

**EXHIBIT "C"**

On Saturday, January 2, 1993, I was contacted by the Wilson Center for Public Research in Alexandria, Virginia. I was told they had been hired by the Federal Express Organizing Committee to conduct a survey. Obviously, about the Union and ALPA.

After telling the caller I was in no way interested in participating in the survey, and I had no intention of participating in the union, this person assured me it would take only a couple of minutes to answer the questions and that they were very basic questions. I agreed to answer her questions after her insistence, however after several questions, it was clear to me that the intent of the questions was to determine where I stood on the union issue. The question was finally asked, "Whether I had returned by ballot, was holding my ballot or if I had torn my ballot up." At that time, I again asked the person administering the survey who they had been hired by. Again she said the Federal Express Organizing Committee. I then asked her if my name was on the survey, she said that it was. I told her I would like to have my name removed from the survey.

I would not answer that question as any of the other questions; she said she would remove my name if I asked her. I also stated that I wanted the previous questions that I had answered stricken from the survey, and I informed her that the question asked was in blatant violation of the rules of the NMB secret ballot as I understood them, and that I was going to file an objection to their survey, because it was obviously clear that the intent of the survey was to pole crew members on how they had voted in the union election.

This, however was not the first time the Federal Express Organizing Committee had tried indirectly to pole me on my opinion of the union. My wife had been contacted by an ALPA supporter while I was on a trip. This person told her he was calling me because he had heard I was a supporter of the union and in favor of ALPA, and he wanted to enlist my services to call some crew members for the organizing committee. Again it was blatantly clear, given most organizing committee members know my feelings on the union and know I am opposed to it, that again they are trying to coerce my opinion on the union. I am sure that the intent of that phone call was to get a definite "no" I won't help, or a "yes" I am in favor of ALPA, and I will help. I feel that a list, (Black List if you want to call it), was being made of those crew members who opposed organization.

  
Duane C. Marshall

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Jan 16.93 19:20 P.01

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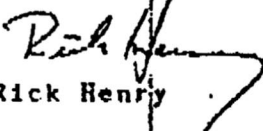
Dear Sir:

In reference to the objection of the recent election by the NMB for representation by Federal Express pilots, I wanted to inform you that I was contacted by a pollster collecting information for the Federal Express Organizing Committee.

The call was approximately two weeks ago, and the questions asked ranged from initially determining if I had received a ballot and other "routine" type questions to rather pointed questions such as how did I feel about the Air Line Pilot Association and USPA ranging from "very favorably impressed" to "very unimpressed", etc. They also specifically asked if I had voted yet, if I was going to vote. Based on my answers, the survey ended at that point.

If you have any further or more specific questions, I will be glad to answer them for you.

Sincerely,

  
Rick Henry

Personal statement regarding Wilson Survey and its use by the ALPA organizing committee.

January 16, 1993

On January 3rd, 1993 I was contacted by the Wilson survey group to conduct a "follow up" survey with regards to the Federal Express pilot organizing campaign. I was asked a number of questions that related to my feelings about working conditions at Federal Express and ALPA and USPA. Two questions in particular stand out in my mind.

First, I was asked specifically if I had returned my ballot to the NMB.

Second, after I responded that I had not returned my ballot, I was asked specifically if I was planning on voting for ALPA or USPA or was planning to choose to not be represented by collective bargaining. At that time I responded that if I decided to vote for union representation it would only be for USPA and that I would not vote for ALPA.

Several weeks prior to this call I was contacted by the Wilson group during their first survey. During the course of this survey I asked the questioner directly if my responses were confidential. She responded that they were, in that no names were associated with an individual's answers. This statement presumably gave me the confidence to speak freely and candidly during both surveys.

On or about January 5th or 6th, 1993, I was contacted at my home by Captain Eric Vartanian acting in his capacity as an organizing committee member. Eric called to discuss my feelings about representation and to tout his perceived merits of ALPA. I found this call somewhat odd because this was literally one of the only times I have ever spoken with Eric about anything. (Here it is, one week before the election and the president of the organizing committee is calling me at home!) I discussed this call with a number of my friends, some of whom were ardent ALPA supporters and some of whom were adamant opponents of any organization. Not one of these individuals indicated to me that they received any calls of this nature from anyone on the organizing committee during this time. These events lead me to suspect that the Wilson survey results were in fact not confidential and that my responses or at least the substance of those responses were presented to the O.C. so that they could selectively contact crewmembers that were "undecided".

I certify that these statements are true to the best of my knowledge and recollection.



Brian James Flax  
B-727 Captain