

Open letter to the CEO from the Chicago ALPA Council 12 Officers

Dear Mr. Munoz,

As our new CEO, you have the opportunity to establish new horizons through your leadership. We look forward to a mutually beneficial effort to place United back on the A-list of global airlines, not only in terms of performance and finances, but in employee workplace quality as well.

We have all read of the recent benefits increase Delta reported to its employees. This is a true sign of leadership and effective management.

Delta has shared their historic profits with the people that made them possible, the employees. The 14.5% pay increase effective December 1st, along with the 1% increase in 401k matching is on the heels of the recent spring pay raise for Flight Attendants, Ramps Workers, and CSRs.

United on the other hand, still has a plan to use \$3B of cash on a stock buyback program. This stock buyback does nothing toward reaching the goals you have recently stated you want. This stock buyback did nothing other than put money in the pocket of a man who has done nothing for United other than make us the shame of the industry.

While we could go on and on about how disgustingly shameful Smisek's legacy is, we would rather focus on perhaps providing you with some of our ideas on how to better employ the \$3B in cash.

In order for our airline to competitively perform against our peers, you should invest in our own infrastructure by way of:

1-A totally new IT platform. The "Band Aid" approach we have taken with IT is a failure.

2-Purchasing a professional Payroll System that creates confidence in our employer by way of an accurate paycheck.

3-Investing in the Customer Experience by way of having reliable and functional Wi-Fi that goes beyond commercial ads and stickers on the aircraft, and a letter to frequent fliers.

4-Investing in the onboard product in an effort to actually compete with American and Delta. Our product fails to meet the expectations of our passengers, in spite of our employee's greatest efforts.

5-Breaking down the silos in Willis tower. Much of the merger appointments were based on "cronyism" and not putting the best people or the best procedures in place. The current process is broken. The support for the line employees to do their jobs, and support of their benefits, is also broken.

6-Last, but certainly not least, is to reach agreements with the Flight Attendants and Mechanics on their contracts.

The aforementioned issues are just some. Something that is very simple and requires no capital investment is an edict from you to all departments that the UPA (our pilot contract) will be respected.

We rarely may see a month when there are no grievances, but our hundreds of grievances are the simple product of a Flight Operations management with a philosophy of "fly it and grieve it", rather than respecting the UPA. CPOs (Chief Pilot Offices) have stated they know they are violating the contract when they issue OTFs (Orders to Fly), as well as the Crew Desk when issuing flight assignments.

This disrespect is only possible with the support, if not clear direction, from HR and LR departments that are clearly hostile and pernicious.

The departmental silos that are allowed to operate with impunity, and independent of each other, must stop. The Working Together guidelines must apply to all employees, including management. A philosophy of respect must permeate every department and must come directly from your office. Mr. Munoz, you are the only person that can effect this change and therefore will be the only person to gain praise for eliminating the egregious behavior by some in Flight Operations, HR and LR.

We are not asking that you provide us with a spa to relax in between flights, like Delta recently announced for their employees. We have been clamoring for something bigger than that which benefits all of United as an enterprise. We have been clamoring for higher safety standards, sound training, sound aircraft maintenance, sound resources to do our jobs, a consistent product, a reliable IT system, and respect of Captain's authority!

The "do as I tell you and shut up or be disciplined" attitude will NOT produce the results you desire, or need, to prove to the skeptical industry analysts that they are wrong. We want them to be wrong, but only you sir hold the cards and the ability to play a successful hand, and bring us out of the bottom of every industry performance list.

People don't follow what leaders say, they follow what leaders believe. If you truly believe United can regain its rightful place in the industry and provide employees with the resources they need, all wrapped up in a respectful environment, we will follow.

The Delta leadership believes what they say and it shows in their actions, and why their employees follow. Our previous CEO never believed what he said, his actions did not follow his words, and thus we never followed him. Calling us "co-workers" and treating us with disrespect doesn't work. It is a hollow and hypocritical term.

We need a culture change and it must be born from your vision and your leadership style. Senior and middle managers that are remnants of the Fred Abbott cronyism of the People Express management style will not produce the results you seek. Their pernicious and hostile attitude toward employees will destroy this airline beyond repair. (Joe Cahil's September 12th article in Crain's offers an in depth analysis on what needs to be done to fix United. <http://www.chicagobusiness.com/article/20150912/ISSUE10/309129994/unit-eds-new-ceo-munoz-is-the-wrong-executive-to-fix-the-airline>)

Specifically from Cahil's article: *"To fix United, Munoz must surround himself with top-notch airline executives capable of running the world's second largest carrier. He won't find [all of] them down the hall from his new office."*

The top office has provided you with a clean canvas to repaint the future of United. We look forward to your leadership and hope that you are the CEO that this airline so desperately needs.

Respectfully,

Captain Eric Popper, Chairman Council 12
First Officer Carlos Rodriguez, Vice-Chairman Council 12
Captain John Briggs, Secretary/Treasurer, Council 12

Air Line Pilots Association, International
www.alpa.org