



# BOARD OF DIRECTORS MEETING

OCTOBER 11-14, 2010 • HOLLYWOOD, FL

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Through my participation in the 2010 ALPA Board of Directors meeting, I helped evaluate our strategic plan and update it to reflect the line pilots' point of view in advancing the goals and objectives of our union. This plan was developed by the 2008 Board of Directors, and it has since been reviewed by the Executive Council and Executive Board, of which my MEC is a participant. This plan has not been static. Significant progress has been made over the past two years toward achieving our goals, and as priorities are achieved and new issues and challenges arise, the plan also changes. Below is an update on the strategic plan that I helped to develop.

- The Air Line Pilots Association, International, is, and will continue to be, the premier union to represent the piloting profession.
- Our union will aggressively act to ensure the voices of pilots we represent are heard loud and clear on the issues that affect our profession and our families.
- I will communicate the benefits of our union with the pilots I represent, including details of the strategic plan approved at the 43<sup>rd</sup> Board of Directors meeting because, as ALPA members, we have

## *One Goal, One Vision, One Union*

### Committee 1: Strategic Priorities for ALPA Structure

- ALPA reaffirms the value of, and ALPA's commitment to, code-share family information sharing and the development of pilot alliances within network families to support the principles of career protection, progression, contract, and professional standards.
- Information sharing and coordination is also integral across all pilot group lines and within and between network, cargo, and FFD carriers, along with engagement inside and between international pilot alliances.
- In order to enhance contract standards, coordination and planning should include national Collective Bargaining Committee and national Retirement & Insurance Committee information regarding substantive targets, bargaining models, and pilot group best practices.
- The Board of Directors recommends that all ALPA MECs establish and maintain strategic plans.
- In support of these recommendations ALPA shall expand efforts to train and support the development and maintenance of MEC strategic plans, including availability of examples, structures, and templates.
- The BOD tasks the SRSRC to perform a review and offer recommendations on specific national and presidential committee chairmen attendance at the BOD. Further, the SRSRC will also review committee written report requirements in current policy language recognizing the value of written committee reports in reporting recent committee actions.

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## Committee 2: Strategic Priorities for Collective Bargaining and Retirement & Insurance

- Pattern bargaining and mutual support across pilot group lines is essential to enhance contract provisions and establish favorable ranges and standards for all contracts. ALPA and its MECs must reevaluate and focus on advancing contract standards which have been established for the long-term career interests of members and of the profession.
- Acceptable pay ranges and standards for work rule, benefit, and job security provisions established by the Collective Bargaining and National R&I Committees should be actively incorporated into MEC planning and negotiations.
- With the growing emphasis on establishing new benefits and improving the existing Retirement and Insurance provisions, ALPA and its MECs need to continue to effectively mainstream the negotiation of R&I issues and better coordinate negotiation of benefits, work rules, pay and job security provisions.
- MECs should establish strategic approaches to contract enforcement to ensure that their contract enforcement strategies are consistent with their collective bargaining strategies and goals.

## Committee 3: Strategic Priorities for Safety, Security, Flight Time/Duty Time

- Continue to promote a safe and secure working environment for the piloting profession with
  - Establishment of secondary barrier standards
  - Relating to the carriage of hazardous materials
  - Continued enhancements to the FFDO program
  - Establishment of policy to ensure the safe integration of UAV/UAS operations in the NAS
- Promote a trust-based security system that includes the implementation of CrewPASS.
  - A great deal of information exists about the majority of individuals that move through airport security screening points and board our aircraft. A trust-based security system utilizes that information and allows security screeners to focus more attention on individuals that are not “known.” This in turn leads to more efficient and effective use of security resources.
  - CrewPASS is a subcomponent of a trust-based security system because it allows for specialized screening of airline pilots, who are known quantities. It should be a priority for implementation at each ALPA carrier.
- Promote Threatened Airspace Management concept to all appropriate agencies, including, but not limited to, TSA, FAA, Transport Canada, and RCMP to create an effective warning system for flight crews and enhanced ATC crisis management procedures.
- Enhance pilot selection, training, qualification, mentoring and professional development in order to meet the needs of our industry and membership.
- Promote the modernization of the U.S./Canada Airspace System to increase system efficiency and capacity, which would be of economic and growth benefit to the airlines.
- Promote “Just Culture” and voluntary safety reporting programs, provide greater protections for individuals submitting reports from discipline and/or certificate actions, and oppose the use of FOQA and ASAP information in civil litigation.
- Work to achieve effective FT/DT regulations consistent with ALPA policy.

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- Work with IFALPA, ICAO, and industry to bring FRMS out of the development phase and into an integrated implementation phase.
  - Petition the FAA and Transport Canada for the establishment of an occupational safety and health division. Authority would be given to direct, train, equip, gather data, analyze, inform, set standards and enforce regulation protecting the health of aircrew in our workplace.
  - Petition the FAA and Transport Canada to advocate for effective Professional Standards programs at all commercial airlines consistent with ALPA policy.

#### **Committee 4: Strategic Priorities for ALPA Resources**

- Support the efforts of the Special Committee for Finance, Structure, and Services (SCFSS) as it reviews and makes recommendations to ALPA's governing bodies regarding resource levels and allocation of resources to address the demands for additional services by LECs, MECs, national projects and services, and our members.
- Charge the SCFSS to evaluate the frequency and scope of further reviews of the finances, structure, and services of ALPA.
- Support and encourage, for financial consideration, the goal of negotiating company-paid Flight Pay Loss in all future bargaining opportunities, as set forth in Section 40 Part 5.K.4. of the ALPA Administrative Manual.

#### **Committee 5: Strategic Priorities for Communications, Public Relations, Professional Development**

- Effective communications with our members is the key to maintaining a strong, unified union. The entire Association - the Board of Directors, our MECs and LECs, and our union leadership – must pursue and support initiatives to promote ALPA's message. Continuing to build on our robust use of technologies, tactics, and media, we must stay ahead of the curve and determine new ways to deliver our messages.
- While communicating ALPA's message is of the utmost importance, we must also remain relevant to our members and determine what other information they need and want to hear from their union.
- The union must continue to position itself by pushing its agenda to U.S., Canadian, and international governments, regulators, and industry partners to ensure that the pilots' perspective and ALPA's priorities are incorporated into regulatory and legislative actions that will affect airline pilots, especially our members.
  - Includes educating various audiences that ALPA's historical record of influence in matters of safety and security, legislation, and collective bargaining is unparalleled. ALPA must continue to harness its authority in these areas. Moreover, ALPA must strive to centrally locate its educational resources to best meet the needs of its membership as well as the general public interested in aviation.
  - Provide continuing education programs and mentoring for members using conferences, written instructions and computer-based instruction.
- ALPA must also leverage its influence and actions to enhance media messaging and coverage of pilot, union and industry issues to protect the integrity of the piloting profession.
- ALPA's brand is much more than the ALPA logo or the membership pin, it is ALPA's mission. ALPA's message should be undeniably woven into every internal and external message, including membership campaigns, bargaining initiatives, safety and security endeavors, recruiting efforts, legislative agendas, and outreach to future aviators.

- The Association must develop new tactics and initiatives to promote ALPA's brand to enhance awareness and understanding of what ALPA is and what it does for its members, the industry and the traveling public.

#### **Committee 6: Strategic Priorities for Legal, Grievance, Mergers**

- Risk management—from the establishment of Kitty Hawk to the development of duty of fair representation insurance to our resources, policies, and practices—has been a cornerstone of protecting the viability of the Association. These efforts have collectively shielded us from significant risks and financial exposure. Expansion and refinement are necessary to continue to preserve the viability of the Association and the services we provide to our members. This includes a strong emphasis on the training and education of our members, pilot representatives and MECs regarding their roles and responsibilities, and the purpose and application of the Association's risk management policies and procedures.

#### **Committee 7: Strategic Priorities for Government Affairs & Regulatory**

- ALPA must continue to promote the establishment of national level aviation policies to promote financially stable U.S. and Canadian airline industries. This should include:
  - 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 must receive a fair share of international flying opportunities.
  - Establishing and maintaining international aviation policies that provide an effective balance between economic, security, airline, and worker interests and priorities, including opposition to pilot outsourcing.
  - Supporting efforts to relieve tax and fee burdens on airlines.
  - A rebalance of U.S. DOT policy goals to place a greater emphasis on the importance of available domestic airline industry relative to pro-consumer and competitive public interest factors.
  - Promoting policies to ensure the airline industry attracts and retains highly qualified and talented employees and creates stable, good-paying jobs for our citizens.
  - Ensuring effective funding of the Next Generation Air Transportation system (NextGen).
  - Enactment of bankruptcy legislation to reestablish collective bargaining as the primary means to make any changes to a labor contract and to clarify that a union may seek damages from the employer, or strike, if the bankruptcy process results in forced changes to a collectively bargained agreement.
  - Promoting initiatives to stop oil speculation to reduce the volatility of oil prices and the impact on the airline industry, along with opposition to Cap and Trade and other similar proposals that would harm the airline industry.
- ALPA must continue efforts to use regulatory, legal and bipartisan legislative processes to advance ALPA's goals regarding the effective processing of collective bargaining under the Canada Labour Code and the Railway Labor Act, including supporting NMB-recommended changes to its administrative practices regarding mediation services delivery.

#### **Committee 8: Strategic Priorities for Organizing**

- ALPA's Organizing Task Force should develop a methodology to measure the projected value of adding any prospective pilot group to ALPA. This method should measure the overall value, including the tangible and intangible benefits, the pilot group would bring to the Association and the piloting profession as a member of ALPA.
- ALPA's Organizing Task Force should evaluate the tactics and techniques of the organizing process in order to optimize the cost effectiveness of the process, including the costs directly related to securing the representation vote and those costs required to establish the structure, organization, and initial contract for a new member group.

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- Based on the foregoing cost and benefit analyses, the Organizing Task Force should develop broad goals for ALPA's general organizing efforts, and specific criteria and methods for identifying particular airlines as organizing targets.
  - Composition of and all work produced by the Organizing Task Force pursuant to this resolution shall include and recognize the regional, cultural, regulatory, and national differences among current and potential member pilot groups.
  - ALPA's Organizing Task Force should identify and develop internal organizing goals designed to foster member support for the goals and priorities of the union and are beneficial to increasing awareness among pilots of ALPA's organizing campaigns. The goal of these efforts is to develop every ALPA pilot into an advocate.