

October 2018

AIR LINE PILOT

Official Journal of the Air Line Pilots
Association, International

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ABOUT THE COVER

Frontier pilots, along with fellow ALPA members and pilot leaders, gather in front of the Frontier mobile strike center while it makes a stop at the Association's Herndon, Va., offices during ALPA's recent Executive Board meeting.

Photo by Chris Weaver

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**ALPA-PAC IS THE MOST
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BETWEEN: WE DON'T CARE
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THEY'RE ON, AS LONG AS
THEY'RE ON OUR SIDE.**

BACK THE PAC!
WWW.ALPA PAC.ORG

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A member service of Air Line Pilot.

Bring a Folding Chair!

“If they don’t give you a seat at the table, bring a folding chair.” Shirley Chisholm, the first African-American woman elected to Congress, said these words in 1968. While the topics and times were different 50 years ago, the indisputable value of having a seat at the table in Washington, D.C., or Ottawa is no different today.

Thanks to the expertise offered by ALPA pilots, our union is—almost without exception—included in policymaker and stakeholder discussions on all aviation matters. Our reputation is beyond reproach when it comes to labor relations as well as safety, security, pilot assistance, and jumpseat issues.

The landmark agreement reached by Congress on a safety-centered FAA reauthorization is the strongest testament to date. The reauthorization keeps pilot training requirements strong and two fully qualified pilots in the cockpit of every Part 121 passenger and cargo aircraft. The bill also reflects many other ALPA priorities, from mandating secondary cockpit barriers on newly manufactured passenger airliners to supporting the authorization of pilot assistance programs including HIMS to affirming pilot-in-command authority.

While we applaud the commitment demonstrated on both sides of the political aisle to make this agreement happen, we’re making clear our disappointment that the FAA reauthorization does not include language passed by the U.S. House of Representatives to ensure that flag-of-convenience airlines aren’t allowed to serve the United States. Our union will never let up on our commitment to level the playing field, and we’ll only intensify our fight to protect American jobs against foreign airlines seeking to game the system by avoiding their home labor, tax, and safety laws.

In the context of the ALPA-backed language contained in the reauthorization creating a FAA Women in Aviation Advisory Board, our union is also building on our decades of work to keep the pilot pipeline strong. After all, every member made the decision to become an airline pilot. No one understands better than we do how to inspire new talent to join our ranks.

We’ll continue to work with all stakeholders to ensure a strong pilot pipeline in the United States with no adverse impact on safety. As part of this effort, ALPA has laid out in a new publication our policy solutions for how the U.S. airline industry can attract new pilots and serve small and rural communities (see page 9).

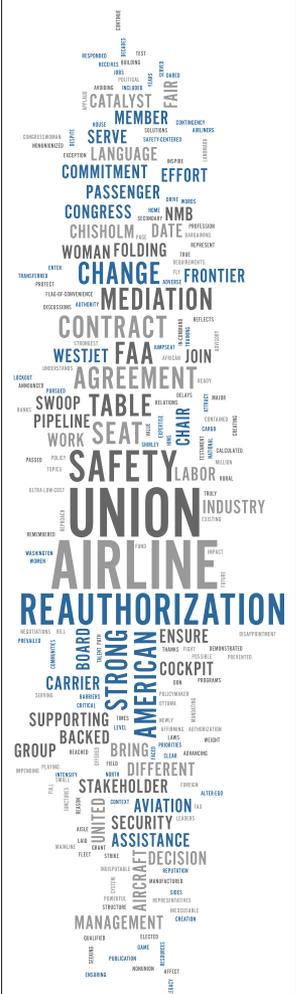
It’s certainly true that every ALPA pilot group receives the full weight of our union’s resources, but two of our pilot groups in negotiations are at truly critical junctures that could affect every North American airline pilot.

The Frontier pilots’ efforts to get to a fair contract are serving as the first test of the new National Mediation Board (NMB). Backed by a \$2 million ALPA Major Contingency Fund grant, the pilots have pursued every possible path to a fair contract. Despite inexcusable delays, the NMB has finally responded with new mediation dates. The Frontier pilots will be ready, and so will their union in supporting them.

When WestJet pilots’ management announced the creation of Swoop, an ultra-low-cost, non-union airline that would use aircraft transferred from the mainline fleet, it served as a powerful reason for the pilots to join our union. Faced with an impending strike/lockout, the pilot leaders recently made a calculated decision to enter into a mediation agreement with management. The first issue? Who would fly at Swoop and who would represent them. ALPA prevailed; our WestJet pilots prevented a nonunionized, alter-ego carrier from existing under the carrier’s structure.

Of her legacy, Congresswoman Chisholm said, “I want to be remembered as a woman who dared to be a catalyst of change.” ALPA members have also been catalysts of change—in bargaining better contracts, advancing the safety and security of our industry, and ensuring the future of our profession. But we know we can only drive change if we have a seat at the table—and we’ll bring a folding chair if need be.

Capt. Tim Canoll, ALPA President





‘PILOT SHORTAGE’: FOR THE AIRLINE INDUSTRY, IT’S AN INSIDE JOB

By Michael Boyd, President,
Boyd Group International

There’s no argument that there’s a constriction on the flow of candidates seeking entry to the airline piloting profession. This is what it really is—a constriction in new entrants to the profession, not a “shortage.”

Practically every airline has made note of it. Great Lakes Airlines recently shut down, ostensibly due to inability to crew airplanes. Republic filed Chapter 11 bankruptcy, reporting that it couldn’t meet contracted flying for Delta and other carriers. In our work, major airlines have advised us that they’re hamstrung by lack of pilot resources and can’t fly as much as they want.

It’s easy to attribute the cause to the FAA’s implementation of the “1,500 hour” rule and other changes that have increased the experience levels necessary for prospective candidates to enter the profession.

But this is 180 degrees from accurate. The reasons for this situation have been bubbling for years, regardless of whether the minimum requirement is 100 hours or 100,000 hours.

Until now, most of the focus has been on airlines and how they’re struggling under these conditions. They can’t expand as much as they want. Some smaller communities aren’t getting the service levels that they otherwise could support. Okay, there’s money on the table, and lack of pilots keeps airlines from grabbing it. So whose responsibility is it?

Airlines may be “hamstrung” by lack of pilot candidates. But what about the challenges facing the

individuals who want to make a career as an airline pilot? It’s here where the problem is, and it’s here where the solutions will be found. The reason there may be shortages is that many aspiring pilots don’t see the profession as competitive with other options.

So it’s time we focus on the issues facing individuals coming into this profession. One obvious factor is the cost for flight training and later building the experience to be able to apply for a position at an airline.

Up until the last 10 years or so, the airline industry has been riding the benefits of the Cold War (and a couple of hot ones) with flows of ex-military candidates. But that’s largely over, and now airlines need to rethink how to develop a career flow from the civilian world.

In some cases, this is being pursued but ineffectively. Hiring bonuses and incentive packages based on experience are now routine at most “regional” airlines. American Airlines’ subsidiaries are now claiming that a newly hired first officer will see \$60,000 in his or her first year.

Today, the biggest barrier to entry to the airline piloting profession isn’t the cost of gaining the requisite hours and qualifications. It’s the sacrifice these individuals must make after they’re hired.

Take the \$60,000 that Envoy Air, Piedmont, and others are promising...for the first year or maybe two. Then it’s back to the basic \$40,000 plus benefits, only to grow slowly until the pilot gets to transition to the major carrier. It might be two years, or maybe five, but it’s way down the line.

Let’s look at competing careers. In the legal profession or the engineering profession, as well as others, graduates can earn immediate annual incomes close to or above \$100,000 per year, plus benefits. It makes that one-year promise of \$60,000 look like chump change. Plus, they don’t have to domicile where the airline or their seniority dictates. Oh, and another thing. They’re home with their families each night.

That’s the core reason we have insufficient numbers of pilots to fill airline needs. The airline industry’s problems are therefore mostly self-inflicted. Until that’s resolved, the airline industry will be at a severe disadvantage in attracting new pilots. It also won’t be able to make as much money, either.

Here’s a bit of unproven—but I believe accurate—heresy: if the industry immediately raised entry-level pilot compensation by 100 percent, it would likely be revenue-positive.

After all, the common refrain is that because of a lack of pilots, the industry can’t operate where it knows it can make money. Get more pilots on the property and that revenue is a slam dunk.

It’s a trade-off that benefits everybody—pilots, the airline, and the consumer. ✉

“TODAY, THE BIGGEST BARRIER TO ENTRY TO THE AIRLINE PILOTING PROFESSION ISN’T THE COST OF GAINING THE REQUISITE HOURS AND QUALIFICATIONS. IT’S THE SACRIFICE THESE INDIVIDUALS MUST MAKE AFTER THEY’RE HIRED.”

PARTNERING ON SAFETY

By Howard "Skip" Elliott, Administrator, Pipeline and Hazardous Materials Safety Administration

Shortly after I assumed the position of administrator of the Pipeline and Hazardous Materials Safety Administration (PHMSA), I had the opportunity to talk with ALPA at a meeting between Capt. Tim Canoll and Department of Transportation Secretary Elaine Chao. We discussed how PHMSA would approach its recently reassigned duties as a member of the International Civil Aviation Organization's Dangerous Goods Panel. ALPA's focus on airline safety is razor sharp, and it's been a pleasure working with so many dedicated professionals on enhancing PHMSA-ALPA collaboration and addressing the risks posed by the air transport of undeclared dangerous goods.

One of the many good recommendations that emerged from discussions with ALPA is the need to quickly provide greater industry and public awareness about the hazards associated with undeclared and improperly packaged hazardous materials.

At ALPA's recent Air Safety Forum, I was pleased to announce the rollout of an important new safety awareness initiative called "Check the Box" (checkthebox.dot.gov) to address these shortcomings (see page 44). Through this new campaign, we hope to achieve greater public and industry awareness of common household items that are classified as hazardous materials and how to safely ship them through education—including new and dedicated content on our PHMA website, via social media, and at engagement events throughout the country.

Cruising altitude certainly is *not* the place to discover that you're transporting dangerous goods. Shipping dangerous goods without proper designation, packaging, and handling instructions puts peoples' lives at risk.

One of PHMSA's most consistent and important messages is that achieving zero incidents isn't impossible. Our success lies at a very thin margin. But airline safety performance illustrates that an even higher safety success rate can be attained.

There are a number of very safe transportation enterprises—such as pipeline and rail—where the risk is also heightened by the addition of hazardous materials, but the airline industry has a safety record that exceeds all other modes of transportation.

As a longtime railroader, making the leap from the bulkiness of the freight rail industry to the sleekness of the airline industry wasn't something I'd personally contemplated, although I had wit-

nessed my colleague and former railroader Oscar Munoz, now the CEO of United Airlines, make that transition a few years ago.

All of us share a strong common bond with safety. And from what I've witnessed, safety is just as relevant for the engineer at the throttle of a freight train pulling 200 rail cars as it is for the pilot at the controls of an airliner carrying 200 passengers or packages.

It makes perfect sense that a safety administrator should gravitate toward pilots. Certainly, to some, it seems counterintuitive that traveling through the air at several hundred miles per hour, tens of thousands of feet high, in a pressurized tube, is the safest mode of transportation. But it is. Statistically, it's about 100 times safer than traveling by car.

That wouldn't be the case if not for the expertise, the dedication, and the commitment to safety of the airline industry workforce. Airline transportation professionals are clear leaders in the pursuit of both safety awareness and innovation in general, and more specifically when it includes the risks associated with transporting hazardous materials.

This leadership and dedication are why PHMSA, as the only U.S. safety agency charged with maintaining hazardous materials safety across all transportation modes, values working closely with and learning from organizations like ALPA.

I know there are many good reasons why the aviation community is considered the zenith of safety and that ALPA will help get the Check the Box safety awareness initiative off the ground. This important new safety campaign wouldn't have become a reality if not for ALPA and your absolute commitment to improving safety. I'm confident that together, we'll find many other ways to collaborate that can yield tangible safety benefits and help close glaring gaps in safety protocols. [✈](#)



**"THIS IMPORTANT NEW SAFETY CAMPAIGN
WOULDN'T HAVE BECOME A REALITY IF NOT
FOR ALPA AND YOUR ABSOLUTE COMMITMENT
TO IMPROVING SAFETY."**

Preflight



AIRLINE INDUSTRY NEWS

DOMESTIC NEWS

● *Air Transport World* reported that **Chicago O'Hare International Airport received \$93 million from the FAA's Airport Improvement Program.** The grants will be used to rebuild the airport apron, construct a new taxiway, and pay for noise mitigation for nearby residences.

● *The Denver Post* reported that **the FAA's Office of Commercial Space Transportation awarded a launch site operator's license, commonly referred to as a spaceport license, to the government of Adams County, Colo., in mid-August for Front Range Airport,** now called the Colorado Air and Space Port.

● *Per Bloomberg News, United is experimenting with lie-flat seats for its B-737 Max fleet.* The airline announced that it's working on seat designs and has completed an initial round of testing.

● **The Transportation Security Administration (TSA) reported that security officers screened nationwide a record-setting 253 million passengers during the summer travel season, an increase of almost 6 percent from last year.** According to the TSA, 97 percent of travelers

waited less than 20 minutes for screening at standard checkpoint lanes and 94 percent of PreCheck passengers waited less than five minutes.

INTERNATIONAL NEWS

● **KLM recently announced that following an intensive round of negotiations and with the help of an arbitrator, the airline and the Dutch Airline Pilots Association reached a collective labor agreement,** averting a strike by the pilots.

● According to Boeing, **Asia-Pacific airlines will need to hire the greatest number of pilots, technicians, and cabin crew over the next two decades as economic growth spurs travel demand.**

The region will require 240,000 more airline pilots, 242,000 technicians, and 317,000 cabin crewmembers, making up more than one-third of the total global airline workforce needed.

● *Per BBC News, Zambia Airways has been revived after 24 years due to a \$30 million deal with Ethiopian Airlines.* The airline will begin flights later this year operating 12 aircraft to destinations in Africa, Asia, Europe, and the Middle East.

● *Indian Express* reported that

India's SpiceJet airlines recently operated the country's first test flight powered by biojet fuel.

The nearly 45-minute flight was operated with a Bombardier Q400, partially powered by biojet fuel made from the *Jatropha* plant.

FRONT LINES

● ALPA LAUDS CONGRESSIONAL AGREEMENT ON FAA REAUTHORIZATION

"The Air Line Pilots Association, International salutes Congress for reaching agreement on a bipartisan, five-year FAA reauthorization bill that will keep flying safe and the piloting profession strong," said Capt. Tim Canoll, ALPA's president, on September 24.

"ALPA applauds the vision, leadership, and commitment to safety that took place on both sides of the political aisle to secure agreement on this landmark bill. The bill maintains life-saving first officer qualification, training, and experience requirements and the presence of two fully qualified pilots in the cockpit of every FAR Part 121 passenger and cargo aircraft, while also taking important steps to inspire the next generation to pursue airline industry careers," observed Canoll.

"The bipartisan measure mandates secondary cockpit barriers on newly manufactured passenger airliners, a major step forward in aviation security. It improves the safe transport by air of lithium batteries and promotes education regarding undeclared dangerous goods. The language also prescribes the automatic acceptance of voluntary safety reports, includes fume event reporting requirements, promotes oxygen mask usage harmonization, supports the authorization of pilot assistance programs, and enhances the Federal Flight Deck

Officer program. In addition, the reauthorization permits the FAA to regulate unmanned aircraft systems flown by hobbyists, which will enhance the safety of all who operate in the national airspace.

"While ALPA is disappointed that the FAA reauthorization doesn't include language passed by the U.S. House to ensure that flag-of-convenience airlines aren't allowed to threaten the U.S. airline industry, our union is resolute in our commitment to defend fair competition," Canoll acknowledged. "We'll never let up in our effort to level the playing field and protect American jobs against foreign airlines seeking to game the system with flag-of-convenience schemes to avoid labor, tax, and safety laws.

"No one is more committed to a strong pilot pipeline than ALPA, and we welcome the bill's inclusion of a provision to establish a Women in Aviation Advisory Board to promote organizations and programs that provide education, training, mentorship, outreach, and recruitment of women in the aviation professions. We're also pleased by the provision to increase funding for the Essential Air Service program and the Small Community Air Service Development Program.

"This bipartisan, five-year, stable, long-term FAA reauthorization reached by the Senate and House is the culmination of years of hard work by ALPA to ensure that airline pilots' safety, security, and pilot assistance priorities would be reflected in this landmark legislation," said Canoll. "We also recognize the contributions of the staff on the authorizing committees in both the House and Senate, and we appreciate their steadfast commitment to getting this safety-focused bill done.

"We urge Congress to vote swiftly to pass this FAA reauthorization to safeguard passengers, crews, and cargo shippers in this



NEW ALPA REPS

As of September 11, the Election Ballot and Certification Board certified elections results for the following local councils:

- **AIR WISCONSIN 51**
F/O Aaron Bunnis,
Vice Chair (F/O Rep)
- **AIR WISCONSIN 51**
Capt. John Lindenauer,
Secretary-Treasurer
- **ENVOY AIR 83**
Capt. Kevin Wehrer,
Secretary-Treasurer
- **ENVOY AIR 114**
Capt. Gregory Masterman,
Chair (Status Rep)
- **ENVOY AIR 114**
Capt. Jonathan Fowler,
Secretary-Treasurer
- **ENVOY AIR 126**
Capt. Jose Thies,
Chair (Capt. Rep)
- **ENVOY AIR 126**
F/O Philipp von Donop,
Vice Chair (F/O Rep)
- **ENVOY AIR 126**
Capt. Alejandro Sparis,
Secretary-Treasurer
- **ENVOY AIR 133**
F/O Thomas Cross,
Vice Chair (F/O Rep)
- **FEDEX EXPRESS 100**
Capt. Jeffrey Belt,
Vice Chair
- **MESA 85**
Capt. Emmanuel Okon,
Vice Chair (F/O Rep)
- **PIEDMONT 35**
Capt. Marcelo Demelo,
Chair (Capt. Rep)

country and affirm the United States' international position as the global leader in aviation safety."

● CANOLL ADDRESSES INSIDER THREAT IN HOUSE SUBCOMMITTEE TESTIMONY

Capt. Tim Canoll, ALPA's president, testified in late September before the U.S. House Transportation and Protective Security Subcommittee of the Homeland Security Committee regarding the ongoing "insider" threat in aviation. He lauded the recent aviation security improvements led by Congress but underscored that insider threats remain a concern to passenger and especially all-cargo flight operations.

Canoll defined an insider as "someone with authorization and unescorted access to secured airport areas" such as the security identification display area (SIDA). "Security incidents involving insiders are rare," he stated. "They can result from malicious intent, complacency, or a lack of awareness." But recent examples, including the theft and crash of a passenger jet near Seattle-Tacoma International Airport and a security breach in Melbourne, Fla., show the need to focus on this area.

"The ever-changing threat means we can never rest," Canoll testified. "We can, and—yes—we must do more." He pointed out that "because of regulatory inequity, cargo operations are more susceptible to insider threats, making them a more desirable target for those with malicious intent." While Canoll applauded the requirement for secondary cockpit barriers on new passenger airliners contained in the forthcoming FAA reauthorization, he acknowledged that some cargo aircraft are *not* even equipped with a cockpit door.

During his testimony, Canoll offered multiple recommendations to help address the insider

threat, including

- requiring that all-cargo operations be conducted in the SIDA regardless of aircraft size,
- requiring cargo-specific security training where it's inadequate,
- requiring fingerprint-based criminal history records checks for anyone with access to cargo aircraft or their cockpits, and
- requiring reinforced cockpit doors and adequate secondary cockpit barriers on every cargo aircraft.

In response to a question from Rep. John Katko (R-N.Y.), the subcommittee chair, regarding the mental health aspect of the insider threat, Canoll highlighted programs previously in place at some of ALPA's pilot groups as well as the Association's new Pilot Peer Support program.

"The United States made a quantum leap in aviation security when the Transportation Security Administration adopted a risk-based approach to modernize security," Canoll said. "With the continued leadership of this subcommittee, I'm hopeful that regulators and industry can act quickly on ALPA's recommendations."

● ALPA UNVEILS PLAN TO KEEP PILOT SUPPLY STRONG, AIR TRAVEL SAFE, AND RURAL PASSENGERS FLYING

In a letter sent to U.S. Secretary of Transportation Elaine Chao in mid-September, ALPA offered



high-impact policy solutions to inspire young people to become airline pilots and provide air service to small and rural communities while maintaining the extraordinary level of aviation safety that U.S. passengers and shippers expect and demand.

"No organization is more committed than the Air Line Pilots Association, International to ensuring we have enough qualified pilots in the United States to meet future demand," said Capt. Tim Canoll, ALPA's president. "With the right policies, the U.S. government can help inspire young people to become airline pilots while making certain that air transportation in this country remains the safest in the world."

ALPA's policy solutions are especially relevant as the FAA recently hosted an Aviation Workforce Symposium in Washington, D.C.

The union's clear and bold plan to address pilot supply includes key policy actions to

- make it easier for veterans to become pilots.
- encourage more women to become pilots.
- ensure more students can afford to become pilots.
- inspire the next generation to become pilots.

"Every one of our members has made the decision to become an airline pilot, which gives ALPA a unique understanding of what it takes to inspire the next generation of trained and qualified aviators to join the profession," said Canoll.

For more than 30 years, ALPA has promoted the profession to a broad range of audiences. The union's recent activities include

- visiting 24 universities over the 2017–18 academic year.
- formalizing 11 collegiate professional development/mentoring programs.
- reaching more than 15,500 preK–12 students during the 2017–18 academic year at

elementary, middle, and high schools and at community events and museums.

● attending events such as AirVenture at Oshkosh, the Organization of Black Aerospace Professionals Convention and Career Exposition, the National Gay Pilots Association Industry Expo, and the Women in Aviation International Conference.

● establishing a scholarship program for students who are active in ACE Clubs and enrolled in aviation degree programs.

● launching, with others in the

aviation industry, Aviation Works 4 U, a one-stop shop for exploring a career in aviation.

"We applaud Secretary Chao for leading the symposium as part of an effort to bring more qualified pilots into the best profession in the world," concluded Canoll. "Our union stands ready, willing, and able to work with anyone who is serious about addressing the pilot-supply issue while keeping our passengers, crews, and cargo safe."

● **HELPING ALPA'S NEWEST LEADERS SUCCEED**

In late August, 18 new ALPA leaders, representing 12 pilot groups, attended a Leadership Training Conference at ALPA's Herndon, Va., offices. Capt. Sean Creed (Spirit), an ALPA executive vice president and member of ALPA's Leadership Committee, welcomed the recently elected reps to the two-day conference, which focused on providing them an understanding of how the

Association works and setting them up to succeed in their new roles as local council rep, a master executive council member, and a member of ALPA's Board of Directors.

As the main point of contact for their members, these reps are the first call a pilot will make when having issues with scheduling, hotels, pay, or irregular operations. The challenges ALPA reps face require crafting a careful strategy, executing a meticulous approach, and utilizing the tools and techniques ALPA offers. This training provided these new reps with the resources to better serve their members, which advances one of the Association's strategic goals.

All four of ALPA's national officers gave presentations, along with subject-matter experts from many ALPA departments. Attendees learned about collective bargaining techniques, how to meet with the chief pilot, communications strategies, the



Capt. Sean Creed (Spirit), an ALPA executive vice president and member of ALPA's Leadership Committee, talks to pilots during the Association's recent Leadership Training Conference.

Association's financial status and governing bodies structure, and much more.

By the conclusion of the conference, the Association's newest reps had learned the full scope of their responsibilities and had the ALPA tools and resources necessary to be successful advocates for the members they represent.

● **KNOWN CREWMEMBER PROGRAM CLEARS 100 MILLION CREWMEMBERS**

In early September, the Known Crewmember® (KCM) program reached a significant milestone,

clearing more than 100 million crewmembers since its inception in 2011.

The KCM program enables Transportation Security Administration (TSA) security officers to verify the identity and employment status of airline pilots and flight attendants, who already undergo thorough criminal background and employment checks as a condition of their employment. KCM has been a valuable resource in helping to decrease airport congestion by providing alternative screening opportunities for airline pilots and flight attendants, reducing the impact on the general screening lanes used every day by the traveling public. KCM currently has 62 participating airlines and operates in 90 airports at 221 screening locations.

"With the TSA's strong support, KCM has proven to be a vital component to a multilayered security screening process that allows the TSA to refocus security resources,

TAKING OFF
Engaging with Stakeholders



In my engagement with aviation community stakeholders over the last five years, I've been impressed with ALPA's positive reputation. Our union commands universal respect. Positive engagement and collaboration with ALPA are recognized as critical to advancing issues related to aviation and workers' rights.

Several examples of our engagement driving positive change are highlighted in this issue. Most significant are the safety gains achieved in the FAA reauthorization bill (see page 8). ALPA pilots and staff have worked tirelessly to promote our pilot-partisan agenda, and our efforts have proven successful. Another example is outlined by Howard "Skip" Elliott, administrator of the Pipeline and Hazardous Materials Safety Administration (PHMSA), in his guest column (see page 7). PHMSA is implementing a hazardous

materials education campaign that bolsters ALPA's years-long efforts to mitigate the air transport of undeclared hazardous materials.

Unfortunately, there are a few organizations that only learn the lesson of the benefit of positive engagement with ALPA the hard way. Frontier Airlines management and the new National Mediation Board (NMB) have yet to recognize the need to engage with ALPA. Almost three years into Section 6 negotiations and 16 months since pilot leaders filed for NMB mediation, Frontier pilots remain the lowest-paid airline pilots in North America. Yet their carrier is among the most profitable. For more than six months, Frontier pilots have been waiting to be released from mediation. Meanwhile, management avoids entering into a market-rate agreement and continues to derail negotiations. Still, the NMB hasn't set a deadline to complete mediation (see page 12).

ALPA's leaders, members, and staff steadfastly support the Frontier pilots. Bolstered by a \$2 million Major Contingency Fund

grant, we've backed activities like informational picketing, billboard and social media advertising, and the first-ever mobile strike center. ALPA also sued the company in federal court over its bad-faith bargaining. And our pilot leaders at Alaska, Delta, FedEx Express, JetBlue, Spirit, and United are helping to secure job opportunities for Frontier pilots.

During the recent Executive Board meeting, Capt. Mike Maynard (Frontier), his pilot group's vice chair, said that merging the Frontier Airline Pilots Association with ALPA in May 2016 was the best decision the pilots have made. Together, they chose to fight for a contract not on their own, but with ALPA's assistance and expertise. We won't rest until Frontier management and the NMB recognize that engagement is the only option. In the meantime, we'll continue to provide the resources necessary to address these challenges at Frontier Airlines for the betterment of the pilots and our union.

Lori Garver, General Manager
Lori.Garver@alpa.org

increase efficiency in security screenings, and significantly reduce wait times in security lines for pilots and the traveling public," said Capt. Tim Canoll, ALPA's president. "ALPA looks forward to KCM's continued expansion as well as further time and cost savings as the government and industry continue to adopt risk-based security."

"I'm a huge supporter of the Known Crewmember program and think it's one of our most effective risk-based initiatives," said David Pekoske, the TSA administrator. "I thank the pilots and flight attendants for their partnership with us in ensuring the security of air travel.... I also sincerely value our relationship with airlines and airports. We are stronger together."

● ATLANTIC SOUTHEAST AND KALITTA MECS COLLABORATE ON PREFERENTIAL HIRING OPPORTUNITIES

The Atlantic Southeast Master Executive Council (MEC), facing an airline loss of all mainline flying by the end of the year, collaborated with the Kalitta Air MEC and management to create a memorandum of understanding (MOU) that formalizes a preferential hiring program for legacy Atlantic Southeast and legacy ExpressJet pilots. Under the MOU, Kalitta will interview and hire up to 150 pilots through Dec. 31, 2018.

"Thus far, the program has been a great success for both Atlantic Southeast and Kalitta MECS," said Capt. Chromer Smith, the Atlantic Southeast MEC chair. "The good news is every Atlantic Southeast pilot who wants a job or needs one, while they sort out their futures, has one."

The Kalitta interview team scheduled two rounds of interviews with Atlantic Southeast pilots in August and in September. "During the first session in August, Kalitta hired 36 pilots," Smith said. "And when the

Kalitta team debriefed us prior to heading home, they couldn't say enough about the spirit and character of the pilot group. We know they got another good round of applicants in September, as only seven slots remained for the 80-some preferential interviews."

Other carriers with ALPA-represented pilots have joined Kalitta in giving Atlantic Southeast pilots a leg up in the interviewing process. Delta gave all Atlantic Southeast pilots a bump in its interview process. "A big debt of gratitude goes to our fellow ALPA pilot leaders and our staff, who have been instrumental in orchestrating this effort," Smith observed.

● EXPRESSJET PILOTS RATIFY NEW AGREEMENT

In late September, ExpressJet Airlines pilots voted to ratify a new three-year contract that includes the market-rate wages, stronger

job security, and enhanced work rules sought by the pilot group.

"The gains we've achieved in this agreement recognize the ExpressJet pilots' continued professionalism while at the same time giving ExpressJet management the secure financial foundation for future growth and expansion," said F/O Joe Mauro, the pilots' Master Executive Council chair. "The goal was to maintain the industry-leading cornerstones of our contract while achieving improvements for every pilot on our seniority list, regardless of how long they've been with the airline. While it wasn't easy, I believe we accomplished that."

The combined effect of the increased pay rates and earned quarterly override payments is approximately \$14,000 to \$15,000 of additional annual compensation for every pilot, placing ExpressJet pilots near the

ALPA NEGOTIATIONS UPDATE

The following is a summary of the status of ALPA contract negotiations by airline as of September 21:

AIR GEORGIAN—A notice to bargain was sent on Feb. 22, 2017. Negotiations continue October 23–26.

AIR WISCONSIN—A Section 6 notice was filed on Oct. 1, 2010. Air Wisconsin filed for mediation on June 17, 2013. Pilots and management reached a tentative agreement on Aug. 4, 2015. The pilots rejected the tentative agreement on Oct. 7, 2015. The pilots and management reached a tentative agreement on April 26, 2018. The pilots voted against the tentative agreement on July 3, 2018.

ATLANTIC SOUTHEAST—Section 6 negotiations resumed in accordance with the letter of agreement effective Aug. 9, 2017.

FRONTIER—A Section 6 notice was filed on Dec. 3, 2015. An application for mediation was filed on Sept. 22, 2016. Mediation continues.

TRANS STATES—A Section 6 notice was filed on Feb. 7, 2018. Negotiations continue October 16–18.

UNITED—A Section 6 notice was filed on March 1, 2018.

WESTJET—A notice to bargain was filed on June 6, 2017. Negotiations continue.

WESTJET ENCORE—A notice to bargain was filed on Dec. 19, 2017. Negotiations continue October 10–12, 16–19, and 30–31; November 1–2 and 13–16; and December 4–6 and 11–13.

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION

(Act of Aug. 12, 1970: Section 3685, Title 39, United States Code)

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- Filing date: September 19, 2018
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- Issue date for circulation data: October 2018

15. Extent and nature of circulation:	Average number of copies each issue preceding 12 months	Number of copies of single issue published nearest to filing date
a. Total number copies (net press run)	86,884	88,314
b. Paid and/or requested circulation		
1. Mailed outside-county paid mail subscriptions stated on Form 3541 (include advertiser's proof copies and exchange copies)	85,863	87,113
2. Mailed in-county paid subscriptions (include paid distribution above normal rate, advertiser's proof copies, and exchange copies)	-0-	-0-
3. Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside the USPS®	-0-	-0-
4. Paid distribution by other classes mailed through USPS (e.g., First-Class mail™)	-0-	-0-
c. Total paid distribution	85,863	87,113
d. Free or nominal rate distribution (by mail and outside the mail)		
1. Free or nominal rate outside-county copies included on PS Form 3541	2,041	2,066
2. Free or nominal rate in-county copies included on PS Form 3541	-0-	-0-
3. Free or nominal rate copies mailed at other classes through the USPS	-0-	-0-
4. Free or nominal rate distribution outside the mail (carriers or other means)	-0-	-0-
e. Total free or nominal rate distribution	2,041	2,066
f. Total distribution	87,904	89,179
g. Copies not distributed	408	408
h. Total	88,312	89,587
i. Percent paid	97.7%	97.7%

16. Publication of Statement of Ownership—Publication required—Published in October 2018 issue.

I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

—Sharon Bhagwandin, Editor

top of the regional industry.

Flying as United Express, ExpressJet is based in College Park, Ga., and is a wholly owned subsidiary of SkyWest, Inc. The pilots had been operating under a concessionary contract negotiated in 2004 and had been in negotiations with the company since 2010.

● **FRONTIER PILOTS TAKE THEIR FIGHT FOR A FAIR CONTRACT ON THE ROAD**

The Frontier pilots' "Strike Bus" mobile strike center has been on a nationwide tour taking the pilots' quest for a market-rate contract on the road. The pilots recently drove the bus in Labor Day parades in Chicago, Ill., and Cleveland, Ohio, and were joined by fellow ALPA members from Air Wisconsin, CommutAir, Delta, and United.

The mobile strike bus, which left Denver, Colo., in August, is on a 22-city, 15-state national tour that included a recent stop at ALPA's Herndon, Va., offices during the Association's Executive Board meeting in mid-September.

"Our Strike Bus is going city to city, especially focus cities in the Frontier network, to let the public know that Frontier pilots are flying the same routes and aircraft as other pilots—but earn more than 50 percent less than their peers," said Capt. Tracy Smith, the pilots' Master Executive Council (MEC) chair. "While other groups have signed new agreements, Frontier pilots are still flying under an 11-year-old bankruptcy deal."

The Frontier pilot group has been in negotiations since March 2016. The nationwide tour began



ALPA pilots, lined up in front of the Frontier "Strike Bus," march in the Chicago Labor Day parade.

four months after the pilots asked the National Mediation Board (NMB) to declare a bargaining impasse and release them from mediation and a month after ALPA sued Frontier Airlines in U.S. District Court in Chicago for bad-faith bargaining.

"Management's conduct at the negotiating table has been the very definition of bad-faith bargaining. It's clear they'll never come to terms with the pilots until they're facing a hard deadline

to achieve a contract or face a strike," Smith said. "This mobile strike center tells the public in foot-tall letters that Frontier pilots are 100 percent ready to strike. We're ready to walk as soon as the NMB lets us."

In addition to public visibility, the mobile strike center would also serve as a command post for striking Frontier pilots if they're released from mediation and complete a 30-day cooling-off period. The movable office could support strikers and picketing at any one of Frontier's pilot bases.

In the event of a pilot strike,

SHARE YOUR BEST 'OFFICE VIEWS'

PHOTOS: Share with us your shots of airplanes, airports, pilots, and anything else you see during your flight. Submit your high-quality prints from a developer or high-resolution digital images from your DSLR, etc., to Communications@alpa.org for possible use on the cover of *Air Line Pilot*, inside the magazine, or in a video.

ID: Tell us who you are, who you fly for, the names of the pilots in your photos, and what we're looking at.

COVER: Increase your odds of scoring the coveted cover shot: Turn your camera sideways and take a vertical shot.



Photographer:
F/O Chris Duggan
(First Air)



SHOOT | SUBMIT | SCORE

Please remember to adhere to FARs or CARs and company policy, including regulations regarding using personal wireless devices in the cockpit, when taking photos.

the vehicle would be used to help track the movement of Frontier's aircraft, set up a call center to communicate with pilots, serve as a rallying place for strike teams, and be a storehouse for supplies such as picket signs.

Visit frontierbadbargain.com for more information about the Frontier pilots' fight for a fair contract.

● FIRST AIR HOLDS MEC MEETING, DISCUSSES IMPENDING MERGER

The First Air Master Executive Council (MEC) held its biannual

meeting in Yellowknife, NWT, in mid-August, which focused on the impending merger between First Air and Canadian North. Several guests provided their insights and perspectives.

Relying on his past experiences, Capt. Brian Shury (Jazz Aviation), ALPA Canada vice chair, discussed the Canada Board's perspective on how to complete a successful merger. Capt. Bill Couette, ALPA's vice president-administration/secretary, talked about ALPA merger policy. Capt. Joe DePete, ALPA first's vice president and national safety

coordinator, discussed ALPA's role in the merger process.

Also attending were representatives from FedEx Express, Delta, United, and Air Canada, who briefed the group and shared their collective knowledge regarding mergers based on their own experiences.

Before the two-day meeting concluded, elections were held for MEC officers for the two-year term that begins on October 23. Capt. Peter Black was elected MEC chair, F/O Steven Bard vice chair, and Capt. James Keith secretary-treasurer.

SOLUTION TO THIS MONTH'S ALPA SUDOKU ON PAGE 46.

1	6	3	8	7	2	4	9	5
7	9	8	4	3	5	6	2	1
4	5	2	6	9	1	7	8	3
2	1	9	7	6	8	5	3	4
6	8	7	3	5	4	2	1	9
3	4	5	1	2	9	8	7	6
5	2	6	9	8	3	1	4	7
8	3	1	5	4	7	9	6	2
9	7	4	2	1	6	3	5	8

CANADA



ALPA CANADA BOARD CONVENES, DISCUSSES HOT-TOPIC ISSUES

Members of ALPA's Canada Board convened at ALPA's Herndon, Va., offices on September 11. Representatives from nine Canadian pilot groups were in attendance for the day-long meeting. Capt. Dan Adamus (Jazz Aviation), ALPA Canada president, led discussions on hot topics, and the board revisited a number of important ongoing issues, including the need to increase numbers of Canadian volunteers on national committees.

The board agreed to appoint a Canadian representative to ALPA's Education Committee to focus on finding the next generation of pilots in Canada. It also stressed the importance of securing more committed volunteers for the

The ALPA Canada Board takes time to reflect during ALPA's September 11 Remembrance Ceremony prior to the start of its meeting in Herndon, Va.

Veterans Affairs Committee and Pilot Assistance programs. Capt. Rod Lypchuk (Jazz Aviation), ALPA Canada vice president-administration/finance, hopes that as the number of ALPA Canada members continues to increase, the ALPA national committee structure will be enhanced to include an appropriate Canadian presence.

Capt. Brian Shury (Jazz Aviation), ALPA Canada vice president, provided an update on the upcoming nationwide marijuana legislation and the perceived information gap between the Canadian government, the public, and stakeholders. He also briefed the board on the merger talks between First Air and Canadian

North, along with a quick update on the Sky Regional recruitment drive. A robust discussion ensued on the ongoing efforts of the Safer Skies Coalition, with a focus on the flight-time/duty-time regulations before Parliament.

ALPA staff joined the Canada Board to provide an update on the Air Canada Pilots Association and ALPA merger discussions. In closing the meeting, Adamus acknowledged, "I've never been more optimistic and excited about what's going on in Canada."

The next regular meeting of the ALPA Canada Board is tentatively scheduled for November 26 in Ottawa, Ont.

CANADIAN PILOT ASSISTANCE VOLUNTEERS PARTICIPATE IN INFORMATIVE WORKSHOP

In mid-September, ALPA Canadian Pilot Assistance wrapped up a three-day "Managing the Power Curve" workshop for pilot volunteers near Toronto, Ont. Moderated by Brian Murray, a licensed mental health counselor, the course examined the cumulative effects of both personal and professional issues on airline pilot stress and methods to minimize their impact.



David Noble, left, comments on his experiences as an ALPA pilot health consultant as Capt. Murray Munro (Jazz Aviation), ALPA's Canadian Pilot Assistance chair, listens.

The agenda included presentations, open discussions, and group exercises. "It's a transformative program designed to boost optimal pilot performance and safety," said Murray.

"This workshop is part of the ongoing Pilot Assistance and Wellness Program plan to provide additional education and training so that Pilot Assistance volunteers will have, if and when they require it, a broader range of skills for supporting themselves and their fellow pilots," explained Capt. Murray Munro (Jazz Aviation), ALPA's Canadian Pilot Assistance chair.

Canadian Pilot Assistance is part of ALPA's Air Safety Organization Pilot Assistance Group.



EDUCATION COMMITTEE UPDATE



ALPA's Education Committee meets to plan for the 2018–19 academic year.

● ALPA PILOTS PREPARE TO GO BACK TO SCHOOL

ALPA's Education Committee met in August to establish an outreach plan for the 2018–19 academic year. This two-day meeting was held at the Association's Herndon, Va., offices with nearly a dozen core committee volunteers participating.

Capt. Bill Couette, ALPA's vice president–administration/secretary, who oversees the committee, and subject-matter experts in ALPA's Communications, Engineering & Air Safety, Government Affairs, and Strategic Member Development & Resources Departments were also on hand to share their knowledge and help boost the committee's outreach programs.

The group discussed current and future initiatives at grade

schools, aviation universities, and industry and community events. They also reviewed resources, including the Cleared to Dream website (clearedtodream.org), and are working to enhance the site with information about career pathways. Additional activities to stimulate student interest in pursuing a pilot career are also under way.

● ALPA APPOINTED TO BOARD OF NEW COLLEGIATE PILOT PROGRAM

Lone Star College–Montgomery in Houston, Tex., recently announced a program in which students can earn a professional pilot certificate Level 1 and associate of applied science degree beginning in spring 2019.



F/Os Steve Lofgren (United), left, and Mark Haley (United), right, with Mary Mendoza and Rebecca Riley from Lone Star College–Montgomery.

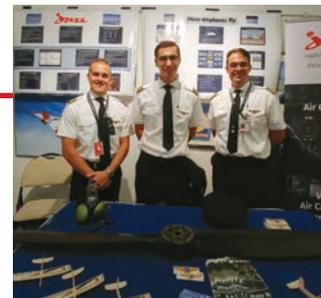
In August, ALPA pilots met with college faculty to help structure the program so that it bridges the gap between the classroom and the flight deck.

At the meeting were F/O Mark Haley (United), ALPA's Education Committee chair, and F/O Steve Lofgren (United), local council 171 Legislative Affairs chair, and college president Dr. Rebecca Riley and dean Mary Mendoza. They discussed the outline of the new program, career outlook for pilots, and resources available through ALPA to advise and support students once the program is up and running.

ALPA will also serve on the college's pilot program advisory board, which will be a multiyear effort requiring consistent participation to help prepare young pilots for their careers.

● EXPERIENCING THE THRILL OF FLIGHT AT FAMILY FUN DAY

The Montreal Aviation Museum's third annual Family Fun Day in mid-August was a tremendous success, with more than 1,000 attendees of all ages experiencing the thrill of aviation. At the event, ALPA Education Committee volunteers Capt. Andrew Schliep (Jazz Aviation) and F/Os Thomas Maheux



Education Committee volunteers prepare to greet aviation enthusiasts at Family Fun Day.

(Jazz Aviation) and Stephen Gesner (Jazz Aviation) talked with youth about the profession and encouraged them to pursue piloting careers.

The Canadian Armed Forces, NASA, and other aviation and aerospace professionals also spoke about careers in their industries. In addition, spectators had an opportunity to tour a Griffon helicopter and see it take off and look at various other aircraft models and displays.

Thanks to the Jazz Master Executive Council, Jazz Aviation, and the Montreal Aviation Museum for their ongoing support of ALPA's educational outreach.

ALPA's Education Committee promotes the piloting profession, mentors aspiring aviators, and prepares future generations of pilots to join the ranks of ALPA members. For more information or to get involved, contact Education@alpa.org.



ASO UPDATE

● PUTTING THE FOCUS ON AIRPORT SAFETY

In late August, ALPA's Air Safety Organization (ASO) and Engineering & Air Safety (E&AS) Department representatives participated in three separate airport/runway safety events with the FAA.

On August 21, ALPA took part in the FAA Safety

Summit—Working Together to Address Wrong Surface Events—in Leesburg, Va. Dan Elwell, acting FAA administrator, informed attendees that each year there are more than 200 actual or attempted operations on the wrong runway, taxiway, or airport. The agency has identified and put in place several mitigations, but the intent of the summit was to bring together leaders from government and industry to discuss

ways in which everyone can work together to further reduce the risk. Capt. Steve Jangelis (Delta), ALPA's ASO Aviation Safety chair, spoke on two panels at the event: "What Contributes to the Risk?" and "What Does Success Look Like?"

On August 20, ASO Airport & Ground Environment Group representatives participated in a meeting of the Airport Subcommittee of the FAA's Research,

Engineering, and Development Advisory Committee to explore and discuss new and evolving areas of airport safety research.

On August 22, ASO and E&AS representatives took part in a regularly scheduled meeting of the Runway Safety Council, cochaired by the FAA and ALPA, which examines and makes recommendations concerning operational safety needs at individual airports.

IN MEMORIAM

"To fly west, my friend, is a flight we all must take for a final check. —AUTHOR UNKNOWN

2013

Capt. John Wolfe	US Airways	May
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2016

Capt. Benjamin Densieski	TWA	March
Capt. Anthony Grzesiak	US Airways	April

2017

Capt. Warren Wochek	Eastern	February
Capt. Jim Henderson	FedEx Express	July
Capt. William Richards	US Airways	July
Capt. Roger Garcia	United	October
Capt. Ross Butler	Pan American	November
Capt. Richard Fisher	US Airways	December
Capt. Norman Kadyschuk	Canadian	December

2018

F/O Robert Uhlenhopp	Braniff	January
F/O Charles Price	Airlift	February
Capt. Franz Keppler	US Airways	March
F/O Ferdinand Irrgang	Braniff	March
F/O Paul Antes	Midway	April
Capt. Solomon Byarlay	Braniff	April
Capt. Jim Johnson	Delta	April
Capt. Howard Caldwell	Braniff	May
Capt. Charles Childers	Eastern	May
Capt. Frank Davis	United	May
Capt. Walter Scott	Eastern	May
Capt. John Wanless	Alaska	May
Capt. Scott Agenbroad	Northwest	June
Capt. Howard Beckwith	Northwest	June
Capt. Marion Griffith	Braniff	June
Capt. Gary Hutteball	Northwest	June
Capt. John Kuhn	Flying Tigers/FedEx Express	June
Capt. Frank Mitchell	Continental	June
Capt. Roy Plattner	TWA	June
F/O Bruce Ronning	Eastern	June
Capt. Kermit Selvig	FedEx Express	June
Capt. Mitchell Shapiro	Continental	June
Capt. James Taylor	Northwest	June
Capt. Larry Walker	United	June
F/O Mark Zemeck	FedEx Express	June
Capt. Robert Askins	Delta	July
Capt. John Banfield	Air Transat	July

Capt. James Bates	Northwest	July
Capt. James Bowen	Eastern	July
Capt. Tage Brondum	Flying Tigers	July
Capt. David Brown	Delta	July
Capt. Jordan Burpee	Jazz Aviation	July
Capt. James Carden	American	July
S/O William Cotney	Braniff	July
Capt. Todd Donohue	United	July
Capt. Richard Emery	United	July
Capt. Dennis Fairbrother	United	July
Capt. William Fellingner	Northwest	July
Capt. William Ferguson	United	July
Capt. Philip Harman	United	July
Capt. Joseph Ivey	Delta	July
Capt. James Jones	Northwest	July
Capt. Gregory Kettler	United	July
Capt. Don Linn	Delta	July
Capt. John Lucas	US Airways	July
Capt. John Ludington	Northwest	July
Capt. Chester Martindale	Delta	July
F/O Daniel McConnell	Envoy Air	July
Capt. John Riley	TWA	July
Capt. Keith Renz	Delta	July
Capt. Robert Rydeen	Eastern	July
Capt. Aelred Schwery	Eastern	July
Capt. Tom Thompson	Continental	July
Capt. Monte Askegard	Trans States	August
Capt. Austin Bates	Northwest	August
Capt. Robert Brandon	Delta	August
Capt. Leslie Brissette	Pan American	August
Capt. Therman Campbell	Delta	August
Capt. Mark Duxbury	Delta	August
Capt. Terry Essenpreis	FedEx Express	August
Capt. Gary Gabbard	Northwest	August
Capt. Richard Gladish	Northwest	August
Capt. Kirk Goldman	United	August
Capt. Harold Hoffman	Northwest	August
Capt. Edward Holcombe	Eastern	August
Capt. David Huffman	Air Transport Int'l	August
Capt. Lewis Lytton	Delta	August
Capt. Harry Madsen	Eastern	August
Capt. Steven McGaw	Delta	August
Capt. Thomas Niederer	Delta	August
Capt. Kenneth O'Connor	Eastern	August
Capt. George Purcell	US Airways	August
Capt. Albert Stegbuchner	Endeavor Air	August
S/O Arthur Strassel	FedEx Express	August
Capt. Willmore Stuart	United	August
F/O Evan Trout	Alaska	August
Capt. David Vaughter	Eastern	August
Capt. Robert Wallace	TWA	August
Capt. James West	Delta	August
Capt. Lance Hooley	JetBlue	September

ASO TRAINS NEXT GENERATION OF INVESTIGATORS

Thirteen pilot safety representatives from five airlines gathered at ALPA's Conference Center in Herndon, Va., in late August to take part in the Air Safety Organization's (ASO) Accident Investigation Course.

Capt. Michael Wickboldt (Spirit), the course director, stated, "Your role when participating in an NTSB or Transportation Safety Board of



Canada investigation is to bring your perspective as a line pilot. That's what makes us uniquely qualified to assist in their effort. Because when the unthinkable happens to our fellow pilots, everyone involved is on the same team and has the same goals—identifying any safety issues and to make

Pilots participate in ALPA's recent Air Safety Organization Accident Investigation Course.

recommendations to keep these events from happening again."

The four-day course covers topics such as accident notification and dispatch to the site, the resources available from various ALPA departments, investigative agency policies, participation in various investigative groups,

bloodborne pathogen precautions, representation of flight crews, and usage of Critical Incident Response Program resources, as well as responding to international investigations.

The ASO's capstone accident investigation course, the Advanced Accident Investigation Course, was held September 24–27 in Grand Forks, N.D. Look for coverage in an upcoming issue of *Air Line Pilot*.

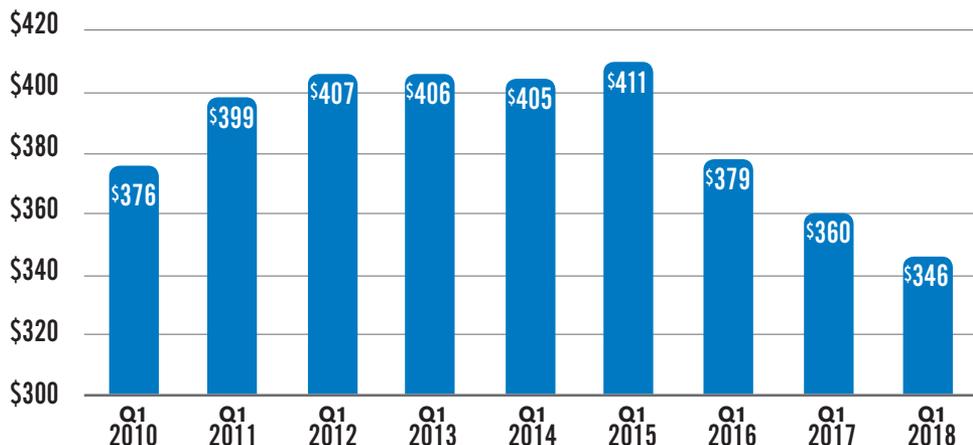
INDUSTRY STATS

U.S. DOMESTIC AIRFARE

According to the latest data from the U.S. Department of Transportation's Bureau of Transportation Statistics, the average domestic airfare decreased to \$346 in the first quarter of 2018, down 3.7 percent from \$360 in the first quarter of 2017, on an inflation-adjusted basis in constant 2018 dollars. Fares are based on the total ticket value, which consists of the price charged by airlines plus any additional taxes and fees levied at the time of purchase. Airfares include only the price paid at the time of the ticket purchase and don't include charges for optional services such as baggage fees.

The average airfare of \$346 for the first quarter of 2018 is the lowest price since the \$340 average airfare recorded in the third quarter of 2017. Additionally, airfare for the first quarter of 2018 is down 30.9 percent from the highest first-quarter fare of \$501 recorded in 1999.

U.S. AVERAGE DOMESTIC AIRFARE
INFLATION-ADJUSTED 1Q FARES (2018\$)



Source: U.S. Department of Transportation Statistics and ALPA Economic & Financial Analysis Department

There is a strong negative correlation between capacity growth and fare levels. The substantial decrease in average airfare in the first quarter of 2018 isn't surprising given the current environment of elevated capacity growth seen across the industry. Average airfare was much higher between

2012 and 2014 when airlines exercised more capacity discipline and supply and demand were more aligned.

Despite higher fuel prices in the current environment, airfares have been depressed by fare competition and remain below 2016 levels. As such, airlines are looking to ancillary

charges to supplement fare increases to boost total revenue per available seat mile growth. Both JetBlue and United recently announced that they'll increase baggage fees from \$25 to \$30 per bag, a 20 percent increase. Additionally, Southwest announced it will increase early-bird check-in fees.

MARKET WATCH

AIRLINES	PARENT COMPANY	STOCK SYMBOL	8/31/2017	8/31/2018	% CHG.	
Atlantic Southeast, ExpressJet	SkyWest, Inc. ¹	NASDAQ: SKYW	\$34.70	\$65.30	88.18%	▲
United	United Continental Holdings, Inc. ²	NYSE: UAL	\$61.96	\$87.42	41.09%	▲
Spirit	Spirit Airlines, Inc.	NASDAQ: SAVE	\$34.05	\$47.52	39.56%	▲
Delta, Endeavor Air	Delta Air Lines	NYSE: DAL	\$47.19	\$58.48	23.92%	▲
Mesa	Mesa Air Group, Inc. ³	NASDAQ: MESA	\$12.00	\$13.79	14.92%	▲
FedEx Express	FedEx Corporation ⁴	NYSE: FDX	\$214.38	\$243.95	13.79%	▲
Air Transat	Transat A.T., Inc.	TSX: TRZ.B	\$9.20	\$9.15	-0.54%	▼
Bearskin, Calm Air	Exchange Income Corporation ⁵	TSX: EIF	\$33.26	\$32.33	-2.80%	▼
Hawaiian	Hawaiian Holdings, Inc.	NASDAQ: HA	\$42.85	\$41.50	-3.15%	▼
JetBlue	JetBlue Airways Corporation	NASDAQ: JBLU	\$19.81	\$19.08	-3.69%	▼
Jazz Aviation	Chorus Aviation, Inc. ⁶	TSX: CHR.B	\$8.27	\$7.91	-4.35%	▼
Envoy Air, Piedmont, PSA	American Airlines Group, Inc.	NASDAQ: AAL	\$44.74	\$40.48	-9.52%	▼
Alaska, Virgin America	Alaska Air Group, Inc. ⁷	NYSE: ALK	\$74.66	\$67.49	-9.60%	▼
Air Transport International	Air Transport Services Group, Inc.	NASDAQ: ATSG	\$22.96	\$20.35	-11.37%	▼
WestJet, WestJet Encore	WestJet Airlines Ltd.	TSX: WJA	\$26.63	\$19.15	-28.09%	▼

1 SkyWest, Inc. declared a quarterly dividend of \$0.10 per share on Aug. 7, 2018.
 2 United Continental Holdings, Inc. is transferring its stock exchange listing to the NASDAQ from the NYSE. The company's common stock began trading on the NASDAQ on Sept. 7, 2018, and will continue to be listed under the ticker symbol UAL.
 3 Mesa Air Group, Inc. announced the pricing of its initial public offering of 9,630,000 shares of its common stock at a public offering price of \$12 per share. Shares began trading on the NASDAQ on Aug. 10, 2018.

4 FedEx Corporation declared a quarterly cash dividend of \$0.65 per share on Aug. 17, 2018.
 5 Exchange Income Corporation declared eligible dividends totaling \$0.1825 per share for the month of August on Aug. 17, 2018.
 6 Chorus Aviation, Inc. announced a monthly dividend of \$0.04 per Class A and Class B shares for August on Aug. 22, 2018.
 7 Alaska Air Group declared a quarterly cash dividend of \$0.32 per share on Aug. 8, 2018.



STATE OF THE NORTH AMERICAN AIRLINE INDUSTRY:

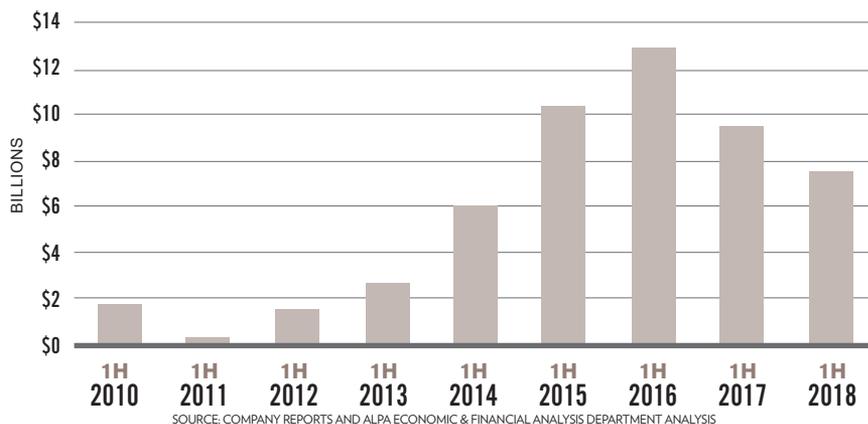
IS THE INDUSTRY FINALLY SEEING A SMOOTHING OF THE BOOM/BUST CYCLE?

By ALPA Economic & Financial Analysis Department Staff

The latest North American economic and financial information indicates that airline profitability should continue for the ninth consecutive year. Years of profits are due, in part, to various airline initiatives that include more agile responses to macroeconomic changes, investing in more fuel-efficient aircraft, focusing on enhanced ancillary revenue products, strengthening balance sheets, and improving operations. After a lengthy period of industry profits and with the economy experiencing some of its strongest growth in years, many are wondering if the industry is strong enough to weather the next downturn. With one of the most well-respected stock investors in modern times now owning shares in four major airlines, it seems as if the airline industry is indeed more attractive as a long-term investment option. Not only have stockholders seen improved returns from the airline industry, but many employees have also reaped the benefits of pattern bargaining resulting from sustained profitability.

At the midpoint of 2018, major passenger airlines in the U.S. have earned more than \$7.5 billion in pretax profits while major cargo airlines have gained more than \$6.5

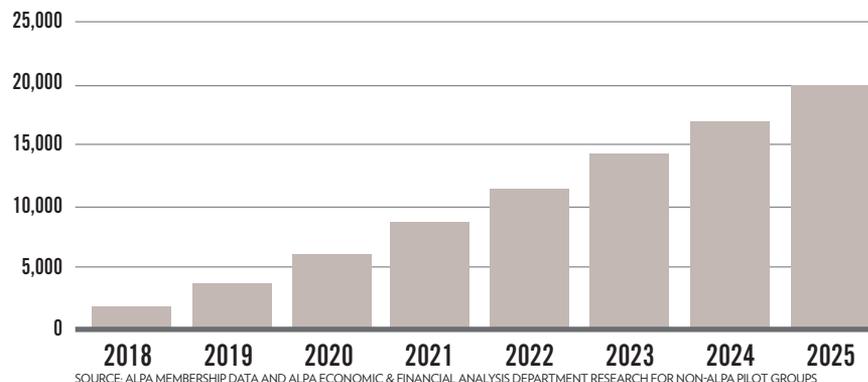
FIGURE 1
2018 MID-YEAR PROFITS STILL SOLID



billion. Major Canadian airlines have earned nearly \$500 million in operating profits. The unique business model at fee-for-departure airlines has contributed to these airlines having mixed results (see Figure 1).

While these profit figures are significant, the industry continues to face varied macroeconomic and industry-specific challenges, which means that the concept of booms and busts can't be discounted. Trade protectionism and rising fuel costs are two of the top challenges the industry faces in the near term. In the medium term, the industry could struggle with pilot supply (see Figure 2). (See page 9 for ALPA's solutions to keeping pilot supply strong.) And over the long term, the airline industry could face pressure from infrastructure constraints. Despite all these challenges, the airline industry is expected to produce profits for the remainder of 2018 and into 2019.

FIGURE 2
FORECASTED RETIREMENT AT U.S. MAINLINE PASSENGER AND CARGO CARRIERS
(CUMULATIVE)



Much of the reason for the profitable outlook is the economic environment. General economic trends are positive both in North America and globally. U.S. real gross domestic product (GDP) rose 4.2 percent in the second quarter, driven by strong consumer spending and business investment. Economists expect the solid growth trend to continue, with full-year 2018 GDP growing 3.0 percent. If this materializes, it would be the biggest increase in GDP since 2005.

The International Monetary Fund predicts that world GDP will grow 3.9 percent in both 2018 and 2019. Canada's GDP is expected to increase 2.1 percent in 2018, while Mexico's output will grow 2.3 percent. Growth in the EU and Japan is expected to slow, while Asia's growth should average 6.5 percent. China's growth will moderate from 6.6 percent to 6.4 percent, and India's growth rate will be 7.3 percent. Latin America will see modest growth of 1.6 percent in 2018, moving toward 2.6 percent in 2019. Both Argentina and Brazil have seen moderate currency depreciation as recovery in these areas has slowed and political tensions have risen (see Figure 3).

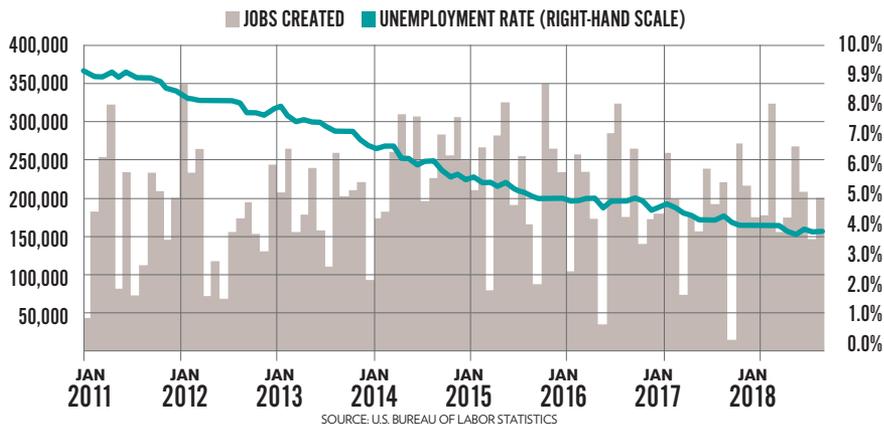
FIGURE 3
REAL GROSS DOMESTIC PRODUCT GROWTH AND FORECASTS

	2016	2017	2018P	2019P
WORLD	3.2%	3.7%	3.9%	3.9%
Advanced Economies	1.7%	2.4%	2.4%	2.2%
United States	1.5%	2.3%	2.9%	2.7%
Canada	1.4%	3.0%	2.1%	2.0%
Euro Area	1.8%	2.4%	2.2%	1.9%
United Kingdom	1.8%	1.7%	1.4%	1.5%
Japan	1.0%	1.7%	1.0%	0.9%
EMERGING & DEVELOPING ECONOMIES	4.4%	4.7%	4.9%	5.1%
Developing Asia	6.5%	6.5%	6.5%	6.5%
Sub-Saharan Africa	1.5%	2.8%	3.4%	3.8%
Commonwealth of Independent States	0.4%	2.1%	2.3%	2.2%
Middle East/North Africa	5.0%	2.2%	3.5%	3.9%
Latin America & Caribbean	-0.6%	1.3%	1.6%	2.6%
Developing Europe	3.2%	5.8%	4.3%	3.7%

SOURCE: INTERNATIONAL MONETARY FUND

Trade tensions are beginning to present some downside risk to the global economic outlook. Besides already impacting

FIGURE 4
U.S. JOB GROWTH STRENGTHENING IN 2018



“JOB CREATION CONTINUES, WITH THE U.S. RECORDING 95 MONTHS OF CONSECUTIVE JOB GROWTH THROUGH AUGUST. THE UNEMPLOYMENT RATE HAS STOOD AT 3.9 PERCENT, THE LOWEST IT’S BEEN IN TWO DECADES.”

the stock markets, increasing restrictive trade measures could hinder investment, as businesses wait to see what other products and goods could be affected. In recent months, the U.S. has imposed tariffs on steel, aluminum, washing machines, solar panels, and a variety of imported goods from China, including aircraft maintenance parts. In addition to the new tariffs between the U.S. and China, among others, the North American Free Trade Agreement (NAFTA) is being renegotiated, as are the economic arrangements between the UK and the rest of the EU. Many economists agree that the slowing of tradable goods causes inflation, slows the spread of new technologies, and could lower productivity.

Despite all the recent trade headlines, world trade remains strong for now, and tariffs have had minimal impact on the passenger and cargo airline industries, as many other economic indicators are strong. Job creation continues, with the U.S. recording 95 months of consecutive job growth through August. The unemployment rate has stood at 3.9 percent, the lowest it’s been in two decades (see Figure 4). Interest rates remain low but have started to rise as inflation picks up. Households are recording higher net worth, and average nominal earnings are up nearly 3 percent in the past year. Fortunately, consumer confidence remains near its highest point in 18 years, as consumers have yet to be deterred by rising inflation and have yet to reduce their spending.

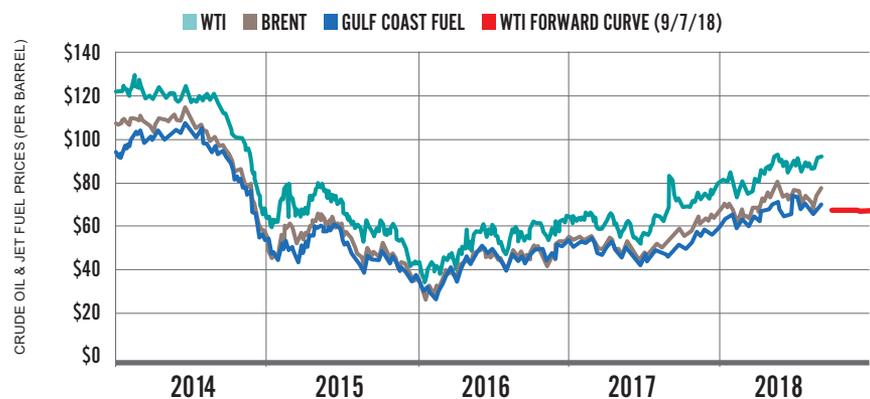
OIL PRICES PRESSURING MARGINS

Economic growth is a key demand driver for the industry, but the price of oil also has a significant impact on the financial results the industry expects. Through August, crude oil prices increased 40 percent and 65 percent from comparable periods in 2017 and 2016, respectively. There was some downward movement in prices in late July, as most members of OPEC, Russia, and other exporting countries started to increase production. In addition, a faster-than-expected return of Libyan crude oil production following August’s unplanned supply outage could put further downward pressure on crude oil prices. Volatility can be

expected to remain while supply disruption risks continue in the Middle East.

The average fuel price per gallon was up 25 percent from a year ago through the first six months of 2018, causing a \$4.1 billion increase in fuel expense for the industry. While hedges can soften the impact of some of the increase, only a few airlines maintain significant hedge portfolios. Fuel has always been one of the biggest expenses for airlines; and with the significant increase so far this year, it’s now roughly 24 percent of total operating expenses. With such a significant increase in one of the largest expense categories, it’s not surprising that profit margins are being pressured (see Figure 5).

FIGURE 5
FUEL PRICES REMAIN ELEVATED BUT EXPECTED TO FALL INTO 2019



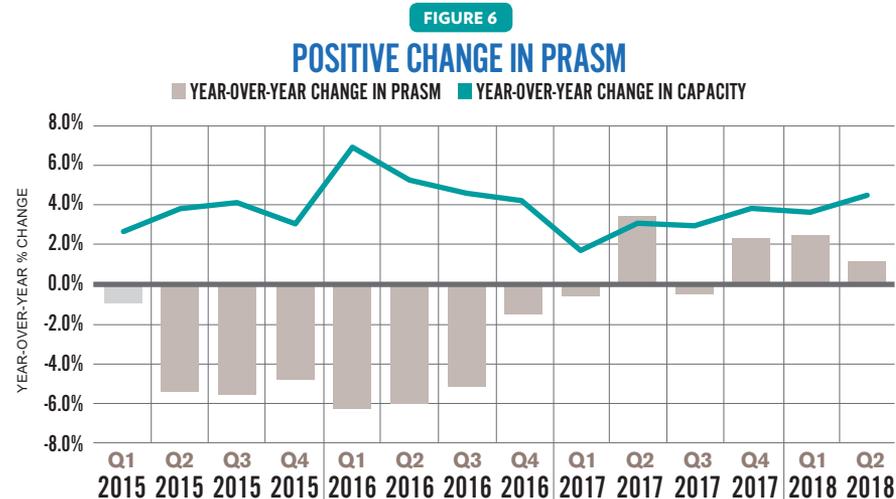
U.S. MAINLINE AIRLINES

The industry continues to generate healthy margins, but profitability is down from the last three years. Through the first two quarters of 2018, the industry posted an 8.8 percent profit margin. While this was down from 11.9 percent and 15.9 percent from 2017 and 2016, respectively, it's still strong. The industry generated more than \$87 billion in revenue through the first half of the year, with topline revenues posting a 6.5 percent increase. The increase in revenues came not only from higher ticket fares, but also from airlines' ancillary revenue initiatives.

Ancillary revenues have fast become a permanent part of the flying experience. From basic economy fares to paying for bags, seat upgrades, front-of-the-line boarding, Wi-Fi connections, and onboard food and drink purchases, the industry has become more and more resourceful at generating additional revenue. American Airlines estimates its rollout of basic economy and premium economy products can add approximately \$800 million to \$1 billion in incremental revenue.

Other lucrative revenue streams come in the form of mileage and credit card loyalty programs. In fact, this source of other revenue is up 15 percent already in 2018. Delta recently commented that its relationship with American Express will drive more than \$3.5 billion of additional revenue and value to the airline this year. Meanwhile, Alaska expects its mileage program to generate approximately \$1 billion in annual revenue in 2018, a 17 percent compounded annual growth rate since 2013.

With increases in both passenger



SOURCE: COMPANY REPORTS AND ALPA ECONOMIC & FINANCIAL ANALYSIS DEPARTMENT ANALYSIS

revenue and other revenue, the industry continues to post year-over-year gains in unit revenue, despite increases in capacity. Total unit revenue was up 2.1 percent from last year, while PRASM (passenger revenue per available seat mile) was up 1.6 percent, with improvements in both the domestic and international sectors (see Figure 6).

Domestic PRASM trends have increased since mid-2017, and international PRASM recently posted strong improvements, especially in the transatlantic region—which continues to benefit from strong premium cabin and leisure demand. The Latin region is seeing some stronger business demand, which should help yields; however, demand for some beach destinations has dropped due to security concerns. In addition, the residual effects of currency devaluations in Argentina and Brazil could also inhibit that region's rebound.

Overall, total unit revenues are expected to increase approximately 2.2 percent in

both 2018 and 2019, as airlines continue to focus on ancillary revenue initiatives. This is good news and will help expand margins in 2019.

CASM (cost per available seat mile), excluding fuel, for U.S. carriers increased 2.0 percent through the first half of 2018. This cost increase is slower than the increase seen in 2017 for the same period, as the initial cost increases of many of the labor agreements—such as signing bonuses—reached in 2017 won't reoccur in 2018. In addition, as more carriers are emphasizing running smooth and on-time operations, costs related to disruptions have decreased. Keeping unit costs stable will be a challenge as more airlines look to pare capacity in the wake of rising fuel prices.

U.S. capacity was up 4.1 percent through June 2018. Domestic capacity is expected to increase 5 percent this year while international capacity is expected to grow by 2.6 percent. On an industrywide basis, total capacity is expected to be up 4.5 percent in 2018 and 3.8 percent in 2019. However, as fuel and other operating expenses rise, some airlines have reduced capacity growth for the remainder of 2018 and into 2019. But do these reductions go far enough? The lack of meaningful capacity cuts could be one reason airline stocks haven't recently shown more pep. Investors could be concerned that oversupply could be too much in an environment of rising fuel prices, trade disputes, and political tensions.

Oversupply has been one of the main reasons airlines have struggled to earn profit-

FIGURE 7
CAPACITY TRENDS EXPECTED TO MODERATE

	1H 2018	1H 2017	% CHANGE
American	138,717	136,083	1.9%
United	132,679	127,275	4.2%
Delta	127,967	124,098	3.1%
Southwest	78,859	76,871	2.6%
Alaska	32,313	30,006	7.7%
JetBlue	29,162	27,826	4.8%
Spirit	17,925	14,170	26.5%
Hawaiian	9,751	9,256	5.3%
Allegiant	7,651	6,961	9.9%
Frontier (data only through 1Q)	5,910	4,882	21.0%

SOURCE: COMPANY REPORTS

its in an industry downturn. Airlines are using more information-technology tools to track passenger behavior. With these tools, airlines can now pick and choose which specific route and frequencies are detracting the most from overall profitability and remove these. This ability to exit failing markets and concentrate on markets of strength, thereby controlling capacity creep, should help smooth the industry profitability cycle (see Figure 7).

CANADIAN INDUSTRY

The Canadian economy has gained momentum despite concerns over U.S.-imposed tariffs. Consumer spending, wage growth, and business investment are all moving in a positive direction. While the economic growth rate for 2018 is expected to be about 2.1 percent, it's somewhat less than the 3.0 percent growth experienced in 2017. The impact so far from U.S.-imposed tariffs on Canada's steel and aluminum imports (industries that account for only 0.5 percent of Canadian GDP and jobs) has been relatively small. Fears over trade and the slow pace of NAFTA negotiations haven't dissuaded Canadian companies from using their capital this year to reinvest in their businesses (see Figure 8).

For the first half of the year, results for Canadian airlines were mixed. The two largest airlines in Canada have added so much capacity that some analysts are calling it a "turf war." As a result, insufficient pricing power coupled with rising fuel costs are leading to operating margins that are consistently lower than those of U.S. counterparts. Together, Air Canada and WestJet posted just a 2.2 percent operating margin through June 2018 (with WestJet posting its first operating loss in 13 years for the second quarter of this year), while Air Transat recorded an operating loss. Jazz Aviation saw a 9.9 percent pretax profit margin, and Exchange Income Corporation, the parent company of Bearskin, Calm Air, Keewatin, and Perimeter, had a 26.9 percent EBITDA (earnings before interest, taxes, depreciation, and amortization) profit margin. And like the performance of U.S. airlines, 2018 results were lower than 2017 for the major Canadian carriers, while Jazz's performance was better. Exchange Income Corporation

and Air Canada were impacted by a stronger Canadian dollar, while WestJet was affected by higher expenses resulting from increased capacity and the threat of a pilot strike. Jazz benefited from an increase in controllable revenue under a capacity purchase agreement; and although Air Transat posted an operating loss, it was less than in 2017 due to higher average selling prices.

The Canadian domestic market is dominated by Air Canada and WestJet. Capacity at Canada's two largest airlines grew 7.2 percent through the first half of the year. Air Canada's capacity growth is consistent with the airline's objective of increasing global international-to-international connecting traffic through its major Canadian hubs. WestJet's capacity growth is attributable to new international routes and destinations, a shift in fleet mix to larger narrowbody aircraft, and the launch of air service for both Swoop and WestJet Link in June.

What's concerning is the amount each carrier has increased capacity above Canadian GDP growth. With Canada's GDP expected to grow just 2.1 percent in 2018, the carriers' 7.2 percent total capacity growth is 3.4 times that of GDP growth, and their expected 6.4 percent domestic capacity growth is approximately 3.1 times that of GDP growth. While WestJet announced a modest capacity cut for the second half of this year, Air Canada has yet to reduce capacity. The second half of 2018 scheduled

system ASM growth is projected to be 6.3 percent for Air Canada and 4.2 percent for WestJet, while GDP is expected to grow only 2.3 percent in the second half of this year.

Adding to fare challenges are the new-entrant ultra-low-cost carriers trying to make a mark on the Canadian market. The latest competitor, Flair, has entered several markets out of Edmonton, Alb., and has now doubled its capacity in a year. Meanwhile, domestic capacity at smaller domestic airlines continues to grow as well. Bearskin's scheduled capacity was up nearly 6 percent year to date in June, while Calm Air had a 7.9 percent increase in capacity. ASMs at First Air and Canadian North, which recently announced their intent to merge, were up 47 percent and 18 percent, respectively.

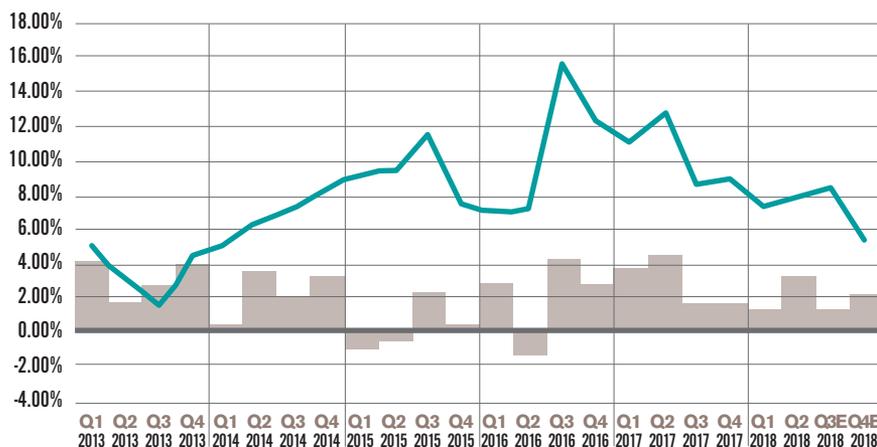
With such significant growth rates, it's not surprising that the domestic fare environment is very competitive. The lack of purchasing power has many analysts questioning Air Canada's and WestJet's growth strategies into 2019, and the stock values of these two companies reflect that negativity.

While Exchange Income Corporation continues to post strong EBITDA earnings, the company is facing recruitment challenges and, in response, has recently implemented a pilot pathways program, which was spearheaded by the acquisition of Moncton Flight College, the largest flight-training college in Canada.

FIGURE 8

CANADIAN GROSS DOMESTIC PRODUCT VS. CAPACITY GROWTH

■ REAL GDP % GROWTH ■ YEAR-OVER-YEAR CHANGE IN ASMs



SOURCE: STATISTICS CANADA, COMPANY REPORTS, AND OAG

FEE-FOR-DEPARTURE INDUSTRY

The fee-for-departure (FFD) sector's unique business model continues to face challenges, but there's been some improvement in recent years. This sector's airlines consist of two publicly traded companies, five wholly owned companies, and six privately owned companies. While all these companies compete for flying, their financial constraints are much different. In addition, because so many of these operators have constrained growth opportunities, rumors of consolidation continue.

As mentioned, the industry is facing a large number of upcoming pilot retirements at major airlines. As FFD pilots move up to major airlines due to these retirements, FFD airlines are offering bonuses to attract pilots. While this has helped provide temporary relief, some FFD airlines are finally recognizing that putting money toward higher pay rates has an even greater impact on addressing pilot supply issues. In addition, many FFD airlines have established career progression paths with their major airline partners, which also helps to address pilot supply challenges. Airlines that have implemented these initiatives continue to remain competitive (see Figure 9).

FFD pilots are also starting to see some improvement in their retirement benefits. Many FFD 401(k) plans now offer upward

of 5 percent matching contributions, while some have maximum matching contributions of 10 percent or more. Just four years ago, several FFD carriers didn't offer any level of matching 401(k) contributions.

The industry continues to see the move to larger regional jets, as mainline carriers try to maintain brand quality and look to make the travel experience seamless between FFD and mainline carriers. This move to a more seamless experience includes offering premium cabins, upgraded food and beverage options, and large overhead bin space—all items found

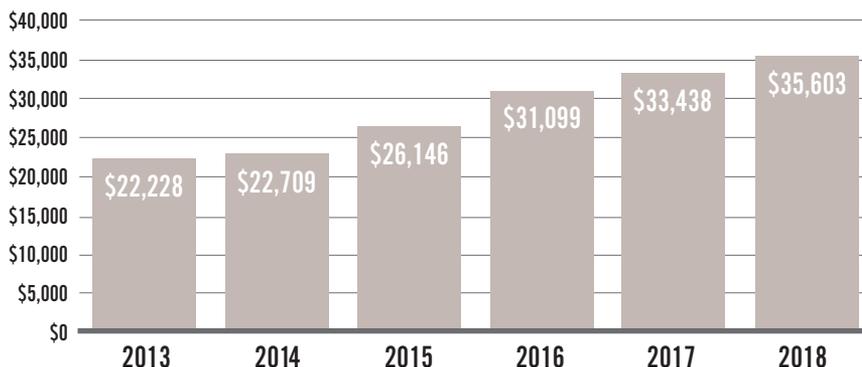
on jets with 70-plus seats.

A closer look at the FFD sector shows that the fleet distribution number between aircraft with 50 seats or fewer and larger regional jets has effectively flipped. Aircraft with 50 seats and fewer represented 63 percent of the FFD fleet in 2013; last year, larger regional aircraft represented 59 percent. In 2013, the average FFD flight had 56 seats. Last year, it was 63 seats. This is a 12 percent increase in seats per aircraft (see Figure 10). This change from 50 to 70 seats will become more important in 2021, when seat limitations on regional jets are lifted at Ronald Reagan Washington National Airport, allowing airlines to add capacity without the need for additional hulls.

Recent changes in capacity purchase agreements, including extensions and new partnerships, are changing the performance results for many airlines in this sector. However, increased labor costs that are required to attract and retain pilots will put pressure on FFD carriers while they seek to remain cost competitive. In this environment, FFD airlines that have invested in aircraft themselves could face tail risk—having lease payments beyond the terms of the capacity purchase agreements. There are different options to combat tail risk, including buying these aircraft off lease, but the necessary funds to do so could be prohibitive.

FIGURE 9

ESTIMATED AVERAGE FIRST-YEAR FEE-FOR-DEPARTURE SALARY

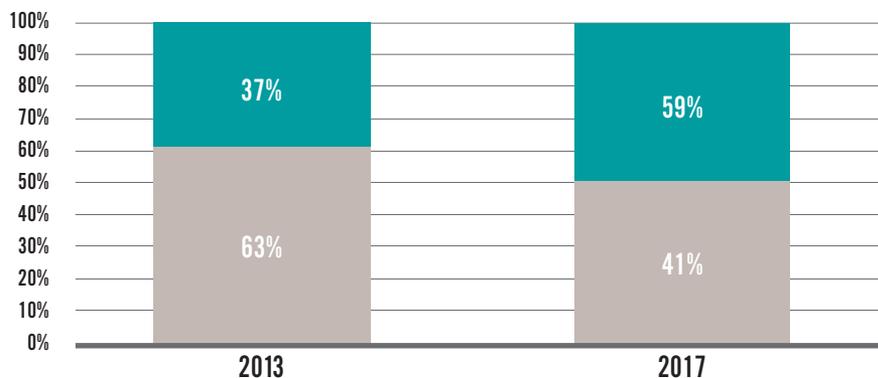


SOURCE: COLLECTIVE BARGAINING AGREEMENTS AND ALPA ECONOMIC & FINANCIAL ANALYSIS DEPARTMENT ANALYSIS. NOTE: BASED ON RESERVE GUARANTEE FOR FIRST YEAR. INCLUDES MESA, SKYWEST, GO JET, TRANS STATES, AIR WISCONSIN, ENDEAVOR AIR, ENVOY AIR, PSA, PIEDMONT, EXPRESSJET, COMPASS, AND COMMUTAIR

FIGURE 10

U.S. FIRST-YEAR FEE-FOR-DEPARTURE FLEET MIX CHANGING AS MAINLINE PARTNERS SEEK LARGER AIRCRAFT

■ 50 OR FEWER SEATS ■ MORE THAN 50 SEATS



SOURCE: U.S. BUREAU OF TRANSPORTATION STATISTICS

CARGO INDUSTRY

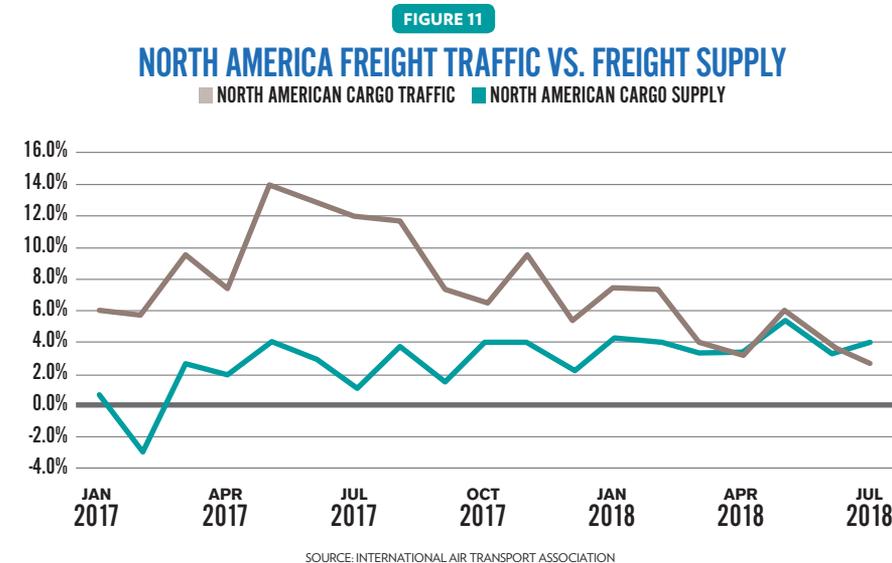
Major air cargo airlines reported nearly \$6.5 billion in pretax profits for the first six months of 2018. The performance in the air cargo market hasn't fallen as much as in the passenger market. At the end of the first of half of this year, air cargo airlines posted a combined 9.3 percent pretax margin, 0.9 percentage points less than the same period in 2017, while major U.S. passenger airlines posted a combined 8.8 percent pretax margin, down 3.0 percentage points from the first half of 2017.

E-commerce and distributed manufacturing trends are creating demand for new express networks. Industry experts believe e-commerce retail sales could reach \$5 trillion by 2021, up from \$2.3 trillion in 2017. This suggests that demand for freight aircraft should remain strong well beyond 2021. Amazon, for example, recently expanded its Cincinnati, Ohio, hub to include space for 100 aircraft.

Growth in industrywide air freight traffic was up 4.3 percent year to date July 2018, while air freight capacity, measured in available air freight tons, has grown 4.8 percent year to date through July 2018. Load factors were down 0.2 percent to 44.4 percent. International load factors were slightly better at 48.3 percent. Cargo yields are up more than 16 percent from a year ago, as strong demand for e-commerce continues (See Figure 11).

Air freight volumes flown by U.S. carriers have risen at a double-digit annualized pace in the last few months. Strong consumer demand and a stronger dollar is boosting inbound air cargo. North American freight traffic is up 4.8 percent while capacity is up 4.3 percent. Asia-Pacific air freight carriers have seen a 4.0 percent increase in traffic on a 6.8 percent increase in capacity, while European carriers have had a 3.9 percent increase in traffic versus a 4.8 percent increase in capacity. Asia-Pacific, the largest air freight-carrying region—accounting for almost one-third of the global total—is most exposed to any impact from rising trade tensions.

At this point, trade impacts on U.S. carriers should be relatively small, as most of the commodities in question typical-



ly aren't transported as air freight. In addition, ongoing economic momentum, particularly strong consumer confidence, and further signs of bottlenecks in global supply chains should continue to support demand for air freight in the near term.

WILL THE INDUSTRY COME THROUGH THE NEXT DOWNTURN?

All sectors of the airline industry are very closely tied to economic trends. Currently, the outlook for the economy in North America is positive. Yet some issues could cloud the horizon, such as rising inflation from trade tensions and rising fuel prices, as well as geopolitical tensions. In addition, the industry needs to be watchful of its own actions that could be detrimental to financial well-being, such as excessive capacity growth.

Since the end of June, several reports from major airlines have indicated that the pricing environment is strong. This, coupled with modest capacity cuts, bodes a positive outcome for the remainder of 2018. This constant attention to fares and capacity should lead to margin expansion in 2019. If so, it would be the first time in four years that profit margins expanded.

The futures curve on oil prices shows a slightly downward trend. Whether this

will materialize in fuel prices remains to be seen. Continued refueling toward more fuel-efficient aircraft will help the industry contend with any rising oil prices, but all airlines will have to deal with the continued volatility seen in prices.

Liquidity is a good indicator of how well an airline can absorb any ups and downs that occur in the cycle, as well as any sudden shocks to the system. With more than nine years of sustained profits, many airlines have been able to accumulate strong levels of cash. Generally, airlines should seek to maintain approximately 15 to 20 percent of annual revenue in liquidity. At the midpoint of 2018, major U.S. passenger airlines had a combined \$30 billion in cash and short-term investments, nearly 18 percent of annual industry revenue.

Clearly, with a strong liquidity base and information-technology tools to monitor passenger behavior, airlines can adapt to changing trends. With the ability to adapt quicker, hopefully long-term capital expenditure plans will better reflect cycle demands, so that new aircraft deliveries come during a peak instead of during a trough. Indeed, perhaps the previous cycles of recovery, expansion, descent, and contraction will be replaced with moderate growth, moderate expansion, little descent, and no contraction. ☒

EXECUTIVE BOARD CONVENES, DEBATES DUES REDUCTION

By John Perkinson, Senior Staff Writer

Following much discussion and debate, ALPA's Executive Board, at its 123rd regular meeting in mid-September, approved a resolution recommending that the Association's Board of Directors (BOD) authorize a member dues rate reduction when the union's highest governing body convenes later this month. The board members acted on 16 resolutions, ranging from policy adjustments to special budget requests. In addition, ALPA's national officers, executive vice presidents, and master executive council (MEC) chairs heard pilot group updates and continued the Association's strategic planning process.

In deliberating over the dues-reduction resolution, the Executive Board recommended that the BOD consider a dues change from 1.90 percent of gross month-

ly earnings for active and executive active members to 1.85 percent. The proposed language, if enacted as is, would go into effect Jan. 1, 2020.

The proposal includes revisions to the formulas for allocating dues income among MECs to help ensure that smaller pilot groups aren't adversely affected by the decreased income stream. In addition, the Executive Board directed ALPA's president to establish a committee to undertake a comprehensive review of the Association's services, finances, and structure.

ALPA's dues rate was last reduced in January 2014, when the rate dropped from 1.95 percent to 1.9 percent.

NATIONAL OFFICER REPORTS

The Executive Board meeting began with



Capt. Tim Canoll, ALPA president

national officer reports. Capt. Tim Canoll, ALPA's president, talked about the imminent FAA reauthorization bill and language proposed by the U.S. House of Representatives. The House version of the legislation includes several actions

ALPA has long lobbied for, including maintaining minimum first officer qualification, training, and experience requirements; implementing stronger guidelines for the air transport of lithium batteries; and requiring secondary cockpit barriers on new passenger airliners. However, the House version also calls for a six-month study to promote single-pilot cockpit operations on all-cargo flights, which ALPA strongly opposes as it would clearly jeopardize safety (see page 5).

"As decision makers determine the future of our industry and our profession, it's incumbent on us to make our views heard in the debate," said Canoll, underscoring the need for ALPA to be a part of any public discussion on airline operations. Alluding to a famous quote by former Rep. Shirley Chisholm, the first African-American woman elected to the U.S. Congress, Canoll noted, "ALPA pilots know we can only drive change if we have a seat at the table—and we'll bring a folding chair to get one."

Capt. Joe DePete, ALPA's first vice president and national safety coordinator, discussed the Association's recent Air Safety Forum and the extraordinary work of



Capt. Joe DePete, ALPA first vice president and national safety coordinator

ALPA's Air Safety Organization, which supported the event. "Even though our industry and the airline piloting profession are currently experiencing favorable conditions and blue skies, we must be prepared for the challenges that loom on the horizon," said DePete. "We must remain ever vigilant, watching for threats, understanding and managing risks, taking advantage of opportunities, and advocating on behalf of the entire airline industry."

"In the last two years, we've accom-



ALPA's Executive Board holds its 123rd regular meeting in September, acting on 16 resolutions.



Capt. Bill Couette, ALPA vice president-administration/secretary

plished great things together,” observed Capt. Bill Couette, ALPA’s vice president-administration/secretary, who added, “We’ve grown and expanded the union with improved products and services.” Couette talked about ALPA’s infrastructure improvements that are part of the union’s Project AMBER and the expansion of Professional Development Group outreach efforts to further ALPA’s strategic plan. “We continue to promote the piloting profession and secure its future. But our work isn’t finished. We must continue the strategic planning process to determine where we go for the next two years and beyond,” he said.



Capt. Randy Helling, ALPA vice president-finance/treasurer

Capt. Randy Helling, ALPA’s vice president-finance/treasurer, commented, “ALPA is on strong financial footing because of each and every one of you, and your fellow volunteers,” crediting ALPA’s leaders for keeping the Association in good standing. He reviewed the status of the Association’s finances and how they’re being budgeted moving



Capt. Stuart Morrison (Spirit)

PILOTS HELPING PILOTS

During the Executive Board meeting when master executive council (MEC) chairs provided briefings on pilot group activities, Capt. Stuart Morrison (Spirit), his pilot group’s MEC chair, shared a poignant story. This summer a Spirit pilot at Houston George Bush Intercontinental Airport became incapacitated and had to be transported on a gurney to a local hospital. A Delta pilot witnessing the incident followed the Spirit pilot to the hospital to monitor his condition. The Delta pilot soon contacted F/O Ellen Brinks (Delta), ALPA’s Aeromedical Group chair, who lives in Houston, Tex., and she also went to the hospital to check on the Spirit pilot.

Morrison commented that these gestures are a clear testament to the bonds that exist among ALPA members and personally thanked Capt. Bill Bartels (Delta), his pilot group’s MEC chair, for the Delta pilots’ support.

forward. Helling told Executive Board members, “Remember, it’s hard enough to spend money wisely when you don’t have any, but it’s even harder to spend money wisely when you do. Thank you once again for being good stewards of your pilots’ hard-earned dues dollars.”

PLENARY SESSION

During plenary, the Executive Board addressed numerous resolutions including a Major Contingency Fund grant of C\$1 million to the pilots of Air Georgian for the endgame of their contract negotiations. The body voted to pass a measure along to the BOD that calls for departure proxies, making it possible for pilots attending local council meetings to leave early and

give voting proxies to other attending members. The Executive Board also forwarded a resolution to the BOD to consider the authorization/use of electronic local council officer nominations.

While in delegate committees, Executive Board members reviewed the final progress report of the Association’s 2016 strategic plan goals, objectives, and initiatives. ALPA national committee chairs and subject-matter experts also presented proposed 2018 strategic plan language for input before it moves onto the BOD. All ALPA pilots are encouraged to sign onto the members-only portion of the website at www.alpa.org/strategicplan to see the union’s most recent strategic plan (see page 34). ☒

GET ON THE BUS The Frontier pilots’ “Strike Bus,” a mobile strike center, was at ALPA’s offices in Herndon, Va., for the Association’s Executive Board meeting, providing photo opportunities and giving tours to pilots and staff alike. The pilots are on a national tour to help communicate to the public that Frontier pilots and management are at an impasse after nearly three years of contract negotiations (see page 12).



Dan Elwell, FAA acting administrator

ACTING FAA ADMINISTRATOR ADDRESSES BOARD

FAA Acting Administrator Dan Elwell, a former airline pilot, served as keynote speaker for ALPA’s Executive Board meeting. “It’s a pleasure and an hon-

or to be with the greatest safety organization in the world,” he said, adding, “Without you, your efforts, and your participation, we wouldn’t have the [safety] record we have today.”

Elwell talked about the 28 extensions reauthorizing the FAA in recent years and how these short-term solutions do little more than fund existing programs. He noted the large amount of time his agency is spending on the oversight of

unmanned aircraft systems and last month’s FAA’s Aviation Workforce Symposium, which focused on how to best attract young people to the aviation industry and improve the quality and efficiency of training.

Elwell also took questions from the Executive Board, which touched on topics like commercial space and whether regional airlines will be ready to comply with the agency’s mandate that U.S. airlines be

automatic dependent surveillance-broadcast (ADS-B) capable by Jan. 1, 2020. When Capt. Mike Sterling (Air Transport International), his pilot group’s Master Executive Council chair, asked about the proposed single-pilot cockpit study in the House version of the FAA reauthorization bill, Elwell assured Sterling that any changes the agency incorporates would have to maintain or improve current safety levels.

During this year's Air Safety Forum, Capt. Tim Canoll, ALPA's president, urges pilots to share their knowledge to advance ALPA's priorities even further.



The committee work conducted by hundreds of pilot representatives in ALPA's Air Safety Organization (ASO) enables the Association to maintain its leading role as the safety advocate in the airline industry. Although the Aviation Safety, Aviation Security, Pilot Assistance, and Aviation Jumpseat Groups meet regularly, ALPA's annual Air Safety Forum gives them the opportunity to gather individually and collectively to discuss matters of common interest.

Welcoming the 225 ASO representatives, Capt. Tim Canoll, ALPA's president, and Capt. Joe DePete, ALPA's first vice president and national safety coordinator, started the two days of meetings thanking pilot representatives for their individual efforts to maintain the safety of the industry and North American skies.

Canoll remarked, "Each person in this room should take enormous pride in what we've accomplished," and urged pilots to "share what you know" this year with colleagues to advance the ALPA's priorities even further.

DePete referred to the attendees as the "heart, body, and soul" of ALPA, noting that "Every volunteer here is a shining example of our Association's credibility and expertise.... You're all essential crewmembers to your Association's flight, as it's your energy that will make this a successful and productive forum. Thank you for what you do."



Capt. Joe DePete, ALPA's first vice president and national safety coordinator, thanks pilot reps for their efforts to maintain the safety of the airline industry and North American skies.

AIR SAFETY FORUM URGES PILOTS TO 'SHARE WHAT YOU KNOW'

By Air Line Pilot Staff



Capt. Wolfgang Koch (Delta), ALPA's Aviation Security chair, moderates the two-day Aviation Forum titled "Ever Vigilant, Always Prepared."

● SECURITY PLANS, PROJECTS, AND INITIATIVES

The ASO's Aviation Security Group met to discuss security plans, projects, and initiatives, including several of a potentially sensitive nature. Moderated by Capt. Wolfgang Koch (Delta), ALPA's Aviation Security chair, the two-day Aviation Security Forum, titled "Ever Vigilant, Always Prepared," featured presentations and panel discussions from a wide array of key air transportation security stakeholders.

Norman Robinson, director of the Transportation Security Administration's (TSA) Flight Operations Division of the Office of Law Enforcement/Federal Air Marshal Service, and Kim Johnson, that office's Aviation Programs Branch manager, briefed attendees on emerging threats to in-flight security.

Patricia Wolfhope, a biometrics expert and program manager for the Department of Homeland Security's Science and Technology Directorate, showcased new developments in video and image-processing technology and discussed how these advancements are being used to improve security by identifying potential threats early.

Representatives from the FBI's Civil Aviation Security Program spoke about the geopolitical environment and how the agency works with other groups to assess and respond to aviation threats.

William Murray, an intelligence analyst and consultant for the Alphom Group, presented a historic look at how the rela-

tionship between terrorism and aviation started and has evolved over the decades.

Steve Alterman, president of the Cargo Airlines Association and chair of the TSA's Aviation Security Advisory Committee (ASAC), and Elizabeth Merritt, chair of the ASAC's Air Cargo Subcommittee, updated attendees on the committee's efforts to prioritize air cargo security.

Staff Sergeant David Falls and Corporal Lee Murray of the Royal Canadian Mounted Police highlighted the recent actions and initiatives of the Canadian Air Carrier Protective Program, including the increased focus on airport security, nonpassenger screening, and unmanned aircraft systems (UAS) activity.

Russ Travers, acting director of the National Counter Terrorism Center, addressed the current threats to civil aviation and shared some of the proven strategies the agency has used to identify and counter these threats in their early stages.

ALPA's Aviation Security Council, made up of the security chairs from each of the Association's 34 pilot groups, assembled to hear updates from committee representatives. Capt. Eric Herman (Sun Country), ALPA's Aviation Security Council chair, led the meeting and reviewed recently launched initiatives such as ALPA's Aviation Security Incident Reporting Program, the Onboard Security Working Group, and guidance being developed for managing unruly passengers, in addition to hearing presentations from ALPA staff and committee members.

● JUMPSEAT FORUM HIGHLIGHTS NEW VIDEO, GUIDE

The ASO's Aviation Jumpseat Group presented its two-day Jumpseat Forum as part of ALPA's ongoing effort to serve as the airline industry lead for all things related to flight deck access to the jumpseat. Titled "Command, Authority, and Leadership," the forum featured presentations and panel discussions outlining the group's mission to ensure

- pilot-in-command authority over flight deck access and use of the jumpseat,
- flight deck jumpseats remain available to all individuals authorized to use



Steven Moates, a flight inspector for the FAA, left, outlines regulations addressing flight deck access as Capt. Rich Odbert (FedEx Express), ALPA's Aviation Jumpseat chair, listens.

them, and

- appropriate procedures and training are upheld to protect the safety and security of the flight deck.

DePete welcomed the Aviation Jumpseat Group as the fourth pillar of the ASO. Capt. Rich Odbert (FedEx Express), the Aviation Jumpseat Group chair, provided a brief review of the forum's extensive agenda before premiering a video titled "Jumpseat Etiquette? Yes, Please!" (See jumpseatinfo.org.) Referencing the last line of the video, Odbert remarked, "We're all professionals; let's keep the jumpseat professional."

In addition to the video, Capt. Keith McClanahan (JetBlue), ALPA's Jumpseat Council vice chair, led a panel discussion highlighting the Association's recent efforts to produce a new jumpseat guide, which was published in July 2018. The guide covers the role of the captain, procedures to follow, information about international jumpseating, and other pertinent information.

Steven Moates, a flight inspector for the FAA, discussed the terms and intent of FAR 121.547, which specifies who has access to the flight deck. In addition, he noted that FAR 91.3 explains that the pilot-in-command is the final authority regarding the operation of the aircraft. "The captain needs to know who is on his or her aircraft. The captain needs to be a part of the process," he asserted.

In another presentation, Capt. Mark



Kevin Psutka, ALPA's safety and security representative, discusses safety developments in Canada, including the Transportation Safety Board of Canada's updated Watchlist for 2018.



F/O Todd Lisak (JetBlue), ALPA's Training Council chair, right, acknowledges differences in nonnormal operations procedures at different airlines.



Capt. Steve Jangelis (Delta), ALPA's Aviation Safety chair, briefs Safety Council and Training Council members on ALPA's Air Safety Organization priorities.

Gaertner (Air Transat), the ASO's jumpseat subject-matter expert, led an exchange about the status of CAN-CASS (Canadian Cockpit Access Security System).

F/O James Berzon (United), the Aviation Jumpseat Group vice chair, moderated a panel with ALPA's Government Affairs representatives to discuss how FAA reauthorization and other legislative activity could impact jumpseat access. In addition, Scott Armstrong, a senior trainer for the U.S. Federal Air Marshal Service, briefed forum attendees on the Crew Member Self-Defense Training Program, which to date has trained nearly 14,000 individuals.

Other Jumpseat Forum presentations reviewed protocols and policies, main cabin issues that could affect a jumpseat, benefits and opportunities created by allowing air traffic controllers to jumpseat, and developments in international flight deck access.

● SAFETY COUNCIL SHARES EXPERIENCES AND SOLUTIONS

Central Air Safety Committee chairs (CASC) from ALPA's 34 pilot groups convened a meeting of the ASO's Safety Council during the opening days of the forum. Capt. Brian Moynihan (Alaska), ALPA's Safety Council chair, led the proceedings. CASCs used the opportunity to discuss events at their respective properties and receive input from fellow members on possible best practices.

The meeting included presentations and updates from several ALPA groups, committees, and officers, including DePete; Capt. Steve Jangelis (Delta), the ASO's Aviation Safety chair; and Capt. Peter Black

(First Air), the President's Committee for Remote Operations chair.

Candace Kolander, ALPA's occupational health, safety, and security specialist, gave an update on the Association's efforts regarding fume events. She highlighted the need for more data collection and reports from pilots and the work that ALPA is doing to facilitate this.

Kevin Psutka, ALPA's safety and security representative, updated council members on activities in Canada. He discussed the Transportation Safety Board of Canada's updated Watchlist for 2018 and recommendations to include fatigue management, undeclared hazardous goods, UAS, and lasers. He also shared draft regulations for new flight- and duty-time/fatigue rules, as well as proposed UAS operating rules and bans on certain lasers near major Canadian airports. The council concluded with a joint meeting of the ASO Safety and Training Councils.

● TRAINING COUNCIL REVIEWS NONNORMAL OPERATIONAL POLICIES

The ASO's Training Council, which consists of Training Committee chairs from each ALPA pilot group, gathered during the Air Safety Forum to discuss how airline pilots manage nonnormal flight deck operations and the differences in procedures and policies at different carriers. Nonnormal ops are an important part of pilot training and evaluation and include determining which flightcrew member flies the aircraft and which one addresses the irregularity.

F/O Todd Lisak (JetBlue), the ASO's Training Council chair, moderated the meeting, noting that pilots transitioning

to new airlines may carry unconscious biases from their old carriers that the hiring airline needs to attempt to identify and address in training regimens.

Capt. Ken Plunkett (Delta), a member of ALPA's Human Factors & Training Group, provided an update on an ALPA-Volpe survey regarding electronic flight bags. Kevin Comstock, ALPA's senior training and qualification specialist, briefed meeting attendees on an FAA Aviation Rulemaking Committee examining training issues. Attendees spent the balance of the meeting discussing challenges and successes at their respective training committees.

● TRAINING, SAFETY COUNCILS HOLD JOINT MEETING

After spending a day in separate sessions, the ASO Safety and Training Councils assembled for a joint meeting moderated by Lisak and Moynihan that examined issues that overlap the two disciplines. The meeting began with a briefing from Jangelis, who acknowledged that airspace access and data are two of aviation safety's current hot-button topics. He talked about congressional efforts to reduce crew complement, efforts to revise the ASO policy manual to include information about the Aviation Jumpseat Group, and recent work on the ASO website.

Capt. Bryan Burks (Alaska), his pilot group's Training Committee vice chair, led a discussion about upset prevention and recovery training and the new flight simulation training requirements the FAA has mandated to be in place by March 12, 2019. Plunkett talked about the challenges of transitioning from paper quick reference

TRAINING PILOT PEERS

DURING THE PRIVATE DAYS of this year's Air Safety Forum, several ALPA pilot volunteers who will administer the Air Safety Organization's (ASO) Pilot Peer Support program participated in an initial training course. Born from the published recommendations of the FAA's 2015 Pilot Fitness Aviation Rulemaking Committee, Pilot Peer Support complements the Association's existing Pilot Assistance programs, providing ALPA members with a network of fellow pilots they can contact for assistance with both work- and nonwork-related issues such as family or financial stressors.

In its recommendations, the committee observed, "The trusting relationship with a fellow pilot in a peer-supported program may provide the best opportunity to identify and engage an individual requiring assistance."

While the Delta, FedEx Express, and United pilot groups

have developed individualized peer support programs and Canadian ALPA members have had a peer program since the 1970s, ensuring access to a network of trained pilot peer support volunteers for all U.S. ALPA pilots, regardless of size or resources, was the driving force behind establishing the program.

Pilot Peer Support trainers included F/O John Taylor (United), ALPA's Pilot Assistance Group chair; F/O Ellen Brinks (Delta), ALPA's Aeromedical Group chair; F/O Travis Ludwig (United), Pilot Assistance Group vice chair; F/O Steve Savidge (Alaska), Aeromedical Group vice chair; Capt. Paul Westfield (FedEx Express), the ASO's aeromedical subject-matter expert; Marque Malan, ALPA's aeromedical and human performance specialist; Suzanne Kalfus, an ALPA senior attorney; and Dr. Quay Snyder, ALPA's aeromedical advisor.

Capt. Joe DePete, ALPA's first vice president and national safety coordinator, thanked the 30 participating pilots



F/O Ellen Brinks (Delta), ALPA's Aeromedical Group chair and Pilot Peer Support course director, reviews the "ALPA" plan with Pilot Peer Support volunteers.

for taking part in the training and noted the importance of this program.

The curriculum consisted of presentations, open discussions, instructional videos, and roleplay exercises. Pilots built their core competencies for peer support by learning about tools such as active-listening techniques. They developed an understanding of the effects of stress, anxiety, depression, and other conditions and what each may mean for medical certification. They also learned about resources available both inside

and outside of the Association and discussed ethical practices such as necessary protections for the peer volunteer.

Brinks, who serves as the course director, provided participants with the "ALPA" plan, regarding how Pilot Peer Support works

- Assess for needs and safety,
- Listen nonjudgmentally,
- Provide hope and encouragement, and
- Assess appropriate resources.

ASO's Aeromedical Group will implement the Pilot Peer Support program when it's made available later this year. To learn more about the training, visit www.alpa.org/PPScourse.

handbooks, which include procedures for emergency situations, to electronic handbooks. Capt. Dave McKenney (United), ALPA's Human Factors & Training Group director of pilot training, commented on improvements to flight path management training procedures and policies

The joint Safety and Training Councils meeting also featured briefings from each of the ASO's Aviation Safety technical working group chairs.

● CANADA SAFETY AND SECURITY WORKSHOP

Safety and security representatives from ALPA's Canadian pilot groups, along with representatives from the Air Canada Pilots Association and NAV CANADA, gathered for a breakout session at this year's forum to discuss numerous issues affecting pilots

across the country. Capt. Brian Shury (Jazz Aviation), ALPA Canada vice president, joined by ALPA staff, helped lead a conversation regarding several important initiatives.

"Right now, Canada has the opportunity to emerge as a world leader in aviation safety," said Shury. "As key stakeholders, ALPA has been actively working with government and regulators to implement safety-forward measures that would help ensure an economically strong Canadian airline industry, promote aviation safety and security, and foster quality careers for Canadian pilots, now and in the future."

One of the top issues in Canada continues to be the government's expected release of proposed flight- and duty-time regulations. Through the Safer Skies campaign, pilots across the country have

urged Transport Canada to issue strong, science-based pilot fatigue rules.

Participants also received an extensive briefing from NAV CANADA on the progress of several ongoing collaborative projects such as the expansion of the space-based surveillance program and the revamped Runway Incursion Action Team.

● ACCIDENT ANALYSIS & PREVENTION WORKSHOP EXAMINES ALPA'S DATA PROTECTION EFFORTS

The Air Safety Forum's Accident Analysis & Prevention Workshop offered attendees a glimpse of how the union continues to fine-tune its role in accident and incident investigations while contributing to the development of effective prevention strategies.

"We want to know what data is being collected off our aircraft, how it's being



Capt. Jeff Perin (Spirit), ALPA's Accident Analysis & Prevention Group chair, talks about the collection and use of aviation data.

protected, and where it's going," said Capt. Jeff Perin (Spirit), the ASO's Accident Analysis & Prevention Group chair, talking about the efforts of the Association's Data Protection Working Group and the recent survey it conducted. Capt. Dan Coogan (Delta), the ASO's Safety Information Analysis Programs director, expounded on Perin's remarks, providing a look at ALPA pilot group participation regarding data collection programs like ASAP, FOQA, and safety management systems (SMS).

The half-day workshop featured reports from F/O Jeff Mee (United), ALPA's Accident Investigation Board chair, who talked about information the NTSB has released on the Southwest Airlines Flight 1380 accident, which occurred in April. Capt. Scott Schwartz (FedEx Express), ALPA's Dangerous Goods Programs director, provided an overview of ALPA's work to ensure the safe air transport of hazardous materials, like lithium batteries.

Workshop attendees also discussed the International Federation of Air Line Pilots' Associations (IFALPA) current accident analysis and prevention priorities, including its ongoing efforts around the globe to prevent the criminalization of accidents.

● AIRCRAFT DESIGN/OPERATIONS GROUP WORKS TO KEEP AIRCRAFT SAFE

The ASO's Aircraft Design/Operations Group, led by F/O Bryan Lesko (United), the group's chair, tackled a wide variety of topics during the Air Safety Forum, reviewing current priorities and discussing future plans.

The group covers a wide variety of areas, including the development and



F/O Bryan Lesko (United), ALPA's Aircraft Design/Operations Group chair, far right, leads a discussion on electronic flight bags.

testing of new aircraft and aircraft systems. "We want to make sure airplanes are safe before our pilots operate them," explained Lesko.

Attendees discussed electronic flight bags, UAS, wake turbulence, ALPA's recent visit to Boeing to tour the B-737 MAX and future tours, master minimum equipment lists, and more. Attendees heard about the work being done by the FAA's Flight Test Harmonization Working Group, the FAA's Low Speed Awareness Aviation Rulemaking Committee, the FAA's Datacomm Working Group, and IFALPA. The group discussed new aircraft technologies, including folding wings, advancements in headset development, and the continued integration of UAS into the national airspace system. Group members then joined the Air Traffic Services Group for a combined discussion.

"This has been the best and most productive Air Safety Forum in 10 years," said Lesko, "because of all of you in this room."

● AIRPORT & GROUND ENVIRONMENT GROUP: ASLS NEEDED

The Airport & Ground Environment Group spent time at this year's Air Safety Forum primarily examining the need to recruit more volunteers to the Airport Safety Liaison (ASL) program and ways to attract, train, and then retain interested pilots.

Capt. Jeff Sedin (United), the Airport & Ground Environment Group chair, led a review of the current ASL training course and discussed potential changes to the training curriculum and communications to prospective ASLs. He noted that any change must be approved by ASO leaders,



ALPA's Airport & Ground Environment Group brainstorms ways to recruit and train new airport safety liaisons.

while explaining that the group's need for new volunteers prompted the discussion.

The group also reviewed its organizational structure, talked about current issues at various airports, reviewed recent successes (such as new approach and departure signage and installation of EMAS), and heard from representatives of the American Association of Airport Executives about how the two groups can best work together.

"I want to thank all the active ASLs for the work they do at our airports," said Sedin, "and all those who provided input this week on the future of the Airport & Ground Environment Group."

● AIR TRAFFIC SERVICES GROUP FOCUSES ON PROJECT UPDATES AND POLICY REVIEW

Capt. Marc Henegar (Alaska), the Air Traffic Services Group chair, facilitated a discussion in which group members provided project updates on FAA safety risk management panels, RTCA Special Committees, runway safety, datacomm implementation, performance-based navigation, and charting/instrument procedure development. He noted that the group has been heavily involved in developing regulations and promoting the safe integration of commercial space operations into the national airspace system without lowering the current level of safety.

Air Traffic Services Group members and representatives from the National Air Traffic Controllers Association (NATCA) discussed how to improve communication and understanding between pilots and air traffic controllers. In one example, the Air Traffic Services Group addressed several



Representatives from ALPA's Air Traffic Services Group provide project updates and review policies.



Members of ALPA's Dangerous Goods Program and President's Committee for Cargo view a presentation.



Capt. Michael Schilz (Delta), ALPA's FOQA team leader, standing center, reviews the Aviation Safety Information Analysis and Sharing Program.

incidents of ambiguous ATC clearances that led to accidents and terrain warnings and their work with NATCA to solve the issue. It was noted that ATC facilities have been experiencing high turnover in staffing and that participation on familiarization rides—which gives controllers the opportunity to experience the pilot work environment—is still low.

● CHIEF ACCIDENT INVESTIGATOR "REFRESHER COURSE"

Mee and Chris Heck, an ALPA senior staff engineer, conducted a refresher course for ALPA's chief accident investigators, reviewing several recent investigations, the investigative methods used, and the lesson learned. Representatives from Airbus and Boeing also participated in the course. During a closed-door meeting of ALPA's Accident Investigation Board, Mee discussed the status of current and recently closed accident and incident investigations in addition to board membership, training, and communication.

● WORKING TOWARD ONE LEVEL OF SAFETY

Members of ALPA's Dangerous Goods Program and the President's Committee for Cargo (PCFC) met jointly at the Air Safety Forum to discuss their shared priorities and work toward ALPA's overall goal of one level of safety.

"The lopsided nature of the cargo accident rate is our top issue," explained Capt. Rich Hughey (FedEx Express), the PCFC chair. The committee is also focused on flight-time/duty-time issues; the safe air transport of hazardous materials, such as

lithium batteries; flight deck access; and Section 744 language in the U.S. House of Representatives FAA reauthorization bill.

The goal, said Hughey, is to highlight vulnerabilities and risks that are either unique to cargo or different from passenger travel and find appropriate solutions.

Schwartz provided an update on the Dangerous Goods Program's efforts and concerns. He noted that the group is working with organizations such as the United Nations, the International Civil Aviation Organization (ICAO), and SAE International and highlighted work regarding lithium batteries, personal electronic devices, remotely piloted aircraft, and more. He described ALPA's involvement at ICAO toward a risk-assessment requirement of items carried in cargo compartments for both all-cargo and passenger aircraft.

The two groups heard from representatives from the FAA, the NTSB, and the Pipeline and Hazardous Materials Safety Administration. Many of the conversations reflected ALPA's current emphasis on data sharing and how to best use the information gleaned from that data.

● PUTTING AVIATION SAFETY DATA TO WORK

Continuing discussions from the Accident Analysis & Prevention Workshop, the Safety Information Analysis Programs (SIAP) meeting looked at the practice of safety data collection and analysis, which has significantly contributed to the airline industry's remarkable safety record. SIAP is a component of the Accident Analysis & Prevention Group, and both Perin and

Coogan discussed ongoing projects and reviewed recent activities.

In the ongoing effort to prevent accidents and incidents, the aviation community applies a proactive approach that integrates analysis of multiple streams of data with NTSB findings, including voluntarily submitted data and reports.

Capt. Michael Schilz (Delta), the ASO's FOQA team leader, explained how pilots and airlines are sharing this information through the Aviation Safety Information Analysis and Sharing Program (ASIAS). Aggregate data is used to better focus resources on operational risk areas. Through its ability to perform integrated queries across multiple program databases, ASIAS offers a better grasp of problem areas.

The FAA continues to promote effective SMS, and Coogan talked about the agency's latest draft advisory circular, AC 120.66C. He discussed some of the challenges moving forward with ASAP and how data from this program is used to support SMS.

ALPA's 65th Air Safety Forum will take place July 15–18, 2019, at the Washington Hilton in Washington, D.C. Mark your calendars now and make your plans to attend to share what you know in the areas of safety, security, pilot assistance, and the jumpseat. ✈

MORE AIR SAFETY FORUM COVERAGE

For additional information, photos, and video from this year's Air Safety Forum, visit safetyforum.alpa.org.



‘A REMEMBRANCE AND A TRIBUTE’ TO LIVES LOST AND SURVIVORS

By Kevin Cuddihy, Contributing Writer

Capt. Tim Canoll, ALPA’s president, opened a ceremony in the Remembrance Garden at the Association’s Herndon, Va., offices on September 11 by quoting from former poet laureate of the United States Billy Collins, who in the poem recalled the names of the citizens, workers, mothers, and fathers who lost their lives on that terrible day.

“He assures us that the victims’ names will be forever remembered,” said Canoll, “saying that they are ‘written in the pale sky’ and ‘printed on the ceiling of the night.’” And Canoll then promised, “No matter our bearing in the sky or whether it’s day or night when we fly, the members



Capt. Bill Couette, ALPA’s vice president–administration/secretary, left, and Capt. Randy Helling, ALPA’s vice president–finance/treasurer, place a wreath at the 9/11 memorial.

of the Air Line Pilots Association will never forget the family members, friends, and colleagues who fell that September day 17 years ago.”

Speaking before a crowd of ALPA pilots and staff, as well as colleagues from across the industry, Canoll honored the victims’ memories and ultimate sacrifice and discussed ALPA’s ongoing work to ensure that such an attack never happens again. Since 9/11, Canoll stated, “Our more than 60,000 ALPA members have worked together with others across our industry to advance safety and security for our passengers, cargo, crews, and communities.”

Those advances include the Known Crewmember® and Federal Flight Deck

Opposite page, top left: Capt. Tim Canoll, ALPA's president, front, speaks to the those gathered for the commemorative ceremony in ALPA's Remembrance Garden as Ron Rindfleisch, a member of ALPA's Representation Department, looks on. Upper right: Capt. Joe DePete, ALPA's first vice president, rings a bell following the reading of each crewmember's and employee's name. Lower right: Capt. Bob Fox (United) addresses the crowd, noting, "These ceremonies are today and will always be a remembrance and a tribute to those who survived and those who have flown west."



again how ordinary human beings living ordinary lives reacted with extraordinary heroism when, without warning and in an instant, they were thrown face to face with the most fundamental questions of human existence."

Fox highlighted the bravery of those on United Flight 93; the example of "humanity at its finest" in the generosity of Gander, Newfoundland, as the community hosted 6,700 passengers stranded by the grounding of all flights; the loyalty of New York City Fire Department as firefighters searched for fallen colleagues; and the courage of those pilots and flight attendants who took back the skies and returned to flying the line.

The ceremony included honoring each crewmember from the four flights with a bell toll by Capt. Joe DePete, ALPA's first vice president, and the laying of a memorial wreath by Capt. Bill Couette, ALPA's vice president-administration/

Ceremony attendees remember and honor all those who lost their lives during the terrorist attacks of Sept. 11, 2001.

secretary, and Capt. Randy Helling, ALPA's vice president-finance/treasurer. Also in attendance were members of ALPA's Executive Board and ALPA Canada, former national officers, and representatives from the Association of Flight Attendants-CWA and the Association of Professional Flight Attendants.

Jody Krazeise, an ALPA Communications Department staff member, led the group in singing both "Amazing Grace" and "America the Beautiful," while Ron Rindfleisch, a Representation Department staff member, spoke to the crowd, urging them to let love and respect triumph over hatred before sharing a prayer he adapted for the occasion.

"The names of our states, our provinces, our cultures, and our languages may differ," said Canoll. "But this day is an opportunity for unity in its elemental form. By coming together, we are acting to truly make certain the future is safer and more secure. This is our timeless eulogy for our fallen family, friends, and colleagues." ☕

Officer programs, the ongoing efforts for hardened cockpit doors on passenger and cargo airliners, and the installation of secondary cockpit barriers. Capt. Bob Fox (United), who was invited to address the gathering, recalled flying with Capt. Victor Saracini and Capt. Jason Dahl, two United pilots who lost their lives that day, and pledged to continue the fight in their honor for secondary cockpit barriers and one level of safety and security for cargo operations.

"These solemn ceremonies on September 11 will always be more than a remembrance of the past, more than a tribute to lives lost," explained Fox. "These ceremonies are today and will always be a remembrance and a tribute to those who survived and those who have flown west." He stated, "We also remember once



REMEMBERING 9/11 To view a video of ALPA's 9/11 ceremony, go to www.alpa.org/911ceremony.

IN MEMORIAM: SEPTEMBER 11, 2001

UNITED FLIGHT 93

- Capt. Jason Dahl
- F/O LeRoy Homer, Jr.
- Flight Attendant Lorraine Bay
- Flight Attendant Sandra Bradshaw
- Flight Attendant Wanda Green
- Flight Attendant CeeCee Lyles
- Flight Attendant Deborah Welsh

UNITED FLIGHT 175

- Capt. Victor Saracini
- F/O Michael Horrocks
- Flight Attendant Robert Fangman
- Flight Attendant Amy Jarret
- Flight Attendant Amy King
- Flight Attendant Kathryn Laborie
- Flight Attendant Alfred Marchand
- Flight Attendant Michael Tarrou
- Flight Attendant Alicia Titus
- Customer Service Agent Marianne MacFarlane
- Customer Service Agent Jesus Sanchez

AMERICAN FLIGHT 11

- Capt. John Ogonowski
- F/O Thomas McGuiness
- Flight Attendant Barbara Arestegui
- Flight Attendant Jeffrey Collman
- Flight Attendant Sara Low
- Flight Attendant Karen Martin
- Flight Attendant Kathleen Nicosia
- Flight Attendant Betty Ong
- Flight Attendant Jean Roger
- Flight Attendant Dianne Snyder
- Flight Attendant Madeline "Amy" Sweeney

AMERICAN FLIGHT 77

- Capt. Charles Burlingame
- F/O David Charlebois
- Flight Attendant Michele Heidenberger
- Flight Attendant Jennifer Lewis
- Flight Attendant Kenneth Lewis
- Flight Attendant Renee May



WE WILL NEVER FORGET

ENABLING GOALS

STEWARDSHIP

EXCELLENCE AND EXPERTISE

CONTENT AND ENGAGEMENT

GROWTH

DIRECT MEMBER SERVICES



ALPA'S STRATEGIC PLAN: TWO YEARS OF SUBSTANTIAL PROGRESS

By Lydia Jakub, Strategic Planning and Resources Specialist, Strategic Member Development & Resources Department

ALPA is stronger today than ever before. This is the result of a robust strategic plan, established by the Board of Directors (BOD) and implemented by hundreds of ALPA pilot leaders, subject-matter experts, and professional staff.

The BOD will convene this month in Washington, D.C., for its biennial meeting. One of the agenda items will be to craft the Association's next two-year strategic plan. This plan will continue to be an invaluable guide for ALPA's leaders, focusing

every action on achieving the Association's collective goals and objectives. To prepare for these discussions, BOD members reviewed the current strategic plan as well as the progress that's been made over the last two years.

In 2016, the BOD restructured the strategic plan to include goals, objectives, and initiatives in eight areas: pilot representation; the future of the profession; safety, security, and pilot assistance; stewardship; excellence and expertise; content and engagement; growth; and direct member

STRATEGIC GOALS

SAFETY, SECURITY, PILOT ASSISTANCE, AND JUMPSEAT

PILOT REPRESENTATION

FUTURE OF THE PROFESSION

services. Each topic was assigned to a corresponding delegate committee at the BOD meeting.

Since then, ALPA's Strategic Planning Committee has provided the BOD with a comprehensive progress report each spring and fall. The final update on the 2016 strategic plan was delivered last month, and the results are astounding. ALPA has made significant progress in each of the eight key areas—not only enhancing the current environment but also making steady advancements toward future success.

Let's look at a few of ALPA's accomplishments over the past two years. To view the full report, log on to www.alpa.org/strategicplan.



PILOT REPRESENTATION

A pilot's collective bargaining agreement sets standards and establishes a process to ensure that the terms are enforced. Delegate Committee 5 at the 2016 BOD meeting addressed pilot representation issues to advance ALPA members' careers.

Key results: ALPA successfully concluded major negotiations with significant improvements in pay, benefits, working conditions, and job security at eight pilot groups. Several other pilot groups have

also bargained meaningful midterm improvements to their agreements.

At any given time, approximately a third of ALPA's pilot groups are involved in some form of contract negotiations. Strategic planning has become an essential tool for master executive councils (MECs) during their normal course of business. In addition, annual negotiations and grievance training seminars were held to provide pilots with the knowledge, skills, and expertise for bargaining and grievance processing.

Pilot collaboration is key to continued progress at the bargaining table. As such, ALPA held bargaining roundtables for large-jet pilot groups and meetings for fee-for-departure pilot groups. ALPA's Fee-for-Departure Committee also held a total of 10 application and interview workshops, preparing 150 pilots for career-advancement opportunities.



FUTURE OF THE PROFESSION

ALPA made great strides in its work to secure the future of the profession per the 2016 BOD's direction, which was discussed in Delegate Committee 7.

Key results: While the profession continues to get stronger, its future was

rocked briefly this year by a last-minute addition to the FAA reauthorization bill in the U.S. House of Representatives, which would potentially eliminate pilot jobs from the flight deck. ALPA's immediate and powerful response to this threat has left the Association stronger for what is certain to be a long war. The bill also included ALPA-supported H.R. 2150, the Flags of Convenience Don't Fly Here Act, which would restore the integrity of U.S. Open Skies agreements and prevent flag-of-convenience business models from proliferating in the U.S. airline industry, among other ALPA priorities (see page 8). ALPA's Legal Department strongly opposed the Department of Transportation's (DOT) approval of Norwegian Air International's application for a U.S. foreign air carrier permit, filing a petition for review of the DOT's order with the D.C. Court of Appeals, which the court denied in May 2018.

Legislative summits were held annually to educate members about the Association's political agenda and give them the tools to speak about how these issues affect their careers. Pilots also visited Capitol Hill to put their newfound skills to use in meetings with Members of Congress. In 2017, ALPA's Political Action Committee (ALPA-PAC) raised \$2.23 million and supported 363 pilot-partisan candidates and committees across the country. ALPA-PAC

is currently on track to meet its 2018 goal of \$2.4 million.

In addition to ALPA's government affairs work in this area, the Education Committee has been successful in its expanded efforts to inspire, educate, and mentor the next generation of pilots. The Association is connecting young people with the airline piloting profession through classroom visits, community and industry events, and formal alliances with university flight programs. Over the last two years, memorandums of understanding were signed with two universities, marking ALPA's 11th formalized professional development/mentoring program at the collegiate level. During the 2017–18 academic year, ALPA's Education Committee volunteers spoke with approximately 1,800 collegiate aviators at 24 universities. ALPA pilots also reached more than 15,500 elementary, middle, and high school students at more than 140 events in the U.S. and Canada.



SAFETY, SECURITY, PILOT ASSISTANCE, AND JUMPSEAT

Championing aviation safety, security, pilot assistance, and jumpseat remains at the core of ALPA's priorities. In 2016, Delegate Committee 3's discussions centered on attaining the safest and most secure air transportation system for passengers, pilots, and cargo and achieving and maintaining the safest and most secure operating environment. The following year, in October 2017, a fourth pillar—Aviation Jumpseat—was added to the safety, security, and pilot assistance structure of ALPA's Air Safety Organization (ASO).

Additional key results:

- Pilot training and qualification standards—ALPA's advocacy over more than two years has blocked any rollbacks or changes to rules related to first officer qualification, training, and experience requirements.
- Safeguarding against undeclared

dangerous goods/unsafe lithium battery transport—Ongoing efforts include ALPA's recent partnership with the Pipeline and Hazardous Materials Safety Administration to develop an outreach program (checkthebox.dot.gov) to educate both commercial and public shippers on the dangers of undeclared hazardous materials shipments.

- One level of safety and security for passenger and all-cargo operations—ALPA successfully lobbied for the formation of a cargo work group under the Joint Implementation Monitoring and Data Analysis Team, which ALPA co-leads, to identify the differences in risk between passenger and cargo operations.

- Safe integration of unmanned aircraft systems into the national airspace system—ALPA continues its participation in industry and government groups, including two Aviation Rulemaking Committees, to ensure the safe integration of unmanned aircraft systems into the national airspace system.

- Safety reporting programs—ASO representatives and ALPA staff supported multiple MECs in their efforts to implement and sustain viable Aviation Safety Action Programs (ASAP) and Flight Operations Quality Assurance programs. An ASAP workshop will be held in October in Minneapolis, Minn. In addition, ALPA has stressed the importance of these programs for increasing aviation safety to Members of Congress. The resultant U.S. House of Representatives FAA reauthorization bill directs the FAA to modify ASAP so that all reports are automatically accepted. This provision is pending as an amendment to the Senate version of the bill as well (see page 5).

- Known Crewmember® program—The program, which ALPA cosponsors, has grown to 90 airports, likely saving flight crews more than one million hours of total "passenger screening" time each year. In Canada, ALPA continues to advocate for a similar program to provide relief for screening facilities that are near or at capacity.

- Working toward science-based flight- and duty-time regulations in Canada and

for all-cargo—In the U.S., ALPA continues to advocate for flight- and duty-time rules for all-cargo operations that are equivalent to those of passenger-carrying airlines. In Canada, ALPA has been extensively involved in the development of the revised rules since 2010, teaming with other pilot unions in 2017 to provide a unified position on the proposed rule as well as educate politicians and the public on the urgent need to implement science-based fatigue rules. As of the conclusion of the parliamentary session in June 2018, final new fatigue-management regulations have still not been published.

- Pilot Assistance—Recently, ALPA created the Pilot Peer Support (PPS) program to help U.S. ALPA members dealing with nonwork-related issues of a personal or emotional nature. Administered by the Association's Aeromedical Group, the inaugural training for PPS volunteers was held during ALPA's 64th Air Safety Forum in August and is slated to go active during the fourth quarter of 2018.

- Jumpseat—In creating the Aviation Jumpseat pillar, ALPA is maintaining a focus on promoting pilot-in-command authority over the jumpseat. The new group created a training video for new hires and is working with Canadian airlines to conduct a feasibility study on a cockpit access security system.



STEWARDSHIP

ALPA's resources, while unrivaled, are not unlimited. In 2016, BOD Delegate Committee 1 looked at ways to allocate resources effectively, operate with increased transparency, and employ appropriate risk-management practices to ensure the highest level of stewardship over Association resources.

Key results: The Association's financial position is sound and continues to improve as dues revenue has exceeded spending. In fact, the 2018 BOD will consider the possibility of a dues reduction per the recommendation of ALPA's



Executive Board (see page 24).

The Association also successfully completed the ALPA Membership & Business Enterprise Resource Project to streamline its operational systems. Among the many enhancements, this program provided for improved transparency and reporting on ALPA's resources, an online membership application, and a portal for member insurance.

Furthermore, the Association continues to augment the Major Contingency Fund and Kitty Hawk to protect itself and its members against future threats. The vigorous defense of ALPA in duty of fair representation and other significant lawsuits has resulted in no new cases being filed and the dismissal or settlements of many others.

EXCELLENCE AND EXPERTISE

ALPA has the highest caliber of pilot volunteers and staff working to protect and advance the profession. Recognizing the need to ensure that the Association's human resources remain unmatched, the 2016 BOD Delegate Committee 2 prioritized developing and maintaining their expertise. Initiatives focused on recruiting and retaining highly skilled pilot volunteers and staff, training to enhance their skills, and providing them with effective tools to support their efforts.

Key results: The Strategic Preparedness and Strike Committee (SPSC) exemplifies these efforts, working one-on-one with MECs to mentor and train SPSC volunteers and assist them in achieving their bargaining, contract enforcement, and other goals. It also hosted its biennial workshop in November 2017 for MEC SPSC, Pilot-to-Pilot®, Family Awareness, and Communications volunteers to share ideas and sharpen their skills in their areas of expertise. Due to workshop feedback, a new volunteer database was created to help facilitate collaboration among ALPA's pilot groups.

In addition, a staffing plan was de-

“THE ASSOCIATION’S FINANCIAL POSITION IS SOUND AND CONTINUES TO IMPROVE AS DUES REVENUE HAS EXCEEDED SPENDING. IN FACT, THE 2018 BOD WILL CONSIDER THE POSSIBILITY OF A DUES REDUCTION PER THE RECOMMENDATION OF ALPA’S EXECUTIVE BOARD.”

signed to provide continuity as longtime staff moves toward retirement and to add more resources in areas like technology services where there's tremendous demand. An all-employee meeting with training and development opportunities focused on enhancing the employee experience at ALPA was held in February 2018; feedback from that meeting is being used to drive and prioritize the Association's engagement strategy.

CONTENT AND ENGAGEMENT

Engaging members is key to successfully achieving the union's desired goals and objectives; it requires two-way commitment and communication between the leaders and its members as well as a mechanism for measuring effectiveness and acting upon member feedback. The 2016 BOD Delegate Committee 4 focused on these and other methods for engaging members and stakeholders.

Key results: Through a multipronged communications strategy on issues spanning the breadth of the Association, ALPA expanded its outreach to members and stakeholders. Emphasis was placed on incorporating new technologies into more traditional methods, soliciting feedback, and making adjustments as needed. ALPA's "Trained for Life" branding campaign, for example, succeeded in increasing public awareness of ALPA's efforts

on behalf of the piloting profession and helped advance its key advocacy, representation, and safety goals.

Additional strategic communication tactics were employed to support collective bargaining, legislative, and other efforts in the U.S. and Canada. Each included a tailored social media plan to amplify messages. The high-profile paid and earned media campaigns at Frontier, Hawaiian, JetBlue, Spirit, and WestJet are just a few recent examples.

Innovative, responsive websites such as ALPA's Cleared to Dream site (cleared-todream.org), which launched in 2017, contain enhanced information for a more robust viewing experience. Microsites on issues ranging from pilot supply to the status of MEC negotiations also provide platforms from which to leverage public relations campaigns and connect with the traveling public. To date, ALPA supports more than 150 national, MEC, local council, committee, and other websites. A website audit was conducted to assess the development and implementation process, and steps are being taken to streamline the operations and deliver the highest-quality digital presence possible.

GROWTH

There's immeasurable strength and power in numbers. In 2016, BOD Delegate Committee 6 set out a path to preserve and grow ALPA's membership through



focusing on internal organizing and strategically assessing external organizing drives. Since then, the Association's Organizing Task Force has met quarterly to carry out that direction and prioritize potential organizing opportunities.

Key results: Over the past two years, ALPA has welcomed four new pilot groups and more than 2,500 new members. This includes more than 230 pilots from Air Georgian in January 2017, over 1,400 pilots from WestJet in May 2017, approximately 500 pilots from WestJet Encore in November 2017, and nearly 400 flightdeck crewmembers from Kalitta Air in February 2018.

In addition to the recent successful drives, ALPA is making progress with other potential growth opportunities. Most notably, ALPA is currently in formal merger discussions with the Air Canada Pilots Association, and the Association began collecting cards at Air Canada Express carrier Sky Regional in May 2018.



DIRECT MEMBER SERVICES

Membership has its privileges. To ensure the most effective member services, the 2016 BOD Delegate Committee 8 focused on delivering individual pilot services, providing products that enhance member well-being, equipping pilot leaders with the tools and skills to represent their pilots, and strengthening the connection between ALPA and its membership.

Key results: ALPA remains out in front of its members through a comprehensive

“ALPA REMAINS OUT IN FRONT OF ITS MEMBERS THROUGH A COMPREHENSIVE PROGRAM THAT INCLUDES INTERNAL TRAINING FORUMS, INDUSTRY EVENTS, COMMUNICATIONS, AND OTHER METHODS TO DEVELOP AND DELIVER EFFECTIVE DIRECT MEMBER SERVICES.”

program that includes internal training forums, industry events, communications, and other methods to develop and deliver effective direct member services.

ALPA's Membership and Education Committees continue to promote the profession and engage with members at events such as the International Women in Aviation Conference, Organization of Black Aerospace Professionals Convention and Career Exposition, National Gay Pilots Association Industry Expo, and EAA AirVenture. In addition, a newly created Women's Working Group is tasked with considering certain aspects facing female pilots in the airline industry.

In September 2017, ALPA's Membership Seminar brought together MEC Membership Committee volunteers to discuss administrative details and resources available to all members. An updated new-hire presentation adaptable by U.S. and Canadian pilot groups and a welcome video message from ALPA's president

were debuted at the seminar.

The Furloughed Pilots Support Network (FPSN) developed checklists for MECs and affected members to use in the event of a furlough or shutdown. These documents were provided, along with the support of the FPSN, to the pilots at Island Air and Kelowna Flightcraft.

In 2018, the Association held its first-ever Veterans Affairs Seminar and published the *Guide to the Uniformed Services Employment and Reemployment Rights Act*—a useful resource for members who currently serve or have served in the military.

At ALPA's Leadership Training Conferences, local council representatives and officers were provided with the resources and support they need to carry out their jobs effectively. A series of computer-based training modules were also produced to assist pilot leaders who missed the conference, were elected out of cycle, or needed a refresher in specific areas. ☒

GET TO KNOW ALPA'S STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee is composed of five members—Capt. Tim Canoll, ALPA's president, who serves as its chair, and Capts. Ron Abel (United), Tony Hauserman (FedEx Express), Chris Hazleton (Delta), and Dave Nieuwenhuis

(Atlantic Southeast).

The committee is tasked with

- identifying major issues, trends, risks, and opportunities that span the breadth of the Association;
- soliciting input on the proposed goals and objec-

tives from master executive councils, ALPA committee chairs, subject-matter experts, and staff;

- making recommendations to ALPA's governing bodies regarding the Association's strategic plan goals;

- coordinating the development of tools and tactics to achieve the Board of Directors' strategic plan goals; and
- providing semiannual progress reports, which are also available online to all ALPA members.

AIRLINE PILOTS SHOW THEIR HAND

UNIONISM BEST PROTECTION AGAINST COMPANIES' ATYPICAL EMPLOYMENT MODELS

By Capt. Don Wykoff (Delta), Chair, ALPA International Affairs Committee

He'd rather cut off his own hands than sign a deal with a union," has said Michael O'Leary, Ryanair CEO, according to *The Irish Times*. Nevertheless, Ryanair has recently negotiated a collective bargaining agreement with its pilots.

"The Ryanair pilots' dauntless efforts to unionize forced their company's about-face from an atypical employment model designed to exploit workers," said Capt. Tim Canoll, ALPA's president. "But Ryanair's bid won't be the last atypical employment model to surface in the international airline industry—and North American pilots should be watching closely."

For decades, ALPA members have built collective agreements and advanced our members' careers by bargaining directly with employers based on established national labor law. Now with globalization, some transnational and international airlines are attempting to work around this once-clear calculus for protecting workers by using so-called "atypical employment models." The result not only harms individual pilots, but also jeopardizes fair competition for all North American airline workers.

For individual pilots, atypical employment models can come in different forms such as working under individual temporary contracts with an airline or an employment agency, or under a self-employment construct. However, the effects

are the same: an unstable work environment without sick leave or work rules and a job that may disappear rather than a career pilots can count on.

"These atypical employment models are simply a method to shift risk from the employer to the employee," explains Capt. Ron Abel (United), president of the International Federation of Air Line Pilots' Associations. The pilots' expectations in terms of improving pay, working conditions, and career progression are diminished or nonexistent, along with the pilots' ability to come forward with aviation safety issues without fear of retribution.

For airline managements, the atypical employment models allow them to leverage a murky international labor law environment to exploit their workers.

Companies also use them to avoid tax, labor, and safety laws and regulations to compete unfairly in the international marketplace.

RYANAIR

"People ask how we can have such low fares. I tell them our pilots work for nothing," said O'Leary in a September 2016 story in *The Telegraph*. At Ryanair, an Irish low-cost carrier, pilots were originally hired under individual contracts with the company, but over time increasing numbers were hired by employment agencies that then "rented" them to the airline.

In some instances, Ryanair pilots have been required to set up and become "directors" of stand-alone companies that sign service provision contracts with the airline. This "self-employment" model dramatically undermines the pilots' ability to organize and negotiate fair terms and conditions of employment and appears to be tantamount to the deliberate circumvention of the rules designed to protect employees.

Capt. Otjan de Bruijn, vice president of the European Cockpit Association, stated in the magazine *Trouw* in February 2017, "The employment relationship is so complex in order to prevent pilots from being seen as employees. Ryanair does this to keep labor costs as low as possible. By pretending that their pilots are entrepreneurs, they do not have to pay them sick pay. They also do not pay any other employer's expenses, such as pension premiums. And it allows Ryanair to pay as

"FOR AIRLINE MANagements, THE ATYPICAL EMPLOYMENT MODELS ALLOW THEM TO LEVERAGE A MURKY INTERNATIONAL LABOR LAW ENVIRONMENT TO EXPLOIT THEIR WORKERS. COMPANIES ALSO USE THEM TO AVOID TAX, LABOR, AND SAFETY LAWS AND REGULATIONS TO COMPETE UNFAIRLY IN THE INTERNATIONAL MARKETPLACE."

little tax as possible.”

Atypical employment models in transnational airlines like Ryanair leave airline employees particularly vulnerable. With more than 85 bases, Ryanair pilots are domiciled, based, and work in multiple countries under different laws and regulations. This lack of a single legal framework for workers, such as the one that exists in the United States and Canada, allows transnational companies to attempt to “divide and conquer” pilots when negotiating. While management may bargain separately with each country’s pilot groups or with pilots individually, its goal is often to reach the lowest common denominator for pay and working conditions.

On Sept. 5, 2018, the Irish Airline Pilots’ Association (IALPA) announced that its Ryanair pilot members had unanimously voted to accept the collective agreement reached with management on August 23. The agreement includes provisions on leave, promotion, and base transfers.

In the agreement, IALPA reported that the company and the pilots agreed how seniority is to be determined and to allow every pilot to see their position on the seniority list in relation to every other pilot. The agreement also allows pilots to bid for vacancies for promotion, base transfer, and leave. IALPA’s statement noted the importance of the pilots having a choice and that pilots can now exercise control over their careers rather than their management exercising sole control.

“While our members fully respect Ryanair’s operational model, they no longer accept the company’s highly problematic employment model,” said Capt. Joe May, a spokesperson for IALPA, in a September 5 news release. “After decades of declining terms and conditions, pilots in Ryanair have now firmly found a unified voice.”

BENEFITS OF CONTRACT PROTECTIONS BUILT ON HISTORY

In North America, from the earliest days of legal protections for collective bargaining rights through the addition of airlines to the Railway Labor Act in 1936 in the United States and the Wartime Labour Relations Regulations of 1944 in Canada, a collective agreement or contract provided a model for protecting workers and advancing their careers.

Today, labor contracts affect pilots in

three key ways by establishing procedures for interacting with the employer, fellow pilots, and even themselves. Not only does a collectively bargained agreement allow pilots to bargain wages, work rules, benefits, and career progression, it affords protections in the form of process and legal representation.

A collective agreement allows pilots to challenge legally a proposed practice by management that may not be safe or that may violate a contract or law. As a result, a collectively bargained agreement not only protects an individual pilot, but also acts as a deterrent for the future.

In addition, a union contract gives structure to a pilot’s relationship with his or her fellow pilots, governing everything from bidding schedules to maintaining seniority lists, and it helps pilots focus on the big picture and best practices in stressful situations.

SAFETY A CONCERN

In 2015, research from the University of Ghent showed that one in five airline pilots in Europe no longer has a direct employment contract with an airline. “The Ghent study and our conversations with pilots reveal that the high workload, long days, the financial uncertainty, and lack of oversight and accountability of employers [created] by setting up complicated bogus self-employment structures lead to unsafe situations. Pilots no longer dare to call in sick, out of fear of losing their jobs, and they fly when they are actually too tired to do so,” states a September 2016 report titled “Shut up or you’re fired,” published in *De Groene Amsterdammer*, an independent Dutch newspaper.

“Safety regulators must look at an airline’s employment model when they consider whether it’s a safe operation,” said Abel. “While systems are in place to assess the technical safety of an airline, they don’t consider pressure that’s put on the employees that can undermine the

safety-culture reporting environment that ensures the highest standards of safety.”

PILOTS DEMONSTRATE UNITY

When IALPA pilots went on strike earlier this year, 100 percent of the union pilots participated. The experience of the Ryanair pilots and ALPA’s more than 85 years of history demonstrate the tremendous value of unionism and the integral role that collective action plays in the world’s airline pilots’ abilities to achieve fair wages, working conditions, and benefits while advancing safety, security, pilot assistance, and jumpseating.

ALPA MAKES OPPOSITION CLEAR

In October 2017, ALPA’s Executive Board voted unanimously to provide financial, logistical, and staff support for the recent unionization efforts by pilots at Europe’s Ryanair, stating that, “We remain steadfast in our opposition to airline operations that avoid the direct employment of pilots by utilizing brokers that act as employers or requiring pilots to create their own companies that then rent themselves out to the airline. If these atypical employment models are allowed to proliferate, they will ultimately erode high labor standards.”

FIRST BUT NOT THE LAST

Ryanair will not be the last foreign airline to attempt to do business with an atypical employment model. Other airlines may do the same and seek to serve the North American market, which will put U.S. and Canadian pilots and our companies at risk from unfair competition and lower labor standards.

If the pilots involved are based in the United States or Canada and fall under these countries’ labor laws, securing the benefits of union representation will be an essential counter to their companies’ attempts at exploitation. Unionism will always give airline pilots an upper hand. ✕

“SAFETY REGULATORS MUST LOOK AT AN AIRLINE’S EMPLOYMENT MODEL WHEN THEY CONSIDER WHETHER IT’S A SAFE OPERATION.”



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ALPA Pilots Help Others Find Their Path at OBAP

As part of ALPA's mission to secure the future of the airline piloting profession, pilot volunteers recently attended the Organization of Black Aerospace Professionals (OBAP) 42nd Convention and Career Exposition in Houston, Tex. Representing the Association during the convention's career exposition, the volunteers and ALPA staff had the opportunity to connect with current and former ALPA members, other aviation professionals, and future aviators alike.

OBAP and its members focus on promoting diversity within the aviation and aerospace industries and paying it forward. In addition to ALPA's presence, the convention featured various airlines, branches of the military, and aviation-related vendors with presentations focused on career advancement.

The connections made through OBAP are often life-changing. Most conversations at OBAP conventions begin with "How can I help?" and end with "Keep in touch and call me if you need anything." At this year's convention, ALPA members who are also members of OBAP had the opportunity to share their stories and experiences and help inspire and motivate current and fu-



ture aviation professionals.

• Although Capt. J.G. "Paco" Sulmers (United, Ret.) left his airline more than 12 years ago, he continues to inspire future generations of aviators. A member of OBAP for more than 30 years, he's mentored countless pilots. Sulmers' most recent success story began with a simple conversation. On a flight in September 2017, he crossed paths with Ashley Young, a Delta flight attendant who asked him questions about flying. Always eager to share his love of flying, he invited her and another flight attendant to experience flight firsthand in the right seat of a small aircraft.

Young's passion for travel led her to pursue a career in aviation, working in baggage service, as a ticketing agent, and as a flight attendant, Young's chat with Sulmers was the defining moment when she knew she wanted to become an airline pilot. Within nine months of her flight with Sulmers, she earned her private pilot license. Young

Capt. J.G. "Paco" Sulmers (United, Ret.) and Ashley Young at the recent Organization of Black Aerospace Professionals Convention and Career Exposition.

expects to become a flight instructor by January 2019 and then plans to obtain her air transport pilot certificate and type ratings.

Attending her first OBAP convention, she said, "The conference is inspiring and has opened avenues to a whole other side of aviation that I thought was out of reach." Grateful for the support she's receiving, Young's already paying it forward by guiding another flight attendant through the process so that she can achieve her dreams.

• An OBAP member since 2013, Capt. John Tabet (Spirit) recalled a unique flight experience at age four that influenced his career ambitions. In the 1970s he was on a British Airways flight and was introduced

to the pilots in the cockpit. Not only did he meet them, he rode the jumpseat on the flight from Nigeria to Heathrow Airport. After that flight, Tabet would regularly go to the airport in Jamaica to watch airplanes take off and land. "At this stage in my career, I see the benefits of networking at OBAP and being involved with ALPA," acknowledged Tabet. "I didn't have a role model or mentor to help me find my way. If I had known about or had the opportunity to join OBAP when I was younger, I may have gotten started on my aviation career earlier. I want to help others find their path."

• F/O Curtis Jackson's (PSA) mother was an Eastern Airlines flight attendant; and despite his everyday exposure to aviation, he can pinpoint the one event that led him down the path to becoming an airline pilot. At four years of age, Jackson was on a flight with his mother. Before the flight took off, he met the crew and was allowed to flip a switch in the cockpit. That action also flipped a switch within him. By the time Jackson was 15, he was involved with OBAP, attending and volunteering at OBAP's ACE academies while in high school and later in college. Even then he recognized the benefit of networking. "My mentor felt that I would be a good candidate for the Edward Horne scholarship," Jackson said. "With his encouragement, I applied and was awarded the scholarship, which paid for my instrument rating. His recognition of my dedication helped me get to where I am today." ✂

—ALPA Staff



PAY IT FORWARD If you're interested in inspiring and mentoring the next generation of airline pilots, contact ALPA's Education Committee at Education@alpa.org or go to clearedtodream.org for more information.

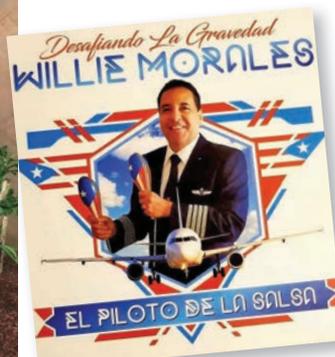
Spirit Pilot Shares His Passion For Salsa

By John Perkinson, Senior Staff Writer

While you may hear F/O Willie Morales (Spirit) on any given day broadcasting flight position over air traffic control airwaves, you're just as likely to hear him singing salsa music on an FM radio. The Dallas, Tex.-based A320 pilot has been moonlighting for years as a professional singer and this past June produced his first-ever album, *Desafiando la Gravedad* (*Defying Gravity*).

He received some added acclaim this summer when flying a trip from Fort Lauderdale, Fla., to San Juan, P.R. Morales, whose parents are originally from Puerto Rico, hadn't flown as an airline pilot to the "Island of Enchantment" for more than 10 years. His captain, who had recently seen a video of the singer performing via a link in a company e-mail to employees, suggested Morales perform for the main cabin before they departed.

Standing outside the cockpit, Morales sang a version of Johnny Vegas's "Sueño de un Borincano" ("A Puerto Rican's Dream"). Cell-phone footage of the impromptu concert went viral and, in short order, he received thousands of messages from well-wishers, asking



questions ranging from details about his music to how he became an airline pilot.

Morales spent his youth bouncing back and forth between Chicago, Ill., where he was born, and Añasco, P.R. His parents believed that raising their children in both locations would help them better master English and Spanish. However, the two settings had an unintended outcome, exposing Morales to what would become his two great passions—flying and singing.

"In those days, my dad's favorite airline was Eastern," he said, noting that his family routinely traveled on the carrier. On one particular trip, Morales peered into the cockpit as he was boarding the airplane. "The captain invited me to sit in the left seat and gave me a pair of those plastic wings.

I was fascinated. From that point on I knew aviation was the love of my life," he said.

Morales pursued whatever jobs he could find to help pay for flying lessons and later became a flight instructor. The director of the flight school where he worked was good friends with the head of American Eagle operations in San Juan and was instrumental in helping Morales land his first airline flying job with the carrier. Morales later worked as a flight instructor for the U.S. Department of Homeland Security before getting hired at Spirit.

However, flying wasn't Morales's only love. Music runs in his family, and his brother, Rudy, sang for several groups in the Chicago area. "I used to go to his practices and would sometimes sing backup or play

Left: F/O Willie Morales (Spirit) after an interview with WAPA, an independent Puerto Rican television station. Right: The cover of the album *Desafiando la Gravedad* (*Defying Gravity*). Below: Morales performs with a band on the set of the Telemundo (Miami, Fla.) television show *Un Nuevo Día*.

percussion," Morales recalled, adding that he also sang in his school's chorus.

In 1976 when Morales's father retired, the family moved back to Puerto Rico where salsa music is extremely popular. A combination of Latin musical genres that fuse Spanish canción and guitar with Afro-Cuban percussion and North American jazz, salsa means "sauce"—hinting at the spiciness common in many Latin dishes and how it translates to music. Morales met numerous musicians and sang with different local groups. He also attended a music school on the Caribbean island.

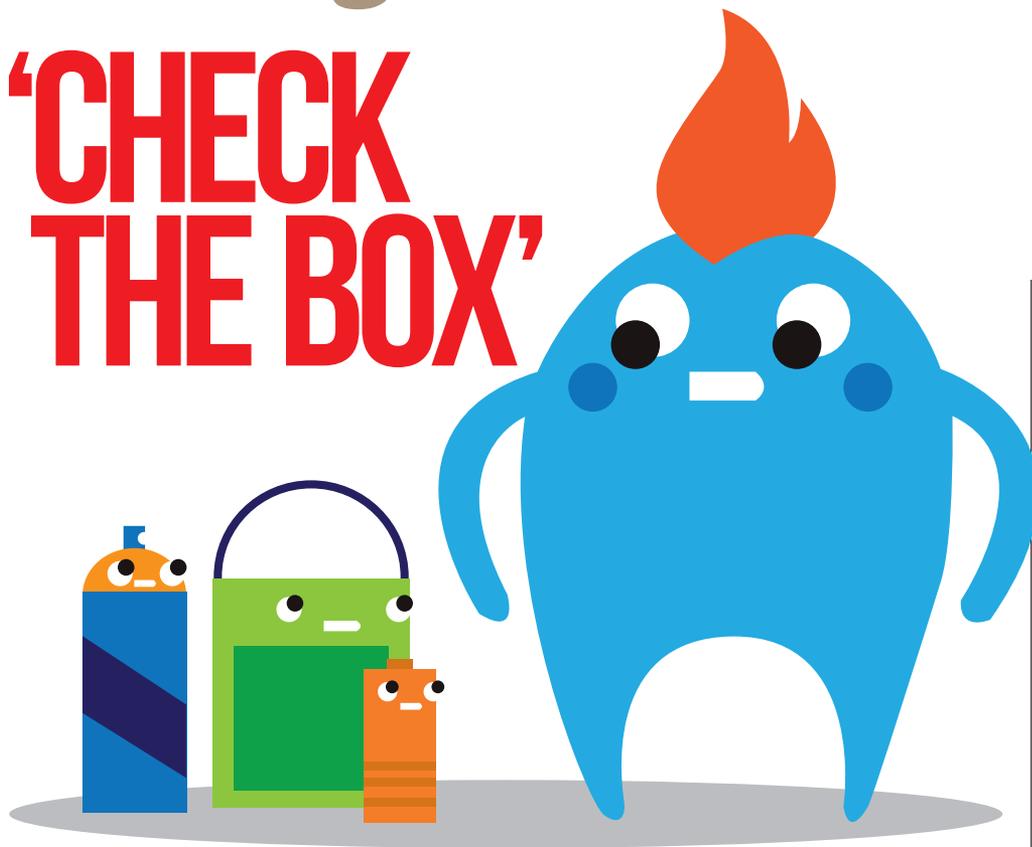
Last June, Morales released *Desafiando la Gravedad*, which he recorded in New York and Tampa, Fla., with musicians from New York, Puerto Rico, Venezuela, and Peru. The 12 songs are available on virtual platforms like iTunes, CDBaby, and Amazon, and the CD can also be purchased online.

Morales, who is flattered by all the recent attention, looks forward to continuing both careers. Living with his wife of more than 36 years in the Houston, Tex., area, he shared, "I love what I do and have a lot more to give."

As this issue of *Air Line Pilot* goes to press, Morales is in talks to perform at "Puerto Rican, Cuban, and Dominican Fest 2018," at Houston's Midtown Park on October 27, where tens of thousands are expected to attend. ☑

SALSA, PLEASE Watch and hear F/O Willie Morales (Spirit) record the lively "Si Se Acabo El Amor" at www.youtube.com/watch?v=Kt_GiDVBPUe. Footage of his June Spirit Airlines performance can be viewed at <https://daily.m.ai/2xDb0iE>.

'CHECK THE BOX'



'CHECK THE BOX' TO AVOID IMPROPERLY SHIPPING DANGEROUS GOODS

Shippers and their customers must declare that a package contains hazardous materials if any of these following items are included:

- Explosives, including fireworks, pyrotechnics, flares, guns, and ammunition
- Gases, including fire extinguishers, lighters, compressed air, and hairspray
- Flammable liquids, including paint, gasoline, kerosene, nail polish, and perfume
- Flammable solids, including matches
- Oxidizing substances and organic peroxides, including fertilizer compounds and ammonium nitrate fertilizers
- Toxic and infectious substances, including medical waste and chloroform
- Radioactive materials, including enhanced uranium
- Corrosives, including batteries, battery fluid, and paint
- Miscellaneous dangerous substances and articles, including dry ice, lithium batteries, and magnets

PHMSA LAUNCHES CAMPAIGN TO HELP CURB SHIPMENT OF UNDECLARED HAZARDOUS MATERIALS

At this year's Air Safety Forum, ALPA's efforts to curtail the air transport of undeclared hazardous materials received a major boost. Howard "Skip" Elliott, the administrator of the Pipeline and Hazardous Materials Safety Administration (PHMSA), unveiled a new public education campaign geared toward alerting industry and the public about the dangers involved with inappropriately shipping lithium batteries and other hazardous materials (see page 7).

The new safety awareness initiative "Check the Box" (checkthebox.dot.gov) aims to educate the industry and the public about potential shipping dangers, noting that "Certain items that are essential to our daily lives—such as batteries and common household items—may seem harmless, but they can be toxic, corrosive, and even explosive if handled inappropriately. That's why it's important to always Check the Box and make sure your package is safe to send." The website includes checklists, FAQs, and resources to help determine if a

package includes hazardous material.

"ALPA is grateful for the opportunity to partner on this important issue. PHMSA's leadership and commitment to collaboration will help enhance aviation safety for passenger and cargo operations across the entire industry," said Capt. Tim Canoll, ALPA's president.

Department of Transportation statistics have shown that, each year, hundreds of hazmat incidents result from the shipment of undeclared hazardous materials. Shortly after Administrator Elliott took office, ALPA began working with the federal agency to address the risks posed by the air transport of undeclared hazardous materials. This new initiative is designed to advance education about the existing laws, as well as the importance of proper labeling and packaging. ALPA expects to see positive results from this and the Association's other ongoing efforts to eliminate the risk of these potentially dangerous shipments. ✉





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ALPA SUDOKU (http://download.cnet.com/Sudoku-Generator/3000-2111_4-10733911.html)

Complete the sudoku puzzle so that each column, each row, and each of the nine 3x3 sub-grids that compose the grid contain all the digits from 1 to 9.

The solution to this month's ALPA sudoku can be found on page 13.

Prefer other puzzle types? Tell us what you think. E-mail Magazine@alpa.org.

1	6		8	7				5
				3			2	
				9		7		
		9	7			5		
	8					2		9
	4						7	
	2				3		4	
		1		4			6	
9				1				

Air Line Pilot

The following ALPA resources may be reached by e-mail or by dialing, toll-free, 1-888-359-2572 (1-888-FLY-ALPA). Once connected, press the # key on your phone and dial the last four digits of the number listed below. However, the ALPA main number, ASPEN, Member Insurance, and Membership Administration numbers need to be dialed directly.

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Accounting and Finance
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703-689-4144

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(1-888-FLY-ALPA), option 3

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Alaska—ALA MEC 206-241-3138

Atlantic Southeast—ASA MEC
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Bearskin—BRS MEC
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Calm Air—CMA MEC
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Kalitta Air—CKS MEC
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Kelowna Flightcraft—KFC MEC
877-373-3131, ext. 6225

Mesa—MAG MEC
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Piedmont—PDT MEC
339-987-1277

PSA—PSA MEC
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952-853-2393

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807-624-7270

WestJet—WJA MEC
403-464-3599

WestJet Encore—WEN MEC
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If you are involved in an accident, incident, or alleged violation of a federal aviation regulation, contact your local or central air safety chairman, regional safety chairman, or the worldwide ALPA accident/serious incident hotline at 202-797-4180 (collect calls are accepted) for an immediate response 24 hours per day. As a backup number, call 703-892-4180.

To report a safety problem or airspace system deficiency, call 1-800-424-2470 or e-mail EAS@alpa.org.

2018 EBCB Schedule

The Association's Election and Ballot Certification Board's schedule for counting ballots is October 10, November 9, and December 10.

Any ALPA member in good standing may be present as an observer during any meeting. Contact the Association's Membership and Council Services Department for scheduling.

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