

FEDERAL EXPRESS



Frederick W. Smith
Chairman and
Chief Executive Officer

November 16, 1992

2005 Corporate Avenue
Memphis, TN 38132
901-355-3377
U.S. Mail Box 727
Memphis, TN 38194-1847

Captain Randolph Babbitt
President
Air Line Pilots Association
536 Herndon Parkway
Herndon, Virginia 22070

Dear Captain Babbitt:

Thank you for your letter. Since I extended a sincere invitation to you, I was disappointed not to receive a courteous response in return.

There must be some other reasons why you have chosen not to debate with the USPA and me since I know, and you must know, that there are absolutely no legal obstacles preventing us from holding debates. I can only conclude that your response is a smokescreen designed to obscure your real reasons.

Concerning our proposal that each side waive potential objections, let me say that I am more than willing to withdraw that condition. In fact, I had already decided to do so based on Second Officer Estabrook's conditional acceptance of our invitation.

With that said, it is not only insulting but patently absurd of you to suggest that my desire was to intentionally violate the law and then record such unlawful action on videotape and then make two thousand plus copies for distribution to our crewforce!! My intent in seeking the waiver was to simply remove all frivolously manufactured objections from the process so that we could concentrate on giving the crewmembers straight answers without all the legalese. Frankly, I think our crewmembers would have appreciated that.

Further, I am amazed that you would accuse me of trying to insert myself into the process. Surely you must know that as CEO of Federal Express I am already involved in the affairs of our crewmembers, have been for almost twenty years and plan to continue to be regardless of the outcome of this election. Our crewmembers know that.

The last time I checked, the Constitution of the United States guaranteed my right to free speech. I have been, and continue to be, mindful of the limitations to my constitutional rights during representation elections. And, while I'm sure the ALPA would prefer to extinguish a carrier's right completely, I believe even the National Mediation Board still recognizes my right to express my views lawfully to our crewmembers, with or without you in the room.

When you said I was trying to insert myself into the process you missed the point. What I was trying to do was to insert you into the process because I believe our crewmembers deserve to see the three of us up front in a forum that provides them with the chance to ask each of us tough questions and get straight answers.

I must admit to being somewhat perplexed that you seem so irritated by the inclusion of the USPA in my invitation. As I have said before, the two unions are identical to me in that they both represent systems that are totally different from P-S-P. It is only fair that the USPA be included in the proposed debates since it is the USPA and ALPA that are vying for representation of our crewforce -- not the Federal Express Organizing Committee which is merely an agent of the ALPA.

One final point. After reading your statement that you believe "there is no inconsistency between the philosophy of P-S-P and ALPA representation" it became obvious that you don't know anything at all about P-S-P. In that regard, the debates would have been a fine educational experience for you as well. To be perfectly clear, P-S-P and collective bargaining systems are inherently inconsistent -- regardless of whether collective bargaining comes in the form of the ALPA or the USPA.

In closing, I plan to continue pursuit of the debates I proposed because I feel that you, Second Officer Estabrook and I owe that to our crewmembers. I hope you'll reconsider. If not, we will just have to go ahead and plan for your chair at the debates to remain empty.

Sincerely,



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cc: Federal Express Crewmembers