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Good morning.

It's a pleasure to stand before you today. Much of the work that I've had the privilege to lead and coordinate in both the ALPA Collective Bargaining Committee and the International Affairs Committee confirms the common ground that we all share as we take to the skies every day.

Differences in geopolitical boundaries, the history of our airlines, and the size of our aircraft all fade behind us as the earth slips away and we remember the sheer joy of flying. We recognize that each of us shares similar concerns about our careers, our families, and our future.

In our industry, news from around the globe can affect us here in North America, and a contract signed on another continent far away can affect *our* contract here, even if we have never flown to that particular corner of the world. Failing to look into the future while we learn from each other's past is no longer an option if we are to succeed in protecting our jobs and promoting our profession. The world's pilots must work together.

As many of you already know from reading the just-published international issue of *Air Line Pilot* magazine, the United States and the European Union have initialed a new Open Skies protocol. While this agreement isn't perfect, the fact is that many of the European governments' objectives were not met, but many of the pilots' goals were achieved. This was no accident. In fact, it's a testament of why the world's pilots must work together.

Throughout the talks, ALPA fully engaged as a member of the U.S. delegation. We relied on our relationship with the U.S. Departments of Transportation and State as well as that of the Obama administration to communicate our concerns and promote our priorities. We also worked together with our allies at the AFL-CIO Transportation Trades Department and other pilot groups, including the European Cockpit Association. As a result of these collaborative efforts, we did not see some of the more onerous proposals promoted from across the Atlantic included. And we did see one unprecedented point of progress.

The protocol agreement did not obligate the U.S. to change any of its laws, including those on cabotage, domestic wet-lease, foreign ownership, or foreign control. The protocol contains, for the first time in an air services agreement, an article that is specifically designed to protect labor interests. The two sides committed to a regular review of labor concerns and recognized that high labor standards are an important part of policy goals.

That said, the agreement still warrants close attention from ALPA and airline labor in the months and years ahead. This is especially true of any changes to U.S. ownership and control rules.

Along the same lines in Canada, Transport Minister John Baird has signed a new air transport agreement negotiated with the EU in December 2009. The Canada Board generally supports the accord. Regardless of some misreporting in the news media, the agreement stipulates that the Canadian government must change its law on foreign cabotage, an extremely unlikely scenario, before the agreement will allow European airlines to access Canadian domestic markets. That's not the way it was promoted in the news.

The next potential major air services talks on the horizon are between the United States and China. Through our International Affairs Committee, ALPA is preparing for the first round of talks, which will take place June 8th through 10th, here in Washington, D.C.

We don't know what China is seeking or what the country's goals may be with regard to air services agreements. We think that the United States is going to propose Open Skies, but we don't know how China will react.

We do believe that U.S. airlines are working with Chinese airlines, many of which are owned by the state, to convince them of the value of joining the major alliances. Based on this, it is possible that a situation similar to events during the U.S.-Japan Open Skies talks could develop, in which the country's leaders reversed position very quickly to support an Open Skies framework.

Another possible upcoming Open Skies agreement is between the United States and Trinidad and Tobago. You might be wondering why this is important. In March, Air Jamaica notified the U.S. Department of Transportation that it was seeking a waiver of the ownership-and-control provision of the U.S.-Jamaica air services agreement. The reason was that Air Jamaica was going out of business. The new provider of air service, Caribbean Airlines, a foreign air carrier of Trinidad and Tobago, would own and control the former routes of Air Jamaica.

The United States advised the Jamaican government that it would be difficult to grant this waiver unless there was an Open Skies agreement in place with Trinidad and Tobago. Trinidad and Tobago held air services discussions with the United States last week and reached an agreement on April 30.

So, why is this important to all of us? In your mind's eye, take a look at the Spirit route map. If Air Jamaica does shut down and Caribbean Airlines ends up with idle airliners, it is easy to envision a hypothetical situation in which Caribbean Airlines performs replacement flying for Spirit pilots, were they to go on strike.

This scenario and others like it is precisely why the world's pilots must work together. ALPA will continue to engage in the process of developing U.S. air services agreements

and scrutinizing their implementation to extrapolate what seemingly innocuous agreements could mean for our pilots.

The United States also appears interested in pursuing liberalization across the Caribbean, possibly through an Open Skies agreement with the Caribbean Community countries similar to that between the United States and the EU. If the Caribbean Community countries are not interested in a community-wide agreement, the United States may well consider developing an Open Skies agreement with several individual countries in the region.

To sum up, and this is a bit of a startling statistic, the United States has recently reached an Open Skies accord with the European Union, India, and Japan, among others, bringing the total number of countries with Open Skies agreements to nearly 100. Apart from China, the remaining potentially major aviation markets without Open Skies are Argentina, Brazil, Mexico, and Russia.

The world's pilots must work together as these markets and agreements develop.

To that end, I'll be attending the 2010 International Transportation Workers Federation Congress in Mexico to take this idea one step further, because I believe that the world's labor must also work together.

While many of the issues at the ITF Congress may not directly affect pilots, matters such as international trade and environment and economic change certainly do. Working together as labor, we have the best hope of ensuring that trade contributes to our global economy without compromising workers' jobs, and that environmental conservation does not cause economic crisis in the airline industry.

We challenge the Obama administration to foster the U.S. economy in the global environment and to place as paramount the creation and protection of good jobs for U.S. workers.

Now, let me turn to ALPA's Collective Bargaining Committee.

For decades, ALPA has been engaged in improving how collective bargaining agreements are negotiated and enforced.

Perhaps some here remember the Clinton-era Commission on the Future of Worker-Management Relations, also known as the Dunlop Commission, named for its chairman, former Secretary of Labor John Dunlop.

The Commission was established to review the state of labor relations and the effectiveness of federal labor laws, including the Railway Labor Act, and to evaluate the government agencies such as the National Mediation Board that are responsible for resolving representation and contract disputes.

In December 1994, the Dunlop Commission issued a report recommending, among other things, that joint labor-management committees for both the airline and rail industries be established to evaluate whether the NMB could better administer its mediation and other dispute resolution procedures, and whether too much time was required to complete the Section 6 bargaining process. Sound familiar? This was 15 years ago.

The Airline Industry Labor-Management Committee that was subsequently formed included ALPA among its members. The joint committee made a number of specific recommendations, each designed to make mediation faster and more effective. The National Mediation Board subsequently adopted many of these recommendations in the 1990s, marking encouraging progress toward the goal of making collective bargaining a certain process with steady progress for all parties involved.

However, when the Bush administration came into office and gained control of the agency, the direction of the NMB shifted dramatically. Through Board member appointments and his early declaration that there would be no strikes in the airline industry, the president effectively eliminated strikes. That action removed the uncertainty about any steps the NMB may take, convinced management that they didn't have to bargain, and slowed the mediation process to a crawl.

In August 2009, the NMB announced that it was creating a new joint labor-management advisory process to improve its functioning, better known as Dunlop II. A clear sign of promise for getting the NMB back on track was the Dunlop II Committee's acknowledgement in its interim report of the need to reestablish a strong chief-of-staff position. The post, which was eliminated during the Bush administration, is charged with improving coordination at the agency and the delivery of mediation services.

One of the most pressing issues for us today is how the National Mediation Board will handle the enormous backlog of cases it has before it. Remnants of Bush labor relations policy and bankruptcy-era bargaining have left employee expectations for contract improvement appropriately high. The failure to efficiently and satisfactorily resolve mediation cases in this bargaining cycle will undermine our air transportation system by sapping employee morale and confidence in the fairness of the mediation process.

Our industry needs an overarching labor relations approach, a clear NMB structure and strategy for motivating good-faith bargaining and improving labor relations, and a timeline for finishing mediated contracts.

The Dunlop II Committee last week released its final report of the other changes needed at the NMB to improve the mediation process and the delivery of mediation services. The Committee's recommendations included establishing a new case management system at the Board to better manage the Section 6 mediation process, so that it would resolve bargaining disputes more expeditiously and successfully. The report also recommended increasing the training of mediators and enhancing coordination between the mediation team and the parties. Seth Rosen will provide a full briefing on the Dunlop II final report during the Committee III discussion later today.

The long delays in reaching a contract that many of us have experienced and the obstacles to securing a release for self-help can make bargaining under the Railway Labor Act frustrating. But remarkable progress could be made if the RLA were administered as it was intended—creating the uncertainty that motivates both parties to negotiate, providing a structure to fairly and expeditiously settle disputes, giving both parties self-help tools at the end of a cooling-off period, and overlaying a policy that fosters cooperative labor relations.

So, it's clear that the solution lies in putting the RLA back to work as it was intended.

At its May 2009 meeting, the Executive Board directed ALPA's president to use all appropriate resources to analyze the existing RLA to identify its positive and negative effects on labor, and especially pilots, and on airline management.

In October last year, ALPA's newly formed Railway Labor Act Study Group confirmed to the Executive Board that the application of the Railway Labor Act, particularly under the Bush administration, had become slow, unresponsive, and one-sided in collective bargaining, mediation, representation, enforcement, and, in fact, affected labor's fundamental right to strike.

Following the report, ALPA's Executive Board directed the president, in consultation with the Collective Bargaining Committee, the Representation, Legal, and Government Affairs Departments, and the RLA Study Group to implement the administrative, bargaining, and legislative actions required to bring about change in how the Railway Labor Act is applied.

There are three primary paths to making this change a reality: working through the presidential administration, through the NMB as we have been, and through Congress.

Unfortunately, the political climate in Washington, D.C., and in Congress is not conducive to legislative action on the RLA at the moment. Large and controversial issues of national concern have certainly dominated the agenda. Health-care reform has consumed our federal legislators for months. Now, it seems financial-sector reform has taken center stage on the Hill, and immigration reform, climate change, and other "big ticket" legislation may soon follow before this fall's elections. Unfortunately, little else is expected to get done in Congress at this time. That said, we certainly don't intend to let up on our efforts to improve the functioning and administration of the RLA.

Please come by Committee III, where I'll be available, along with Seth Rosen, Jonathan Cohen, Brendan Kenny, and Marcus Migliore, to answer any questions you may have about the RLA Study Group and its continuing efforts. A resolution will be offered in the Delegate Committee III meeting after it receives a briefing.

Finally, I have stepped down as the deputy president of the International Federation of Air Line Pilots' Associations. IFALPA represents more than 100,000 pilots from more than 100 member associations around the globe.

As the original executive vice-president of the North America region, and as deputy president, I had the pleasure and privilege of meeting an incredibly broad spectrum of professional airline pilots from every corner of the globe.

As I mentioned when I opened, the lesson I learned from all these experiences was that airline pilots have the same concerns everywhere. We are focused on our working conditions, compensation, job security, and retirement. And everywhere, management and government look to us first to help them fix their problems, but all too often literally at our own expense.

The world's pilots must work together.

One of the challenges in working together is our endlessly evolving industry. In many countries, the once-standard business model of a large, state-supported national carrier is disappearing, and with it a single pilot group with its inherent unity of purpose and ease of communication. In other countries, it's illegal for pilots to form a union or even to congregate as professionals.

Amidst these formidable challenges, we are finding new opportunities to cultivate a global pilot community.

Through its Strategic Review Group, IFALPA has developed tools and resources for airline pilots to use to connect and stay engaged in the issues that matter most to all of us.

Each of you in this room can take advantage of the experience and expertise found on IFALPA's website. We are creating more public content every day to advance our profession and our priorities as a global community of pilots. At IFALPA, we have also taken a page from the ALPA membership booklet and created a new and comprehensive directory for our members.

Even though I have stepped down as deputy president, I will remain extremely active in IFALPA and in the Strategic Review Group II efforts to ensure that IFALPA continues to retain and, in fact, increase its relevance as the global voice of pilots.

I cannot adequately express my appreciation of the unhesitating support for the work of IFALPA and my own role in the organization shown by my fellow national officers and those national officers who preceded this group, as well as the MEC chairmen gathered here today and those that preceded them, and of my own MEC leaders at United.

I am leaving the deputy president post at IFALPA in very capable hands. I have full confidence in the gravitas and guidance that Capt. Don Wykoff will bring to the position.

Remember, the world's pilots must work together.

Thank you and good morning.