

# **Comparative Airline Benchmark Ad Hoc Committee Report**

## Committee Activity

Formal CABAC Meeting dates with other pilot labor organizations were:

|                      |                                      |
|----------------------|--------------------------------------|
| December 2017        | SWAPA Dallas, Texas                  |
| December 11-14, 2017 | ALPA National Herndon, VA            |
| January 9-10, 2018   | ALPA Delta MEC in ATL                |
| January 17-18, 2018  | ALPA United MEC in ORD               |
| February 8-9, 2018   | Air Canada Pilots Association in YYZ |

**The team that conducted the study consisted of the following.**

|     | <b>Name</b>      | <b>Title</b>     | <b>Meeting(s) Attended</b>      |
|-----|------------------|------------------|---------------------------------|
| 1.  | Paul DiOrio      | PHL Chairman     | SWAPA, DAL ALPA                 |
| 2.  | Jim Crossman     | LAX Chairman     | SWAPA, ALPA, DAL ALPA           |
| 3.  | Norm Miller      | Member at Large  | DAL/UAL ALPA, ACAP              |
| 4.  | Rick Brown       | Member at Large  | SWAPA, ALPA, DAL ALPA           |
| 5.  | Jeff Thurstin    | Member at Large  | SWAPA, ALPA, DAL/UAL ALPA, ACPA |
| 6.  | Trisha Kennedy   | Staff Attorney   | SWAPA, ALPA, DAL ALPA           |
| 7.  | Rupa Baskaran    | Staff Attorney   | SWAPA, ALPA, UAL ALPA           |
| 8.  | Cheryl Kilcheski | Staff Attorney   | UAL, ALPA                       |
| 9.  | Hank Cofield     | Budget & Finance | ALPA, DAL/UAL ALPA              |
| 10. | Marci Scott      | Benefits         | DAL/UAL ALPA                    |
| 11. | Mike Knoerr      | Benefits         | SWAPA                           |

# **APA Improvement**

## **50,000-foot overview**

### **Comparative Airline Benchmark Ad Hoc Committee (CABAC)**

On Oct. 17, 2017, the APA Board of Directors passed Resolution 2017-51 Rev. 1 entitled “Contemporary Airline Benchmark Analysis ad hoc Committee (“CABAC”)” (the “Benchmark Resolution”). Among other things, the Benchmark Resolution called for the CABAC to study and compare APA’s internal structure, processes and overall representation services for its membership against the same criteria of certain peer pilot groups, namely DAL/UAL ALPA and SWAPA. Thereafter, CABAC members tasked APA Benefits, Finance and Legal to assist in executing the Benchmark Resolution and assisting CABAC with regard to representational, negotiating, and contract compliance services. In the process of creating this report, we conducted a series of meetings under the observation of APA Legal team members — including general, breakout, lunch and dinner meetings — with all peer group airline associations, including staff and pilot members.

Comparative Benchmarking of APA to UAL/ALPA, DAL/ALPA and SWAPA is a complex task. Although each labor association has similar goals, how they conduct union business varies greatly. The vision behind R 2017-51-1 is to identify best practices among the four respective unions and develop recommendations to improve APA’s services and provide greater excellence to its membership.

APA improvements are dependent on several factors:

1. Membership involvement
2. Budget
3. Leadership
4. Time
5. Structure
6. Training

R 2017-51-1 provides for this study to be released to the APA membership. APA’s foundation is its membership, and it is the members who will drive change. The membership must make its wishes known to the APA Board of Directors in specific terms, and the board must respond to constituent feedback with thoughtful and efficient execution. Without the support and participation of APA’s membership, the potential for improvement is greatly diminished. In turn, the APA leadership—including the national officers, board, committee chairs, and membership at large—must redouble its efforts to further aviation safety, elevate industry standards, and enhance the career prospects of all professional pilots.

The deployment of monetary resources is one of the more difficult areas to compare and benchmark. ALPA carrier pilot groups operate on a budget that allocates a majority of monies through a centralized national structure that services a multitude of carriers with different contracts and policies. ALPA National returns 37.5 percent of total member dues to Delta ALPA and United ALPA as “MEC

Income.” ALPA National covers many areas of Delta and United pilot association costs. CABAC specifically contemplates comparisons of what change may be affected to the APA budgetary process to identify industry possible best practices. In many cases APA already provides an equivalent or better level of service.

The governing structures of APA, SWAPA and DAL/UAL are similar. Each operates with national officers, a board of directors, committees and staff. A financial analysis for 2017 shows that each pilot group budgets approximately \$7-9 million for committee business. There are allocation variables for each committee, and funding decisions are based on the perceived needs of each pilot group and those decisions are based on the perceived needs of each union. CABAC found in direct comparison that similarly named committees may perform vastly different roles, making straight comparisons difficult. A detailed spreadsheet is enclosed reflecting respective committee budgeting for 2017.

Effective leadership during any transformational period is critical. We must all proceed with a singular focus and sense of purpose. It is imperative that every APA member at large—along with the national officers, board and staff—move forward in unison to make APA the best pilot union it can be. Time is not on our side, as change cannot be effected overnight. If the membership and board decide to make significant changes, APA will need to plan strategically across years of implementation, not just months.

CABAC has identified several areas that the APA Board of Directors could single out for near-term improvement, including training, polling, voting, and committee budgeting. As an example, Delta ALPA, United ALPA, and SWAPA consider polling to be foundation of the union representation process. APA does not regularly poll its membership, and as a result may not be properly informed of the membership’s desired outcomes.

APA’s approach to training its elected and appointed officials lacks structure. A robust and formal training process, similar to flight training, would build continuity and provide a standard baseline of knowledge. It would generate better awareness of various processes and procedures, and instill professionalism and a servant leadership mentality.

## **OUTLINE**

- I. ASSOCIATION OFFICE FACILITIES
- II. GRIEVANCE/LEGAL OVERVIEW
- III. BENEFITS
- IV. PAIRING INFORMATION
- V. BOARD MEETING SUB COMMITTEE
- VI. ASSOCIATION STRUCTURE
- VII. COMMITTEES
- VIII. FINANCE
- IX. TRAINING
- X. VOTING SYSTEMS
- XI. MEMBERSHIP SURVEYS AND POLLING
- XII. ASSOCIATION WEB SERVICES
- XIII. E&FA
- VIV. UNION TRAVEL
- XV. PILOT UNITY BUILDING (PUB)
- XVI. ELECTRONIC BULLITEN BOARD

## **I. ASSOCIATION OFFICE FACILITIES**

The SWAPA HQ building located near Love Field and has been remodeled and expanded through the years. Delta MEC Facilities consist of rented space in a mid-rise building near the ATL airport. United MEC facilities consist of rented space in a low-rise building near the ORD airport. ALPA headquarters is a low-rise building in Herndon, VA that is dedicated to ALPA National offices. APA office facilities near DFW airport in Fort Worth are owned assets of APA's. Forty-three percent of APA headquarters is operationally leased to other businesses, supplementing APA's dues revenue.

CABAC identifies APA facility ownership as the industry-leading best practice where APA retains real estate appreciation, tax benefits, and avoids unnecessary third-party management and assessment fees.

## **II. GRIEVANCE/LEGAL OVERVIEW**

One staff director, Tricia E. Kennedy, and two labor attorneys, Rupa Baskaran and Cheryl Kilcheski, from APA Legal participated. The following is summary of the meetings with the peer pilot groups and the attending attorneys:

|                      |                           |                     |
|----------------------|---------------------------|---------------------|
| December 2017        | SWAPA Dallas, Texas       | Kennedy & Baskara   |
| December 11-14, 2017 | ALPA National Herndon, VA | Kennedy & Baskaran  |
| January 9-10, 2018   | ALPA Delta MEC in ATL     | Kennedy & Kilcheski |
| January 17-18, 2018  | ALPA United MEC in ORD    | Baskaran            |

### **A. SOUTHWEST AIRLINE PILOTS ASSOCIATION (“SWAPA”)**

In December 2017, the SWAPA participants and APA participants met for an informal lunch at a local restaurant. During lunch, the parties informally connected and socialized. The parties then reconvened at SWAPA HQ for an afternoon meeting. There was a short welcome meeting followed by a tour of SWAPA HQ. Thereafter, the participants separated into different groups based upon subject matter. APA Legal and CABAC members met with pilots working in three areas – negotiating, contract compliance, and grievances. That consumed the bulk of the meeting time. The meeting closed with comments from SWAPA President, CA Jon Weak.

#### **a. SWAPA Staff.**

Beyond the luncheon, there was little interaction with SWAPA staff. The bulk of the time was spent with pilots. There is a total of 40 staffers, including three attorneys. APA's

senior director of legal previously worked at SWAPA and has been helpful in understanding SWAPA's structure and potential best practices.

b. **SWAPA Processes/Practices.**

The following is a list of processes or practices that came to light while meeting with the SWAPA team dedicated to negotiations, compliance, and grievances:

- i. **Section 6 Negotiation Preparations.** The SWAPA Negotiating Committee's goal is to completely rewrite the entire CBA during the next Section 6 negotiation. To that end, SWAPA negotiators are dedicating about seven weeks per section to review and develop openers, along with related contractual language proposals. The openers and specific contractual language will be 100 percent completed prior to Section 6 opening. SWAPA negotiators are seeking detailed input from its membership by utilizing two polling techniques – white paper polling followed by targeted question polling for each contractual section. The white paper polling involves handing a blank page to the pilots and asking them to comment on the particular contract section. The SWAPA Negotiating Committee collects that information and confers with a professional pollster to craft specific poll questions for that contractual section. Upon receipt of the pilots' responses, the SWAPA team (pilots, attorneys, and SMEs) craft the openers and specific contract language to present during Section 6, along with a negotiating strategy. The SWAPA Board is updated with the results of the polling, and will review and approve the proposed contractual language when Section 6 opens.
- ii. **Contract Compliance. Contract Compliance.** SWAPA employs several contract administrators who staff a call center. While these contract administrators advise pilots on most contractual sections, most calls deal with scheduling issues. Pilots are required to attempt resolution with their chief pilot and/or contact SWAPA administrators before filing a grievance. SWAPA contract administrators and /or pilot members of the contract administration committee contact the company to try to resolve specific pilot issues. Most issues get resolved at this level. If not (and the issue has merit), then it is forwarded for a grievance.
- iii. **Grievance and Arbitration Volume.**  
The vast majority of events are resolved informally without the need to file a grievance, in part, because of the management and pilot culture. However, there appears to be some shift in the culture (or parties are gearing up for Section 6) as SWAPA filed 76 grievances in 2017 and had three arbitrations in 2017. SWAPA's goal is to schedule an arbitration every month. SWAPA has a high level monthly meeting to discuss grievances with management. The success of those meetings depends upon who attends from management.

- iv. **Section 6 Focused.** It appears that SWAPA is following the traditional course for Section 6 negotiations, with little focus on gaining ground pre-Section 6. All Negotiation efforts seem to be laser focused upon Section 6 prep and execution.
- v. **Management Funded Committee.** Management pays for all of SWAPA's contract compliance and negotiating committee union leave.
- vi. **No Revolving Door/Brain Drain.** SWAPA strongly encourages "non-compete" agreements for SWAPA elected representatives and appointed committee members.

c. **Application of SWAPA Possible Best Practices at APA.**

The following is a list of some best processes/practices that APA should consider adopting based upon the SWAPA model:

- i. **Pre-Section 6 Polling.** Incorporate electronic pre-Section 6 polling using third-party scientific polling methods.
- ii. **Contract Language written in advance.** Take the time to draft complete, language well in advance of Section 6 openers.
- iii. **Pre-Section 6 Negotiations and Gains.** SWAPA's Negotiating Committee is constantly negotiating and is involved in all aspects of contract language. SWAPA created a Teir 1 Contracr Services Committee that is continuousl plugger into all aspects of contract language development based on daily operational feedback.
- iv. **Management Funding.** SWAPA funds all BOD trip pulls for union activity as well as comp time for representation on time off. Positive space travel for all union business should be a goal for APA.
- v. **Revolving Door/Brain Drain.** Direct APA Legal to research options to prevent revolving door and brain drain from key committees (Negotiating, CCC, Scope, etc.).

B. **ALPA NATIONAL** On December 11-14, 2017, the ALPA National participants and APA participants met for four days in Herndon, VA at ALPA national headquarters. Working lunches were served and the parties participated in two dinners. There was a short welcome meeting followed by a building tour. Thereafter, the participants met in a large conference room and ALPA staff and pilots made presentations covering various aspects of ALPA business. APA Benefits met separately with ALPA staff to discuss benefit/insurance issues. ALPA President, CA Tim Canoll addressed the group on a variety of topics and answered all questions. ALPA General Counsel Jonathan Cohen attended the entire meeting and made himself readily available.



a. **ALPA Legal Structure.**

ALPA provides legal and representational services to its membership via three separate departments, including the legal department, the representation department, and the retirement & insurance department. APA provides similar services.

The representation department has about 30 attorneys located across the system and about 13 support staffers. The department is responsible for, among other things: (1) individual pilot representation; (2) MEC and local committee advice and problem solving; (3) strategic planning; (4) collective bargaining, negotiation planning/strategizing, draft proposals/ language, attend sessions and participate in all steps, manage communications, and NMB coordination; (5) contract enforcement; (6) project coordination; (7) support for national collective bargaining committee; and (8) conduct training programs. The department is directed by Betty Ginsburg with two assistant directors, Art Luby and Andrew Shostack.

The Legal Department has about 11 attorneys primarily based in DC and 5 support staffers. The legal department is responsible for, among other things: (1) handling all aspects of litigation and utilizes/manages outside litigation counsel, Cohen, Weiss, & Simon; (2) every level of legal advice throughout the organization; (3) providing specialized legal experts on relevant subjects; (4) governance and administrative advice; and (5) handling international initiatives at DOT. The department is headed by Jonathan Cohen, general counsel and director with three senior managing attorneys. Mr. Cohen is the president's counsel.

b. **ALPA Staff.**

There is a total of 318 ALPA National staffers, including 40-plus attorneys. There is an administrative budget that covers the majority of staffer pay, but some are billed against the MEC budget. There are two staff unions.

c. **ALPA National Processes/Practices.**

The following is a list of processes or practices that came to light while meeting with the ALPA National team dedicated to negotiations, compliance, and grievances:

- i. **Negotiations Structure.** ALPA National has a comprehensive process to prepare for and execute Section 6 negotiations. This comprehensive process is further customized for each MEC to maximize leverage for an intended result.
- ii. **ALPA Toolbox of Services.** ALPA National has developed staffers, committees, and external resources to cover every aspect of negotiating pilot contracts and representing commercial pilots.

- iii. **ALPA Administrative Manual.** ALPA National maintains an administrative manual containing policies and sources that compliment MEC governing documents.
  - iv. **Tri-Level Structure.** ALPA National is separated into a local, master council, and executive structure that has common values and goals but different targets. The local and master levels are focused on individual pilots and contractual language. The national level provides SMEs for local and master and focuses on the industry-wide issues impacting commercial aviation.
  - v. **ALPA Budget Control and Management Funding of Committees.** ALPA employs a trickle down budget structure. The national executive council controls and decides the budget for negotiating, contract compliance, and grievance work. However, airline management contributes heavily to funding the committees. Certain items come from the MEC budget, while other items (attorneys, national staff, etc.) flow from an administrative budget.
- d. **Application of ALPA National Possible Best Practices at APA.**  
Because APA does not have the tiered structure (local, MEC, national) like ALPA, it is difficult to mimic processes and practices at APA. However, the following is a list of some processes/practices that APA should consider adopting based upon the ALPA National model:
- i. **Negotiations Structure.** Suggest APA Negotiating Committee Chairman review the ALPA comprehensive process to consider some of the ALPA National features. (see Attachment)
  - ii. **Toolbox of Services.** APA should consider developing staff resources to enhance and cover certain subject matters.
  - iii. **Administrative Manual.** APA should consider developing a comprehensive administrative manual that complements our C&B and PM.
  - iv. **Management Funding of Committees.** A negotiating target should be to have management fund some committees – negotiating, contract compliance, and scope.
  - v. **Training.** APA Legal should perform periodic grievance training for the local reps.

#### C. DELTA MEC

On Jan. 9-10, 2018, the Delta MEC participants and APA participants met in ATL at Delta MEC HQ. Working lunches were provided and the participants enjoyed dinner at a local restaurant. There was a short welcome meeting followed by an office tour. Thereafter, the participants separated into different groups based on subject matter, then the entire team reconvened for

general discussions. APA Legal met with the MEC attorneys, but dedicated most of the visit to the general meeting.

- a. **Delta MEC Staff.** There are about 20 staffers at the Delta MEC HQ in ATL, with a handful of attorneys dedicated to the MEC.

- b. **Delta MEC Processes/Practices.**

The following is a list of processes or practices that came to light while meeting with the Delta MEC team:

- i. **Grievance Volume.** Per ALPA National, the MECs file about 13 formal grievances per year, divided between discipline and contractual grievances. About 2-4 grievances per year on scheduling issues. Per Delta MEC, they file between 3-25 grievances a year.
- ii. **Arbitrations.** Conduct about five-six arbitrations per year, but could do about one each month if company would schedule.
- iii. **Work Division.** Most casework is handled by local representation counsel. Politically charged cases may be handled by ALPA National Legal Department or outside counsel. MEC attorneys generally focus on either contract negotiations or representation and grievance work.
- iv. **Arbitrator Panel.** Maintain a panel of arbitrators, which is updated rarely. Mutually agree to arbitrators for each arbitration.
- v. **Grievance Process.** Four-member system board is mandatory except for termination, scope, or upon mutual agreement. If deadlocked, then advance to five-member system board. Four-member board is informal with no transcript, but decision can be used as persuasive authority.
- vi. **Arbitration Schedule.** Share arbitration dates among MECs. ALPA National maintains a master schedule of arbitration dates. They do not share dates with other Delta work groups.
- vii. **Pilot Scheduling Issues.** ALPA staff, MEC scheduling coordinators, access company software and work with management to resolve issues. If an issue cannot be resolved, then pursue grievance (about two-four a year).
- viii. **Monthly Grievance Meeting.** Most grievances are usually resolved with a high-level monthly meeting.

- ix. **Committees and Funding.** Delta management substantially funds negotiating committee, contract compliance committee/grievance committee.
  - x. **Arbitration Budgeting.** No MEC attorney involvement in budgeting. Budgeting is handled by ALPA National.
  - xi. **Status Representative.** A different pilot comes in weekly to answer phone questions of the membership.
- c. **Application of Delta MEC Possible Best Practices at APA.**
- i. **Grievance Process.** Maintain current APA grievance process.
  - ii. **Arbitration Schedule.** APA is requestin from ALPA the master arbitration schedule so that we could source some unused dates. Continue using other work groups for arbitration dates, if necessary.
  - iii. **Monthly Grievance Meeting.** Work with management to schedule a high-level monthly meeting. Efforts are underway.
  - iv. **Committees and Funding.** Adopt similar funding at APA.
  - v. **Arbitration Budgeting.** Maintain Directors responsibility on budgeting. Money will be used wisely if they must answer for it.

#### D. UNITED ALPA MEC

On Jan. 17-18, 2018, the APA participants traveled to ORD and met with the United MEC. The parties had a dinner and a working lunch. There was short welcome meeting followed by a building tour. Thereafter, the participants had a general session that took the majority of the time. Then the parties separated into different groups based upon subject matter. APA Legal and CABAC Committee members met with the MEC attorneys.

- a. **United MEC Staff.** There are about 20 staffers at the United MEC HQ in ORD and about 5-6 attorneys dedicated to the MEC.
- b. **United MEC Processes/Practices.** The following is a list of processes or practices that came to light while meeting with the United MEC team:
  - i. **Grievance Volume.** File about 300-400 (before Oscar Munoz named CEO in September 2015). 2016-2017 revised average is about 30 grievances filed per year. Docket was about 600 open grievances in 2016. Eighty open grievances in 2017, 75 percent are contractual and 25 percent are disciplinary.
  - ii. **Arbitration.** About 12 arbitrations a year. System board hearings are first chaired by outside counsel and United MEC attorney is second chair. Most

casework is handled by local representation counsel. Politically charged cases may be handled by ALPA National Legal Department or outside counsel. Maintain a panel of 12 arbitrators. Each arbitrator is scheduled for a three consecutive day hearing. United MEC selects case to be heard at each date. Company pays cancellation fees in some cases.

- iii. **Hotel Matters.** Hotel selection contractual disputes are handled via a “rocket docket.”
  - iv. **Monthly Meeting.** Other grievances (non-hotel matters) are usually resolved with a high-level monthly meeting. Unresolved disputes proceed to a five-member system board.
  - v. **Online Grievance Form.** Member database on website for United MEC pilots to initiate grievance process.
  - vi. **Management Funded Committees.** Flight pay loss for negotiating committee, compliance/grievance committee is paid by the company.
  - vii. **Payroll Audit.** May 2017 settlement between United MEC and management for underpayment of wages. There was a discrepancy between computer codes used for pay purposes (50 percent pay) and computer codes used for scheduling purposes (150 percent pay). Scheduling would input code designating that the pilot should be premium (150 percent) for the sequence, but the computer would convert that code to a payroll code which paid a different amount (50 percent). This was a significant computer programming error. United MEC formed a payroll audit team to research and identify the issue. No grievance was filed, but complaints were submitted to state agencies. Management settled with United MEC.
  - viii. **Negotiations.** United MEC utilizes the ALPA National model. Use attorneys to negotiate and draft with pilot input. Following its usual Section 6 prep schedule, United MEC often uses internal computerized polling of its membership.
- c. **Application of United MEC Possible Best Practices at APA.** The following is a list of some processes/practices that APA should consider adopting based upon the United MEC model:
- i. **Payroll Audit.** Form a payroll audit team.
  - ii. **Online Grievance Form.** Develop an online grievance form where pilots electronically submit issues to APA Legal for tracking. Form submission should be available to contract administration for research toward dispute resolution. If no resolution, forward to contract compliance committee to resolve. If not

resolved, forward to APA Legal for grievance.

- iii. **High Level Monthly Meeting.** Schedule monthly meeting to discuss grievances with AA and APA selection of grievance for arbitration
- iv. **Management-Funded Committees.** Adopt similar funding to compensate APA for flight pay loss for negotiating and contract compliance committees.

### **III. BENEFITS**

A benefits analysis at DAL/UAL ALPA, SWAPA and APA reveal many similarities in products offered. Each union creates benefits products for each pilot group based on need, preferences or deficiencies in the plans offered by the various companies. Due to its size, ALPA is able to offer greater levels of benefits in some of their plan offerings.

ALPA's Apprentice program provides new members \$1,200 initial loss of license insurance, discounted during the first two years of employment.

#### **Possible Best practice.**

##### **Possible Best Practices ALPA**

- 1. Apprentice member program.
- 2. Claims pre-screening process, which results in very few appeals.
- 3. Online enrollment system \$4-million investment.

##### **Possible Best Practices APA**

- 1. SBP and PMA benefit and APA delivers check to listed beneficiary.
- 2. Look beyond a pilot's active career and provide benefits for retirees (family coverage, surviving spouse, orphan dependent children).
- 4. SMP – offers some benefits for active pilots, offers primary medical coverage for early retirees, and offers supplemental coverage to Medicare at age 65.
- 5. Flexibility and unique design with APA plan to meet pilots' needs (not one size fits all).

#### IV.

### PAIRING INFORMATION

- A. In reviewing how peer airlines monitor the specific operation of pairings, CABAC found that no group monitored specific pairing information of reschedule/reassignment data. CABAC acknowledges that the APA Hotel Committee employs a best practice that improves the quality of APA member accommodations through timely feedback tools and push notifications. This interaction enables the committee to receive invaluable feedback and input shortly after the pilot leaves the facility with good recollection of the quality of his/her stay.
- B. In reviewing the success of the hotel committee and push notifications, CABAC believes a similar initiative of push notifications should be utilized to garner important trip information related to Recovery Obligation, Reassignments ect. events.
- C. Develop a comprehensive data collection system to archive data from contract administration would be a beneficial best practice.

#### V.

### BOARD MEETING SUBCOMMITTEE

Unlike the Delta and United MECs, APA does not utilize subcommittees to increase the productivity of board meetings.

In an effort to be as productive as possible, the MEC meeting format at DAL/UAL ALPA allows for the domicile representatives to divide activities so half the MEC (one representative from each domicile) will meet in a room and discuss half of the resolutions/reports, while the other representatives meet separately to discuss the other half.

Following subcommittee time, the domicile representatives caucus to discuss what occurred in each other's subcommittees prior to reconvening in plenary. This results in a much more productive meeting.

#### **Possible Best Practice**

APA should adopt a similar MEC-style subcommittee format during board meetings.

## VI. ASSOCIATION STRUCTURES APA - SWAPA - UAL ALPA - DAL ALPA

DAL/UAL ALPA and APA share many commonalities, but have some major differences. The obvious difference is the additional layer of governance, ALPA National. Differences between APA/SWAPA vs. Delta ALPA and United ALPA at this level are minimal except each ALPA council has a Secretary/Treasurer. The following is a brief review of the two organizations.

### a. **Association Structure**

#### **APA/SWAPA**

- i. National Officers
- ii. BOD

#### **ALPA**

- i. LEC - Domicile equivalent
- ii. MEC - BOD equivalent
- iii. Board of Directors consists of all ALPA MECs- ALPA National
- iv. Executive Board (MEC Chairman) -ALPA National
- v. Executive Council (National Officers and Executive Vice Presidents) - ALPA National

### b. **The APA & SWAPA Domicile vs ALPA Council Level**

Domicile membership serve as domicile- or council-level body. An elected chair and vice chair represent each domicile at APA and SWAPA.

APA and SWAPA pilots elect two representatives. At APA, a chair and vice chair are directly elected, while SWAPA designates the chair via order of election. (whomever is elected first is elected chair) selects the chair by most union experience among the two elected domicile representatives. At ALPA a captain and first officer representative are elected whereby the chair is selected in a subsequent domicile election. However, some variations exist. Larger ALPA domiciles such as Delta ALPA ATL (LEC 44) have 3,900 pilots with two captain and two first officer representatives. ALPA allows for LEC representational variations unique to each respective LEC. From each ALPA Domicile Council, a captain and first officer representative serves as an MEC representative, which is an APA/SWAPA board equivalent position.

### c. **ALPA MEC Level vs. APA National Level**

Currently the APA National Officers consist of president, vice president and secretary-treasurer. Their duties are delineated in Article IV Section 8 of the APA Constitution and bylaws. APA National Officers are elected by membership popular vote. The SWAPA



National Officer structure is similar, consisting of a president and two vice presidents, with one vice president acting as a sort of secretary-treasurer.

DAL/UAL ALPA MEC corresponds with APA national consisting of MEC chair, MEC vice chair, MEC secretary and MEC treasurer. The ALPA MEC Secretary oversees committees, manages historical archives, and effects changes to C&B and policy manual directed by respective MEC body. DAL ALPA also utilizes two executive administrators. The DAL/UAL ALPA officers (national officers) are appointed by their MEC board of directors, while APA/SWAPA membership directly elect the national officers. CABAC cautions that there is no perfect form of government. Senatorial and popular election of national officers each present their own issues.

The DAL/UAL ALPA officers serve two-year terms vs. APA officers serving three-year terms.

**d. Additional Findings when comparing APA to SWAPA and ALPA:**

- i. When the APA board makes changes to the policy manual, clearly defined guidance regarding who is responsible for actually recording the changes is absent in current APA documents. The current process (unwritten) is for the parliamentarian to write board-recommended language for inclusion in APA's policy manual. SWAPA, DAL/UAL ALPA policy manuals clearly define the 2<sup>nd</sup> Vice president (SWAPA) and secretary (DAL/UAL ALPA) as the responsible party for policy manual maintenance.
- ii. The APA Policy Manual is currently not inclusive of female pilots (as an example, the policy manual refers to he not he or she). Respective peer carrier language is gender neutral.
- iii. ALPA recall of MEC officers is a streamlined process relative to APA.
- iv. UAL ALPA assigns MEC officers (APA's national officers) with oversight duties of certain committees, increasing information transfer and allowing each committee a champion for committee efforts at the board level. (See UAL Policy Manual pg. 16, for example.)
- v. Discuss changing to board-elected national officers.

**e. Possible Best Practices**

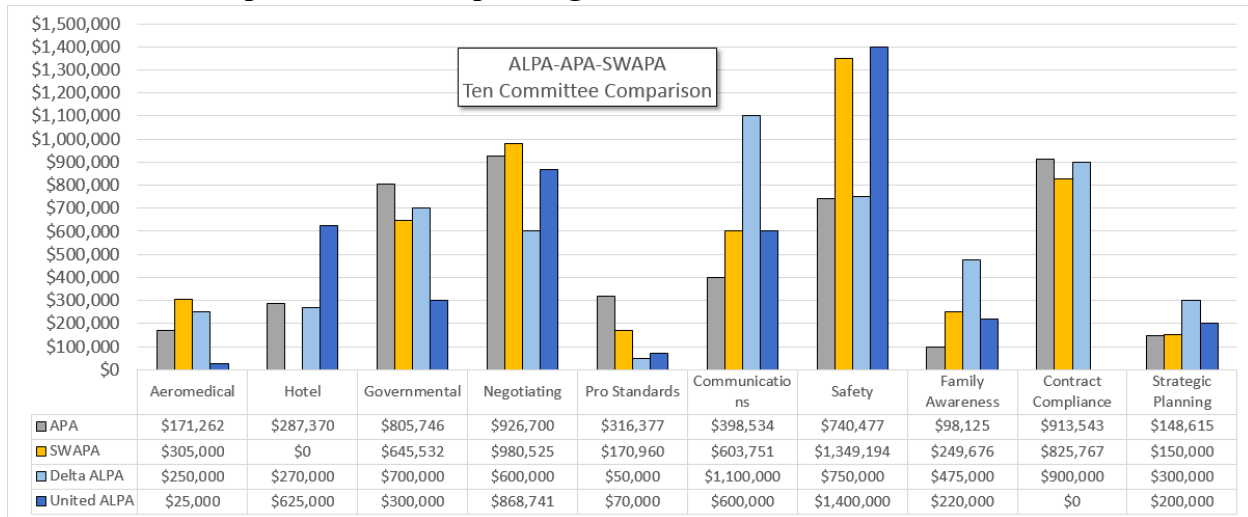
- i. Division of APA Secretary-Treasurer's duties across two positions to reflect similar roles to those outlined in DAL Policy Manual where secretary is responsible for policy manual (review for compliance, recommended changes

and maintenance), archiving, coordinating committee training vacancies, and collecting interested candidates' information for board review.

## VII. COMMITTEES

### A. Comparative Analysis of Committee Budgeting

#### a. Top 10 committee spending



### Budget Costing:

#### b. DISCLOSURE.

- a. Data reviewed originated in 2017 budgeted items. Various cmte functions were investigated and categorized and reviewed for comparative purpose.
- b. Referrer to accompanying spreadsheet for detailed review. (Committee Cost MAR 18.xls)

#### c. Governmental Affairs (GA)

- a. In 2017, APA allocated \$800,000 for GA in 2017 on issues that seem to align with the other unions (DAL/UAL ALPA, SWAPA). The CABAC committee has struggled with identifying a best practice and or recommendations in this area.

#### d. Committee Functions

- a. UAL ALPA's policy manual requires National Officers to provide oversight of certain committees (as seen in the chart below). This concept provides increased

communications and guidance of committees while providing a “champion” to assist in getting relevant issues to the BOD.

| Chairman                               | Vice-Chairman          | Secretary                          | Treasurer              |
|--|------------------------|------------------------------------|------------------------|
| Alliance & Scope Oversight             | Central Air Safety     | Aeromedical                        | Retirement & Insurance |
| Communications                         | Jumpseat               | Critical Incident Response Program | Pilot Compensation     |
| Grievance                              | Professional Standards | Hotel                              |                        |
| Grievance Review Panel                 | Security               | HIMS                               |                        |
| System Board of Adjustment             | System Schedule        | Membership                         |                        |
| Legislative                            | Training               | Military Affairs                   |                        |
| Merger                                 |                        | Parental Issues/FMLA               |                        |
| National Affairs Steering              |                        | Pass Travel                        |                        |
| Negotiating                            |                        | Uniform                            |                        |
| Strategic Planning/Strike Preparedness |                        |                                    |                        |

**Chart from UAL Policy Manual pg. 51**

- b. UAL ALPA groups several committees within the same functional areas (think Negotiations, Contract Admin and Contract Compliance) to coordinate efforts, increasing communication and prevent duplication of work. (See UAL ALPA policy manual pages 64 and 66 for examples.)

- c. Outside communications with other unions and professionals is also critical to committee performance. By not engaging other groups within our industry, we are not aware of trends and information that could be beneficial to performance.

## **B. Possible best practices**

- a. Assign committee oversight duties to NO's.
- b. Group committees under functional leaders.
- c. Encourage interaction with other unions.

## **VIII. Finance**

A. **Dues Income.** Currently, dues rate for Active and Executive Active members at DAL/UAL ALPA is 1.90 percent of member's income. APA and SWAPA dues are currently at 1 percent.

- a. Below are comparative budget data for SWAPA DAL/UAL ALPA and APA. For comparative purposes, APA dues are compared at the current 1%, an intermediate rate at 1.5%.

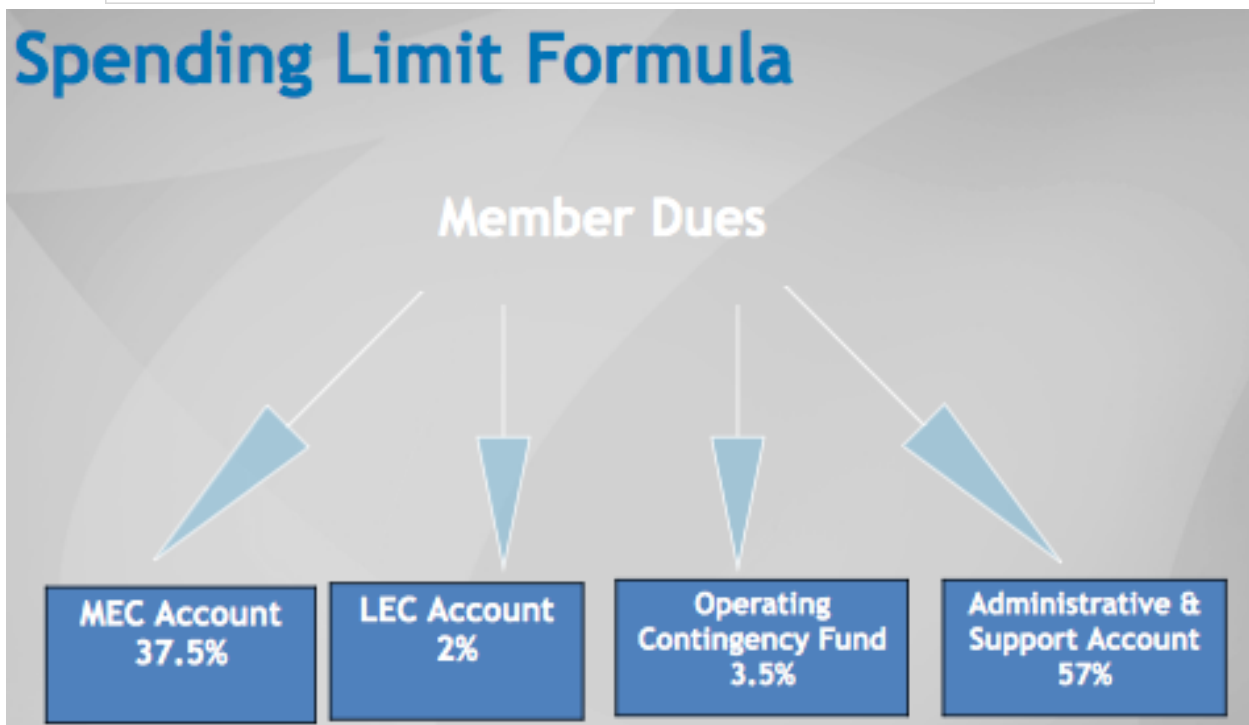
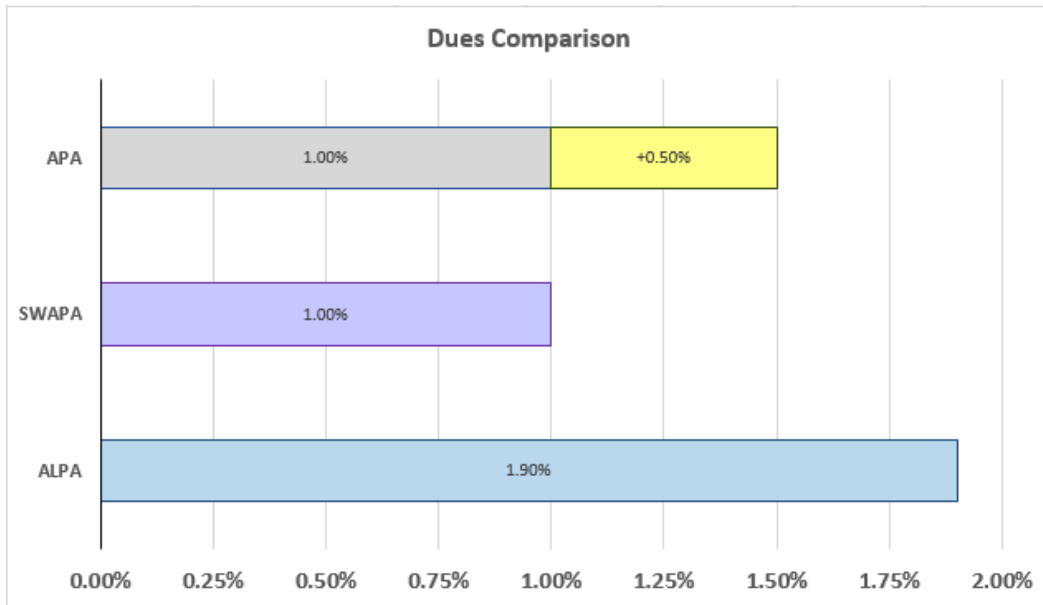
i. **2017 Budget –**

|             | <u>Dues %</u> | <u>Total</u> | <u>Local</u> |
|-------------|---------------|--------------|--------------|
| 1. SWAPA    | 1.0%          | \$19.6       | \$19.6*      |
| 2. DAL ALPA | 1.9%          | \$51M        | \$19M*       |
| 3. UAL ALPA | 1.9%          | \$49M        | \$18M*       |
| 4. APA      | 1.0%          | \$35M        | \$35M*       |
| 5. APA      | 1.5%**        | \$52M        | \$52M*       |

\*Excludes profit sharing

\*\*Rate six months prior to section 6 (See APA Policy Manual)

### **Dues Rate**



**B. Spending Limit Policy**

SWAPA is similar to APA here. However, ALPA National establishes a balanced budget for DAL/UAL ALPA under a percentage of dues income spending limit concept. This concept provides for the establishment of the following accounts defined categories:

**a. ALPA National Accounts & Funds**

- i. **A&S** (Administrative and Support Account)

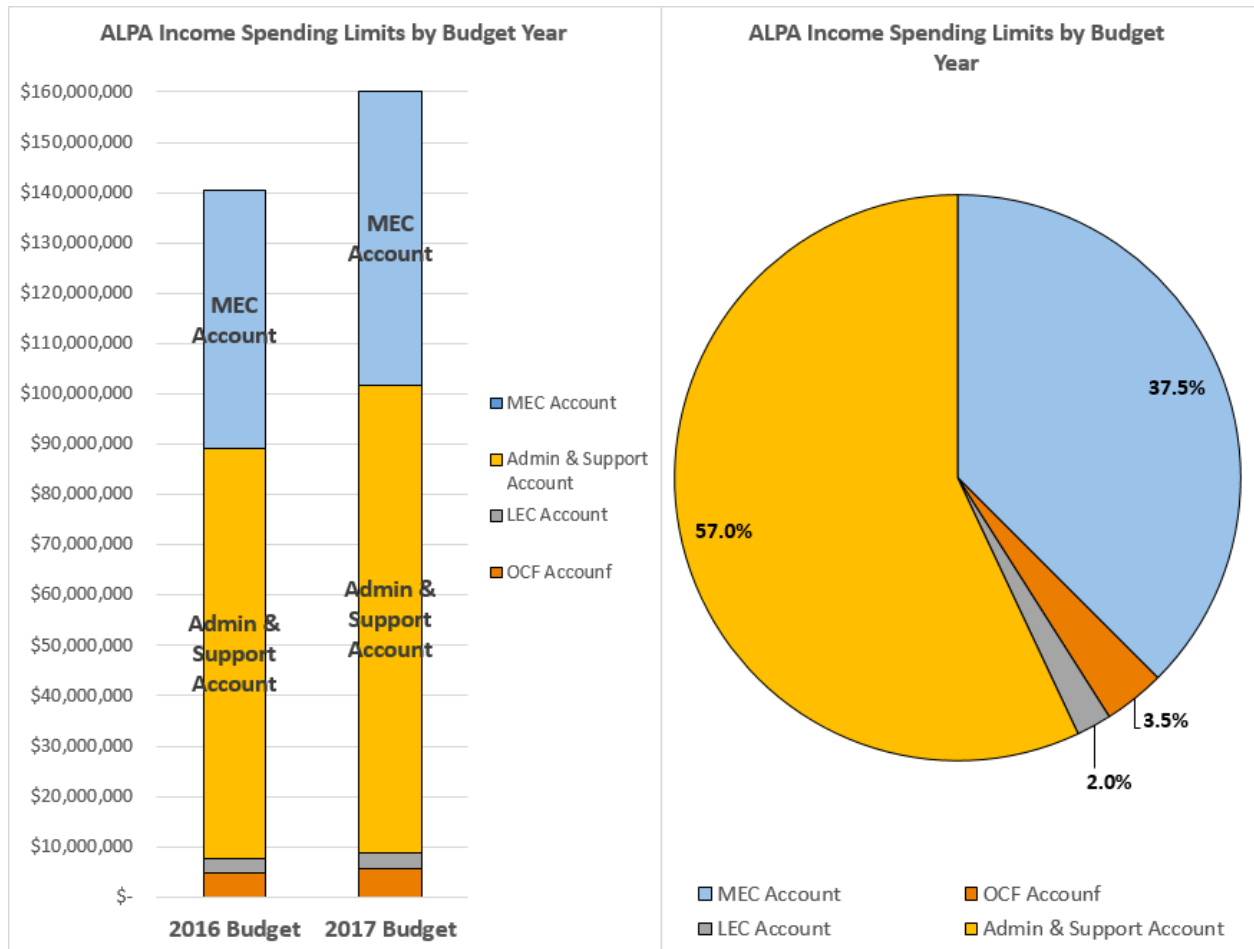
1. **57% of dues income**
  2. Pays for the operation of all ALPA services/departments, national committees, board/presidential committees, aeromedical services, IFALPA membership, union fees, and the governing bodies (Executive Board, Executive Council, Canada Board). Monies are not taken from MEC/LEC budgets to fund local clerical staff of each MEC. ALPA creates and monitors A & S budgets.
- ii. **MEC Account** (Master Executive Council Account - BOD equivalent)
1. **37.5% of dues income**
  2. Funds are used to pay for the organizational operations of each individual member airline to include accounts such as flight pay loss, member expenses, office/staff expenses, MEC meetings, leased real-estate space, projects, local communications and other expense categories determined by respective member airlines.
  3. The sharing of 'MEC Account' monies across member airlines is distributed as 'MEC Income' where carriers of alphabetical classes (based on size IE DAL/UAL/FedEx JB are "A" level carriers) retain varying amounts of dues contributed. Put differently, larger carriers subsidize and allow for proper union representation of smaller member airlines.
    - a. After distribution the remainder in the MEC Account is distributed pro rata.

## **M.A. - Major Airline**

- iii. **MCF** (Major Contingency Fund)
1. Before ALPA National distributes funds from dues revenue, \$500,000 is allocated off the top and directly deposited into the Major Contingency fund-operating fund.
  2. ALPA Policy Manual Section 60 governs the MCF where allocations are approved by two-thirds majority of the executive board, which consists of each MEC chairman.
    - a. Current value of MCF is more than \$57.5 million USD.
    - b. MCF is used for certain activities to support conclusions of contractual negotiations and require additional budgeting criteria. Ultimately, MEC's are free to spend their monies until they exhaust MEC funds then (with approval) can use shared MCF monies, which require national oversight of pooled monies.

- iv. **OCF (Operating Contingency Fund)**
  - 1. Before ALPA National distributes funds from dues revenue, \$200,000 is allocated off the top and directly deposited into the operating contingency fund-operating fund.
  - 2. **3.5% of dues income**
  - 3. Fund is divided into three separate funds
    - a. Special Projects
    - b. Operating
    - c. Contingency
  - 4. The purpose of the OCF fund is to supplement funding for smaller MECs (with fewer than 1,000 members or with average annual airline income per pilot less than \$75,000) for negotiations or extraordinary circumstances. OCF funding also provides funding when an MEC can't maintain a budget balance equal to 90 percent of their quarterly dues income, approved by the executive council. Funds are made available as a loan, but the executive council can also provide funds as a grant. MECs that receive monies from the OCF are assigned an oversight board comprised of three current or former executive vice presidents for accountability.
- v. **LEC Account** (local executive council - what we call domiciles)
  - 1. **2 percent of dues income**
  - 2. Funds are used for local meetings, domicile communications, travel expenses (not FPL), and any training programs for council officers (chair/vice chair). Surpluses and/or deficits are charged to the MEC budget at the end of the year. ALPA creates and monitors the LEC budgets.

b. Bar and pie chart visualization of 2017 ALPA spending limits.



**C. Possible Best Practices:**

- The board of directors through the secretary-treasurer determines committee budgeting. Each committee chair is advised of their proposed budget dollars and it is their responsibility to create their budget up to a set amount.
- Secretary/treasurer monitors total budget and when it reaches TBD% overspent YTD, they must present to the board an action plan for recovery. Recovery could involve cancelling upcoming expenses and/or FPL.
- If a committee goes (board guidance) a set TBD% over committee budget, the Treasurer takes over the approval process for all of the committee's activities for the remainder of the fiscal year.
- Corporate credit cards/board discussion. (personal, corporate)
- Full-time APA/discussion (define)
- Deferred vacation/discussion.



#### D. Compensation

In comparing compensation between APA, ALPA (Delta and United) and SWAPA, there are many differences. There are some areas where APA members receive a richer benefit and there are other areas where they do not. As difficult as it is, we believe a better measure is to look at the all compensation in the aggregate to get an overview.

|                  | APA         | SWAPA     | DAL         | UAL         |
|------------------|-------------|-----------|-------------|-------------|
| PRES G IV        | \$544,975   | \$540,000 | \$472,670   | \$455,925   |
| VP GII           | \$454,086   | \$526,000 | \$386,637   | \$395,191   |
| Sec GII          | \$432,419   | \$526,000 | \$373,115   | \$382,221   |
| Tres             | \$432,419   |           | \$361,115   | \$382,221   |
| Total P, VP, S,T | \$1,863,900 |           | \$1,593,536 | \$1,615,557 |
| Total P, VP, S/T | \$1,431,481 |           |             |             |
|                  |             |           |             |             |
| BOD CA GII       | \$339,070   |           | \$347,740   | \$382,221   |
| BOD FO GII       | \$231,593   |           | \$236,269   | \$268,672   |
|                  |             |           |             |             |
| COM CA GII       | \$339,070   |           | \$359,740   | \$394,221   |
| COM FO GII       | \$231,593   |           | \$248,269   | \$280,672   |

Hours and Stipend from Submitted Chart Feb 2018

Rates based on 2018 rates in the Contract Comparison

- PRES, VP, ST yearly based on actual APA rates or highest rate in-group for DAL/UAL ALPA  
(Formula ((rate \* hours)\*12)\*1.16)+stipend = Total
- BOD member CA/FO based on Group II CA or FO or highest rate in-group for DAL/UAL ALPA at 90hrs (APA) or stated hours for DAL/UAL ALPA (SWAPA data missing due to unreliable data)
- SWAPA based on 737 rates
- DC 16% included in calculation of total
- Stipends are added to total and **not** encumbered with 16% DC
- \*DAL based on Trips missed or 5:15 for comparison a standard 96 hrs. was used in calculation

#### E. EXPENSES

In initially looking at expenses such as phone and mileage, it appears other unions convey monetary benefits that are not given to equivalent APA committee members. However, you may recall last year APA moved away from reimbursing these type of expenses in favor of an all-encompassing daily expense allowance, which should generally be enough cover expenses such as meals phone, mileage, laundry, etc.

With respect to per diem, both Delta and United pay CONUS rates and SWAPA receives the per diem associated with any removed pairing or \$2.50 an hour if there was not any pairing removed.

All groups have a business meal option. ALPA generally has a \$75 business meal limit per person and SWAPA doesn't appear to have an explicit business meal cap.

**F. STIPEND AND PAY**

It appears APA and the ALPA carriers are relatively close when it comes to paying a stipend. SWAPA, however, does not compensate its officers by means of a stipend, but it does pay a significantly higher override as compared with APA and ALPA. And although SWAPA is the only group that fails to pay a stipend to its officers, it's the only group that compensates its board members with a stipend (21 trips per year, which equates to about two hours a month). Not a large amount, but more than the others. As stated in the introduction, you can't look at individual line items to get a fair comparison. You really have to look at the group as a whole.

## **IX. TRAINING**

- A. In general, new staff members of any organization are required to learn the basic organizational operations, processes, hierarchy and cultural expectations of the role being filled. These learning events are approved and standardized at organizations comparable in size to APA. Basic knowledge and core competency practices ensure a baseline knowledge level within any organization.
- a. Other than new board member training (Section 1.17 of the APA Policy Manual), there is no identified (C&B/Policy Manual) internal union training within APA or a record of when this training was accomplished, attendees, location, recommendation and/or material covered. At DAL/UAL ALPA training events are formal, approved and tracked, scheduled and achieve desired competency.
  - b. APA does not have an orientation course teaching the basics of how national committee union volunteers function within APA. Basic questions about pay, travel, paid union leave vacation and sick could be answered many different ways.
  - c. Core competency training within their field of service at APA is initially completed by experienced dedicated union volunteers and thru seminars/formal training events offered by other unions and aviation related groups. But again, we do not track who receives training, when it occurred and material covered.
  - d. ALPA has developed expertise and course material critical to aviation in many areas that APA does not have.
  - e. Well-trained and knowledgeable volunteers are essential to APA's future success. Training exposes volunteers to new ideas, processes and tools contributing to better service to the membership. Without training we run the risk of becoming a closed society without exposure to new ideas and methodology, constantly trying to invent processes or tools that already exist.
  - f. APA training should be identified, planned and executed to assure standardization within our organization. All volunteers should receive formal approved training classes on a set

schedule using the attached ALPA training guide as a reference. (See Summary of Training Programs 2018.dox)

## **B. Possible Best Practice**

- a. Design an orientation training program that meets APA's needs and allows our volunteers to understand how to function within our union and should be funded by an APA national training budget.
- b. Develop a core competency training plan for outside conferences that ensures APA volunteers receive superior training within each committees budget and that a database is maintained identifying who, what, when and where of events.
- c. Due to our size and knowledge, APA can and should develop industry leading training programs and offer our expertise to other organizations.

## **X.**

### **VOTING SYSTEMS**

Majority Support in Unionism by comparison of  
APA Manual and DALPA/UALPA/SWAPA Computer Voting Systems.

A hallmark of a successful labor organization is membership participation. While there are many measures of union achievement, membership participation in union democracy is the bedrock of negotiating leverage. The basis for APA to negotiate on behalf of its members is legitimized through its ongoing democratic process where APA's representational effectiveness depends on meaningful member engagement.

The current APA paper voting system has been in place in its current form since 2015. This process involves contracting with multiple third parties of The American Association of Arbitrators (AAA), Department of Labor (DOL), and temporary staff.

Manual voting systems involve physical production of materials, transportation to post office, post office handling and delivery, member retrieval, member completion of ballot, member request for a second ballot issuance if first ballot is lost or missing, member transportation to post office, second round of post office handling and delivery, DOL supervised mail pickup, ballot validation, separation of secret ballot envelopes into storage bin, blind retrieval of secret ballots, and ballot processing with distinct decisions made on whether or not to reject each ballot improperly marked. This labor-intensive process reflects the dedication of APA leadership and staff. In contrast, the work flows implemented by pilot unions Delta ALPA, United ALPA, and SWAPA automate the process.

- A. **Delta ALPA & United ALPA** pilot unions jointly use the Arlington, VA-based third-party LMRDA compliant eBallot [www.votenet.com](http://www.votenet.com) platform to manage computerized voting processes. In any given year ALPA uses this system for more than 100 local democratic elections and 12 ratification ballots regarding collective bargaining. ALPA National pays a flat fee for this system of \$103,000.00 per annum (compared with APA's annual five-year average cost is \$85,297.71), less than \$2.00 per eligible ballot transmitted to members eligible to vote. APA cost per ballot is \$4.20-\$4.60. These election fees are paid from the ALPA National, which do not

impact local MEC budgets. It appears that ALPA pays a fee structure that reflects count of members who participate, while APA and SWAPA pay a fee based potential participation of total ballots mailed.

Similarly, SWAPA relies on the LMRDA compliant [www.ballotpoint.com](http://www.ballotpoint.com) internet voting system. SWAPA generally conducts about 12 democratic elections every year. If we assume that no positions ran unopposed in any given year, then 10 local representative and 1.5 executive officer representative elections are processed per year at SWAPA for an approximate cost of \$4.00 per eligible ballot, averaging a total of \$58,533 per year since 2013. SWAPA publishes voting results such as eligible ballots, ballots cast and percentage of participation on the SWAPA union website.

**B. Aspects of Delta ALPA, United ALPA, & SWAPA computerized voting systems**

- a. Satisfies LMRDA compliance with automated ballot processing<sup>1</sup> trapping both user and administrative error.
- b. No ballots submitted are tardy, no ballots are discarded for improper markings, missing secret ballot envelopes, or due to some other process failure.
- c. Automated voting processes are most cost efficient \$103K flat fee and SWAP at \$86K total (per unit).
- d. Allow a greater 21-day LMRDA voting window available<sup>1</sup> for member input as electronic ballots are simply available the moment the LMRDA 21-day election period is open and may be submitted until the moment the LMRDA 21-day period closes.
- e. Generally, Delta ALPA, United ALPA, and Southwest members have up to three times longer to submit ballots than APA pilots. Access is further increased as electronic ballots can be accessed on any mobile device or computer allowing convenient access to digital ballots from any location. However, ALPA and SWAPA members may not change computer ballot entries after submitting a ballot, as votes submitted are severed from submission & held in a de-identified database. This process generates a post-election data collection received by DAL/UAL ALPA and SWAPA.
- f. CABAC reports that APA's member participation rates in elections equate to those of Delta ALPA, United ALPA, and SWAPA. CABAC ranks Delta ALPA and United ALPA first in overall participation and unit cost, ease of voting.

**Possible Best Practices**

- i. APA should consider utilizing a LMRDA-compliant computer based voting system provided by [www.votenet.com](http://www.votenet.com) or [www.ballotpoint.com](http://www.ballotpoint.com).

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<sup>1</sup> with 256-bit Secure Socket Layer encryption (2<sup>256</sup>).

## **XI.**

### **MEMBERSHIP SURVEYS AND POLLING**

Delta ALPA, United ALPA, and SWAPA field member feedback by email, telephone and various online forms such as APA's "Sound Off." All pilot associations monitor social media and various online web forums. However, Delta ALPA, United ALPA, and SWAPA contract with third-party services for formal opinion sampling. Formal member engagement guides respective governance and contract negotiation. These methods include online surveys coupled with scientific telephone sampling to control for bias. Put differently, polling identifies and accounts for distortion of online survey results. Delta ALPA, United ALPA and SWAPA report that strategic reliance on moderate frequencies of proactive surveys and polling prevents eleventh-hour planning and reactionary choices while promoting healthy member engagement. CABAC benchmarks Delta ALPA, United ALPA and SWAPA as having a substantially greater reliance on polling than APA.

Formally surveyed and telephonically polled membership questionnaires are generated from various committees and leadership, but generally include input from SMEs from OAL contract compliance, negotiation, strike preparedness and strategic planning teams based on assessment of ongoing grievances and contractual/LOA/MOUs matters unique to each labor union.

The frequency of surveys issued by Delta ALPA, United ALPA, and SWAPA increase in proximity to CBA negotiation. However, SWAPA issues the greatest count of surveys annually with iterations of polling on a 6-week or 42-day process making for an annual count of as many as 11 surveys per year. The results of each survey are used to progressively rewrite specific contract sections until the entire document is remastered in anticipation of future negotiations. SWAPA reports that it is 100% on track for 2020 contract openers. Delta and United ALPA currently use similar frequencies of online surveying, with all groups working to present complete Collective Bargaining Agreement proposals in advance of negotiations. Put differently, Delta, United ALPA and SWAPA all appear to be better prepared than APA with SWAPA going one step further by drafting complete language section proposals based on the results of its surveys. CABAC identifies SWAPA's process of constantly sampling membership via surveying and polling as superior to APA, Delta ALPA, and United ALPA current processes. SWAPA appears to rank first in advanced preparations for its coming CBA negotiation.

Delta ALPA, United ALPA, and SWAPA survey and poll methods generally require 15 minutes of time with the majority of query formats being; select one, select all that apply, and rank order scoring of item value with the inclusion of optional textual fields. Mobile device compatibility for "on the go" participation is believed to increase survey results. CABAC finds that online surveys provide;

1. membership Acknowledgement of areas of concern
2. most accurate balancing of membership competing interests
3. increased strategic insight and leverage within negotiations
4. union leadership with greater ability to simply represent constituents
5. relatively greater representative harmony as pilot leaders may act on data analysis

Data generated from online surveys and polling presents substantial liability if not closely guarded. Delta/United ALPA and SWAPA regard analysis of results derived from online surveys and telephonic polling as confidential and privileged and thereby reserve this information on an absolute need to know basis. The exposure of such information to membership and thereby management would limit negotiation leverage.

Currently the APA Hotel Committee and PBS Committee receive the greatest count of survey feedback, which is accessible to AA management - - these committees use this feedback to continuously manage the AA-APA Hotel & PBS product experience.

CABAC ranks APA fourth out of four in terms of surveying and polling for contractual purpose.

#### **Possible Best Practice**

1. CABAC recommends APA immediately initiate professional online surveying and scientific polling of pilot membership.

## **XII.**

### **ASSOCIATION WEB SERVICES**

#### **A. Alliedpilots.org — Far more than a labor organization web platform.**

Unlike APA, ALPA does not provide its members with flight schedule archival, notification, logbook, trading enhancement tools. APA's mobile app is effectively an advanced mobile web browser linking member devices directly to select alliedpilots.org experiences. CABAC ranks APA's mobile first against ALPA and SWAPA mobile applications.

The core of alpa.org content relates to awareness, safety, industrial content that informs members and the public at large. Therefore context of ALPA.org is not similar to APA in so far as Delta Air Lines and United Airlines provide all-inclusive online schedule management resources via delta.com and united.com domains. Ultimately, alliedpilots.org has evolved to generate tremendous value for its members distinct from ALPA.org, which reflects unwell on a lagging AA corporate implementation timelines of otherwise desired flight crew technology solutions. Ultimately, AA is offloading its miscarriage of technology onto APA and there by driving up alliedpilots.org 'time on site' direction.

On the surface, APA Alliedpilots.org Page views, bounce rate and time on site outrank industry peers, but alliedpilots.org may least influence the flying public and regulators relative to ALPA due to lack of unique visitors outside web linking. APA's greater web traffic reflects that alliedpilots.org is structurally dissimilar in category of web services provided. Excess web traffic generated by www.alliedpilots.com web traffic because of the expansive count of scheduling tools and archives which introduce or enhance features lacking within DECS and www.aapilots.com. High frequency users of the web forums within C&R may also drive web traffic. However, Alexa.com reveals that only 7,942 unique visitors visited alliedpilots.org in the last 30-days.

CABAC is not able to quantify how much traffic is diverted from alliedpilots.org to aapocket.com

or aareserve.com. These platforms are gaining global ranking through an APA audience, but is also not able to quantify how much traffic is being diverted from alliedpilots.org by these platforms.

(See Association and web Polling Doc)

**Possible Best practices:**

1. APA should demand AA to provide holistic and complete online scheduling tools on par with those of Delta Air Lines, United Airlines, and Southwest Airlines.

### **XIII.**

#### **E&FA**

##### **Economic and Financial Analysis (E&FA)**

DAL/UAL ALPA has access to ALPA National's E&FA Department, which is generally considered the best in the airline business. Section 9.03 of the APA policy manual requires quarterly economic reports from the APA Director of Industry Analysis.

Currently APA does not employ a Director of Industry Analysis and instead contracts with ALPA's E&FA Department for our economic analysis needs. SWAPA also used to contract this service thru ALPA, but recently has developed an in-house Economic and Financial Analysis Department.

### **XIV.**

#### **Union Travel**

When traveling on Union Buisness-

- A. SWAPA - Positive space
- B. DAL ALPA - Positive space, auto upgrade
- C. UAL ALPA -
- D. APA - A-12 (mutually beneficial to AAL)
  1. Previously APA National Officers recieved A-5 travel.

### **XV.**

#### **Board Meetings & Pilot Unity Building**

1. CABAC joined the Delta MEC in MCO and observed a PUB (Pilot Unity Building) event which was hosted by the Delta Pilot Network committee (DPN). DAL PUB nights, as they are called, are open to all pilots, their families, and especially overnighiting crews including the members of any SkyTeam pilot union. Some college students from local aviation colleges were also in attendance. A total of 250 people attended the MCO PUB event where the MEC Chairman and various MEC members spoke briefly welcoming attendees. PUB events are held in a restaurant or hotel, providing food and drinks. At Delta, PUB nights generally occur twice a month in Atlanta on non MEC meeting months and a Super PUB occurs during each of the 4 regularly scheduled offsite MEC board meetings.
2. PUB nights are scheduled well in advance and planned in coordination with scheduled MEC meetings. The Delta MEC rotate their board meetings between domiciles (unlike APA); meeting

locations are determined the year prior by the Delta MEC. Pub Nights were observed to be great opportunity for pilots, families, friends, and union officials/politicians to interact in a light social setting.

3. The Delta MEC has been organizing these events for some time now and believes them to strengthen the bond between union leaders and membership thereby building unity among the Delta pilots. Unlike other union events organized by APA that are geared toward air shows and general aviation, quarterly PUB events are designed to build wider unity across a greater number of members in locations more accessible for attendance. More importantly, PUB nights occur at domiciles or in cities identified with high populations of member pilots.
4. Delta ALPA representatives found through cost benefit analysis that more accessible and greater numbers of Pilot Unity Building events are ideal.

#### **Possible Best Practice**

APA should rotate off site regularly scheduled meetings between domiciles and implement Pilot Unity Building (PUB) events in areas of high density member populations.

#### **Overall APA Good Stuff**

##### **APA's Possible Best Practices**

1. APA has been the leader in attaining gains outside of section 6
2. SWAPA has been working with APA Pro Standards and both groups have cross-trained each model. More collaboration is forthcoming in the evolution of a Professional Standards product. SWAPA is complimentary of APA's committee leadership, program and success.
3. APA owns our building and we currently make a profit due to rentals in approx 43% of the building.
4. APA hotel committee data collection is industry best practice.
5. Alliedpilots.org industry leading pilot scheduling tools.