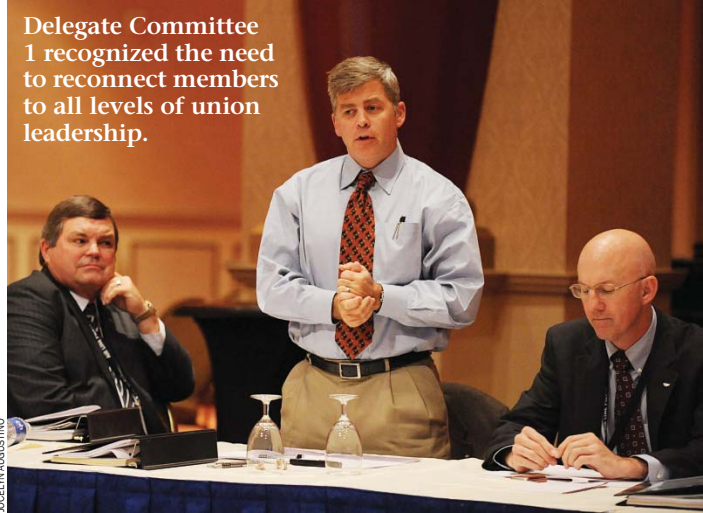
To build a common foundation for its work, Delegate Committee 1 received briefings describing the union's structure, its evolution, and alternatives that exist within ALPA's governing framework to tailor master executive council structures to the needs of individual pilot groups.

Capt. Derek Martin (FedEx), chairman of ALPA's Special Representational Structural Review Committee (SRSRC), briefed the Committee on the work of the SRSRC and the representational structure choices available to MECs. In addition to the traditional status representation method, other choices currently available, such as seniority block representation and the large, single-council option, were developed in response to unique needs present at one or more ALPA pilot groups. They offer a wide range of representational options designed to fit the representational needs of ALPA members.

Capt. Mark Seal (United) and Mike Abram, ALPA general counsel, briefed the Committee on the evolution and purpose of the Scope Subcommittee of the Collective Bargaining Committee. The delegates also heard briefings from Capts. Dave Nieuwenhuis (Atlantic Southeast) and Mark Stanley (PSA) regarding the operational and practical considerations in planning Joint Standing Committees within airline brand families.

F/O Ron Abel (United) and Bob Savelson, ALPA general counsel, briefed the delegates on the importance of strategic planning and how industry environmental changes affect the union's strategy and goals. Those changes, in turn, affect choices relating to structure and allocation of resources.

Delegate Committee 1 recognized the need to reconnect members to all levels of union leadership.



JOCELYN AUGUSTINO

Background

The Committee engaged in a thorough and thoughtful round of questions, answers, and discussion calculated to answer a simple, but important, question: Do the current available structures provide the best ways to represent ALPA members? While the views expressed were largely affirmative, the Committee believes four areas should be investigated for possible improvement.

First, there should be a review of whether members who become active members in good standing or transfer bases just before or during a ballot period are unable to vote in local council officer elections if the voting roster is prepared at the beginning of the period and not dynamically updated as the voting proceeds.

Second, the option to switch from one MEC representational structure to another is accompanied by a requirement for new elections of status representatives. This may result in losing the MEC's entire experience base at once and makes it difficult to provide continuity. Also, the Committee felt that the range of options available to large and small councils needs to be fine-tuned to balance workload

Participants

- Facilitator: F/O Ron Abel (United)
- Committee Chairman: Capt. Nicholas Tomlin (Atlantic Southeast)
- Committee Alternate: Capt. Kenneth Evans (Alaska)

Subject Matter Experts

- Capt. Dave Nieuwenhuis (Atlantic Southeast), Chairman, MEC
- Capt. Joe Fagone (FedEx), ALPA Executive Vice-President, Group A
- Capt. Mark Stanley (PSA), ALPA Executive Vice-President, Group B
- Bill Roberts, Assistant Director, Representation
- Clay Warner, Attorney, Legal
- Mike Abram, ALPA General Counsel Law Firm, Cohen, Weiss and Simon LLP

Presenters

- Capt. Derek Martin (FedEx), Vice-Chairman, MEC, Chairman, SRSRC
- Capt. Dave Nieuwenhuis (Atlantic Southeast), Chairman, MEC
- Capt. Mark Seal (United), ALPA Executive Vice-President, Group A
- Capt. Mark Stanley (PSA), ALPA Executive Vice-President, Group B
- Mike Abram, ALPA General Counsel Law Firm, Cohen, Weiss and Simon LLP
- Bob Savelson, ALPA General Counsel Law Firm, Cohen, Weiss and Simon LLP

Delegate Committee 1

Airline	Council	Name
ASA	112	Capt. Nicholas Tomlin, Chairman
ALA	063	Capt. Kenneth Evans, Alternate
AAI	072	Capt. Royce Setzer
ACJ	226	F/O David Stepien
ARW	050	Capt. Richard Clarke
CAL	172	Capt. Daniel Wenzel
CMR	037	Capt. Matthew Lamparter
DAL	044	Capt. Timothy Parker
DAL	081	F/O Bradley Dicks
DHL	017	S/O Christopher Shue
EGL	083	Capt. Val Jester
EGL	126	F/O Paul Salvati
FDX	022	F/O Aaron Hagan
HAL	065	Capt. Kim Wohlhueter
KFC	206	Capt. Kent Wickens
MAG	085	Capt. Nathan Fiedler
MEA	030	F/O Gregory Uselmann
MSA	106	Capt. Caidy Thompson
NWA	001	Capt. Mark Shanahan
NWA	020	F/O William Bartels
PAC	023	F/O Teresa Dodson
PCL	128	Capt. Craig Suker
PDT	029	F/O VACANT
UAL	011	F/O Thomas Thomson
UAL	034	F/O Michael Holman
XJT	175	Capt. Cody Stroope
XJT	180	F/O Luis Putzeys

and representational requirements.

The third area for further review centers on the perennial problem that pilots are often unable to attend local executive council meetings due to work schedules and other commitments. Currently, the Association does not offer a secure alternative for participation through the Internet or other electronic means. While the Committee understands that significant reasons exist why this option is not available, the delegates believe that ALPA should periodically review the technical and legal issues involved. After each review, ALPA should clearly communicate to members the potential use of electronic participation and/or the obstacles, if any, that impede or prevent implementation. With respect to the local council nomination and election process, the delegates agreed that they should recommend that ALPA pursue improving the balloting process as well

as providing a method for electronic nominations.

Fourth, the Delegate Committee recognized the need to reconnect members to all levels of union leadership. The Committee felt that since ALPA-elected representatives are directly responsible to the members, the union must improve the methods for increasing BOD members' involvement in ALPA's activities beyond the biennial Board of Directors meeting.

The Committee also confirmed and recommended that

- the BOD reaffirms the value of ALPA's commitment to codeshare family information sharing and principles of career protection and progression.
- the BOD emphasizes the importance of information sharing and coordination across pilot groups and within and between network, cargo, and fee-for-departure carriers.
- the BOD recommends that all ALPA

MECs establish and maintain strategic plans and that these plans be consistent with ALPA's strategic plan and promote key ALPA issues.

- the BOD recognizes the value of maximum member participation in ALPA regular and interim elections and that ALPA shall explore the feasibility of an electronic nomination system and make recommendations to improve the electronic balloting system to support this objective.

During discussions, Capt. Nick Tomlin (Atlantic Southeast), chairman of the Delegate Committee, pointed out, "At this Board we have a unique opportunity and a special responsibility. Our aim is to develop strategies that strengthen our union as we face the challenges presented by our industry's changing landscape."

Observations

While the Committee kept its focus squarely on the issues before it, the discussion revealed some other interesting areas that merit further consideration.

Leadership training—increase the frequency of recurrent LEC officer training and establish a process in which representatives are briefed periodically about issues that have been under review for an extensive period of time.

Communications/information technology—make vital union documents and policy handbooks easier to access and download on ALPA's website and at other locations. Create html links between sections in ALPA's *Constitution and By-Laws* and the *Administrative Manual* for ease of comprehension and referencing. Also create easy-to-find links to governing body agenda materials and minutes, to include, but not be limited to, Executive Council, the Executive Board, and ALPA national committees. 🌐

Delegate Committee 2

Collective Bargaining/Retirement & Insurance

By ALPA Staff

Delagate Committee 2 reviewed background information that included Collective Bargaining Committee and National Retirement & Insurance Committee reports, descriptions of cornerstone contract and benefit provisions, historical data related to pay rates and benefits, and projections of target zones or ranges for future pay and benefits, among other material.

Committee chairman, Capt. Bill Sutherland (Continental), noted, "Our discussions included historical review of ALPA collective bargaining and discussion of changes that are needed going forward, including mainstreaming benefit issues and establishing clearer contract goals."

Delegates concluded that ALPA has successfully bargained for and enforced contracts throughout its his-

tory. The Committee reviewed and discussed the reasons for positive pattern bargaining trends and contract improvements from 1985 to 2001, along with the challenges and negative bargaining trends during the 2001

to 2006 bankruptcy bargaining cycle—the latter resulting from negotiating limitations imposed by the U.S. Bankruptcy Code and judges who took away employees' right to strike. Most encouraging was the Com-


Participants

- Facilitators: Capt. Tim O'Malley (Delta), Chairman, Collective Bargaining Committee & Bruce York, Director, Representation
- Committee Chairman: Capt. Bill Sutherland (Continental)
- Committee Alternate: Capt. James Magee (American Eagle)

Subject Matter Experts

- Capt. Scott Stratton (FedEx), Chairman, National Retirement & Insurance Committee
- David Vance, Director, Retirement & Insurance
- Steve Hodgson, Manager, MEC Benefits, Retirement & Insurance
- Liz Koby, Senior Managing Attorney, Retirement & Insurance

Presenters

- The facilitators and subject matter experts briefed the Delegate Committee on their views concerning past and future collective bargaining activities. 



Committee 2 participants listen intently.

Delegate Committee 2

Airline	Council	Name
CAL	173	Capt. Bill Sutherland, Chairman
EGL	083	Capt. James Magee, Alternate
AAI	072	F/O John Caputo
ALA	063	F/O Andrew Hobin
ARW	050	F/O Christopher Suhs
ASA	112	Capt. Lonnie Utley
BRS	219	Capt. Daniel Parnham
CMR	045	Capt. David Baker
DAL	044	Capt. Gary Weistroffer
DAL	108	Capt. David Shagena
EGL	131	Capt. William Sprague
EIA	118	Capt. James Touchette
FDX	026	Capt. Scott Schwartz
HAL	065	Capt. Eric Sampson
MAG	084	Capt. John Ballantyne
MSA	106	Capt. David Rice
NWA	001	S/O Art Aaron
NWA	055	S/O Michael Bigelow
PAC	028	S/O Robert Hester
PCL	130	F/O Peter Haub
PDT	035	Capt. Kevin Cameron
SCA	015	Capt. Maurice Scroggins
TSA	038	F/O Matthew Mohr
UAL	012	Capt. Eric Popper
UAL	052	Capt. Michael DeSantis
XJT	175	F/O David Allen

“Our discussions included historical review of ALPA collective bargaining and discussion of changes that are needed going forward...”—*Capt. Bill Sutherland, Chairman*

mittee's view that changes related to the negotiating cycle that started in 2006 have provided opportunities for contract repair and improvement. These changes include capacity, yield, and revenue reports and projections; negotiations at financially strong carriers like Alaska, Continental, and Hawaiian leading the bargaining cycle rather than having weak airlines leading off in the bankruptcy bargaining cycle; identification of targets and goals

in cornerstone contract areas; and collective action across pilot group lines to support positive bargaining patterns. Proof of this more positive cycle can be found starting in 2006 in multiple letters of agreement negotiated at Delta, Northwest, and United and contracts negotiated at FedEx and continuing in 2007 and 2008 at American Eagle, ASTAR, and Atlantic Southeast. These efforts are continuing and have recently resulted in the single agreement for Delta and Northwest pilots that contains substantial improvements in pay, benefits, and work rules along with company equity of almost 6 percent for pilots.

Observations

Delegates concluded that negotiating and enforcing ALPA contracts are top ALPA priorities and that the union must continue to refine and invigorate its bargaining models and take

full advantage of a more positive negotiating cycle.

“We are providing more information to local leaders and negotiating committees about our different bargaining models and favorable patterns,” said Sutherland, adding that the Association is “further expanding and coordinating work of the Collective Bargaining and R&I Committees to facilitate pattern-setting improvements across pilot group lines and encourage the use of a strategic planning process by all master executive councils.”

The Committee confirmed and recommended that ALPA

- collectively establish favorable contract patterns and standards in the pay, work-rule, benefit, and job-security areas of its contracts so that all pilot groups understand and try to achieve and retain these standards during good and challenging times.
- “mainstream” benefit issues in negotiations based on the importance of health and retirement issues to members, and communicate better with pilots about benefit provisions and bargain effectively for them.
- highlight the importance of strategic planning to each MEC council to encourage long-term thinking and planning, goal setting, correlation with ALPA's overall plan, and individual and collective accountability.
- reemphasize the strategic nature of contract enforcement rather than treat this mirror image of negotiations as a routine function.
- share material, data, resources, and recommendations of its Collective Bargaining and National Retirement & Insurance Committees and staff experts in the Representation, Economic & Financial Analysis, Retirement & Insurance, and Communications Departments with pilot leaders and staff at every level of the Association.

Delegate Committee 3

Safety/Security/Flight Time-Duty Time

By ALPA Staff

Despite the abundance of issues that could easily be placed high on any airline pilot priority list, out of necessity Delegate Committee 3 whittled down the issues into core areas to include in the union's strategic plan. Committee delegates reaffirmed the use of "One Level" mottos—namely, One Level of Security, One Level of Safety, and One Level of Flight Time/Duty Time—to describe their philosophical approach to obtaining needed improvements.

"Don't get locked in to what we're doing here—this is not an end-all, but just the start to a process we expect to carry on," said Delegate Committee chairman, F/O Sean McDonald (FedEx).

"While there is a large laundry list of specific issues within these areas, we developed a set of core issues that we can reasonably expect to realize gains from, and there's a twofold reasoning for that. One: it's the right thing to do. Two: our members are expecting that from us."

One Level of Security

Alternate screening protocols: Continue ALPA's persistent emphasis on developing and implementing a nationwide alternate pilot and crewmember screening process, i.e., CrewPASS in the U.S., while seeking enhancements to Canada's RAIC, the country's permanent, industry-leading biometric screening process.

Enhancing security of cockpits: ALPA must continue to drive pilots' agenda to improve defenses for the cockpit. ALPA should focus on current initiatives that enhance cockpit security: installing secondary barriers across the board, preserving and increasing federal flight deck officer

program improvements, and focusing on security directives that encompass all operations, including cargo.

One Level of Safety

The Committee concluded that the following three long-term priorities have the potential to dramatically change the airline industry and improve ALPA members' livelihoods.

"Just culture" non-punitive safety reporting programs: Structured as a long-term goal, ALPA must continue to apply pressure to bring about a "just culture" that breeds an environment of trust, respect, and is devoid of punitive industrial or certificate action. The focus on proactive safety reporting systems, such as FOQA and ASAP, must continue and be enhanced, which can be accomplished by definitive, agreed-upon language in

memorandums of understanding, collective bargaining agreements, and regulatory documents. Success in this area may mitigate or prevent the abuse or the misuse of data for reasons not associated with safety.

ATC system modernization: Airline



Committee 3 Chairman, F/O Sean McDonald (FedEx), gives his report to the BOD.

pilots currently fly in an antiquated ATC system that is based on technology developed in the 1950s and 1960s, yet they fly fourth- and fifth-generation aircraft. Identifying the problem isn't the issue—fixing it is.

Participants

- Facilitator: Capt. Don Wykoff (Delta), Chairman, Flight Time/Duty Time Committee
- Committee Chairman: F/O Sean McDonald (FedEx)
- Committee Alternate: Capt. William Kessler (Delta)

Subject Matter Experts

- Jim Johnson, Senior Managing Attorney, Legal
- Keith Hagy, Director, Engineering & Air Safety
- Jerry Wright, Manager, Engineering & Air Safety

Presenters

- Capt. Don Wykoff (Delta), Chairman, Flight Time/Duty Time Committee
- Capt. Rory Kay (United), Executive Air Safety Chairman
- Capt. Bob Hesselbein (Northwest), Chairman, National Security Committee

Delegate Committee 3

Airline	Council	Name
FDX	026	F/O Sean McDonald, Chairman
DAL	044	Capt. William Kessler, Alternate
AAI	072	S/O Thomas Low
ACJ	228	F/O Thomas Saunders
ALA	064	Capt. Craig Huffman
ARW	051	Capt. Steven Kern
ASA	112	F/O Seth Heckard
BRS	219	F/O Robert Marsh
CAL	171	F/O Mark Bolleter
DAL	108	F/O Brenier Fries
EGL	105	Capt. Erin Holman
EGL	131	F/O Gaston Valdovinos
EIA	118	F/O Harry McKenzie
FAB	240	Capt. Richard Campbell
HAL	065	Capt. Mark Drake
KFC	206	F/O Fraser Carpenter
KFC	206	S/O Nigel Davison
MAG	084	F/O Marcin Kolodziejczyk
MSA	107	Capt. Aaron Busch
NWA	001	F/O Jon Lewis
NWA	074	F/O Russell Picus
PDT	035	F/O Eric Stalker
PSA	061	Capt. Mark Zukowski
RYN	046	Capt. David Sparks
SCA	015	F/O Jeff Hammer
TSA	038	Capt. Todd Perkins
TSA	039	Capt. Andrew Freeman
UAL	012	F/O Carlos Rodriguez
UAL	052	F/O Albert Merone
WSG	236	Capt. Jeff Braun
XJT	176	Capt. Gregg Brindley

The cost associated with upgrading and improving the U.S. ATC system is about \$40 billion. Committee delegates agreed that improving the U.S. airspace system requires all industry partners, including government and airline management, to look at system and airplane upgrades in a new way. Congress needs to understand that a solid commitment to ongoing federal funding is going to be required. This is not a project that can be terminated before completion. Airline managements will also need to understand that they must cover some of the cost as they will eventually benefit from improved efficiency and capacity.

Unmanned aerial systems (UAS):

The success of unmanned aircraft in wartime has led to a large number of commercial business opportunities for

their use. ALPA maintains that UAS are not welcome in civil airspace unless they meet the same safety standards as airliners. They have to be designed, built, and operated with the same redundant safety systems, maneuverability, and reliability as current aircraft. ALPA must fully participate with groups developing UAS design and operations standards to ensure that “cheaper and faster” does not create unsafe conditions. ALPA must demand an equivalent level of safety in these operations.

One Level of Flight Time/ Duty Time

The cornerstone of developing flight-time and duty-time regulations must be based in science and place strong emphasis on fatigue risk management systems. The Committee determined

that the issue needs to be taken out of the collective bargaining arena and addressed in U.S. and Canadian aviation regulations so that negotiating capital isn't expended in each bargaining session to achieve a safe level of fatigue reduction. The following issues need to be emphasized and should be applied equally across the board regardless of the operator:

- Define the quality of rest.
- Promote parameters that affect rest and duty periods, such as long duty days, circadian rhythms, day and night sequence, multi-leg duty periods, and time-zone crossings.
- Pursue adequate and appropriate rest facilities on long-haul and ultra-long-haul aircraft.

“Our conclusion is fairly simple,” McDonald said. “One level of security. One level of safety. One level of flight time/duty time. It's easy to say, it's harder to do—but we must do it if we are to realize our fullest potentials. Our pilots demand it. Our passengers demand it. Our customers demand it. We must take advantage of the shift in the administration, as well as the [increase in] labor friendly representatives in Congress to further our agenda. We must stop paying for all of these with our money and our blood and make the government do its job.”

Observations

The Committee noted the importance of captain's authority and the apparent perception of its erosion among airline pilots. ALPA must continue to stalwartly convey that the captain is the final arbiter in matters of safety, security, and fatigue. ALPA must reassure its captains that they have the final right and responsibility to make sound decisions devoid of any threat of discipline or enforcement with the complete backing of their union. 🌐

Delegate Committee 4

Accounting and Finance/MCF/Strike Policy and Planning

By ALPA Staff

Delega te Committee 4 was tasked with conducting a comprehensive review of ALPA's resources from a structural, financial, and staff complement standpoint.

The focus of the discussion included ALPA's organizational and financial structure, industry key indicators, ALPA membership and dues income, ALPA reengineering initiatives, the Administrative and Support (A&S) account, MEC expenditures and special funds (SMRA), the Operational Contingency Fund (OCF), the Major Contingency Fund (MCF), an Executive Council subcommittee report on staff compensation, and an overview of ALPA staff compensation plans and practices.

"Industry financial problems, bankruptcies, and restructuring in this decade have had a significant, negative impact on ALPA's members, from pay

cuts and furloughs to airline shut-downs," said Committee chairman, Capt. Frank Furbish (Delta). "Such losses, in turn, have caused sizeable declines in ALPA's dues revenue. ALPA has responded by undertaking exten-

sive reengineering in the Association, particularly in the A&S account, to reduce cost and focus on core priorities," stated Furbish.

The Committee's findings and conclusions also included the following:

Participants

- Facilitators: Capt. Randy Helling (Northwest), ALPA Vice-President-Finance/Treasurer & Jalmer Johnson, ALPA General Manager
- Committee Chairman: Capt. Frank Furbish (Delta)
- Committee Alternate: Capt. Jeff Berg (United)

Subject Matter Experts

- Jalmer Johnson, ALPA General Manager
- Margarita Lorenzetti, Director, Finance
- Kelly Collie, Director, Human Resources

Presenters

- Capt. Randy Helling (Northwest), ALPA Vice-President-Finance/Treasurer
- Jalmer Johnson, ALPA General Manager
- Capt. Ray Miller (Northwest), ALPA Executive Vice-President
- Capt. Mike Geer (Delta), ALPA Executive Vice-President
- Kelly Collie, Director, Human Resources



Members of Delegate Committee 4 are, from left, ALPA general manager, Jalmer Johnson; Committee 4 chairman, Capt. Frank Furbish (Delta); and ALPA executive vice-president, Capt. Ray Miller (Northwest).

Delegate Committee 4

Airline	Council	Name
DAL	016	Capt. Frank Furbish, Chairman
UAL	027	Capt. Jeffrey Berg, Alternate
ACJ	228	Capt. Dave Morefield
ALA	064	F/O Garth Thompson
ARW	051	F/O Mark Lockwood
ASA	112	F/O Michael Schnorr
CAL	171	Capt. Wayde Beckman
CCI	119	Capt. Christopher Johnson
CJA	235	Capt. Tracey Hyndman
EGL	105	F/O Harry Pitts
EGL	133	Capt. Thomas Demaeyer
EIA	118	S/O William Fink
FAB	240	F/O William Stonehouse
FDX	007	Capt. Jack Anzur
FDX	026	Capt. John Grones
HAL	065	F/O Samuel Taeu
KFC	212	Capt. Derek Porter
MAG	088	F/O Derek Latimer
MSA	107	Capt. Aaron Herrmeyer
NWA	054	F/O Jeffrey Panioto
PDT	078	Capt. Earl Pursell
PSA	061	F/O Michael Wolgemuth
RYN	046	Capt. Eric John
TSA	039	F/O Laura Pigott
TSC	200	Capt. Sylvain Aubin
UAL	057	Capt. William Benson
XJT	176	F/O David Edgar

- Recent airline losses and member furloughs have triggered additional and sizeable reductions in the union's dues revenue, requiring additional reengineering.
- Because of the industry bargaining environment and financial challenges, the Association has drawn down its fund balances—from cash and MEC SMRA to the OCF and MCF.
- ALPA must eliminate non-essential activities, obtain or increase company-paid flight pay loss, maintain effective MEC flight pay loss policies, enhance coordination on planning and scheduling activities, and increase local financial oversight. Examples included—establishing a Financial Oversight Committee to provide checks and balances as deemed appropriate by the MEC.

—recapturing flight pay loss through aggressive discussions with manage-

ment during contract negotiations, in letters of agreement, etc.—reassessing expenditures on and frequency of activities such as BOD meetings and conferences without compromising quality.

- ALPA must communicate identified challenges to its members to promote their understanding and recognition of current challenges, use resources efficiently, remain focused on core priorities, and actively promote its many strengths upon which to build pride and unity within the union. This includes a coordinated effort on the national and local levels to (1) inform members about ALPA employee compensation, including steps that have been made to reduce cost while maintaining quality member services, and (2) communicate to pilots the allocation of dues income and how it's managed.

- Despite all the challenges and change the union has experienced, ALPA continues to maintain world-class professional resources, experienced volunteers and representatives, and effective relationships and influence to support its pilot groups and members.

Observations

The Committee was quick to recognize the challenges associated with declining dues revenue and increasingly limited resources. The group identified the need to improve efficiencies, focus on core priorities, and increase recognition of the union's fiduciary responsibilities. The Committee received a report from members of ALPA's Executive Council subcommittee on staff compensation, which concluded that ALPA's staff compensation plan is rational, fair, and reasonable and that staff is fairly compensated. The Committee concurred that staff plays an important role in helping the union achieve its priorities and objectives and that the subcommittee's conclusions be conveyed to the members.

Although it would have been easy to take a muted view of ALPA's current state and future outlook, the Committee took a very balanced approach and spent considerable time affirming the many strengths of the union and the importance of building pride and unity. While Committee 4 recognized that another delegate committee was responsible for strategic planning in the areas of membership and education, the delegates reached a strong conclusion that in spite of its current challenges, ALPA must continue to invest in the next generation of airline pilots by supporting programs that educate and promote the value of ALPA to the aviation industry.

Delegate Committee 5

Education/Public Relations/Communications

By ALPA Staff

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ith a membership that seems to increasingly view ALPA as an entity separate from individual pilots, with competing voices in the news media and on Capitol Hill and Parliament Hill, and with a younger generation that uses different ways to communicate, Delegate Committee 5 examined how ALPA can increase the effectiveness of its communications both internally and externally.

The delegates began their work by discussing the messages that members receive from the union and what some ALPA pilot groups have done to ensure that the message remains consistent regardless of whether it's a committee chairman, status representative, or master executive council officer speaking.

Capt. Brad Mahoney (FedEx), the pilot group's Communications chairman, and Capt. Dave Webb (FedEx), the pilots' MEC chairman, said that during their most recent negotiations, all MEC, committee, and Local Executive Council messages were part of a



Director of ALPA's Communications Department, Marie Schwartz, leads a discussion about communicating effectively to ALPA members.

voluntary, centralized communications review process that helped ensure FedEx pilots receive a consistent message from all levels of the union structure. This was key to maintaining a unified message throughout contract negotiations, Mahoney said.

Delegates concurred that consis-

tency doesn't mean censorship. It's important that individual pilot groups have the ability to create a protocol that works for them and ensures that individual voices and dissenting opinions can be heard.

ALPA's e-mail system sends, on average, 1.2 million messages monthly from committees, LECs, MECs, and ALPA national. While consistency of these messages is important in maintaining unity, the Committee heard that before pilots can act on messages, they must first receive and read them.

Younger pilots and the next generation of pilots, for the most part, use different types of technology such as text messages, social-networking websites like Facebook and MySpace, online video, and other Internet-based resources to communicate, said F/O Paul Ryder (ExpressJet), chairman of ALPA's National Education Committee.

ALPA's National Education Committee started an educational campaign at the beginning of 2008 that includes a website, www.clearedtodream.org, to

Participants

- Facilitator: Marie Schwartz, Director, Communications
- Committee Chairman: Capt. Leonard Willey (Northwest)
- Committee Alternate: F/O Michael Berrevoets (Piedmont)

Subject Matter Experts

- Capt. Mike Donatelli (Delta), Chairman, National Strategic Preparedness and Strike Committee
- F/O Paul Ryder (ExpressJet), Chairman, National Education Committee
- Capt. David Farmer (Northwest), Chairman, Leadership Conference Committee

Presenters

- Capt. Brad Mahoney (FedEx), Chairman, MEC Communications
- Capt. Mark Seal (United), ALPA Executive Vice-President, Group A
- Capt. Dave Webb (FedEx), Chairman, MEC
- F/O Paul Ryder (ExpressJet), Chairman, National Education Committee
- Marie Schwartz, Director, Communications
- Charlie Murphy, Director, Information Technology

Delegate Committee 5

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NWA	020	Capt. Leonard Willey, Chairman
PDT	078	F/O Michael Berrevoets, Alternate
ACJ	220	F/O Bruno Mahieux
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ALA	067	Capt. John Hornibrook
CAL	170	Capt. Albert Brandano
CCI	119	F/O Andrew Forsythe
CJA	235	F/O Stephen Spencer
CMA	213	Capt. Corey Meston
CMR	045	F/O Ryan Johannsen
DAL	066	Capt. Reed McDonald
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FAB	240	S/O Stephen Farnworth
FDX	007	F/O Victor Tansey
FDX	079	Capt. Guy Lopez
KFC	212	F/O Marquis Taylor
MAG	085	F/O Michael Baumann
PCL	130	Capt. Steven Rhymes
PSA	069	Capt. Scott Maietta
RYN	046	F/O Jesse May
SPA	018	Capt. David Morlando
TSC	200	F/O Sylvain Gaumont
UAL	027	F/O Benjamin Pangelinan
UAL	057	F/O Anthony Snieder
XJT	177	Capt. James Ferace

provide the next generation of aviators factual information about the profession, as well as to educate them about what ALPA has done for the profession over the past 75 years and what ALPA is working to achieve, with the goal of getting them involved with their union.

"We're simply not communicating with younger pilots," Ryder said. "They understand Podcasts, web pages, forums, texting, and Internet video. That's how they talk, and we're not talking their language. If it's not in their language, they're simply not receiving it."

Continental and Alaska pilots have been experimenting with Podcasts and have found that while Podcasts appeal to a small segment of their audience,

they have been an effective way to supplement other communications.

The delegates found that to continue being a successful advocate for the profession, ALPA must keep reaching out to policymakers. "Independent pilot unions are challenging ALPA as the voice of the profession, and other unions are now being asked to testify alongside ALPA's president on Capitol Hill and Parliament Hill," said Marie Schwartz, director of ALPA's Communications Department. "ALPA must take steps to maintain its position as the authoritative voice of the profession in the press, in Congress, and on Parliament Hill."

In the end, delegates approved a resolution that affirmed the importance of both internal and external

communications and encourages ALPA's Communications and IT Departments to research tools and tactics so that ALPA reaches all members with its messages. The delegates also fully endorsed the revitalization of the ALPA National Pilots Spokesperson Program so that ALPA's press statements are as far-reaching and topic specific as possible.

"We found ALPA should take steps to reengage our current members by supplying a consistent message about what ALPA is doing on their behalf," said Capt. Len Willey (Northwest), Delegate Committee chairman, during his presentation to the BOD. "ALPA must defend its voice on Capitol Hill and in Parliament.... Doing this should also help re-couple our current members and capture the attention of future ALPA pilots. ALPA should incorporate into its communications mix a means to capture the attention of younger generations of both current ALPA members and future pilots."

Observations

During discussions about reaching out to external audiences via billboards and advertising, one pilot commented that he noticed in an *Air Line Pilot* photo taken at ALPA's Safety and Security Awards Banquet that none of the pilots were wearing their uniforms. The Committee discussed the importance of having pilots in uniform when representing ALPA on matters directly related to the airline piloting profession as opposed to at meetings like the BOD, where they are conducting Association business. ALPA pilots will be on camera for the world to see as the authoritative voice of the airline piloting profession. This type of public display will make a huge statement when the National Pilot Spokesperson training starts up again. 🌟

Delegate Committee 6

Legal/Grievance/Merger

By ALPA Staff

Delagate Committee 6 focused its discussions on issues relating to career security, mergers, and merger policy. Delegates considered current developments in the merger arena, efforts now under way to review and revise ALPA Merger and Fragmentation Policy, and proposals related to enhancing career security. In addition, the Committee heard briefings regarding important developments in the areas of duty of fair representation and status quo obligations under the Railway Labor Act. The Commit-

tee also received a briefing from the fee-for-departure pilot groups with respect to career security.

After a briefing from the chairman of ALPA's newly formed Career Security Protocol Committee (CSPC), Committee 6 delegates identified a number of options and issues related to career security protocols for the CSPC to consider.

Committee chairman, Capt. Kevin Hackett (Air Canada Jazz), noted, "The CSPC intends to review ALPA's historic record of actions and deliberations in the area of career security protocols and to seek input from line pilots and other sources."

Because the CSPC has not yet developed its proposals, the discussion was general. Among the topics discussed were the viability and application of a national seniority protocol, legal concerns, implementation issues, and collective bargaining issues, as well as cross-industry and cross-border issues. The Committee supported the CSPC in moving forward with gathering input from all available sources and engaging in a full and deliberate analysis of the issues raised by the Executive Board resolution establishing the CSPC.

Following a briefing on the Delta/Northwest merger process and a brief-



LEFT: Committee 6 chairman, Capt. Kevin Hackett (Air Canada Jazz), gives his report to the BOD.

ABOVE: Legal/Grievance/Merger Committee 8 facilitators Jonathan Cohen, left, director and chief counsel, Legal, and Betty Ginsburg, managing attorney, Legal.

Committee members encouraged the Merger Policy Review Committee

to consider education and training as important components of creating a more effective merger policy.

ing from the chairman of the Merger Policy Review Committee (MPRC), Delegate Committee 6 discussed a variety of issues, including the relative value of negotiating an integrated seniority list or a combined contract first and the importance of maintaining flexibility rather than adhering to a single approach.

Hackett noted that the MPRC chairman, "Capt. Mike Arcamuzi (FedEx), explained that the MPRC has been gathering information from pilot leaders and other resources concerning ALPA's prior experience with mergers and merger policy in an effort to develop revisions that will create a more effective merger policy."

Committee members encouraged the MPRC to consider education and training as important components of creating a more effective merger policy and discussed a range of other

Delegate Committee 6

Airline	Council	Name
ACJ	223	Capt. Kevin Hackett, Chairman
UAL	033	Capt. Richard Perry, Alternate
ACJ	220	Capt. Gilbert Renaud
AIS	146	Capt. Charles Cizek
ALA	067	F/O Scott Marckmann
CAL	173	F/O David Gourley
CCI	119	S/O Scott Mullins
CMR	037	Capt. Erik Jensen
CMT	152	Capt. Travis Jordan
DAL	048	F/O Dick Holloway
EGL	121	Capt. Anthony Gutierrez
EGL	155	Capt. Robert Walsh
FAB	241	Capt. Shane Collins
FDX	007	F/O David Risch
FDX	099	Capt. Edgar Irizarry
KFC	212	S/O John Alves
MAG	087	Capt. Richard Redfern
NWA	074	Capt. Gregory McKinney
PCL	128	F/O David Szurgot
PDT	028	Capt. Steve Hall
PDT	095	Capt. Charles Martinak
PSA	069	F/O James McKee
SPA	018	F/O Carlos Cueto
UAL	093	F/O Mark Arellano
WSG	236	F/O Jennie Sullivan
XJT	177	F/O Joseph Costanza

Participants

- Facilitators: Jonathan Cohen, Director and Chief Counsel, Legal & Betty Ginsburg, Managing Attorney, Legal
- Committee Chairman: Capt. Kevin Hackett (Air Canada Jazz)
- Committee Alternate: Capt. Rick Perry (United)

Subject Matter Experts and Presenters

- Capt. Tom Crank (Alaska), Career Security Protocol Committee
- Capt. Tim Canoll (Delta), Vice-Chairman, MEC
- Capt. Monty Montgomery (Northwest), Vice-Chairman, MEC
- Capt. Mike Arcamuzi (FedEx), Chairman, Merger Policy Review Committee
- Capt. Tom Wychor (Mesaba), Chairman, Fee for Departure Committee
- Jonathan Cohen, Director and Chief Counsel, Legal
- Marcus Migliore, Managing Attorney, Legal
- Jim Wilson, Assistant Director, Representation
- Mike Abram, ALPA General Counsel Law Firm, Cohen, Weiss and Simon LLP
- Bob Savelson, ALPA General Counsel Law Firm, Cohen, Weiss and Simon LLP

issues related to the work of the MPRC, including the use of three-arbitrator panels, the role of pilot neutrals, whether to mandate collective bargaining agreement/seniority list integration timing in merger policy, and whether national representatives or staff can be of use in facilitating the process.

Observation

Delegate Committee 6 concluded that revisions to ALPA's merger policy should provide sufficient flexibility to ensure that the policy is useful in bringing about resolution in a wide range of circumstances.

Delegate Committee 7

Government Affairs/Regulatory

By ALPA Staff

Delegate Committee 7 was tasked with reviewing ALPA's current legislative and regulatory initiatives for the U.S. and Canada.

"Those [initiatives] are ongoing," said Committee chairman, F/O Matthew Rettig (American Eagle), noting that discussion topics covered "bankruptcy, pension reform and legislation, and the need for national energy and transportation policies." Rettig added that the Committee delegates would also examine the status of "current foreign ownership and control limitations."

The Committee concluded the following:

Participants

- Facilitators: Capts. Paul Rice, ALPA First Vice-President, IFALPA Deputy President & Dan Adamus (Air Canada Jazz)
- Committee Chairman: F/O Matthew Rettig (American Eagle)
- Committee Alternate: Capt. James Stuart (Northwest)

Subject Matter Experts and Presenters

- Capt. Paul Rice, ALPA First Vice-President, IFALPA Deputy President
- Capt. Dan Adamus (Air Canada Jazz), Canada Board President, ALPA Executive Vice-President Group C, IFALPA Executive Vice-President-North American Region
- Capt. Rick Dominguez (Delta), Chairman, International Affairs Committee
- Brendan Kenny, Director, Government Affairs
- Kelly Hardy, Senior Government Affairs Specialist, Government Affairs
- Marcus Migliore, Managing Attorney, Legal
- Russ Bailey, Senior Attorney, Legal
- Jerry Wright, Manager, Engineering & Air Safety
- Ana McAhron-Schulz, Director, Economic & Financial Analysis



PHOTOS: JOCELYN AUGUSTINO

Delegate Committee 7 members plan ALPA's direction in legislative and regulatory affairs.



Committee 7 chairman, F/O Matthew Rettig (American Eagle), makes his report to the Board.

The U.S and Canada both need a comprehensive energy policy that —reduces fuel prices and volatility by controlling rampant speculation, —recognizes aviation’s contributions to conservation, —continues the use of carbon-based fuels without an increase to the industry’s tax burden, and —supports new technology.

The U.S. and Canada must create a transportation policy that fosters a viable and functional airline industry

While BOD delegates had a fairly high understanding of their own government’s workings, there was much to be learned about the respective governments of fellow members.

Delegate Committee 7

Airline	Council	Name
EGL	121	F/O Matthew Rettig, Chairman
NWA	054	Capt. James Stuart, Alternate
ACJ	223	F/O E. Derek Wickham
AIS	146	F/O Michael Bremner
ARW	049	Capt. James Drapeau
CAL	178	Capt. Thomas Howard
CMA	213	Capt. Conrad Schnellert
CMR	037	F/O James Fitch
CMT	152	F/O Travis Jordan
DAL	044	F/O Steven Uvena
DAL	066	F/O Scott Tarves
DHL	017	Capt. George Chetcuti
EGL	155	F/O Victor Castro
FAB	241	F/O John Murphy
FDX	022	Capt. Vic Liberti
FDX	100	Capt. Scott Lohman
MAG	087	F/O H. Taylor Clements
MSA	104	Capt. Martin McRedmond
PCL	129	Capt. Michael Lorenz
PDT	028	F/O Scott Quinn
PDT	095	F/O Owen Smyth
PSA	070	Capt. Clarence Fox
SPA	109	Capt. John Hann
UAL	033	F/O Robert Hebinck
WSG	237	Capt. Jason Young
XJT	179	Capt. Christopher Cashmarek

that protects the long-term interests of the public and all airline employees.

ALPA will continue to work on a bipartisan basis with the legislative and executive branches of both the U.S. and Canadian governments.

ALPA-PAC is the best means to gain access to members on Capitol Hill. Therefore, participation in ALPA-PAC must be increased not only through efforts in Washington, but more importantly, also through direct pilot-to-pilot contact.

ALPA must continue to oppose efforts to modify foreign ownership and/or control limitations that would not benefit ALPA members in both Canada and the U.S.

Observation

While much of the Committee was focused on the specific task at hand, one unexpected area of discussion was directly related to the differences between the Canadian and U.S. governments—how much the respective governments directly affect the industry and the airline piloting profession. Differences in the way in which political campaigning is funded and differences in labor laws in the U.S. and in Canada were also highlighted. While BOD delegates had a fairly high understanding of their own government’s workings, there was much to be learned about the respective governments of fellow members.

Delegate Committee 8

Membership/Organizing

By ALPA Staff

Delegate Committee 8 was tasked with reviewing ALPA's organizing efforts and membership initiatives. Members of the Committee engaged in spirited debate on ALPA's past and present internal and external organizing activities, including the structure, process, and financing of organizing in the U.S. and Canada.

Committee Chairman, Capt. Jay Schnedorf (Midwest), noted that Committee 8 delegates were confronted with three broad challenges: "How to make ALPA the union for all airline pilots, how to maximize the use of resources to conduct internal and external organizing activities, and how to reengage the existing members."

The Committee concluded the following:

- Internal and external organizing is vital in the efforts to connect members with their union and keeping ALPA the preeminent voice of the airline piloting profession. ALPA's work—whether it be organizing new members, super-servicing current

members, or securing a future for furloughed members—is interconnected and dependent upon the belief of line pilots that ALPA is valuable in every facet of their profession.

—A \$2 million grant was allocated from the Major Contingency Fund (MCF) for internal and external organizing efforts. All agreed that ALPA must work to incorporate internal and external organizing efforts into the Administrative and Support (A&S) budget when feasible for the long-term strength and growth of the Association.

- The Delegate Committee recommended, and the Board of Directors approved, a resolution that in part reaffirmed the 2000 Board of Directors Unity Resolution to be ALPA's guiding principle and long-term goal. Given current limited financial and staff resources, the Board acknowledged that organizing target decisions must be made strategically through the work of ALPA's Organizing Task Force to ensure that ALPA can effectively represent both current and newly organized pilot groups.

—Members of the Organizing Task Force shall include the president, a



Capt. Tom Wychor (Mesaba) facilitated the group's discussions.

national officer, two pilot representatives appropriate to the group to be organized, and Association staff to include the general manager and directors, or their designees, for the Communications, Legal, and Representation Departments.

- It is important to have an effective organizing committee, extensive contact information, and evidence of strong support for ALPA representation before launching and funding an organizing campaign in order to accomplish external organizing goals.

- ALPA must investigate new methods of communicating with its members as the "new" generation, specifically those pilots who are under the age of 35, get their information and communicate differently than the older generation of pilots.

- ALPA must better publicize and brand its successes. It cannot be shy in proclaiming, "ALPA did that!" Some recent examples of ALPA success that should be trumpeted include the FFDO program, CASS, runway status lights, CrewPass, Canadian RAIC, protecting jobs in bankruptcy, and more. Doing

Participants

- Facilitator: Capt. Tom Wychor (Mesaba), Strategic Planning Committee
- Committee Chairman: Capt. Jay Schnedorf (Midwest), Chairman, MEC
- Committee Alternate: Capt. Melvin Mason (United)

Subject Matter Experts

- Capt. John Prater, ALPA President
- Jalmer Johnson, ALPA General Manager
- Art Luby, Assistant Director, Representation
- Jeff MacDonald, Manager, Representation

Presenters

- Capt. John Prater, ALPA President
- Capt. John Sluys (Alaska), Chairman, ALPA Membership Committee
- F/O Larry Deist (Delta), Coordinator, Furloughed Pilots Support Program
- Jeff MacDonald, Supervisor, Representation
- Phil Comstock, President, Wilson Center for Public Research

Delegate Committee 8

Airline	Council	Name
MEA	030	Capt. Jay Schnedorf, Chairman
UAL	011	Capt. Melvin Mason, Alternate
ACJ	226	Capt. Scott Frolick
ACJ	231	Capt. J. Robert Saunders
ARW	049	F/O Norman Allaby
CAL	170	F/O Nick Fabry
CAL	172	F/O John Person
CMA	205	Capt. Lance Tremaine
CMA	205	F/O Timothy Perry
CMR	037	F/O Frederick Herman
DAL	016	F/O William McLaren
DAL	081	Capt. Mark Saltzman
DHL	017	F/O Patrick Walsh
EGL	126	Capt. Jeffrey Sanchez
FAB	241	S/O Jeremy Studney
FDX	022	Capt. Anthony Cutler
MAG	088	Capt. Erik Larsen
MSA	104	F/O Gregory Wertz
NWA	055	Capt. Drew Grimes
NWA	055	F/O Art Aaron
PAC	023	Capt. Robert Henderson
PCL	129	F/O Christopher Wiggins
PDT	029	Capt. Scott McGuigan
PSA	070	F/O David Isenberg
SPA	109	F/O Douglas Poletti
UAL	034	Capt. Elroy Aleshire
WSG	237	F/O Chris Brake
XJT	180	Capt. Samuel Landry

so will ensure that members and non-members are aware of the work that ALPA does on their behalf and the piloting profession as a whole.

- Independent unions using ALPA services must publicly acknowledge any service agreement and subsequent information provided by ALPA. By doing so, non-members will understand the benefits ALPA membership provides and that their independent union relies on ALPA to represent their members.
- ALPA members do not fully understand their union, the benefits it provides, and their own contracts. The ALPA Membership Committee needs to expand its new-member orientation program and develop an “ALPA 101 Class” and mentoring program in which members receive an orientation on ALPA following IOE. This program will be available to every

master executive council so that it may be customized for each pilot group and provided to new hires, as well as to those who have been with ALPA for many years but may not know the benefits and services they have access to as members.

- ALPA needs to provide assistance and help U.S.- and Canadian-based MECs experiencing furloughs to build their support programs. By doing so, members who are furloughed and either come back to their original ALPA-represented pilot group or are hired by another airline will know unequivocally that ALPA was there for them, supporting them during the good times and the bad. These members will make strong allies in future organizing efforts, both internal and external.
- Like the other delegate committees of the recent Board of Directors meeting, there was an apparent cross-over

of issues. For example, in Committee 5, the Education Committee reported on its activities to instill the knowledge and importance of what ALPA has accomplished and why representation is so important to our future members and the airline piloting profession. In Committee 8, the Membership Committee provided an overview of its activities to educate/orient new members and to provide support to furloughed brothers and sisters. Both of these Committees have coordinated their objective of organizing pilots around the common message of “We Are ALPA” and are a perfect example of how the individual ALPA committees must work together to provide the best programs and support for the overall good of our union.

Observations

- One unanticipated area of Committee discussion was the focus and desire by leaders of many of ALPA's pilot groups to become involved in supporting the union's organizing activities. As such, all agreed that it would make sense to involve appropriate members on the task force who are familiar with the customs of the pilot group to be organized, and this language was added into the resolution.
- All Committee members agreed on the importance of funding internal and external drives for continued service to ALPA's members and growth of the union; however, several Committee delegates questioned whether the MCF was the appropriate source for such funding. After much discussion, the Committee determined that there was no other source of funding to support organizing activities deemed critical to ALPA and its members at this time; however, the group advised the Executive Council to make it a priority to incorporate organizing expenditures into the A&S budget in the future.