

PASS

STRATEGIC PLAN

for the period
2005 to 2007

PROFESSIONAL AIRWAYS
SYSTEMS SPECIALISTS

January 1, 2005



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WE CERTIFY AIR SAFETY



Support

Communication



Solidarity

Security

Leadership

EXECUTIVE SUMMARY



The PASS Executive Board developed this strategic plan during the summer and fall of 2004. PASS will start to execute elements of the plan January 1, 2005, with the intention of accomplishing the goals by the end of 2007.

The goals were the outcome of intensive discussion and consideration by the Board. One of the biggest challenges that the Board faced was recognizing that PASS could not dedicate energy and resources to every issue or dispute we encounter. There are simply too many problems for PASS to try to contend with at one time. Therefore, the Board selected those issues it felt were most important to the future of PASS and our ability to fight to maintain meaningful employment for all members.

In developing the plan, the Board began by analyzing trends or events that might affect PASS or our members. This included looking at political developments, changes in the aviation industry, and changes in technology or procedures that PASS members will confront today or in the future. The Board also considered the negotiation of new collective bargaining agreements, including examining the needs of PASS members and how best to meet those needs through successful negotiations.

The Board concluded that the main employer of PASS members, the Federal Aviation Administration (FAA), has recently adopted a labor relations approach that can best be characterized as hostile towards employees and unions. In fact, the working relationship between PASS and the FAA has never been worse.

The FAA refuses to honor existing agreements and shows no inclination to negotiate new ones. Instead, the FAA seems to prefer to come to the bargaining table and make demands, expecting unions to capitulate because the deck is stacked against them. When the union does not submit to FAA pressure, the agency then hides behind Congress and the administration to justify its actions. With a Congress and an administration that have shown their willingness to eliminate or ignore union rights, PASS's struggle only becomes more difficult. As such, the Board believes it is vital to emphasize goals and strategies for developing and maintaining relationships to assist the union in future political and legislative challenges.

The Board also looked within the union to analyze our strengths and weaknesses. From our internal analysis, we identified several factors that are relevant to PASS's future success. The Board then

identified goals aimed at strengthening the organization where it is weak, while simultaneously building on existing strengths.

Among the current strengths identified by the Board was the organization's ability to accomplish the day-to-day work of being a union. Labor relations are one of PASS's fortes, though there is always room for improvement. In other areas, however, the Board feels that PASS must focus energy and resources to develop the organization into the type of union that can meet current and future challenges.

To accomplish this, the Board established goals that concentrate on developing as a union, building solidarity and leadership, as well as learning to work with other unions and the labor movement as a whole. This includes continuing in our recent efforts to build our chapters into the support structure needed to strengthen the union. The Board also highlighted the need to provide not only job security for members, but also to ensure that the job they hold is worth having.

In addition, the Board feels that it is very important to educate others on who PASS members are and what they do. Targeted audiences include members, nonmembers, the public, elected officials (federal, state and local levels), the aviation community, and the media.

In this document, you will find a description of PASS and our bargaining units, a high-level listing of the goals and strategies of the plan, and an action plan detailing the objectives, responsibilities and timelines for accomplishing the goals. This plan is meant to be shared with many audiences. As such, there are sections that may not apply to every reader. The intent is to provide enough information so that even a person without any prior knowledge of PASS will be able to understand our organization and the members we represent.

The goals and objectives in this plan are ambitious. However, the Board believes they are necessary in order for PASS to meet the needs of its members properly and completely. This plan is a living document that will move the organization in the proper direction over the next few years, and it may need to be adapted as circumstances change. The Board will be referring to this plan as it develops future plans and budgets, and will keep the goals of this plan in mind at all times as we work for the members. In addition, the Board will monitor the progress of accomplishing the goals and redirect efforts as needed to ensure success.

ORGANIZATION

ORIGIN

On February 14, 1977, a group of more than fifty Airway Facilities technicians converged on Chicago to unite for purposeful improvement of working conditions at their facilities. The group soon learned that their problems were universal and their issues the same.

They collectively resolved to counter management's autocratic personnel policies with ideas based on the insight and ingenuity of a highly professional, dedicated and skilled civil servant workforce. They resolved to prevail over downgrades and reductions-in-force, fight against shrinking benefits, rally against increasing governmental indifference to the employees upon which the safety of the National Airspace System (NAS) rests, while also realizing an unprecedented level of professionalism. This group quickly decided that they needed their own labor organization—their own voice—to represent them before management, Congress and the American public.

Our members include FAA and DOD systems specialists, more commonly known as technicians, aviation safety and manufacturing inspectors and safety support staff, along with flight inspection pilots and procedure development specialists from the FAA's Office of Systems Standards. PASS members work in the following bargaining units in the FAA and DOD:

Civil Aviation Registry (AFS-700)

PASS represents approximately 100 employees, primarily legal examiners, but also paralegals and administrative employees in the FAA's Civil Aviation Registry. AFS-700 is responsible for developing, maintaining and operating national programs for the registration of United States civil aircraft and certification of airmen.

Flight Standards Service (AFS)

PASS represents more than 3,100 employees in the FAA's Flight Standards Service, including over 2,700 aviation safety inspectors. In addition to inspectors, PASS represents administrative and clerical employees, computer specialists, aviation safety assistants, and aviation safety technicians. These employees are responsible for the oversight of all private and commercial aircraft, air agencies, air carriers, airmen and



The work PASS members perform behind the scenes

Who Is PASS?

Headquartered in Washington, D.C., the Professional Airways Systems Specialists (PASS) is the labor union representing more than 12,000 employees of the Federal Aviation Administration (FAA) and Department of Defense (DOD). The work PASS members perform behind the scenes builds the foundation for a safe aviation system, during take off, en route through the airspace and landing in even the most adverse conditions. Maintaining and supporting this nation's air traffic control system is an unheralded endeavor requiring the utmost professionalism and discipline to ensure that the right decisions are made. PASS members are involved in every step of the process and their work encompasses all aspects of NAS safety, including when:

- Aircraft are conceived, built and improved
- Procedures are developed
- Aircrews are trained and certified
- Navigation systems, on which pilots rely, and surveillance, communication and automation systems, which air traffic controllers need, are designed, installed, certified and maintained

repair facilities. FAA inspectors perform more than 400,000 safety inspections each year. Inspectors are also responsible for ensuring safety standards by developing, administering and enforcing regulations and standards concerning civil aviation safety.

Airway Facilities (AF)

PASS represents approximately 7,000 employees in the FAA's Technical Operations Service, including systems specialists who, repair, maintain and certify the systems used in air traffic control. This workforce also includes administrative and clerical employees, supply specialists, computer operators, employees who install new systems, construction employees, electricians, metalworkers, painters, carpenters, and heavy equipment operators. Systems specialists are the *only* people authorized to certify the operation and safety of FAA facilities and equipment.

Manufacturing Inspection District Office (MIDO)

PASS represents approximately 160 employees, primarily manufacturing inspectors and aviation safety assistants, within the FAA's Aircraft Certification Service. In addition, PASS represents administrative and

clerical employees within MIDO. MIDO inspectors evaluate the safety and quality of aircraft and aircraft component parts through oversight of FAA-approved manufacturing facilities. Inspectors also evaluate aircraft and parts suppliers on their capability to maintain quality, and oversee nearly 2,000 FAA manufacturing designees who conduct inspections of parts and aircraft on the FAA's behalf.

Aviation Systems Standards (AVN)

PASS represents 320 employees, including flight inspection pilots, procedure development specialists, airborne systems specialists and support staff in the FAA's Air Traffic Organization, Technical Operations, Aviation Systems Standards. Additionally, PASS represents administrative and clerical employees, engineering, and electronics technicians. AVN employees provide services to ensure the standard development, evaluation and certification of airspace systems, procedures and equipment for customers worldwide. AVN employees design and develop instrument flight procedures for use throughout the United States and around the world, provide aircraft maintenance services, and operate a fleet of flight inspection aircraft for airborne evaluation of electronic navigational signals, ensuring the integrity of the instrument flight procedures and airways that make up the NAS.

- Developing and administering member benefits
- Participating in legislative activities
- Implementing or participating in national, regional and local initiatives (i.e., media events, informational picketing, etc.)
- Promoting and supporting the PASS Political Action Committee (PAC)
- Participating in community, recreational and social activities
- Affiliating with local AFL-CIO Labor Councils
- Conducting member training (legislative, chapter, etc.)
- Overseeing public relations efforts

While this is not an all-inclusive list, it does give an idea of the scope and type of work performed by PASS chapters.

Representational Structure (Elected and Appointed Contract Administration Representatives)

Representational activities consist primarily of collective bargaining and enforcement of the Statute and collective bargaining agreements (i.e., grievance and unfair labor practice processing). A union is only as effective as its representational ability allows; in order to be successful, PASS must have a strong



builds the foundation for a safe aviation system

Department of Defense (DOD)

DOD systems specialists install, repair, maintain and certify the air traffic control equipment operated by the Department of Defense at the Marine Corps Air Station in Cherry Point, N.C.

PASS STRUCTURE

PASS consists of two separate but intertwined structures. One structure consists of PASS representatives, both elected and appointed, who work for the union and our members by interacting with the employer regarding the working conditions of the bargaining units we represent. The other structure conducts PASS's internal business, comprised of the PASS Executive Board, PASS chapters and standing committees.

Internal Structure (PASS Executive Board, Chapters and Committees)

Chapters are the core of PASS and organize members, and their efforts, into a national union. The functions of chapters include the following:

- Monitoring and improving membership recruitment and retention efforts

representational base. This representational function creates the conscious of PASS, giving members a sense of union duty and organizational accomplishment.

Although the work of the internal and representational structures relies heavily on each other, they have distinct roles with distinctive functions. Yet, they must work together in order for PASS to achieve our mission.

PASS Executive Board

The PASS Executive Board is the governing body of the organization between national conventions. The Executive Board consists of the following officers:

National President. The National President is the Chief Executive Officer of PASS and is responsible for implementing all policies established by the PASS Convention or the PASS Executive Board. The National President is also responsible for the negotiation, execution and administration of all collective bargaining agreements and other contracts.

National Vice President. The PASS National Vice President is the union's Chief Financial Officer and performs all duties assigned by the PASS

Convention or the PASS Executive Board. The National Vice President is responsible for keeping all PASS records, books, papers and contracts, administering and implementing all policies established in the PASS Constitution and by the PASS Executive Board, and providing guidance and assistance to the Regional Vice Presidents.

Regional Vice Presidents (Regions I, II, III, IV and V). The Regional Vice Presidents administer the affairs of their respective regions and implement all policies established by the PASS Constitution and the PASS Executive Board. The Regional Vice Presidents provide guidance and assistance to all levels of representatives within their respective regions.

PASS Regions

PASS regions are structured as follows:

Region I: All Airway Facilities members in the states of Connecticut, Delaware, District of Columbia, Illinois, Indiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, New Hampshire, New Jersey, New York, North Dakota, Ohio, Pennsylvania, Rhode Island, South Dakota, Vermont, Virginia, West Virginia, and Wisconsin, and all facilities in Europe and Africa, and members in the FAA's Eastern Regional Office.

Region II: All Airway Facilities members in the states of Alabama, Arkansas, Florida, Georgia, Iowa, Kentucky, Kansas, Louisiana, Mississippi, Missouri, Nebraska, New Mexico, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, the territory of the Canal Zone, the territory of Puerto Rico, and the territory of the Virgin Islands and all facilities in Central and South America.

Region III: All Airway Facilities members in the states of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming, and the Pacific/Asian facilities.

Region IV: All members of Flight Standards bargaining units.

Region V: All members of AVN, DOD and MIDO bargaining units, and any newly certified PASS bargaining unit not falling within the definition of an existing PASS region.

MISSION, VISION AND VALUES

MISSION STATEMENT

PASS is a labor union representing over 12,000 employees of the Federal Aviation Administration (FAA) and Department of Defense (DOD). The objectives of PASS, as outlined in the union's constitution, are to:

- Preserve, promote and improve the profession, safety and working conditions of members
- Preserve, promote and improve the safety of the flying public
- Develop as an organization with member involvement at all levels
- Lead in the promotion and improvement of the professionalism and competence of all employees working in the NAS
- Represent all members by favorably influencing legislation that affects their work lives
- Increase public awareness of PASS, the roles PASS members play in making air travel safe and the causes important to them
- Enhance the rights of members through all lawful means, including collective bargaining, political action, training and educating members
- Contribute to such civic and charitable organizations as the PASS Executive Board deems to be in the best interests of PASS

VISION STATEMENT

PASS will achieve true solidarity built on the individual activism of members through their respective chapters. PASS will be a powerful, responsive union, accountable to all members for achieving the goals those members set. PASS will effectively communicate with members and officers, ensuring all understand their roles and responsibilities and how each links to and supports PASS's strategic plan and organizational goals. PASS will accomplish this through new business practices centered on, and driven by, PASS chapters.

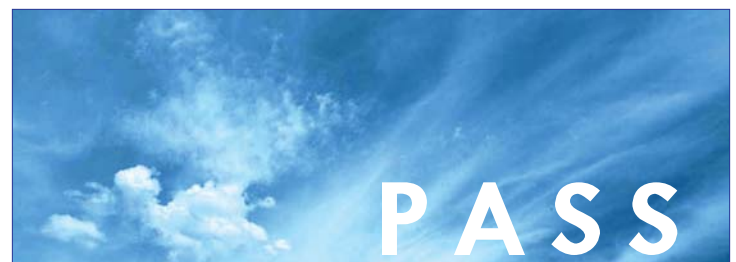
PASS chapters will be active in the AFL-CIO (state federation or local council) and local communities. PASS chapters will be legislatively active with an effective grassroots capability. PASS members will be recognized for their activism, potential and overall effectiveness. PASS will emphasize the development of future leaders and provide training for representatives and chapter officers in the professional skills that make us a professional organization.

PASS will continue to gain respect as a union by the FAA and DOD. PASS members will demonstrate pride in membership, signifying that PASS is one union whose members are willing to fight together.

VALUES

In all actions and operations, PASS conducts business with an adherence to values essential to union existence and future development. An emphasis on these values is an elemental part of the PASS message and shapes every union decision, action or effort. These values include:

- Conducting business openly so members can see what the union is doing
- Recognizing and appreciating the differences that all members bring to the organization
- Involving members in planning and conducting the union's business
- Standing on principle, even when unpopular
- Taking on battles because they are the right battles to fight for the members not simply because they are the easiest ones to win
- Holding PASS Executive Board members accountable for their actions or inaction
- Ensuring members' money is handled carefully and conscientiously



**will achieve true
solidarity built on the
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GOALS AND STRATEGIES

GOAL 1. DEVELOP OUR COMMUNITY OF INTEREST

A “community of interest” is a group of people that share a common bond. PASS members make up a community of FAA and DOD employees dedicated to protecting the safety of the NAS, creating a connection between people no matter their position or location. The PASS community tears down barriers, causing people to think more about what they have in common rather than ways in which they are different. The bond of belonging to a union surpasses any other individual difficulties or differences.

This sense of community even creates a bond among strangers. When PASS members see someone wearing a PASS lanyard or pin—or any union gear, for that matter—they feel instantly connected to them as union brothers and sisters.

Above all, the PASS community of interest allows members to understand that they are part of something bigger and more powerful than themselves. The interest gives birth to the community, but it is the people—the unification of individuals—that sustains it.

Strategy 1.1. Building Membership

The PASS community is a large, supportive family of united brothers and sisters. This sense of belonging—the bond that exists between PASS members— attracts people to the union. People join because they want to be a part of the union family and they stay because they feel as if they belong. PASS must always work to convey this message through our recruitment efforts as we strive to expand the PASS community.

Strategy 1.2. Increasing Visibility

Visibility is key to gaining support for PASS, expanding on our community and delivering our message. In order for people to gain interest in PASS, they have to see us in action. This means working together as an active union with all members participating in order to increase our presence both on and off the job.

Strategy 1.3. Providing Education

PASS works to educate members, nonmembers, Congress and the public about the PASS community. Members should be aware not only of the role they play but the roles of all the many different PASS members. In the PASS community, all members bring something different to the table—this collection of individuals is what makes PASS such a special organization. However, all of these differences disappear when facing an

issue—no matter our diversity in jobs or location, the issues are the same and we fight them all together.

The public and Congress must be aware of all PASS does everyday to protect aviation safety. PASS encourages members to reach out to these groups and educate them about the union. If others realize what we are trying to do and how it helps them, they will want to support PASS and the members we represent.

Strategy 1.4. Building Chapters

The PASS community is divided into chapters across the country and it is these chapters that connect



members to the union and provide PASS with the support we need in order to gain strength and recognition. Building and empowering PASS chapters will fortify the larger PASS community, increasing our influence and securing our presence.

Strategy 1.5. Working With Other Unions/Organizations

In the world of organized labor, there are many union communities. It is the job of the PASS community to extend our hand to these organizations. Through these relationships, PASS gains important alliances and the support of other union brothers and sisters. In the same sense, building connections with professional organizations and local groups will help increase PASS’s visibility and allow nonmembers and the public to become familiar with our organization and our members.

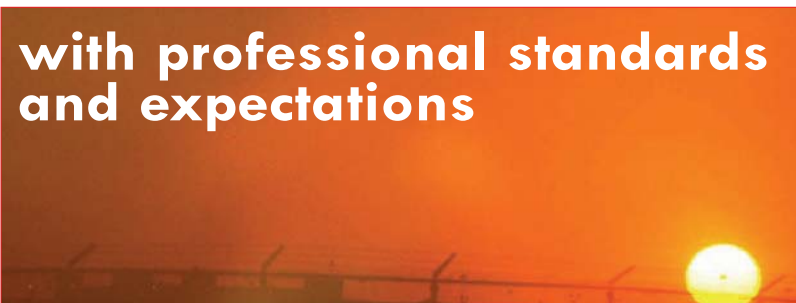
GOAL 2. JOB SECURITY

In this tumultuous time for federal employees, PASS realizes the value of job security. Ensuring that our members feel secure in their jobs, confident that they are protected from unfair treatment or bias, and secure in their belief that the union is working to give them the best is one of PASS’s top priorities. However, job security is not only about feeling secure in a position; it is also about knowing that job will allow you to provide for your family, now and in the future.

Additionally, PASS members want to know that the importance of their job is recognized by the employer. PASS works so our members feel secure in the value they are providing to the FAA and DOD and confident that they are fulfilling a valuable role relevant to the protection of the air traffic control system.

PASS members are specifically trained for and especially dedicated to their jobs, performing the highest-quality work in a variety of positions. PASS works tirelessly to defend and promote this reputation and make certain that these skilled individuals retain their positions no matter the situation. In addition, PASS ensures that there are professional standards set and promotes those standards in all bargaining unit employees.

PASS members can feel secure knowing that PASS is keeping a watch on developing situations and constantly measuring their impact on the work environment. PASS does not wait for the problems to come to us; PASS is a proactive organization that strives to anticipate the problems before they occur. Anticipating the problem gives us the opportunity to influence the outcome before any of our members are affected.



Strategy 2.1. Value of Job/Standard of Living

PASS wants our members to value their job and feel secure in their positions; this, in turn, helps members feel comfortable and confident that they are able to maintain their standard of living. PASS members should not feel that they are struggling to preserve their lifestyle—they should feel confident that the quality work they perform helps them to provide for themselves and their families.

PASS never wants their members to feel at risk or threatened on the job. All members should feel safe and comfortable in their working conditions and PASS will always work to ensure that the FAA adheres to guidelines in order to protect our members. Belonging to PASS adds to this feeling of security on the job—members feel confident at work because they are part of an organization that will protect them from harassment or bias or any other type of unfair treatment.

Strategy 2.2. Across-the-Board Professionalism

PASS is an organization of professionals with professional standards and expectations. PASS promotes the professionalism and standards of our members on the job and within the union. The quality work PASS members perform is a positive reflection of the union and PASS fights to set, maintain and raise job-related standards for *all* members.

In addition, when communicating with nonmembers, Congress, the media or the public, PASS and all our members deliver our message with a focus on professionalism. We always stress that we are a community of professionals promoting the professionalism of our organization.

GOAL 3. UNIONISM

Unionism is the principle or theory behind joining a union, a culture centered on advocacy for all. It is something PASS works continuously to maintain and promote. PASS members are not just paying dues and joining a faceless, inactive organization. PASS members are part of an organization that makes members proud to be involved, confident in the knowledge that we do more together than we could ever do as individuals.

Strategy 3.1. Community and Labor Involvement

Unionism applies to both labor and community involvement. PASS is always there for members on the job, and individual members stand behind other members everyday. Members are there for each other because PASS is a family that gives our members confidence in their actions and beliefs.

PASS is also involved within communities across the nation. Unionism can be displayed by showing support for other unions or organizations in your area, and PASS members can always be relied on to lend a helping hand to assist fellow brothers and sisters on the picket line or volunteer in the community.

Strategy 3.2. Solidarity

Solidarity is at the heart of unionism and the core of PASS. Solidarity means that we stand together no matter the situation, regardless of the battle. We are all part of the same team—the PASS family—and we always support each other. Strengthening PASS solidarity should always be a focus of the union. Emphasizing the strength of belonging to a united group of supportive individuals is a true reflection of the culture of unionism.

Strategy 3.3. Leadership

Unionism calls for strong leaders to embody the culture and inspire involvement and a willingness to participate. Strong leadership incites people to join

because they want to be a part of the organization. PASS possesses strong leaders throughout the union. Leadership is the PASS member who asks a new employee to a chapter meeting, the member who points out a safety problem on the job, or the member that organizes a chapter event. Leadership can come in many forms and PASS encourages leadership at every level.

GOAL 4. MARKETING

Marketing does not mean that we are selling something. PASS has all the right ingredients and members join because they want to, not because they are sold on an outrageous concept or empty promises. As a strategic goal, marketing means educating others on who we are and what we do.

PASS also markets to outside groups, such as nonmembers, the public, Congress and the media. Depending on the message, the marketing method may be different because we work to communicate in a way that is meaningful to the specific audience. But the PASS message is always consistent and we are constantly working to make sure people understand who we are, what we do and how we contribute to the quality of this country's aviation system.

Strategy 4.1. Educate Members

All PASS members should be familiar with the roles other members play—more than simply reading the description on the website. PASS encourages members to experience the work of other members in order to understand their brothers and sisters. In addition, members should be aware of what the organization does at a national level and the responsibilities of PASS representatives, regional business agents, chapter presidents and other positions within the union.

Strategy 4.2. Educate Nonmembers

Educating nonmembers in the workplace about the union and our efforts is essential to the development and growth of PASS. The first step in recruiting new members is to make sure that they are aware of the PASS strategic plan and the roles our members play in the labor movement and aviation community. Providing nonmembers with this important information promotes discussion and opens the lines of communication.

Strategy 4.3. Educate the Public

In order for the public to appreciate the role PASS members play in maintaining and protecting aviation safety, the public has to know about that role. Educating the public is a vital step in communicating the PASS message. The public should be aware of all that PASS members do everyday to ensure their flight safety. Working to educate the public will prove invaluable when problems arise and we depend on public support.

Strategy 4.4. Educate Elected Officials (Federal, State and Local Levels)

In the same sense that it is important to educate the public, it is equally essential that PASS work to educate elected officials at the federal, state and local levels. Support from elected officials is indispensable when fighting for something on Capitol Hill. The only way elected officials can realize how important PASS is to the safety of the country's aviation system is for members to communicate this message through grassroots lobbying efforts and other appropriate strategies.

Strategy 4.5. Educate the Aviation Community

Gathering support within the aviation community can only improve PASS's chances for success and increase our presence in the aviation world. In order to gather this support, however, the aviation community must be familiar with PASS and the efforts of our members. PASS members must work to educate this community, by attending or sponsoring events and forming alliances with other unions and aviation organizations, in order to inform industry groups about the important role we play in aviation safety.

Strategy 4.6. Educate the Media

PASS is currently a resource on aviation issues for the media, but we must ensure that members of the media continue to consult PASS first when looking for information. By becoming proactive in media relations, PASS members will develop contacts and relationships to support the union in any future efforts that require media attention, such as a campaign to publicize legislative and/or grassroots lobbying efforts.

GOAL 5. DAY-TO-DAY WORK

PASS works everyday to protect our members. Day-to day advocacy efforts encompass a variety of fields. The majority of union work often seems to be related to labor relations, but this is by no means the end to our efforts. PASS works to resolve issues in every way possible, not only through the legal circuits. We contact members of Congress or the media if that is the best way to obtain results.

PASS also works towards our recruitment and retention efforts on a daily basis. PASS members are the most important element in the organization, and recruiting new members is a constant goal. These efforts are supported through work at the chapter level and PASS members are striving to expand their recruitment efforts and secure the retention of members across the nation.

PASS can win individual battles through labor relations but we have to contribute in a variety of areas in order to be successful into the future. Every PASS goal depends on our day-to-day efforts, and PASS is

always focused on protecting our members in every way possible. The top priority of PASS is to protect our members and we do that everyday with a focus on professionalism, communications, leadership and, above all, solidarity.

Strategy 5.1. Labor Relations

PASS must continue to accomplish the core function of the union: negotiating and enforcing collective bargaining agreements. In order to accomplish this, PASS must set standards and train representatives at every level to meet those standards. By ensuring a consistent approach to labor relations with clear guidelines, PASS will strengthen its ability to fulfill this essential union responsibility.

Strategy 5.2. Recruitment and Retention


The Executive Board has set ambitious goals for increasing PASS membership. In order to reach those goals successfully, membership recruitment and retention must be a primary focus for all members. In a constantly changing environment with an ever-increasing number of threats to FAA and DOD positions, PASS must refine and implement an effective recruitment and retention strategy. By working to maintain and increase membership numbers, PASS is also working to maintain and increase our industry presence and influence.

Strategy 5.3. Chapter Support

Chapters are the backbone of the union and must be provided with any support necessary to ensure their success. PASS will continue to build on recent efforts to strengthen chapters. In addition, PASS must be focused on developing and improving relations and communication among PASS chapters and regions and between chapters and the national office. Improving communication between all elements of the union will help PASS gain internal strength and solidarity.

Strategy 5.4. Standing Committees

PASS standing committees were developed in order to serve a specific function and address particular concerns. In order to be successful in their efforts, these committees must be organized around guidelines aimed at utilizing the skills and energy of committee participants. This entails providing these committee members with detailed training in their areas of concentration, as well as making sure that the committees communicate on a local and national level.



**PASS members
are part of an
organization that
makes members
proud to be
involved,**

**confident in the
knowledge that
we do more
together than we
could ever do as
individuals**

PASS EXECUTIVE BOARD

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National Vice President

Mike Perrone

Airway Facilities National Assistant

Richard Riggs

Airway Facilities National Safety

Representative

Kevin Conrad

Region I Vice President

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Dennie Rose

Labor Relations Specialist

Allyn Dillman

Legislative/Public Relations Coordinator

Kori Blalock

Member Services/Special Projects Manager

Emily Edwards

Membership Coordinator

Michael Meyers

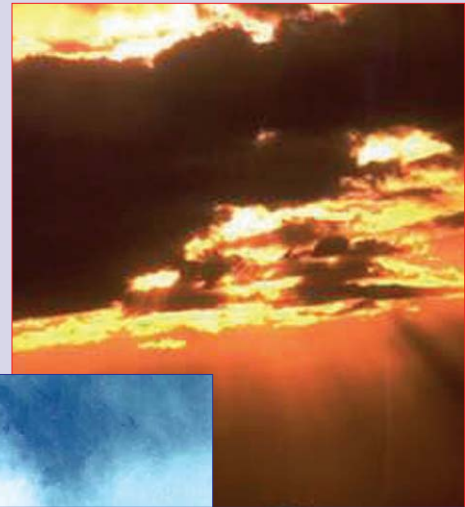
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Jessica Hoffman

PROFESSIONAL AIRWAYS SYSTEMS SPECIALISTS (PASS) IS DEDICATED TO SUPPORTING AND SUSTAINING THE SAFEST AND MOST EFFICIENT NATIONAL AIRSPACE SYSTEM FOR THE FLYING PUBLIC. IN 1977, PASS WAS FORMED TO PROVIDE EXCLUSIVE REPRESENTATION FOR THE FAA'S TECHNICAL AND AVIATION SYSTEMS SPECIALISTS. PASS HAS GROWN OVER THE YEARS, AND NOW REPRESENTS BARGAINING UNITS CONSISTING OF OVER 12,000 FAA EMPLOYEES FROM AIRWAY FACILITIES, FLIGHT STANDARDS, AVIATION SYSTEM STANDARDS, AIRCRAFT CERTIFICATION AND THE DEPARTMENT OF DEFENSE.



PASS





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