

## ‘TNA 2020’

### **ECA TNA Plan 2020: “Providing effective transnational organisation and representation of pilots in transnational airlines in Europe”**

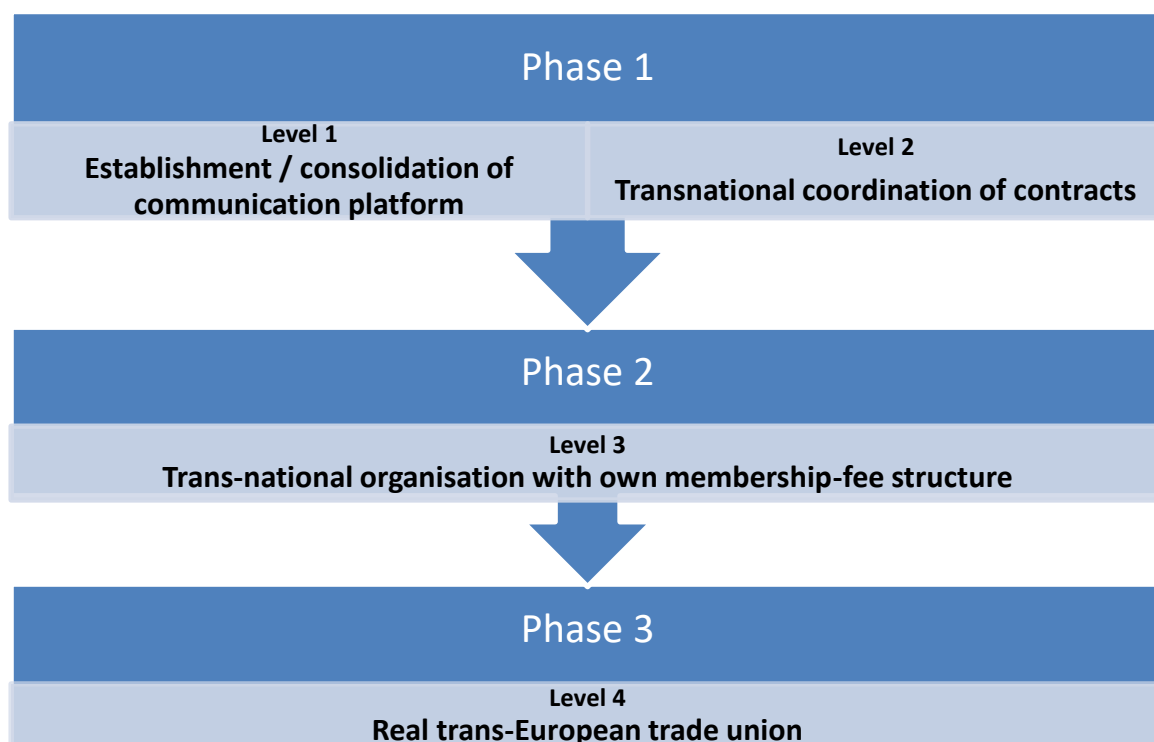
The following plan has been developed by the ECA Industrial Working Group.

**IN NOVEMBER 2016 THE ECA GENERAL ASSEMBLY APPROVED THE IMPLEMENTATION OF PHASE 1 OF THE STRATEGY**

ECA and its Members Associations agree to progressively move from the current national-based organisation model for TNA pilots to a structure capable of reflecting the transnational evolution of the industry and the challenges it poses, while respecting the existing national structures and their institutional and legal backgrounds.

The implementation of the Plan is divided in 4 phases allowing the ECA Member Associations to gradually but expeditiously adapt their structures and to create new solutions to achieve higher standards for TNA pilot representation.

#### **The 4 levels and timeline**



- **Level 1 – Establishment / consolidation of communication platform**

*Short explanation:* currently all the TNA Groups act mainly as communication platforms between national company councils. Significant results have been achieved, but in several circumstances the communication has proven to be sub-optimal, leading to

misunderstandings and lack of coordination. The proposal aims at the optimisation of the communication mechanisms, with a better involvement of the ECA.

- **Level 2 – Transnational coordination of contracts**

*Short explanation:* the participation of other members of the TNA Groups to national negotiations has already been experimented with in some cases, with encouraging results. Starting by the ascertainment that a new legal framework is not necessary to establish transnational representation, Level 2 provides a structure to coordinate national negotiations and achieve common standards in all national bases.

- **Level 3 – Trans-national organisation with own membership-fee structure**

*Short explanation:* the representation of pilots through a dedicated transnational structure has been partially tried out by the RPG. The establishment of transnational pilot groups with own structure and budget appears to be the only effective tool to respond to the rampant transnational evolution of the industry and the subsequent challenges in terms of representation and collective bargaining. Level 3 sets the framework for the establishment of these future structures and indicates the path that the ECA Member Associations will follow to make this happen. The parties agree that this should be achieved as soon as possible.

- **Level 4 – Real trans-European trade union**

*Short explanation:* the establishment of an EU-ALPA is simply impossible in the current EU legal framework. Nevertheless the parties agree that it would be an ideal outcome to respond to the needs of the pilots in a market that is, already today, almost completely transnational. Level 4 provides some guidelines on how this trans-European union might look like in the future. There is no set timeline, but the parties agree to make efforts in terms of transnational cooperation and lobbying at national and EU level to make this possible in the future.

## **DETAILED WORKPLAN AND COMMITMENTS BY THE PARTIES**

Each MA will pursue the objectives described in the work plan at all levels, from the National Board to the relevant company councils, in order to achieve the set objectives in the below indicated timeline.

Where necessary, the MAs will act in close reciprocal cooperation and in cooperation with ECA to remove internal and external obstacles to the implementation of the plan.

### **LEVEL 1 – Establishment / consolidation of communication platforms**

1. The “TNA advisor”: The ECA Board will nominate one “TNA advisor” for each TNA Group. She/He can be a member of the ECA Executive Board or another pilot but she/he needs to be an impartial figure, not employed by the same airline of the TNA Group and if possible not a member of one of the involved MAs. Each member of the TNA Group will be able, on objective grounds, to question the impartiality of the “TNA advisor” and to request the ECA Board to nominate a different person. The TNA Groups will ensure that the “TNA advisor” is invited to all meetings, included in the relevant mailing lists/communication tools and regularly updated on all the developments in the Group.

The TNA advisor will advise the TNA Group and provide regular updates to the ECA Board and Industrial Working Group.

Whenever a disagreement between the parties emerges, the TNA advisor will act as an impartial facilitator. If deemed necessary, the Group will request her/him to chair the group meetings and set the agenda. The request for facilitation / managing meetings can also come by her/him or by the ECA, in which case it will be approved if the TNA Group accepts it unanimously.

2. The role of ECA: at least one representative of the ECA, Board or Staff member, will be invited to each meeting. At least one ECA representative will be included in all relevant mailing list/communication tools. The ECA will be regularly updated on all the developments in the room. The ECA will provide expertise on European matters, ensure facilitation of communication and exchange of good practices between different TNA Groups, cooperate with the TNA advisor in the above indicated tasks.
3. Optimising communication:
  - Each TNA Group member commits to providing to the others information in real time on all national industrial developments. In particular, it will communicate as soon as possible to the other members any event that can have a direct or indirect transnational impact. This also includes ongoing negotiations with the management.
  - Each TNA Group will agree on a written communication protocol, which will establish accepted rules for internal and external communication. The protocol will clearly indicate the technological platforms that will be used, the objectives of internal and external communication, the rules for accessing them, the procedures for standard and particularly sensitive information, an 'early warning' system to prevent that non agreed communications are made public. The ECA will advise the group in the development of the communication protocol. and its implementation where needed.
4. Transnational branding: Each national company council will add to its name the sentence " – part of [name of the pilot group]"
5. Coordination: Each TNA Group will discuss the opportunity of introducing a certain degree of coordination of the national activities, and will – on a voluntary base – consider the following practices:
  - Establish the good practice that a representative of the TNA Group is always invited by each company council to national negotiation meetings with the management.
  - Develop a set of shared minimum standards to be achieved in all bases.
  - Explore the legal and practical options to push towards a coordination of the expiry dates for national CLAs.
  - Explore the legal and practical chances for coordinated industrial action, when necessary.
6. Timeline: each MA and TNA Group commits to achieve the above indicated results by the end of 2017.

## **LEVEL 2 – Transnational coordination of contracts**

1. Transnational strategy:
  - a. Each TNA group will carry out an evaluation on how the transnational dimension of the holding/airline impacts the pilots, and will assess if and how the management is exploiting the differences in terms and conditions in different countries as a tool to lower standards for everyone.
  - b. It will subsequently elaborate a list of requirements/minimum standards to be enforced in the whole network, regarding salaries, employment stability, social security, taxes, fatigue, rosters, transfers, seniority and any other relevant issues.
  - c. It will set a list of objectives to be achieved and a realistic timeline based on the national negotiations calendar and on the opportunity to align timelines.

Each TNA Group member will commit to pursuing these objectives at national level and to support the other members in doing the same

2. Transnational negotiation:

- a. a representative of the TNA Group (and/or, if agreed by all parts, by the ECA) will be always invited by the company councils to the national negotiation meetings.
  - b. She/he will be presented to the management as a member of the negotiation team. Each MA will assess if this is possible through its current set of rules and bylaws, and if not it will adapt them to ensure that, if the common TNA group advisor is not present in the negotiating room, that she/he follows the meeting as close as possible (outside the room, with regular calls, at breaks...).
3. Transnational evaluation of the agreements:
  - a. Procedure for approval of national agreement should be decided within the TNA Group.
  - b. If no centralised procedure is in place, the other members of the TNA group are exhaustively informed of the content of an agreement before its approval in order to allow them to comment, warn about possible negative impact on the TNA group or on its members and make recommendations.
  - c. The company council involved in the negotiation commits to consider these observations and to endeavour finding, in full observation of its internal democratic procedures, a solution that does not undermine or damage the other members of the TNA group.
  - d. In case of controversies, the “TNA advisor” and the ECA will act as facilitators and mediators.
4. Establishing of a transnational negotiation committee:
  - a. This is a step further than previous and consist on the establishment of a single committee for negotiation all agreements within the TNA Group.
  - b. Each TNA group will consider the legal and political feasibility of establishing a single transnational negotiation committee, that will be in charge of coordinating and conducting the negotiations in all bases.
  - c. The composition of the committee will be mixed and each member of the group will be represented.
  - d. On a voluntary basis, each TNA and each member will consider assigning the negotiation tasks to this committee instead than to a national team. In this case, a detailed contract with a full description of tasks and responsibilities will be signed between the negotiation committee and each involved MA.

Each MA, whether it is concretely involved in one of these committees or not, will assess whether its constitution and bylaws would potentially allow contracting negotiation tasks to a third part, and if not will consider adapting them.
5. Communication: the communication protocol adopted at Level 1 will be updated to reflect the new structure. A joint Public Relations strategy will be elaborated.

**Table: Structure of Level 2 TNA Groups**

