



Tom Davis (center), Piedmont's founder and retired chairman of the board, received the Greater Winston-Salem Chamber of Commerce's Community Service Award during a gala dinner held at the Hyatt Winston-Salem October 6. Davis became the eighth recipient of the prestigious award. With Davis are Bill Howard (right), Piedmont's president and chief executive officer, and Chamber President Dee Smith of 1st Home Federal Savings and Loan Association.

Davis was also honored October 16 at a special Research Tribute dinner sponsored by the American Lung Association of North Carolina. Last year, the association founded the Thomas H. Davis Fellowship in Pulmonary Disease—the first such fund of its kind in the United States. Named in recognition of Davis' extensive fund-raising efforts, the \$20,000 annual fellowship provides research grants to physicians who are training to become pulmonary specialists at one of North Carolina's four medical schools. Davis helped raise more than \$400,000 during the past three years to fund the fellowship.

In addition, Davis was honored by the Bowman Gray Medical Alumni Association on October 10. The organization presented him with its Distinguished Service Award for his many contributions to the medical school during his 15 years as a member of the board.

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On Time: best for our passengers and us

*In June, Piedmont Airlines launched a major campaign involving virtually every department in the Company to improve on-time performance. By August, positive results of this campaign were already evident in our operational statistics. In an interview with the **Piedmonitor**, President Bill Howard discussed why improving our on-time performance has captured so much of our Company's attention, from employees operating in the field all the way to senior management. Here are some of his observations.*

Q. Clearly many people all across Piedmont are expending energy and corporate resources towards improving our on-time performance. Could you give us a single reason why this is so important?

A. Probably not a single reason, but many very good reasons. Let's look at on-time performance from our passengers' point of view. They have told us emphatically that when our schedule says their flight will depart at 8 a.m. they expect to leave at 8 a.m., or at least be told in clear, courteous terms why they cannot. This is not a small matter with our passengers. They take this very seriously and nothing seems to anger them more than the appearance that we do not take on-time operations as seriously as they do. Again, looking at the matter from a passenger's perspective, if we do not honor our timetable, it raises serious questions about the integrity of all the other commitments we make, real or implied.

Let's also look at the matter from our own selfish point of view. An on-time airline is less costly to operate, and easier to operate. Our people tell me that days without serious delays are pleasant days for everyone to work. When delays begin plaguing our system, they plague each employee as well. From our flight crews to our station agents to our reservations offices, and all other parts of Piedmont as well, an on-time airline is clearly in our own best interest.

Q. What causes delays, and how did we get ourselves into this position?

A. Sometimes it seems as if *everything* causes delays. I'm not certain just how our industry—and this is an industry problem, not just a Piedmont problem—got into it, but I think I know when. I believe much of it traces back to the air traffic control work interruption. For several months on-time performance was beyond our control. We understood and accepted that and so did most passengers. That was five years ago. Today that is a tired, worn out excuse, at least to

our passengers. We may know that we are operating within an air traffic control environment that cannot handle all the traffic we can generate. But our passengers don't want to even listen to this. They aren't buying tickets from the Federal Aviation Administration, they're giving their money to Piedmont, and they expect us to work around ATC problems. They believe it's *our* problem, and, to a degree, they are correct. No one else can improve our situation as much as we can ourselves.

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CLT 'protected' by gateway selection

The United States government has notified the government of the United Kingdom that it has selected Charlotte as a London gateway. The action was taken October 8.

"Under the terms of the bilateral air service agreement existing between the United States and Great Britain, each nation was granted the right to select several cities to become gateways for flights between these nations," Dave Murchison, assistant general counsel, said.

The United States was concerned that the United Kingdom would select Charlotte as a gateway for one of its carriers and invoke "market protection," an action which would have given the British carrier monopoly rights at that gateway for three years. Virgin Atlantic has filed an application with the United Kingdom to provide London/Charlotte service.

The Department of Transportation soon

will be instituting a proceeding to evaluate the various applications for U.S.-London service. The decision to select Charlotte now was designed to preserve DOT's ability to select Charlotte at the conclusion of its proceeding. "It does not guarantee that Charlotte will be chosen as the gateway and Piedmont, the carrier. The U.S. government has the power to switch gateways. What it does do is prevent the United Kingdom from selecting Charlotte, which would have knocked us out of contention," Murchison explained.

The final decision will be made only after all applications have been reviewed at hearings before the DOT. Piedmont has urged that proceedings involving Charlotte be concluded no later than the first of the year.