

# FEDERAL EXPRESS



Frederick W. Smith November 9, 1992  
Chairman and  
Chief Executive Officer

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901 395-3377  
U.S. Mail Box 727  
Memphis, TN 38194-1841

Captain Randolph Babbitt  
President  
Air Line Pilots Association  
1625 Massachusetts Ave., N.W.  
Washington, DC 20036

Second Officer Mark S. Estabrook  
Interim Chairman  
USPA Organizing Committee  
P. O. Box 503  
Cordova, TN 38018-0503

Dear Captain Babbitt and Second Officer Estabrook:

While the National Mediation Board's recent decision means that the election of fifteen months ago settled nothing as far as ALPA's bid to represent our pilots is concerned, it did make one important point. Our pilots were clearly tired of receiving large volumes of campaign literature.

At the same time, I am sure you will both agree with me that the decision now facing our crewmembers again is one of the most important of their aviation careers. That being the case, I feel obligated to make every effort to ensure that each crewmember makes his or her decision with eyes wide open and with all facts at his or her disposal. For that purpose only, I invite you to join me in a series of three debates.

These debates will provide each of us with the opportunity to explain the advantages of the system we each hope our pilots will ultimately embrace. The debate format will provide pilots with the opportunity to ask us pertinent questions in order to finally lay to rest any misconceptions or lingering doubts as to which system they prefer to work under.

As you well know, there are constraints on what company officials can say during a representation election. At the same time I would like to ensure that the debates are more meaningful to our pilots than they are to the lawyers. In that regard, I ask that you each join me in an agreement that none of us will use what is said in these debates as basis for interference charges at any time before or after the election. Such an agreement will allow us to give direct answers to the questions the pilots want answered.

The proposed format and logistics are attached. I would appreciate a prompt response so that we can finalize the arrangements and notify the pilots of the debate schedule.

Sincerely,

A handwritten signature in cursive script, appearing to read "F. W. Smith".

FWS:mm  
9168  
Attachment

P.S. I decided to include USPA in this invitation, even though it is not on the ballot, because I consider USPA and ALPA to be identical in intent. Since both organizations represent systems that are totally dissimilar to our P-S-P philosophy, I also believe that both can have similar far-reaching impact on the rest of our employees.

## **PROPOSED DEBATE RULES:**

**We propose to hold three (3) debates during the election campaign in three cities that are Federal Express domiciles. ALPA may select one city, USPA may select one and Federal Express will select the third. Those cities to be selected from are:**

- 1. Anchorage**
- 2. Los Angeles**
- 3. Memphis**
- 4. Newark**
- 5. Oakland**

**We propose one debate in November, one in December and one in January each to begin at a time agreed to by each party once the domiciles have been selected.**

**We propose that the debates be open to all Federal Express crewmembers who voluntarily elect to attend.**

**We propose that the debates be conducted in a professional business manner and that no alcoholic beverages be served before or during the debates.**

**We propose no restrictions in the types of questions that can be asked by either side. To facilitate a fair and open discussion we propose that each side agrees not to file objections to remarks made during the debates.**

**We propose that once the cities are selected, Federal Express, with the agreement of ALPA and USPA, will choose convenient hotel sites for the debates. Federal Express will be responsible for paying for the hotel meeting rooms and any other incidental expenses associated with the debates but not travel, etc., for ALPA officials, USPA officials or any other ALPA or USPA-related expense.**

**We propose that the debates last no more than 2 hours during which Captain Babbitt will make a five-minute opening statement about why he believes that Federal Express crewmembers should vote for ALPA, Second Officer**

Estabrook will make a five-minute statement about why USPA is a better choice and Mr. Smith will make a five minute opening statement about why he believes that Federal Express crewmembers will be better served by a People-Service-Profit system.

We propose that following opening statements, Captain Babbitt, Second Officer Estabrook and Mr. Smith answer questions posed to them by a member of the Federal Express Organizing Committee, a member of the "NO" Committee and a member of the USPA Organizing Committee. Questions will be evenly distributed between Captain Babbitt, Second Officer Estabrook and Mr. Smith. Federal Express will, of course, ensure the availability of the three questioners and Second Officer Estabrook by removing the pilots from trips and paying for their individual expenses.

We propose that the member of the ALPA Organizing Committee, the member of the USPA Organizing Committee and the member of the "NO" Committee all gather potential questions from their constituents to be asked of Captain Babbitt, Second Officer Estabrook and Mr. Smith in advance of the debates to ensure that questioning is fair to each side.

We propose that Captain Babbitt, Second Officer Estabrook and Mr. Smith be given two (2) minutes to answer any question asked and one (1) minute for rebuttal of any answer given by the other two parties. Subject to the approval of ALPA and USPA, Federal Express will provide a timekeeper to make sure that time limits are respected. Federal Express proposes Mr. Roy Golightly, Managing Director of Employee Communications.

We propose that both Captain Babbitt, Second Officer Estabrook and Mr. Smith each make a five-minute closing summary.

We propose that the debates be videotaped with a final, unedited tape to be made available to ALPA, USPA and to each Federal Express crewmember. Distribution to Federal Express pilots will be paid for by Federal Express.