

Our Mobilization Will Maximize

APFA Negotiating Team



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Simply put, **American has refused to negotiate over the most critical provisions of the contract—wages, benefits and any other section that would increase American's expenses.** The Company has taken the position that any bargaining over these issues must be "unit cost neutral". According to management, for every improvement in the CBA there must be a Flight Attendant concession of equivalent value. To convince the Company to take a radically different approach in negotiations, we, the Flight Attendants, must be prepared to engage in a series of mobilizations that prove we are strong, we are unified, and we are not going to ratify a concessionary contract. The following is a calendar of actions that will be taken over the next few months unless an agreement is achieved.

Our purpose is to convey to management that we would engage in a strike.

FIRST MOBILIZATION: On June 5, APFA announced the launch of its **Pins and Wings** campaign. Wearing just the APFA Pin and the company wings on our uniforms very visibly displays our unity. It is the most obvious way of communicating to management that the Flight Attendants are unified and determined to achieve a fair and decent contract. Everyone must participate!

SECOND MOBILIZATION: In August, APFA will create a web-site devoted solely to the creation of a virtual picket line. Take your position on this cyber-line by logging on and adding your name. This gesture, while seemingly small, has tremendous ramifications. Every Flight Attendant who joins this simulated picket line is indicating that if it were a real strike they would be there. www.apfavirtualpicket.com

Also in August we will replace the blue disc backing for the APFA pin that was issued last year by a two-sided disc distributed to every Flight Attendant. One side will be yellow and imprinted with the words, "**GOT UNION**". The other side will be red, with the words, "**GOT GUTS**". Upon receiving the disc, Flight Attendants will immediately place it behind their APFA pin with the yellow side showing.

Showing the Company that we are ready, willing and able to engage in such an action can be as powerful a tool as a strike itself.

THIRD MOBILIZATION: Our purpose in this and the next mobilization is to convey to management that we would engage in a strike. **Self-help—a strike or other job action—is not permitted, however, until the end of a thirty-day cooling off period which only the National Mediation Board can initiate.** Considering the constraints of the law, we must rely on symbolic exercises to communicate the threat of an effective strike.

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In developing these exercises, we considered that in actual self-help Flight Attendants do not have to walk out at the same time. We could, for example, identify particular flights, destinations, or departure times that would be the target of a job action. Similarly, after the end of a cooling off period, we could announce that APFA will strike the same number of flights that American would cancel during bad weather in a particular city. Just as severe thunderstorms in Dallas can cause the cancellation of dozens of flights, Flight Attendant-generated "weather" could have the same impact.

The third mobilization is intended to simulate this kind of job action. Beginning at some time in the late summer, we will announce that certain flights will be subject to our own version of OUR TURN Around Campaign, turning around how AA views our negotiations. APFA will notify Flight Attendants working those flights to turn their disc to the red side. Doing so will indicate that if this were real self-help these individuals would be on strike and would not be on-board that flight. Each time we engage in an action we may use different criteria for selecting the targeted flights. Whenever there is a scheduled action, we will have informational picketing and leafleting at the relevant airports to explain the nature of our campaign.

FOURTH MOBILIZATION: The final action is the most important. APFA will announce that on the same day every Flight Attendant should display the red side of the disc. At that point all Flight Attendants will make it known to their colleagues and to the Company that they will participate in a strike when given the right to do so.