



Date: November 20, 1988

Memo to: All Flight Crews

From: John W. Poag, Chairman, Flight Advisory Board

RE: Meeting with Fred Smith Concerning Retirement

Attached is a letter I recently forwarded to Fred Smith after a meeting with him concerning our pension and disability programs. The tone of my letter does not adequately reflect the positive nature of that meeting. Given the difficulties, over the past several years, we have experienced in communicating with other divisions of Federal Express and in expressing our concerns to senior and executive level management, this meeting demonstrated the potential for a new era of understanding between the pilots and executive level management. One comment Fred made that I think especially germane is that he sincerely likes pilots, an unusual personality trait for any individual in this company, and probably relates to them better than he does to most of the other employees. This is significant in that I believe this fact has led to improved relations with him and will serve as a natural catalyst for continuing this trend in the future.

I offer these comments with cautious optimism. As in the past, sometimes the seemingly sincere commitments of those who have supervisory responsibility over us often translate into less than satisfactory results. We must allow the management system to process the information contained in our requests and then evaluate the response with an informed and logical reasoning not with naive objectivity.

As additional information becomes available, I will continue to provide as much detail as is practical. If any questions arise, please contact me or any FAB member.

Thank you for your continued support.

A handwritten signature in cursive script, appearing to be "JW", is written in dark ink.