



winter 2005

SKYword

*"The eyes of the future are looking back at us
and they are hoping for us to see beyond our own time."*

Terry Tempest Williams

the official publication of the association of professional flight attendants

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Open Letter to the APFA Membership

In October, APFA base and national leaders came together for three days of intensive work including a review of possible scenarios we might face as a workgroup in the months ahead. We had frank discussions with our internal advisors – labor lawyers, a top aviation labor economist, and one of the nation's foremost bankruptcy professionals. We took a realistic and sobering look at what is dragging American Airlines and, seemingly, most of our competitors toward financial ruin.

There is no doubt that our industry has been in a destructive cycle since 2001. With 2006

Do We Have Time?

“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change.” - Charles Darwin

quickly approaching, it is our goal to see this cycle reversed, with a decisive turn toward a constructive path of recovery and restored profitability.

The question is, “What events are necessary to begin an upturn toward restored viability?” Your leadership believes the answer could unfold in the weeks ahead. Presently, there is no clear road map to follow. To a certain degree, we – AA’s three labor unions and senior management – are trying to write a new chapter on labor relations, one that just might spread beyond our own property.

Several other questions also logically arise. “Can labor and management hold the reins together while looking for long term solutions? Further, can these solutions be focused on more than just the labor contracts? Can we take full stock of the entire corporation – together?” The answers are yet to come. Joint labor and management control is unheard of in our industry. What looks to be the norm today in commercial aviation is third-party control via

the Bankruptcy Courts. Some of our advisors are currently involved in representing other unions in bankruptcy battles - and battles they are. Some also worked with carriers that went belly up in the eighties. They have shared their experiences in these real life events, citing examples of employees paying a terrible price, contracts being gutted, wages, benefits, pensions, and, in many cases, jobs being lost forever. Their advice is to keep the control of decision making within the labor/management arena. In other words, if at all possible, stay out of the third-party process of bankruptcy.

Communication

There is nothing more important at the present time than strong communication from the APFA leadership to our members. We’re acutely aware that you have incredibly busy lives. Many of our members are caregivers for young children, a spouse, or elderly parents. Some of you are going to school or have a second job and are possibly trying to juggle

both. Many of you are also involved in your communities or in charitable efforts as well. But, clearly, all of us depend on AA’s survival to continue to provide us with the job security we need as active or retired employees.

The purpose of the recent letter sent to you from your national and local APFA leadership was to dispel any sense of powerlessness you might feel in this huge collective challenge. APFA has set an organizational plan in place, and at the same time we are trying to participate in the “joint labor/management plan” currently being rolled out as the Performance Leadership Initiative (PLI). No matter which plan “sticks,” you can be sure that the route chosen by your leadership will be in the best interest of AA Flight Attendants. And, you are an integral part of this process.

Maintaining Control of our Destiny

To maintain control of the course ahead, the three labor groups must have full transparency of AMR’s financial history. In the past, AA’s openness of this sort was suspect. Without a doubt, there has been a tremendous lack of trust between the parties. During the last year, a foundation of trust has been slowly and carefully building. Joint actions like lobbying Congress for solid pension reform and protecting the Wright Amendment have helped to solidify that fledgling trust. In addition, the Company’s willingness to reach a settlement agreement on a Presidential Grievance giving us much-needed layover rest relief, bolstered the growing respect between the parties.

Each of these scenarios has helped to establish a better labor relations model. Though

“Currently, there is not a union on the other side of bankruptcy that is celebrating a victory for its members.”

fragile, it grows with each positive step. Without a doubt, we will always have disagreements, but the examples above certainly differ from what we are observing at other airlines. It is my hope that these illustrations have helped give you some hope that we, the labor unions at American Airlines, can be full business partners with management in this changing environment.

“We must be ready to alter our path, if necessary, to again strictly represent the interests of the APFA membership using the well-practiced traditional adversarial path.”

However, in no way is your APFA leadership becoming complacent about this new course. We are constantly refining different “flight plans” in the event we are forced to take another course – the more traditional adversarial track. As we stated in our recent letter to you: *“Currently, there is not a union on the other side of bankruptcy that is celebrating a victory for its members.”* We must be ready to alter our path if neces-

sary, to again strictly represent the interests of the APFA membership using the well-practiced traditional adversarial path.

Trying the Collaborative Approach

As you have heard before, all three unions (APFA, APA and TWU) are working with senior management to give our 80+ year-old airline a top-to-bottom exam - a full “CAT scan”- focused on an in-depth organizational search for a true restructuring (not just with a spotlight on labor contracts). The purpose is to root out the cause of costly inefficiencies and streamline our operations in an attempt to remain competitive during a time when most of our competition are “streamlining” by using the Bankruptcy Courts.

To be clear, the Company has not asked us for more contractual concessions. By searching our non-contract items to reduce costs and learning more about the operations of our competitors, we are trying to keep the spotlight off wages, work rules and benefits. The sad truth is that during the recent fuel-price gouging, labor groups could have been working for free and AA would still have been in troubled waters. With the reality that

competitors have greatly adjusted their fixed costs within bankruptcy, we must make strides to reduce costs ourselves. This is our biggest challenge. Right now, the decisions are in our hands - not a third party's - and that's where we want it to stay. Simply put, it's just “the owners” making the decisions. I call us owners because many of us have already taken ownership of this mutual problem – finding solutions is the real challenge. Your APFA leadership is determined to be a controlling force in this process. This is, of course, both an unusual and an untried path for a union and a company. But, we must ask ourselves to consider the alternative. We want to be a part of the decision making, and we want to find the right solutions to the unsustainable position in which American Airlines finds itself. We ask for your patience and resolve as we seek to find those solutions. Keep in mind that we have not yet reached any conclusions. Right now we are just trying to communicate the dilemma. Your APFA leadership's ability to meet the challenges ahead, with an unprecedented level of preparation, training and knowledge, requires systemwide member education and mobilization.

APFA must find a way to be a

strong Union with a Company on the edge of either financial failure or a potential turnaround. With past AA management, this approach of working together would not have been possible. However, under the direction of CEO Gerard Arpey who told us from the outset, “I cannot do this without the three unions sitting beside me as decision makers,” it's a different day. This uphill challenge, if successful, will indeed make labor/management history.

There are no guarantees. But to follow the same path as United, US Airways, Delta or Northwest is certainly not the solution. Nor is it good judgment to simply sit and “wait it out” as the debt payments grow.

Since the Spring, the leadership of the three unions along with AA's senior management, has spent countless hours together examining data collected by task teams made up of individuals from labor and management as well as outside consultants. This data shows the gaps between AA's product and our competitor's business models – at least those of our only remaining successful counterparts. We hired outside cost analysts and aviation economists jointly and individually.

The data collected thus far has been reviewed by your national and local base leadership. Again, it is time to begin to share this information with the wider employee base.

Be a Part of the Solution

The leadership of APFA, APA, TWU and AA will need your input before we decide what – if anything – is to be done with this study. It would be irresponsible to go any further without bringing our membership into this process. Finding collaborative solutions could be the competitive advantage that AA needs. Having the discretionary energy from engaged employees could put AA out front as the industry leader once again. Not just the biggest or the one generating the most revenue, but the airline turning the largest profit once again - a profit that can begin to pay off the debt accumulated from 2001 forward. The one that can ultimately result in shared revenue for every single employee of American Airlines.

We Need Each of You to Commit to Your Future

The challenges we face will not go on forever. But, in the months ahead, we need you to join our focus on doing everything in our power to protect the career and the future of

the Flight Attendant profession. If each of us takes a role, no matter how insignificant it may seem, it will be magnified by every other Flight Attendant, pilot, fleet service clerk, dispatcher, mechanic, passenger service worker, res agent, or manager who also plays a role in this process. Here are some ways for you to engage in this challenge:

Get Smart. "Knowledge is power." The reason this cliché is a cliché is because it's true. Read *Skyword* and *Skyword Express*. Call or read the Hotline regularly. Visit www.apfa.org and click on the link *On the Fly* - a new joint publication. Attend local meetings - including open joint business team forums at your base. Scan the business section of the newspaper. Read any aviation news realizing that the media prefers sensational news.

Stop Rumors Cold. If you hear negative or demoralizing gossip, ask people where they got their information. If what you hear seems incredible - it may not be credible. If asked to sign onto something, ask the question, "What is your purpose?" Call your Chairs, Vice Chairs, or APFA Headquarters with questions or rumors and get back to your co-workers with the real story.

Become An InfoRep. Spread factual information to your co-workers and other employees of AA. It's as simple as sending an email to inforep@apfa.org.

"The challenges we face will not go on forever. But, in the months ahead, we need you to join our focus on doing everything in our power to protect the career and the future of the Flight Attendant profession."

Work With APFA at Your Base. Join your APFA Base Council by calling your Base Chair or Vice Chair. During APFA's recent leadership training, a pledge was taken to put politics and personalities aside because this work is so critical to our survival. We are asking you to do the same. Remember, it's easy to go to war; it's harder to work together and find solutions. That's why we need every single one of you beside us. If you've not been active in your Union, start now. If you're already active, increase your commitment. Take the next step, whatever that is for you, to take control of your career. Only together will we have the

strength, courage, experience and talent as well as the sheer determination it will take to succeed in this challenge of protecting and preserving our career. We all must stand shoulder-to-shoulder in this collective effort. Stay informed and engaged. You can make a difference in the weeks ahead!

In Support and Solidarity,



APFA/AA Base Briefings 2006

The Performance Leadership Initiative (PLI) has been completed and now it's time to review the results of the data with all employees. This review was performed over the past several months by each work group at AA - management, labor and non-labor employees - to identify areas of inefficiencies as compared with other airlines.

APFA President Tommie Hutto-Blake, Vice President of Flight Service Lauri Curtis, and VP of Operations/Planning Bob Cordes will be in attendance along with other members of both union and management to participate in the discussions and answer questions.

Please plan to attend one of the meetings listed below. Exact times and locations can be found on the APFA Web site at www.apfa.org.

January 10, 2006 - STL
January 11, 2006 - ORD
January 13, 2006 - DFW
January 17, 2006 - DCA
January 18, 2006 - MIA

January 24, 2006 - NY
January 30, 2006 - SFO
January 31, 2006 - LAX
February 8, 2006 - BOS
February 9, 2006 - RDU

NOTE: Since all AA workgroups on the ground are able to attend their briefings while on duty, APFA pushed for compensation for the Flight Attendants. Therefore, each Flight Attendant who attends these briefings will receive three hours of Special Assignment Pay.

November 1, 2005

Ms. Tommie Hutto-Blake
President, APFA
1004 Euleess Blvd
Euleess, TX 76040

Dear Ms. Hutto-Blake,

My firm has been asked to review and audit the monetary valuation of changes to the Collective Bargaining Agreement (CBA) of American Airlines' Flight Attendants represented by the Association of Professional Flight Attendants (APFA) as a result of the 2003 Restructuring Participation Agreement (RPA). The RPA altered various sections of the 2001 CBA, including reductions in wage rates, changes to work rules and benefits, as well as the resulting reduction in active Flight Attendant headcount. The average annual value of the concessionary changes to the Flight Attendant CBA as a result of the RPA was estimated by American Airlines in March 2003 to be \$340 million, based on forward looking plans and projections.

The RPA is scheduled to remain in effect from May 1, 2003, though December 31, 2008, as part of an overall effort to reduce American Airlines' average annual operating expenses by \$1.6 billion over this period. This report contains the findings of my review of American Airlines' valuation of the 2003 Flight Attendant concessions as part of the Strategic Restructuring Plan.

This audit was performed to establish with reasonable assurance that the monetary values estimated by American Airlines resulting from the 2003 Flight Attendant concessions were free of material error and miscalculation and, above all, that actual concessions have not exceeded the estimated \$340 million in annual savings. The audit had to consider the reliability of assumptions and projections made in early 2003 based on available information, and assess the accuracy of those assumptions and valuations based on actual flight attendant pay and performance data since the implementation of the RPA

To begin our research, in late 2004 I met with the American Airlines finance personnel to discuss the RPA valuation process and techniques as well as to obtain the operational and financial data they used to calculate their valuations. I also had a few in depth discussions with APFA's financial analyst at the time, Mr. Mark King of PA Consulting, to gain an understanding of his experience during the RPA negotiations, and learn of any concerns he may have had with the valuation process or results. My firm also had the benefit of a backward looking review of actual cost performance at American Airlines using Company filings with the US Securities and Exchange Commission (SEC), as well as data filed with the US Department of Transportation

(DOT). The subsequent results posted by American Airlines, including actual Flight Attendant costs, were measured against the expected savings projected from the RPA valuations made in March of 2003.

From this basis and data, we have reviewed and recalculated the concession values from the wide range of changes to articles of the 2001 Flight Attendant CBA. Each of these changes was evaluated by both American Airlines

and APFA in 2003 in an attempt to establish a potential monetary savings value resulting from their implementation. Some of these valuations were straightforward and relatively easy to calculate, such as the reduction in per diem pay. However, the valuation of most items required a much more complex set of calculations. In reviewing these valuations, the assumptions were reconstructed and compared with actual data from operations since May 2003. We have found that at least some items were valued

slightly higher than the actual data would warrant, and at least one item (vacation accrual) was valued slightly lower than the actual cost savings.

We were able to recalculate the total valuation from the items ratified in the RPA. The table below provides a brief summary

Item	RPA Valuation	Audited Value	Difference
Salary Cut	\$153 m	\$147 m	-\$6.0 m
Vacation Accrual	\$41.7 m	\$42.7 m	\$1.0 m
Premium Pay	\$21.3 m	\$21.1 m	-\$0.2 m
Sick Accrual	\$10.4 m	\$9.07 m	-\$1.3 m
Per Diem	\$13.1 m	\$11.3 m	-\$1.8 m
Headcount Reduction*	2,599 F/As	2,538 F/A's	61 F/A's

**Note: Original RPA headcount loss of 2,391 plus "Option Two" headcount reductions of an additional 208 jobs surplus.*

of my findings on selected individual items with valuation discrepancies.

Savings in excess of the vacation accrual target were the result of inappropriate accrual step freezes for some Flight Attendants and were recently resolved through efforts by APFA Vice President Brett Durkin and APFA Negotiator Laura Glading in July 2005.

As a further check on this analysis, historical Flight Attendant cost data were

pulled from US DOT files for the period 1998 through 2004. Through this information we were able to determine that the greatest annualized reduction in American Airlines Flight Attendant costs was \$341 million. This amount is nearly the exact total concession figure estimated by the Company in

2003. With the exception of vacation accrual valuation, I found that savings target associated with changes to several articles 2001 CBA approximated the actual savings.

Therefore, from the forecast valuations

made during the RPA negotiations and my subsequent audit of actual cost and headcount data from available information I conclude that the data supports the contention that overall the valuations made in 2003 by American Airlines and reviewed by APFA were, on the whole approximately correct and made with reasonable accuracy.

Sincerely,

Daniel W. Akins
President, Akins & Associates



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APFA Vice President

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Crew Rest and Other Flight Attendant Work Life Improvements

Anatomy of the 737 Presidential Staffing Grievance

On December 2, 2005, all of you became recipients of the settlement terms of the 737 staffing Presidential Grievance. It represents a landmark agreement between APFA and the Company concerning many work life changes including crew rest for both Domestic and International Flight Attendants, crew meals on long-range and extended-long range flights and other meal options to be determined. It also includes improved options for equipment and service qualification training for all Flight Attendants as well as the mutual agreement to explore a more objective method in determining future crew staffing formulas and maintain cost efficiencies, without generating additional in-flight workloads.

While many APFA departments were involved in working out the details of this unique grievance settlement, it is important to recognize the more than two-year effort of gathering the scientific data relied upon to settle this Presidential Grievance.

Former APFA Vice President Jeff

Bott was responsible for the initial challenge of staffing formulas through the arbitration of the Boeing 777 Staffing dispute. That arbitration resulted in a \$20 million award that was shared by over 5,000 of our members who had flown the international flights involved. Subsequent to 9/11 and the RPA, APFA was advised by the Company of its plan to reduce staffing on 737 aircraft. A mutual interest in protecting jobs and the need to maintain the cost integrity of what APFA invested in the RPA enabled the parties to agree to jointly evaluate the 737 staffing formulas on specific service levels.

A 737 APFA Staffing Team from the Vice President's Department was assembled to work on this project. Members of the team included Jeff Bott, Kim Boyett, Jeff Crecelius, Steven Ellis, Susan French, Kelly Gambello, Patt Gibbs, Greg Hildreth, Jena Hopkins, Tony Leonhardt, Kathy Lord-Jones, Liz Mallon, Steven Morrison, Linda Prosser, Steve Watson, and myself. Under the direction of APFA's independent expert from Damos Aviation, several of these members went

through extensive training on task analysis and data collection for every position on the 737. Some of these individuals worked on extensive re-packing of 737 galleys and carts in order to reduce workload on specific in-flight service levels. Others observed on numerous flights, collecting scientific observation data regarding Flight Attendant workload, vis-à-vis the service levels. APFA's human factors experts then analyzed this data.

“...it became increasingly clear that we needed to find ways to improve in-flight workload as well as to improve crew rest...”

At the same time APFA was gathering objective data on F/A workload on the 737 aircraft, other members of the team began the formidable task of creating an arbitration hearing strategy for the Presidential grievance. As Vice President, it is my responsibility to oversee facets of the preparation and settlement options of all grievances in accordance with the

grievance and arbitration provisions in the Contract. One aspect of that process is to conduct a Dispute Resolution Conference with my counterparts at AA with the objective of settling the dispute, if at all possible, prior to arbitration. To that end, I selected several experienced members of the 737 staffing team to assist me in my endeavors to settle this dispute. We met numerous times with the Company over the last two years regarding staffing formulas on the 737. Throughout this time period, it became increasingly clear that we needed to find ways to improve in-flight workload as well as improve crew rest and other important issues that continued to plague our members as a result of the sacrifices made in the RPA.

During this same time period, Tommie was unrelenting in her quest to get the Company to agree to some sort of relief on crew rest and crew meals. In addition, APFA coordinators and other representatives were working diligently on several in-flight and scheduling issues. In determining the best course

of action, I met with Tommie, Cathy and Greg regarding my belief that we needed to combine the efforts of all APFA departments to resolve these issues. We expanded our settlement team to include Tommie, Brent Peterson, Jamie McNeice, Patrick Hancock and Cindi Simpson. Obviously, many other members of APFA's departments contributed to the ultimate success of this landmark settlement. I would personally like to thank everyone involved, especially those on my team as well as Susie Johnson, my Executive Secretary and Administrator of the System Board of Adjustment, for their individual efforts in resolving this dispute. I'd also like to thank each of you for the continued support and confidence you have shown in the leaders of APFA.

The detailed Settlement Agreement is available on the APFA Web site. I have included some questions and answers regarding the highlights of the improvements. ▲

Provision		Implementation
Domestic Layover Rest		DEC 2005
International Layover Rest		JAN 2006
Long-Range F/A Meals		DEC 2005
Extended Long-Range Meals		NOV 2005
Equipment Voluntary Quals		MAR 2006
Service Voluntary Quals		DEC 2005
Short-Haul Beverage Flights		DEC 2005
Staffing Reductions	757/767-300 2-Class Transcons and Hawaii	JAN 2005

Q&A

1. When do all of these changes become effective?

Answer: Under the terms of the agreement, the provisions will come online according to the chart above.

2. If I'm a Domestic Flight Attendant, will I be able to complete AIFS training under the voluntary agreement?

Answer: No. While you are not restricted to the equipment flown at your base on the equipment side, you may not opt for training outside of your operation.

3. Do Flight Attendants still get training pay for the time spent at voluntary training?

Answer: Yes. Training pay will be paid in accordance with Article 3.H.2 of the AA/APFA Collective Bargaining Agreement. See the Overview posted on aafightservice.com for pay examples.

4. Does the settlement of the B737 Presidential Grievance on staffing mean that we'll be returning to previous staffing levels or will we stay where we are today?

Answer: By settling the Presidential Grievance on the B737, the staffing changes that were previously implemented by the Company will remain in place along with the current reduced level of service. The Presidential Settlement includes the additional improvements made to rest, food and training.

5. With the staffing changes, from which cabin will a Flight Attendant be removed?

Answer: Since this is being driven by the removal of Main Cabin tray service and the introduction of Buy On Board (BOB), the reduction will occur in Main Cabin.

6. Why is AA removing flight Attendants from Hawaii and

two-class Transcon flights?

Answer: The removal of an additional Flight Attendant from Hawaii and Transcon flights is being driven by the removal of tray service and the introduction of BOB in the Main Cabin. Since it is no longer necessary to cook meals or set up multiple carts, a dedicated galley position is no longer required.

7. Is AA planning additional reductions on International flights?

Answer: No additional staffing reductions are planned at this time.

8. What is the difference between "scheduled minimum rest" and "operational minimum rest"?

Answer: The scheduled minimum rest refers to the amount of time that Crew Resources schedules layover rest as part of an allocation that appears on the bid sheet. The operational minimum refers to the amount of time that scheduled minimums may be reduced by Crew Tracking before a Flight Attendant is "illegal" to fly under the terms of the AA/APFA Contract.

9. If AA is able to make operational reductions to rest, what's the point of scheduling them longer? Won't AA just plan the operation to consistently reduce our rest time?

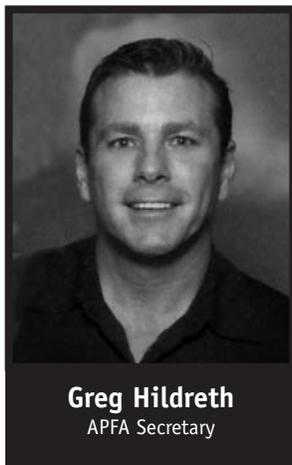
Answer: In most cases, the scheduled layover rest is the amount of rest Flight Attendants receive unless they are impacted by cancellations or off-schedule operations (OSO).

10. Does this give us back our eight hours behind the door?

Answer: Yes. The agreement provides eight hours 'behind the door' minimum rest and is comparable to the current pilot Domestic layover rest rules in actual operations. If you find that your 'behind the door' rest results in less than eight hours, one F/A from your crew should contact Crew Tracking to have the sign in time adjusted accordingly.

11. Since the Company already provides a ten-hour minimum scheduled layover on Transatlantic and Deep South America flying, how does the change to 10:30 help Flight Attendants?

Answer: In the actual operation, the previous approach did not provide a minimum of ten hours free-of-duty at a layover station. In actual operations, it was possible to reduce the layover rest period to less than ten hours. Under this agreement, the minimum rest period for Transatlantic, Deep South America and Asia is now a hard ten hours in actual operations. ▲



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Leadership Training for the APFA Board of Directors

Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it – but sail we must and not drift, nor lie at anchor.” - **Oliver Wendell Homes**

EPT's. We all have to do it. We dread it, but we know it is required and we know it is important. APFA Leadership Training is no different. Annual training for members of the Board of Directors is mandated by the APFA Constitution. Article III, Section 3.C. states, “*Annual Training: The Board of Directors shall participate in an annual training session.*”

The APFA Constitution also addresses training in two other provisions. Article III, Section 6.D. 10, states, “*The Secretary shall assist in establishing regular training and continuing education programs for representatives of the APFA,*” and Article III, Section 4.K. 4, requires the Secretary to, “*determine the content of annual training for members of the Board of Directors...*”

Before I tell you what this year's training was, let me start by telling you *what it was not*. The rumor mill recently went into full grind on this subject. The training was not a special

meeting of the Board of Directors; it was **training** attended by Base Chairs, Vice Chairs, the Executive Committee and the National Coordinators. It was not a concessionary or bankruptcy planning session or a swap meet designed to give away something. The most popular rumor was that we were meeting to give further concessions on vacations. Simply not true.

Early in 2005, discussions ensued regarding the curriculum for this year's training. The APFA National Officers met many times during the year to create, define and refine the contents of this year's program. We also conferred with several of our legal advisors and strategists to finalize the subject matter. I know I speak for the other National Officers as well when I say that we are very proud of the end product.

The classes and training were broken up to include the following presentations and exercises:

- *A Strategic Paradigm*
- *Assessing APFA Strategic Capacity*
- *Scenario Planning Process/ Analysis*
- *Leadership & Communication*
- *An APFA Leadership Evaluation*
- *An Open Dialogue: Rising to the Occasion*
- *Meeting the Challenge*

- *The Legal Landscape*
- *A Multi-Faceted Commitment*
- *A Joint Approach*
- *A Back-Up Approach*
- *A Dual Road Map*

The intense three-day training took place in Phoenix this year. Bids from hotels in several cities were obtained and the Phoenix property was, by far, the most affordable. While it was not necessarily the easiest location for non-revenue travel, it was fairly centralized and accessible to all those who needed to attend.

“One thing was abundantly clear, however; those who profit most from bankruptcy proceedings are the attorneys.”

This training session was an opportunity for your Union leadership to hunker down and focus on the task of planning and strategizing for our collective future. We discussed where we are going, what we need to do to get there and, most importantly, what roadblocks we foresee and how to avoid them. Your leadership received briefings from an economist who specializes in the airline industry and several attorneys, includ-

ing one of the best labor-oriented bankruptcy attorneys in the United States. While we did not draw up a game plan to address the possibility of AA filing bankruptcy, we were fully briefed on our current options as well as on the situations with other unions whose carriers are already in bankruptcy.

The economist spoke on the financial stability of American, as well as what is going on in the rest of the industry. We looked carefully at what other airlines and unions are doing both in and out of bankruptcy. While we certainly hope not to join them, we need to be wise enough to learn from those who have gone down this road. One thing was abundantly clear, however; those who profit most from bankruptcy proceedings are the attorneys.

This year's Board of Directors' Training was instrumental in preparing your elected and appointed representatives, not only for what happens today, but for what may come tomorrow as well. 



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You Pay, You Stay. You Don't, You Won't!

A union's responsibility is to protect and preserve jobs and every union member is expected to pay their fair share of the cost. Clearly, the goal of the APFA Dues Department is to collect the dues of all Flight Attendants to keep our treasury strong. Article 31 of the CBA between APFA and American Airlines defines this responsibility and spells out what happens when an individual doesn't live up to his or her dues obligations. Let's take a closer look at this provision to see just how it works.

Article 31, *Union Security*, is the section of our Contract that requires a Flight Attendant to pay dues as a condition of employment (Art. 31, A.1.). Simply stated, if you don't pay your dues for the period during which you are **actively** employed, you will be terminated from AA. It's this department's job to ensure that everyone pays his or her fair share and that there are no "free riders." We currently have 1,865 Flight Attendants in dues arrears (that's more than ten percent of our active membership) owing a total amount of \$833,821.50. This includes dues owed during Leaves of Absence or other reasons of inactivity.

Arrearage for **inactive** status, i.e., a leave taken by the member, is an obligation; however, dues payment is not a condition of employment. A Flight Attendant does not have to immediately pay inactive-status dues while s/he is on leave. However, when that Flight Attendant returns to payroll, the dues obligation becomes payable to APFA in accordance with the APFA Constitution, Art. II, Section 4. Although a Flight Attendant cannot be discharged for dues accrued during inactive status, s/he will be made a member in bad standing and lose the right to vote. For many of these individuals, the money owed goes back many years to a time when they were on multiple leaves of absence. Many set up repayment plans (for dues owed during inactive status) on which they have later defaulted.

Union administrations change, Company department heads move on and attorneys for both sides come and go. But, this language in our Contract has been

around for decades - four, to be exact. The language was pulled word-for-word from the old TWU contract of our predecessors, TWU Locals 552 and 550. (The oldest Contract I have in my office is dated 1965 and measures 5" x 3" - the size of a small index card - and it's only 90 pages long.) At various times

during its existence, this language has been applied, ignored, interpreted and disputed, but it remains solid language.

Now, more than ever, it is important that each of us understands this contractual provision

and how it will be applied. The Union and the Company have recently agreed to a Letter of Understanding regarding the specific steps and timelines pertaining to Article 31. APFA's financial health and the delinquent Flight Attendant's livelihood are both at stake here, so the application of these procedures is extremely important.

Article 31 reads and is applied like no other provision of our Contract. It is, indeed, unique. For purposes of this Article, the

Union is the "moving party." In other words, the Union initiates the action that may cause the Company to terminate a Flight Attendant. Normally, it's the other way around.

So, let's follow along the path of Darla Delinquent and Freddy Freerider, members in bad standing who have chosen not to pay their dues for periods of **active** status. The names have been changed to protect the innocent, but this is no laughing matter. This department spends hundreds of hours and thousands of dues dollars every month tracking down and rooting out these dues delinquent members who receive free services; the same services for which you pay.

For APFA to take action, a Flight Attendant must be in arrears for more than 60 days. At that point, a "dues history" is pulled by the Dues Department staff. Such is the case for Darla Delinquent. Every single semi-monthly entry (sometimes going back as far as 17 years) is examined to determine if she is in arrears for active or inactive status (active status includes sick pay). Sometimes, the history goes back that far because some

"The money is owed to APFA. After all, APFA negotiated the language that allowed her to take the leave.."

repeat offenders pay off the amount due from their active period but still owe dues for the times they were inactive. It turns out that Darla's dues are owed for several leaves she's taken throughout the past few years. Although Darla is in arrears, she cannot be fired for non-payment of dues accrued during a leave, but her debt can and will be turned over to a collection agency. The money is owed to APFA. After all, APFA negotiated the language that allowed her to take the leave. Without question, APFA has continued to protect Darla's rights and maybe even negotiated improvements for her while she was on leave, yet Darla declined to pay her fair share.

OK, back to the process. There are, believe it or not, 110 different status codes that AA Payroll applies to Flight Attendants – some active and some inactive. Line by line, the Dues Department staff goes through each history. This process can sometimes take hours. A report is written, separating the dues for the **active** periods from the **inactive** periods.

Let's look at the case of Freddy Freerider. The dues history

shows that he is in arrears for periods of active status. In accordance with Article 31, a letter is sent to him, certified mail/return receipt requested, or if need be, via process server, with a copy to the AA VP-Employee Relations, stating that he is delinquent and specifying the dates and corresponding amounts. It also states that he is subject to discharge if payment is not made within 30 days of the date of the letter. This period is called the grace period. This letter also informs Freddy that he can contact the APFA Dues Department if he believes there is an administrative error or to remit payment. The APFA makes certain that the F/A receives proper notice of pending termination. One week before the 30-day grace period expires, APFA notifies AA that the Flight Attendant is in jeopardy of being fired unless the dues are paid by the deadline. Freddy may be notified again, this time by his Flight Service Manager, that he will be terminated if the dues are not paid by 5:00 p.m. Central Time on the 30th day

“...the loss of one's job and the collection of dues is very serious business.”

(the exact date is stated in the letter). Several days before the deadline, the Dues Department makes a final courtesy call to Freddy. If no payment is received within the grace period, the President of APFA certifies, in writing, to the AA VP Employee Relations, with a copy to Freddy, that he has failed to remit payment within the grace period and is to be discharged for non-payment of dues. Payment on the 31st day will not be accepted. If the amount due for active periods is paid, Freddy will then be put on a payment plan for any inactive amount still owed. All future payments received will be applied to the oldest balance, in accordance with standard accounting procedures.

In Article 31 cases, the broadest application of the Contract must be applied, meaning we must ensure that each member is afforded every opportunity to plead his or her case. Article 31 allows the Flight Attendant to file a grievance within seven days after the discharge date. Yes, Freddy has the right to

argue his case in front of an arbitrator. He keeps his job until the grievance is decided.

Through the years, different procedural interpretations of the Contract have enabled some dues-owing Flight Attendants to be retained. What was not in dispute was that these individuals owed the money. But, on a technicality, some have gotten yet another chance. To err on the side of caution is prudent - the threat of costly litigation cannot be ignored. However, with the Letter of Understanding in place, we can be confident that the procedural rights of every Flight Attendant are observed while the Union continues to vigorously apply Article 31 to the Darlas and Freddies out there.

At the end of the day, this process buys offenders a little time. But, the loss of one's job and the collection of dues is very serious business. Unless they're able to prove in an arbitration hearing that their rights were somehow violated, they will lose their livelihood at American Airlines. At least we, as a Union, know that they were afforded every opportuni-

ty possible under the Contract to pay what they rightly owed.

The procedural Letter of Understanding between APFA and AA, available for viewing at apfa.org, clearly reaffirms the agreed-to procedures for the enforcement of Article 31, thus ensuring the collection and protection of the funds of our Union.





Leslie Mayo
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Coordinator

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“Those who misremember the past are pleased to repeat it as proof.” -Mike Huybensz

I spent this morning re-reading the articles from the past five *Skyword* magazines since Tommie took office last August. In the 3rd Quarter '04 issue, I included a short column on fuel facts on the editor's page. The last sentence reads as follows: "There are only three major carriers who have not filed bankruptcy in their history – yet: Northwest, Delta and American Airlines." Here we are, one year later, the last major airline who's never seen the other side of bankruptcy. Why?

I don't believe it's just luck that keeps us here. I think there's a

It's All About Timing...

reason we are still flying outside of the bankruptcy radar. It appears we might be learning the lessons laid out by the other legacy carriers and, subsequently, doing business differently. It also appears that, at least so far, we have the people in place that just might be capable of pulling this off. Not just upper management, or union leadership – but the employees of AA: Flight Attendants, mechanics, agents, cabin service, pilots and baggage handlers.

Watching United Airlines thrash about in Bankruptcy Court for the past three years is a scene I can't imagine anyone hoping to experience firsthand. The treatment of UAL's employees by management is deplorable. No one was surprised at the decisions made by Judge Wedoff. Bankruptcy Courts don't care about "fair" in terms of what the employees have sacrificed to save their company. It makes no difference to the judge that the United Flight Attendants had agreed to millions and millions in concessions already. Judge Wedoff did what he was trained to do – his job as a Bankruptcy Judge is to protect the creditors. But the uncon-

scionable acts of some of UAL's senior management who have protected their own retirement at the cost of their employees' among other things, have secured them a seat somewhere very hot. Glenn Tilton's cowardice acts are already engraved in history right next to Carl Icahn's and Frank Lorenzo's under the title: "How to Ensure a Solid Financial Future For Companies that Manufacture Personal Protection Devices."

“Watching United Airlines thrash about in Bankruptcy Court is a scene I can't imagine anyone hoping to experience firsthand.”

As most everyone knows, some better than others, it's all about timing. In personal relationships, he's ready but you're still pining over your ex; or you're ready and he's off reliving his fraternity days. In business, timing is crucial – whether it's when to hedge fuel; reduce the schedule or recall Flight Attendants – timing is everything. Do we hedge crude oil at \$59 a barrel today

when it could drop to \$49 next month? That would be bad timing on AA's part. But what if it rose to \$70 in January? Then, it's a great move on AA's part. Remember in 2002 when the Company recalled our members from furlough, then re-furloughed them again? Many of these F/A's quit their jobs to return to flying - only to find themselves without a job a few months later. That was particularly bad timing on AA's part.

So where does that leave us? Will we learn from other's mistakes and work toward the track that keeps the control of our future in our own hands? Or will we jump off the cliff right behind the other legacy carriers and ultimately let someone else make those big decisions for us?

Management will be held accountable for the decisions they make in guiding our Company back to profitability. And we must take responsibility for our part in this process. Engage in our future by doing what it takes to keep the control where it belongs – and that has to be with the employees. Remember our Strike in '93? It took every one

of us to bring this airline to its senses. A lot of us were surprised at the power we had. We proved that if we work together, we can get what we want. We were invincible and it was a great feeling. Now, it's time to figure out what we want and work toward that end.

I've already decided where I'm putting my energy. I will continue to do whatever it takes, as long as I can do it with dignity, to help bring this Company back to profitability so that our workgroup can flourish once again. It's time for some relief from the Reserve list. It's time for some transfers and proffers. It's time to bring back our 4,084 furloughed Flight Attendants. So, how do we get there?

One thing's for sure; we cannot remain stagnant forever. Either we sleepwalk our way into bankruptcy, or we do what it takes to be the only legacy airline that never took the easy way out.

Really, it's up to us. 

I DON'T HAVE



TIME!

By Denise Pointer, APFA InfoRep
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I have been *on the road* for the past few months visiting all of our base cities system wide to recruit new InfoReps. I had the pleasure of being accompanied on these visits by Rick Musica, a member of the APFA Legislative Action Task Force.

Since October, I have heard four words I never realized were as popular as these: *"I don't have time."*

These words are usually used in conjunction with one or more of the following clarifiers: "I have kids. I have two jobs. I fly high time. I have a sick dog. I am behind on Desperate Housewives." Trust me when I say, I have now heard it all. When I ask Flight Attendants

to join the InfoRep program, the number one reason for those who said no was: *"I don't have time."* Frankly, none of us has time. We all seem to be in overdrive, and we all seem to be functioning at warp speed.

Time is a precious commodity. You can't buy it. You can't borrow it. You can't win it in a poker game. Recently, I figured out, however, that it can be allocated. Sounds simple enough, right? Guess again! I have had to learn how to juggle like never before. I decided this past year that I needed to find time for things that are really important. Prioritizing these *"things"* was challenging, but a reality check put my career at the forefront of my concerns.

Recent events that could affect our Flight Attendant career have scared me. My employer is in the fight of its corporate life to do the right thing by continuing to fund our pensions while at the same time figuring out a way to deal with the escalated price of fuel, pay off debt and return to profitability. Without a doubt, my future security depends on the success of my employer. I realized that somehow I had to make a little time to *get involved* – and I have. I have made the time to do my small part in dealing with this crisis. It is my hope that I can convince even more of you to find the time as well.

I **read** everything I can get my hands on. Granted, sometimes this reading is coupled with other activities, but creativity has been forced upon me. I **listen** to everyone who talks to me. I don't always agree with everything I hear, but I listen because in everyone's words there is insight. I **am involved**. I may not be as involved as others, but I am as involved as I can be. That has to be good enough for now. I **communicate**. I have agreed to help out with the InfoRep program because I decided that communicating with my co-workers is the most important thing I can do right now.

Rick and I have spent the past

few months in operations talking to Flight Attendants about important issues and the relevance of what is happening in Washington, D.C., and how that affects our profession. We have had some wonderful conversations with our colleagues on several issues. *"Knowledge is power"* has been my mantra these past few months.

The dissemination of information from the APFA leadership to the line Flight Attendants has never been more important. And that is what the InfoRep program is all about. It's a simple, effective communication tool.

The number of InfoReps has doubled recently due to so many of you stepping up to the plate. Being an InfoRep only requires that you stay informed by reading the communiqués from APFA. Then, when you are engaged in conversations with your co-workers, you will be able to share accurate and factual information. You can personally encourage others to be informed. Getting involved is as simple as reading and sharing.

The politics of APFA are not important right now. Let them go. There are no Base Chair elections until 2007 and no

National Officer elections until 2008. We need to come together as a unified work force and transfer our energy to the politics in Washington, not Euleess. We need your support there because that kind of energy will produce results. There will be plenty of time later for our own politics and we hope that, at that point, our employer will once again

"The dissemination of information from the APFA leadership to the line Flight Attendants has never been more important."

be profitable and our pensions secure. Then, we can bask in that success as we rest on our longer layovers.

Thank you to all of our new InfoReps for making the choice to get involved. For those of you who decide you would like to make a difference, go to www.apfa.org and click on the link to sign up to be an InfoRep.

It's important. Please, find the time.





Lessons of Their Past Provide A Plan for Our Future

By Mark Richard, Esq.
APFA Counsel

Rising fuel prices. Excess capacity. Low-cost carriers. Inability to raise fares. Post-9/11 security costs. The woes of the aviation industry are well known and painfully clear.

While the experts and commentators have the luxury of sitting back and analyzing the dismal state of

the passenger airline industry, Flight Attendants and other aviation employees are fighting to protect their careers and livelihoods. Admittedly, there is some empathy throughout America for our plight; however, it is absolutely clear that we alone must protect our futures.

Surviving these tough times

requires an honest and transparent review of the lessons airline unions have learned from prior bankruptcy and restructuring efforts. The stark reality is that the bankruptcy process had not helped aviation workers. It is a failed path. Not a single airline union is claiming that they fared well in Chapter 11. Not one union leader is offering

her/his bankruptcy experience as a model to be followed.

“There are those who would like to believe that the bankruptcy judge cares about fairness, equity and the lives of the workers. The bankruptcy judge cares about one thing, helping the Company reorganize so the shareholders and creditors can get as much as possible on their original investment and the Company can exit bankruptcy as a viable enterprise. You have been successful in keeping your Company out of the bankruptcy court so far, I wish you luck in continuing that strategy.”

-Pat Friend, International President, Association of Flight Attendants, representing flight attendant bargaining units during bankruptcy court proceedings, including United, US Airways, America West, Aloha Airlines and Hawaiian Airlines

My professional experience representing unions at bankrupt carriers (Eastern, Pan Am, United and now Northwest), underscores this reality. At APFA's request, I have questioned more than a dozen union lawyers, bankruptcy litigators, economists and bankruptcy

judges to assess their perspectives. They conveyed unanimous agreement that the bankruptcy process is harsh and unforgiving. There is no genuine concern for notions of fairness and justice. The Bankruptcy Code cares little about the incredible sacrifices you have made and the tough working conditions you endure.

“Prior to the September 14 NWA filing for bankruptcy protection, management was asking for \$143 million in annual labor cost savings. Between September 14 and October 12, they raised their demand to \$195 million in annual labor cost savings. On October 12 NWA filed for 1113(c) and the 51-day clock began. We now must reach a consensual agreement in that time or the company can ask the judge to impose (1113(e) its demands or abrogate our Agreement. Thus, we have a gun to head with the trigger pulled, knowing it will go off on the 51st day or later should either party be granted an extension.”

-Guy D. Meek, President,
Professional Flight Attendant Association, Representing the flight attendants of Northwest Airlines

The APFA Flight Attendants have truly earned my respect over the more than 10 years during which I have served as one of your lawyers. But creditors and judges are not moved by that respect. They are coldly interested in balance sheets, reorganization plans and Debtor-In-Possession (DIP) financing.

If we are faced with the prospect of bankruptcy; we will be ready. APFA has an intelligent plan in place and a team of experts that can strategically represent your interests. We certainly will have pre-emptive scenarios designed with regard to pension protection, 1113 projections and overall financing. APFA is fully prepared to take all of these steps. But, this absolutely should be a last resort given the empirical data on the realities of Chapter 11 proceedings.

I respectfully and unequivocally submit that the ultimate challenge is to avoid bankruptcy (provided we can do so in a fashion that fairly respects our careers). We cannot blindly seek to stay out of bankruptcy at all costs. Rather, any bankruptcy-avoidance strategy must be built on a foundation of fair treatment during these most precarious of times.

The challenge of avoiding bankruptcy requires unions to think differently. This novel approach mandates that the union's leaders and members be nimble and ready on all fronts. We must be smarter and more prepared than at any other point in our union's history.

“AMR cannot simply posture and pay lip service to cooperation. We need to test the new relationship every day.”

Clearly, the path that offers the greatest chance of success is a true and genuine business partnership with the air carrier (and possibly even the creditors and financiers). Is there a way that management can honestly work together with its employees and other stakeholders to “fly itself” out of turbulent conditions? We think this is very possible. Others agree. On our most recent trip to Wall Street, certain key aviation analysts advised Brett Durkin, Leslie Mayo and me that such a business model was the most promising venue for our future. In fact, they believe that AMR is in the best position of all the remaining non-bankrupt legacy carriers to pull this off.

This unprecedented approach is not easy. First, it requires that the Company be sincerely committed to the process. AMR cannot simply posture and pay lip service to cooperation. We need to test the new relationship every day. Fortunately, to date it appears that Gerard Arpey and his senior management team vested in this new model. This approach needs to continue and be pushed down to those managers still practicing the archaic ways of the positional-rights-based managerial style.

Second, our membership and line management must give this unique opportunity a real chance to succeed. We cannot allow ourselves to become so jaded and mistrusting that we actually sabotage our one opportunity to genuinely do things differently. Any union and any company can declare a “labor war” against one another. That is as easy as it is self-destructive. The real challenge is to rise above our historical, deep-rooted lack of trust (created by many prior AMR misdeeds) and build a better way.

Lastly, our joint approach must be based upon a solid business plan. It is far too easy to finance corporate mistakes off the backs of the work-

force. Instead, the carrier and its consultants must have a viable plan that addresses cost cutting outside of our contract, revenue enhancement, structural efficiency and better management practices. Our members must, in turn, continue to deliver exemplary service in an efficient and productive fashion. Both sides must face the hard realities straight on and creatively find equitable solutions that make for a profitable enterprise. It is a mutual imperative that we focus on the franchise and build upon our loyal and committed workforce.

Although it will be difficult, APFA and AMR can make labor/management history. This union and its members can seize the moment and strategically create a different and more positive result than the losses we would suffer in bankruptcy. This corporation and its managers can treat us as intelligent and equal business partners. Just maybe, we can continue to be the one and only legacy carrier that has never tested the waters of Chapter 11 reorganization. I have full faith that APFA is up to the challenge.



Major Airlines' Labor Cost Cuts Since 2003

5/1/2003	United	\$ 2.4B	Round One of Bankruptcy I Temporary Relief Imposed January '03
5/1/2003	American	\$ 1.6B	On Verge of Bankruptcy
12/1/2004	Delta	\$ 1B	On Verge of Bankruptcy
1/1/2005	Delta	\$ 350M	Company Imposed For Non-Contract Labor
1/1/2005	US Airways	\$ 1.1B	Round Three of Bankruptcy II Temporary Relief Imposed October '05
1/1/2005	United	\$ 677M	Round Two of Bankruptcy I Temporary Relief Imposed January '05 Permanent Deals Reached July '05
4/5/2005	Continental	\$ 418M	Voluntary (More Than \$82M From F/As) Has Filed For Bankruptcy Twice
9/1/2005	Delta	\$ 930M	Current Target
10/1/2005	Northwest	\$ 1.4B	Asked For In First Bankruptcy in History (Increased From \$930M in 2004)
Total		\$ 11+ Billion Dollars From Labor Since 2003	<i>As of October 1, 2005</i>

Dear BOS-I,

I just returned from the Annual APFA Board of Directors training in Phoenix, and I am sending out a report to the BOS-I Base Council to share what I learned while I was there. The theme for the training was "Meeting the Challenge in Uncharted Times" and was facilitated by the APFA National Officers, Mark Richard, who has served as one of APFA's attorneys for more than ten years and Patricia Ireland, a member of Mark's firm.

The agenda included discussion/ strategy groups surrounding such items as *Assessing APFA's Strategic Capacity, Leadership and Communication, Meeting the Challenge, and Rising to the Occasion*, just a few of the topics that we focused on. On the second day of training, we spent hours upon hours listening to APFA's advisors talk about the state of the airline industry and the crisis that American Airlines is facing.

To say that this is a stressful time for our membership would be a huge understatement! When Northwest and Delta announced their plans to enter bankruptcy, it caused fear and uncertainty to our world here at American. I know there is a lot of talk out on the line that the Company is coming to us for concessions. In Phoenix, I learned that American Airlines has NOT approached APFA for concessions... period.

However, none of us knows what the future holds for our Company or what

tomorrow will bring. The employees of American have sacrificed a lot to keep our airline out of bankruptcy, and although it doesn't feel like it, our efforts have made a difference. For example, if the price of fuel would have remained at the January 2003 price, it's estimated that AA would have made a large profit last quarter. Industry analysts have been quoted as saying that "no amount of labor concessions can offset the skyrocketing cost of fuel." Fuel is one of the driving forces in the downward direction of our industry.

"While I'm hopeful that the determination of all the employees at American can keep us out of bankruptcy, I am here to tell you that if things go south, our Union has a backup plan."

That said, I truly hope you will all take time to read the Fall 2005 edition of *Skyword*, specifically the President's Report and the article by APFA's Communications Coordinator. Both talk of the efforts being made by American Airlines' management to work **with** its labor groups in an effort to get through the crisis our Company is facing. While I remain cautiously optimistic about working together with a Company who has time and again left our labor group feeling less than valued, I look at how the three unions and AA have been collectively working

to save our pensions. And in regard to our pensions, our efforts might just payoff! The email I sent out earlier today was an announcement that the U.S. Senate has reached an agreement on airline pension legislation that carves out a special provision for American and Continental (the last two major airlines not in bankruptcy) so that we would not have to 'freeze' our pensions. This is encouraging news indeed, and we will certainly keep close tabs on this legislation as it moves through the House.

While I'm hopeful that the determination of all the employees at American can keep us out of bankruptcy, I am here to tell you that if things go south, our Union has a backup plan. It is laborious to be strategizing two different paths, but we absolutely have to be prepared for whatever comes our way. While in Phoenix we also were given a presentation by a consulting group that did an analysis of the Company from top-to-bottom and got a true look at American's financial status. In particular, they pinpointed inefficiencies identified throughout the entire Company. APFA, APA and TWU were involved in the analysis process and spent countless hours sifting through data.

I was pleased to learn that APFA's financial advisor was also involved on APFA's behalf in this process, and he said he repeatedly advised our National Officers to request information that would normally not be given to labor groups. To his surprise, American gave

APFA the information that was requested. The group set out on a fact-finding mission, and now they are reporting out to the unions and the Company the results of that fact-finding. As we move forward, the unions will certainly stay on top of what is to be learned by American Airlines from the analysis of our Company.

Rest assured, APFA has clearly stated that we have NO INTEREST in opening up our book at this time. We will also continue to work closely with, and watch the actions of our colleagues at APA and TWU.

I want to stress that I came away from the training with a mission. It is my goal to engage the Flight Attendants at the BOS-I base. There are many Flight Attendants out there who are scared and stressed out with all that we are facing.

We cannot allow rumors and speculation to add to our fears and feed our anxieties. I truly believe that knowledge is empowering, and having factual information has never been more important than it is right now. I have a goal, and I am asking for the help of the BOS-I Council. I want to strive to get the commitment of at least 200 BOS-I Flight Attendants to become InfoReps. All I'm asking for is a commitment to pledge their participation for at least the next six months.

As Council Members, per the APFA Constitution, you are automatically InfoReps and, as such you should have

received an InfoRep packet from APFA Headquarters. Imagine if we had one half of our base out on the line with copies of the APFA and InfoRep Hotlines... to have 200 BOS-I Flight Attendants out there keeping their ears open to the rumors, fears and concerns of our members. 200 who could report back to us so we could address those rumors, fears and concerns head on! I believe that by engaging our membership in this way, we can stay focused and on course - no matter what our path turns out to be. I believe in our Flight Attendants here at BOS-I, and I also believe in the ability of our Union's leadership to work together to guide APFA through these uncertain times.

I will be in touch with you again very soon as we move forward. And I would be remiss if I didn't tell you that I can't stress enough, how grateful both Hilda (Hernandez - BOS-I Vice Chair) and I are to have you involved as Base Council Reps. I hope the experience of being involved in your union will be as rewarding for you as it absolutely is for me. ▲

In Unity and with kindest regards,

Patty



P.J. Moore
BOS-I Chairperson

Editor's note: The following letter was written to the BOS-I Base Council by BOS-I Chair Patty J. Moore. It is reprinted here for the benefit of the entire membership.



Lori Bassani
APFA Public Affairs

Working Together – Joint Work Collaborative Efforts – Combining Forces

by Lori Bassani, APFA Public Affairs

We've been hearing these words a lot lately. And, if we're honest, the connotation of the first two phrases to some union members might mean "sleeping with the Company" or "drinking the Kool Aid."

Now, read the words above from left to right again. Doesn't it go from worse to better? Just like the saying, "It's not what you say, it's how you say it," the same holds true for, "It's not what you do, it's how you do it."

APFA has been working collaboratively with many groups and organizations lately. Even though we are an independent union, it does not always mean that standing alone on issues is the best course to take for the welfare of our members. Here are a few examples:

Flight Attendants Collectively Fatigued

Although our members named it their number one issue, it didn't take a survey to see how

exhausted we are. And, as we looked around the industry, we could also see that other Flight Attendant unions have been affected by restructuring just as we have.

We began planning our internal "We're Restless" campaign and realized that this battle needed to be fought on two fronts: the Company needed to give us some relief and we needed legislative action to change the FAA minimums. The first was a long shot given the competitive nature of the industry and the second was an even longer shot if we tried to go it alone.

"Even though we are an independent union, it does not always mean that standing alone on issues is the best course to take for the welfare of our members."

Consequently, we put our feelers out to other Flight Attendant unions and, guess

what? The whole industry was on board with us and eager to participate. APFA and TWU Local 556 (representing Southwest Flight Attendants) hosted a first-ever Flight Attendant Fatigue Summit and the presidents and leaders from unions representing the majority of Flight Attendants in the U.S. attended, including AFA-CWA, PFAA, APFA, TWU Local 556 and IBT.

Lobbying efforts by all groups resulted in the allocation of funds for a government study on Flight Attendant fatigue. On our own property, APFA recently reached a settlement with the Company, giving us some relief on rest and food. This settlement, although far from perfect, is a result of joint Union and Company task teams. It's a start, although there is a lot more work to do in this area. In this regard, you may be called upon for action. When the time is right, the joining together of all Flight Attendants in the airline industry will make an incredibly strong statement!

A CEO Takes a Public Stand with Labor Leaders on Pensions

In what can only be called a monumental effort, all three of American's labor unions worked with AA senior management to establish a joint pension statement covering points upon which all four groups agreed. A Company-wide Fly In to Washington, D.C., took place in June. Employees and union members from all work groups at AA joined with senior management to rally and meet with legislators regarding pension issues. It was a powerful day and an eye-opening event to some, particularly media members who have been accustomed to bumpy labor/management relations at American. When AMR CEO Gerard Arpey took a public stand with labor leaders on pension reform, the national media took notice. CEO Arpey received a standing ovation from the rank and file of AA at the event and the joint effort was widely publicized in the national press. The specter of

I invite you to read the new joint newsletter, *On the Fly*, which can be downloaded from the APFA Web site. It is written by communicators representing union and management work groups and addresses issues that affect employees across the board.

labor and management combining forces on this issue resulted in a much deeper reach across the aisle to both Democrats and Republicans – a first in this arena.

Unified to Keep the Wright Amendment in Place

In the initial stages, many of us were thinking this was just another corporate competitive issue and that the Wright Amendment battle wouldn't really affect us. As the fight to repeal Wright was taken to the public by Southwest Airlines, we began to understand the huge blow that the snowball effect of this legislation could deal on our Company. We have now joined forces on this issue publicly. The APA, APFA and TWU Locals 513, 541, 542, 565 and 567 have penned several joint letters to legislators and released joint media statements in response to SWA's petition drive and the recent Senate hearings. In addition, APFA and AFA Flight Attendants recently lobbied the Hill, delivering an extensive AMR-sponsored study on proba-

ble effects of the repeal of the Wright Amendment to legislators. These joint actions are far more effective when delivered in a unified voice.

“As the fight to repeal Wright was taken to the public by Southwest Airlines, we began to understand the huge blow that the snowball effect of this legislation could deal on our Company.”

A Media Perspective on Working Together

Eric Torbenson summed it up in one word: SPOOKY. That's how the *Dallas Morning News* journalist responded when asked what he really thought of this new labor/management business model. Both he and his *Fort Worth Star-Telegram* counterpart, Trebor Banstetter, met with labor and management in

October. They explained that their editors give them the task of “forecasting,” or making educated assumptions, on what might happen to the airlines about which they write. We explained to them that our members and other AA employees take their words as the truth and, therefore, we expect responsible journalism from them. Eric and Trebor compete for news stories and intimated that since they were accustomed to the traditional labor vs. company perspective, they now turned to other sources for controversy. Keep in mind that reporters don't always report the news from our perspective. Their job is to sell papers and we all know controversy sells. Enough said.

We May Not Be Together On Wright, But We Are Together On Our Members' Interests: A Test for Reciprocal Travel

In the first labor outreach meeting between APFA and TWU Local 556 President, Thom McDaniel and Vice President, Michael Massoni, we

discussed travel reciprocity for our members.

This request was taken to both Southwest and American management and a great deal of pressure was exerted on both carriers in order to achieve an agreement on this six-month “test” effective November 15, 2005. If all goes well, this reciprocal agreement will make life much easier for our members.

Results Speak Louder than Words

These are only a few examples of how collaborative efforts have and will continue to produce positive effects and beneficial results for our members. Whatever you call it, there are times when this kind of work can be a good thing for all. In the end, results definitely speak louder than words.

For more information on how you can contact Congress to protect the Wright Amendment, visit apfa.org.





The following letter was signed by all five parties involved in the Reciprocal Cabin Seat Agreement announced last month.

On behalf of the American Airlines, American Eagle and Southwest Airlines flight attendants, we are thrilled to announce one of the first large-scale Flight Attendant Reciprocal Cabin Seat Agreements in the U.S. airline industry.

This program is governed by a reciprocal agreement between American Airlines, Inc., American Eagle and Southwest Airlines Co. to further enhance the current structure of the **JUMPSEAT AUTHORIZED PASSENGER SEAT ONLY PROGRAM** currently available only to cockpit crewmembers. This program enhancement is designed to aid the commuting flight attendant who is flying between his/her home base and work domicile. In short, this allows all active American Airlines, American Eagle & Southwest Airlines cabin crewmembers to travel free of charge in what would be empty cabin seats on each other's aircraft.

This privilege becomes effective November 15, 2005, on a trial basis and will be reviewed after six

ANNOUNCING: Southwest Reciprocal Cabin Seat Agreement

months to identify and address any concerns. At that time, a determination will be made as to whether or not the parties will continue and/or expand the program. We cannot stress how much of a benefit this program is to American/American Eagle and Southwest Flight Attendants. The role each that each of us plays is crucial to the viability and future growth of this valuable program. What we are alluding to is the role professionalism and respect will play when traveling in the cabins of each other's aircraft - especially in these times of corporate political differences such as the Wright Amendment initiatives currently playing out in the public arena. It is important to remember that this program is a benefit that eclipses the color or logo on your company's aircraft. Actually, this program and your behavior when utilizing it speaks to your commitment to your chosen profession and demands each of us who utilize it to treat each other with the respect so duly earned as Flight Attendants.

Attached is both a policy statement outlining the agreement and

the flight attendant Q&A's detailing procedures. Both documents are also available electronically through your company's crewmember site. Please review the associated policies and procedures carefully before attempting to travel under this agreement.

Respectfully,

The Leadership Teams of:

Transport Workers Union of America, AFL-CIO, Air Transport Division, Local 556

Representing the Flight Attendants of Southwest Airlines Co.

The Association of Professional Flight Attendants

Representing the Flight Attendants of American Airlines, Inc.

**Southwest Airlines Co.
American Airlines
American Eagle, Inc.**

AA/SW Reciprocal Cabin Seat Agreement Policies

Effective Date November 15, 2005

Eligibility & ID Requirements
This policy applies to active employees only. Employees on any type of company leave, voluntary or involuntary including sick leave, are not permitted to participate.

- * Southwest crewmembers should call the 1/888-WE-FLY-AA number (option 3) to flight list before attempting to jumpseat.
- * AA crewmembers should arrive at SW gate no earlier than one-hour or later than 30 minutes prior to departure. No prior listing is necessary or available.
- * All cabin crewmembers must present a valid ID displaying the word "CREW"

Routing Applicability

Transportation is applicable on American/American Eagle and Southwest flights within the continental United States and to/from the U.S., Hawaii and Alaska, and to/from the continental United States and the United States Virgin Islands (San Juan, St. Thomas and St. Croix) on a space available basis.

Boarding Priorities

Priority will be given by each carrier on its own flights to its own employees. It is understood that, thereafter, employees of American will have preference on AMR Eagle, and employees of AMR Eagle will have preference on American. Thereafter, crewmembers from Southwest and crewmembers from other airlines which have entered into similar agreements will be accorded transportation. Each carrier acknowledges that FAA inspectors acting in their official capacity will always have priority.

The number of seats assigned to cabin crewmembers is limited only by the number of open and available passenger seats in the cabin. Boarding will be on a "first come, first served" basis.

Dress Code

Travelers from both carriers should conform to AA/AE's non-revenue first class travel dress code standards of conservative casual business dress and grooming, or be in full uniform.

Note: Shorts will not be accepted in any cabin on AA/AE. Athletic shoes will only be accepted in the coach cabin.

Under this Agreement, American Airlines/American Eagle Cabin Crewmembers are PROHIBITED from occupying a Southwest Airlines cabin jumpseat.

Previously Announced Reciprocal Agreement Policies with Skywest and Frontier Airlines

(Updated 3/31/05)

Overview:

This program is governed by the reciprocal agreement between American Airlines, Inc./American

Eagle and Skywest Airlines and Frontier Airlines to further enhance the current structure of the Jumpseat Authorized-Passenger Seat Only Program. This enhancement is designed to aid the commuting crewmember flying between their home base and scheduled work domicile.

Effective Date:

Effective January 10, 2005, American Airlines entered into a reciprocal agreement with Skywest Airlines /OO/ and Frontier Airlines /F9/ that provides AA, OO and F9 flight attendants unlimited main cabin space available travel on domestic flights.

Eligibility & ID Requirements:

This policy applies to active crewmembers only. Employees on any type of company leave, voluntary or involuntary, are not eligible to participate. In order to request travel under this program, flight attendants must present a valid airline ID displaying the designation "CREW."

- AA flight attendants requesting travel on Skywest Airlines must

see the gate agent at least one hour before prior to the flight's departure. Travelers must check in at the economy class ticket counter within 4 hours of departure, but no later than 45 minutes prior to departure.

Travel on Frontier Airlines will require a request to the gate agent at least one hour before departure. An ACM (additional crewmember) form, obtained from the Frontier agent, may be required for reciprocal jumpseat travel.

Routing Applicability

Transportation is applicable within the continental United States or to/from the U.S., Hawaii and Alaska, or to/from the continental United States and the United States Virgin Islands (San Juan, St. Thomas and St. Croix) and is on a space-available basis.

Flight Listing:

No computerized flight listing is required.

Boarding Priorities:

Each carrier will give priority to their employees and employee

guest travelers on operating flights. Jumpseat riders will be accommodated in priority order after all revenue, carrier employees and guest travelers have been accommodated. Each carrier acknowledges that FAA inspectors acting in their official capacity always have priority.

The number of seats assigned to cockpit and cabin crewmembers is limited only by the number of available passenger seats in the cabin. Crewmembers will be accommodated based on check-in time.

Dress Code:

Travelers must conform to American Airlines/American Eagle's non-revenue first-class travel dress code standards of conservative business-casual dress and grooming when traveling on other airlines.

AA Cabin Crewmember Procedure

1. Arrive at the departure gate within one hour prior to departure. Jumpseat authorization is given no sooner than one hour prior and

no later than 30 minutes prior to scheduled departure.

2. Present proper airline I.D. that clearly indicates the individual as "CREW."

PAC? PAC WHAT?

By Joan Wages, APFA Washington Representative

A PFA Legislative Rep Rick Musica and DFW InfoRep Denise Pointer have been traveling the system fielding several questions – many about the APFA Political Action Committee (PAC). Other questions came up at a recent legislative training so we thought we would share some of these questions and provide some answers.

What is a Political Action Committee (PAC)?

Essentially, a PAC is a bank account. It is set up separately from an organization's other finances. In other words, no union dues can be used for the PAC account. All contributions must be voluntary although they can be taken directly out of each paycheck at the Flight Attendants' request. Only a few dollars a month adds up when many members participate in the PAC.

What is the PAC account used for?

A PAC gives APFA members a means of contributing to political campaigns of candidates who support Flight Attendants. This is particularly important now when so many issues impacting Flight Attendants are being handled on Capitol Hill. Small individual contributions would gain little attention. By combining a few dollars each month from many APFA members, a collective contribution can be made that is substantial.

What issues does PAC money support?

Only issues impacting the Flight Attendant job are considered when reviewing distribution of PAC monies. Some of the recent issues are Flight Attendant fatigue, wireless communications between the cabin and cockpit, pension reform, the Wright Amendment (and its potential impact on loss of jobs) and the outsourcing of jobs, as a few examples.

Who decides how PAC money will be spent?

As APFA's Washington Representative, I make recommendations to the APFA Treasurer for PAC contributions. These decisions are made by taking multiple aspects into consideration: Has the candidate/Member of Congress voted for a Flight Attendant issue lately? Has the candidate written or signed onto a letter on a Flight Attendant issue? Does the candidate hold a key position (chairman or ranking minority) on a committee or subcommittee that handles Flight Attendant issues? Is the candidate in a leadership position with the ability to move a Flight Attendant issue in the House or Senate?

Do APFA officers use the PAC for their own political reasons?

The PAC is not the personal account of the current administration. Regardless of political camps, APFA's officers have unfailingly used PAC

monies to further issues that impact all APFA members and the Flight Attendant profession.

Does all the PAC money go to Democrats?

No. There are Republicans who help us on issues so PAC contributions are made to them. One example of this is the recent Pension Reform efforts by some Republicans on the Hill. The goal is to help those who help us, no matter the party.

How can I sign up?

A PAC sign-up card is in the middle of this *Skyword*. Fill it out and mail it in. You can also visit apfa.org and sign up online. Again, only a few dollars a month adds up.

Help APFA build a stronger presence on Capitol Hill by contributing to the APFA PAC.

APFA Administrative and Committee Positions

Article IX of the APFA Constitution outlines administrative and committee positions within our Union. These include the National Coordinators, Division Representatives, the Budget Committee and the National Ballot Committee. As we grow closer to the Annual Board of Directors Convention and the end of the terms of office for the Coordinators, Division Reps and other committees, it is important to review the information in Article IX.

Article IX, Section 2.A.1 of the Constitution requires that the membership be notified at least sixty (60) days prior to the Annual Convention of the number and type of administrative and committee positions within APFA contained in the proposed budget for the upcoming fiscal year.

Coordinators

APFA currently has six National Coordinator positions. They are Communications, Contract, Health, Hotel, Safety and Scheduling. To be considered for any of these positions a Flight Attendant must be an active member in good standing, a member of APFA for at least one (1) year, and must have served in at least one (1) elected or appointed position listed in the APFA Policy

Manual. Those interested must submit a resumé to the APFA Secretary no later than February 1, 2006, in order to be considered for nomination. The APFA President will nominate individuals for the various coordinator positions. The nominations are then submitted to the APFA Executive Committee for confirmation.

Additional information regarding eligibility, job responsibilities, and duration of appointments can be found in Article IX of the APFA Constitution and Section 13 of the APFA Policy Manual. Both of these documents can be found on the APFA Web site under "Resource Center."

Division Representatives

Article IX, Section 4 of the Constitution outlines the job of an APFA Division Rep (DR). This particular section mandates that there be no less than one (1) Division Representative for each four thousand (4,000) members, or fraction thereof, on the system seniority list. Flight Attendants interested in one of the five DR positions must be an active member in good standing, a member of APFA for at least two (2) years, have served in at least one (1) of the appointed or elected positions listed within the

APFA Policy Manual, and must be based in the division to which s/he is assigned. The APFA Vice President will nominate individuals for the position of DR. The Executive Committee is responsible for confirming the nominations.

Eligibility, job responsibilities, and duration of appointment for the position of Division Representative can be found in Article IX of the Constitution and Section 9 of the Policy Manual.

Budget Committee

Appointment to the APFA Budget Committee requires that a member be active and in good standing. There shall be no fewer than three (3) members of the committee. At least one (1) member must be a member of the APFA Voting Board of Directors. The APFA Treasurer may fill a position on the committee. All appointments are made and confirmed by the voting Board of Directors at the Annual Convention.

The job description and additional information regarding the Budget Committee can be found in Article IX, Section 7 of the APFA Constitution.

National Ballot Committee (NBC)

A member interested in appointment to the National Ballot Committee must be an active member in good standing. The NBC shall be comprised of no fewer than seven (7) members. Members of the committee may not hold or run for any other position within APFA as defined in Article III, IX, and X of the Constitution.

Appointments to the National Ballot Committee are made and confirmed by the voting Board of Directors at the Annual Convention. Once the NBC has been confirmed, members of the committee will elect a Chair, Vice Chair, and Secretary as administrators.

A complete job description, eligibility, and duration of appointment for the National Ballot Committee can be found in Article IX, Section 6 of the APFA Constitution and Section 14 of the APFA Policy Manual.

If you are interested in being considered for a position as an APFA Coordinator, a Division Representative, or a member of the Budget Committee or National Ballot Committee, you must send your resumé to APFA Secretary Greg Hildreth no later than February 1, 2006.

Remember, in order to be considered for any of these positions, you must be an active member in good standing and, in some cases, meet additional requirements. It is very important that you thoroughly review the job responsibilities, eligibility requirements, and other information regarding the position you are interested in.

If you have questions, please feel free to call the Secretary's Office at Headquarters. The number is 817-540-0108, extension 8121.▲

In accordance with Article IX of the APFA Constitution, resúmes are now being accepted for the following administrative and committee positions within APFA:

- *Ballot Committee Members (Appointed by the APFA Board of Directors)*
- *Budget Committee Members (Appointed by the APFA Board of Directors)*
- *Division Representatives (Division Reps are nominated by the APFA Vice President and confirmed by a majority of the APFA Executive Committee.)*
- *National Coordinators (Coordinators are nominated by the APFA President and confirmed by a majority of the Executive Committee.)*
 - *Communications Coordinator*
 - *Contract Coordinator*
 - *Health Coordinator*
 - *Hotel Coordinator*
 - *Safety Coordinator*
 - *Scheduling Coordinator*

APFA Secretary Greg Hildreth must receive all resumes no later than Friday, February 1, 2006.

*APFA Headquarters
Attn: Secretary Greg Hildreth
1004 West Euless Blvd.
Euless, TX 76040*

Only active members in good standing shall be considered eligible for nomination to these positions. Further information regarding eligibility requirements and duties may be found in Article IX of the APFA Constitution and Sections 3, 6, 13, and 14 of the APFA Policy Manual.▲



Lonny Glover
APFA Safety Coordinator

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817.540.0108, ext. 8302

A common thread that we share is our emergency training. Every year Flight Attendants are required to attend recurrent training. The purpose is to keep each of us proficient in our emergency procedures and medical training. It helps to provide us with essential tools, practice and knowledge we need to react to emergency events we may face.

Flight Attendants who have been involved in a serious emergency situation participate in a Safety/Security Incident Debrief. We have heard over and over again in these debriefs how crewmembers were able to instinctively recall

This is a Test. This is Only A Test.

and draw upon their past training to effectively handle an emergency situation on the aircraft.

The APFA Safety Department has compiled the following questions so that you may test your safety knowledge and awareness. Good Luck!

1. You are part of the FAA minimum crew. Safety demo/compliance checks have been completed for taxi out. Where must you be?
 - A. In the aisle taking First Class drink/meal preferences.
 - B. Hanging up coats.
 - C. In your jumpseat with your shoulder harness and seat-belt fastened.
2. Upon landing, you see the S80 cabin fill with smoke. The aircraft comes to a complete stop. You attempt to notify the Captain. Suddenly, the Captain makes a PA telling you something about the tail cone exit. You don't fully comprehend what was said. You then hear, "EASY VICTOR." What was the Captain communicating to you?
 - A. The ONLY exit to be used during the evacuation.
 - B. What exit NOT to use during the evacuation.
 - C. Where the source of smoke is originating.
3. You are working a 757 from LAX to DFW and are part of the minimum crew of four Flight Attendants. Twenty minutes prior to landing, a passenger falls unconscious while waiting for the First Class lavatory. It is necessary to continue CPR on the passenger until landing. Do you....?
 - A. Instruct any medical personnel or passengers onboard the aircraft to continue CPR and you strap into your assigned jump seat for landing.
 - B. Continue to do CPR on the passenger until parked at the gate and paramedics board and take over the situation.
 - C. Instruct the Captain to land immediately at the nearest airport.
4. During the boarding process of a full domestic 777 or 767-300, you are running out of overhead bin space for carry-on luggage. At the last minute a non-rev pilot and his family are boarded with their roll-aboard suitcases. You are allowed to stow their suitcases in the empty Business Class or mid G5 galley enclosed cart stowage areas.

True or False
5. You are working as the #1 Flight Attendant on a 737 with minimum crew. Passengers have already started to board the aircraft. While checking your catering supplies in First Class, you realize that you were not given any small cartons of milk for the cereal trays. You may step off the aircraft onto the jetbridge and call for catering supplies.

True or False
6. Passengers are allowed to place their laptop computers in the seatback pockets for taxi/takeoff/landing.

True or False
7. While standing in the forward entry area during boarding, a male passenger enters the aircraft with a cocktail that he just purchased in the airport bar. He is NOT allowed to bring the beverage on the aircraft.

True or False
8. During taxi out, the Captain makes a P.A. and advises everyone onboard that because of weather and air traffic delays, he will be parking the aircraft and waiting for over an hour for take-off clearance. Given the extended ground delay you elect to complete a beverage service. Do you....
 - A. Hand deliver the beverages using a tray from the galley.
 - B. Set up the mobile beverage carts and use them in the aisle.
 - C. Refuse to do any type of service and remain seated.
9. The flight you were working had to divert while enroute due to a medical emergency. The passenger was removed from the aircraft and taken to the hospital. The flight is going to refuel and depart to its scheduled destination. No new passengers were

boarded. You would not have to complete another safety demo.

True or False

10. While you were on vacation, a new manual revision was issued with an insert date of the 15th of the month. Your first trip back from vacation is on the 18th. You sign-in for your trip and check your mailbox at work and discover the new revision. You should...?

A. Take the revision with you and make sure you insert it while in-flight or on your layover.

B. Not be concerned since you heard that there is a 7 day grace period.

C. Insert the revision immediately before boarding the aircraft.

ANSWERS

Question #1

Answer: C. FAR 121.391 states that Flight Attendants must remain in assigned jumpseats with safety belts and shoulder harnesses fastened except to perform safety-related duties during movement on the surface. (Manual section: Departure/Taxi-1.4, Taxi/Movement on the Surface.)

Question #2

Answer: B. Any time the Captain specifies an exit during an evacuation P.A., it means NOT to use that exit. (Manual section: Emergency Procedures-3.1, General Principles of Evacuation)

Question #3

Answer: A. If only minimum crew is onboard, brief passenger volunteers on resuscitation. Per FAR 121.391, minimum crew must occupy jumpseats for landing. (Manual section: Medical-2.10, Resuscitation During Landing.)

Question #4

Answer: False. FAR 121.589, all carry-on baggage must be stowed in an approved location

for taxi, takeoff and landing. Do not stow baggage in non-approved areas like cart stowage locations or lavs. (Manual section: Boarding-2.5-2.7, FAA Approved Carry-on Baggage Stowage Locations.)

Question #5

Answer: False. If minimum crew is present onboard the aircraft, one (1) Flight Attendant (during the BOARDING PROCESS ONLY) may step off the aircraft to use the jetbridge phone to report emergency situations and safety related items. This does not include catering items! (Manual section: Sign-In/Pre-Flight-1.3.)

Question #6

Answer: False. Laptops are considered carry-on items and must be stowed in approved carry-on locations. Seatback pockets have not been approved or weight stressed to accommodate items like laptops. (Manual section: Boarding-2.7, FAA Approved Carry-on Baggage Stowage Locations.)

Question #7

Answer: True. FAR 121.575 Customers are not to consume their own alcoholic beverages

onboard unless served by a Flight Attendant. The passenger would either need to dispose of the beverage or finish it prior to boarding. The passenger may also be violating the liquor license of the establishment where the beverage was purchased by removing the item.

Question #8

Answer: A. Mobile carts may not be used in the aisles during ground delays as they may block passengers from exiting the aircraft if an unexpected emergency should arise. (Manual section: Boarding-2.8, Ground Delay Beverage or Meal Service.)

Question #9

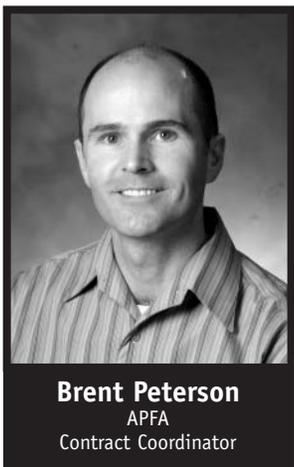
Answer: False. FAR 121.571 A safety demo/video must be conducted by a qualified crewmember prior to each take-off. (Manual section: Departure/Taxi-1.3, Safety Demos.)

Question #10

Answer: C. Revisions are to be logged and inserted by the effective date printed at the top of the front page. Possessing an out-of-date manual while on duty may result in trip removal and/or a personal

fine(s) by the FAA. FAR 121.137 (Manual section: General Policies and Guidelines-1.8, F/A In-flight Manual Policy.)





Brent Peterson
APFA
Contract Coordinator

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One of the times when union work is most rewarding is when a Rep is able to arm a colleague with information that allows her or him to make an informed decision. Likewise, nothing is worse than having to deliver bad news to someone who calls after the fact seeking clarification. In a perfect world, all of us would have the information we need every time we need it. Although our work rules and Company policies that affect us on a daily basis are available in many forms - from our website, publications, APFA Representatives on Duty, and even our printed agreement - I realize that sometimes we don't become aware of our rules and rights until we actually experience a particular situation. This is especially true for work rules that don't affect us personally on a regular basis. In this article, I would like for you to "virtually experience" some of the work rules that you may only

Trying Not to Make the Same Mistake Twice - or Ever, For that Matter

encounter once or twice in a career. It is my hope that you will then be able to put this experience and knowledge to use in making informed decisions.

Sick for Make-Up: In order to be paid for a Make Up (MU) trip, you must actually fly the trip. If you call in sick for the Make Up trip you will not be paid from your sick bank. Rather, you will be removed from the trip with a miscellaneous code 15; the same holds true for Optional Exchange (OE), Option II (II), Limited Option II (L2) and Voluntary Purser (VP) trips. If you think you are likely to call in sick the next day, please keep this mind before accepting a trip on MU, OE, II, L2 and VP.

Transfers/Proffers: Article 12.A. and Appendix I, Article 12.D., state, in part, that a Flight Attendant in a non-flying status will be allowed to transfer/proffer if her or his report to base can be accomplished on schedule. This means if you are on the sick list on the effective date of the transfer or proffer, you will lose the transfer or proffer and will remain at your current base.

Mutual transfers for Domestic and International are handled differently since they involve two Flight Attendants. In order to be eligible for a Domestic mutual transfer, you must not be on the sick list on the day the transfer requests are cap-

tured. The specific dates are available on the Crew Resource page of the Flight Service website under the quick link "Domestic Mutual Transfers."

For International mutual transfers, the eligibility date is the last day of the contractual month one full month prior to the effective date of the transfer. This is the date by which you must have submitted your request to be considered for a mutual transfer. Use the quick link "International Mutual Transfers" on the Crew Resource page to find a list of the actual dates.

Unfortunately, a few Flight Attendants miss out on an opportunity to transfer or proffer because they are unaware of these provisions.

Bid Leaves: The Company will not award a bid leave to anyone who is on an open-ended absence. What this means is that the Company will pass over anyone who is on the sick list on the day bid leaves are awarded. This is true even if a Flight Attendant has a firm or tentative planned clear date that is prior to the first day of the requested bid leave. Bid leaves are normally awarded on the 15th of the prior calendar month. If that day falls on a weekend, then they are generally awarded on the next business day. To determine the specific day that bid leaves will be awarded for a given month,

you can contact your Base Planner directly.

Bidding: If you are in your grace month or beyond and want to ensure that you hold a "live" bid for the following month, you must be enrolled in EPT's by the 15th of the current calendar month. For example, if your grace month is October and you want to hold a bid for November, then you must be enrolled in an EPT class by October 15. The actual class date can be after the 15th. Your Base Planner assumes that you will attend and pass the training as long as s/he sees the class on your schedule on the day your bid status is finalized.

Flying for Free: Occasionally, regularly scheduled Flight Attendants will end up in a situation where their Guarantee (GUAR) exceeds their Pay Projection (PPROJ). This could be due, in part, to a PX removal for travel days related to a transfer or proffer, or one or more mid-sequence misconnections, illegalities or cancellations. There are other reasons as well. Although the PPROJ is reduced in both of these situations, the guarantee is protected. Sometimes we hear from a Flight Attendant in this situation who subsequently adds a trip to his or her schedule to make additional time. We hate to deliver the bad news that because we are paid the greater of our PPROJ or GUAR, and time added to a schedule

measures against guarantee, the Flight Attendant would have received the same amount of pay even if s/he had not picked up the trip.

For example, if your PPROJ is down to 60.00 and your GUAR is still at 70.00, any time you add to your schedule will be added on top of the 60.00 PPROJ and not the GUAR. This is true regardless of how you pick up the time (i.e., TT, OE, MU, II, etc.). Therefore, even if you pick up a 10-hour trip you will still receive a paycheck for only 70 hours.

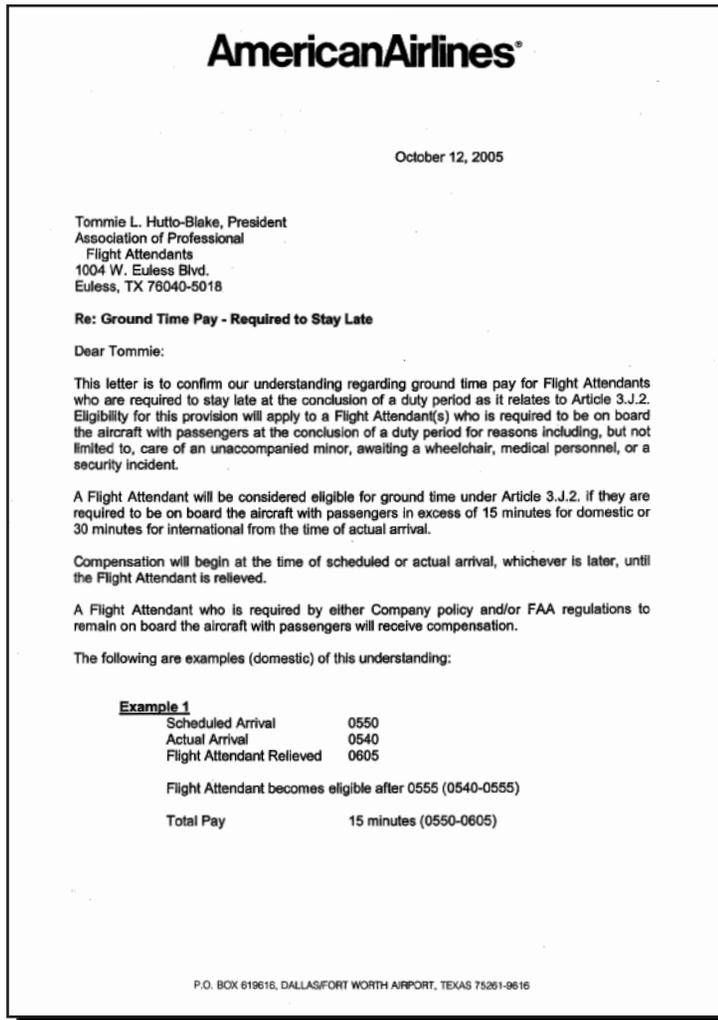
It's equally important for Flight Attendants on reserve to remember that supplemental flying - Limited Option II (L2) and Optional Exchange (OR) - added to your schedule are not paid on top of the monthly guarantee. Rather, the trip time is added to the PPROJ and, again, you will be paid the greater of the GUAR or the PPROJ.

I hope that by sharing this information with you, you will be armed with facts to help you in the future. Remember, if you've searched our Web site or read a particular part of the Contract and still have questions or need clarification, please feel free to call or email. We'll be happy to give you with the information you need to make an informed decision. ▲

Letter of Understanding re: Ground Time - Required To Stay Late

By Brent Peterson
APFA Contract Coordinator

After numerous and lengthy discussions with the Company over the proper interpretation of Article 3.J.2., Ground Time - Required to Stay Late, we have reached an understanding over the proper way to pay ground time to Flight Attendants who are required to be on board an aircraft with passengers at the conclusion of a duty period. We are all aware of the special briefings and HI6 messages reminding us that the only time we are allowed, per the FAA, to go from minimum crew to reduced crew is once all passengers, other than through passengers, have deplaned. The Company's policy requires all crewmembers to remain on board until all non-through passengers have deplaned. In addition, we are well aware that we can endure extended waits for ground personnel to arrive with a wheelchair or assist with an unaccompanied minor. APFA believed that these circumstances warranted pay under the application of Art. 3.J.2., not Art. 3.J.3. The Company ultimately agreed that Flight Attendants should be compensated according to the Required To Stay Late provisions or our Contract in these circumstances.



Highlights of the letter

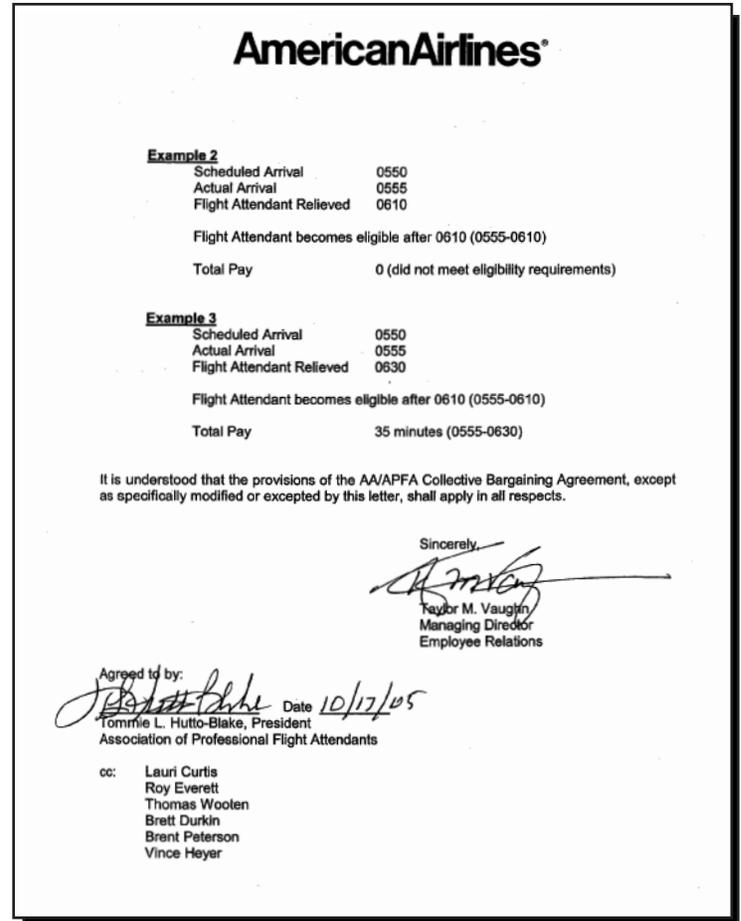
- 1) Flight Attendants will be considered eligible for ground pay if they are required to be on board the aircraft with passengers in excess of 15 minutes for Domestic or 30 minutes for International from the time of actual arrival.
- 2) Ground pay (\$15 per hour) will begin at the time of scheduled or actual arrival, whichever is later, until the Flight Attendants are relieved.

3) Any Flight Attendant who is required by Company policy and/or FAA regulations to remain on board the aircraft will receive compensation.

APFA would like to thank the Flight Attendants who identified this as an area of our Contract that was not being properly interpreted, especially those Flight Attendants based at LAX, who were persistent in providing the documentation necessary for us to reach a successful resolution with the Company.



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APFA
Scheduling Coordinator





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Chemical Dependency

Currently it is estimated that 17.6 million adults in the U.S. abuse alcohol or are alcoholics. Fifty-three percent of men and women in this country have a close relative who has a drinking problem. This means that many of us either live or work with someone who is chemically dependent. Yet, most of us when asked know very little about the nature of the illness, its symptoms, or even that it is considered a disease. Often we associate daily with an alcoholic or drug addict, yet we don't know it because our stereotypes tell us to look for the image of the drunken bum or junkie. Surely, the polite, well-groomed Flight Attendant sitting next to us on the jumpseat couldn't be an alcoholic or drug addict.

Chemical dependence is a disease that results from steady and compulsive use of alcohol or other drugs. It has a distinct set of symptoms just like measles or mumps. It causes severe emotional, physical, mental and spiritual problems. It is a progressive disease and - if untreated - only gets worse. It is also a chronic disease that is continuous and ongoing; like

diabetes, once you have it, you have it for life. The good news is that with treatment, counseling and active participation in a 12-step program like Alcoholics Anonymous, the progression of the disease will stop as long as abstinence is maintained. The end result is that chemically-dependent people can learn to live healthy, happy, normal lives without the use of chemicals if they accept the help that is offered them.

“Chemical dependence is not a disease that happens overnight. Like many other illnesses, it develops over time.”

A working definition of chemical dependence is as follows: If the use of alcohol or other drugs causes negative consequences in any area of a person's life – whether social (*legal, work, family, or friends*) or personal (*physical, mental, emotional, or spiritual*) – and the person continues to use in spite of those negative consequences, then he or she is chem-

ically dependent. Continued use in spite of negative consequences takes place because the substance use literally hijacks the brain, thereby hijacking the mind, and then the life. We all know that alcohol and drugs change the way we feel. Long-term use and abuse also change the way we think, and thereby, also change our ability to reason and make good decisions. Abuse also changes the way we act and the way we relate to others. As the loss of control over the use of substances continues, there is also a loss of control over the way the chemically-dependent person feels, acts, and relates to others. So, if the chemically-dependent person's life is spiraling out of control, why would he or she be resistant to help? The answer is because he or she is sick and affected by the illness.

One of the most devastating effects of the disease is the denial and delusional systems that inevitably build up around chemically-dependent people and their chemical usage. Even though they keep getting sicker and experiencing more problems, they, at first, refuse

to admit it (*denial*). And later, they completely lose touch with reality and are unable to see or admit it (*delusion*).

Chemically-dependent people are the last to know that they have a disease. The denial and delusions that surround him or her are very powerful. They include a number of defensive mechanisms that keep both the dependent person and those who are concerned about him or her from knowing that alcohol or drug use is the cause of his or her problems. Some of these mechanisms are:

Denial - Refusing to accept or recognize what is really happening. **Rationalizing** - Making excuses or covering up about chemical use. **Blaming** - Trying to make other people or situations responsible for the chemical use or inappropriate behavior. **Minimizing** - Trying to make the chemical use and behavior look less serious than it is.

Chemical dependence is not a disease that happens overnight. Like many other illnesses, it develops over time. It is a disease that follows a predictable,

When the words *alcoholic* or *drug addict* are mentioned, most of us can identify with the image of a homeless person sleeping on a city street with a bottle in a crumpled brown paper bag (the drunken bum), or the person in loose-fitting, dirty clothes with a tourniquet around his arm and a needle in his vein (the junkie). Even the common words we use for those with substance abuse problems indicate that as a society we have a stigma and negative stereotypes of those who have the disease of chemical dependency. Unfortunately, these stereotypes sometimes keep us from recognizing those closest to us who may have a substance abuse problem.

progressive course of symptoms and stages. As the disease progresses so does the loss of control over the chemical usage and the life problems that are a result of the usage.

One unique feature about chemical dependency is that it is considered a contagious disease. This means that the chemically-dependent person isn't the only one who suffers from the disease. The significant people in their lives also contract the debilitating symptoms of the disease. This often results in them becoming "enablers." Many people in the chemically-dependent person's life will unwittingly help the alcoholic or addict block the reality of the disease and keep him or her stuck in the addiction. Briefly, enabling is an act that is intended to help but actually hurts the alcoholic or addict because it keeps him or her from feeling the full consequences of the disease. People turn into enablers because of mistaken beliefs and attitudes, which lead to enabling behaviors.

Beliefs help us to decide how we will act toward someone or

something. If our beliefs are based on incorrect information, enabling can happen.

A few examples of enabling beliefs are:

"Alcohol isn't a drug"

"It's only marijuana"

"Using alcohol and drugs is just a normal part of life"

"He only drinks beer"

Attitudes toward someone determine how we approach and interact with him or her. Enabling attitudes include:

"Alcoholics are weak willed"

"She couldn't be a drug addict, she is a good person"

"Junkies are losers"

"He is a pothead"

Enabling behaviors are our attitudes and beliefs in action. If our beliefs and attitudes are mistaken, our behaviors will follow and may be enabling. Let's see how this could play out in the life of a Flight Attendant.

Mary is a fifteen-year Flight Attendant who is married and

has a son. Mary enjoys having wine in the evening while making dinner for her family. Lately, Mary has found that she suffers from anxiety and so Mary's physician prescribes Xanax for her. The physician reminds Mary not to drink while taking the medication. Tom, Mary's husband, comes home from work, and finds Mary asleep on the sofa with an empty bottle of wine and the Xanax container on the table. Their son, Bill, is watching TV. Before making dinner, Tom reads the "no alcohol" warning on the Xanax and thinks to himself, "Surely a little alcohol won't hurt anything. It's only wine and besides, it helps calm Mary's nerves" (mistaken belief). As he makes dinner for Bill, Tom reminds himself to thank their doctor for helping Mary find a prescription that will help her with her anxiety. He thinks to himself, "Better living through chemistry" (mistaken attitude).

The next morning, Sue, Mary's best friend, stops by to help Mary's son get ready for school. She has been driving Bill to school most of the time as Mary has trouble getting up

in the morning. Sue is happy to help Mary during this difficult time. After all, what are friends for? How have Tom and Sue enabled Mary?

Mary shows up on the plane early for her turnaround and greets the crew with a big smile. The rest of the crew nervously walks to the back galley out of Mary's earshot. They are not happy to see Mary as she has been drunk by the end of each workday for the last four trips. They usually have Mary sleep it off in the last row of seats each trip but they are going to be full all day today. They know that Mary has some anxiety problems and she is really a nice person but covering for her is getting old. They do not want to see Mary get fired so they develop a plan. They decide to move all of the liquor into first class so the number one can monitor it and then they assign one Flight Attendant to monitor Mary's activities for the entire day. That should work!

In spite of the crew's plan, Mary is once again drunk by the end of the turnaround. The crew is angry and disgusted as

all of their efforts to help Mary have not worked. They decide to call the local APFA Chair to see if they can get Mary to stop drinking on the plane. After being directed to an APFA EAP Representative, the crew discovers that their efforts to help Mary are unwittingly hurting her by not making Mary take responsibility for her actions. They are told that when they stop taking responsibility for or covering for Mary, and allow her to experience the consequences of her drinking, Mary stands a good chance of admitting that she has a problem and getting help. The representative states that while s/he cannot make Mary stop drinking, with the crew's help they can collectively present reality to Mary and break through her denial. The APFA EAP Representative encourages the crew to present their concerns to Mary and to let her know that if she drinks on the next trip, they will ask her to call in sick and not let her back on the plane. They should also ask Mary to call the APFA EAP Representative to see about getting help herself.

Now, I can see all of your eyes

rolling. Believe it or not, this does work. But, some crews are too uncomfortable about confronting a fellow Flight Attendant and so this is what happens next. The APFA representative tells the crew that s/he will call Mary but only if the crew agrees to make Mary accountable on their next trip should the representative be unsuccessful in getting Mary to agree to get help.

Probably about now you are thinking, but won't Mary get fired if she gets caught? The following is a refresher on the American Airlines drug and alcohol policy:

If a Flight Attendant takes either a probable cause or random alcohol test and has a blood alcohol level above .02, s/he is put on the sick list and asked to see the American Airlines EAP for a substance-abuse assessment. If s/he is found to be chemically dependent, s/he must go through a rehabilitative program before returning to work (our insurance covers this only once per employee). A blood alcohol level above .04 twice in a career is a career-ending event. This

means that the DOT will not allow the Flight Attendant to work at any airline. So, two strikes of a test above .04 and you are out for good. If a Flight Attendant tests positive for drugs, s/he is terminated and then sent to the American Airlines EAP. S/he is assessed, and if found to be chemically dependent, can go to a rehabilitative program (COBRA insurance covers this), and upon completing successful treatment, will be allowed to come back under what is called a "Conditional Reinstatement Agreement." If s/he tests positive again, s/he will be terminated for a second and final time. The DOT will not allow that individual to work as a Flight Attendant at any airline.

“A blood alcohol level above .04 twice in a career is a career-ending event. This means that the DOT will not allow the Flight Attendant to work at any airline.”

As you can see, Flight Attendants are given a number of opportu-

nities to seek help for their chemical dependency after they have had positive alcohol or drug tests. By trying to shield someone like Mary from the consequences of her actions, we unintentionally help her stay sick.

We can transform enabling into helping by doing the following:

Be aware of enabling behaviors.

Examine your own mistaken beliefs and attitudes.

Be willing to change those beliefs and attitudes.

Be honest with yourself about what you see happening on the airplane.

Stop accepting responsibility for your co-worker's problems.

Express your concerns.

Lend your support to help the individual seek help.

Call your local APFA EAP Representative to see how you can stop enabling and start helping.

Find out if you have enabled a co-worker by answering the following questions:
Do you become uncomfortable at the behavior of a co-worker

when s/he has been drinking or using drugs?

Do you deny the behavior by ignoring it, or covering it up, even if it is taking place on the airplane?

Are you afraid of what will happen to a co-worker because of his or her alcohol or drug use?

Do you sometimes hope that a co-worker's drinking or drug use will improve or that it isn't really as bad as you think?

Do you sometimes try to shield or protect a co-worker from the consequences of his or her drinking or drug use?

Have you lied to others about a co-worker's drinking or drug use?

Have you hidden, thrown away, or in some other way tried to keep a co-worker from using alcohol or drugs on the airplane?

Have you ever taken over the responsibilities or chores of a co-worker because of his or her alcohol or drug use?

Have you endangered a flight by allowing a co-worker to con-

tinue to work in spite of the fact that s/he was clearly under the influence of alcohol or drugs?

If you answered yes to at least three of these questions, you are probably enabling someone who has a problem with alcohol or drugs.

Have you ever allowed an intoxicated co-worker to "sleep it off" during a flight?

Have you ever trip traded or dropped a trip because you knew that a co-worker on the trip would probably be intoxicated on the flight and you just didn't want to deal with it?

Don't blame yourself if you discover that you are enabling a co-worker. Learn how to stop enabling and start helping.

Call your local APFA EAP Representative for more information.





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Why Are We Staying Here?

By Joel Medford, APFA Hotel Committee

made to seek out better options or remain at the same location.

When a contract is coming to an end, bids are sent out to all hotels in the vicinity. Some hotels near airports or in popular areas of a city may not be interested in crew business, often making the number of hotels available for review quite low. The hotels near major airports, in cities with a large number of conventions, or say, near Times Square, Bourbon Street, South Beach, Waikiki or other popular destinations are sometimes not even in the running because they do not desire crew business. Get my drift?

After bids are solicited and received, next comes number crunching. Let's say we need 35 rooms a night in a particular city. Some hotels cannot provide that number, so once again we have to find properties that can accommodate our request. If there isn't a hotel that can provide the number of rooms we need, we must contract with more than one hotel to fulfill our requirements. This creates its own special set of

issues. When you see //SEE HIHTL// in your bid packet it's because "Flightnet," the program that assigns hotels, can only handle assigning crews to two hotels. All other assignments must be done manually and this is often not finished until after bidsheets have been printed. In an effort to assist crews with bidding, the APFA Hotel Department will list the hotels and which flights will be staying at each hotel in the secure section of our website at www.apfa.org.

Occasionally you may also wonder why you are relocated to the airport when you anticipated being downtown and wanted to go shopping, catch a show or schlep your significant other around town. The reason may be the "busy season." When the contract is agreed to, we are sometimes told up front that Mardi Gras or the "autumn leaves" creates an influx of tourists and, therefore, we may need to relocate for a few days. We try our best to avoid these situations, but won't turn our noses up at a nice hotel that might need us to relocate a couple times over the year. In addition, many

hotels give us "room caps." This is the high-end number of hotel rooms that we have available to us. Let's use New York as an example. At our long layover hotel we have a room cap of 75 rooms. If crew allocations builds long layover lines system wide with more than 75 layovers a night, the hotel has the option to turn away the additional requested rooms. In that case, the excess crews will be placed at an alternate union-approved hotel. If we only have one long layover hotel in the city, then crews are placed at the short layover hotel.

You may be asking yourself why not just contract with another hotel or purchase the rooms at the normal rate? The answer to this is simple - economics. It is not financially prudent to enter into a contract guaranteeing a hotel a certain number of rooms for a year (the standard contract term) when the Company knows it will only need the hotel's services for a very short time.

Also, the normal rate a hotel may charge during a city or area's busy season may be sig-

nificantly more and, given the current state of the airline industry, this is simply not feasible financially. A point to remember, however, is that if additional rooms can be obtained at or near the same rate AA is currently paying at our contracted hotel; the Company may pay the regular rate and keep the crews in the same geographic area.

Often, the number of rooms AA needs can change between the printing of the bidsheet and the start of the following month. Where we had only allocated 20 rooms a night in Las Vegas, the new month may require 30 rooms. So, some crews must be relocated contrary to what was on the bidsheet or what was in the HIHTL. Figuring out how to overnight additional crewmembers can be difficult.

So, the next time you are riding in the van to your layover, please keep in mind that the reasons for why you are "here" and not "there" are numerous and not simply a question of location or length of stay.



Maurya Sheraton Hotel & Towers, Delhi India

As reviewed by Jessica Washington, APFA Hotel Committee and JFK Vice Chair

In mid-November we began an exciting journey to AA's latest new destination, Delhi, India. Crews flying these trips are staying at the beautiful ITC Hotel Maurya Sheraton & Towers, located in Delhi's exclusive diplomatic enclave. Established in 1977, this hotel features 517 luxurious rooms and suites on eight floors. The latest renovations were done just this year.

You will truly enjoy this destination if you are fortunate enough to fly Delhi. As you step into the lobby area, you will be greeted by hotel employees who are thrilled to have our American Airlines' crews staying at their facility. The hotel offers a crew room for those awaiting keys or for a free beverage or Danish.

All individual rooms are beautifully decorated with colors that create a serene ambiance, and all are non-smoking. Most rooms feature queen-sized beds, but the staff will try to accommodate you if you prefer two double beds. All beds are extremely comfortable; in fact, once you lie down, you won't want to get up! There are plenty of pillows as well. The bedroom is extremely quiet with a blackout shade to enable you to sleep at any hour. Beyond that shade are wonderfully-manicured lawns, greenery, and

flowers - beauty you might not want to miss!

Our crew rooms will also include a full length mirror, high-speed internet access, a coffee maker, cable television with plenty of stations to choose from, a comfortable lounge chair, a refrigerator, an iron/ironing board and two bottles of water that are replaced each day free of charge. Access fees for 800 and local calls are waived. A free newspaper will be outside your door each morning and there is turn-down service available at night. If your "Do Not Disturb" light is illuminated, no one will disturb you or enter your room to clean.

Each room has an individually-controlled air conditioning/heating system that is very strong and effective, but please keep in mind that it is not like the U.S. The door has electronic locks and peepholes, as well as a safety chain. A safe is located in each room for valuables, and smoke detectors and sprinkler systems are located inside your room, as well as throughout the hallways. The hotel has a 24-hour dedicated security team in the hotel, along with closed circuit TV cameras in all areas.

On the lobby level of the hotel you will find many shops offer-

"You will truly enjoy this destination if you are fortunate enough to fly Delhi."

ing leather, gold, rugs, clothing, and beautiful silk and cashmere scarves. A fitness center, spa, pool, business center and restaurants are also located on this level. On the days where the temperature outside is 114 with humidity at 100%, or when the monsoon rains are keeping you indoors, the spa is where you want to be! It offers services for men and women and the prices can't be beat.

The hotel has four restaurants and two bars. The "Bukhara" is world famous for its Northwest Frontier cuisine. Here you can watch your food being prepared. The "Dumpukht" is considered the grand cuisine of India. It recreates a 200-year-old legacy of serving the meal course by course, just as it was to the Nawabs of Avadh. This restaurant has been internationally acclaimed by the food critic for *Newsweek*. The "Pavilion" is open 24 hours and is a multi-cuisine restaurant. The "Westview" serves food from many parts of the western world. The "Golf Bar" is a tribute to the spirit of golf and Scotland, which is its place of origin. The "Dublin" is an Irish

bar and music is played there well into the evening. Crew members receive a 20% discount in restaurants and on room service.

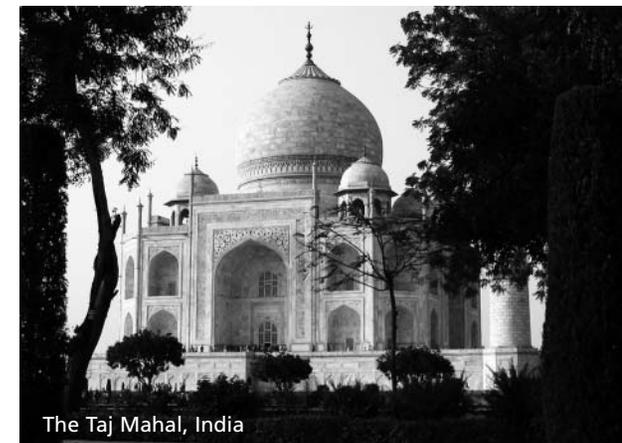
In the hotel, all water and ice is run through a purifying system and is safe to consume. Outside the hotel, only purchase bottled water from large restaurants or grocery stores. The food in the hotel or in established restaurants around town is also safe to eat. You can buy packaged foods from the market. Fruits and vegetables are safe to buy indoors, but avoid them on the streets. You will need to take a taxi to all shopping and restaurants outside of the hotel, but it is a very quick ride and very inexpensive.

Local attractions include the India Gate, Dilli Haat, the President's Estate, Qutab Minar, Crafts Museum, and the Classic Golf Resort, to name a few. The U.S. Embassy is located a mile away from the hotel on Embassy Row. The Taj Mahal is a 3 1/2 to 4 hour drive from the hotel. To enjoy all of its

beauty, you will need the entire day to explore.

Carry both U.S. dollars and Indian rupees throughout your stay. The dollar goes far in India. A cab ride for a full day is only \$20, and you can easily go out to a restaurant with four people and pay a total of \$40 dollars for a huge meal, cocktails and a tip. Leather goods, gold, silk and cashmere are very inexpensive. While in India, check out the India Diamond Centre, the Marjket place, Snapper Restaurant and the Shaw Art Palace.

Overall, the management and staff at the Sheraton are very kind and excited to do business with us. They understand that this is your home away from home. I truly enjoyed India, and I believe you will too.



The Taj Mahal, India



AA's Inaugural Flight to Delhi, India

By Nancy Moehring, IOR Base Chair

November 15, 2005
ORD-DEL Inaugural Flight

Front Row Left To Right: F/A Kate Pantorilla, F/A Tamera Berget-Larson, F/A Janet Loh, F/A Andy Koerth, Purser Barbara Painter, Amy Reichmuth (assisting crew) and F/A Nancy Moehring (IOR Chair)

Back Row Left to Right: F/A Sheri Goggins, F/A Carlos Castillejo (FSM), F/A John Garver, F/A Sherry Chaffin, F/A Mike Connell and F/A Ruth Reed (not shown)

November 15, 2005, marked AA's entrance into a totally new market: Chicago to Delhi, India. This trip also began our first experience with the contractual provisions of Appendix I, Article 7 G., "Extended Long-Range Flying," which allows a maximum scheduled on-duty day of 20 hours. AA's new route got some great publicity with an article in *USA Today* detailing the extensive preparations for the Delhi service and a headline proclaiming, "When American Airlines inaugurates its first flight from the USA to India tonight, it will be

the longest route that the world's largest airline has ever flown."

The inaugural trip began with music, food and a ceremonial ribbon cutting by the Captain and Purser at the departure gate. Passengers of note were Mrs. Richard Daley, wife of the Chicago mayor who went over with us, and Senator John Edwards, former Vice Presidential candidate, who came back with us.

During the flight three meal services were accomplished. Most of the Flight Attendants

agreed that there should be some modification in menu items and sequence of service. Our crew opted to take two rest breaks of short duration rather than one long rest break.

During the flight we kept looking out the windows as we flew over Afghanistan, Russia and the Himalayas. There was a full moon and the snow-capped mountains were beautiful. We marveled that due to the hours and flight path, all but about three hours of the entire round trip flight were in the dark. Also, it seemed odd that there was an

"...it will be the longest route that the world's largest airline has ever flown."

11:30 hour time change - the "30 minute" difference seemed strange to us!

When the flight arrived in Delhi, we were greeted by applause. We made our way through the crowded airport to the customs area where we were warmly welcomed by two Chicago Flight Service Managers who had flown over earlier to help with details. Both to and from the hotel the traffic was nasty - we saw cars making U-turns in the middle of the highway, horses traveling along side us and large trucks (which are only allowed to travel at night) totally blocking the roadways. On the return trip to the airport, our van had to change routes several times and the ride seemed endless.

When we arrived at our hotel (which is beautiful), we were greeted with a Champagne and cake reception and made to feel truly welcome in every respect.

By the time we got to our rooms, most of us had been going for more than 24 hours. Fortunately, the rooms were beautiful and had many amenities. It was recommended that we drink only "sealed" bottled

water and two complimentary bottles were provided in each crew room. The hotel has several restaurants with large menus which give crewmember discounts. Most of us changed our money into "rupees" right at the hotel. Food and other hotel services appeared to be less expensive there than most hotels in Europe.

Through the coordination of the ORD Flight Service Managers, a tour of Delhi was arranged for us. We met at noon (about 8 hours after our arrival) and were put in taxis as a group. We went sightseeing throughout Delhi and shopped at some markets that featured rugs, jewelry and local handicrafts and some of us even sat atop elephants! It was pure adventure. The weather was clear and warm. Most of us carried our bottled water with us and paid close attention to the hotel staff's warning to eat only at restaurants that were recommended by them.

Yes, this trip is long and is an all-night flight in both directions. However, it looks like the positives of the Delhi flying far exceed any negatives. 

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