

STRENGTHS

WEAKNESSES

It started in 2008 as an action-planning activity to engage ALPA leaders in the Association's strategic planning process. It has evolved into the way we do business.

At this year's Board of Directors (BOD) meeting, the union's elected representatives will once again set the course for the years ahead. Capt. Lee Moak, ALPA's president, and the other national officers are challenging these leaders to widen their scope to view ALPA's **S**trengths, **W**eaknesses, **O**pportunities, and potential **T**hreats with a fresh eye. ● Capt. Don Wykoff (Delta), chairman of ALPA's Strategic Planning Committee, will shepherd these ALPA

SWOT Te

OPPORTUNITIES

THREATS

leaders through discussions about everything that matters to airline pilots today—from how to handle competition when it’s not the airline in your backyard but governments from afar to how the new flight- and duty-time rule will affect the way you fly. ● To get up to takeoff speed on ALPA’s strategic plan, read the list of recent “checked off” items from each BOD delegate committee. See something amiss? Tell your rep! Then follow how the plan progresses in delegate committee sessions this October with BOD coverage at www.ALPA.org/bod2012. ● To see how the strategic plan has evolved, visit www.ALPA.org/strategicplan. →

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BOD COMMITTEE 1 ALPA STRUCTURE

ALPA is capitalizing on its unique position within the airline industry to share information across pilot group lines, enabling the union to

- build bridges abroad through the Global Pilot Symposium, which brings together government, industry, and pilot group leaders from global airline alliances such as SkyTeam, oneworld, and Star Alliance.
- continue to foster similar relations within the Association through the US Airways Express Pilots Alliance, Delta Connection Pilots Alliance, Fee-for-Departure Task Force, etc.
- host an industry-leading symposium exclusively for cargo pilots.

BOD COMMITTEE 2 COLLECTIVE BARGAINING AND R&I

ALPA is advancing the airline piloting profession by moving the cornerstone areas of contracts and retirement and insurance to

- achieve a new Delta contract and the Continental/United agreement-in-principle, which continue the progressive pattern-bargaining trend among mainline airlines.
- utilize new bargaining strategies in different bargaining environments, expediting the bargaining process to achieve constructive outcomes.

- creatively bargain benefit issues through the process of benchmarking, contract comparison, and member education. New retirement approaches at Hawaiian and Alaska; improved retirement benefits at Delta, Jazz, and other airlines; and retiree health reimbursement accounts at FedEx represent health-care – related enhancements.

BOD COMMITTEE 3 SAFETY, SECURITY, AND FLIGHT AND DUTY TIME

ALPA is continuing to champion the safety and security of air transportation, and remarkable changes have taken place since 2010, including

- the FAA issued a final science-based rule on pilot fatigue in December 2011 that
 - incorporates maximum flight-duty periods and flight-time limits based on the type of flight and time of day it begins.
 - includes a 10-hour minimum rest period.
 - contains new cumulative flight-duty and flight-time limits.
 - allows airlines to develop alternative ways of mitigating fatigue based on science and validated by the FAA via Fatigue Risk Managements Systems.

While the new rules do not apply to cargo operations, ALPA is actively advocating that Congress pass legislation to have the flight-time/duty-time regulations apply to them.

ALPA has been engaged in Canada to revise the current flight-time rules to a science-based rule that is similar to the new U.S. rule.

- The FAA Modernization and Reform Act of 2012 includes the following provisions regarding NextGen:
 - funding mechanisms and deadlines for the adoption of existing navigation and surveillance technology.
 - mandates development of navigation procedures and creation of an oversight board with stakeholder participation to provide better oversight.

- More Known Crewmember airports are coming online (see page 8).
- Legislative efforts are under way to increase Federal Flight Deck Officer program funding from \$25 million to \$35 million annually.
- During early 2012, the International Civil Aviation Organization Dangerous Goods Panel agreed to new international technical instructions regarding the carriage of lithium batteries. These new technical instructions contain improved provisions for labeling, training, inspection, and pilot notification.
- In August 2010, President Obama signed into law the Airline Safety and FAA Reauthorization Act of 2010, a short-term FAA funding bill that included provisions regarding minimum qualifications and licenses for individuals wanting to be airline pilots. In February 2012, the FAA issued a notice of proposed rulemaking (NPRM) that established new training and qualification standards to complement the August 2010 legislation. The NPRM also proposed establishing a new “restricted” airline transport pilot (ATP) certificate. ALPA was heavily involved in developing the 2010 legislation and has been involved with the FAA in shaping the NPRM and anticipated final rule.

BOD COMMITTEE 4 ALPA RESOURCES

ALPA, like all organizations in this economy, is tightly monitoring its finances. Union leaders accepted the recommendations of the Special Committee for Finance, Structure, and Services (SCFSS) to Section 60 policies at the October 2011 Executive Board meeting, including

- streamlining allocation of dues into four accounts—Administrative and Support, Master Executive Council (MEC), Local Executive Council, and Operating Contingency Fund (OCF)—and permitting refunds from MEC account surpluses under certain conditions.
- refining and expanding use of the OCF regarding supplementary funding to MECs.

- establishing a \$500,000 off-the-top dues allocation after the Mansfield settlement loan is paid off to be used for strategic purposes such as Major Contingency Fund funding.
- implementing other policies to increase cost efficiency.
- creating a Resource Planning Team.

BOD COMMITTEE 5 COMMUNICATIONS AND PROFESSIONAL DEVELOPMENT

ALPA is focused on raising awareness about the resources available to members and increasing the effectiveness of the union’s communications efforts. To that end, the Association has

- refocused national publications for the sound-bite generation and reinvigorated MEC and LEC newsletters.
- developed *ALPA Daily* for elected leaders and staff.
- conducted an all-member survey to determine what members want ALPA to inform them about, and how they want to receive that information.
- implemented a robust, proactive external communications program that includes news media interviews, press statements, op-eds, and advertisements.
- established relationships through ALPA’s Education Committee with Aviation Accreditation Board International-accredited flight schools and created ACE Clubs at Embry-Riddle’s Daytona Beach campus, the University of North Dakota, etc.



BOD COMMITTEE 6 LEGAL, GRIEVANCE, AND MERGERS

ALPA is focused on risk management, one of the cornerstones protecting the viability of the Association, and these efforts have collectively shielded the union from significant risks and financial exposure.

- The Executive Board refined Section 40 risk management policies in April 2012, which ALPA successfully applied to lump-sum payments negotiated at Air Transport International, Pinnacle, and Trans States.
- ALPA expanded training modules regarding roles and responsibilities of pilot representatives, current legal issues, and risk management.
- ALPA is proactively managing its insurance program with Kitty Hawk to protect the viability of the Association.

BOD COMMITTEE 7 GOVERNMENT AFFAIRS AND REGULATORY

ALPA's new white paper "Leveling the Playing Field for U.S. Airlines and Their Employees" sets the tone for how the Association will continue to engage in the policy that drives airline pilots' careers. The union plans to head into that government vs. government battle by

- championing the establishment of national level aviation policies to promote financially stable U.S. and Canadian airline industries.

- continuing to oppose efforts to modify foreign ownership and/or control limitations that would not benefit ALPA members.
- ensuring that U.S. and Canadian airlines receive a fair share of international flying opportunities.
- establishing and maintaining international aviation policies that provide an effective balance among economic, security, airline, and worker interests and priorities, including opposing pilot outsourcing.
- supporting efforts to relieve tax and fee burdens on airlines.
- promoting policies to ensure that the airline industry attracts and retains highly qualified and talented employees and increases stable, good-paying jobs for U.S. citizens.
- ensuring effective funding of NextGen.

BOD COMMITTEE 8 ORGANIZING

ALPA is approaching its organizing efforts strategically, so ALPA's Organizing Task Force established the following metrics and rationale for identifying new groups to organize:

- methodologies to measure the value of adding prospective pilot groups to ALPA.
- cost-benefit metrics regarding the cost of organizing and representing new pilot groups.
- broad goals for ALPA's organizing efforts, including criteria for identifying organizing targets.
- an internal organizing work plan. 🔄

WHAT'S NEXT? STAY TUNED.