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...calls on us all to move beyond the parochial concerns within our respective
...industry. We stand united against those business and
...who would shake our very democratic institutions by undermining

SKYWORD *Express*

THE STATE OF THE UNION

Fall 2011

APFA

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The State of Our Union: *Steadfast and Determined*

by Laura Glading, APFA President

The past three months have proven to be more than the typical "busy summer travel season." As if even possible on top of our already record load factors, we saw even more crowded airports, slower crawls through TSA checkpoints, jam packed aircraft, overhead bins stuffed to capacity, longer waits for hotel limos followed by traffic choked rides to layover hotels, all repeated day in, day out. Added to all this, the record heat wave in the Southwest, increased thunderstorms throughout the Midwest and Hurricane Irene hitting the dense population centers of the Northeast created even more challenges for our crews.

Even given the extreme weather of the last three months, all these things are not that far from normal. Summer travel has always been, well ... summer travel. And through repetition, what is new and extraordinary one day becomes, over time, customary.

The world has changed for almost everyone. But the work life of the Flight Attendant has seen such utter upheaval.

Following the events of 9/11 it was widely, and rightly, predicted that modern culture would be defined in terms of "pre-9/11" vs. "post-9/11." Is there anyone with memory of "pre-9/11" who has not seen changes great and small that clearly delineate these two periods? The world has changed for almost everyone. But the work life of the Flight Attendant has seen such utter upheaval. It has changed almost entirely, while our responsibilities have increased, and continue to increase, tremendously.

What is customary in our role as Flight Attendants in 2011 is far different from the customary of a decade ago. We face a security ordeal which treats us as part of the problem and not part of the solution. We've seen loss of lives—including our colleagues—not just on flights 11 and 77 but flight 587 shortly after; and the saving of lives such as on flight 63 (the "shoe-bomber" flight) to name but one. We have suffered disruptions to our careers never before seen through fleet groundings, ash-clouds and earthquakes, tsunamis and radiation scares, SARS and H1N1 flu. And there's the restructuring agreement under which we still labor today, all resulting in immeasurable emotional, physical and financial hardships and adjustments.

How many "busy summer travel seasons" have you seen? The most junior of us counts a single decade's worth, the average APFA member has seen well over twice that many, while the most senior group has lived a professional lifetime of three, four even five decades (plus!) of monthly bids, security screenings, boardings, deplanings, limo rides and layovers. Whatever the length of any one APFA member's time on the line—whether spent all at American or at a combination of airlines—we have each stepped up and accepted every challenge we have faced. How have we accomplished this?

We are persevering in facing challenges and we are unrelenting in demanding that our sacrifices and efforts be recognized.

In my experience as a line Flight Attendant and as a Union leader, in my contact with thousands of members over my 30+ "busy summer travel seasons," there stands out one single and overriding quality we each

possess. It is one which we have called upon over and over—singly as individuals and collectively as union members—to carry us through year after year and which has never failed us. It can be summed up in one word: perseverance.

We have pretty much accepted the new customary nature of our job, that it can be unpredictable, stressful, and even dangerous. But we are persevering in facing the challenges which have made us a group of respectable, seasoned professionals and we are unrelenting in demanding that our sacrifices and efforts be recognized; that, at last, we will be treated fairly. Nowhere is our perseverance on greater display than in our determination to achieve tangible improvements to our working agreement.

Three years ago, we exchanged openers with American and began a journey which frankly has lasted far beyond anyone's expectations or desires, save perhaps management's. Every time we get close to achieving some real gains for our membership, it's proved just beyond our grasp. It brings no solace to know now that the company mantra touting "Pull Together, Win Together" was never anything but "Take More, Give Nothing." It helps us not that the federal legal process we are bound to is only now slowly recovering and rebuilding from an eight-year administration of less than union-friendly stewardship.

In mid-April I was privileged to speak before a group of fellow Flight Attendant union leaders, members of the Coalition of Flight Attendant Unions, of which APFA is a founding and active member. In my address I commented on the changing role now confronted by all unions nationwide. Like most airline unions have faced since late 2001 (there are a few—too few—notable exceptions), those organizations representing teachers and nurses, police officers and firefighters, public service and factory workers, now find their role not as promoters of a profession but as defenders. They are defending the very livelihoods and careers of their members against those powers who would seek to cast them as the very face of an industry's—or of the greater society's—ills. The success of union contract bargaining is thus measured lately not by what is gained for members but by how little is lost.

Just as we have our foundation of a strong membership, committed to achieving our goals, APFA as a union is clearly not alone in this struggle, not alone in this industry, not alone in the larger group of unionized workers in this nation. Like our sisters and brothers at APA and TWU here at American, at our coalition partners, at all unions—airline and non-airline—across the country who face a daily barrage of attempts to undermine their achievements, APFA members remain steadfast and determined. We must all call upon our proven, demonstrated perseverance and find even more strength to see the battle through.

APFA is not alone in this struggle, not alone in this industry, not alone in the larger group of unionized workers in this country.

We do ourselves a great disservice if we only see what still lies ahead, undone. We owe it to ourselves to take pride in our past accomplishments. APFA has built a proud profession despite a decade of events that have reshaped every aspect of our lives and against a constant push back by corporate executives whose only loyalty is to themselves. Through this all, our accomplishments are many. They are our rich history and form the foundation that we know will carry us through to achieving an outcome we will build our futures on, to defining our new customary.

Steadfast and determined. Persevering. These are the terms that describe the State of Our Union. Remain proud of what we have done and sure of what we will achieve. 

Stay unified.

Laura Glading

Editor's note: *Following are excerpts of President Glading's address delivered to Flight Attendant union leaders at a conference in April 2011.*

... Within this country's own national borders, our own working, middle class has been under increasing, widespread assault by the corporations and political power brokers in an attempt to not just extract concessions but to irrevocably consign decades of hard-earned gains by working Americans to the history pages. ... [As] members of the greater Coalition of Flight Attendant Unions ... we face daily this collective, unprecedented challenge.

... [We] stand on common ground before this threat against our livelihoods, a threat which calls on us all to move beyond the parochial concerns within our respective unions, companies and the industry. [We] stand unified against those business and political entities who would shake our very democratic foundations by undermining the laws establishing and protecting our rights to collectively bargain; who would bury us in a corporate-backed, media avalanche aimed at demonizing our stature in the public eye; and who would wash away our middle class and the values we cherish in our profession, our communities, our nation and across the globe.

The entire structure of the laboring class in this country is being attacked from all flanks by those bent on undermining it—or outright, openly destroying it.

... [The] collective battles of our Flight Attendant unions have foreshadowed the fight for basic workers' rights now being played out. ... [The] current fight by public sector unions reflects that same fight waged for most of the past decade between our own organizations and our own employers.

... Flight Attendants have had no part in the mismanagement that has plagued nearly every major airline in the past years, but we continue to pay the price for it. The battles we have fought since even before 2001 to defend our living standards—the strong middle-class values upon which this country is built—are now writ large in the greater society with attacks on the same wages, pensions and benefits of public sector workers and the rights of these same workers to collectively negotiate over their professional futures.



Writing in his latest book entitled “Aftershock,” Robert B. Reich, Chancellor’s Professor of Public Policy at UC Berkeley and Secretary of Labor under President Bill Clinton, calls this the “broken bargain” in our society. Companies, he writes, have been allowed “... *to break the basic bargain with impunity—slashing jobs and wages, cutting benefits, and shifting risks to employees, from you-can-count-on-it pensions to do-it-yourself 401(k)s, from good health coverage to soaring premiums and deductibles. [They have been] allowed to bust unions and threaten employees who tried to organize ...*”

... If we are to win in our parallel fights to regain and advance our members’ hard-earned standard of living, if we are to better the lives, professions and futures of all Flight Attendants—American’s middle class even—then we must continue the vital cooperation between our coalition of unions. This becomes our unprecedented opportunity: to pledge the talents, the efforts and the energies of ... our coalition partners and turn the tide back to our favor, in the corporate boardrooms, in the halls of government power and in the hearts and minds of the public.

... Professor Reich [in] his 2009 essay “Why We Need Stronger Unions, and How to Get Them,” placed unions at the center of what he described as a “virtuous circle”—with wages and benefits that supported commerce in this country and kept the economy going. “*The American middle class isn’t looking for a bailout or a handout,*” he said. “*Most people just want a chance to share in the success of the companies they help to prosper.*” He’s right, of course. And it is not hyperbole to call our battle a virtuous one. It’s more than just dollars and cents but a moral fight for our core values.

You Be The Judge

by Brett Durkin, APFA Vice President

This edition of “You Be The Judge” concerns Flight Attendant Donnah Rimovemi, who was removed from her trip after refusing a request by the Purser to switch positions.

Donnah is a Portuguese and Spanish speaker, based out of JFK. She primarily bids and flies Sao Paolo (GRU) trips as a designated speaker and normally picks up at least one trip a month. In July 2009 Donnah picked up a Buenos Aires (EZE) 777 trip from a non-speaker as position #3. There was already a full complement of designated speakers on the trip.

The 777 station assignment chart in American Airlines Safety Manual defines the boarding position for the #3 as: “Direct at aircraft door/Pull tickets if #9 on board.” The same chart defines the boarding position for the #9 as: “Relieve FA #3.”

Donnah picked up this trip primarily because there was a #9 on board. Due to her seniority, she normally holds a position assigned to direct at the boarding door and had been doing so for months. She was looking forward to a welcome change from the hectic boarding process and based her decision to pick up the trip on what position she would be flying.

When Donnah arrived at the aircraft for her flight, Purser Polly Pickiner informed her that she would now be directing at the aircraft door, but would assume her normal position #3 duties for most of the flight. Donnah advised Polly that she didn’t want to direct, that she’d picked up the trip to fly her position according to the station assignment chart. Furthermore, if there was a change to her position that would have to be done by Crew Tracking. If she was going to be #9 for boarding, she should be #9 throughout the entire flight.

Polly told Donnah that as Purser, she could make whatever re-assignments she wanted to crew member duties and that she did not have to

request the change through Crew Tracking. Polly added that since the #9 Flight Attendant was not a speaker while Donnah was—and would be paid as a speaker whether she was designated or not—she was needed at the boarding door. Polly then told Donnah to gather her bags and stand on the jetbridge while Polly called the MOD. Flight Service Manager Ida Nouthin soon arrived.

Donnah told Ida that she wanted to stay on the trip; she just wanted to know what position she was flying. Ida talked things over with the crew, however Polly advised the Captain who then told FSM Ida Nouthin that Donnah would be removed from the trip.

Subsequently, Ida informed Donnah that she was being removed with a Missed Trip, that she would not get paid and her guarantee would be docked. No Flight Attendant was sent to replace Donnah, who was given a Missed Trip and lost 20 hours and 15 minutes of pay, along with speaker pay. Ida then wrote a report to Donnah’s supervisor stating she had warned Donnah that she would be removed without pay and her guarantee would be docked.

Donnah filed a Notice of Dispute. At the Dispute Resolution Conference held in August 2009, Donnah was offered 3 hours call-out pay. Donnah rejected the offer. Her case was placed on the System Board of Adjustment docket and a hearing was held in January 2010.

The issue for this case was determined to be: Was the Company justified in removing Flight Attendant Donnah Rimovemi from her trip sequence without pay under all the facts and circumstances of this case?

At the hearing the Union argued that since Donnah was removed with a Missed Trip, which is considered discipline, the Company had the burden of proof and should go first. The Arbitrator agreed with the Union and the Company presented its case first.

The Company’s Case:

The Collective Bargaining Agreement, Article 34 – Purser, 2.e. states: “(Purser Duties and Responsibilities include) Coordinating and directing pre-flight and in-flight duties of all Flight Attendants assigned to the flight, including the reassignment of a crew member’s working position as needed to accomplish a required service.”

Additionally, Donnah didn’t actually work the trip and the Company does not pay people who do not actually fly a trip they’re scheduled for unless they are sick or have vacation.

The Company also brought testimony through Ida Nouthin that Donnah previously had an altercation

with another Purser just one month before this trip. The Purser had requested Donnah change positions and Donnah had refused. Several crew members wrote up Donnah and submitted those letters to the Company. Donnah was a “trouble maker” and her resistance to complying with Purser instructions needed to be stopped. Giving her a Missed Trip was the least that should have happened to her. Donnah should have received an Advisory.

In essence, Donnah removed herself from the trip by not following the Purser’s wishes. At any time, she could have agreed to follow the Purser’s direction and stayed on the trip.

The Union's Case:

Donnah should be paid for trip, including Speaker Pay, and the Missed trip should be removed.

The Collective Bargaining Agreement does state that the Purser has the right to reassign crew members as needed to accomplish a required service. The bargaining history regarding that contractual language is that reassignments to crew member duties should be done when short staffed, a Flight Attendant becomes incapacitated or some other similar reason. It should not be done for convenience.

Per the Company's own Station Assignment Chart in the Safety Manual, boarding is a required safety responsibility, not a required service.

The Station Assignment Chart must be followed in order for crew members to comply with American's safety standards. It is published by American and there are duties for each Flight Attendant according to their position. It is unreasonable to request a Flight Attendant be several different positions on the station assignment chart during one flight.

Donnah was to be position #9 for boarding, but maintain her #3 duties for duty free. The Purser Polly Pickiner didn't give Donnah any clear direction of which position, per the Company's assignment chart, she was to be for the flight.

There are reasons why we have to follow the station assignment chart and maintain the same position through a flight. If there is an emergency there needs to be a way of knowing which Flight Attendant was at that position the instance the emergency occurred. If we have to unscramble an egg, we could never know who was directly involved in a critical situation.

Furthermore, a Purser cannot remove a Flight Attendant from a trip. A Captain may remove a crew member from the plane, but the actual coding and trip removal must come from a Manager.

Practice at both JFK and LGA (and many other bases) is that if a Flight Attendant is removed from an airplane by a Captain, s/he will receive pay for that trip. The local Chairperson testified to several examples of instances where Flight Attendants were paid for their trips after being removed from the airplane by the Captain.

FSM Ida Nouthin's presence at the gate that day did nothing to help Donnah stay on that trip. While she talked to the crew, her involvement was more like gossip than an attempt at resolving the issue. In the end, Ida's acquiescence to the crew's wishes made it impossible for Donnah to stay on that trip.

Those were the arguments presented. You be the Judge! How would you decide?

Arbitrator's Decision:

- (1) The Grievant (Flight Attendant Donnah Rimovemi) was requested to do a task by the Purser that was inconsistent with the Station Assignment Chart since there was a #9 Flight Attendant onboard.
- (2) The Grievant made an effort to explain that she had picked up the trip as a non-speaker and she questioned the assignment.
- (3) The Purser relayed the Captain's view that the Grievant should be removed from the flight.

Under these specific circumstances, the Company's issuance of a Missed Trip was inappropriate.

The Remedy:

Grievant should be paid 21 hours and 05 minutes at incentive rates. No speaker pay shall be awarded. All references to the missed trip, including the supervisor report, should be removed from the Grievant's record. The grievance is upheld.

APFA Prepares for National Elections: *Do You Have What It Takes?*

by Denise Pointer, APFA Secretary

The next APFA National Officer term will begin April 1, 2012 and conclude March 31, 2016. For those who might be contemplating running for a National Officer position, now is the time to do the research and prepare.

Later this year, and in accordance with the procedures defined in both our APFA Constitution and Policy Manual, the National Ballot Committee will be issuing Notifications of Willingness-to-Serve for the positions of the four APFA National Officers: President, Vice President, Secretary and Treasurer.

As members of a democratic organization, we should each rightly take pride in this fundamental exercise in our collective self-determination. At APFA, we choose our leaders on both a local (base) and national level, who in turn serve at the membership's will to steer our organization for the following four years. Accordingly, the next APFA National Officer term will begin April 1, 2012 and conclude March 31, 2016.

The process begins as always, with a direct appeal to the members at large who are interested in serving to put forward their names and qualifications for consideration. For those who might be contemplating tossing their proverbial hat (wings?) in the ring and run for a National Officer position, now is the time to do the research and prepare. The place to start is the APFA Constitution which is available for reading and download on the APFA website. Go to the "Members' Resources" menu from the APFA.org main page, then "Constitution".

Article I: "General" – Section 8: "Requirements" lists five major obligations of any elected or appointed office at APFA. To paraphrase, and in summation, they are*:

- (subsections A and B) establish and maintain membership in good standing;
- (subsection C) enforce the APFA Constitution and Collective Bargaining Agreement ("CBA");
- (subsection D) carry out resolutions and policy decisions of the APFA Board of Directors ("Board"); and
- (subsection E) attend necessary training and continuing education.

* See the complete and exact wording of the requirements in the Constitution online.

These general requirements are applicable to any office or position in APFA. But just what is the scope of each National Officer function? Again, the primary source is the Constitution. Article III defines the Government of APFA and Section 6 of that article lays out — in very general terms — the duties of each office.

Following are some of the major duties of each of the four National Officers. *This is intended as an introduction, not to be exhaustive.* See the complete and exact wording in the Constitution online.

APFA President (subsection B):

- act as chief executive officer of APFA, conduct its affairs in accordance with the Constitution and the resolutions/policy decisions of the Board and/or the Executive Committee (“EC”);
- sign any agreements, supervise the activities of APFA, carry out duties the Board and/or the EC request;
- convene any convention or meeting of the Board and the EC;
- act as Chairperson for the Board, the EC and the Negotiating Committee;
- recommend changes in employment and staff requirements, fix compensation for all agents and employees of APFA, and be responsible for their employment, supervision and discharge;
- nominate National Coordinators and Appointed Negotiating Team members;
- hire, retain or employ general counsel and/or other legal counsel for APFA;
- direct and coordinate legislative and political initiatives and any lobbying efforts on behalf of the Association to further the objectives of APFA.

APFA Vice President (subsection C):

- oversee the grievance and arbitration process provided for in the Railway Labor Act and CBA(s);
- serve as APFA’s permanent Chairperson of the Flight Attendant System Board of Adjustment (“SBA”) and coordinate its activities with other departments within APFA;
- nominate members to serve as Division Representatives (“DR”) and coordinate their activities;
- hire, retain and employ legal counsel to provide members with representation in the grievance and arbitration process;
- ensure the training and continuing education of all representatives involved in the grievance and arbitration process;
- coordinate and chair a Grievance Review Committee (“GRC”) to oversee the disposition of grievances;

APFA Secretary (subsection D):

- be responsible for all administrative records of the Association and keep an administrative record of all officers, representatives and appointees;
- notify the Board and EC of any convention or meeting and keep a record of all proceedings at any such convention or meeting;
- oversee the National Balloting Committee;
- administer Article VII procedures (Hearings and Disciplinary Procedures);
- update and ensure distribution of the APFA Policy Manual;
- assist in establishing regular training and continuing education programs for representatives of APFA, maintain training records, training and reference materials and Association publications and manuals; be responsible for the library of the Association;
- establish and maintain lines of communication between members of the EC, Base Representatives and all administrative departments and committees;
- convene regular meetings of APFA’s administrative and committee personnel.

APFA Treasurer (subsection E):

- be responsible for the care and custody of the funds and securities of APFA, receiving all dues, fees and special assessments;
- be responsible for all financial records;
- keep a record of APFA’s members (number, status or classification, addresses, bases, locations and related dates);
- keep an individual record of all dues and assessments for each member;

- oversee the APFA Budget Committee and assist in the preparation of the annual budget;
- advise the Board and EC of any significant change in APFA's financial standing;
- submit a monthly financial report and quarterly review to the Board and EC;
- submit with his/her signature all Federal and State Reports required by law;
- oversee and coordinate computerization of APFA headquarters files, records and systems;
- oversee the daily activities of APFA headquarters office staff and coordinate the headquarters office staff to ensure assistance is provided to administrative, committee and support personnel.

A thorough reading and understanding of the APFA Constitution and the Policy Manual are vital for any candidate.

In addition to the APFA Constitution, the APFA Policy Manual further delineates National Officer duties and responsibilities and covers, among other topics:

- APFA's Code of Conduct
- Confidentiality
- Training and Continuing Education
- Operation of the Board, EC and Negotiating Committee
- Conducting of conventions, meetings and conferences
- Trip removal and expense policies
- Hotels and relocation; salaries and benefits
- Budget and financial policies
- Headquarters, staff and general procedures
- Division, base and field policies
- APFA political and legislative activities
- Dispute resolution and grievances
- Communications policies
- National departments, coordinators, representatives
- Balloting and elections
- Strike policies
- Administrative policies and procedures
- Proposed CBAs

Each of these areas has extensive and defined National Officer involvement. For the APFA Policy Manual, go to the "Members' Resources" menu from the APFA.org main page, then "Policy Manual".

In all cases, a thorough reading and understanding of the APFA Constitution and the Policy Manual are vital for any candidate. Throughout these two documents, additional specific duties are assigned to National Officers, who also act individually and collectively in numerous functions of other APFA Departments and Committees, including overseeing, reporting and approving work or other output.

As daunting as they may seem at first reading, APFA has successfully operated under the structure of these guides — as they were originally drawn and as updated and modified — for over three decades. Each successive team of National Officers works with our member-elected Board and the EC to provide continuity and quality in representing the membership.

Whether you are considering becoming a National Officer candidate, or just want to learn more about how your Union operates, set aside some time to review the APFA Constitution and the Policy Manual. If you have questions, contact your Chair, Vice Chair, Division Representative or one of the Officers for clarification. 

Minding the Membership's Treasury: Today and for Tomorrow

by Steve Baumert, APFA Treasurer



While the APFA Treasurer's office is understandably associated with the Union's finances, much of the work of this office actually involves the day-to-day operations of APFA Headquarters. These include responsibilities for the APFA headquarters building, the APFA IT department and our outstanding UAW office staff. Since the beginning of the current fiscal year on April 1st, some major items overseen by the Treasurer's office are:

- major repairs at APFA headquarters to the main conference room and part of an office (my personal thanks to IDF Flight Attendant Tim Trochelman for all his time and hard work on that project)
- updating of inventory list items within the APFA IT Department
- the APFA PAC filing with the Federal Election Commission
- the APFA annual audit conducted by the accounting firm Woods, Stephens and O'Neil *
- APFA's LM-2 financial filing with the Department of Labor *

This summer I also joined APFA Contract Coordinator Brent Peterson, APFA Scheduling Coordinator Diana Dunn and APFA Negotiating Team member Clint Breen in speaking to training classes for our fellow American Airlines Flight Attendants recalled from furlough. We were very pleased to have the opportunity to personally welcome them back and to answer their questions.

Coming up this October, the APFA Budget Committee will convene to craft a budget proposal for fiscal year 2013 to present to the APFA Board of Directors. I am fortunate to be joined on the Budget Committee by ORD Base Chair Todd Breckenridge, SFO Base Chair Larry Salas, IOR Base Chair Beth Kilcran, APFA Retirement Specialist Patrick Hancock and IMA OCR Cheri Washbish.

The budget proposal process involves:

- income based budgeting, which means we budget for income first. APFA is essentially dependent on a single source of revenue: dues and agency fees
- budgeting for monthly deposits to the APFA Negotiations Fund
- setting aside money for capital improvements
- determining and budgeting for the Union's fixed costs
- allocating funds for each base, department and all other expenses of APFA

The Budget Committee's work does not end until we produce a balanced budget proposal. Through what can be an intense and demanding process, I am reassured by the fact that each member of the committee is experienced, knowledgeable and approaches the process with the seriousness and consideration it deserves. ▲

* APFA's annual audit and LM-2 for fiscal year 2011 are available on the APFA website in the "Financial Reports" section under the "Members' Resources" menu on the APFA.org main page.



Inside this Issue

by Jeff Pharr, National Communications Coordinator

Back in the spring of 2009 at APFA's Annual Convention in Boston, a decision was made to discontinue the regular, quarterly publication of *Skyword Magazine*. This was a tough choice made by our Board of Directors; it was not made lightly. The savings to the membership have been undeniably substantial, and well needed at a time of declining membership only now rebounding. Due consideration was given to the fact that a smaller publication—dubbed *Skyword Express*—would be sent as needed, something we have done before in similar, belt-tightening times.

Prompting the creation of this *Skyword Express* you are now reading is first and foremost President Laura Glading's "State of Our Union" message to members. Such an annual address to the membership is a constitutional requirement of the APFA President. Following the series of base visits by President Glading, other National Officers, Coordinators, Representatives and Negotiators spread over several weeks this summer, Laura's words of encouragement to APFA members are something everyone should read, and they introduce this issue.

Of equal importance in the decision to undertake a national mailing is the 10th anniversary of the cataclysmic events of the 9/11 terrorism attacks that so personally affected our members and forever changed our professional lives. Closing this *Skyword Express* then are several pages of photos and commentary at this time of solemn contemplation and remembrance. For this alone, we hope this is an issue that members will long keep.

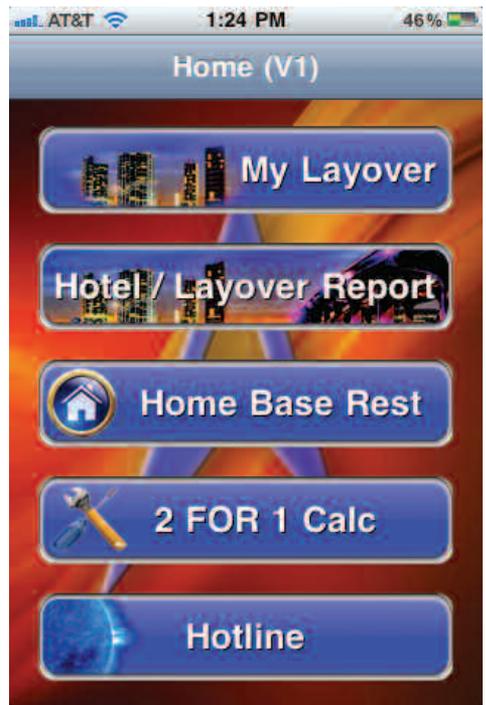
Coming as it did so close to the events of 9/11, the loss of even more of our co-workers on flight 587 is also marking a ten-year anniversary. Photos of these friends are included in closing as well. Readers are invited to honor their memories.

This is, however, more than a memorial publication. Vice President Brett Durkin provides another installment of the popular "You Be the Judge"—detailing a recent arbitration and decision. As the time of a new election period nears, Secretary Denise Pointer gives an overview of the duties of APFA's four National Officers as detailed in APFA's Constitution and Policy Manual and Treasurer Steve Baumert outlines the tasks undertaken and upcoming to secure and strengthen the Union's treasury.

Members will find reports by Coordinators on the continuing work by APFA's National, Local Base and other Representatives to protect and improve what contractual protections we have, while the APFA's Chief Negotiator Anne Loew recaps the battle that goes on across the negotiating table to achieve the just rewards for the sacrifices we made over eight years ago and still labor under today.

Working to secure and strengthen our profession on the Government and Legislative front is APFA's Government Affairs Representative Julie Frederick. Julie and the Department's Flight Attendant "Lieutenants" from around the system work closely with sister Flight Attendant and industry unions to bring our issues straight to Members of Congress and other State and Federal Government Officials. Many of you heard Julie speak at the base visits and have responded to the appeal for voluntary donations to the APFA PAC fund. In this issue is a report from Julie along with a form to tear out and mail in with your payroll deduction PAC authorization to aid in these efforts. Even \$1 per paycheck can help.

Lastly, as Communications Coordinator I'd like to remind everyone of the myriad ways now available to keep informed of APFA News and Activities. Our Website at www.apfa.org and our Weekly HotLine at www.apfa.org/hotline are the primary ways we reach members today. Thousands of members receive the HotLine emailed directly to them. You can sign up through links at the top of the HotLine page. APFA is also on Facebook (www.facebook.com/apfaunity), Twitter (www.twitter.com/apfaunity) and YouTube (www.youtube.com/aaflightattendants) for those who use these social media tools.



Also, just released for members this summer is APFA's new iPhone/iPad app, created in-house by IOR Flight Attendant Alex Rodriguez. With direct access to many useful tools for trip trading, legality and layover calculations, report filing, contract documents, the HotLine, in-flight breaks, and more, the app can even make contacting and sending reports to your Base and National Reps easier, and has quick links for frequent entries on the Flight Service Website. Blackberry and Android versions are being considered. Meantime, get the app today through the APFA.org main page (click on "We've Got an App for That!") or email communications@apfa.org for help.

As emphasized in the base visits this summer, no website, e-mail or app can substitute for a personal conversation with your APFA Representative when the need arises. Your local Base or Division Representative's contact information is always available on the 'Base Pages' section of www.APFA.org.

Negotiations Update

by Anne Loew, Chief Negotiator

During the recent State of the Union base visits, it was gratifying for members of the APFA Negotiating Team to share with you both the challenges and frustrations we have experienced with the bargaining process and how we are moving forward in spite of those challenges. For those of you who were unable to attend a meeting, what follows is a brief overview of what was discussed, as well as a summary of events that have influenced these negotiations.

At the outset of negotiations if anyone had said to me that we would be without a contract three and half years out I would have called them crazy.

During the base visits members most frequently asked us: *Just how close are we in the talks?* and, *When will we get a contract?*

How close are we? In some ways we are very close. We have reached a tentative agreement on 90 percent of the articles. Some are quite substantive, such as reserve. Others, such as uniforms and leaves of absence, have lesser—even minimal—impact.

The outstanding articles over which we have not yet reached an agreement remain the ones most important to us as they have the greatest impact on our lives, namely:

- pay
- vacation
- scheduling (including schedule maximum, sequence pay protection and rest)
- medical (including retiree medical)
- sick time

Of these unresolved issues we are close on: vacation, sick time and sequence pay protection, while we are still far apart on: schedule maximum, medical and layover rest.

Pay is largely a product of what happens with medical as we are adamant that any increase in our medical contributions **must** be offset with additional structural pay increases. We cannot put a hundred dollars in one pocket and take two hundred out of another. We must be better off tomorrow than we are today to get the relief we desperately need.

When will we get a contract? At the outset of negotiations if anyone had said to me that we would be without a contract three and half years out I would have called them crazy. Yet here we are. Perhaps more than in any past negotiations, progress this round is profoundly impacted by what is happening in Washington, DC, at the NMB (National Mediation Board) and within American Airlines itself. All of these factors play a role in what is going on at the bargaining table.

We are without question in unprecedented times. Labor is under assault by political leaders at all levels: local, state and federal. American Airlines has yet to turn a profit (though AMR execs continue to richly reward themselves), the result of poor management decisions we front line workers continue to suffer from. Meantime, the NMB—while giving a boost to labor in changing how votes are counted in union organizing elections—has been circumspect in pushing our process forward (see APFA President Laura Glading's First Quarter 2011 **Skyword Online** article).

Some of the reasons for the NMB's caution include: the overall political climate (the NMB answers directly to the US President, who faces increased opposition following the 2010 election cycle); the unabashed anti-labor sentiment among newly elected legislators; American's fragile economic situation (losing money every quarter except one since we began bargaining); and the overall state of the economy with unemployment topping 9%. Rightly or wrongly, these factors totally outside our members' control impact the decision making process of the NMB in answering our request for a release.

Rightly or wrongly, factors totally outside our members' control impact the decision making process of the NMB in answering our request for a release.

Despite these significant obstacles, APFA's Negotiating Team has not relented and continues to seek a tentative agreement outside of a release into a 30-day cooling-off period. We attempted this in meetings with AA this past April, exchanging what we call "supposals" as opposed to formal proposals—maintaining our respective positions on the open issues while at the same time exchanging ideas that could possibly bridge our gaps. We made progress; and we believe we have a template with which to reach a tentative agreement.

The company's strategy has been to wait for "convergence." Convergence is a "coming together from different directions" and here means achieving a level playing field with respect to costs. Management is determined to wait until our competitors' labor costs exceed what they claim are our labor cost disadvantages. We have never agreed with that analysis. Nevertheless, when you consider the consolidations that have occurred in the industry—United+Continental, Delta+Northwest, Southwest+Airtran—along with some incremental pay increases at Continental, Southwest, Delta and Alaska, by any measurement AA has now achieved their sought-after convergence.

The company has not put enough on the table to get a ratified agreement.

Due to American's newly announced (and long overdue!) business plan, and subsequent large airplane order, management has turned its full attention to negotiations with

the APA. New aircraft types and route expansion requires reaching deals with the pilots on issues such as: extended long-range flying, their scope clause and pay scales for the new equipment. At this writing in late August, AA and APA are engaging in a two week lock-down intensive bargaining session. We are anxious to hear the outcome. APFA President Laura Glading maintains open and regular communication with APA's leadership, as well as the TWU, whose several contract talks with AA are similarly stalled.

All of these internal and external elements weigh heavily on the question of "when will we get a contract," but one stands as the greatest obstacle: the company has not put enough on the table to get a ratified agreement. We have maintained all along that we will not bring out a contract that does not make you better off tomorrow than you are today. We simply refuse to put you in a position of voting on something that is not going to improve your work life and your standard of living. Make no mistake—we are ready at a moment's notice to go back to the table. Your team is strong, unified and determined in our goal.

We will never give up! 

Making Our Voices Heard

by Julie Frederick
Government Affairs Representative



In 2010, the APFA PAC contributed about \$43,000 to election campaigns. AA Airlines Management PAC spent nearly \$580,000.

Having a strong voice in the Halls of Congress has never been more important for unions like ours than it is today. APFA members have shown a remarkable tenacity as the struggle for a new contract drags on. Together we have learned that our negotiations are not conducted in a vacuum and the influences of America's current political climate are very much a factor in much of what we fight for.

Unions are less popular now than ever. Rights that were once considered fundamental are in danger of being eliminated. Workers are facing efforts to undermine their unions in states across the country. Collective bargaining rights are in jeopardy. Right to work proposals are sweeping the nation. In this economy and political climate, unions cannot afford to stand still.

Now, more than ever, we need your help electing Members of Congress who we can trust will fight for us. Elections count! There are no "safe districts" any more, especially for pro-labor candidates. The elections of 2012 could easily determine the future of the union movement.

The APFA PAC is the best way for you to take action. Help us achieve the goal of 20% PAC participation by 2012.

What is a PAC? PAC stands for Political Action Committee, an organization established for the purpose of raising and spending money to elect and defeat candidates. PACs represent business, labor, or ideological interests and can give up to \$5,000 to a candidate committee per election (primary, general, or special). They can also give up to \$15,000 annually to a national party committee and up to \$5,000 to any other PAC.

What does the APFA PAC do? The APFA PAC is administered by the National Officers and APFA's Government Affairs Representative. With the help of our lobbying team, we have developed a strategic plan for political giving. On the list are Members of Congress who hold key committee assignments and who have shown outstanding support of organized labor in the past. We use PAC funds to support these lawmakers' campaigns for re-election. Our goal is to keep friends of the APFA in Congress.

How does the APFA PAC stack up against those of competing interests? In 2010, the APFA PAC contributed about \$43,000 to 26 Congressional and Senatorial campaigns. By comparison, the American Airlines Management PAC spent nearly \$580,000 on 190 candidates, including our friends and political enemies. Currently, only 625 members contribute to the PAC, at an average rate of about \$1 per week. If 100% of our membership contributed at that rate, we would surpass American Airlines Management in a year.

Are contributions mandatory? How much can I contribute? No. By law, PAC contributions can only be made voluntarily. Membership dues cannot be commingled with the PAC. A person may contribute up to \$5,000 annually to any one PAC. We are only asking for \$1.00 per paycheck.

How do I join the effort? To start your payroll deduction, tear or cut out the form later in this article, complete it with your signature and desired amount to be deducted each paycheck, and mail it in.

To make a contribution by check, send a check in the amount you desire, made out to "APFA PAC" to: APFA Accounting, 1004 W. Euless Bl., Euless, TX 76040.

To make a one-time or continuing credit card donation, go to the APFA website. Select "Government Affairs" from the menu on the APFA.org main page, then click on the APFA Political Action Committee link where you will find a downloadable form to print and mail in.

A Timeline of Legislative Action

- 1968** The Equal Employment Opportunity Commission (EEOC) passed rulings that banned age and marriage discrimination against stewardesses, following the Age Discrimination Act of 1967.
- 1972** The law covering Title VII was changed to allow the hiring of male Flight Attendants, striking down sex discrimination.
- 1979** The Pregnancy Discrimination Act allowed women to return to work without losing their jobs. Flight Attendants had previously been unfairly discharged.
- 1997** Smoking was banned on all commercial aircraft thanks largely to Flight Attendant efforts.
- 2000** Increased Penalties for Air Rage: fines were increased from \$1,200 up to \$25,000 for air rage attacks by passengers against Flight Attendants.
- 2004** Flight Attendant Certification: The Federal Aviation Administration now recognizes Flight Attendants as onboard safety professionals, validating our role in public safety and aviation security.
- 2009** FMLA Technical Corrections Bill: Guarantees crew members are able to qualify for time off work. The original bill did not provide for our unique hourly pay structures.
- 2009** Flight Attendant Classification: The Department of Labor's Bureau of Labor reclassified Flight Attendants from "personal care providers" to "essential transportation workers," the same classification assigned to pilots and air traffic controllers.

Ongoing Initiatives

APFA's Office of Government Affairs is currently monitoring and influencing legislation that is of critical importance to our profession.

The FAA Reauthorization Bill is currently under consideration in the 112th Congress. The bill contains language that will address issues related to the aircraft environment and finally bring cabin conditions under the supervision of the Occupational Safety and Health Administration.

The first ever FAA Flight Attendant Fatigue Study was mandated by Congress and is now complete. We are working to make sure that the recommendations of the study are put into law in the interest of Flight Attendant safety and quality of life.

We have spent the past 18 months revamping and refocusing the efforts of the APFA Government Affairs office and have tremendous gains to show for it. We have brought in outside representation with vast experience in our industry to help us identify and act on legislative issues before they even hatch.

In March, we hosted our inaugural APFA Leadership Lobby Day where members of APFA's Board of Directors and other Representatives from all over the country flew to Washington for a long day of meetings with Members of Congress and their staffs.

Finally, we have forged some very exciting relationships with key legislators who champion our causes. For instance, Congresswoman Mazie Hirono from Hawaii, a member of the Transportation and Infrastructure Committee, introduced legislation to address both Flight Attendant fatigue and health and safety oversight. We are proud to support her as she campaigns for Senate.

Our profile has never been higher in Washington, but we need full membership buy-in to become a real power player in the political realm. There is still plenty to accomplish in Washington and you can help provide a critical tool for success by contributing to the APFA PAC.



**JOIN YOUR APFA COLLEAGUES
CONTRIBUTE TO THE APFA PAC TODAY!**

It's easy. Even \$1 per paycheck helps.

- 1) Tear out this page
- 2) Complete the form at the bottom
(don't forget the amount or your signature!)
- 3) Mail to:
APFA Accounting 1004 W. Eules Blvd. Eules, TX 76040

You can also drop the completed form in any APFA base lockbox. *Thanks!*

APFA POLITICAL ACTION COMMITTEE (PAC)

TO: AMERICAN AIRLINES, INC.

I hereby authorize and direct American Airlines, Inc. to deduct from my pay the sum of \$ _____ dollar(s) from each paycheck and remit the amount to the ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS' PAC.

This authorization is voluntarily made based on my specific understanding that:

- The signing of this authorization card and the making of these voluntary contributions are not conditions of membership in the Union or of employment by my employer;
- That I may refuse to contribute without reprisal;
- And that the ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS' PAC, which is connected with the ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS uses the money it receives for political purposes, including but not limited to making contributions to and expenditures for candidates for federal, state and local offices and addressing political issues of public importance.

Name _____ Base _____

Employee Number _____ Date _____

Signature _____

MORE THAN HISTORY

Our Archives Play an Active Role Today

by Sally Prater, APFA Documents Historian



APFA preserves the history of our Union and profession through the APFA Archives. Created in 1998 to organize and maintain what was already by then 30 years of Flight Attendant history, the Archives continue to serve our membership on a daily basis.

APFA's archives contain a vital, searchable source of documents that aid in negotiations, arbitrations, even daily operations.

More than just a repository of articles and artifacts from our past, the Archives are an important resource of our collective knowledge which our Representatives depend on today to fulfill their duties. With the goal of easy access, the Archives space at APFA Headquarters was designed to maintain thousands of items—a number growing every day—all within mobile shelving units, acid free folders and boxes, and organized with a precise system to catalog, store and retrieve sometimes one-of-a-kind, historic records.

From administrative, legal and fiscal files to negotiations notes, contracts and historical documents, our archived materials tell the story of not only APFA, but of the Flight Attendant profession. The contributions of past administrations, photos and media from our triumphs and tribulations, and even uniforms worn many contracts ago, all reside within the walls of our Archives.

With the constant influx of materials, the Archives department at headquarters remains a busy place. Important documents representing each administration as well as personal collections from Flight Attendants arrive almost daily. We receive copies of **Skyword**, newspaper clippings, various articles of interest from the past and even mailers from previous negotiations. Often, an item arrives that fills a void or completes our collection.

The Archives serve our Board of Directors and Executive Committee, our Officers, Base and Division Reps, Coordinators and committees of all sorts as a vital, searchable source of documents that aid in negotiations, arbitrations, even daily operations. Plus they provide continuity from one administration to the next.

Through the years, our Archives have also provided material for researchers and dissertations, always with a goal of representing us to future generations. This cause is furthered by our association with the University of Texas Library and Archives in nearby Arlington, Texas. Housing one of the most significant Labor Union Archives in the country, UTA provides a permanent home for part of our collection.

We can be extremely proud of the APFA Archives. It is a constant in our changing organization and the link between our past and our future!



Minding the Store: Ensuring Compliance Seeking Solutions

by Brent Peterson
National Contract Coordinator

While APFA members remain focused on negotiations for the next collective bargaining agreement, there continues a daily battle to enforce our current contract with American. Under the Railway Labor Act, collective bargaining agreements do not expire; rather they become amendable. This means that until the membership ratifies a new contract the provisions of our current agreement remain in place.

As National Contract Coordinator, I work with my fellow Coordinators to protect our members and support our contract ever day. We work directly with Flight Attendants, with Base Chairs and Vice Chairs, and with Division Representatives to ensure the proper application of the agreement. Some departments have additional Representatives available to respond to members' calls and emails. Not a day goes by that we are not made aware of attempts by management to violate our contract. In fact, APFA's Contract and Scheduling Representatives have logged nearly 10,000 issues on behalf of our members in just the last twelve months!

Not a day goes by that we are not made aware of attempts by management to violate our contract.

Many times we are able to resolve the problem through discussions with the appropriate department at American. In other cases a Notice of Dispute or even a Presidential Grievance must be filed. Regardless, we will always fight for the best outcome for our members.

One way we resolve problems is through Letters of Agreements. Letters of Agreement have been used to improve the lives of our Flight Attendants since at least the 1950s. Most unions, if not all, use Letters of Agreement to resolve issues that arise between negotiations. Many times the terms of these letters, or the letters themselves, are eventually incorporated into future collective bargaining agreements.

A collective bargaining agreement simply cannot contemplate every scenario a member might face.

Our contract provides a great deal of flexibility. This same flexibility however can also prove complex as various provisions of the contract interact. A collective bargaining agreement simply cannot contemplate every scenario a member might face throughout its duration. Letters of Agreement allow us to correct unintended consequences that can arise.

In some cases, Letters of Agreement allow us to test ideas before something is finalized and incorporated into our contract. For example, the Purser Flex Test provides more flexibility for Purser to help attract and retain Flight Attendants to the Purser position.

In other instances, Letters of Agreement allow us to achieve a more positive result for Flight Attendants than is currently provided in our contract. A good example of this is the MD80 Cancellation Pay Protection agreement that provided full pay protection following the grounding of the MD80 fleet for the second time in the spring of 2008.

Sometimes Letters of Agreements are used as a way to resolve a dispute prior to taking it before an arbitrator. This ensures a favorable outcome on our terms rather than risk a less than favorable ruling from the arbitrator. The Comprehensive Health Care Benefits Settlement Agreement is one good example.

Early this year, through the Chinese Mandarin Speaker Agreement, APFA achieved unlimited recall rights for our members who have been waiting over eight years to be recalled. Plus it secured recall notices for an additional 200 Flight Attendants on furlough who would not have been recalled otherwise. This was good news not just for those being recalled. It had positive impact for those who have been waiting many years for transfers and those who've been serving reserve at unprecedented seniorities.

Agreements to allow for the trading of OE trips, Reserve Trip Trading, additional Dead-head Flexibility as well as more frequent and flexible pairing of Domestic Mutual Transfers have each provided additional flexibility and increased quality of work life during what has been a very challenging decade. Other Letters of Agreements reached on Food for Sale and Duty Free commissions have literally put millions of dollars in our members' pockets.

Other Letters of Agreements have literally put millions of dollars in our members' pockets.

Just recently we reached agreement with American to ensure our members do not have to change their option simply to be proffered a make-up trip. As a result, Flight Attendants will now be proffered trips regardless of their option. Their option will only change if they accept a make-up trip requiring a change of option. This ensures someone does not change their option only to have the trip they desired awarded to someone more senior, and then find themselves stuck in an Option I status for the balance of their trips.

APFA's Negotiating Team remains available and ready to meet with the company to achieve a tentative agreement for our future contract. Meantime your National, Divisional and Base Representatives will continue their daily task of enforcing our current agreement, seeking the necessary solutions to improve and protect the working lives of our members. 

Editor's note: Members can read Letters of Agreement on the APFA.org website. From the "Members' Resources" menu on the main page, click on "Letters of Agreement" or choose "Presidential Grievances" for decisions resulting from Presidential Grievance Settlements. The pages of each National Department, through the "National Departments" menu on the main page, contain additional links to Letters of Agreement. Letters now incorporated into the Collective Bargaining Agreement can be found at the end of the applicable Article in the Foundation Document. Click on the "Current Contract" link from the main page. In all cases, contact the Communications Department for assistance in finding a Letter of Agreement you might be seeking. Email: communications@apfa.org.

Scheduling Helpful Hints

by Diane Dunne, National Scheduling Coordinator

Congratulations to our recalled Flight Attendants! As many of you are unfamiliar with some common scheduling practices, it's worth reviewing a few of the most frequent issues called in to the Scheduling Department.

NEW MAKE UP PROCEDURES: Earlier this summer, some enhanced Make Up (MU) procedures were enacted. These enhancements should reduce the number of Flight Attendants who believe they have been passed on MU. Here are a few highlights:

- Crew Schedule will now attempt to call all Flight Attendants on the MU list who search as legal and available, regardless of option. This means you no longer have to change your option to qualify for MU flying.
- Crew Schedule will only attempt to call two numbers. These two numbers are the ones in the "H" and "C" fields of your H11. The "T" number will not be called.
- Flight Attendants who are left a message during the 1200 MU proffer and do not return the call, will NOT automatically be called during 1600 round of MU. You MUST call Crew Schedule and advise them if you'd still like to be called during the 1600 proffer.
- All current HISEND parameters are still in effect. If you are awarded a trip via HISEND message, prior to 1900 local base time, the trip will be considered confirmed. HISEND messages are NOT accepted for the current day's flying.

RESERVE PREFERENCES ... WHEN LESS IS MORE: We've heard from many Flight Attendants who believe reserve preferences are not being honored. In a crew schedule training session APFA recently observed, it was explained in detail how the computer reads preferences. Basically, the computer does not sort through all the criteria first before awarding a trip. It stops when it finds one trip that fits the first preference available.

For instance, if your first choice is "AM2/PM1/AM1/PM2," and your second choice is "2D/3D/1D," the computer looks at ALL of the choices in your first set of preferences before moving to your second set. So, if you don't really want the PM2 option and would rather have a 2D instead, don't list the PM2. In this example, if an open trip falls in the PM2 window, you'll be awarded that before an open 2D trip. So that's why sometimes less is more; don't put down a preference if you don't really want it.

CALLING THE TAPE FOR RESERVE ASSIGNMENTS: What happens when the call-in window for Reserve Assignments falls completely within your legal at-home rest following a duty period? Your responsibility depends on when the duty period ends.

- **Before:** If your duty ends before the Call-in Window, you have two options: You may: (1) call the tape, or (2) call Crew Schedule during your debrief to inform them that you will not call the tape and that you will make contact immediately after your rest break ends. When making this contact, you must be available for sign-in at the airport no earlier than one hour later.
- **During:** If your duty ends during the Call-in Window, you must call the tape.
- **After:** If your duty ends after the Call-in Window, there is no obligation to call the tape or make any contact with Crew Schedule. You must be available for assignment after the completion of your legal rest.

MIC (MISCONNECTION / ILLEGALTY / CANCELLATION): The MIC procedures generate some of the most frequent calls to APFA. Tear out the next page and carry it with you. The steps outlined are reprinted from the On Duty Contract Guide.

TEAR OUT AND CARRY NEXT PAGE

It's a good idea to keep your On Duty Contact Guide with you any time you are at work. APFA Scheduling Representatives are available to answer your questions M-F 0900-1700 CT. They can be reached at 1-817-540-0108 ext. 8161 or via email at: scheduling1@apfa.org or scheduling2@apfa.org.

ARTICLE 9.P. MISCONNECTION / ILLEGALITY / CANCELLATION

SEQUENCE ORIGINATION: *Applies to every sequence at origination except schedule conflict and the last sequence during the last five days of the month.*

Flight Attendant:

1. Must contact Crew Schedule as soon as possible and before leaving the airport for assignment or release.
2. May be entitled to call-out pay.
3. If PPROJ is above monthly maximum, HVBL days apply.

Crew Schedule may do one of the following:

1. Require Flight Attendant to deadhead to cover his/her return flight.

If this happens, Flight Attendant:

- a. Has no further obligation after return to base at termination of the sequence.
- b. Only guarantee is protected.
- c. No greater pay protection (not a reassignment).
- d. In addition to make-up, may pre-plot to recoup lost time.

2. Assign Flight Attendant to airport availability duty.

If this happens, Flight Attendant:

- a. Cannot be held at airport for more than four (4) hours without being given another flight assignment that departs in the same duty period (does not have to depart within the four [4] hours). Four-hour period begins at original departure time or time of cancellation; whichever is later.
- b. Must be released at the end of four (4) hours if not assigned, will have no further obligation and is entitled to call-out pay.
- c. Only guarantee is protected.
- d. No greater pay protection (not a reassignment).
- e. In addition to make-up, may pre-plot to recoup lost time.

3. Reschedule Flight Attendant to another trip or trip sequence.

If this happens, Flight Attendant:

- a. Has no further obligation after return to base at termination of sequence.
- b. Only guarantee is protected.
- c. No greater pay protection (not a reassignment).
- d. In addition to make-up, may pre-plot to recoup lost time.

4. Hold Flight Attendant for duty on all days originally scheduled to fly.

If this happens, Flight Attendant:

- a. Must contact Crew Schedule for assignment on each day prior to a day s/he was originally scheduled to fly: 0800-1200 for Domestic, 1000-1200 for International.
- b. Is subject to multiple assignments that must:
 - 1) Originate on days originally scheduled to fly (DOSTOF).
 - 2) Not create a conflict with a duty-free period.
 - 3) Not exceed monthly maximum.
- c. May elect to have remaining days originally scheduled to fly converted to AVBL for self-plotting purposes.
- d. Has no further obligation once pay projection is at or above monthly guarantee.
- e. Only guarantee is protected.
- f. No greater pay protection (not a reassignment).
- g. In addition to make-up, may pre-plot to recoup lost time.

5. Release Flight Attendant from duty with no further obligation; guarantee not protected.

Crew Schedule must ask Flight Attendant if s/he would like to protect guarantee.

Flight Attendant may:

- a. Decide s/he does not want to protect guarantee and end further contact.
 - 1) Flight Attendant is then eligible to pre-plot a trip(s) later in the month or use make-up to recover the lost time.
 - 2) If using pre-plot, must not alter schedule until after pre-plotted trip(s) are obtained.
 - 3) Time lost due to MIC will be treated as a trip trade down in time.
- b. Decide to protect guarantee by advising Crew Schedule at point of contact that s/he is going to use "comparable" days to protect guarantee.
 - 1) Comparable days are unscheduled days off (DOs) later in the month on which s/he agrees to be AVBL for flying to recover time lost because of MIC.
 - 2) Depending on number of DOs remaining in month, comparable days should be equal to number of days in original sequence.

- 3) If the MIC occurred after s/he had reported to the airport, the number of comparable days is one less than the number of days in original sequence.
- 4) To protect guarantee should contact Crew Schedule for assignment on each day prior to a comparable day: 0800-1200 for Domestic, 1000-1200 for International.

* If MIC occurs at the beginning of the Flight Attendant's on-duty period.

If this happens, Flight Attendant:

- a. Cannot be held at airport for more than four (4) hours without being given another flight assignment that departs in the same duty period (does not have to depart within the four [4] hours). The four-hour period begins at original departure time or time of cancellation; whichever is later.
- b. Must be released to go to hotel to begin legal rest or field break at the end of four (4) hours if not assigned.
- c. May be entitled to call-out pay.
- d. Has no further obligation after return to base at the termination of the rescheduled sequence.
- e. Guarantee is protected (not considered a reassignment).
- f. In addition to make-up, may pre-plot to recoup lost time.

MID-SEQUENCE: Applies only after completion of at least one leg.

Flight Attendant:

1. Must call Crew Tracking as soon as possible and before leaving the airport for assignment or release.
2. Is not automatically released.

Crew Tracking may:

1. Reschedule the Flight Attendant, including deadhead.

If this happens, Flight Attendant:

- a. Has no further obligation after return to base at the termination of the rescheduled sequence.
- b. Only guarantee is protected (not considered a reassignment).
- c. In addition to make-up, may pre-plot to recoup lost time.

2. Release Flight Attendant, if at home base.

If this happens, Flight Attendant:

- a. Has no further obligation.
- b. Only guarantee is protected (not considered a reassignment).
- c. In addition to make-up, may pre-plot to recoup lost time.

* If MIC occurs after completion of at least the first leg of the on-duty period:

- a. Call-out pay does not apply.
- b. Four (4) hour rule does not apply.
- c. Crew Tracking will make every reasonable effort to reschedule

LAST FIVE (5) DAYS OF THE MONTH – CANCELLATION / ILLEGALITY PROTECTION:

1. Pay protection and obligation limited to contractual month in which the sequence was scheduled to originate.
2. Applies only at origination of Flight Attendant's last trip of the month, including Make-Up, Option II and Optional Exchange.
3. Last trip of the month must originate in last five days of the month.
4. If Flight Attendant is at or above guarantee and wants to protect her/his hours, s/he must:
 - a. Place her/his name on the make-up list for all days originally scheduled to fly, including the eight (8) hour period after the scheduled termination of the trip sequence lost or until midnight of the last day of the contractual month.
 - b. Accept any trip offered that that originates up to eight (8) hours after the scheduled termination of the trip sequence lost. Flight Attendant must be legal and available for assignment.
 - 1) If not offered such a trip on make-up, s/he is pay protected for lost time.
 - 2) If offered and actually flies a trip worth less than trip lost, s/he is pay protected for the greater time.
5. If Flight Attendant is at or below guarantee:
 - a. No further obligation.
 - b. Only guarantee is protected.

Hotels: Site Selection is Just the Start

by Kelly Gambello, National Hotel Coordinator

The past year has been a very busy one for APFA's Hotel Department. Between this August and last—looking at all manner of tasks undertaken, events reported and issues handled—following are the approximate yearly activity numbers for the Department:

- 1326 member emails received
- 415 member phone calls received
- 258 Web Forms received
- 173 pink Hotel/Transportation debrief forms received
- 32 APFA App Field Reports received
- 66 alleged bed bug reports received
- 4 bed bug confirmations
- 19 other insect/pest reports received
- 52 hotel site inspections, Domestic and International
- 52 hotel recommendation letters sent to AA
- 17 Company meetings attended
- 16 APFA meetings attended
- 4 Quarterly Reports written

Member reports clearly top the list. Of utmost importance is that we receive your debriefs in a timely manner in order to resolve any issues. We have developed more efficient ways of communicating than the familiar pink Hotel/Transportation debrief forms and have therefore discontinued their ordering. We ask that you no longer use them to report an issue. Instead:

Of utmost importance is that we receive your debriefs in a timely manner in order to resolve any issues.

Users of an iPhone/iPad can fill out the Hotel/Layover Report directly on the APFA App. Already through this brand new app members have submitted over 30 Field Reports—often while dealing with an issue, allowing the Hotel Department to begin immediately to get it resolved!

Any member with Internet access can complete the Web Field Report through the Hotel Page of the APFA website, even when access to personal email is not possible. Select "Hotel" from the "National Departments" menu on the APFA.org main page, then the "Hotel & Transportation Debrief Form" link from the top of the hotel page.

You can also still email the Hotel Department directly at: hotel@apfa.org, or call: 1-817-540-0108, ext. 8306. Always provide specific information including the city, name of the hotel, date, room number and the name of anyone you've spoken with about the issue.

Kelly's tips on reporting bed bugs

If you actually see any bug(s), immediately notify the hotel manager and get his/her name and business card. Place the card next to the bug and use your camera phone to take a picture. If no business card, then use the note pad or something else that has the name of the hotel on it. If you don't have a phone with a camera then use a plastic baggy to bring back a "sample" to Flight Service as proof. They will actually send the bug out to be tested to see if it is a bed bug or some other type of insect. There is no need to send it to me.

In all cases, contact the APFA Hotel Department as soon as possible so we can ensure the hotel follows through, takes the room out of service and has it checked by a pest control company. We do get all the pest control reports after a room has been checked.

If you wake up with bite marks but don't see any bugs, note that not everyone reacts to bed bug bites; others can take up to two weeks to show symptoms. Report it to the hotel just the same and then follow up with me so that the room can still get checked. I'll keep your report on file in case more come in.

The web site www.bedbugcentral.com has a lot of helpful information if you would like to check it out.

The State of... Safety and Security

The APFA Safety and Security Department is a constant work in motion, running 24/7

by Kelly Skyles, National Safety and Security Coordinator

As long as there is an AA aircraft traveling across the skies or an APFA member on a layover, your APFA Safety and Security Department is on call and ready to respond and react to any event or emergency to ensure the safety and security of every American Airlines Flight Attendant.

As the National Safety and Security Coordinator, it is my duty and responsibility to ensure each one of our more than 17,000 APFA members has a voice at the various working groups and committees within AA, as well as at various industry events that involve cabin safety and security.

The State of Safety and Security is in very capable hands due to each APFA member who demonstrates daily the dedication of a true Safety Professional.

I am fortunate to have the assistance of three fellow Flight Attendants—each dedicated safety professionals who work within the Safety and Security Department on a regular basis: Cathy Sharp (IDF), Lonny Glover (IOR) and Patty Hargrove (STL). The four of us work together to ensure that APFA is well represented at all venues involving cabin safety and security, whether it be at AA or within the industry, such as:

- AA Cabin ASAP Event Review Team (weekly)
- AA Cabin Safety Working Group (monthly)
- AA Cabin Safety Review Board (quarterly)
- AA Flight Service Safety Council (monthly)
- AA Joint Security Committee (monthly)
- AA Procedural Safety Debrief Team (as needed)
- AA Smoke/Odor Event Review Team (monthly)
- AA Training Department Work Group (bi-annually)
- AA Turbulence Task Force Core Team (quarterly)
- APFA EAP and Peer Support Team (as needed)
- APFA Go Team Leader (as needed)
- ASAP Leadership Alliance (Industry Committee, meets quarterly)
- ASIAS Cabin Safety Working Group (Industry Committee, meets monthly)

Some of our more recent areas of focus include:

The Cabin ASAP Program – The AA/APFA Cabin ASAP program, well into its second year, is now considered one of the top leading Cabin ASAP programs within the aviation industry. Cabin ASAP addresses various safety issues and concerns brought forward via reports submitted by Flight Attendants. Most recently the Cabin ASAP program has played an instrumental role in bringing “hot aircraft” to the top of the list of issues being addressed at AA. Through the numerous reports submitted, a company cabin temperature policy is currently in the works. Everything within the airline industry is driven by data (yes, money as well but data is the true “ruler of change.”) The data collected by Cabin ASAP is the driving force for positive change and enhancements to safety for our working environment as Flight Attendants. The program also provides a safe avenue for employees to report inadvertent violations or deviations of safety regulations and/or policies without fear of

punitive action taken by either the company or the FAA. Hundreds of reports submitted to and accepted by the Cabin ASAP program have ensured reporting Flight Attendants were not subjected to any disciplinary action.

De-identified data collected through the various ASAP programs is shared within the industry at the Aviation Safety InfoShare Conference held quarterly. The data sharing allows the unions, airlines and FAA an opportunity to jointly address the top cabin safety issues and work toward corrective solutions that may benefit all Flight Attendants industry wide.

Known Crew Member Program – The TSA has begun testing a program that allows uniformed crew members to be exempt from the airport security screening process by verifying the validity of each crew ID badge and confirming airline employee active status via a computer based data program. The program has begun for pilots only at this time and will be tested at seven airports throughout the system. APFA is working with the company and the Coalition of Flight Attendant Unions to ensure that the TSA will include Flight Attendants in the program after the conclusion of the testing period. The testing period is scheduled to last for approximately 90 days. Once the test evaluation has been completed, then Flight Attendant inclusion should be introduced. APFA continues to communicate with the TSA on this issue and will not ease up on the pressure until all Flight Attendants have been added to the Known crew member Program.

Japan Crisis – APFA Safety and Security Representatives staffed the SOC Command Center 24/7 during the initial days and weeks of the Japan crisis immediately following the earthquake and tsunami in March 2011. APFA was instrumental in developing the emergency evacuation plan and procedures for crew members in Japan in the event of another earthquake, tsunami and/or nuclear event. APFA monitored radiation exposure testing being conducted system-wide to ensure our crew members were not being subjected to any high levels while traveling to/from Japan and worked with the company to supply bottled water to all crew members during their layover. The situation in Japan continues to be monitored today.

777-300ER Aircraft – APFA Safety and Security Representatives participated in testing conducted to determine the minimum crew necessary for the new 777-300ER for emergency door exit operation and evacuation. The new 777-300ER has a total of ten door exits unlike the current AA 777-200ER fleet which only has eight door exits. We succeeded in securing a minimum crew of ten Flight Attendants, one per door exit, as opposed to the minimum crew of eight Flight Attendants the company had original suggested for our 777-300ER series. Delivery date of the new aircraft is expected to be in October 2012. Due to the new configuration with the additional door exits and increased minimum crew requirements, “mini evacuation” as well as “mini ditching” exercises will be required to qualify the 777-300ER. The mini evacuation exercise consists of a selected group of 777 qualified Flight Attendants operating the door exits in the armed mode in a time trial for FAA approval. The mini ditching exercise is similar and conducted “on land” with the use of slide/rafts in a time trial for FAA approval. APFA Safety and Security Representatives will participate both as observers and evaluators as well as volunteers in the selected Flight Attendant pool the FAA will utilize to assign the designated cabin crew for each exercise.

These are just a few of the highlights of how the Safety and Security Department is working to represent each APFA member every single day...every single flight. The “State of Safety and Security” is in very capable hands due to each APFA member who dons the AA navy polyester with their wings of silver or gold and demonstrates daily the dedication of a true Safety Professional. ▲

It's Time for Your Annual Benefits Checkup

by Kim Coats, National Health Coordinator

While fall is the traditional season for back-to-school shopping, football and daylight saving time, it's also a good time to start planning for 2012 Benefits Enrollment. The Annual Enrollment period for American Airlines Employees runs from 10/1/11 – 10/31/11. You and your covered dependents will live with this decision for the next year, so weigh your benefits options carefully. Here are some tips that you may find to be helpful.

Health Care – What are the medical benefits options?

For many of our members, selecting a health insurance plan is the most complex of their open enrollment decisions. Should you elect the Standard Medical Plan or the Value Plus Plan? Which states have HMO coverage? No plan is perfect, but your best choice is the plan that meets the most of your medical and health needs while keeping your total cost (premiums, co-pays, coinsurance and deductibles) as low as possible. We are all very well aware of how our health and our finances are often linked. Use the comparison tools available on Jetnet to determine which plan will work best for you.

Diagnose your needs

Before selecting a plan, determine what you'll need to cover in the coming year. While some medical needs can't be predicted, many can be—especially when it comes to routine care and preventive services.

- Make a list of your known medical needs for the coming year. Be sure to include health care expenses for all family members, such as: annual check-ups, vaccinations, major medical procedures (e.g., knee surgery), preventive procedures (e.g., mammogram, colonoscopy).
- Estimate how many additional doctor visits you'll need to address other medical issues. Look at your past year's history to help.
- List all of your prescriptions and medical supplies.
- Include alternative therapies such as chiropractic services as well as mental health needs like counseling and psychiatric services.
- Add major vision and dental care procedures, such as cataract surgery, orthodontia and wisdom teeth extraction.

Explore other health plan options that might be available to you

If you're married or have a domestic partner, compare your plan choices to those offered by your significant other's employer. After crunching the numbers, it may make more sense to switch to their health insurance plan. Open enrollment is when you'll want to make this transition. Otherwise, you will likely need to wait until there is a "qualifying life event." You may also have other options available if you have served in the military.

What changes is AA making in 2012?

- The preferred health care administrator will be changing in five states: MA, ME, NH, OK, and VT.
- AA will be dropping coverage with two HMOs: PacifiCare of AZ, and PacifiCare of OK.
- The Value Plus Plan will be changing the pricing structure for generic medications.
- Under the Value Plus Plan the cost of refills for certain "maintenance" medications will become much more costly if purchased from retail outlets rather than via MedCo.
- The premiums for optional benefits will remain the same, except there will be a price reduction for Voluntary Life Insurance coverage for spouse or dependents.

How an FSA can help you pay

AA offers Flight Attendants the option to contribute to a Flexible Spending Account (FSA). With an FSA, you set aside pre-tax earnings in a separate account that's used for health-related expenses, including qualifying medical services and supplies, dental and vision care. These accounts offer real savings because the full value of every dollar you earn goes toward paying for health-related costs rather than first being eroded by taxes.

FSA's are "use-it-or-lose-it" accounts, so your homework from the steps listed above will come in handy as you determine how much to deposit toward the coming year's out-of-pocket expenses.

In addition, you may want to prepare for one big change that's coming in 2013: Starting that year, you can only put \$2,500 into your health care Flexible Spending Account. That's half the amount you can generally contribute today. So it may be a good idea to schedule any costly procedures that you have been putting off to be done in 2012 while you are still able to contribute up to \$5,000.

Beyond health care

The following optional benefits are also available:

- Dental care
- Vision coverage
- Optional Short Term Disability
- Long Term Disability
- Long-term Care Insurance
- Life Insurance
- Pre-paid Legal Services

Think about the services you and your family will need in the coming year (e.g., braces, glasses, a new will) before you make your selections.

We are all very much aware of the fact that our sick-time accrual was negatively affected by the Restructuring Participation Agreement. If you have very little or no sick-time available, you may want to consider putting in for disability coverage. It is always a good idea to have some kind of a safety net in place in the event that you are unable to work for a period of time. Remember that it is much easier to get approved for disability coverage when you are healthy.

If you are interested in benefit options that are not offered by AA, use your open enrollment period to explore other options outside of work. Get recommendations from friends and family members about the coverage options that work for them. The internet also has many helpful sites where you can explore protection options such as disability income, long-term care and life insurance, and help you build a plan to protect you and your family.

Following up – Another layer of protection

Every year the APFA Health Department receives calls from members who have to file appeals with HR in order to correct benefits enrollment errors. Most of these errors can be avoided if you take the following precautions.

- Take time to review your elections before Benefits Enrollment closes.
- Check that your contact information is up to date.
- Review your beneficiary information.
- Update your eligible dependents.
- Always print a copy of your enrollment confirmation for your records.
- If you have not yet printed a copy of this year's benefits elections, do so before the end of the year.
- Make sure to submit any required paperwork such as a proof of eligibility or statement of health.
- Compare your e-pays statements in January 2012 with the printout of your elections to ensure that the correct deductions are being made.

As summer comes to a close and fall dawns, make sure you take the time necessary to plan your benefits elections for the coming year. The Representatives in the APFA Health Department are here to help you through this annual process. Reach us by email at: health1@apfa.org, or call the Health Representative on Duty at 1-817-540-0108 ext. 8301.

The Critical Incidence Stress Debrief: Care Following an Emergency

by Patty French, EAP Specialist

Although we are trained as first responders in emergencies at work, the emotional impact of an emergency can be personally overwhelming. Everyone reacts differently to the challenges of an emergency. Understanding how to care for yourself in the days after an emergency is an important part of recovering from the event.

Understanding how to care for yourself in the days after an emergency is an important part of recovering from the event.

For this reason, the Employee Assistance Program (“EAP”) specialists at APFA, working in collaboration with AA Flight Service, AA Medical and AA EAP, have developed the Critical Incident Stress Debrief (“CISD”) Program.

The criteria Flight Service uses to schedule a Critical Incident Stress Debrief are as follows:

- Terrorism
- Fire on board
- Aircraft accident / air disaster
- Evacuation using slides
- Severe turbulence
- Death in flight or on a layover
- Flight Attendant assaulted in flight or on layover
- Medical emergency in flight, with use of AED
- Hijacking
- Fear of one’s own, or of another’s, imminent death

If you are in an emergency incident that does not meet the criteria for a CISD, and you are having upsetting emotions or uncomfortable memories about the incident, an unpaid CISD may be scheduled at your convenience by calling either your local AA EAP at 1-800-555-8810 or the APFA EAP at 1-817-540-0108 ext. 8701.

The scope of APFA’s EAP Department extends far beyond the CISD. From the Department’s mission statement:

The Association of Professional Flight Attendants’ Employee Assistance Specialist Program (APFA EAP) is a confidential resource available to members and their families for assistance with personal and work-related concerns.

APFA’s EAP provides the following services: assessment, information and resource referral support; the promotion of professional standards through effective conflict resolution; and offer response and support to critical or traumatic incidents.

It is the APFA EAP Specialist’s objective to enhance the health, welfare and safety of its Union’s members by providing quality peer support services.

Visit the EAP page of APFA website. Go to the “National Department” menu from the APFA.org main page, then “EAP”.

Many Irons in the Fire

*We do ourselves a great disservice if we only see what still lies ahead, undone.
We owe it to ourselves to take pride in our past accomplishments.*

Below is just a sampling of our members' and Union's activities and achievements as gleaned from the approximately 95 Weekly and Special HotLine Updates sent over the past year. All HotLines are archived on APFA.org and are freely accessible without member login through the HotLine link from the APFA.org main page. If you are not receiving the HotLine in your email, please sign up today. Use the link at the top of the current Hotline message found at: www.apfa.org/hotline

June 2010 through August 2011

- AA Flight Attendants are in the news for their skills in reacting to several diverse onboard events: from their calm handling of a loaded, free-wheeling (backwards!) 777 at DFW; to aiding in delivering a newborn on a PAP-FLL flight; to assisting the Captain in landing a SFO-ORD flight when the FO became incapacitated.
- APFA members continue to confront their FSMs over possible scab training—whether conducting or receiving such. APA leaders issue a letter stating the Pilots' Union's full support in our campaign against the training of replacements.
- While AA management continues its stall strategy in negotiations, APFA updates AA's key investors as well as members of the US Congress in letters detailing our positions and AMR's disingenuous tactics.
- AMR accompanies its second quarter 2010 loss statement in July with its usual spin of how "it's just not management's fault;" APFA counters with a widely distributed "white paper" entitled: "What's wrong with American Airlines: a Critical Financial Analysis."
- In response to APFA's outreach, Congressional members contact CEO Arpey directly to express their support of APFA.
- APFA hires a new Washington lobbyist, Peter Goelz of O'Neill and Associates, to work with APFA member Julie Frederick in promoting issues of interest to Flight Attendants, and leaders in all levels of government.
- APFA joins other members of the Coalition of Flight Attendant Unions in a joint press release to push for passage of the FAA Reauthorization Bill containing key Flight Attendant provisions.
- The core "table team" members of APFA's full team of negotiators are called to meet in Florida with our Federal Mediator. Following a subsequent postponement, President Glading travels to Washington to meet personally with the Director of the NMB's Mediation Department to discuss the ongoing issues and progress of talks. By this time it's been nearly two and a half years since talks began and six months since APFA requested that the Board take the necessary steps to trigger the thirty-day cooling off period.
- APFA members Nancy Rivard (International President of Airline Ambassadors) and IOR Flight Attendant Sandy Fiorini continue to bring the issues over Human Trafficking to Flight Attendants and the public alike in promoting Human Trafficking Awareness Month. All members are encouraged to go to their promoted websites: www.airlineamb.org and www.innocentsatrisk.org.

- APFA is advised that a new date for mid-October is now set for the rescheduled meeting in Washington between APFA's "table team" negotiators, NMB Chief of Staff, Dan Rainey, and Director of Mediation Services, Larry Gibbons. President Glading makes a Call to Action to members to contact the three members of the National Mediation Board directly to "make sure your voice and story is heard."
- The APFA Board of Directors conducts its fall Board meeting.
- The recall of up to 545 Flight Attendants (June 2010 began with 1360 on the recall list) is announced, with return dates spread over the next several months.
- APFA issues a follow-up to its "white paper" from July and presents it during a visit to airline industry analysts on Wall Street by President Laura Glading, Vice President Brett Durkin, Chief Negotiator Anne Loew, Labor Counsel Rob Clayman and Airline Economist Dan Akins.
- Leaders of all three unions at AA (APFA, APA and TWU) meet during a two-day summit to discuss their respective negotiations and the NMB. Although the unions communicate regularly, this is the first meeting since the newly elected leadership of APA.
- The NMB follows up the October meeting with APFA's "table team" negotiators by scheduling a meeting between the Director of Mediation Services and both the APFA and AA Negotiating Teams for the first week of January 2011 in Nashville. President Glading comments: *"The company has an opportunity to start 2011 on a positive note with labor peace. But they must put real money on the table because we will not accept a proposal that would leave the Flight Attendants making less in the end than they do today."* The meetings take place as scheduled but without an agreement reached.
- APFA exposes the fallacies of AA's negotiations spin in an online document: "More TAALL TAALES from American Airlines."
- The NMB informs APFA that, at present, they are not acting on our request for release and there are no additional meetings scheduled. APFA President Laura Glading plans further discussions with the Director of Mediation Services and the National Mediation Board Members to continue discussion over status of the talks.
- Continuing to counter AA's media department and their "smoke and mirrors" campaign, APFA issues another response to management's claims ("It's Getting Smoky in Here").
- The recall of an additional 368 Flight Attendants is announced February 8, with return dates set for June 1 continuing into the summer.
- APFA members join TWU in their organized activities and informational picketing greeting the thousands of football fans departing through DFW following the Super Bowl.
- President Glading and other members of the APFA Negotiating Team meet with the three members of the National Mediation Board in Washington on February 15. APFA makes its case and shares our frustrating struggle with the NMB, this time directly to the three Board Members.
- APFA negotiates the recall of an additional 200 Flight Attendants—over the 368 recalls announced earlier. Any furlougees then remaining on the recall list will receive unlimited recall rights. In the resolution agreeing to the recall and recall rights extension, the company is permitted, with restrictions, to hire up to 30 Mandarin speakers for the new LAX to Shanghai route.
- APFA opens a survey on APFA.org for members to express their level of confidence in AA management.

- APFA holds its Annual Convention for 2011 in Washington following a day of lobbying Congress on Capitol Hill conducted by APFA Board Members and other Representatives.
- APFA supports union and political leaders in Wisconsin in their fight to preserve hard-won and long-standing rights of public sector workers to bargain collectively.
- AA accelerates the recall of 55 Flight Attendants on the furlough recall list, moving them up into the group returning on June 1, 2011.
- APFA's Safety and Security Department participates on a joint Operational Response Team along with Flight, Flight Service, APA, SOC and Safety, Security and Environmental, M&E, Airport Services and the TWU, to develop contingency plans and review information on the Japan tsunami and nuclear plant crisis.
- The Flight Attendant base at DCA-I closes as the spring flying schedule includes no direct international flying originating from any DCA co-terminal airport.
- The APFA Negotiating Team meets in early April with the NMB's Director of Mediation Services and discusses options to reach a deal with AA management outside of a cooling-off period.
- Ramping up to the "Seeing Red Over Corporate Greed" picketing and leafleting events planned system-wide on April 20, APFA issues and publicizes "indictments" of AA's top executive officers detailing the depth of their "managerial incompetence and moral contempt."
- APFA members loudly protest Flight Service's "Face of Your Base" campaign, an outcry echoed in media outlets far beyond our borders. Members' efforts are instrumental in the eventual cancellation of the "beauty contest" portion of the campaign.
- Flight Attendants join other employee groups to protest unbridled corporate greed at the AMR Annual Shareholders and Board of Directors meeting in Los Angeles.
- The Coalition of Flight Attendant Unions meets outside of Washington with several members of APFA leadership, including President Glading, in attendance. Comprised of unions representing over 90,000 Flight Attendants at 26 U.S. airlines, the group discusses ways to jointly advance the interests of our profession.
- In July, APFA President Glading, other National Officers, Negotiators and National Representatives begin an all-base State of Our Union tour to meet the membership directly in informal, candid discussions and exchanges of ideas on our Union's past, present and future. The base visits wrap up in late August.
- APFA's iPhone/iPad app is released to members. It includes a multitude of useful items such as a legality calculator, layover rest calculator, crew rest break calculator, 2-for-1 calculator, instant access to the full contract and the On-Duty Contract Guide to name a few.
- APFA officially endorses Rep. Mazie Hirono (D-HI) for the U.S. Senate seat from Hawaii, praising the representative for her support of Flight Attendants and working families.
- APFA and the Company agree to begin SFO satellite flying out of Sacramento (SMF) beginning with the September contractual month.
- AA announces the largest aircraft order in history, 460 new narrow-body planes from both Airbus and Boeing. Commenting on the announcement, President Glading states: *"We call on management to put the same effort toward reaching a comprehensive agreement with its employees that recognizes the sacrifices Flight Attendants and others made to avoid bankruptcy and allow for [the aircraft purchase] announcement."*

Dear Flight Attendants,

Though it is difficult to believe, ten years have passed since the horrendous terrorist attacks of September 11, 2001. This tragedy often feels like a lifetime ago – other times just yesterday. With the season of this momentous anniversary upon us, we should all take some time to remember those friends and dear colleagues we lost and reflect on the monumental changes that have come to our profession, our industry, our nation, and the world.



The moments that turned into hours and days following the attacks truly tested the collective resolve of America's aviation professionals. On a day marked by unmatched bravery on the part of first responders, passengers, the military, and others, the work of the thousands of flight crews might be overlooked. The nation and much of the world was in a state of shock. It would have been reasonable for Flight Attendants to shut down air travel in the wake of the attacks until the complete story was known and safety was assured. Instead, we persevered. Even as we grieved the loss of our sisters and brothers we went to work and helped those passengers that were stranded across the country get home to their families.

Tragic as it was, September 11th also proved to be a proud day for our profession. So too were the weeks and years that followed the attacks. As the world struggled to comprehend the enormity of the crisis, Flight Attendants from all airlines and unions came together to honor the lives taken in those savage instants. United by a shared feeling of commitment, representatives from each one of our groups made their way to Ground Zero with small tokens of remembrance. Then we came together to raise funds for the victims' families and to construct the 9/11 Flight Crew Memorial in Grapevine. Our unions built on long-standing cooperation and professional respect and emerged from the ordeal closer than ever. Flight Attendants came together as never before – understanding, regardless of airline or uniform, that no one knew better who we were, what we did or what we had sacrificed than another member of our profession.



The terrorist attacks on the World Trade Center, the Pentagon, and Flight 93 vaulted our profession into the center of public awareness. We are no longer known for our roles as cabin service providers but acknowledged as critical safety personnel and emergency first responders. We are the last line of defense against acts of terrorism on airplanes and since September 11th our colleagues have thwarted would-be attacks on several occasions. We have grown as a profession and our coalition of unions is stronger than ever. We have proven to ourselves and the world that together we can handle even the most difficult obstacles. We continue to prove it every day, as our industry has struggled to recover from the attacks and the subsequent economic tumult. We have a unique and important role to play in making sure that the world never forgets.



On the morning of that fateful day, thousands of us donned our uniforms, kissed our loved ones, and went off to work. Thirty-three flight crew members and other members of our airline family never returned. Let us always remember those precious lives that were lost and keep those men and women and their families in our thoughts and prayers.



American Airlines Flight 11 John Ogonowski, Thomas McGuinness, Barbara Arestequi, Jeffrey Collman, Sara Low, Karen Martin, Kathleen Nicosia, Betty Ong, Jean Roger, Dianne Snyder, Madeline Sweeney

United Airlines Flight 93 Jason Dahl, Leroy Homer, Lorraine Bay, Sandra Bradshaw, Wanda Green, CeeCee Lyles, Deborah Welsh

United Airlines Flight 175 Victor Saracini, Michael Horrocks, Robert Fangman, Amy Jarret, Amy King, Michael Tarrou, Kathryn Laborie, Alfred Marchand, Alicia Titus, Jesus Sanchez, Marianne MacFarlane

American Airlines Flight 77 Charles Burlingame, David Charlebois, Michele Heidenberger, Jennifer Lewis, Kenneth Lewis, Renee May

In Unity and Solidarity,

Laura Glading, President
Association of Professional Flight Attendants

Greg Davidowitch, President
United Master Executive Council
Association of Flight Attendants-CWA

“...even in our sleep, pain that cannot forget falls drop by drop upon the heart, And in our own despite, against our will, Comes wisdom to us by the awful grace of God.” – Aeschylus

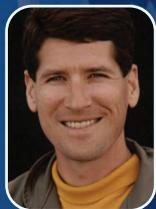


May Their Spirits Forever Soar

Flight 11



John Ogonowski



Thomas McGuinness



Barbara Arestegui



Jeffrey Collman



Sara Low



Karen Martin



Kathleen Nicosia



Betty Ong



Jean Roger



Dianne Snyder



Madeline Sweeney

Flight 93



Jason Dahl



Leroy Homer



Lorraine Bay



Sandra Bradshaw



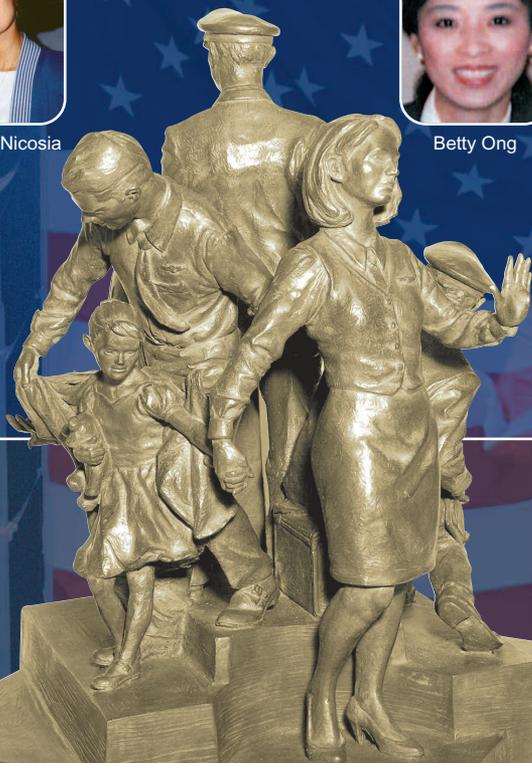
Wanda Green



CeeCee Lyles



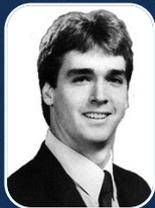
Deborah Welsh



Flight 175



Victor Saracini



Michael Horrocks



Robert J. Fangman



Amy N. Jarret



Amy R. King



Kathryn L. Laborie



Alfred G. Marchand



Michael C. Tarrow



Alicia N. Titus

Flight 77



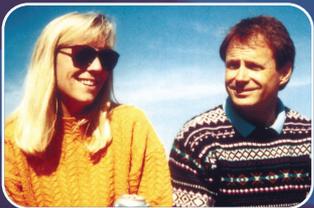
Charles F.
Burlingame



David Charlebois



Michele
Heidenberger



Jennifer and Kenneth Lewis



Renee May



Flight 587

Just as we had begun to heal from the events of 9/11, tragedy struck again when on November 12, 2001 Flight 587 crashed and tore open our emotional wounds. As the accident proved not to be an act of terrorism, the event is often overshadowed by the attacks that occurred two months prior. For our families though, Flight 587 will forever be burned in our memory. We will never forget our colleagues aboard that flight:

Captain Edward States, First Officer Sten Molin, and Flight Attendants Deborah Fontakis, Barbara Giannasca, Wilmer Gonzalez, Joseph Lopes, Michele Mills, Carol Palm, and William Valdespino.



Edward States



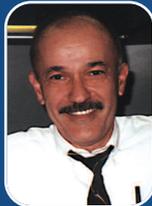
Sten Molin



Deborah Fontakis



Barbara Giannasca



Wilmer Gonzalez



Joseph Lopes



Michele Mills



Carol Palm



William Valdespino



Association of Professional Flight Attendants
1004 West Eulless Boulevard
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Address Service Requested

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