

# AIR LINE PILOT

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OF THE AIR LINE PILOTS  
ASSOCIATION,  
INTERNATIONAL  
JANUARY 2007



**ALPA Pilots**

**Supporting**

**US Airway Pilots**

**AIR LINE PILOTS ASSOCIATION, INTERNATIONAL**

Affiliated with the AFL-CIO and the CLC

We are not on strike. We are here only to inform.

## Capt. John Prater Takes the Helm

# Drive Union



The United Auto Workers, Canadian Auto Workers (CAW), and the International Union of Electrical Workers-Communications Workers of America (IUE) have drawn up the following buying guide of 2007 vehicles made by their members. Because of the integration of U.S. and Canadian vehicle production, all these vehicles include significant UAW-made content and support the jobs of UAW members. However,

those marked with an asterisk are sourced from the United States and another country. When buying one of these models, check the Vehicle Identification Number. A VIN beginning with "1," "4," or "5" identifies a U.S.-made vehicle; "2" identifies a Canadian-made vehicle. Not all vehicles made in the United States or Canada are built by union-represented workers. The Toyota Corolla, for example, is made in the United States by UAW members, but the Canadian model is made in a nonunion plant, and other models are imported from a third country. For copies of Drive Union, call the UAW Public Relations and Publications Department at 313-926-5291.



## UAW Cars

Buick Lucerne  
 Cadillac CTS  
 Cadillac DTS  
 Cadillac STS  
 Cadillac XLR  
 Chevrolet Cobalt  
 Chevrolet Corvette  
 Chevrolet Malibu  
 Chrysler Sebring  
 Dodge Avenger  
 Dodge Caliber  
 Dodge Viper  
 Ford Five Hundred  
 Ford Focus  
 Ford GT  
 Ford Mustang  
 Lincoln Town Car  
 Mazda 6  
 Mercury Montego  
 Mitsubishi Eclipse/  
 Eclipse Spyder  
 Mitsubishi Galant  
 Pontiac G5  
 Pontiac G6  
 Pontiac Solstice  
 Pontiac Vibe  
 Saturn Aura  
 Saturn ION  
 Saturn Sky  
 Toyota Corolla\*

## UAW Pickups

Chevrolet Silverado\*  
 Chevrolet Colorado  
 Dodge Ram\*  
 Dodge Dakota  
 Ford F-Series\*  
 Ford Explorer  
 Sport Trac  
 Ford Ranger  
 GMC Sierra\*  
 GMC Canyon  
 Isuzu i-Series  
 Lincoln Mark LT  
 Mazda B-series  
 Mitsubishi Raider  
 Toyota Tacoma\*



## UAW/CAW Vans

Chrysler Town &  
 Country  
 Dodge Caravan/  
 Grand Caravan

## CAW Cars

Buick Lacrosse  
 Chevrolet Impala  
 Chevrolet Monte Carlo  
 Chrysler 300  
 Dodge Charger  
 Ford Crown Victoria  
 Mercury Grand  
 Marquis  
 Pontiac Grand Prix

## CAW Pickups

Chevrolet Silverado  
 GMC Sierra

## UAW Vans

Buick Terraza  
 Chevrolet Express  
 Chevrolet Uplander  
 Chrysler Town &  
 Country\*  
 Dodge Caravan/  
 Grand Caravan\*  
 Ford Club Wagon  
 Ford Econoline  
 GMC Savana  
 GMC Savana Cargo  
 GMC Savana Passenger  
 Saturn Relay  
 Ford Freestyle

## UAW SUVs/CUVs

Buick Enclave  
 Cadillac Escalade  
 Cadillac Escalade ESV  
 Cadillac SRX  
 Chevrolet Suburban\*  
 Chevrolet Tahoe  
 Chrysler Aspen  
 Dodge Durango  
 Dodge Nitro  
 Ford Escape/  
 Escape Hybrid  
 Ford Expedition



Ford Explorer  
 GMC Acadia  
 GMC Yukon XL  
 GMC Yukon/Denali  
 Hummer H1  
 Hummer H2  
 Hummer H2 SUT  
 Hummer H3  
 Jeep Commander  
 Jeep Compass  
 Jeep Grand Cherokee  
 Jeep Liberty  
 Jeep Patriot  
 Jeep Wrangler  
 Lincoln Navigator  
 Mazda Tribute  
 Mercury Mariner/  
 Mariner Hybrid  
 Mercury Mountaineer  
 Mitsubishi Endeavor  
 Saturn Outlook  
 Saturn VUE

## IUE SUVs/CUVs

Buick Rainier  
 Chevrolet TrailBlazer  
 GMC Envoy  
 SAAB 9-7x

## CAW SUVs/CUVs

Chevrolet Equinox  
 Chrysler Pacifica

Dodge Magnum  
 Ford Edge  
 Lincoln MKX  
 Pontiac Torrent  
 Suzuki XL7



## CAW Van

Ford Freestar

\*Vehicles marked with an asterisk are produced in more than one country, but UAW members assembled all of these models that are made in the United States.

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Newly elected ALPA president, Capt. John Prater, pickets with US Airways pilots in Phoenix, Ariz., on Nov. 16, 2006, to protest the lack of a fair single pilot contract. Photo by Jocelyn Augustino.



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# Mailbag

► Letters to the editor may be submitted via regular mail to Air Line Pilot, Letters to the Editor, 535 Herndon Parkway, P.O. Box 1169, Herndon, VA 20172-1169, or by e-mail to [magazine@alpa.org](mailto:magazine@alpa.org).

## ALPA's President

I am a captain at FedEx and a former ALPA MEC chairman in what I have come to fondly refer to as ALPA I. I just wanted to take a moment to congratulate Capt. Prater on his election and tell him that I am truly excited about his vision of the future. In the past several years, I have become quite concerned over the direction of the airline industry and our ability as a union to meet the challenges that lie ahead. I believe that Prater's election speaks volumes about where the members believe this union can go with a bold plan and the proper leadership. Thanks to him for having the courage and conviction to step forward, especially during this difficult time. If I can ever do anything personally to help, I hope he does not hesitate to ask. Good luck.

*Capt. Joseph G. DePete (FedEx)*

## Criminalization

As I write this, two U.S. pilots are being detained in Brazil while the authorities investigate the midair collision between a U.S.-registered corporate jet and a GOL B-737. These pilots long ago served their usefulness in the investigation and are now being held more or less as unindicted criminals. Although not active ALPA members, their plight is not going unnoticed by pilots who are and who fly to Brazil and realize that it could happen to them as well.

I ask that all energies be brought to bear on the government of Brazil to release these pilots and allow them to return home pending the outcome of the investigation. I also urge the Association to issue a position regarding accidents and incidents in foreign countries and how we oppose the manner in which pilots are viewed.

I don't know how much of your radar screen this particular issue occupies because it's happening to a nonairline, but I can tell you that my flying partners and I are very con-

cerned about the ramifications for us as well.

*Capt. W.M. Sanford (United)*

*Editor's note: Capt. Dennis Dolan, then ALPA first vice-president and then and now IFALPA president, responded to Capt. Sanford, saying in part: "We can all picture ourselves in a similar circumstance and that thought is not a pleasant one. Two entities—ALPA and IFALPA—have a stake in this situation. ALPA has an interest because pilots being held is a violation of basic human rights and needs to be challenged. Also, one of the pilots is an ALPA member furloughed from his airline and the other is a former ALPA member. IFALPA wants to see fair treatment of pilots whenever they are involved in incidents or accidents.*

*"IFALPA has for years waged an ongoing campaign against criminal prosecution of pilots (and holding them on pseudo-criminal charges as is the case here) involved in incidents or accidents. IFALPA has issued a press release on this matter, and ALPA followed with its own. However, approaching the Brazilian government on this issue is a bit trickier. IFALPA represents the pilots in Brazil through a member association there, so by IFALPA policy any dealings with the Brazilian government must be coordinated through that local association. Sometimes local issues that are invisible to outsiders may affect how the local association operates, and in some*

*countries its participation in efforts to challenge the government might be viewed as an illegal act for which it could be punished.*

*"Unfortunately, in some countries the government controls all aspects of transportation, and sometimes they even involve the military to assist them in running things. This is the case in Brazil, where the military is responsible for ATC and uses a military chain of command to do business.*

*"I thank you again for going to bat for your fellow pilots. This is what unionism is all about—helping each other in time of need."*

## Braniff

Thank you for adding Braniff International to the list of "Airlines We Really Miss" at the urging of F/O Bob Fox, "Mailbag," October 2006.

Though we no longer see Braniff's colorful airplanes in the sky, we former Braniff pilots still remain close to all former pilots/friends through our very active Braniff International Silver Eagles organization. We conduct two social events a year, including a fly-in/picnic over the Memorial Day holiday, encouraging members to fly their aircraft on-site to participate in a day of nostalgia and old times together. At 3 p.m., we pause to remember the fallen military men and women who have lost their lives during time of war. In October 2006, we held our annual gold outing and banquet to again relive our good Braniff days together. Our charitable fund contributes to needy families, high school seniors desiring to pursue an aviation career, and individuals engaged in aerospace education.

ALPA members for more than 50 years, our 716 pilots and association members continue today as a proud Silver Eagles organization and concur wholeheartedly that Braniff is one airline we really miss.

*Capt. Phil Fahs, Vice-President BISE*

## Clarification

ALPA's *FastRead* of Sept. 22, 2006, contained a misstatement because of late events that took place after the deadline. Contrary to the *FastRead* report, Mesa Air Group (MAG) was fully CASS-compliant in displaying ID pictures by the TSA's September 23 deadline for all U.S. airline participants in CASS to be able to display at the terminal a digital photo of jumpseat riders for identification purposes.

## Restoring Our Profession Is Job One

As I assume the office of president of our proud union, I do so with deep respect for those who came before me and with a full commitment to do all I can to help rebuild our battered profession. We are now into the sixth year of our bankruptcy-laden era, sparked by the events of 9/11. Few pilots have survived without suffering concessionary contracts and earning their own personal scars.

The result is obvious: frustration and anger. Now that we face the threats of further industry consolidation, our members are wondering if the ghosts of airline barons past—Cord, Nyrop, Lorenzo, Icahn, Ferris—will finally see our union in the grave. Our answer must be “No!”

To start, in the first 180 days of 2007, we will hold regional pilot meetings across Canada and the United States. Your officers want to hear your concerns and ask for your suggestions. Over the next two years, we will return to the bargaining table to restore our profession in real terms. We cannot do

that without your individual and collective support. We need to convince management that we have a level of solidarity that they cannot break. Some managers are banking on all of us retreating into the isolation of self-pity and blame and looking at problems only as they directly affect our own pilot groups.

I have spoken with

many of your elected representatives about their commitment and your willingness to answer the call. They have said that if our members are convinced that ALPA means business, they are more than ready to stand up and prove those managers wrong. We'll need that commitment as we move forward.

In November 2006, 13 pilot group Strike Preparedness Committee members were gathered as the foundation of

a national strike committee. The committee will be made up of pilots who have developed and executed strike options. We will harness their experience and wisdom to prepare any pilot group at any moment to reach out and “motivate” our airlines’ managements.

We will hold bargaining conferences for network, express, and all-cargo pilot groups to establish a compre-

**I believe our members today will rise to the challenge and stand up for our profession and, more importantly, for each other.**

hensive strategy to restore our contracts. Our Collective Bargaining Committee will be rebuilt and, with the Strike Committee, provide coordination and support for your negotiators. Be ready when your union calls, because nothing convinces management we mean business better than unity across corporate lines.

Opportunities to advance our legislative goals, in Canada and the United States, lie before us. We will confront such issues as Pension Benefit Guaranty Corporation pension payments and pilot fatigue. We met the recent challenge on foreign control and will continue the work on Capitol Hill to keep it off the table. To build our legislative war chest, I ask each U.S. pilot to increase your support for ALPA-PAC. We must have the horsepower to influence legislation that affects our profession, or we are just along for the ride.

Many pilots remain focused on the Age 60 rule and legislation that might change the regulation. I will bring this issue to the Board of Directors and our members in a logical and planned-out fashion. We will debate, decide, and move on. We must not start a civil war over a single issue, and the best way to do that is to deal with the most difficult, divisive issues head-on, through our democratic process.

Our great union was challenged and ultimately strengthened by past labor wars because of our solidarity. I believe our members today will rise to the challenge and stand up for our profession and, more importantly, for each other. On your next flight, look your fellow pilot in the eye and you will see the soul of all 62,000 ALPA members who embody the values of trust, integrity, honor, and solidarity. Your support and understanding of that pilot's needs is our collective strength. I thank you for this opportunity to serve as your president.



JOEEL/MAGISTINO

## Historic Turnout in Support of US Airways 'Coast-to-Coast' Picketing

On Nov. 16, 2006, the US Airways "Coast-to-Coast" pilot group held one of ALPA's largest organized pilot informational picketing events. Nearly 700 US Airways and America West pilots participated in these events, held simultaneously at Charlotte Douglas International Airport and Phoenix Sky Harbor Airport, to express their increasing frustration with US Airways management's unwillingness to fully participate in negotiations for a fair, single pilot contract.

In Charlotte, Capt. Duane Woerth, then ALPA's president, and pilots from Atlantic Southeast, Continental, Delta, Express-Jet, FedEx, Mesa, Piedmont, PSA, and United, picketed with more than 350 US Airways pilots in a show of support. The pilots, in rows of four deep, filled three pedestrian bridges as ALPA news media spokesmen conducted numerous interviews. Circling the airport during the picketing was a mobile billboard with the message "US Airways Pilots to Management: Enough Is Enough. A Fair, Single Contract Now!"

"The US Airways pilots demonstrated during this event that enough is enough. This Coast-to-Coast pilot group will not sit idly by and let someone else steer our course," said Capt. Jack Stephan, US Airways Master Executive Council chairman. "With the help and support of many of our brother and sister ALPA pilots who joined us on the picket line, we clearly expressed to US Airways management, and to all airline managements, that when one pilot group is threatened, we are all threatened. We demonstrated that no airline will go anywhere without ALPA pilots on board. I have never been more proud to be a US Airways pilot and never more proud to be a member of the Air Line Pilots Association," he said.

In Phoenix, approximately 300 America West pilots were joined on the picket line by ALPA's president-elect, Capt. John Prater; ALPA's vice-president-administration/secretary and first vice-president-elect, Capt. Paul Rice; ALPA's vice-president-administration/secretary-elect, Capt. Bill Couette; executive vice-president-elect, Capt. Russ Webber; and pilots from Alaska, Atlantic Southeast, Continental, Express-Jet, FedEx, Mesa, Mesaba, Piedmont, and United.

The pilots orbited the north and south sides of the main terminal while spokespeople conducted numerous interviews with print, radio, and television news outlets. A mobile billboard looped both the airport and US Airways headquarters with the message: "One Year of Contract Negotiations With US Airways



... Pilots Get Nothing! Management Makes Millions."

"US Airways management—along with airline managements across the country—noticed, as we took public on the eve of the busy travel season, our plight—no fair, single contract," said Capt. Kevin Kent, then chairman of the America West Master Executive Council. "The silent protest spoke volumes and with the full support of our national union, our message was clear: Pilots will no longer be exploited while management reaps the benefits of our hard work. We deserve better pay, better benefits, and better work rules, and the only way we can achieve these is for management to recognize, at the bargaining table, the value that we bring to the company. It was an honor to walk the line with so many of my ALPA brothers and sisters to raise awareness of our struggle for a fair contract, and I thank everyone for using their valuable free time to help make a difference."

Visit [Crewroom.alpa.org](http://Crewroom.alpa.org) to view a video of this event.

## Delta Pilots Vindicated with ALPA Support

On Aug. 23, 2006, ALPA gained a favorable decision involving an FAA order of suspension issued against a Delta captain. After a full hearing on the merits, National Transportation Safety Board Administrative Law Judge Patrick G. Geraghty dismissed the FAA 30-day Order of Suspension issued against the captain for allegedly violating an ATC clearance. The FAA has elected not to file an appeal.

In the case, the FAA had charged the pilot with violating FAR 91.123, which prohibits deviation from an ATC clearance



**More than 375 pilots, representing nearly a dozen ALPA pilot groups, walk the line at Charlotte (N.C.) Douglas Airport during a Nov. 16, 2006, informational picket to protest the unfair treatment of the pilots of US Airways and America West.**

except in case of emergency or TCAS alert. The order was issued against the captain after the flight deviated from an ATC-assigned clearance. ALPA contended, on behalf of the captain, that a malfunctioning flight director led to the deviation.

In dismissing the order, Judge Geraghty found that the failure of the flight director presented the crew with an emergency not of their own making. He went on to rule that ALPA attorneys, supported with technical information from ALPA's Engineering and Air Safety Department, had established a successful affirmative defense to the charge. Significantly, the judge ruled that, under the circumstances of this case, the crew did not need to actually declare the emergency to ATC so long as the crew properly noted the discrepancy in the airplane's logbook at the conclusion of the flight, and the maintenance department later confirmed the presence of a defect in the instrument, which the evidence at the hearing established.

Jay Wells of ALPA's Legal Department and Karen O'Riordan of the Atlanta Representation Office handled this case.

## FAA Funds ALPA's Alcohol/Drug Intervention Program

Thirty years ago, airline pilots battling alcohol or drug abuse were summarily fired (after losing their FAA medical certification) and banned from the airline piloting profession. Then ALPA stepped in and said, "No more."

Today, the alcohol and drug intervention program that ALPA helped found, implement, and administer continues to be a success not only for returning pilots to the cockpit, but

also as a successful demonstration of how cooperation among pilots, the federal government, and airline management can lead to success.

"The Human Intervention and Motivation Study (HIMS) program remains an invaluable resource for line pilots," says Capt. Dana Archibald (American Eagle), ALPA's HIMS Committee chairman. "HIMS fosters airline safety. The program is a key tool that facilitates proper assistance for individuals who are desperately in need of help." And from an economic standpoint, the program rehabilitates employees who have been highly trained at great corporate expense.

The FAA recently awarded ALPA a 1-year contract and funding for the HIMS program, with the option to renew for 2 additional years. ALPA has been the recipient of each HIMS contract awarded by the FAA since the program's inception.


"The continuation of federal funding is vital to the continued and expanded success of the HIMS program in the future," Archibald says. This year's funding provides money for developing various training materials; maintaining the HIMS website, [www.himsprogram.com](http://www.himsprogram.com); getting administrative support; and holding a 3-day basic seminar in September.

ALPA is currently assembling a new HIMS Advisory Board, which will consist of individuals from various airlines and airline associations. Representatives from the FAA, as well as ALPA's Aeromedical Office and Legal Department, serve as ex officio Board members.

The HIMS program has been a resounding success. The long-term success rate is 88 to 90 percent. This means that over the lifetime of an airline pilot's career, a relapse occurs in only 10 to 12 percent of the program participants—a rate far superior to virtually all other occupational treatment programs.

Some other vital statistics of the HIMS program follow:

- 3,700 pilots have been successfully treated.
- Approximately 40 airlines in North America have active programs with assistance from the HIMS staff.
- On average, 120 airline pilots per year are identified, treated, and returned to work.
- A website, [www.himsprogram.com](http://www.himsprogram.com), provides confidential information and assistance to individual pilots, their families, and interested airline management.
- Ongoing HIMS seminars continue to train new HIMS volunteers and reinvigorate established programs.
- Internationally, HIMS has been acknowledged as the industry model. HIMS staff members have helped several foreign airlines, including Air New Zealand, British Airways, and Cathay Pacific, to set up comparable programs.

In spite of these efforts, with new pilots entering the industry at a rate of approximately 9,000 per year, there is an ongoing need for education and assistance to airlines interested in either starting or continuing treatment programs. 



# You Can't Afford the Right to Remain Silent

By now you have no doubt realized that 2007 is already a year of change. From the 110th U.S. Congress to ALPA's own elected officials, we're in a whole different ballgame.

I'd like to personally welcome Capt. John Prater as the new ALPA president. I look forward to working with him, Capt. Couette, and Capt. Beebe, as well as our executive vice-presidents, as ALPA embarks upon the next era of our long and proud history.

I also want to thank everyone for the support I received while serving as vice-president-administration/secretary, as well as the support I received to become your first vice-president. As part of the ALPA leadership team, I want to tell you a few of the priorities in which I plan to make my mark: the right of unions to exist and bargain collectively, the commitment ALPA has to organizing pilot groups of more airlines in Canada and the United States, and a timely issue for airline pilots today—the rights of pilots throughout the world to belong to a union.

For the most part, and despite the efforts of some to deny us full access to our rights, we have basic union liberties in the United States and Canada. Some of you may be unaware that some developed countries do not share those same rights. For instance, a 10-year-old ongoing case in Japan involves an airline captain who is facing criminal liability charges because of an incident in which a flight attendant was injured during an encounter with turbulence and later died of her injuries. In 2005, the Japanese High Court allowed a prosecutor to appeal the "not guilty" verdict.

And more recently, we have the injustice in Brazil, where two U.S. pilots were detained 2 months while authorities investigated the Sept. 29, 2006, midair collision between their U.S.-registered corporate jet and a GOL B-737. The pilots' passports were confis-

cated, and the pilots were held against their will despite a growing body of evidence that several nonpilot issues contributed to the accident. The two had their passports returned on Dec. 5, 2006, and left Brazil on December 8.

ALPA's involvement to support these

tion has set forth; and the second is that wherever and whenever ALPA's members do not receive fair treatment, our union must act.

The actions by the Brazilian authorities reflect a serious, disturbing worldwide trend of imposing criminal sanctions on individuals who are involved in aviation accidents. This is about more than fairness. Such a philosophy works against the public interest in preventing future accidents, because the threat of prosecution naturally inhibits the free flow of information that is crucial to uncovering the causes of accidents and taking corrective measures to prevent future tragedy.

ALPA pilots need to be aware that if you have an accident or incident in the airspace of a number of countries, you could find yourself in a similar situation. Until we live in a completely enlightened world (don't hold your breath), ALPA's motto, "Schedule with Safety," will have severe limitations. The world will not be a safe place for any airline pilots to fly until we remove the possibility of unwarranted criminal sanctions.

This issue is important even if you don't fly internationally. The Railway Labor Act was created to protect our union rights. However, because of the nature of the economy and the political climate, we've spent a lot of time and energy defending our rights right here.

That is why it is vital for all airline pilots to become involved in their future, their profession, their union. As we emerge from the concessionary era, do not be lulled into a false sense of security. This is not the time to sit back and relax—for our sake, and for the sake of pilots everywhere. We as a union need to focus our energy on becoming stronger, more unified, and globally aware. Don't give up a basic right we fought so long and so hard for—the ability to belong to a union. Other pilots throughout the world are counting on you. As am I. 🌐



JOCELYN AUGUSTINO

**This is not the time to sit back and relax—for our sake, and for the sake of pilots everywhere.**

pilots (one a furloughed ALPA member and the other a former member), included ongoing communications with governments, manufacturers, the International Federation of Air Line Pilots Associations, and others. ALPA, along with IFALPA, insisted on the immediate release of the two pilots.

Our union engaged in this fight for two reasons: First, the mistreatment of the pilots is a violation of basic human rights and the standards that the International Civil Aviation Organiza-

## Time for Action On Runway Incursions

Nearly 30 years after the fact, one of the grimmest records in aviation still stands: The worst disaster in airline history was the result of a runway incursion. The March 27, 1977, collision of two B-747s on a fog-shrouded runway at Los Rodeos Airport at Tenerife in the Canary Islands killed 583 passengers and crewmembers.

ALPA has worked for decades to reduce runway incursions. In 1999, the Commercial Aviation Safety Team (CAST) identified runway incursions as one of the most significant hazards in the U.S. national airspace system. CAST then assigned its Joint Safety Analysis Team and its Joint Safety Implementation Team to find enhancements capable of mitigating the runway incursion problem. That project, completed in 2001, resulted in many new recommendations—high- and low-tech solutions, along with procedural and training enhancements, which, if implemented, would significantly reduce the runway incursion risk.

ALPA has participated from the first day in the CAST initiative and remains committed to implementing all of the recommendations outlined in 2001. Many of the enhancements have come at the expense of multiple accidents and incidents dating back to the Tenerife disaster. Yet in 2007, we still find ourselves operating in an unforgiving airport ground environment, with too many of the CAST-recommended solutions not being implemented at the airports that need them the most. "Sorry, This Runway's Already Taken," page 25, examines what your Association is doing to promote runway safety along with suggestions for how you can help. Start by going to our runway safety website, [www.alpa.org/runwaysafety](http://www.alpa.org/runwaysafety), and take the runway safety challenge. This collaboration among the Aircraft

Owners and Pilots Association, the FAA Office of Runway Safety, and ALPA has received wide acclaim as an innovative training product and has been incorporated into several airline training curricula.

ALPA has also been instrumental in the MIT Lincoln Labs experiment on



BILL BURKE/PAGE ONE

We still find ourselves operating in an unforgiving airport ground environment, with too many of the CAST-recommended solutions not being implemented at the airports that need them the most.

runway status lights (RWSLs) and take-off hold lights (THLs) being tested at Dallas-Fort Worth International Airport (DFW) and San Diego International Airport (SAN). This fully automated system has proven to be a highly effective tool to mitigate runway incursions.

ALPA has been working with MIT Lincoln Labs and the FAA to promote the final certification of the system so that it may be more widely fielded. In November 2006, the FAA notified us that final approval was imminent, a step that will allow airports such as Los Angeles (LAX), Chicago O'Hare (ORD), Boston (BOS), and others to install RWSLs and THLs.

On the low-tech side, we are seeing the spread of enhanced runway and surface markings, which the FAA has mandated for the busiest 73 airports as

published in FAA Advisory Circular (AC) 150-5340-1J in April 2005. These intuitive taxiway markings were developed with considerable input from longtime ALPA air safety activist Capt. Mack Moore (United, Ret.) and other industry experts. ALPA would like to see expedited installation of these markings and has urged the FAA to mandate the new markings as the standard for all air carrier airports. Doing so would promote standardization and provide additional value as an effective low-cost deterrent to runway incursions throughout the United States.

But by far, the top-rated CAST mitigation for runway incursions is the electronic flight bag (EFB) with own-ship position display. An optional feature on flagship airliners, such as the Boeing 777, the EFB currently is offered in three levels of certificated applications.

Displays certified for display of own-ship position are currently offered only on the high-end Class 3 EFBs, which has proven to be a major barrier to entry for many airlines. ALPA believes that adequate data now support the safe introduction of this technology for Class 2 EFBs; if approved, that would dramatically increase the use of this technology on our members' flight decks. Imagine, the same technology that is available on your automobile today installed on your airplane—providing you with an accurate display of your airport diagram and taxi chart and showing your position even in 600 RVR. This powerful tool should be in widespread use today.

The issue of runway incursions has been duly studied and dissected. A multifaceted industry consensus for mitigations has been produced to significantly enhance the safety of our members and the traveling public. Now is the time for the FAA and the airline industry to redouble their efforts and to focus on implementing CAST recommendations as expeditiously as possible. Lives are hanging in the balance. 

*Capt. Mitchell Serber (Comair) is chairman of the ALPA Airport Ground Environment Group.*

# As We Go To Press...

Late-Breaking ALPA News

## Unity Equals Leverage: ALPA Explores Forming A Strike Committee

When one ALPA pilot has a problem, all ALPA pilots have a problem. That was the message that Capt. John Prater, then ALPA's president elect, delivered in November 2006 to a group of Strike Preparedness Committee (SPC) representatives gathered in Memphis for a Strategic Preparedness Summit.

Prater, a vocal proponent of the concept of a national committee to support ALPA's pilot strike committees, told the group he envisioned that such a committee would preserve the corporate knowledge gained through previous experience and provide the resources for each pilot group to develop an SPC structure tailored to fit its needs. This new committee would also maximize the effectiveness of negotiations by providing communication among pilot groups involved in negotiations.

The group of 27 pilots from 10 ALPA pilot groups discussed possible goals and objectives of such a committee and agreed on one thing: This committee should be empowered to send a powerful message to all airline managements that as a pilots union, we are united to fight our battles wherever the battle lines are drawn.

"We need to get members involved in our union," Prater continued, "we need to restore pride in our profession, and we need to encourage pilots to participate in the activities of other pilot groups."

The attendees decided that motivating the pilots through ALPA-wide and pilot-group-specific rallies, and developing a structure that leads to message continuity among ALPA, the MECs, and all pilots, were the items that had to be completed first.

Making presentations were Capt. Mike Donatelli, Delta MEC SPC chairman; Capt. Brad Mahoney, FedEx MEC Communications Committee chairman; and First Officer Wes Reed, FedEx SPC Committee chairman. Along with them, attendees agreed that this new committee should be a flexible and potent mix of technological, structural, and human resources that support the goals and objectives of local SPCs.

The group also agreed that this committee should provide support for all ALPA pilot groups, for new SPCs, and for internal and external organizing; provide cost savings by not "reinventing the wheel"; coordinate activities across MEC lines; and coordinate ALPA resources and assets.

Those resources and assets were discussed in detail by

ALPA staff members from the Economic and Financial Analysis, Real Estate, and Information Technology Departments and the Meeting Planning Office.

Prater will present a detailed overview of this summit, as well as recommendations from attendees and staff members, to the Executive Council for review on forming a national committee.

## United Pilots Authorize Strike Preparedness Committee

The United MEC in early December 2006 unanimously approved a resolution directing its chairman, Capt. Mark Bathurst, to form a Strike Preparedness Committee (SPC) and to appoint a Committee chairman, subject to MEC ratification at the regular January meeting. The MEC concluded that many issues affecting the daily lives of United pilots may require action before the normal bargaining process



PHOTOS WILLIAM A. FORD

begins. In addition to taking the first step toward preparing for Contract 2009 negotiations, the MEC's resolution recognizes the need to address immediate issues as well.

"The operative word for this committee is 'preparedness,'" said Bathurst. "ALPA and the United MEC must be prepared for all possibilities, including a breakdown in negotiations during collective bargaining."

The United MEC Communications Committee chairman, Capt. Steve Derebey, in a message to all United pilots, said, "We have all given much to lead United through bankruptcy. Your union has heard your demand that we should share in the rewards as well."

He added that management "has clearly signaled" that the airline "has returned to profitability by granting some senior management individuals huge pay raises. The pilots, the very group who saved this airline from the scrap heap of failed airlines, deserve the same return on our investment."

The United MEC also adopted a resolution directing the

Negotiating Committee to identify critical issues in United's collective bargaining agreement that require immediate attention, and to report these findings to the MEC at its January meeting in Chicago.

The United MEC is planning a rally for January 26 at a location near Chicago's O'Hare International Airport to give line pilots an opportunity to directly participate in the communication of their concerns to management.

## ALPA Commends DOT Decision To Withdraw Proposal to Allow Foreign Control of U.S. Airlines

On Dec. 5, 2006, U.S. Transportation Secretary Mary E. Peters personally informed ALPA's then president, Capt. Duane Woerth, that the Department of Transportation had withdrawn a proposal that would have attempted to



ALPA pilots and staff joined thousands of fellow working Americans on Dec. 8, 2006, in a rally in the shadow of the U.S. Capitol to voice strong support for the passage of the Employee Free Choice Act, which will strengthen the ability of unions to safely organize. ALPA's then president-elect, Capt. John Prater, stood front and center in the ALPA crowd (which included pilots on layovers at nearby National Airport) signaling his stated commitment to restore ALPA to its roots of aggressive bargaining, strict contract enforcement, tenacious organizing, and pilot action to restore pilot contracts and the health of their profession. "The rally sent a strong message to the new Congress," Prater said. "They must respect the rights of all working Americans, including airline pilots. Now it's our turn; airline managements and CEOs need to wait in line." Numerous speakers, including Sen. Ted Kennedy (D-Mass.), AFL-CIO President John Sweeney, and other local and national union leaders, headlined the rally.

# As We Go To Press...

Late-Breaking ALPA News

change the rules governing foreign control of U.S. airlines.

The proposal sought to grant foreign investors the authority to make critical operational and economic decisions at U.S. airlines, including fleet planning, route structure, pricing, and marketing. It failed to examine important aspects of its potential effect on the jobs, wages, and working conditions of airline employees; airline safety and security; and the country's ability to control the transport of U.S. troops and supplies through the Civil Reserve Air Fleet (CRAF) program.

ALPA spearheaded efforts to block the DOT's proposal. Association members were critical in drawing industry, congressional, and public attention to the misguided proposal and its broad range of implications for the safety and security of the airline industry, the national defense, and U.S. jobs.

"We particularly thank Rep. James Oberstar (D-Minn.), Rep. Frank LoBiondo (R-N.J.), Rep. Jerry Costello (D-III), and Rep. Ted Poe (R-Tex.) for their leadership on this issue," said Woerth.

Peters said in a statement issued to the news media, "It was clear from reviewing the comments that the Department needs to do more to inform the public, labor groups, and Congress about the benefits of allowing more international investment. We need a stronger national consensus about the best means of achieving that objective."

## Pinnacle Pilots Take It to the Streets

Nearly 200 pilots, flight attendants, and one giant rat grabbed the public's attention a major business route in front of the Pinnacle Airlines company headquarters on Nonconnah Boulevard in Memphis, Tenn., to demonstrate against management's greed and unwillingness to negotiate a contract that recognizes the pilots' contribution to Pinnacle's continual profits.

Management's unwillingness to negotiate a strong scope agreement and pay rates, along with work rules that respect a pilot's time away from work, are major issues still on the table.

"I am tired of looking at captains who haven't gotten a pay raise in two years," said Capt. Wake Gordon, Pinnacle MEC chairman. "And when our pilots spend time with their families on their days off, they want to be left alone and don't want to be constantly called by Scheduling."

Representatives from more than a dozen pilot groups, including two non-ALPA groups, were on hand for this historic event—Pinnacle's first informational picketing event in Memphis. Speaking to the group through a bullhorn, ALPA's then president, Capt. Duane Woerth, stressed the importance of being a part of an international union, something that airline managements don't understand. "It's not something you hire—it's something you are," he told the pilots.

With a large inflatable rat provided by the Laborers' Union looming over the demonstration site, representatives from

## In Memoriam

"To fly west, my friend, is a flight we all must take for a final check."—*Author unknown*

### 2006

S/O Christopher A. Blackwell	United	May
Capt. Gary Eckel	Delta	July
Capt. David C. Baker, Jr.	US Airways	September
Capt. Montgomery J. Chumbley	Eastern	October
Capt. Arthur E. Gaudette	Delta	October
Capt. Duane H. Heutmaker	Northwest	October
F/O Todd N. Humble	Delta	October
Capt. Donald R. Keenan	Delta	October
F/O John J. Malpass, Jr.	Delta	October
Capt. Scott R. Meyer	Hawaiian	October
Capt. Elliot H. Robinson	Braniff	October
Capt. Gerard L. St. Hilaire	Delta	October
Capt. Edmund W. Thomas	Delta	October
F/O Gerald L. Boyce	USAirways	November
Capt. Frank T. Duran	Delta	November
Capt. Kenneth J. Fast	Air Canada Jazz	November
F/O Eugene S. Groseclose, Jr.	US Airways	November
Capt. George F. Harman	Capitol	November
Capt. Raymond G. Henry	America West	November
Capt. John B. LeClaire	TWA	November
Capt. Lynn C. Loomis	Pan Am	November
Capt. Hillery F. McClimans	TWA	November
Capt. James J. McKeone	US Airways	November
Capt. Steven R. Oliver	FedEx	November
Capt. Elbert R. Snider	Northwest	November
Capt. Walter P. Sullivan	TWA	November
Capt. Robert R. Van Buren	Piedmont	November
F/O Robert L. Weibly	TWA	November
S/O Brian C. Wolf	FedEx	November

ASTAR, Atlantic Southeast, Champion, Comair, Continental, ExpressJet, FedEx, Mesaba, Midwest Express, Northwest, Southwest, United, and UPS loudly agreed with Capt. Craig Sukor, the Pinnacle MEC secretary/treasurer and acting SPC chairman, when he asked if they had had enough: "Enough of management greed, enough of crew scheduling messing with their days off, and enough of management using the court system to get from pilots what management can't get at the negotiating table."

Pinnacle management's attempt to warmly "welcome" the demonstrating pilots with hot cocoa and cookies fell flat when pilots wouldn't "drink the cocoa" referencing the familiar "don't drink the Kool-Aid" phrase.

Pilot volunteers handed out explanatory leaflets to drivers as they slowed to watch the event, which was broadcast on three news media outlets and carried in the local newspaper. Woerth praised the pilots attending and indicated that this was a great example of pilots supporting other pilots. "Our pilot unity campaign began at the Board meeting in Las Vegas," he said, "and the US Airways rally and this rally are prime examples of what we can accomplish when we support each other."

## Alaska Pilots Negotiate

Alaska Airlines pilots and management took the first steps toward negotiating a new contract by exchanging Section 6 openers on Nov. 15, 2006. Negotiations talks begin January 8.

Under the Railway Labor Act, negotiations would have been required to begin no later than April 1. Both the Alaska

MEC, after consulting with the Negotiating Committee, and Alaska's management agreed to begin negotiations early.

Alaska's pilots are seeking a contract that recognizes their contribution to their company's success.

"Alaska Airlines has shown sustained profitability in the past several quarters, and the pilots are looking to share in that success—success we helped create," says Capt. Tom Crank, chairman of the Alaska pilots' MEC.

The pilots also are seeking a contract that maintains their overall retirement benefit and establishes clearer work rules to better protect against contract abuses.

On May 1, 2005, an arbitrator-awarded contract cut pilot pay by as much as 34 percent—doling out the biggest cuts to junior pilots, who already were paid the least. "The new contract will have to correct that, also," Crank says.

## ALPA Reacts to Release of U.S. Pilots from Brazil

In early December 2006, Brazilian authorities released two U.S. pilots who had been detained in Brazil since they were involved in an aviation accident on September 29.

Capt. Paul Rice, then ALPA's vice-president-administration/secretary, said, "ALPA is gratified that the Brazilian justice system has at long last allowed Joseph Lepore and Jan Paladino to return to the United States. We remain dissatisfied with the treatment that these two pilots, one of whom is a furloughed ALPA member and the other a former ALPA member, received, as well as with the public condemnation that some Brazilian officials engaged in during the days after the accident. Furthermore, we do not believe that any criminal charges should have been filed against these pilots."

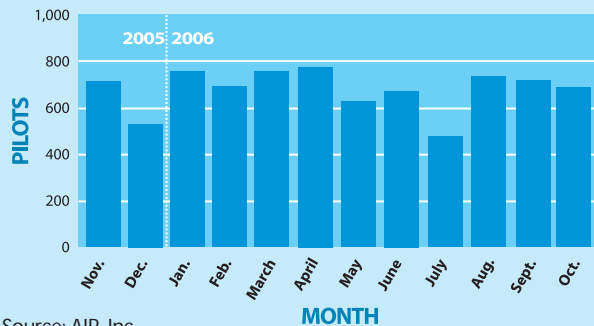
Rice added, "Criminalizing action by pilots involved in

## This Month at Crewroom.alpa.org

► **LEARN MORE** about ALPA's president, **Capt. John Prater**, at "President's Corner" on ALPA.org and Crewroom.alpa.org. The Corner will contain links to Prater's speeches and testimony, plus more biographical information.

► **VIEW VIDEO FOOTAGE** of recent **informational picketing and rallies** in ALPA's own video archive, under the Events tab of ALPA.org and Crewroom.alpa.org. 📺

## Airline Pilot Hiring November 2005 through October 2006



Source: AIR, Inc.

Airlines hired 697 pilots in October 2006, bringing the year-to-date total to 7,170. The furloughed numbers decreased from 8,178 in September to 7,718 in October. At the beginning of November, the United States had 102,085 active airline pilots. AIR, Inc. was forecasting approximately 8,500 new airline pilot jobs for 2006. For more information on airline pilot hiring, job fairs, and interview preparation, contact AIR, Inc., at [www.jet-jobs.com](http://www.jet-jobs.com), or call, Monday–Friday, 9 a.m.–5 p.m. Eastern, 1-800-JET-JOBS (538-5627).

aviation accidents is a serious concern to all ALPA members, other airline pilots, and the flying public. The threat of criminal prosecution of pilots undermines a healthy safety culture. It interferes with the effective and efficient investigation of aircraft accidents, but more importantly, it inhibits the collection of information needed to prevent the reoccurrence of a similar accident. Pilots need to be free to ensure the safe completion of their flight, and should not be distracted by the threat of a criminal investigation or imprisonment for doing their job.

"ALPA will be closely watching this case as it unfolds, knowing that it will hold important ramifications for the future. We are pleased that the two pilots are returning home, and we will continue to work with our own government and those of other nations to ensure that future incidents like this are handled in accordance with International Civil Aviation Organization principles."

## ALPA America West MEC Elects New Officers

The America West MEC recently unanimously elected Capt. John McIlvenna to serve as chairman and First Officer Mitch Vasin as vice-chairman to lead the pilot group into the next phase contract negotiations and other activities resulting from the merger between America West and US Airways. 📺

# Making the Connection

*Air Line Pilot* sat down with ALPA's new president, Capt. John Prater, to discuss his early motivations, his goals for the union, and his plan to hit the road to connect with line pilots.

BOB 2006

**Q** When did you know you wanted to be a pilot?

**A** When I was about 10 or 11 years old, I lived underneath the approach to Scott Air Force Base in Illinois. I was always interested in flying, and in writing school reports on jet engines and airplanes, but I never thought I'd actually be able to become a pilot.

**Q** What spurred you originally to become a union activist, and what did you learn from those early experiences?

**A** I had grown up with a lot of knowledge of unions because my grandfather was a coal miner, and my mom told us stories of the labor wars in southern Illinois. I remember my dad butchering some of our cattle to help neighbors during some long strikes at local oil refineries. During college, I was a member of the Amalgamated Meat Cutters (now the UFCW) and was earning more than \$4 per hour while the nonunion stores paid 2 bucks. That union job allowed me to pay for college and flight training. I didn't know much about ALPA until I actually became a working pilot and became a first officer rep in the Union of Professional Airmen. Deregulation prompted me to become active in the union. I was hired by Continental before the October 1978 Airline Deregulation Act and saw the changes begin from that point forward. The final straw was the attempt to save Continental from being acquired by Frank Lorenzo, who eventually took over. It went downhill fast from there—our profession, our industry. The desire to fight back to save our profession, careers, and contract is what pushed me to become a union activist.

**Q** You played a pivotal role in the merger of ALPA and the Independent Association of Continental Pilots. What did you learn from that experience, and how will you apply it in your new position?

**A** I think it was the experience of being deeply involved in a labor war and having ALPA as our representative during the 1980s, then seeing what it was like working with Lorenzo and his ilk without a union. We ran a campaign for representation rights in 1993, and I campaigned for ALPA, but the IACP was certified. A lot of fears and misperceptions were left over from the 1983 strike over who ALPA represented and what ALPA's agenda was. After the union election was over, I became very involved in the IACP, and served Continental and the Continental Express pilots as their strike chairman for two contracts at each airline, and then became the IACP vice-president. But by early 2000, after two contracts, the members were willing to give a thorough look at what being part of a broader union means for our profession.

Many Continental and Continental Express pilots had



PHOTOS: JOCELYN AUGUSTINO

become strong union activists, and their leaders were willing to let the members choose their future course. Many ALPA leaders from other airlines like Delta, Mesaba, Northwest, United, and others spent weeks talking with our pilots—providing solid proof that ALPA's Unity Campaign was real and not just rhetoric. Those IACP and ALPA leaders along with the Continental and ExpressJet pilots were responsible for the 2001 vote to bring our pilots into ALPA. Naturally, there was heated debate and political fallout, but I know the Continental and ExpressJet pilots are proud to be active ALPA members. As president of our union, I will not forget that we should provide all of the information on any subject to our members and then trust them with the future of our profession. Our profession and our union will prosper if we maintain our members' trust and respect. Then we can expect their support in the battles we must fight.

I look forward to working with pilots from unorganized

# with Capt. prater

pilot groups, as well as with the pilots and the leaders of independent unions, to lay the case for a broader union before them—no secrets; here's the set of facts; here are our perceptions of the world. I will ask them, Can we do a better job representing our profession by closing up old wounds, healing those wounds, and moving forward as one? For those members who have suffered disastrous concessions and question the future viability of ALPA at their airline, I'll share with them the views of a pilot who has been down that road.

## Q What is your message to non-ALPA pilot groups out there?

A ALPA has already made a significant financial commitment to organizing. We are working with several pilot groups to join us. In organizing you need to wait for windows of opportunity to become a stronger union and then take advantage of them. There are also constant threats to weaken our union, because a lot of forces are trying to destroy our collective strength. We have to recognize those and counter them, but, yes, opportunities will lie before us, within the near future. We can better serve our profession by becoming a stronger international union. I believe many pilots from other airlines share that vision.

## Q In a nutshell, why did you decide to run for president?

A Our pilots have given billions in concessions over these past five years. They wear deep scars from battle after battle with managements who have used bankruptcy as a weapon. Management had the upper hand due to economic circumstances, but that is changing. I ran for president because I want to make sure that these managements understand ALPA means business and we will work tirelessly to restore what we have lost. That means a more aggressive approach on all levels to advocate for our profession.



## Q You're planning an aggressive tour to meet with pilots in the early part of 2007. What are



## you trying to accomplish by doing this tour?

A I want to hear from our members. I want to talk with our members. It's a two-way street, and the only way to do that is to get out of Washington, to get out of the home office, and to go out and let them see that we need their involvement. The members have to understand, they have to believe—

just like their MEC leaders, their local council leaders, their committee volunteers—that the national officers are just another set of pilots. The national officers believe that we can be stronger as a union, and that we can do a better job, but only if the members are on board with us. The members have to feel that being a member of a strong union is much more than just paying dues. I want them to understand what we're trying to do, what our agenda is, and let them direct and help us shape the agenda for our profession.

I want our members to be proud of their profession and their union. Our members provide our collective strength and power as a union.

## Q We're having this conversation days after a momentous U.S. congressional election. Without trying to tie your hands too specifically, how do you think it will affect ALPA's legislative agenda?

A (Wide grin) The answer is—we look forward to working with the members of both parties, the majority and the minority. We will have opportunities to address the issues that are pertinent, and some of those issues are right at our fingertips—like foreign control. Our legislative agenda is about protecting pilots' jobs, pilots' careers, pilots' profession, and pilots' ability to make a good living and enhance our pensions. We will address those issues with the new leaders of Congress. It takes a great deal of effort and resources—like our PAC—to ensure that the pilots' agenda and issues are included when legislation is developed. It takes coordination with members of Congress from both sides of the



It doesn't matter whether you're 25 or 59, or the size of airplane you fly—we will work together on mutual issues to create our solutions. I intend to make that point over and over at our meetings with the pilots of our 39 pilot groups and every time I meet the news media or management.

BOD 2006



aisle to accomplish the goals of our members.

The same is true, of course, in Canada. I have already spoken with the new Canada Board to begin formulating a more aggressive agenda north of the border.

**Q Speaking of Canada, what is your approach to supporting the pilots there, as well as increasing the**

**Association's ranks in the United States?**

**A** Airline pilots are the same whether they fly for Canadian or U.S. carriers. Our issues, concerns, and needs are largely the same. Whether our members are facing a management bent on destroying a contract or working with government agencies, the power we create by collective action is what matters. The pilots in Canada have faced bankruptcies, mergers, deregulation, and concessions. Their experience as professionals and union activists makes ALPA a stronger advocate for pilots in this global industry.

Old wounds can fester and divide us, or we can work to find the solutions that will protect and enhance our members' careers. We are an international union and will go anywhere our members fly to protect their interests. Flying an unheated cargo airplane to Minneapolis for one winter, I swore I never wanted to be cold again, but I am looking forward to working with our Canadian brothers and sisters this coming winter. They tell me they have a potion that wards off the cold, and they know that their union solidarity provides plenty of protection!

**Q As we try to help pilots get back what they lost, how are you going to continue to get pilots to cooperate across company lines once the competitive juices start flowing?**

**A** I believe that our members, just like our union leaders, have learned from a very, very difficult five-year period that we cannot afford to try to take from each other. We've

got to join forces across company lines, *especially* when we're serving the same airline, even though we may work for four or five different-named corporate entities. We have to work together to ensure that all of the members are treated as professionals and provided with job protections, job security, career progression, and sufficient retirement. It doesn't matter whether you're 25 or 59, or the size of airplane you fly—we will work together on mutual issues to create our solutions. I intend to make that point over and over at our meetings with the pilots of our 39 pilot groups and every time I meet the news media or management.

**Q How do you intend to leverage ALPA on a global stage?**

**A** Our experience as the pilots' union through the years since deregulation will be critical. Some regions, such as the Far East—China, India—are entering a fantastic growth stage. We will help their professional organizations and the pilots from those countries through the International Federation of Air Line Pilots Associations. We will share our experiences in addressing issues like substandard navigational facilities, airport facilities, and other basic safety issues. Then we can go on to convince people that a good, solid relationship between government, industry, and our union is necessary to provide the highest level of safety.

**Q What does working internationally mean for ALPA pilots?**

**A** We fight the same battle here in our two countries, because of the competitive interest and the great pressure upon controlling cost, and many times those savings come at the cost of safety. We always have to keep our priorities straight, and we will commit the resources necessary to bring attention to any area where safety is in question. At the same time, ALPA is going to concentrate on providing what our members deserve. Many times we have spent our families' money, our bargaining power, to increase safety over immediate gain for the personal finances of our pilots. We're going to look again at our priorities and say, If the airline industry is not addressing these issues, we're going to take our agenda back to Washington and Ottawa to make sure that the government is focusing on those issues—from inane rules for crew access to pension protections to fatigue and flight-time/duty-time regulations.

Those issues affect pilots all over the world. Some managers would keep pilots on duty 24 hours a day if that's cheaper than hiring one more pilot. We're not going to be shy about putting those issues before Congress, Parliament, and the global news media. We have a long history of "learning" from accidents. We've learned many of those lessons, and



what we're going to talk about is not backsliding and allowing those conditions to grow again, at the expense of safety.

**Q** You teed this one up nicely. What major safety and security issues do you feel are going to be on the top of your list?

**A** First, convincing the U.S. government that pilots are not the enemy when it comes to security. We have what seem to be minor issues, but when you cannot get to work without being frisked, despite all our members' having had background security clearances, it is ridiculous. The focus on searching pilots takes resources away from the government's and the airports' ability to increase actual security. The way it's done now is inefficient and extremely frustrating.

On the safety front—we have a litany starting with fatigue, adequate crew rest facilities, and flight-time and duty-time issues. Runway incursions, airport markings, ATC, navigation facilities, criminalization of pilots involved in accidents and incidents, ETOPS, ASAP and FOQA, hazmat, are all areas we will be addressing with industry and government.

**Q** When it comes to one level of safety and security, much of the work remains undone. What priority are you going to put on cargo safety and security?

**A** I flew cargo for five years, flying the U.S. mail and other cargo, and I flew it again after the Continental strike. I have experience with the needs and the demands of that lifestyle and that portion of the industry. Using that experience, I look forward to working with the leaders and the pilots of the cargo carriers because we need to address their specific needs and concerns. But we are still one profession. We have to make our members understand that this union does not have A, B, or C pilots—we're professional airline pilots. It doesn't matter the size of the airplane, the method of propulsion, or what is behind the cockpit door. We all do the same job, but we work for different airlines. But as a profession, we're one. As a union, we're one.

**Q** The last five years have been really difficult and brutal on airline pilots. What steps do you think you and ALPA can take to begin to rebuild the sense of pride that has taken a beating?

**A** Rebuilding pride is one of the reasons we're going to the members first. Our members haven't lost one ounce of their professionalism. Many of our members have had their own personal finances and pensions devastated, but as professionals these members continue to maintain the highest levels of safety as true professionals. Our members made concessions to help the industry recover from the terrorist activities of five years ago, but we will not continue to subsidize our industry. Our members rightfully expect their contracts to recover in this next round of bargaining.

**Q** What do your wife and daughter think of all this?

**A** When my daughter, Alex, was in third grade, I received a phone call from her principal, informing me that Alex was in her office, filing a group grievance on behalf of her class against the substitute teacher. My wife, Michele, was not particularly happy, but I figured the apple of my eye did not fall too far away from me. Now if any member has advice on raising a teenage daughter, I am all ears. My wife was on strike when she was in her probationary period as an Ozark Airlines flight attendant, and she grew up with a father who was a UAW organizer. She understands unions and will help other spouses understand why ALPA volunteers give so much of themselves—because that's the only way we can protect and provide for our families. She understands the dedication of ALPA volunteers and staff, and she looks forward to joining in the fight wherever that fight comes to us. She'll be the one carrying a picket sign bigger than she is. ☺



# ALPA BOD Panel Positive Upcoming Bargaining

Aggressive approach and collective action are the keys

By Bruce York, Director, ALPA Representation Department



A panel made up of pilots and staff experts involved in recent bargaining painted an upbeat picture for pilot collective bargaining opportunities during the next 5 years, explained the differences in upcoming bargaining from the recently concluded bankruptcy cycle, and outlined collective and coordinated steps that will help ALPA to succeed in the new environment. The entire panel discussion can be viewed on the ALPA website in the Speeches and Videos link of the 2006 BOD link in the Events tab of Crewroom.alpa.org.

In short, the panel recommended that ALPA's bargaining plan for the future include at least three key elements. They are

- **collectively establish targets** for pay, work rules, and benefits for the piloting profession, not pilot group by pilot group, and coordinate among all pilot groups to achieve those goals;

- **conduct comprehensive campaigns** to exploit corporate weaknesses; and
- **consolidate pilot power** to aggressively exert leverage.

Panelists included Capt. David Webb, FedEx MEC chairman; Capt. Cory Tennen, Comair Negotiating Committee chair and chair of ALPA's Fee-for-Departure Task Force; First Officer Ken Rogers, chair of ALPA's Retirement and Insurance Committee and a member of the Delta Air Lines Board of Directors; Ana McAhron-Schulz, director of ALPA's Economic and Financial Analysis Department; Mike Abram,

partner in ALPA's general counsel law firm Cohen, Weiss, and Simon LLP (and participant in many of ALPA's negotiations over the past 20 years); and the author (I also had the privilege of moderating the panel discussion).

McAhron-Schulz and I first detailed the changes expected in the next 5 years of bargaining. She painted a much more favorable economic picture than had existed over the past 5 years, pointing out that domestic economic growth was expected to continue; fuel prices had moderated; and capacity discipline was being maintained, resulting in increased revenue and yields, that led in the second quarter of 2006 to the first profitable quarter for the airline industry in years. Coupled with the end of the restructuring cycle and a more competitive environment for all airlines, the industry is expected to return to sustained profitability in 2007.

I added that the post-9/11 bargaining cycle started with bankruptcy negotiations and severe concessions at financially weakened airlines like United, US Airways, and American (where concessions were negotiated outside of bankruptcy). Management was able to take advantage of the Bankruptcy Code's short time line for completing negotiations before management was permitted by the court to impose new terms and conditions. Unfavorable wage, benefit, and work rule patterns emerged because Section 1113 of the U.S. Bankruptcy Code made dictating the time



ALPA held a collective bargaining panel during the October 2006 BOD meeting in Las Vegas. The Association's expert panelists discussed the future of collective bargaining, as well as the steps ALPA needs to take to succeed.

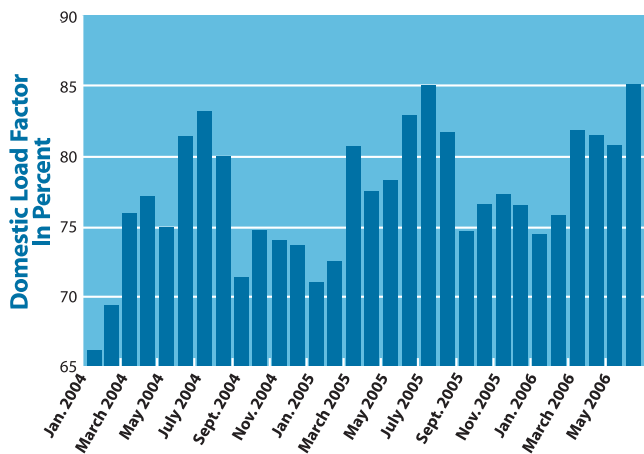
line for negotiations or coordinating across pilot lines to achieve more favorable patterns virtually impossible.

The new bargaining cycle has started with the establishment of positive wage, work rule, and benefit patterns at FedEx and UPS. Negotiations for 2007 include bargaining at Alaska Airlines and Hawaiian Airlines—financially strong carriers with relatively high pay rates and solid retirement plans—as well as the joint negotiations for a merged agreement at the financially robust US Airways/America West. Southwest Airlines pilots are also bargaining now. Successful bargaining at these airlines early in the bargaining cycle provides the opportunity to set favorable patterns for wages, working conditions, and benefits before returning to negotiations at financially strong Continental Airlines in 2008 and then at United, Delta, and Northwest.

Webb, Tennen, and Rogers all provided valuable insight from the pilot perspective and described elements required to succeed in the next round of bargaining. Webb highlighted the substantial efforts by FedEx pilot leaders—at the MEC, LEC, and committee level—to set examples that promoted pilot unity, open exchange of information to and from members, and complete support for the Negotiating Committee right through the member ratification period. Of the 93.7 percent of all eligible FedEx pilots who voted in the membership ratification ballot, 94 percent voted in favor of the new collective bargaining agreement.

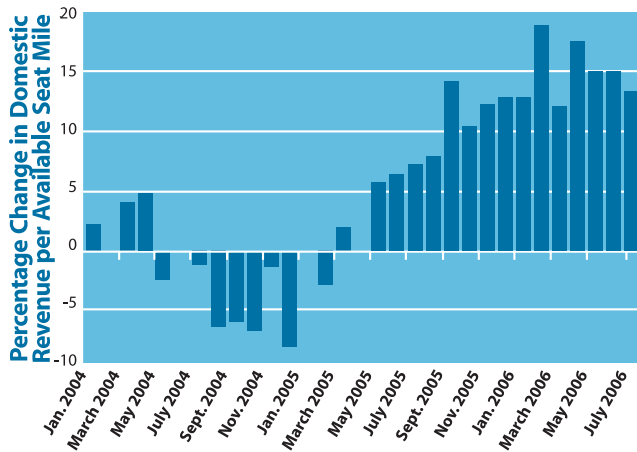
Tennen, in his summary of the Fee-for-Departure Task Force report and based on his Comair bargaining experience, spoke persuasively about the need for pilots to work across pilot group lines, setting favorable contract patterns

## LOAD FACTORS HAVE REMAINED HIGH



Source: Air Transport Association

## LEADING TO A STRONG DOMESTIC IMPROVEMENT



Source: J.P. Morgan sourcing Air Transport Association

or goals, and to coordinate action and decision-making, avoiding concessions that tie the hands of other pilot groups.

Rogers in turn argued for creative but cohesive approaches to providing benefits in collective bargaining that “mainstream” retirement and medical coverage issues rather than treating them separately from other issues because of their complexity.

Abram summarized the panel's thoughts by breaking its recommendations down into the three core steps mentioned above. They are to collectively establish targets for pay, work rules, and benefits across the industry and coordinate among all pilot groups to help each other reach the target; consolidate pilot power to exert leverage; and conduct comprehensive campaigns to exploit the corporation's weaknesses and take advantage of our members' strengths. Just as important, Abram highlighted the need to focus attention on building an agenda and setting a time line and deadlines that meet pilot objectives—not reaching a settlement only when management or the National Mediation Board thinks it's appropriate.

Capt. Duane Woerth, then ALPA president, and I concluded the panel presentation by voicing strong optimism about the next bargaining cycle and the strong odds of recapturing wages, work rules, and benefits that pilots demand and expect for their professional careers. This bargaining cycle is likely to be characterized by an improving economy and a strengthened airline industry, patterns that are established at stronger rather than weaker carriers, and aggressive, coordinated action across pilot lines on a time line and agenda over which ALPA—not bankruptcy courts or management—exert strong control. 🌐



# BOD Report

## Globalization Panel Addresses Possible Risks, Rewards for Pilots

By Cicely Jenkins, Contributing Writer



Regardless of airline pilots' nationality, they face similar risks if globalization of the airline industry continues on its current course. They could all be subjected to the laws and regulations of a foreign nation with no contract, no job protections, and potentially unsafe work conditions.

On the second day of ALPA's 41st Board of Directors meeting, the Association hosted the first panel of its kind on the far-reaching, negative effects of globalization on airline workers and potential options to mitigate those effects. The panel was moderated by Capt. Dennis Dolan, president of the International Federation of Air Line Pilots Associations and at the time ALPA first vice-president, who posed a series of provocative questions to the five-guest panel of international aviation experts.

The panelists were Capt. Martin Chalk, president of the European Cockpit Association (ECA); Capt. Mervyn Granshaw, chairman of the British Air Line Pilots Association; Capt. Rick Brennan, a professional affairs consultant to IFALPA; Capt. Neil Johnston (Aer Lingus, Ret.), a consultant to the Irish Air Line Pilots Association; and Seth Rosen, former director of ALPA's Representation Department and director of the International Pilot Services Corporation, an ALPA subsidiary. All agreed that dealing with the challenges requires pilot unity.

The group shared an overwhelming concern about the potential negative effect of cross-border consolidations of airlines, with special emphasis on the challenges of enforcing collective bargaining agreements. Negative potential scenarios involve blurred distinctions on which contract would prevail or which country's laws would be enforced. Aggressive airline CEOs, like Michael O'Leary of Irish low-cost carrier Ryanair, are increasingly exploiting the European Union's loose airline regulations and dangerously gaining ground in the European market, while



Virgin Airways CEO Richard Branson hopes to launch low-cost airlines in both India and China, where unprecedented airline growth is occurring.

Though troubling, the situation is not entirely hopeless, and the experts' consensus was clear: globalization may be inevitable, but airline pilots have a voice and a stake in protecting their profession through organizations such as ALPA, the ECA, and IFALPA. Airline pilots must unite worldwide to have any hope of combatting the strategies of airline managements. Uniting all airline pilots soon is both imperative and crucial.


"When airline pilots work well together, we are an unstoppable force," said ECA's Chalk. The day-to-day challenges of forging and enforcing fair contracts in merger cases are great, he added, but he warned that if pilots don't prepare for globalization, they stand to lose all labor protections, with the most significant loss to safety.

One potential advantage for the airline piloting profession is the opportunity for U.S. and other airline pilots to fly for foreign carriers in markets that are experiencing rapid growth. IAC Global, an aviation consulting group that works with several Asian airlines to contract employees, including pilots, contacted ALPA in November 2006 to advertise CRJ captain positions to be filled in March 2007 for IBEX Airlines, an All Nippon Airways feeder operating in Japan. The red-hot Asian market offers lucrative business opportunities that do not exist in the slow-growing U.S. airline

market. On Oct. 26, 2006, China signed an order with Airbus for 150 A320s and also agreed to construct an A320 assembly line in the eastern China city of Tianjin, creating Airbus's first non-European assembly line.

While the growth of foreign carriers is promising, it must be tempered with clear-cut regulations and contractual work rules that pay special attention to safety. The inordinate rise of air travel is not novel to the U.S. airline industry. U.S. postal contract flying early in the last century grew intensely amid fierce competition, with many pilots sacrificed—a situation that exemplifies why precise contract language concerning safety and work rules is crucial in these growing markets.

If the growth goes unchecked, pilots around the world today are doomed to the fate of those early pilots who did not live to see ALPA, IFALPA, or the first collective bargaining agreement. "It's not good enough to stand shoulder-to-shoulder with pilots in your own country," said Brennan, "you have to stand shoulder-to-shoulder with pilots around the world."

In this global community, pilots must continue to look out for other pilots. Globalization is rich in opportunity, but profound effort must be spent in protecting pilots' rights in every market. "The view out that cockpit window is the same all over the world," said Dolan. "We all want the same things. All airline pilots must unite to protect and improve the airline piloting profession." 

# Who's in Charge Here, Anyway?

How pilot culture has affected ALPA's governance structure.

By John Mazor, Senior Communications Specialist

For many ALPA members, trying to follow the proceedings and actions of the Association is like trying to watch a game of cricket. At first glance, cricket looks familiar because of the parallels with baseball. But (unless you happen to have roots in the various lands of Greater Britannia) the more you watch, the more you realize that you have only a hazy idea of what is happening and why. The same can be said of how ALPA is governed and conducts its business. While that has many parallels with what we all learned in classes on civics and government, the differences are as important as the similarities.

To understand the architecture of the Association's governance structure and why it was formed that way, a little history is in order. When ALPA's founder, Capt. David Behncke, first proposed the then-radical concept of a union for airline pilots, he quickly realized that as workers, pilots were a breed apart. Of necessity, they were better educated and more self-reliant than typical laborers, and they typically had a more-than-average distrust of higher authority.

This was quite understandable when "higher authority" was an owner or manager who insisted that pilots fly into questionable weather with a questionable aircraft without asking any questions, let alone trying to assert captain's authority. Not surprisingly, this constant battle to preserve captain's authority had important spillover consequences for how pilots would distribute power within their union structure.

Many unions that have risen to prominence have found that the key to power in their workplaces depended on their ability to motivate large masses of workers to act in unison against not just a single factory or mill, but across regions or even across



entire industries. Pay rates and seniority lists frequently were set uniformly across corporate boundaries, especially for the highly skilled occupations.

However, what soon became apparent to Behncke was that the pilot culture would not be receptive to lock-

step, top-down, industrywide governance, either in their collective bargaining agreements or within any association that represented them. (Even the term "union" was enough to scare off potential members, hence the word "Association" in ALPA's name.)

So the system and processes of governance that have evolved over ALPA's 75 years reflect a preference for independence, self-determination, and the desire of pilots of each airline to set their own terms, both at the bargaining table and in the union hall. In many ways, ALPA's philosophy of governance is captain's authority writ large.

## ALPA's governing bodies

The basic ALPA building block is the "pilot group." With a few exceptions in which several airlines have "single carrier status" for purposes of labor relations, a pilot group is all the pilots on the seniority list of one airline. The basic unit of each pilot group is the local council, i.e., all the pilots of that pilot group based in a specific area, usually one of the airline's domiciles. Local councils meet and conduct business under the leadership of the local executive council (LEC), composed of the status or seniority-block representatives (captain, first officer, and where applicable, second officer) who are elected by members of the local council. These representatives fill the positions of chairman, vice-chairman, and secretary/treasurer. (If their LEC has only two status representatives, the local council elects the secretary/treasurer at large.)

Status or seniority-block representatives also serve as the members of the pilot group's master executive council (MEC), which is the highest governing body for that pilot group. The MEC, in



# Who's in charge here? The answer, dear member, is you.

BOD 2006



turn, elects its own chairman, vice-chairman, and secretary/treasurer. All the status and seniority-block representatives of all of ALPA's pilot groups collectively serve as the union's Board of Directors, plus the Executive Council (see below) as ex officio members.

The Board of Directors meets every 2 years and is ALPA's highest governing body. The BOD sets the Association's policies and elects its national officers (ALPA's Constitution and By-Laws still refers to "national officers" even though the union represents pilots of two nations).

The Executive Council, made up of the four national officers and 10 executive vice-presidents, meets at least six times per year to act in consultation and cooperation with the president in furthering objectives and policies set by the Board of Directors and Executive Board.

To help govern ALPA between meetings of the Board of Directors, the Executive Board, composed of the MEC chairmen from all the pilot groups, plus the Executive Council as ex officio members, meets twice a year and has the authority to control ALPA, its general management, and its business affairs, subject to the Association's policies and Constitution and By-Laws.

## National officers

As the Association's chief executive and administrative head, the president supervises ALPA's affairs and functions, and coordinates its activities. The first vice-president functions under the

jurisdiction of the president in carrying out ALPA policies and other duties as assigned by the president. The vice-president-administration/secretary and vice-president-finance/treasurer both function under the jurisdiction of the president to carry out membership/record-keeping and financial responsibilities, respectively.

The 10 executive vice-presidents are elected by caucuses from each of the ALPA airline groupings. All the national officers hold office for 4 years, while each of the executive vice-presidents serves a 2-year term. The president is the only officer in ALPA who is an employee of the Association. All other officers serve as volunteers, although they are compensated for expenses and flight pay loss in the performance of their duties.

## Putting it all together

ALPA's governing structure has evolved over the years to maintain its leading role as an efficient and effective organization that is responsive to the wide variety of industrial and safety interests of its members. But throughout these evolutionary changes, the basic characteristics of the union structure that Behncke and his co-founders hammered out in the 1930s are still clearly apparent.

Power, both constitutional and political, is decentralized in ALPA. Pilots, through their MECs and the ratification ballot, have almost absolute authority in determining what they will or will not accept in collective bargaining. So long as they remain within the relatively modest limitations set by ALPA policy and the ALPA Constitution and By-Laws, "ALPA National" has very little say in the internal affairs of any pilot group.

Furthermore, the BOD member status and seniority-block representatives, at the BOD meetings, elect the national officers and the executive vice-presidents. This gives the pilot groups extraordinary political power over ALPA's national office and its resources. While

that power is not absolute, unless the request is impractical or violates ALPA's Constitution and By-Laws, MEC requests to "ALPA National" generally are honored to the greatest degree possible.

## And now the 'nots'

Read carefully the Association's Constitution and By-Laws, and you will *not* see any language giving any officer the power to set, change, or ignore official Association policies. You will *not* see any provision for expending ALPA resources to pursue policies contrary to those set by the Board of Directors. You will *not* see any clauses that declare ALPA policies automatically null and void just because some members (even a majority!) might not agree with them.

That's because Behncke and his fellow pilots deliberately concentrated most of the union's governing power in the hands of the local governing bodies, the members of which are directly accountable to their constituent members. ALPA officers are not mere figureheads. They do exercise considerable authority; but that authority can be used only in pursuit of the policies set by the governing bodies.

If you examine the size, powers, and relationships among the various governing units of ALPA, the union's architecture is a pyramid—but *not* the usual representation in which the highest levels of power are at the pointy top end. The accurate representation is an inverted pyramid. The ultimate power and authority reside in the broadest part, which is the rank-and-file members. Believe it or not, the pointy end (whether you want to call it "ALPA National" or "the national officers" or even narrow it down to the office of the president) holds the least amount of overall governing and political power.

So, to answer the question posed in the title of this article: Who's in charge here? The answer, dear member, is you. 🌐

The 2006 U.S. midterm elections were a stark reminder that politics is often a referendum on the majority party. Congressional Democrats emerged as the winners, but that outcome probably had less to do with their agenda than it did with voters' deciding to judge the performance of the Republican Party.

This does not suggest that newly elected Democrats are undeserving. To the contrary, many of them ran superior campaigns skillfully framing the issues and debate in their favor. But not since 1994 has a ruling party provided so many opportunities to be dethroned by the opposition.

Exit polling revealed that the result wasn't necessarily just because of one issue—an accumulation of issues and grievances particularly persuaded the increasingly crucial swing or independent voters to cast their lot with the Democrats. High on the list of issues was disapproval of the war in Iraq, followed by a general indictment of everything ranging from the mismanagement of rescue and relief operations after Hurricane Katrina to inaction on immigration legislation; from runaway federal spending and skyrocketing deficits to uncontrollable healthcare costs and the seemingly never-ending drip-drip-drip of ethics problems and scandals coming out of the nation's capital.

Even though the warning signs of voter disgust were appearing on the radar screen by midyear, Republican leaders were still reasonably confident that all the usual retaining walls—incumbent-friendly congressional districts, sizable advantages in campaign funds, and a reliable turnout among “pro-Bush” red-state voters—would hold and protect their majorities.

But when the political storm finally hit, those carefully constructed walls collapsed and the storm swept away 29 (and at press time, still counting) Republican House seats and 6 Senate seats. Democratic victories reached far and wide. Some were expected, and others were unanticipated.

Not surprisingly, Democrats picked up Senate seats in Ohio, Pennsylvania, and Rhode Island. But what demonstrated the breadth and scope of their victory were Senate wins in three states—Missouri, Montana, and Virginia—that President Bush carried twice.

Similarly in the House, Democrats not only prevailed where they were expected—the Northeast in particular—but again in recently Republican performing “red” districts—Arizona's 5th and 8th; California's 11th; Colorado's 7th; Florida's 16th and 22nd; Indiana's 2nd, 8th, and 9th; North Carolina's 11th; Ohio's 18th; and Texas's 22nd.

Even those Republican districts in the Northeast that were relatively safe havens were taken over by the Democrats—New York's 19th, 20th, and 24th; New Hampshire's 1st and 2nd; and Pennsylvania's 4th, 7th, and 10th.

So complete was the Democratic

# U.S. Electorate Votes for Change

By Frank Voyack  
Senior Legislative and  
Political Representative,  
ALPA Government  
Affairs Department

sweep that the president's party failed to defeat even one incumbent.

In many respects, this election was a collective protest. Voters everywhere were saying the same thing: they wanted change, though what kind of change was not always clear.

But many voters in their own way were determined to make Republican candidates pay the price for the voters' discontent. Democrats not only led Republicans nationwide by 18 points among independents and by 22 points among voters classifying themselves as moderates, but one in five self-described conservatives backed a Democratic House candidate.

The Air Line Pilots Association—Political Action Committee (ALPA-PAC) played a major part in many of these races. These voluntary funds raised from U.S. ALPA members permitted the PAC to contribute a total of more than \$1.5 million on a bipartisan basis to

the campaigns of more than 250 House candidates and 25 Senate candidates during the 2005-2006 election cycle.

For the incoming Democratic majority, the next challenge is managing the House and Senate legislative agenda while keeping in mind the limitations of what can and can't be done considering that a Republican president still maintains the bully pulpit and full use of the veto pen. The Democrats will, however, chair all committees, set the legislative schedule, and for the most part, dictate the terms of debate.

**With respect to ALPA's parochial interests**, that means members like Rep. Jim Oberstar (Minn.) will serve as chairman of the House Transportation and Infrastructure Committee and Rep. Jerry Costello (Ill.) will become chairman of the House Aviation Subcommittee.

And Sen. Daniel Inouye (Hawaii) will be chairman of the Senate Commerce, Science, and Transportation Committee with Sen. Jay Rockefeller (W.Va.) as chairman of its Aviation Subcommittee.

Even though the Democrats' slim majority won't allow for seismic shifts in public policy, the Party will have the opportunity over the next 2 years to demonstrate to voters whether it can build consensus around a modest set of issues that will improve the daily lives of Americans—restoring pension benefits, expanding healthcare coverage, adjusting Medicare, increasing the minimum wage, creating jobs, etc.

Voters turned out congressional Republicans for many reasons, but the common refrain that Washington is out of touch and ineffective in dealing with issues both big and small echoed loudly throughout the electorate.

If Democrats are to make good use of the power they have been granted, they will need to break free from the ideological brawling that has consumed so much of Congress's energy in recent years and instead show a clearer understanding of the public mood and a more deft hand at solving problems and governing.

None of this will be easy, but if the Democrats fail to heed the voters' warnings and learn from the lessons of this past election, they will soon find themselves back in the minority and walking through the political wilderness, wondering if it was all a dream. ☺

# PILOT GROUP PROFILE

## Mesaba: Unity Is the Best Defense

By Anya Piazza, Lead Communications Specialist

Little more than a year-and-a-half after fighting a grueling battle for a new contract, Mesaba pilot leaders were asked to meet with management on Sept. 30, 2005, to discuss concessions. While the request didn't come as a shock, as Mesaba codeshares with Northwest Airlines, and Northwest had filed for bankruptcy—it was disappointing.

Mesaba was just beginning to see growth with new CRJ Northwest flying initiated in the spring of 2005 after nearly 5 years of stagnation. But only two airplanes had been delivered by the time Northwest filed for bankruptcy, halting future deliveries. Citing a planned Northwest downsizing and ongoing cost concerns, Mesaba asked its unions, which represent pilots, flight attendants, mechanics, and dispatchers, for economic relief.

Mesaba pilots had seen numerous other ALPA pilot groups battle through bankruptcy and the ravages that ensued at their airlines. They had also been keeping a close eye on developments at Delta and Northwest, which had more recently entered bankruptcy. Those battles convinced pilots that coordinated work by all Mesaba employees would be required to be effective. At ALPA's suggestion, Mesaba's unions banded together and formed the Mesaba Labor Coalition made up of ALPA, the Association of Flight Attendants, and the Aircraft Mechanics Fraternal Association.

"We knew that this would not be a collaborative process with management, so we decided that to protect our members to the fullest degree, we would need to collaborate with each other," says Capt. Tom Wychor, Mesaba MEC chairman. That decision would not only prove to stem the tide of overreaching demands for concessions, but the collaboration would also make history.

Although Mesaba Airlines filed for bankruptcy on Oct. 13, 2005, its parent company, Mesaba Holdings, was not included in the bankruptcy filing. The Labor Coalition sought to include MAIR Holdings, however, when company financial data revealed that Mesaba had upstreamed more than \$120 million in profits to MAIR over the past 4 years. Demonstrating just how stacked the deck is against employees and their unions, the Bankruptcy Court ruled that the extraordinary monetary transfers were not relevant to Mesaba's need for concessions, and the unions were not permitted to engage in any discovery related to MAIR. Although the Labor Coalition protested against what they saw as a sham

bankruptcy, as months passed, the stark reality was that their airline was bleeding cash and that the unions had no immediate way to access the millions of dollars being held at MAIR.

"While the inequity of the situation angered us all—especially when we learned that MAIR Holdings CEO Paul Foley was one of the highest-paid executives in the airline industry—we had to set those emotions aside and focus on what contract amendments we could consider if Mesaba was going to survive," Wychor says.

Management's 1113(c) motion to reject all of the unions' collective bargaining agreements and to allow it to impose 19.4 percent cuts in wages and benefits was filed in February 2006. Until this point, the Coalition's efforts at coordina-



Mesaba's Labor Coalition members—pilots, flight attendants, and mechanics—are joined by other ALPA pilots in informational picketing.



**MSA MEC chairman, Capt. Tom Wychor, delivers a strong Coalition message to reporters.**

tion had been relatively informal, but the court filing marked a turning point, and heightened collaboration began in earnest. ALPA leaders and the Coalition, to protect their members' careers, focused their efforts on a three-pronged strategy: negotiations, litigation, and strike preparation.

The airline began to shrink as it lost some of its Saab turboprops and all of its 35 Avro jets. Pilots, flight attendants, and mechanics were furloughed. Attrition skyrocketed as the unions saw the inevitable reductions in pay that resulted from the loss of the largest equipment on the property.

From the outset, management seemed intent on stalling the negotiations. Before the start of the 1113 negotiations, ALPA voluntarily agreed to provide Mesaba with \$2.4 million in cost savings by offering contract relief that would save on training costs. Mesaba agreed to credit the \$2.4 million toward ALPA's overall target cost savings, but reneged on that agreement at the start of the 1113 process. ALPA bitterly protested Mesaba's conduct, and the Bankruptcy Court later vindicated the union.

The Court found that Mesaba's repudiation of that agreement constituted bad-faith bargaining and was one of the reasons the Court rejected Mesaba's first 1113 motion. At the time, however, the message from management to ALPA was clear: capitulate to all of the demands because there will not be any real negotiations.

Mesaba's decision to bank on court approval to reject the union contracts at the expense of negotiations failed. Management was ultimately forced to make three separate 1113(c) filings because the Bankruptcy Court denied the first motion, and the second motion was overturned on expedited appeal. The delay resulting from the losses in court further strengthened the Coalition and the members' resolve.

Ironically, after management received Bankruptcy Court approval to reject the contracts along with a strike injunction, real bargaining finally began as the countdown clock moved toward a midnight deadline for imposition on Oct. 25, 2006, about a year after the bankruptcy filing.

"We said all along that the only viable path to survival for our airline was through consensual agreements with all of its labor groups," says Wychor. "But in achieving any such deal, we made clear to management that while we could agree to some level of concessions to give the airline necessary financial relief, we expected to maintain all of our

key work rules, and we insisted that if the airline grew, we were entitled to wage recovery," Wychor adds.

In fact, not only were the Mesaba pilots able to reduce the initial 19.4 percent wage and benefit cut to about 15 percent—with only a 5 percent reduction in wage rates, which would snap back to the original contract wages—they also achieved 1.5 percent increases in each year after the amendable date, to mitigate the advantage management gains by stalling in Section 6 bargaining. The Negotiating Committee also negotiated a \$14.2 million general unsecured claim that will be distributed among the pilots.

"It was a grueling, intense process," says Capt. Mark Nagel, Mesaba Negotiating Committee chairman. "Because our MEC goal was to limit the wage rate reductions, our team became very creative in thinking outside the box for other ways to save money that did not affect a pilot's W-2. We were greatly aided by Paul Karg from ALPA's Economic and



**Mesaba Labor Coalition leaders announce the results of their TA ratification votes. From left, Carla Rogat, AFA; Capt. Wychor, ALPA; and Kevin Wildermuth, AMFA.**

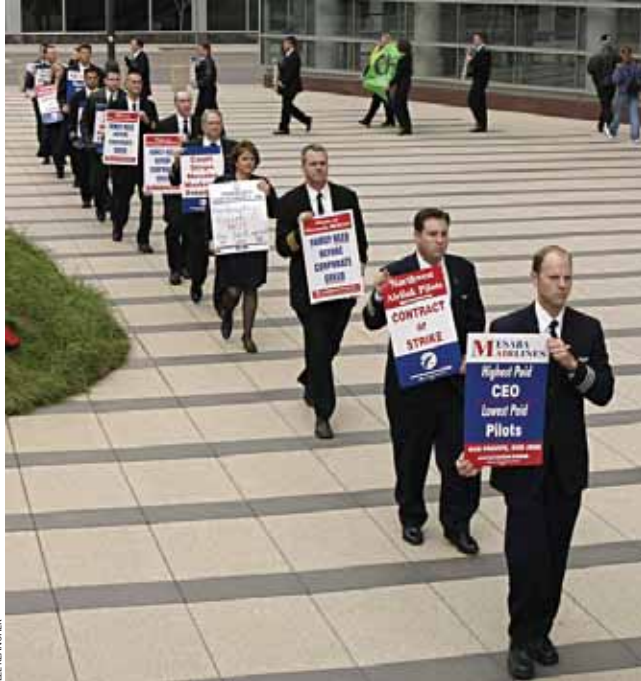
Financial Analysis Department and most of all by Jane Schraft, our contract administrator. We're deeply indebted to both of them," he adds.

In the end, the pilots ratified the new agreement by 68.35 percent with 89.7 percent of eligible pilots voting. Flight attendants passed their agreement by 80 percent with 64 percent of eligible flight attendants voting. The mechanics approved their agreement by 64.8 percent with 82 percent of eligible mechanics voting.

Significantly, the work rule changes that the pilots agreed to are not permanent; they snap back in 4 years or sooner. In addition, a preferential bidding system, which enhances the pilots' schedules, was negotiated as a permanent change. The contract duration is 4 years if Mesaba's fleet does not grow to 79 airplanes by December 2010 (the current fleet size is 49 airplanes), and 5½ years if the fleet consists of 79

or more airplanes by December 2010. In addition, pilot wages will be restored to current book within 4 years if the airline attains a fleet of 85 airplanes.

The Mesaba Labor Coalition's coordination has been touted by all involved as critical to reaching the ratified deals, which limited wage cuts and health insurance costs. The pact made early on by ALPA, the AFA, and the AMFA to share information and openly discuss their positions proved critical to the unions' success. Mesaba management had to



**Mesaba Coalition members and other supporters protest the bankruptcy judge's decision to strip unions of their fundamental right to strike if management imposes new terms and working conditions.**

deal with a strong, unified group and was not able to divide and conquer the groups individually. The Coalition agreed to stick together on four key issues: total labor cost savings, health insurance increases, duration, and the bankruptcy protection provisions/claim. Through careful collaboration, which included regular face-to-face meetings in the ALPA offices after negotiating sessions, the Coalition formulated legal and bargaining tactics.

"Our careful coordination across employee lines definitely made us stronger," says Wychor, "and did not allow management to pit us against each other."

For instance, on health insurance, management tried to set a pattern by enticing one group to agree to a very regressive health insurance proposal by coupling it with sweeteners in other areas. The Coalition was able to thwart this strategy by working together and ended up with health insurance provisions all could endorse. The Coalition also used its collective power to stage events that garnered news media attention well beyond what any group could have done alone.

"Northwest and other airline travelers were shocked by our low starting salaries. In addition," Wychor adds, "the strong support each group received from its international union had a significant positive effect—especially the sup-

port of ALPA national, our fellow NWA family member pilots flying at Pinnacle and Northwest Airlines, and all ALPA members throughout the United States. These days what happens at one carrier definitely has an effect on other pilots, and I know that many ALPA members understand this."

While many ALPA member groups have faced monumental challenges in the past few years, the unrelenting attacks on Mesaba pilots have made this one of ALPA's most challenging properties. Yet through all of the challenges, polls reveal that this group of pilots is extraordinarily unified and has unusually strong member support for ALPA and the MEC.

When questioned on this topic, the MEC chairman credits ALPA's success to commitment to communications on all levels and an engaged, active MEC that stays in touch with the line pilots. Wychor says that despite all of the tough decisions that have had to be made, the MEC members work well together and endeavor hard to listen to each other, making each decision in a truly collective manner.

"What I've seen the representatives do is remarkable," says Wychor. "They were intricately involved throughout the entire process, understood every possible proposal, gave the Negotiating Committee direction, and talked to their members on a regular basis to ensure that they knew the pilots' pulse. That's teamwork, and I'm very proud of our efforts."

In addition to ensuring a smooth implementation that began Dec. 1, 2006, pilot leaders also face the challenge of improving relations between pilots and management.

"One of the constants during our road shows on the TA was pilots saying that they have very little trust in this management team, which is hardly a surprise," Wychor says. "We cannot ignore this significant problem and think it will just go away. We hope that these new agreements represent the first step in bringing Mesaba management into the Mesaba Labor Coalition, and having them work with us to secure the future of this airline—because that is what is in everyone's best interest."

## Mesaba Pilot Group At a Glance

**Number of pilots**—555 active; 226 furloughed

**Operations**—operates as a Northwest Airlink affiliate under codesharing agreements with Northwest Airlines, providing service to 88 U.S. and Canadian cities from Northwest's and Mesaba's hubs in Minneapolis/St. Paul, Detroit, and Memphis. Mesaba also supplies essential air service to many communities and is the sole air transport provider to several cities including Alpena, Sault Ste. Marie, and Houghton, Mich., and Hibbing and International Falls, Minn. Mesaba filed for Chapter 11 bankruptcy protection on Oct. 13, 2005, and continues to operate as a debtor-in-possession with a scaled-back operation, having just eliminated all 69-seat passenger Avro RJ-85s from its fleet.

**Fleet**—1 CRJ-200 and 49 Saab SF-340s

**Headquarters**—Minneapolis/St. Paul, Minn.

**Domiciles**—MSP, DTW, and MEM



**Potentially catastrophic runway incursions are on the rise again; ALPA and government and industry continue to fight this perennial risk to aviation safety.**

By Jan W. Steenblik, Technical Editor

**O**n July 23, 2006, an Atlas Air B-747 freighter landing at about 10 p.m. local time on Runway 13 at Chicago O'Hare International Airport rolled through the intersection with Runway 27R just as a United Airlines B-737 with 120 passengers and five crewmembers aboard was taking off on the latter runway. The National Transportation Safety Board later estimated the miss distance at 35 feet.

Three days later, an America West airliner taxied onto Runway 25R at Los Angeles International Airport—and into the path of a United Express turboprop making an intersection takeoff. The turboprop missed the jet by an estimated 150 feet vertically and 50 feet horizontally.

These high-profile, widely publicized events were sobering reminders that runway incursions remain a perennial risk to aviation safety—and with air traffic on the increase, the rate and risk of runway incursions will not easily be reduced. No wonder, then, that when the NTSB updated its "Most Wanted" list of transportation safety improvements in November 2006, topping the list for aviation was runway incursions.

The Safety Board noted, "This issue has been on the Board's [Most Wanted] list since its inception in 1990." The NTSB acknowledged that the FAA has completed action on

# ALPA's Short List to Reduce Runway Incursions

## IMMEDIATE ACTION



Implement runway status lights and takeoff hold lights as the standard for large airports.



Accelerate use of enhanced paint and markings at the largest airports with scheduled airline service.



Persuade the FAA to change its policy on Class II electronic flight bags (EFBs) to allow surface map displays that show own-ship position.



Deploy multilateration technology to track aircraft and ground vehicles on the surface of major airports. (Multilateration is the process of locating an object—in this case, an aircraft or ground vehicle—by accurately computing the time difference of arrival [TDOA] of a signal emitted from the object to three or more receivers. Multilateration may also refer to

locating a receiver by measuring the TDOA of a signal transmitted from three or more synchronized transmitters.)



Enforce air traffic controllers' use of standard ATC procedures and phraseology.



Examine the culture of pilot-pushing in high-density operations.



Enforce standards requiring English language proficiency for all pilots and controllers.



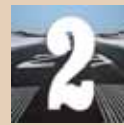
Examine the emphasis on increasing airport capacity, considering the fatigue and human factors limitations on pilots and controllers.

## LONG TERM

ALPA has a clear position on overhauling operations at airports:



Develop a national airport surface management system for pilots, operations, and air traffic controllers, integrating Class III EFBs, ADS-B multilateration,



runway status alerting, and automated datalink taxi clearances. Harmonize international aviation regulations to implement runway incursion mitigations that have already been recommended. 

"a number of objectives to make ground operation of aircraft safer." In fact, ALPA and a number of aviation stakeholders have worked hard—and often cooperatively—for decades to reduce the rate and risk of runway incursions. However, much remains to be done.

The NTSB warned that, despite efforts to date, "these incidents continue to occur with alarming frequency." According to FAA figures, some 327 runway incursions were reported in the United States during fiscal year 2005; in FY 2006, the num-

ber rose to 330. Perhaps even more important, the number of incursions in the highest-risk categories increased to 31 in Fiscal Year 2006.

What can you do as an individual flightcrew member and ALPA member to push down the rate and risk of runway incursions?

A few suggestions:

1. Visit ALPA's runway safety website, [www.alpa.org/runwaysafety](http://www.alpa.org/runwaysafety).
2. If you are involved in a runway incursion, participate in the recently extended Runway Incursion Informa-

- tion Evaluation Program (see page 29).
3. Become involved with your local executive council (LEC) safety committee and your master executive council (MEC) safety committee. It's said that "all politics are local," and so are some of the solutions to many aviation safety problems, including runway incursions.
4. Familiarize yourself with—and support—ALPA's efforts on the local, national, and international level to meet this aviation safety hazard head-on (see "ALPA's Short List to Reduce Runway Incursions," this page). 

# FAA Renews Nonpunitive Reporting System For Runway Incursions



FAA Administrator Marion Blakey has extended the Runway Incursion Information Evaluation Program (RIIEP) through July 20, 2008.

"ALPA enthusiastically supports the RIIEP and encourages members to participate in the program if they are involved in a possible runway incursion," says Capt. Terry McVenes (US Airways), ALPA's Executive Air Safety Chairman.

The RIIEP gathers critical safety data not otherwise available concerning the root causes of incidents, including runway incursions, on the airport surface. The primary means of gathering the data is through in-depth interviews of pilots and maintenance technicians involved in these incidents.

The FAA has publicly stated that the agency "does not expect to use information provided by pilots or maintenance technicians during interviews conducted by ASIs [aviation safety inspectors] under the RIIEP in FAA legal enforcement action. The record since the inception of the RIIEP [in March 2000 for 1 year, renewed for 2 years in July 2004] displays excellent collaboration in this regard."

Under the continued RIIEP, pilots and mechanics taxiing airplanes involved in an alleged runway incursion may expect to be contacted by an FAA ASI shortly after the incident. The ASI will inform the pilot or maintenance technician that participation in the RIIEP process is voluntary.

The ASI may conduct the interview in person, electronically, or by telephone. The FAA has developed standardized RIIEP methodology in the form of questionnaires, from which the ASI will obtain important, sometimes critical, safety data.

According to the FAA, "as an incentive to encourage participation in the RIIEP, for certificated airmen who cooperate and provide detailed information regarding [an alleged violation of FAA regulations], the FAA intends to continue forgoing legal enforcement action and, instead, offer administrative action or counseling, which involve no finding of violation, provided


- "1. the nature of the apparent violation does not indicate that a certificate holder lacks qualification to hold a certificate;
- "2. the apparent violation was inadvertent, i.e., not the result of purposeful misconduct;
- "3. the apparent violation was not [the result of a] substantial disregard for safety or security;
- "4. the apparent violator has a constructive attitude toward complying with the regulations; and
- "5. the apparent violation does not indicate a trend of noncompliance."

Regarding determining whether an apparent violator has a "constructive attitude" regarding compliance with the regulations, the FAA said it "will consider documentation showing the completion of an FAA- or industry-sponsored safety seminar on the subject(s) causal to the alleged

violation." The agency specifically cited ALPA's runway safety website, [www.alpa.org/runwaysafety](http://www.alpa.org/runwaysafety), as one of the online seminars that meet that requirement. "We will consider

**As an incentive to encourage participation in the RIIEP, for certificated airmen who cooperate and provide detailed information regarding an alleged violation of FAA regulations, the FAA intends to continue forgoing legal enforcement action and, instead, offer administrative action or counseling.**

successful completion and documentation of these runway safety education programs favorably in determining the course of action we will take when a pilot or maintenance technician is involved in a surface incident, including a runway incursion," the FAA said.

Moreover, says the FAA, "notwithstanding published FAA RIIEP policy to the contrary, reports of surface incidents, including runway incursions, accepted under an ASAP [Aviation Safety Action Program] will be conducted in accordance with Advisory Circular (AC) 120-66B, Aviation Safety Action Programs, as amended, and a memorandum of understanding between the FAA, the certificate holder and, where applicable, pilot or maintenance technician groups." 

# Committee Corner

News from ALPA's Committees

## ALPA Membership Committee Hosts Seminar

More than 29 pilot representatives—members of their pilot groups' membership committees—from 22 airlines met in September 2006 to share their experiences and tips for recruiting and supporting ALPA members.

Capt. John Sluys (Alaska), chairman of the ALPA-wide Membership Committee, and Committee members Capts. Peter Nakhoul (Piedmont) and Jeff Cramer (United) welcomed attendees to the 2-day seminar.

The Committee's objectives, Sluys pointed out, are to (1) strengthen membership of all ALPA pilot groups and (2) support each ALPA pilot group's membership committee by offering guidelines and ideas, simplified administrative processes, and standardized communication materials. To meet those objectives, the ALPA-wide Membership Committee covers a broad scope—internal and external organizing, including helping new pilot groups get started; educating new members; and coordinating the work of ALPA's Membership and Council Services Department. In doing so, the ALPA-wide Committee offers support to individual pilot groups but allows for and encourages their autonomy.

ALPA's then vice-president—administration/secretary, Capt. Paul Rice (United), discussed Associationwide membership statistics. As of Sept. 1, 2006, he said, some 4,746 ALPA members were still furloughed—down from a high of more than

7,500 during the previous 5 five years, but still way too many.

Rice observed, "Only a couple of years out of every decade we don't have furloughed pilots. That's just an unfortunate fact of the [airline piloting] profession."

ALPA now has eight airline analysts for the pilots of 39 airlines, divided into two teams of four; the pilots of each airline are assigned to a primary analyst (see page 39 for their names). Rice noted that "we've had a lot more analysts—when ALPA's finances were more robust. In tough times, we not only have

## Membership Committee

fewer analysts, they have to deal with more problems, issues, complaints, and pilot calls, so their workload goes up."

The analysts' responsibilities are to provide service and support to ALPA members and elected leaders by

- maintaining pilot accounts and records,
- processing billings and adjustments,
- answering all telephone inquiries,
- preparing written correspondence,
- processing membership applications,
- providing member credentials (membership card, pin, and apprentice insurance materials), and
- processing local council voting records when apprentice members become active members.

Analysts review member accounts for delinquency, dues adjustments, status, and classification changes. They also prepare and process payment arrangement plans—i.e., for pilots who owe money to ALPA so those pilots can immediately be returned to good standing. "It's much easier to *prevent* a pilot from falling into bad standing for nonpayment than to return the pilot to good standing," Rice declared. "By being proactive, we can prevent these unfortunate situations from occurring."

ALPA insurance analysts market seven ALPA-approved insurance plans, approve applications for those plans, handle all billing and insurance claims, and support the ALPA-wide Retirement and Insurance (R&I) Committee.

Regarding those member benefit programs, First Officer Ken Rogers (Delta), chairman of ALPA's national R&I Committee, said that ALPA's objective in offering such programs is "to provide coverage that is competitively priced, tailored to meet members' needs, and consistent with ALPA's mission."

He added that "23 percent of our eligible members are enrolled in a plan. The largest participation is in the two oldest plans—Group Term Life and Loss of License (both established in 1953), with about 20 percent of eligible members in each.

"The fastest growing participation is in ALPA's 10-Year-Level Term Life Insurance plan," Rogers said. "We've signed up 1,300 participants since the plan's start date in 2001.



During the ALPA Membership Committee Seminar held in September 2006 at the Association's office in Herndon, Va., Capt. John Sluys (Alaska), chairman of the ALPA-wide Membership Committee, demonstrates the standardized presentation about ALPA tailored to Alaska Airlines' newly hired pilots.



## Pilots Tell FAA: Seize Opportunity To Address UAV Safety Issues

The FAA has delayed fully evaluating the safety risks that could result from an unmanned aerial vehicle (UAV) mixing with civil traffic. This raises many concerns, according to ALPA, because the U.S. Air Force launched the Global Hawk UAV on Nov. 28, 2006, from Beale Air Force Base in California, before the FAA acted.

"This operation is being conducted primarily in restricted airspace and above civil traffic," said Capt. Duane Woerth, then ALPA's president. "However, parts of the Global Hawk mission will bring a UAV with a wing-span similar to that of a B-737 into the same airspace as passenger and cargo airliners with no special handling by air traffic control. While ALPA recognizes and supports the Department of Defense's need to use these military UAVs, operations in public airspace demand that we maintain the highest possible level of safety."

The FAA has publicly stated that operating unmanned aerial systems (UAS), which include the vehicle as well as the pilot, procedures, and equipment that support it, must not create an adverse effect on manned operations in the U.S. national airspace system (NAS).


"Before allowing unmanned vehicles to operate in the

same airspace as airliners carrying passengers and cargo, the FAA must conduct a rigorous safety review aimed at identifying and mitigating any risk to passengers, crew, and cargo on manned flights," Woerth said. "The safety of

## Air Safety Committee

the flying public and our members must not be affected by introduction of a new system."

For the past 2 years, ALPA has been actively working with government and industry groups to develop standards for operating UAVs in the NAS. ALPA believes that those safety standards must address design and certification, aircraft equipment, pilot training and qualifications, as well as operational approval requirements.

"ALPA remains ready to continue to work with the FAA and the airline industry to create and put into place appropriate safety standards for UAVs," Woerth continued. "We need to be absolutely certain that these aircraft can be operated with the same high level of safety that exists for all other aircraft in our nation's airspace today." 

"The best-kept secret is the Accidental Death and Dismemberment (AD&D) plan," he continued, "which includes coverage while flying but covers less than 1 percent of eligible pilots. We would like more pilots to be aware of this offering."

Rogers stressed, "Any pilot with a potential disability is encouraged to talk to both ALPA Membership Services and the ALPA Aeromedical Office as soon as possible, even if 'only' on sick leave. In some cases, if the pilot doesn't let us know he's sick, we can't start the clock ticking on the waiting period for some of these benefits, so we can end up with a pilot having his or her benefit payment delayed. This can be frustrating for the pilot but can be completely avoided by notifying us early."

Rice discussed the rules and regulations that govern ALPA's administration of membership records, obligations, and benefits—labor laws, plus ALPA's Constitution and By-Laws, *Administrative Manual*, and MEC policy manuals. The ALPA Constitution & By-Laws, he pointed out, say in part that the responsibility to make sure that ALPA has a member's current mailing address falls on the member.

The ALPA membership database, Rice emphasized, is the approved, primary source for all member rights and privileges—the right to vote, the right to hold elected or appointed office, and eligibility for insurance.


Regarding member records, ALPA's Membership and Council Services Department is responsible for maintaining the official member records of the Association. Information

from other databases (e.g., airline seniority lists) may not be substituted for the official ALPA records.

Rice asked seminar attendees to "help your MEC and LEC officers with ensuring the accuracy of local council rosters, notifying the Department about membership classification changes, keeping members informed of services and benefits available from ALPA, staying informed of furloughs and recalls and thoroughly briefing the members, helping delinquent members to regain good standing, and coordinating with Membership and Council Services."

He added that pilots returning from sick inactive status "often are so glad to have survived the injury or illness, and are so focused on returning to work, that they aren't thinking about contacting ALPA."

Sluys advised the seminar attendees that, as part of their volunteer function, they must review membership rosters and provide updates on classification and status changes, council changes, leaves of absence, and contact information for individual members.

Sluys said that when he was the newly appointed membership chairman for the Alaska Airlines pilots, "I went through the local council roster and made about 450 changes, just to get it all straight. The first officer rep in Seattle had about 100 more votes than the captain rep. I knew something was not right—the status of the first officers hadn't been upgraded when they upgraded to captain." 

# 1996–2001

*Editor's note: "Learning from History," in a series of articles, takes a look at various highlights in ALPA's past.*

## Source Tax Legislation

**Jan. 10, 1996**—President Bill Clinton signs into law P.L. 104-95, the so-called "source tax" legislation, to prevent states from taxing the pension income of former residents. ALPA has worked for many years to get this legislation enacted.

## Collier Trophy

**May 9, 1996**—The Boeing Company and the "Working Together" team, which includes ALPA, receive the National Aeronautic Association's coveted Collier Trophy—the most prized of all aeronautical honors in the United States—for designing, manufacturing, and introducing into service the world's most advanced airliner, the Boeing 777.

## TWA 800

**July 17, 1996**—TWA Flight 800 crashes into the Atlantic Ocean near Long Island, N.Y., killing all 230 people on board. ALPA plays a leading role in the NTSB investigation into the



probable causes of the accident, which leads to almost 20 FAA airworthiness directives and notices of proposed rulemaking and to the FAA's program on aging wiring.

## ALPA and CALPA Unite

**Jan. 15, 1997**—U.S. ALPA's Executive Council gives final approval to the merger with the Canadian Air Line Pilots Association. The merger agreement unites 2,700 Canadian pilots,



from 10 airlines throughout Canada, with the pilots of 38 ALPA-represented U.S. pilot groups in one international union of North American pilots.

## Swissair 111

**Sept. 2, 1998**—Swissair Flight 111 crashes into the Atlantic Ocean off the Canadian coast. Canadian and U.S. ALPA members participate with IFALPA and the Transportation Safety Board of Canada in the subsequent investigation, which leads to safety enhancements in aircraft wiring and insulation and prompts a multiyear effort to improve procedures for dealing with inflight fires.

## Northwest Ends Strike

**Sept. 10, 1998**—On Day 13 of the Northwest pilots' 15-day strike, the pilots' Negotiating Committee and management reach a proposed settlement and back-to-work agreement. On September 12, the MEC unanimously approves a proposed 4-year contract, ending the strike. During this time, President Bill Clinton chooses not to appoint a Presidential Emergency Board, which could have been potentially devastating to the Northwest pilots. The new contract provides a 12 percent pay increase over 4 years, profit-sharing, and stock options, and offers the pilots long-term job security.

## United's Contract 2000

**Aug. 26, 2000**—The United pilots' Negotiating Committee reaches agreement with management after 48 hours of around-the-clock bargaining and presents the details to a special meeting of the United MEC, which votes unanimously on September 8 to accept the tentative agreement and to recommend a vote for ratification as it is sent to the full membership for approval. The agreement contains pay increases ranging from 21.5 to 33.6 percent based on aircraft type, as well as annual increases of 4.5 percent each year of the contract. In addition, the contract provides for wide-ranging improvements in a number of areas, including scheduling, company contributions to the pilots' retirement plan, a no-furlough clause, and limitations on UAL Corporation related to its feeder flying. The United pilots vote overwhelmingly to ratify the new agreement. Capt. Rick Dubinsky, the United pilots' MEC chairman, calls the contract "the best pilot agreement ever achieved in the history of the airline business."

## ASAP!

**2000**—The White House announces the establishment of the Aviation Safety Action Program, a nonpunitive safety reporting system—which ALPA has been advocating since the 1950s—to detect and resolve potential aviation safety problems. ALPA had conducted early groundbreaking work on such programs at USAir in 1990 after pilots and their safety representatives became concerned over the increasing number of altitude deviations.

## Comair Pilots Strike

**March 26, 2001**—Comair pilots engage in an 89-day strike to protest unfair pay scales for regional pilots. Managements had been using the "regional" designation to place pilots who were flying major routes and



ALPA/EPHOTO

generating significant revenue on a lower pay scale with fewer benefits simply because of the size of the airplanes they flew. The pilots' strike brings the company to a standstill and leads to an agreement hailed as a benchmark labor contract.

### TWA Shuts Down

**April 9, 2001**—TWA, which had begun service in 1930 as a merger of three airlines and was first called Transcontinental and Western Air, Inc., makes its final flight. Most of the airline's assets are sold to American Airlines.

### Delta Pilots Ratify Contract

**April 22, 2001**—Negotiators for the Delta pilots reach a tentative agreement with management on a new contract. On June 20, the pilots ratify the agreement, which includes pay increases ranging from 24 to 39 percent, as well as work rule and benefit improvements, which were sought to remedy pilot dissatisfaction with their 1996 contract and to reflect Delta's strong financial position. The new pact is retroactive to May 2, 2000, the amendable date for "Contract '96." Delta pilots engaged in full-blown strike preparations as the 18 months of negotiations ground on and faced the threat of a Presidential Emergency Board had the two sides not reached a resolution.

### Welcome Aboard, CAL

**June 1, 2001**—The International Association of Continental Pilots merges with ALPA. Approximately 7,000 pilots and flight instructors of Continental and Continental Express



ALPA/EPHOTO

become members of the world's largest pilots union, and the IACP Board of Directors is transformed into the new Continental Master Executive Council.

### Baseball-Style Arbitration

**August 2001**—Sens. John McCain (R-Ariz.) and Trent Lott (R-Miss.) introduce the Airline Labor Dispute Resolution Act, S.1327, which airline managements are strongly promoting. The Act would impose baseball-style, binding arbitration on airline negotiations, giving the Secretary of Transportation the authority to declare an emergency at any time that person believes a labor dispute threatens to interrupt airline service in any region of the country. Once the emergency is declared, the Secretary could impose binding baseball-style arbitration upon the parties. The Act, which is significantly tilted in favor of employers, eliminates the right to strike and would diminish the role of the National Mediation Board in airline labor negotiations. ALPA and other airline union representatives meet with key Senate staff members to enlist their support to block this legislation from being raised on the Senate floor. S.1327 is referred


to the Senate Labor Committee, which Sen. Ted Kennedy (D-Mass.) chairs, and the legislation never moves forward. The House has no companion bill. This issue has not been introduced nor come up in the 109th Congress (2005-2006) but could reappear in the future.

### Aviation's Darkest Day

**Sept. 11, 2001**—Terrorists seize control of four airplanes—two B-767s leaving Boston and two B-757s departing Newark, N.J., and Washington (D.C.) Dulles, all bound for the West Coast. American Airlines Flight 11, with two pilots, nine flight attendants, and 81 passengers, hits the north tower of New York's



EPHOTO

World Trade Center at 8:45 a.m. United Airlines Flight 175, with two pilots, seven flight attendants, and 56 passengers, hits the south tower at 9:03 a.m. American Flight 77, the Dulles departure carrying two pilots, four flight attendants, and 58 passengers, hits the Pentagon's southwest side at 9:40 a.m. United Flight 93 leaves Newark with two pilots, five flight attendants, and 38 passengers. It crashes in western Pennsylvania around 10 a.m., apparently forced down by passengers before it reaches an intended target in Washington, D.C. In the four airplanes, 266 persons are killed. Accounting for the dead on the ground will take months. It is, as ALPA's president, Capt. Duane Woerth, later describes it, "the darkest day in the history of aviation." 

# Closing the Holes in the Air Cargo Security Net

**ALPA hosts an eye-opening course on how to deal with threats to the security of air cargo.**

Not a secret: Some of the holes in the air cargo security “net” are—well, big enough to drive a truck through.

In early November 2006, ALPA’s President’s Committee for Cargo, with support from the ALPA National Security Committee, hosted a 2-day, by-invitation-only, Air Cargo Risk Assessment Training Program at the Association’s Herndon, Va., building. Attending the training were MEC security coordinators from ALPA pilot groups in the United States and Canada, and representatives from cargo airline managements, the U.S. Department of Homeland Security and Transportation Security Administration, Transport Canada, and other groups with a stake in air cargo security.

Teaching the course was an expert—Amotz Brandes, director and managing partner of Chameleon Associates LLC, a California-based security consulting firm.

“When I worked for EI AI, we conducted risk assessment on every single shipment,” Brandes declared. “You cannot duplicate the system EI AI uses—but you can adopt the principles.” Before getting to those principles, Brandes said, the first day of the class would be not about security, but on “how to be a terrorist. Because first, you have to know how to blow stuff up.”

## The threat

Modern terrorism is indiscriminate, politically motivated, and driven by news media exposure, and focuses on “soft” targets—i.e., the public and the economy. State-sponsored terrorism is a formidable challenge, because it involves essentially unlimited funds, the ability to assume legitimate identities, and the ability to train in a safe environment and work under diplomatic cover, and provides accessibility to means of aggression.

Terrorism usually involves 1–5 years of careful planning, with terrorists taking the time necessary to learn security loopholes and the operational environment of the target, and rehearsing the plan through dry runs.

All terrorist plots, Brandes claimed, involve eight steps: marking (i.e., determining the time, date, location, symbolic value, and physical features of the target), gathering intelligence, surveillance, planning, tooling up, training/rehearsing, execution, and getaway. “Our focus,” he said, “is on execution, where it is normally too late—our efforts should include the attack’s preliminary phases, which usually take years to accomplish.”

The potential means of aggression are several—chemical, biological, radiological, nuclear, sabotage, and explosive—the latter being available, easy to handle, controllable, and easy to test (vs. the other four), Brandes explained.

Though cargo presents unique opportunities to terrorists, it also presents difficulties, including “so many delays with cargo,” Brandes pointed out. “Also, the potential fatalities from attacking cargo are not as many as with passenger airliners. And the shipment may end up being shipped by land.”

## Limitations of security technology

Current security screening technology is not now, and may never be, perfect. X-ray machines can detect some, but not all forbidden items, and CTX machines are being used only with passenger operations.

Certain substances, like glycerin, used in many hand creams, can create false positives when subjected to screening by devices used to detect traces of explosives. False positives occur, Brandes said, “when the system classifies an action as a possible intrusion when it is actually a legitimate action. A false positive is a conclusion drawn without an investigation or questioning. A suspicion, by contrast, involves a conclusion resulting from an investigation or questioning.”

Metal detectors can be effective in screening nonmetallic shipments—e.g., fish and produce.

All this bomb detection technology notwithstanding, Brandes asserted, “If I was in a decision-making position in the TSA, the first thing I would do is start using bomb-sniffing dogs, and publicize it. In Israel, we use bomb-sniffing dogs a lot now in mass transportation. This greatly reduces opportunity for terrorists.”

The security process, Brandes said, involves three “D’s”—



Israeli security expert Amotz Brandes shares his cargo security expertise with attendees of the Air Cargo Risk Assessment Training Program, sponsored by the ALPA President’s Committee for Cargo with support from the ALPA National Security Committee.

## Profiling that Works

Brandes pointed out the ultimate futility of attempting to profile terrorists by gender, age, or race. The first terrorist to attack Tel Aviv's Ben Gurion International Airport (in 1972), he said, was a Japanese citizen—because the Japanese Red Army made a deal with the Palestine Liberation Organization to conduct attacks in each other's countries to bypass security forces looking for locals or those who fit the racial profile.

Predictive profiling, Brandes advised, is "a method of situational and behavioral assessment designed to predict and categorize the potential for inappropriate, harmful, criminal, and/or terrorist behavior." He stressed, "You never profile people, objects, or situations. You're profiling an AMO. Don't confuse an AMO with a scenario. An AMO represents a proven, actionable terrorist method. A scenario is an outline or model of an expected or supposed sequence of events. You prove a scenario by using AMOs."

Brandes defined a "suspicion indicator (SI)" as "an indication based on known (or predicted) terrorist or criminal methods of operations or deviation from a typical profile that may lead one to believe that an observed situation

(persons and/or objects) may have the potential for harming the protected environment and its inhabitants."

Threat, he added, is "suspicion that was not refuted." Moreover, "threat is constant, while risk is a variable. You have to understand terrorism on the operational level—the threat—before you can assess risk."

The first steps toward predictive profiling are to define

- the protected environment,
- the operational environment (to define all possible AMOs),
- the terrorists' capabilities,
- one's own capabilities and resources,
- the calculated risk, and
- the security objective.

Of these, said Brandes, the latter task is "the most important thing you will do."

He explained EI AI's cargo profiling technique, which, for security reasons, cannot be described here. As a general principle, Brandes offered this observation: "In cargo profiling, the best tool for terrorist threat mitigation and prevention is questioning or inquiry." —JWS

(1) detect suspicion, (2) determine an aggressor's method of operation (AMO), and (3) deploy against the AMO.

"Detect is the easiest thing we can do," Brandes explained. "Determining the AMO and deploying against it are what EI AI is so good at—and which is what the rest of the world needs to learn. If you can't do this, you can't do security."

Technology and humans together are important for the detection step, but "determine" and "deploy," said Brandes, "will always remain human processes."

### A never-ending cycle

Brandes put it all together in what he calls "the cyclical security engineering process," which has five parts:

- Red teaming—i.e., testing your own system, based on "marking to getaway"—tests all possible AMOs. "The first red-teaming exercise you conduct is *not* to prove a point," Brandes emphasized. "It's to define the AMOs."
- Assessment focuses on the potential for new and existing AMOs to be successful, and the ability of one's own personnel to "detect, determine, and deploy." Assessment involves examining the configuration of technology and security systems, plus policy and procedures, in mitigating the threat.
- SOP design involves articulating new AMOs and suspicion indicators, and writing new procedures for everyone involved in cargo security—including sales and marketing!
- Protocol integration has to do with building a decision-making matrix and integrating new technologies, systems, and procedures.
- Training is based on SOPs. On-the-job training is very important in complex cargo operations. Awareness training—i.e., not

security training, but terrorism training—is vitally important.

Brandes said, "I can't stress enough the importance of red teaming."

The first of the six steps in the red-teaming process is establishing the objectives. Step two, tooling up for the exercise, involves gathering props, developing the red team "cell" (which may include persons outside the company), and creating "the overarching story behind the test." The next step is coordination and supervision.

Debriefing after the exercise, the fourth step in red-teaming, should involve the entire staff.

Assessment of the exercise is the next step. Brandes stressed the importance of informing the entire security force about the successes and failures of the exercise.

The last step, involving security personnel in the assessment process and using their operational input, is important, Brandes said. Doing so creates accountability and responsibility among members of the security force.

One TSA aviation security inspector for cargo who attended the course said later, "The training was great and the discussions were excellent. Your members take the threat against air cargo very seriously. You are supporting DHS and TSA efforts to partner with industry for a layered security system."

The training program concluded on a high note, clearly having stimulated the attendees, including representatives of various government agencies. The ALPA President's Committee for Cargo and ALPA's National Security Committee will remain engaged with them in an effort to include air cargo risk assessment methodologies in the system for securing air cargo. —Jan W. Steenblik, Technical Editor

## Curing Automation Addiction

In one of a broad range of technical papers presented at the 2006 Flight Safety Foundation International Air Safety Seminar, ALPA's Capt. Dennis J. Landry (Northwest) presented the results of a 4-year study of the risk of piloting skill loss as a result of transitioning to highly automated aircraft.

Equally important, Landry, working together with the numerous line pilots involved in this study, developed cost-effective operational and training solutions that hold the potential to dramatically reduce the risk.

"While automation can be very efficient and highly effective in normal flight operations, certain situations demand that the airplane be flown without automation or even contrary to it," said Landry. "Too often, however, pilots spend their time managing the automation, not the airplane, and their ability to manually fly the airplane suffers.

"Initial training did a great job of helping me understand new, highly automated systems, but during my first-year checkride, I found myself scrambling to maintain aircraft control when the automation was intentionally failed or was out of sequence with the desired flight path," he added.

"My cognitive efforts were devoted to the simple task of maintaining airspeed, altitude, and heading control while navigating," Landry said. "This was an alarming change from the skills I had exhibited just a year before, skills honed by 22,000 hours of experience operating transport category aircraft."

"Automation addiction," as Landry has termed it, results from a continuous but subtle degradation of basic attitude instrument flying skills.

As experience creates familiarity and perceived mastery of the automated environment, this degradation often combines with an increase in confidence in the automation.

According to Landry's presentation, this combination can have serious

consequences for aviation safety.

This research discovered a concept termed "automation exception." Automation exceptions take place when a significant difference occurs between the preprogrammed flight path and a new flight path.

The exceptions can result from weather, operational errors, navigation database errors or omissions, ATC re-



BY WALE ROSENWANS (FST)

"We need a major paradigm shift from 'managing automation to fly the jet' to 'flying the jet and managing the automation.'"

—Capt. Dennis J. Landry  
(Northwest)

quests, errors in the pitot-static system, or any variety of unforeseen events occurring during flight operations.

"Clearly, automation cannot cover all contingencies, all of the time," said Landry. "Situations occur that require pilots to operate highly automated aircraft using basic stick-and-rudder skills. We need to create a balance that

uses automated flight management but also maintains these skills.

"Every operator, instructor, and line pilot must understand that anticipating or training to respond to each of the virtually limitless combinations of automation exceptions is not possible. However, all of these situations share a common recovery survival strategy: putting the pilot in full control of the airplane."

Currently few operators suggest or define a process to allow pilots to maintain basic attitude instrument flying skills. According to Landry, a more defined practice regime is needed.

### Breaking the habit

Landry said, "There are lots of ways to achieve this, including changing aircraft operating manuals, training curricula, and operational practices to create opportunities to maintain basic attitude instrument flying skills."

Landry's presentation outlined three main ways to address over-dependence on automation: "Flight operations should actively engage and hone the pilots' skills. We need to adjust the simulator training curricula to create a comprehensive understanding of how we interact with automation." And automation exceptions and resolution strategies must be demonstrated throughout the training curricula.

"Additionally, during initial operating experience (IOE), pilots must demonstrate a command of basic operating skills," Landry said. "This is not teaching new skills during IOE; it is consolidation of skills already mastered during simulator training.

"Encouraging pilots to practice basic instrument skills in low-threat environments throughout a pilot's career is the best way to equip pilots to fly without automation during times of crisis and to cure and even prevent automation addiction," Landry concluded.

—Linda Shotwell, Senior Communications Specialist



## NLRB Decision Strips Workers of Union Rights

In October 2006, the National Labor Relations Board announced a decision that allows employers to strip millions of workers of their right to have a union by reclassifying them as “supervisors”—in name only. Supervisors do not have protected rights under the National Labor Relations Act to improve their lives by forming and joining unions.

The case—Oakwood Healthcare, Inc.—was one of three cases that the NLRB announced in the aftermath of the Supreme Court decision in *NLRB v. Kentucky River Community Care*. The Oakwood case is the lead case and sets a broad new standard that will determine whether millions of workers are supervisors.

While the Supreme Court decision cracks open the door to a redefinition of who is a supervisor, the NLRB decision kicks it in. According to NLRB members Liebman and Walsh in their dissent regarding the Oakwood case, “Today’s decision threatens to create a new class of workers under federal labor law: workers who have neither the genuine prerogatives of management nor the statutory rights of ordinary employees. In that category may fall most professionals (among many other workers), who by 2012 could number almost 34 million, accounting for 23.3 percent of the workforce.” An Economic Policy Institute study has found that as many as 8 million workers could be affected immediately by the decisions.

This decision is the latest in the NLRB’s legal maneuvering to deny as many workers as possible their basic right to have a voice on the job and improve their living standards through their union. Over the last several years, the NLRB has chipped away at that right by limiting the eligibility of disabled workers, teaching assistants, temporary workers, and others to join unions. Now, at the very time middle-class workers need more help, not less,

the NLRB is taking a broad swing.

The immediate implications of the Oakwood Healthcare case are devastating to workers in the healthcare industry and potentially in other industries in which professional employees direct or assign the work of others. The Board rewrote broad definitions of supervisory duties, such as assigning work, responsibility to direct, and use of independent

sors, the decisions do not indicate how future cases will be decided under the new standard.

AFL-CIO President John Sweeney commented that “it is a sad day for all Americans who work to put food on the table and gas in their cars, when the rights they count on can be cynically eviscerated by a Labor Board that is informed more by political ideology



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cynically eviscerated by a Labor Board that is informed more by political ideology than sound legal analysis. The NLRB should protect workers’ rights—not eliminate them. If the administration expects us to take this quietly, they are mistaken.”

—AFL-CIO President John Sweeney

judgment. In fact, the Board decided that if employees spend as little as 10 to 15 percent of their time performing supervisory functions, they can be considered to be supervisors and likely stripped of their right to have a union.

The NLRB released two other cases—Golden Crest Healthcare Center and Croft Metals, Inc.—that were applications of the new standard set forth in the Oakwood decision. While in both these cases the Board decided that the workers were not considered supervi-

than sound legal analysis. The NLRB should protect workers’ rights—not eliminate them. If the administration expects us to take this quietly, they are mistaken.”

Working people, including pilots, came together in the streets in cities across the United States in early December 2006 to make sure everyone knows the Bush administration is slashing workers’ right to have a voice on the job. And they will be continuing the campaign into the new year.—AFL-CIO

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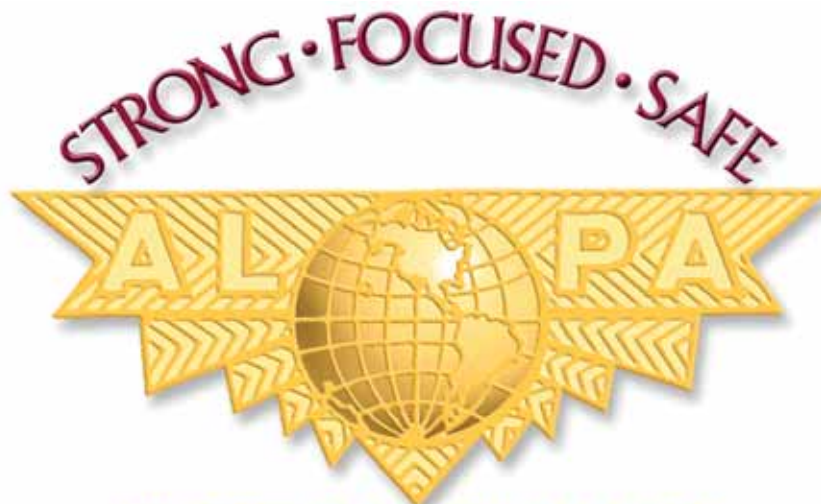
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