



PASS STRATEGIC PLAN 2025-2027

Professional Aviation Safety Specialists, AFL-CIO
www.passnational.org

INTRODUCTION

The Strategic Plan for PASS (Professional Aviation Safety Specialists) is the foundation for the justification of funding initiatives that support the union's vision. Article 3 Section 3 (n) of the PASS Constitution requires that *"Within the first year after a regular officer election, the National Executive Board shall develop and adopt a strategic plan for PASS."* The PASS Executive Board has approved this strategic plan for 2025-2027.

VISION

The workforce PASS represents must be integral to the safety of the National Airspace System (NAS) and be well known and accepted as an irreplaceable resource for the flying public, the stakeholders, the agency and the taxpayer.

To accomplish this, PASS must continue to pursue strategies which leverage the skill and professionalism of our workforce against threats, and recognize and improve upon weaknesses in the union, no matter how insignificant they may appear. The skill and professionalism of the employees PASS represents can only be relied upon if the union is able to advance the following agenda:

- Using any means available to be engaged in the development of the changes to the technology to the NAS and the nation's air traffic control system.
- Creating a public narrative that is not only favorable to the workforce but creates public and political sentiment and faith in our crafts. This includes leveraging the skill, knowledge and abilities of the PASS National Safety Committee to advocate on behalf of the union for NAS safety through peer-reviewed technical papers or professional publications to support the union's vision.
- Professional training and job development for employees in every aspect of their work.
- Assuring bargaining unit employees are relied upon through work that is integral to the NAS rather than only through employer prerogative.
- Staffing must be adequate to perform this work.
- Supporting the membership at every turn.

Consistent with its vision, PASS's objectives codified in the constitution require the union to:

- *preserve, promote, and improve the profession, the safety and the working conditions of its members.*
- *preserve, promote and improve the safety of the flying public.*
- *develop as an organization with membership involvement at all levels.*
- *lead in the promotion and the improvement of professionalism and the competence of all employees working in the NAS.*
- *represent all members by favorably influencing legislation that affects our members' work lives and increasing public awareness of our members, their leadership roles in making air travel safe and the causes important to them.*
- *enhance the rights of its members through all lawful means, including collective bargaining, political action, training and educating members, and contributing to such civic and charitable organizations as the PASS Executive Board deems to be in the best interests of PASS.*

ORGANIZING AND MEMBER EDUCATION

PASS is committed to building and maintaining a strong membership and that is the desired outcome of the work encompassed by the union's vision. Additionally, PASS will strengthen its internal organizing efforts within the current bargaining units. Through the Member Education Department, the union will work with local representatives, chapter leaders and rank and file members to expand knowledge and activism with a desired outcome of increasing the number of dues-paying members. Through national representative training and member education programs, PASS will increase opportunities for all members to participate and engage as union activists. With a knowledgeable membership, the necessity of enforcing the contract and upholding the Statute will grow the labor relations programs and enhance confidence in the union's ability to be effective.

Solidarity and active membership are key components to all other PASS activities. Healthy membership provides the financial resources to hire and retain skilled national staff in the fields of legal services, labor relations, legislative and government relations, communications, member education, accounting, etc. It fosters activism, which reinforces relationships in the broader labor community, as well as the ability for the union to connect with legislators and others in a position to influence matters impacting our members.

PASS will work to identify issues important to different generations of employees and utilize these issues to promote the benefits of membership. In addition to its focus on internal organizing, PASS will identify unorganized groups of employees in the federal government and evaluate potential targets for organizing drives.

PASS will continue to evaluate its methods and practices for promoting membership within its diverse bargaining units. The union will also explore ways of getting current members more active and involved in the day-to-day activities of the organization. PASS will utilize technologies that can improve information sharing with officers and representatives while protecting membership data and reducing liability for data breaches and other cyber intrusions.

FINANCIAL SECURITY

Financial security and integrity are essential to the long-term stability of the union. Historically, PASS has maintained a rigorous budgeting process where the National Finance Committee (elected by members) provides input, and the Executive Board adopts responsible budgets that prioritize PASS's core missions and strategic plan initiatives. PASS will continue to maintain a healthy reserve of funds in the event of government shutdowns or other unforeseen events that can impact the union's finances. Transparency and accountability are important components of financial integrity. For those reasons, PASS engages an outside firm for annual audits to file required government reports and issues annual reports to the membership on the union's finances. PASS will utilize the latest technologies to track real-time financial expenditures as well as methods to ensure the integrity of those expenditures and the union's financial operation. The Executive Board must review financial policies on a periodic basis to adjust, if necessary.

LABOR RELATIONS

At the heart of any labor union's mission is the goal of negotiating and enforcing comprehensive collective bargaining agreements (CBAs) that protect and advance fair compensation and work rules. The PASS representative is the union's front-line defense of the CBAs and Statute. A key component of the PASS labor relations program is to train representatives on the provisions of the CBAs and how to enforce them. PASS develops and continues to update curricula for concentrated workshops on specific subjects through the national rep training. All training will be developed and tracked by the Member Education Department.

COMMUNICATIONS AND PUBLIC RELATIONS

At the intersection of PASS's other activities are effective communications, and the union is committed to utilizing the latest technologies to disseminate its messages to members, nonmembers, the media, lawmakers and the flying public. PASS maintains regular communications with union members through email, the website (public and member only), social media and push notifications through the PASS app. PASS will invest in methods to communicate more frequently and effectively with all bargaining unit employees on legislation, government funding, meetings with high-level agency officials and more. To increase the union's following on social media, PASS is encouraging officers and chapter leaders to 'follow' and 'like' PASS on its social channels and to share PASS's national messages. The union continues to produce and publish a quarterly magazine to serve as the official publication of PASS.

PASS will provide resources and training to local representatives and chapter leaders to update workplace bulletin boards and communicate with members and bargaining unit employees. Government shutdowns are likely to become an impediment to civil service. The union must be prepared to effectively present our viewpoint and garner public and political sentiment for what our members do. The union will continue to cultivate relationships with media outlets and provide information and guidance to officers, representatives and members to promote PASS's messaging locally where appropriate.

PASS will invest in innovative technologies that can improve information sharing throughout our organization and others while also protecting membership data and reducing liability for data breaches and other cyber intrusions. As a membership-based organization, PASS is committed to being in service to its members who may need assistance with the union's various programs.

GOVERNMENT AFFAIRS AND POLICY-BASED ACTIVISM

Many issues important to PASS members cannot be addressed solely through bargaining. Issues such as pay, staffing, retirement and health insurance are often controlled or influenced by federal legislation. PASS is committed to shaping all legislation that affects the work and working conditions of the employees it represents. To facilitate this, PASS maintains relationships throughout the aviation industry, including with key FAA (Federal Aviation Administration) and DOD (Department of Defense) officials, members of Congress, industry trade groups, other labor unions and labor coalitions. PASS also develops legislative objectives on a recurring basis and maintains regular contact with congressional offices as a voice of expertise on issues related to aviation and federal employees.

PASS will engage proactively in policy. Many organizations with agendas and interests counter to PASS are on the leading edge of developing policy through research that influences legislation. PASS will utilize sources and resources to drive agendas that further the union's vision. The union will pursue and endorse legislation that advances these policies.

It is important to interact regularly with the membership to ensure information provided to the executive and legislative branches in the field is accurate, helpful and timely. The union is committed to conducting legislative workshops through the Member Education Department along with other activities for members. Growing our network of grassroots lobbying activists who can communicate the union's objectives to members of Congress and their staff is paramount to success. These efforts can foster outreach opportunities, such as FAA facility visits to educate lawmakers and their staff on the work performed by PASS members.

PASS might not always be able to influence or impact legislation unilaterally. Because of this, it is important to maintain close working relationships in the labor community through the AFL-CIO, Transportation Trades Department, Federal-Postal Coalition, Federal Workers Alliance, and others to leverage and augment PASS's interests. The union maintains and will continue to grow a political action committee (PAC) fund to support candidates of any political party who support legislative issues that positively impact PASS members. Doing this will require PASS to engage in a program that actively recruits members to join the PAC at higher levels (Double Emerald or better) and to make annual increases. To ensure the long-term future of the fund and to maintain transparency, PASS develops responsible budgets for the PAC and ensures the appropriate reports are filed with the Federal Election Commission. While the general focus is enhancing the work lives of our members, the union will take strong positions on matters related to aviation safety, including, but not limited to, air traffic control privatization, use of designees in aircraft certification and contracting out work that could be performed more effectively and efficiently by federal workers, specifically, PASS-represented employees.

ENFORCING WORKPLACE SAFETY

PASS must not only enforce workplace safety to protect the employees it represents from harm, but the union must also be on the leading edge of creating policy that achieves it. To accomplish this, PASS will proactively engage in safety policy with the FAA and other government departments that have an influence on employee occupational safety and health. The union may utilize the National Safety Committee to unify labor relations strategies nationwide and across bargaining units. The union will pursue outside funding and grants to assist in safety training and awareness for our members through Department of Labor programs where available. PASS National Safety Representatives, in collaboration with the Member Education Department, will participate in the training of PASS representatives to assure they have a background in, and a particular understanding of, workplace safety issues and how to enforce regulations and the contract and provide opportunities for training and professional development in the field. PASS will continue to enforce CBA provisions that provide outlets for employees to avoid unsafe working conditions and to report unsafe conditions or practices without reprisal.