

EXHIBIT "B"

**FEDEX
ORGANIZING
COMMITTEE**

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DECEMBER 2, 1992

WHAT HAPPENS NEXT?

The next required event is the rerun election. Ballots will be mailed December 3 and counted January 14. We urge you to vote for responsible representation and to mail your ballot early. Specific mailing directions will be distributed in the near future.

COMMUNICATIONS PREVIEW

During the coming weeks you'll be seeing an increase in communications to you — both meaningful dialogue and plain old static — from a number of different sources. The Organizing Committee isn't interested in producing communications for communication's sake; meaningless "noise" or "static" is a distraction we don't need. While we won't hesitate to express our opinion, our main goal is to present as much discussion of real issues as possible. We believe PSP is a good business philosophy. We also believe strongly in the truth of our own "slogan": "It doesn't

matter *what* you think, if *what you think* doesn't matter." The real issue here is whether we have the authority and the means to act on our collective viewpoint.

In keeping with our role as facilitator we will continue to use several means of enhancing the exchange of questions, answers, and ideas.

1. We have already announced that we've engaged the services of the Wilson Center for Public Research to conduct an ongoing independent, scientific polling of our pilot group. Many of you will be contacted by a Wilson center professional. We urge you to participate and also to convey your honest answers, opinions, and concerns. The poll will help us to better answer *your* questions, and to avoid just turning up the "noise." The opinions of our line pilots are vital to this process. The Wilson Center personnel are pro-

fessional interviewers, and their questions are very open-ended and seek only your opinions. (See "Speaking of Distractions" in this issue for information about the No Group's misinformation campaign about the Wilson Center.)

2. You may already have seen *Express Forum*, a new publication from ALPA for Federal Express pilots. Both the professional support team at ALPA and the pilots at other ALPA-represented carriers are interested in answering your questions. While our newsletter addresses our concerns from a "purple perspective," *Express Forum* will address the same issues from other perspectives.
3. We had already announced that we would be producing "single subject" *Final Approach* special issues (e.g., R&I, Compensation, Scope, etc.) as well as continuing our regular edition newsletters.

FedEx Pilots Organizing Committee Hotline 1-800/321-5893

Our next edition of *Final Approach* will include a special "single subject" insert dealing exclusively with retirement—certainly one of the most crucial issues affecting FedEx pilots and their families. In the next few issues we'll be looking at the retirement benefits FedEx pilots enjoy and what they lack. We'll look at where our benefits fit in with pilots at other airlines. And we'll also look at the type of professional support we can expect as ALPA members.

In addition, we'll be sharing with you some of the correspondence the Organizing Committee has been receiving regarding the organizing effort. We've been receiving many encouraging phone calls, letters, and fax messages from pilots at other ALPA carriers, and it's interesting to look at the concept of responsible representation through the eyes of our fellow pilots.

- 4. You will soon receive a video that addresses the representation concerns and questions of Fedex pilots. These questions will be answered by pilots from other ALPA-represented airlines and/or ALPA support staff. Because these questions are important to you and your family, we hope viewing the video will be a family event. Several additional short videos are planned.

We know that some of you view *anything* that comes from us or ALPA as "noise." That's fine. But you owe it to yourself and your family to make this important career choice based upon *all* available information. It's up to *you* to make an informed and reasonable decision.

RESPONSIBILITY FOR OURSELVES

We are interested in "Responsible Representation." We want Federal Express to continue to be a well-managed, successful company. We don't feel that we are "better" than other employees—only that we are "different." Our careers depend on much more than the goodwill of our employer. Our own good and the stringent requirements of federal law affect *our* careers more than those of most employees. We don't believe that it's fair to be "tagged" to others (nor them to us). We do believe that as professional pilots we should have meaningful input into the things that define our careers—a complicated pay structure, work rules that must be compatible with company needs as well as stringent Federal regulations, and benefit programs that recognize the unique nature (both real and regulatory) of our profession. That is neither anti-Federal Express nor anti-PSP, no matter what anyone says. It's just plain good sense.

While our management certainly violated the laws governing representation elections (and appears to be doing it

again¹), this is an election campaign. It should come as no surprise to any of us that, given the choice, management would prefer to retain unilateral control over our careers. That's understandable.

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We don't think, however, that once ALPA is elected by the pilots that either management or the elected pilot representatives will do anything other than "bargain in good faith." Threats to use *quid pro quo* as a weapon to make us beg at the bargaining table are intended to interfere with your free choice. Such threats are demeaning to both management and pilots and do nothing but pollute the atmosphere. Management must not understand just how valuable to the company the flexible rules are that they threaten to take away.

USPA recently announced that "we do not believe that confrontation or heavy-handed tactics are appropriate." While we agree with the spirit of that statement, we feel we need to go a little further to define just what is "appropriate." For instance, we *do* believe that problems must be confronted to be solved and that differences must be confronted to be resolved. In our experience, "heavy-handed" has been more a

FINAL APPROACH

The opinions expressed in *Final Approach* reflect the opinions of the Federal Express Pilots Organizing Committee and are presented to address issues that we feel are important to Federal Express pilots and their families.

Jack Burke	Whitey Drossel	Eric Vartanant
John Curtin	J. C. Gohich	Jim Vinson
Jim Dearborn	Don Grant	John Whitehead
John Dill	Gary Peterson	Don Wilson

¹ "... it shall be unlawful for any carrier to interfere in any way with the organization of its employees, ... or to influence or coerce employees in an effort to induce them ... not to join or remain members of any labor organizations, ..." [Railway Labor Act, Section 2, Fourth.]

management device; after all, it wasn't ALPA or the Organizing Committee that violated the NMB rules governing a fair election. It's not enough to say that "collective bargaining and fair, balanced negotiations with management" should go hand-in-hand; in fact, they must go hand-in-hand in order to be successful. Just remember: "Fair, balanced negotiations" are a two-way street and require much more than rhetoric.

The Organizing Committee has conscientiously rejected a "heavy-handed" approach, and we don't believe you want "heavy-handed" pilots to represent you. Nonetheless, we'd better be sure that our representational structure has the finances, expertise, and infrastructure to back up our efforts and to serve the needs of FedEx pilots.

US VS. THEM OR RESPONSIBLE REPRESENTATION

Most FedEx pilots seem to realize that our current situation is unacceptable, but there are a variety of opinions about how best to deal with the problem. Some pilots seem to think that, by choosing the collective resources of ALPA, we'll be creating an atmosphere of pilots versus management (us vs. them), dictated by some evil "third party." Rejecting ALPA representation, you are asked either to ignore the situation (Just Say No) or told that if we "keep it among ourselves" (USPA) it will somehow be both better for us and less offensive to management. Remember, though: Any idea of real representation "makes Fred mad!"

We've already given you detailed accounts of why we chose to seek representation through ALPA. Many of you are quite familiar, as well, with FedEx management's reaction to the last campaign for an independent union. The independent unions at American, Southwest and UPS come from situations and histories much different from ours. We'll be addressing those stories and

revisiting the evolution of our choice of ALPA in coming issues. You'll hear from other pilots, including pilots from the major "independents."

It's up to you, however, to view this effort as it applies to us and our company. Such comparisons are helpful. We must take care, however, to examine how the representation structure of any other pilot group might "translate" to FedEx. Just as our management is not the management at Delta, UPS or any other carrier, neither are our pilots the pilots who work for those managements. No union and no pilot group can prevent their management from ruining a company any more than they can guarantee that management will devise a winning corporate strategy. We can, however, participate in those decisions affecting our own pay, work rules and benefits. And, with ALPA, we will have the advantage of the association's pooled resources, expertise of ALPA's staff professionals, and the support of over 42,000 other pilots. We can, like Delta pilots, cooperate closely with our management on issues that affect us all.

Our profession is our common bond. Despite what anyone tries to tell you, when the cockpit door is closed, we are professional pilots, *period*. The companies we work for may have different markets and marketing strategies, may provide or sell different services, and may be affected differently by domestic and world economics. But we are still professional pilots. That is why each ALPA pilot group has a different contract, negotiated specifically to their needs and the needs of their company. Each pilot group is encouraged to negotiate fairly and responsibly with their management. Any representation to the contrary is simply selfish campaign rhetoric. This pilot group has had enough rhetoric. It is time for responsibly negotiated results. But first you have to vote. Then you have to participate by electing the pilot representatives whom you want to serve you.

THE EASTERN DISTRACTION

"Representation" is a positive force. The concept embraces themes important to most pilots: responsibility, empowerment, and unity. It's ironic that many of those who reject those positive themes do so with a particularly negative intensity. It's ironic — but it's not really all that surprising, is it?

Much of their focus, so far, has been on the tragedy at Eastern, where 42,000 pilots spent well over \$100 million to save the company from Frank Lorenzo, who was intent on stripping away its assets to benefit other companies under his corporate wing. The first salvo comes from Francis Armstrong, an obviously disgruntled — even to the point of hysteria — former Eastern pilot. When he's not composing hate mail, Mr. Armstrong advertises himself as an investment advisor. Airline pilots — and particularly ALPA pilots — are one of his target customer groups. Just see his ad in the November issue of ALPA's magazine, "Air Line Pilot," and his 3/4 page ad in the inside back cover of the November issue of the "Bayliner," the newsletter of United Airlines pilots' ALPA Council 34. Nothing like biting the hand that feeds you.

Mr. Armstrong has some serious credibility problems, to say the least. With many Eastern issues, he is either on a different plane of reality — or he's just plain lying. ALPA lays out the real story in its new publication, *Express Forum*. Here are a few key truths regarding the events at Eastern:

- * All but about 400 of the former ALPA pilots at Eastern have found new jobs, many with United, Northwest, and USAir.
- * The Eastern pilots did not rely on any promises from ALPA in going out on strike and remaining on strike. The Eastern pilots decided to strike to take a stand against Frank Lorenzo, who was bleeding their airline. They felt they had no alternative. This was *their* decision, not ALPA's.

- Consistent with ALPA's structure of local autonomy with national resources and support, ALPA supported the decision of the Eastern pilots to strike. ALPA provided extraordinary levels of financial and manpower support to the Eastern strikers.
- In August, 1989, ALPA National advised the Eastern pilots to go back to work to protect their jobs. The Eastern MEC, which had become dominated by those who are now leaders of Pro Justicia (the pilots who are suing ALPA) refused to go back to work and stayed out until November, 1989. Nevertheless, ALPA National continued its support of the strike effort. When Eastern ceased operations, ALPA continued to fight for the Eastern pilots in bankruptcy court and federal court, in arbitration, and at the bargaining table. ALPA convinced NWA, USAir, and UAL to hire numerous Eastern pilots and negotiated a settlement with the Eastern estate that will result in significant monetary recovery for Eastern pilots.

- The former Eastern pilots who are suing ALPA are claiming that ALPA pilots at United, Northwest, Pan Am, Midway, and USAir had an obligation to go on strike when their carriers' managements refused to bring over Eastern pilots with full Eastern

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seniority once they acquired Eastern assets. They claim that ALPA had an obligation to force the pilots to go on strike over the refusal of their companies to hire Eastern pilots with seniority. That is an impossible obligation — ALPA cannot force individual pilot groups to go on strike for any reason.

- The Eastern pilots suing ALPA want a windfall in damages and a court order that would allow them to leap-frog in seniority order over the pilots of the acquiring airlines, including leap-frogging over the former Eastern pilots whom ALPA helped to get jobs as new-hires.
- Eastern pilots were far better protected with ALPA when Lorenzo put Eastern in bankruptcy than without a union. That should be obvious. They would have been on the streets with only their own resources to try to protect whatever might have remained for them.
- Eastern pilots were far better protected with ALPA than they would have been with an independent union. When your pilot paycheck stops, so does the sole source of income for your independent union. It would take a pretty large treasury, especially without income, for an independent union to protect your interests through a bankruptcy the way ALPA protected the Eastern pilots through that bankruptcy.

