

SKYword

The Official Publication of the Association of Professional Flight Attendants

volume four • issue five

We're almost there.



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President's Report



by John Ward, *APFA President*

What a pleasure it is to have an opportunity to finally write to you after reaching an Agreement with the Company. I don't have to tell you that it's been a long time coming, but I think our perseverance has paid off. And you, the membership, are largely responsible for the success we obtained.

One thing your National Officers and I feel passionately about is the need to listen to and involve the membership in the workings of this Union. This also served as the guiding principle for the Negotiating Committee from the day it began its work in late 1999. We believed this was the best way to achieve the fundamental goal of obtaining a contract that met your legitimate needs.

This approach could only have succeeded if you, the members, were willing to involve yourself in the negotiations process – to stay informed, to participate in

APFA-sponsored activities and to remain united in pursuit of our common cause. Your actions demonstrated that you were more than up to the task.

Before we returned to the bargaining table last year, the Negotiating Committee asked for and received clear direction from you regarding your concerns and priorities via telephone and written surveys. There were countless times during negotiations when the Negotiating Committee returned to these survey results to help establish the roadmap for proceeding with our next move at the table.

You jumped right in and enthusiastically participated in membership activities. You conducted Informational Picketing at airports, Hit and Run activities across the system, and communicated with politicians and others in support of our cause. This was all capped off by the wonderful "DC Fly-In" this past May in which you brought our interests and concerns directly to the attention of our nation's elected representatives – a move that gained us wide support on Capitol Hill. These collective efforts not only helped us for the present, but the future as well. It was amazing and inspiring that you continued to find the time and energy to come forward and participate despite the fact that negotiations dragged on and on.

When the Company attempted to disrupt negotiations and divide our group by offering short-term pay bribes last

December, you stood up and told the Company that the American Flight Attendants were not for sale and that the Company had to reach an acceptable and complete Agreement with your Negotiating Committee. It's impossible to overestimate how important your unity at that time was to our efforts at the table. It was after that particular foolish Company tactic fell flat on its face that the Company recognized that if there was to be any chance of reaching an acceptable negotiated Agreement, it would have to start making serious moves at the table.

Your return of a 96% strike authorization ballot this past January was also critical to our success. By that vote, you again showed the Company that it could not divide this membership, that you supported the course your Negotiating

Committee was taking on your behalf, and that you were willing to do whatever might prove to be necessary to obtain an acceptable Contract.

Finally, and perhaps most importantly of all, you remained cool and determined and didn't crack when the pressure built as we proceeded in June through the 30-day cooling-off period, despite the threats of Presidential intervention and other attempts to interfere with the bargaining process. Instead, you continued to make it clear to all concerned that the American Flight Attendants were not about to go quietly into the night without attaining the contract they so clearly deserved.

I am honored to have worked with the talented members of the Negotiating Committee throughout this difficult

process. I truly admire the resolve, hard work and creativity that they consistently demonstrated. But I am under no illusion and neither is the rest of this Negotiating Committee. We know that our best efforts alone would not have been enough to produce the desired results; we know that your involvement and support was absolutely critical. I'm sure I speak not only for the Negotiating Committee but also for the entire APFA national and local leadership when I tell you how very grateful and proud we are for all you did for this Union and for the American Flight Attendants throughout this long negotiations process.

Whenever the drudgery and frustration of the bargaining process threatened to get to us, your commitment, dedication and words of support provided the "pick-me-up" that we needed

to move forward and accomplish our objectives. I can't tell you how many times we marveled at what you were doing out in the trenches. We were convinced that with such a membership, we were bound to succeed, no matter what the forces were that were stacked against us.

You'll often hear a union leader say, "The members are the union," or "There is no union without the members," and words to that effect. And you may well react by thinking that's just rhetoric. But I have to tell you that you have proven, by your involvement in the bargaining process, that these words are principles that really do mean something; that the best way for a union to succeed is through an informed, active membership. I hope this most recent experience and the realization that you do make a difference will motivate you to continue your involvement in the workings of our

Union. I'm confident that if we remain united and involved – and by "we" I mean not just the Union leadership but you, the rank and file Union members, as well – we will be successful in meeting the challenges we will no doubt be facing in the months and years ahead.

Once again, thanks.

In solidarity,



John Ward



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Reformatting of the Tentative Agreement A Facelift

by **Thelma Dodson**, *APFA Negotiator*

In the last issue of *Skyword*, Jena Hopkins, our National Scheduling Coordinator, asked “Do You Know Where Your Contract Is?” Having served as the National Scheduling Coordinator under two administrations, I’m sure she has heard over a thousand different excuses, though she just listed the top five. One excuse I consistently hear is the fact that it is too difficult to understand. Not because you don’t have the ability to comprehend the language, but because there was a lack of reference aids, thereby requiring extensive research just to find the answer to one simple question. During this round of Negotiations, one of the Team’s objectives was to simplify the Contract by incorporating user-friendly reference tools.

The current Contract contains an index, but it does not have a table of contents to precede each article. If you experience a cancellation or illegality on your last trip during the last seven (7) days of the contractual month – and you’re trying to determine which provision sets forth your obligation for pay protection entitlement – why should you have to flip through 27 pages of Article 9 to locate that specific language? You should be able to go directly to

the table of contents of Article 9 and know exactly where that provision is located. If you’re on Reserve, and you’re looking for the specific language that affords Crew Schedule the ability to override time accrued for reasons of qualification and/or utilization, why should you have to search through Article 10 to find the answer? You shouldn’t.

In addition to including a table of contents, we’ve expanded the Contract to include all applicable Letters of Agreement and HIDIR/DECS entries that are pertinent to that specific article. There are numerous Letters of Agreement in the back of the Contract that relate to various articles. If you thumb through that section, you’ll find them. But what would cause you to question whether the Article you’re researching contains a related Letter of Agreement or not? The HIDIR/DECS codes were added to serve as an additional research aid in the event you were having difficulty understanding the contractual language itself. Article 4 (Expenses) has been provided for illustration purposes.

In addition, Article 2 (Definitions) was revised in

order to place the definitions in alphabetical order. Ever wonder why Reassignment appeared before Adjacent Base?

A Question and Answer supplement for Article 7 (Hours of Service), Article 8 (Minimum Pay and Credit), Article 9 (Scheduling) and Article 10 (Reserve) will become a permanent part of the new Agreement. It will address those scheduling questions most frequently asked. Unfortunately, that supplement is not provided in the Tentative Agreement (T.A.) as it is currently being developed. However, it will appear in the new Agreement once ratified.

We hope that this facelift will inspire you to carry your Contract. See you at a future T.A. Briefing.



Your Last Bid - The Golden Years

by Laura Glading, APFA Negotiator and Northeast Division Representative

The retirement improvements in the Tentative Agreement (T.A.) were, for the most part, achieved by the previous Negotiating Committee and were in the first T.A.

There are many enhancements over the current Agreement which, when combined, will give us the richest retirement package in the industry.

The age at which you can retire - based upon age and years of credited service - with a full pension has been reduced from 62 to 60 years of age. You can still retire at age 55 and your pension will be reduced 3 percent for each year under 60. By lowering the retirement age to 60, the reduced pension at age 55 has gone from 79 percent to 85 percent of your full pension.

The pensionable monthly flight-hour cap has gone from 77 hours Domestic and 82 hours International to an annual cap of 1020 hours for both operations. Not only have the pensionable hours been increased, but they are now calculated on an annual basis. In that case, if you fly a

low month, you are able to make up the hours in another month. In addition, any month in which you have zero compensable hours will not be included in the calculation.

There are many new forms of pensionable pay. Currently only Purser pay is included as pensionable pay. Under the new Tentative Agreement Purser pay, Galley pay, Language pay, Lead pay, Longevity pay, the lump sum and retro pay will all be pensionable.

In this Agreement your pension calculation is based on your best consecutive 48 months out of your final 120 months. Currently the calculation is based on the best consecutive 60 months of the last 120. Again, any month in which you have zero compensable hours will not be included in the calculation.

The charges that a Flight Attendant had to pay for pre-retirement annuity (QPSA) have been eliminated.

This ensures retirement benefits for the Flight Attendant's spouse if the Flight Attendant dies before retirement. In addition, the T.A. includes a pop-up annuity. Flight Attendants will be able to select an annuity that provides survivor coverage for her/his spouse reverting back to a larger single life annuity if the Flight Attendant's spouse dies before the Flight Attendant.

Any Flight Attendant planning on retiring soon will benefit from the retroactivity on the hours cap and the best 48-month averaging.

For Final Average Earnings (FAE) purposes, the lump sum/retro increase attained in this T.A. for years 1998, 1999, 2000 and 2001 will be applied to each year separately, thus boosting your FAE, as applicable, towards your retirement. Although Appendix T will be eliminated 60 days after ratification, any Flight Attendant who

elects Appendix T during that 60-day period will be eligible for all benefits under the Retirement Benefits Plan.

Any Flight Attendant on the system seniority list on the date of ratification is entitled to retire under the new provisions. The need to return to active status and fly one hour in order to qualify has been eliminated.

Needless to say the increased wages that have been achieved in this Agreement greatly enhance your pension possibilities as well. Overall, these improvements can represent increases of approximately 40 percent.

To estimate your Pension, please refer to the Retirement article on page 9.



Prefunding Retirement Health Benefits

by Laura Glading, APFA Negotiator and Northeast Division Representative

The Tentative Agreement (T.A.) includes the same provision that was in the first T.A. about prefunding of retirement health benefits. The Union was not at all interested in paying for a benefit that we currently receive at no cost to the employee, but the Company made it very clear from the start of negotiations that prefunding was something that they absolutely had to achieve before they would agree to paying industry leading wages. The Union did not agree to this provision until the very last session of bargaining.

The prefunding rates that we will be required to contribute are the same rates as American Airlines' ground personnel as of June 30, 2001. All Flight Attendants on active payroll or an approved leave of absence on the date of ratification may prefund Retiree Medical coverage at the Table 1 rate in effect when they are first eligible to begin prefunding. Eligibility for Flight Attendants begins at age 30 with at least one year of service. That rate is currently \$12.96 per month and may

not increase more than \$1 per month in any year. The Company contributes a dollar-for-dollar match. The contributions are held in a Trust exclusively for retirement health benefits. If you prefund and later choose not to accept the benefit, your contribution and the interest earned on your contribution will be returned to you when you leave the Company. If for any reason the Company discontinues the Retiree Medical Plan, you will receive your contribution and the Company's contribution including any earned interest.

A Flight Attendant must continuously participate in prefunding for at least ten years immediately preceding retirement to receive Retiree Medical Coverage. However, if a Flight Attendant contributes continuously from January 1, 2002, and retires before January 1, 2012, they are not required to contribute for the full 10 years.

Flight Attendants hired after the ratification date may prefund Retiree Medical coverage at the Table 2 age-based rate. That rate

is based on their age at the time that they will begin prefunding.

Flight Attendants who elect not to participate when first eligible and later enroll must pay a \$250 enrollment fee and the applicable Table 2 rate.

Prefunding can be considered one of the warts in this Agreement. However, when the Negotiating Team researched the other airlines' Flight Attendant contracts and benefits, they found that all include a contribution to retiree medical coverage. The other contracts provide that the employee contribute after retirement. The contributions go from reasonable to ridiculous, depending upon years of service, age and pre-retirement medical coverage contributions. In addition, the cost to continue coverage past the age of 65, or when Medicare kicks in, increases tremendously.



Supplemental Health Insurance

The Tentative Agreement (T.A.) provides Flight Attendants with the opportunity to participate in the Supplemental Medical Plan of AMR Corporation.

The Plan offers an additional \$500,000 dollars of coverage on top of the existing medical coverage cap. If you choose to take this option, the fee is \$5 per month. Plus, as long as you participate in the P Plan, your spouse is also eligible to enroll for an additional \$5 per month. If you elect coverage under the Supplemental Plan before retirement, you are eligible to continue paying premiums to maintain this coverage after you retire.

The Supplemental Plan must be attached to a Company medical insurance plan. However, if both the employee and the spouse participate, and the

employee dies, spouses may continue to contribute to the plan and use the plan as their primary health coverage. If you choose not to prefund retiree medical benefits, or if you take Article 30, your Supplemental Plan will end when you retire or terminate and are no longer attached to a plan. Domestic Partners are eligible to participate under the same provisions that are outlined in the Company Medical and Retiree Medical Plans. However, the surviving Domestic Partner is only covered for an additional 90 days before all coverage ceases.

You must enroll in the program when you are first eligible. No proof of good health is required. If you choose not to participate or you discontinue participation, you are not eligible to enroll unless you marry or re-marry.



Estimate Your Pay and Retirement with the New Pay and Pension Calculator!

by Jill Frank, APFA Retirement Specialist

American Airlines has recently introduced a web site that allows you to project your pay and pension benefits under the new Tentative Agreement (T.A.). American is in the process of mailing our 2000 Annual Benefit Statements that will give you a good basis for comparison. This site allows you to compare the proposed pay and pension benefits to the current Agreement and model your personal pay and pension information. This includes the retroactive pay and pension hours capping – exercises that are both helpful and fun.

To access the Pay and Pension Calculator, log on through either the APFA or American's Flight Service web sites and navigate to the Negotiations area, then select the Pay and Pension link. Your individual information is password protected, but you'll need to use your American Airlines employee number and the first five digits of your Social Security Number to gain access. If you have any questions regarding how to log on call the American Calculator Help Desk at 1.877.242.1853 or APFA PhoneWatch at 1.866.ASK.APFA.

The introduction tells you it will take only 15 minutes. It is actually possible to run through it within that amount of time. But if you want to play with a number of scenarios, it will take a bit longer. On the pay assumptions alone, I spent 45 minutes playing with multiple life-style choices. You can vary your hours, the amount of time you fly Purser or Galley and whether you fly Domestic or International. It is quite easy to use. Simply enter the number of hours you fly and supply information in the other categories. Voila! You will have calculations that estimate your pay for the future. There is one

area that bears notice – American has included an estimate for TAFB in these calculations based upon the type of trips that you indicate you fly. Since TAFB is not guaranteed nor paid when a Flight Attendant is sick or on vacation, APFA would have preferred that they isolate this number – but they felt that we would like to see our gross dollar potential.

There are also other links that give definitions of each term to help you understand your benefits, seniority accruals and pension calculations. If you spend the time to visit these pop-up screens, all of the assumptions and items included in the calculations are thoroughly explained.

Once you've satisfied your curiosity about how much money you'll earn – based upon how many hours and the type of trips you fly – it's time to calculate your pension. This is a wonderful tool because for many of us, the calculation can be confusing, and this does it all for you. It will also calculate your benefits under the current Contract and compare it with the T.A. This will give you both the actual dollar increase and per-

centage of improvement in your pension benefit. This T.A. is a giant step toward improving each of our potential pension benefits. The web site helps recognize both the potential and dollar amount you can anticipate in your pension when you retire.

There is a specially trained person from Towers-Perrin (the web site creators) on the American Calculator Help Desk available to answer your questions from 0700 – 2300 EST daily at 1.877.242.1853.

APFA is proud of the proposed T.A. and the level of salary and pension benefits that we were successful in achieving during these negotiations. We are pleased that American has invested in this web site to make the information available to each APFA member online. We encourage all APFA members to log on and calculate their pay and pension forecasts.

www.apfa.org



Extra, Extra Read All About It!

High-Time Trip Recovery Is Coming Soon to a Contract Near You.

by Jena Hopkins, National Scheduling Coordinator

The wishes of many have been granted. We have a new concept in this Tentative Agreement (T.A.) to introduce you to. It has been termed high-time trip recovery. From a scheduling perspective, this is one of the most exciting pieces of the new Agreement. It is a form of pay protection without obligations or hooks.

New language has been added to Article 9.L., Appendix I.9.L, Article 9.P.3 and Appendix I.9.P.3. It reads, "If a Flight Attendant's projection is at or above her/his applicable monthly maximum, following an involuntary loss of time, such Flight Attendant may, at her/his option, have converted to AVBL days, a number of days equal to the number of days contained in the original sequence. These available days may be placed on any remaining days on the Flight Attendant's schedule as long as the Flight Attendant has sufficient duty-free periods and is otherwise legal. The Flight

Attendant can, in addition to receiving call-out pay, recover the original time lost plus one (1) hour. Crew Schedule will not involuntarily assign a Flight Attendant electing AVBL days pursuant to this paragraph to any trip sequence."

In simple terms, if you are a regularly scheduled high-time flyer and involuntarily lose time, you can convert the same number of days lost into AVBL days. You will be able to pre-plot or self-plot trip/trips valued up to the time lost plus one (1) hour. The AVBL days may be taken together or separate if you choose. If you decide later that you do not want to fly on the AVBL days, you won't be forced on to a trip.

You will qualify no matter how you acquired your sequence or how you lost the time. If you are below the monthly maximum, MIC (misconnect, illegality, cancellation) procedures will apply.

Example #1

You have 90 hours and go illegal for your three-day trip worth 15 hours on July 1, 2 and 3. You may request three (3) AVBL days, and you may place them wherever you want on your schedule provided you have the required amount of duty-free periods. You could place them on July 6, 10 and 21 (random and separated), you could place them on July 13, 14 and 15 (random and together), or you could even place them on the same days as the trip that was cancelled. You would then have the ability to plot up to 16 hours – the amount of the trip lost plus one (1) hour.

Example #2

You have 90 hours and you lose the last two days of your three-day trip totaling 10 hours of lost time. You may request two (2) AVBL days to recover the time. They may be together or separate and you can then plot up to 11 hours.

The negotiators looked very hard at full sequence pay protection. Restrictive obligations, such as being ready to accept any sequence and less money in other areas would have had to be given in exchange. In the end

they felt the gives were too great and thought this concept was a good compromise. I agree. We hope you do, too.

Until next month, carry your Contract and fly safe.



Personal Pocket Masks

by Kathy Lord-Jones, National Safety Coordinator

Section 140-4.4, Unconscious And Not Breathing states that rescue breathing will be administered with or without the use of a Pocket Mask. The APFA Safety Department received many calls from the membership when this revision first came out. We acknowledged that it was not a safe practice for anyone to give mouth-to-mouth rescue breathing without the use of a pocket mask. Conversations with the Company quickly proceeded but no resolution was found. Until NOW!

In the new Tentative Agreement (T.A.), there is a

Letter of Agreement addressing this very issue. The Company will provide each Flight Attendant with a Personal Resuscitation Mask that will become part of their required equipment while on duty.

It is well know that we, as Flight Attendants, are performing these life-saving functions, not only on the aircraft, but in the terminals, in operations and other areas as well. Your newly issued Resuscitation Mask will ensure that you are adequately protected whenever and wherever you are on duty.



Reserve – “The Dirty Word”

by Sam Morales, APFA Negotiator

Many of you have waited a long time to see what will happen to the current Reserve System with this new Tentative Agreement (T.A.). For obvious reasons, Reserve was perhaps one of the most highly debated and sensitive issues we had to tackle. Serving Reserve tends to differ from base to base, and the effects of these differences can vary widely.

Reserve rotations, coupled with various manning constraints, are what drive Reserve seniority. Reserve rotations determine and dictate how senior Reserve might become at a particular base. It will also ultimately determine who has to serve Reserve during a particular month.

Because of the above challenges, a Reserve survey was sent to our membership. The results of that survey suggested Reserve rotations should remain unchanged. We now have to focus on ways to enhance and improve Reserve as it currently stands.

This T.A. will provide a \$2 reserve override pay-per-flight hour (in addition to your hourly wages) to those Flight Attendants

with three (3) or more years of seniority. In addition, and for the first time ever, Reserve Flight Attendants will have the ability to Optional Exchange a trip onto their schedules. This applies to both part-time and full-time Reserves. There will be no limit to the number of OE drops a Reserve Flight Attendant can make. However, there is a limit of four (4) days a Flight Attendant may use to pick up trips on Limited Option II, Sick Make-Up or Optional Exchange. Flight-time credit under these provisions will not apply toward the Reserve monthly maximum. However, it will apply toward the applicable Reserve guarantee. You will be paid for the hours you actually flew or your guarantee, whichever is greater.

Reserves will also have the ability to trade their duty-free periods with other Reserves holding an equal number of duty-free periods. This must be done three (3) days prior to the first day involved in the trade, and the trade cannot create a period of consecutive Reserve obligated days of seven (7) or more or less than four (4).

Reserve duty-free periods have been increased from 11 days off to 12 days off. The 12th day will be designated as a movable day off, which may be moved by the Company with no less than 12 hours notice, and it may be moved only once. A Flight Attendant may request a move up or a move down during this or any other duty-free period. However, the actual moving of a DFP will be at the Company's discretion. It may be moved with a set of duty-free periods, or it can be a dangling 24. This 12th day will provide for more scheduling consistencies.

Standby pay has been greatly improved. Instead of the current three (3) hours of pay and credit for Standby duty with no assign-

ment, the new rate of pay will be at five (5) hours of pay and credit with no assignment.

Under the new T.A., Reserves will have the ability to indicate five different types of preferences for Reserve assignments. These include trip duration (turns, 2-day or 3-day), co-terminal, departure time, an a.m. or p.m. window and layover city. For those Flight Attendants who were not assigned a trip and were placed on Ready, such Flight Attendants will be able to indicate whether they would like one or more of the following: Long-Call Reserve, Short-Call Reserve, Duty-Free Slide or release. As a Reserve Flight Attendant on Long-Call Ready, you will not be assigned a trip that departs before 1200 local base time. Crew Schedule will determine the number of Long-Call Ready Reserves that are allowed. Short-Call Reserve is just that – it's designed for Flight Attendants who are on Ready Reserve and don't mind an assignment on short notice. The Duty-Free Slide is at the Flight Attendant's option and involves the willingness (by the Flight Attendant) to be contacted

out of time-accrued order for the purpose of assignment to a trip sequence for which they would otherwise not be legal.

From the Reserve survey, it was determined that the monthly guarantee should be raised to a monthly maximum of 85 credited flight hours with a 75-hour guarantee, just like International which includes 67 hours of base pay and eight (8) hours of incentive pay.

In short, we hope the most recent Reserve enhancements will make Reserve flying a lot more liveable and flexible to fit your specific needs. Whether you're a high-time flyer or someone who likes to drop trips, the newly enhanced Reserve System should allow you more flexibility, and hopefully you will agree that the improvements are long overdue.



Merry Christmas!

Holiday Pay At Last

by Peter Day, APFA Negotiator

Holidays are great. Working men and women have the chance to benefit from the fruits of their labor and enjoy time off to spend with their families and loved ones. On most national holidays, banks, the U.S. Postal Service, the stock market and the majority of fed-

eral government offices are closed. However, the transportation system remains open.

Let's take a close look at our airline and see what happens to different employee groups and how they are treated when they come to work for American

Airlines on a national holiday.

Ticket agents, reservation agents and ramp positions receive an incentive, or overtime (usually double time) to work on these holidays. The operative question is: Why haven't the American Flight Attendants received holiday benefits that are equal to nearly everyone else on the property? The cold, hard reality is that we are compared and valued according to our Flight Attendant brothers and sisters at other major airlines, not according to the employee groups within our own airline.

All through the negotiating process, we were guided by the memberships' demands and desires via surveys, voicemails and e-mails. In addition, each of us had some pet issues we held near to our hearts. One of mine was holiday pay and the lack of it.

Your Negotiating Team, in benchmarking other airlines, found that United, USAirways, Continental and Northwest all treat their Flight Attendants with the same kind of respect by paying them an incentive to work on certain holidays. At the bargaining table, the Company used phrases like mar-

ket rates and competition. As we progressed into mediation, we discussed Article 3 (Compensation) and the Negotiating Team had a long dialogue with American, on the subject of holiday pay.

It was necessary to point out to the Company that in December 1999, because of the Y2K situation, American paid the Flight Attendants Millennium Pay, a holiday incentive to work on Christmas and New Year's Day. We also pointed out that the next holiday incentive should be sooner than another 1,000 years. Hence, in this proposed Tentative Agreement (T.A.), we were able to create an entirely brand new pay category and contractualize three holiday pay periods: Christmas, New Year's Day and Thanksgiving.

The formula for pay purposes follows:

Example: A Domestic 15-year Flight Attendant earning \$45.27 per hour flies a trip which produces 17 hours of credited flight-time and keeps the Flight Attendant away from home (sign-in to debrief) for 48 hours, of which 24 hours fall on the holiday:

$$\begin{array}{r} \$45.27 \text{ (Hourly Rate)} \\ \times \underline{1.016} \text{ (Domestic Holiday-Pay Multiplier)} \\ \hline \$45.99 \\ \\ \$45.99 \\ \times \underline{17} \text{ (Credited Flight Hours)} \\ \hline \$781.83 \\ \\ \$781.83 \\ \div \underline{48} \text{ (Hours Away from Home)} \\ \hline \$16.29 \\ \\ \$16.29 \\ \times \underline{24} \text{ (Hours on Holiday)} \\ \hline \$390.96 \\ \\ \$390.96 \text{ (Holiday Pay)} \\ + \underline{781.83} \text{ (Trip Pay)} \\ \hline \mathbf{\$1,172.79 \text{ TOTAL TRIP PAY}} \end{array}$$

Happy Holidays!



No More Slumber Parties At EPTs!

by Patty Bias,
National Hotel Coordinator

The new language in the Tentative Agreement (T.A.) is very exciting for the Hotel Department and our Flight Attendants. Following is a brief outline of the improvements to Article 21.

In the new T.A. we will have the same language protection as APA regarding the selection of hotels. This includes equal say with the Pilots' Union on the selection of layover hotels and all that it entails – safety and security of the transportation vehicles, rooms, hotel locations, cleanliness and quietness, and the adequateness of the eating facilities. We are also

protected from any discrimination with regards to Flight Attendant vs. Pilot hotel rooms.

The on-duty rest break hotel value has increased from \$15.00 per day to \$65.00 per day creating the potential likelihood for single rooms on these mid duty-day breaks.

One of the most exciting pieces is the elimination of shared hotel rooms at EPTs or at any other training event.

When you receive your T.A. Language, be sure to turn to Article 21 for the exact language regarding Crew Hotels that our Team negotiated on your behalf!

Domestic Speakers and the Volunteer Language Program

by **Trice Johnson**, *Eastern InfoRep/Strike Coordinator*

Many Domestic Flight Attendants who fly frequently out of Miami, Dallas, Los Angeles and New York have noticed the last few years an extra Flight Attendant on their crew list who shows up as a code 95. Just who is this 95? A supervisor? Ghost rider? Probationer?

No, this Flight Attendant is a bilingual Flight Attendant from either the Domestic or International operation who has volunteered (with pay) to work a designated flight that has been determined by American Airlines as needing a foreign language speaker (Spanish, Portuguese or Japanese) due to increased loads of international passengers making domestic connections.

American Airlines, in its continued expansion in the international marketplace, has become more and more interested in increasing the number of Domestic foreign language speakers as part of its effort to be the premier airline of choice for international passengers. This interest by the Company

has not been so much in order to keep up with competitive pressures, but rather to beat the competition in its marketing and advertising efforts as the airline of choice for international travelers.

Management was clearly interested during the bargaining process in finding ways to negotiate for a more efficient and expanded program for these speakers in the Domestic operation. The APFA's objective as part of the collective bargaining process was to protect the seniority and jobs of all APFA members. At the same time, APFA wanted to maximize this negotiated item as a way to reach a compromise and negotiate a settlement with management that would first and foremost be rewarding for its Flight Attendants. Consequently, Article 11 (Language) was one of the very last issues left on the table to be negotiated in the wee hours of the morning June 29 as both APFA and management struggled to maximize their interests and leverage to achieve their goals.

Currently, the Domestic Speaker Program allows both Domestic and International Flight Attendants

who speak Spanish, Japanese or Portuguese to create their own multi-leg sequences from a monthly list of approximately 60 city pairs that the Company has designated as needing a language speaker. The program operates more or less on a daily first-come, first-serve basis based on seniority and the number of language-speaker trips already flown that month by the respective Flight Attendants desiring trips. These speaker trips have become increasingly popular over the years due to the extreme flexibility in being able to create sequences with very desirable flying and layovers. The Company made it very clear at the bargaining table that they were interested in cleaning up some of the inefficiencies of the current system, as well as expanding the program. The APFA maintained that the current system was working quite well for APFA Flight Attendants and should not be changed. As part of the negotiating process, a compromise was reached in the final stages of bargaining. Here are some of the highlights of this negotiated compromise:

There will be a gradual phase-in of Domestic PVM/Foreign Language Positions on no more than 1.75 percent of the total monthly Domestic flying ramp hours within the Domestic operation in any given contractual month.

Beginning no earlier than January 1, 2002, PVM positions will be allocated on no more than 1 percent of the total monthly Domestic Flight Attendant ramp hours.

For example: Total Domestic Flight Attendant ramp hours for a contractual month equals approximately 578,644 (figures from January 2001). One percent of the monthly Domestic Flight Attendant ramp hours is approximately: 5,786. This Flight Attendant ramp hour total divided by the 73-hour, system-wide Domestic trip selection average equals 79 maximum domestic language PVMs. Therefore, the Company is allowed to create on the monthly Bid Sheet no more than 79 language PVMs during the first 12 months after the Tentative Agreement is signed. These PVM positions may increase from 1 percent to a maximum of 1.75 percent after 12, 24 and 30 months respectively from the date of signing.

Furthermore, in an effort to protect the APFA's position, we were able to negotiate that these PVM language sequences will be built as pure selections. Management may not have PVM language sequences on three-class transcons. The Company also agrees to provide

the APFA on a monthly basis the total number of Domestic Flight Attendant ramp hours in order to prove that the Company is adhering to this Letter of Agreement on Article 11 (Language). If the Company wants to have more speakers on more legs than the Letter of Agreement allows, then the Company must continue to use the current volunteer program. However, Domestic Flight Attendants will have priority over International Flight Attendants when choosing volunteer trips. The existing program has generally been very beneficial for all Flight Attendants as it allows for the Speaker Flight Attendant to obtain more flying hours (similar to Option II or Make-Up flying). At the same time, the program increases staffing on specific flights that normally might be operating at just minimum crew. Most every Flight Attendant welcomes that extra hand on a flight with a full or even not so full passenger load.

While many Flight Attendants may question why the Negotiating Team agreed to any changes at all from the current volunteer language program, it should be stated that this bargaining chip in Article 11 was very useful in helping the APFA to negotiate even more improvements in other areas of our current Tentative Agreement. This give-and-take compromise is what results in most cases in a negotiated settlement.



Article 26 Sick Leave – The Improved and Expanded Edition

by Emily Carter, National Health Coordinator

No one can ever say that Article 26 was not in need of a major rewrite, clarification or just plain good editing. Due to the very nature of the issues addressed in Article 26, the language is still convoluted, but significant improvements are enough to make even a skeptic smile. Below is a list of the changes and improvements to sick leave, sick clearance, occupational illness or injury, exceptional circumstances and personal leave after the birth of a child.

SICK LEAVE AND CLEARANCE

Article 26 C.1.c.
Domestic/International Parity for Sick Pay Cap on Reserve

This raises the pay maximum for Domestic Reserve Flight Attendants on the sick list from 77 to 85 hours. This matches the pay cap allowed for International Reserve Flight Attendants.

Article 26 H.2.
Flight Attendant Can Designate Clearance Date as Firm or Tentative

If the Flight Attendant is sure s/he will not be able to fly until a certain date, her/his trips will be placed into Open Time. If the

Flight Attendant then clears, and the trips are still in Open Time, they will be reinstated onto her/his monthly activity record. If the trip is no longer available or the Flight Attendant will be illegal, s/he will be held available on any day or days originally scheduled to fly. The sick bank will not be charged for trip sequence hours or available days, and the applicable monthly guarantee will be protected if availability obligations are met. If the Flight Attendant clears after availability awards have been made, the sick bank will be charged for original trip hours, and the Flight Attendant will have no availability options for that trip period only.

Under the 1995 Agreement, Flight Attendants who projected a long period of absence were encouraged to Paper Bid, and if they returned early, no language guided a return to schedule.

Article 26 H.3.
Tentative Clearance Date

The tentative clearance dates will operate like the existing policy. Trips will be released into Open Time on the day before the start date of the trip at a specific time agreed upon by APFA and the Company.

MATERNITY

Article 26 V.
Personal Leave Following the Birth of a Child

Personal leave is now available to fathers for up to 180 days.

IODs

Article 26 D.1
Occupational Illness or Injury

This language begins by ensuring that the language of the 1995 Interest Award Language is part of the current Agreement. Pay continuance or full pay for up to 120 days after the beginning of an absence if the Flight Attendant uses a PPN (Preferred Provider Network) doctor or medical provider and 60 days if the Flight Attendant elects not to use a PPN provider were temporary provisions guaranteed to be in place for only one year. One year following the Interest Arbitration Award, the Company could revert back to the 1987 Contract language. Fortunately, they did not, and 120/60-day provisions are now incorporated into this Agreement.

Not all states allow or even have PPNs. Some of us live in geographical areas where PPN providers are not available. If a Flight Attendant is unable to use a PPN in these circumstances, s/he is not precluded from using up to 120 days of pay continuance. The language also confirms that we may seek immediate or emergency care and treatment if we transfer to a PPN provider.

Article 26 G.2.b.
New/Additional Information After a Seven (7) Day Period

This addition allows the Company to proceed with a challenge after a seven-day period if new information would support that challenge. It also defines the provisions for the Flight Attendant to appeal that challenge with a grievance in accordance with the System Board of Adjustment procedures. In other words, as soon as the injury is reported to Flight Service, the coding should be changed to ID, but it may be changed back to SK or US if the Company's challenge is sustained. If a pay back is needed because sick accrual is not available, the established overpayment procedures would

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Are You Available?

An Explanation of Replacement Flying in the Tentative Agreement

by Dana Davis, Western InfoRep/Strike Coordinator

Replacement flying, which includes what we commonly call "availability," is a category of flying at American Airlines that no other airline has. It exists primarily because of our unique Reserve rotations and also covers VMC flying without placing more Flight Attendants on Reserve. In addition, Replacement flying covers trips for those Flight Attendants on vacation and part time.

Under the new Tentative Agreement (T.A.), there are several changes to Replacement flying that, overall, will be positive for Flight Attendants. As we know from the 1999 T.A., American was intent on restricting availability as we know it today. In that T.A., an Open Replacement Flight Attendant who had available days on the last five days (5) of the month was required to remain available to the Company on those days regardless of projection. If they had their choice, American would eliminate availability and simply increase the number of Flight Attendants on Reserve. This was not an acceptable option for the APFA Negotiating Team and, thankfully, they reached a much better solution.

As in all negotiations, compromises had to be made and the changes made to Replacement flying in the 2001 T.A. reflect these compromises. We think they are fair.

First, Replacement Flight Attendants will be more clearly defined by dividing them into two specific categories: Regular Replacement and Open Replacement.

Regular Replacement Flight Attendants will be those Flight Attendants awarded relief selections comprised of trips left uncovered by Flight Attendants whose vacation or part-time dates were published on the Bid Sheet. Regular Replacement Flight Attendants can have a combination of trips and available days plotted on their schedules. The T.A. provides for Flight Attendants to bid for vacation and part-time relief under a new relief bidding system that eliminates blind bidding and is similar to how our pilots bid relief today. This new relief bidding system will be explained in a future edition of **Skyword**.

Open Replacement Flight Attendants are those Flight

Attendants who do not have available days on their schedules. The Flight Attendants who do not have available days on their schedules will fall under new guidelines in order to be released from vacation or part-time time portions of their remaining available days. Open Replacement Flight Attendants will be separated into two different categories when they are released: those who do NOT have an available day on the last day of the contractual month and those who do have an available day on the last day of the contractual month. Open Replacement Flight Attendants who do NOT have an available day on the last day of the contractual month will be released when their GTD (hours actually flown), including planned no-option flights and Company pre-plotted trips or absences (Domestic) reaches 70:16 (Domestic) and can have Replacement Flight Attendants released when their GTD (hours actually flown), including planned absences and Company pre-plotted trips, reaches 70:16 (Domestic) or 75:16 (International). Open Replacement Flight Attendants who have an available day on the last day of the contractual month will be released from all of their available days involving the last day when their GTD with planned absences and Company pre-plotted trips reaches 72:01 (Domestic) or 77:01 (International). New relief bidding system will be projected that trips are available days and be thankful that there will NOT be a let's move on to pre-plotting of trips on available days and be thankful that there will NOT be a

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Contract

by Joann Matley,
National Contract Coordinator

It's here. The Tentative Agreement (T.A.) is finally here. After years of waiting and negotiating, it's finally here. Do you feel confident enough to cast a ballot based on your knowledge of the merits of this Agreement? In preparing this issue of *Skyword*, we were asked to pick a topic and begin the learning curve. Here is my attempt. Care to play along?

You are on Reserve, and under the current Contract you know there's something about flying and seven days, you just don't know where. There is something about 24-in-7, or was it 30-in-7? All you know is you have just come off of your last duty-free period, attended EPTs, been placed on Ready, and Crew Schedule has just assigned you an 0-dark hundred Standby for tomorrow. All within a rolling seven days.

The current Agreement contains the following language pertaining to 24-in-7: "A Flight Attendant

must be relieved from all duty for a period of at least twenty-four (24) consecutive hours in any seven (7) calendar days. This twenty-four (24) hour rest period can be at a layover or the Flight Attendant's home base station."

That doesn't really say much does it? All you know after reading the current Agreement, is that you need 24 hours off at some point, and it can be at home base station or on a layover. Do those days that you were placed on Ready count toward the seven (7) day limitation? How about training? Standby? Under the current Agreement, only the flying assignment will start the clock ticking for the seven (7) day limitation. What?

In the T.A., the following language has been added to the 24-in-7 limitation: There is recognition that the 24-hour period can be in a rolling 24-hour period. Planned absences of 24 hours or more within the seven (7) days will satisfy the 24-in-7 limitation. Flying, training OR Standby assignments will start the seven (7) day clock. What won't start the clock: special assignment and/or a reserve or availability day where no flying is performed.

Going back to the previous example, under the new T.A., Standby would start the clock ticking for a seven-day limitation. The day of Ready Reserve spent attached to your phone/beeper does not count toward the seven (7) day limitation because no flying was performed, and there was a 24-hour period

free of all duty. If you attend EPTs during a Reserve month, just like now, the training will have to be placed on the back side of a duty-free period. In this instance, had EPTs been followed by either Standby duty or a flying assignment, the seven (7) day clock would have started ticking with EPTs. It is much easier to understand the 24-in-7 limitation language in the T.A., and it is by far more Flight Attendant friendly than we have seen in a long time.

OK, here's the next scenario. Bid Sheets are out and while bidding, you bypass all of the two (2) and three (3) day trips: You need to fly turns this month. Currently, the Contract states, "A Flight Attendant shall not be scheduled for duty aloft for more than eight (8) hours in a single duty-period."

Of course, if you are a ORD-based Flight Attendant, that provision "shall not be applicable to any trip sequence scheduled to be operated between Chicago and any terminal located on the West Coast of the contiguous United States, provided that such trip sequence is not scheduled in excess of eight hours and 15 minutes (8:15) duty aloft, and all such flying is to be performed within one (1) on-duty period and consist of not more than two (2) legs. These trips shall be flown as turn-arounds. To the extent possible, sequences paired under this provision shall be built into pure trip selections."

That means what to you? The only thing you know is that you need to fly turns, and the ones that you are looking at do not hit the mark as high time.

This T.A. broke up the categories of multiple duty-periods and single duty-periods. Just like today, we still cannot be scheduled for duty aloft for more than eight (8) hours on any single duty-period, on trip sequences consisting of two (2) or more duty-periods. On trip sequences consisting of a single duty-period (turn-arounds) "Flight Attendant may be scheduled for duty aloft for over eight (8) hours, but not more than eight hours and 59 minutes (8:59) provided that:

1. All flying is scheduled to be accomplished in no more than two (2) flight legs, including deadhead legs, and
2. The originating flight leg is scheduled to depart between 0600 and 1759, and
3. Similar turn-around sequences created under the above mentioned single duty-period will be built together into the greatest number of trip selections possible and will conform with the trip selections' average of seventy-three (73)."

This is big for folks who like turns. The Company can now build higher-time turn-arounds. The Chicago-West exception is gone. In a perfect world, the turn lines on the Bid Sheet constructed under this model will consist of

only eight trips to the airport for 73 hours. The intention was to improve upon the quality of work life issues. Fewer trips to the airport for higher-time turns. The Bid Lines for turn-arounds built under this provision will be high-time turn-arounds.

These are just a few examples of the information that the T.A. includes. I encourage you to read the language once it arrives at your home. Call PhoneWatch at 866.ASK.APFA if you have questions, and try to attend one of the system-wide meetings. This is our future. Don't wait for someone else to ask the question. They may be waiting for you!

Fly safely and carry your Contract.



The Balance is in the Less Noticeable Items

by Arthur Cline, APFA Negotiator

It is safe to say that the most important issues in our Contract deal with acceptable pay increases and benefit improvements such as retirement. However, your APFA Negotiating Team members did not overlook the important, yet less critical, issues that can affect the way our Contract is balanced as a whole. Many times the less noticeable items are not addressed or improved upon because they are not considered strike issues. We recognize that these items are important and can signify a higher level of morale among employees.

What follows are a few of these important, yet smaller, issues that we were able to obtain in this new Tentative Agreement (T.A.). Hopefully, this will set a precedent in negotiations and improve not only morale, but change the direction of future negotiations.

Probationary Flexibility

It was important to us to find some way of giving a Probationary Flight Attendant the ability to control their schedules and personal lives without inter-

fering with the Company's ability to complete required check rides. The failed T.A. included language that gave the Company the right to restrict changes to a Probationary Flight Attendant's schedule. Under the new T.A., Probationary Flight Attendants now have the ability to drop, trade or pick up beginning with the day bids finalize up until the last day of the prior contractual month. At that point, Flight Attendants will be required to get approval through their supervisor or MOD before any transaction occurs to ensure that the Company has not scheduled a check ride or meeting for any particular day(s).

Hopefully, as a result of this added benefit, our Probationary Flight Attendants will appreciate a little added control and flexibility through what is already a difficult time.

120-Day Base Closing Notice

Anyone of us who has experienced a base closing understands how important even one day can be during such a traumatic event. In our current Agreement, there was no language addressing the issue of base closures. They were handled on a case-by-case basis. We were able to improve upon even the failed T.A., which achieved a 90-day notice, and increase the number of days to 120.

Crew Meals

Crew meals have been a controversy for too long. We are pleased to report a step in the right direction with crew meals. Many of us feel this issue has been a sign of disrespect or substandard treatment towards our workforce. Hopefully, most will be pleased that we made great strides in correcting this important issue. On Domestic, whenever there is a scheduled duty-period of six (6) hours or more without an intervening stop of at least two (2) hours with two (2) or more legs scheduled, Flight Attendants will receive a crew meal. This meal will consist of a first-class entrée on the highest-level main-cabin tray setup. On International, where we had a coach-class entrée, you will now receive a business-class entrée on a main-cabin setup.

Diversion Pay

In the past, when a flight is diverted (meaning the aircraft is not at the gate and/or passenger deplaning is prohibited) the Flight Attendant will now receive full flight time pay and credit for all such time on board. Currently, Flight Attendants receive ground time only. This is a major improvement in the new T.A..

757 Aft Galley Pay

The 757 aft galley is a wide body galley in disguise. Anyone

who has worked this position will appreciate the new pay category for this aircraft. Upon ratification, Flight Attendants who work the aft-galley on the 757 will be paid \$1.25 Domestic, and \$1.75 International.

High-Time Turn-Arounds

Many of us prefer flying as few days as possible for the highest amount of time. In the new T.A., there is a provision that allows for the building of high-time turn-arounds containing no more than two legs and up to 8:59 flying time. Currently, there is no provision for high-time turns aside from the restrictive allotment of Chicago-Los Angeles. This includes language that requires the Company to build the greatest number of trip selections possible with only high-time turn-arounds. The rejected T.A. had a similar provision. However, that provision allowed the Company to build three-leg, high-time turns.

In closing, I hope you are pleased with the improvements to these and other less noticeable items, as well as the major improvements to pay and retirement. After all, most of us can agree that when working under any contract, the devil is always in the details.



What Part Do I Play?

by George Price, *Central Division InfoRep/Strike Coordinator*

After three years of very tough negotiating, APFA and American have finally reached a Tentative Agreement (T.A.).

What was it that finally got us to this point? Was it our Negotiating Team? Was it our advisors? Was it the team behind the team? Was it encouragement from certain government officials? Was it the membership action events? Or, was it a combination of all of the above?

As the InfoRep/Strike Preparedness Coordinators began to plan, we looked back on APFA's 1993 strike experience. We wanted to build on the things that worked and then create new and innovative actions that would help put pressure on American Airlines to settle the Contract. Every concept we came up with involved the membership – the very group that negotiations was about.

It was determined that if we were to succeed in this round of bargaining, our membership would, once again, be the key. Our message must be made known to the public, to Congress and most importantly to American Airlines. We had to do this in such a way and to the extent that our determination could not be questioned. The involvement came from a complex organization that included InfoReps, base leaders and commuter city leaders. Not to be underestimated, members stepped forward all over the system to volunteer to lead the way.

Over the course of the last year, large-scale membership actions such as system-wide leafleting and picketing were coordinated and acted upon. Some of these events included action at more than 80 cities across the country, including Puerto Rico. Oddly enough, our January 19 system-wide event coincided with the National Mediation Board (NMB) calling the APFA and American back to the table after months of recess. Then there were the Hit and Run events that took place in almost every base city and some commuter cities. Some of the most notable were the Atlanta picketing of the OneWorld CEOs;

the St. Louis picketing of Don Carty's speech to the Growth Commission; the New York picketing of Don Carty the day he announced the TWA deal; the DFW picketing of Mr. Carty's arrival from New York; and the picketing of the Miami Dolphin Charter, the American Airlines Arena and the American Airlines Center in Dallas. One of the most powerful and heavily participated events was the May D.C. Fly-In. The membership action events were endless and many were organized on the spur of the moment – each one playing a very important role in our ultimate success.

In discussions with our Negotiating Team, they all agreed that without the membership's willingness to participate in the various membership actions, with their visible show of support, unity and determination, we could not have achieved what we were able to accomplish. They sensed that our actions were putting pressure on the Company. Each time our Team regrouped at the table with the Company, they did so with a renewed sense of motivation. The Team knew that we were prepared to do whatever it would take to obtain the best Agreement in the industry. American knew it, too. That may

well have been the straw that broke the camel's back.

To those members that volunteered around the system to help organize the many membership actions, to those members who so tirelessly gave of themselves over and over again to come out and participate, and to the entire membership who was ready to strike if need be, your APFA Leadership thanks you. You embody the very essence of unionism. The "little Union that could" has once again gained the respect of unions all over the country AND American Airlines, whether they are willing to admit it or not. We stood up for ourselves once again and achieved what many did not think possible. We should all be very proud.

Once this T.A. is ratified, we will all have a well-deserved rest. The year 2004 will ultimately come, and negotiations will begin again. Although we can only hope that the next round of talks will not be as relentless and tedious as these were, we know that if push comes to shove again, the APFA membership can and will rise to the occasion to ensure any Agreement that is negotiated fairly reflects our worth to American Airlines.



The Color of Money

Compensation, Lump Sum vs. Retro

by Alexis Boilini, APFA Negotiator

Towards the end of his life, Albert Einstein was asked what he thought the greatest discovery of his century was. Rather than the Theory of Relativity, Einstein replied, “Compounded interest.”

During this round of negotiations, we found ourselves in the position of negotiating a combination of lump sum and retroactive wage increases for the extended years we were involved in Contract negotiations. This gave us the opportunity to educate ourselves on the differences between lump sum and retro and how they could affect the overall increased earnings to each of us by the end of this Contract.

In order to understand how both forms of back pay work, we must first understand their differences.

When calculating back pay in the form of a lump sum, simply add the increased percentage to the existing wage. (The examples show a simple 5 percent increase.)

	Salary	Percent Lump Sum		\$ Payout	Total
Year 1	\$1,000.00	x 5%	=	\$50.00	Total Year 1 \$1,050.00
Year 2	\$1,000.00	x 5%	=	\$50.00	Total Year 2 \$1,050.00
Year 3	\$1,000.00	x 5%	=	\$50.00	Total Year 3 \$1,050.00
				\$150.00	Total Payout

The most essential aspect of lump sum increases shows that the total amount of each annual increase does not affect the increase for the following year.

A retroactive increase is a structural increase, which actually increases your pay scale. In order to calculate it, you must go back and recalculate your pay for a previous period with the new pay rate. This new pay rate becomes the starting point for any subsequent pay raises that are added on top of another as you progress through the years affected. This is called compounding.

	Salary	Percent Retro		\$ Payout	Total
Year 1	\$1,000.00	x 5%	=	\$50.00	Total Year 1 \$1,050.00
Year 2	\$1,050.00	x 5%	=	\$52.50	Total Year 2 \$1,102.50
Year 3	\$1,102.50	x 5%	=	\$55.12	Total Year 3 \$1,157.17
				\$157.62	Total Payout

In the lump sum alternative there is no increase in structural wages.

The total payout in the first example would be \$150. In calculating retroactive pay, the total of the first year (\$1,050.00) becomes the base for any future increase (\$1,102.50) which yields the higher payout of \$157.62. However, if the lump sum payments are high enough [as in years 1998-99 of the new Tentative Agreement (T.A.)], and are combined with significant structural increases in the early years of the Contract (as in 2000 and 2001), the overall increase in total earnings over the duration of the Contract can be comparable to or even higher than what otherwise would be the case had we negotiated a lower retroactive increase instead of the lump sum.

Going into negotiations, the membership was clear in the direction they wanted the Negotiating Team to go when it came to wage increases. As they said, “We want full retro for the time lost from the point that the first T.A. was rejected.”

There were several concerns we had regarding where the different pay increases should be placed.

1. We wanted the Flight Attendants to feel like they got most of the cash back in their pockets that they lost by rejecting the first T.A.

It is much more expensive for the Company to pay even a smaller structural retroactive increase (2.5 to 3 percent) than a lump sum.

Many have asked me, "Could we have gotten more?" My answer is simple: "Possibly, but all things considered, neither my teammates nor I were willing to face the possibility of losing anything that we had accomplished in those wee hours of the last morning and attempt to secure the little that may have been left."

I will always remember this as an incredible experience. I was humbled to work with the nine other negotiators: John Ward, Thelma Dodson, Art Cline, Laura Glading, Ray Baylis, Peter Day, Colleen Brenner and Sam Morales; our two amazing strategic advisors: Steve Moldof and Mark Richard; and our economist, Mark King. From the beginning, each one of us said that the No. 1 priority in this process was to keep the membership informed. And even in those last hours, that was still the No. 1 concern of each one of us.

I am so proud to have worked with these individuals and this membership in securing the fair and well-deserved Agreement that we all promised we would hang in there for. Some day, long into all of our futures, we will look back on this David and Goliath experience knowing that there was at least one time in our lives that we were truly on the side of the angels.

Please refer to charts on pages 21-22.

Profit Sharing

The slowdown of productivity growth since the 1970s led to nationwide corporate efforts to adopt schemes for substituting other forms of payments to employees (profit sharing, for example) for real pay increases.

American merchandised our profit-sharing program as a plan to provide the participating employees with a sense of commitment to and direct financial interest in the success of American Airlines, Inc. (American Airlines Profit Sharing Plan 3/10/98). However, the Company was careful to make clear in any literature they distributed that, "The committee (consisting solely of management representatives) may amend, suspend or terminate the Plan at any time." As a result, the Company has retained complete control over the Plan, including whether or not to keep the Plan in existence.

In addition, since profit funds are paid as if they were a bonus (lump sum), companies have been able to save considerably because these awards do not have any compounding effect. Savvy employees have realized that these incentive plans are being used in lieu of real wage increases. And, as we have seen in recent negotiations with American, profit sharing is fast becoming the perpetual "thorn in the side" of negotiators.

In the T.A. that you are being asked to ratify, the Profit Sharing Plan, albeit with a lower cap, has

been temporarily contractualized for the first time. What this means is that American Airlines loses complete control over the Plan and cannot refuse to pay its Flight Attendants profit sharing in 2002 and 2003 should a profit sharing payout be realized under the present Return on Investment (ROI) Formula. In 2004 profit sharing will revert back to what it is today, which is under the complete discretion of the Company. This does not preclude APFA from once again addressing profit sharing when the Union exchanges its proposals with the Company in the next round of negotiations beginning in 2004.

As I have stated, profit sharing – although a nice payment to look forward to – has none of the compounding effects of structural wage increases. So the question we will have to ask ourselves the next time around is: Do we strive to retain profit sharing even though it is likely to mean that we accept lower structural pay increases, or do we put our focus on securing the highest pay increase possible? In less than three years, we will be filling out our surveys for another round of negotiations. My hope is that we will all take the time to educate ourselves on the real effect profit sharing has on future wage increases and how it can ultimately affect our bottom line.

Taking this into consideration, we realized that by agreeing to accept a lump sum rather than a retroactive increase for the two months of 1998 and for all of 1999, we would be able to free up additional money that we could then attempt to convince the Company to apply to higher increases in the "out years." We obtained a large lump sum payment for 1998 and 1999 resulting in a retro check that would be significantly greater than it might otherwise have been if we insisted only on retroactive structural increases. In fact, this ultimately proved successful as we were able to substantially increase both the size of the 1998-99 lump sum and the structural increases for 2000 and 2001.

2. We also realized that with a high enough percentage in a lump sum, we could offset any loss in compounding during the duration of this Contract.

As a result of the pay increases provided in the new T.A., we will finally become the highest paid Flight Attendants in the industry beginning just a few months following ratification (January 2002). This will also place us in a much stronger position in 2004. The next Negotiating Team can pick up where we left off and attempt to offset any future compounding loss from the original lump sum pay out in 1998 and 1999.

International

Yearly Increases 80 Hours Per Month

Step	1/1/99 (Current)	1/1/00 3%	1/1/01 6%	1/1/02 8.50%	1/1/03 3%	1/1/04 3%
1	\$19,618.44	\$20,206.99	\$21,419.41	\$23,240.06	\$23,937.26	\$24,655.38
2	\$20,819.28	\$21,443.86	\$22,730.49	\$24,662.58	\$25,402.46	\$26,164.53
3	\$22,196.04	\$22,861.92	\$24,233.64	\$26,293.50	\$27,082.30	\$27,894.77
4	\$23,395.32	\$24,097.18	\$25,543.01	\$27,714.17	\$28,545.59	\$29,401.96
5	\$27,002.76	\$27,812.84	\$29,481.61	\$31,987.55	\$32,947.18	\$33,935.59
6	\$30,002.52	\$30,902.60	\$32,756.75	\$35,541.08	\$36,607.31	\$37,705.53
7	\$33,357.24	\$34,357.96	\$36,419.43	\$39,515.09	\$40,700.54	\$41,921.56
8	\$35,343.24	\$36,403.54	\$38,587.75	\$41,867.71	\$43,123.74	\$44,417.45
9	\$36,720.00	\$37,821.60	\$40,090.90	\$43,498.62	\$44,803.58	\$46,147.69
10	\$37,860.12	\$38,995.92	\$41,335.68	\$44,849.21	\$46,194.69	\$47,580.53
11	\$39,238.44	\$40,415.59	\$42,840.53	\$46,481.97	\$47,876.43	\$49,312.73
12	\$40,556.04	\$41,772.72	\$44,279.08	\$48,042.81	\$49,484.09	\$50,968.61
13	\$42,119.88	\$43,383.48	\$45,986.48	\$49,895.34	\$51,392.20	\$52,933.96
14	\$42,837.84	\$44,122.98	\$46,770.35	\$50,745.83	\$52,268.21	\$53,836.26
15	\$43,563.84	\$44,870.76	\$47,563.00	\$51,605.86	\$53,154.03	\$54,748.65

Locate your current pay step on the left column entitled 1/1/99. This white column indicates your rate of pay under the current '95 Agreement. Slide over to the next column (1/1/00) to find your immediate pay raise at 80 hours International, upon ratification. Then simply follow the chart diagonally (the color-coding will assist you in determining your pay steps) to view your raises throughout the life of the Tentative Agreement.

Domestic

Yearly Increases 75 Hours Per Month

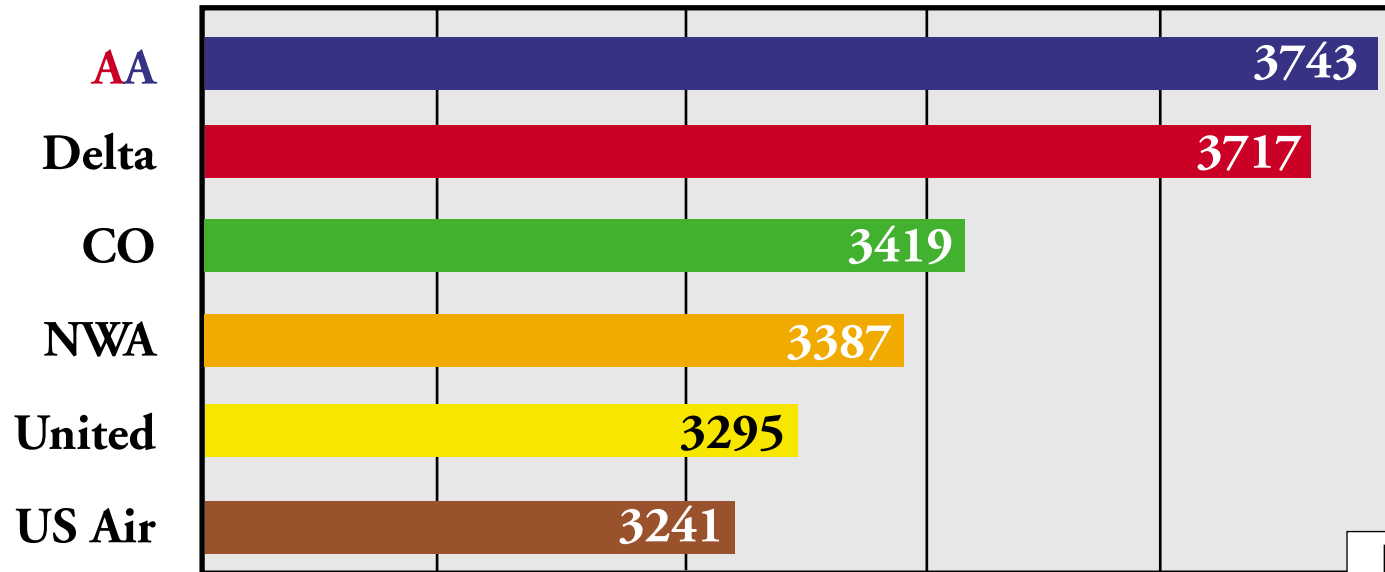
Step	1/1/99 (Current)	1/1/00 3%	1/1/01 6%	1/1/02 8.50%	1/1/03 3%	1/1/04 3%
1	\$16,679.04	\$17,179.41	\$18,210.18	\$19,758.04	\$20,350.78	\$20,961.31
2	\$18,123.12	\$18,666.81	\$19,786.82	\$21,468.70	\$22,112.76	\$22,776.15
3	\$19,623.12	\$20,211.81	\$21,424.52	\$23,245.61	\$23,942.98	\$24,661.26
4	\$20,638.44	\$21,257.59	\$22,533.05	\$24,448.36	\$25,181.81	\$25,937.26
5	\$23,042.88	\$23,734.17	\$25,158.22	\$27,296.66	\$28,115.56	\$28,959.03
6	\$26,636.52	\$27,435.62	\$29,081.75	\$31,553.70	\$32,500.31	\$33,475.32
7	\$28,803.12	\$29,667.21	\$31,447.25	\$34,120.26	\$35,143.87	\$36,198.19
8	\$30,358.08	\$31,268.82	\$33,144.95	\$35,962.27	\$37,041.14	\$38,152.38
9	\$31,620.24	\$32,568.85	\$34,522.98	\$37,457.43	\$38,581.15	\$39,738.59
10	\$32,881.44	\$33,867.88	\$35,899.96	\$38,951.45	\$40,120.00	\$41,323.60
11	\$33,960.72	\$34,979.54	\$37,078.31	\$40,229.97	\$41,436.87	\$42,679.98
12	\$35,158.92	\$36,213.69	\$38,386.51	\$41,649.36	\$42,898.84	\$44,185.81
13	\$36,119.28	\$37,202.86	\$39,435.03	\$42,787.01	\$44,070.62	\$45,392.74
14	\$37,023.72	\$38,134.43	\$40,422.50	\$43,858.41	\$45,174.16	\$46,529.39
15	\$37,920.12	\$39,057.72	\$41,401.19	\$44,920.29	\$46,267.90	\$47,655.93

Locate your current pay step on the left column entitled 1/1/99. This white column indicates your rate of pay under the current '95 Agreement. Slide over to the next column (1/1/00) to find your immediate pay raise at 75 hours Domestic, upon ratification. Then simply follow the chart diagonally (the color-coding will assist you in determining your pay steps) to view your raises throughout the life of the Tentative Agreement.

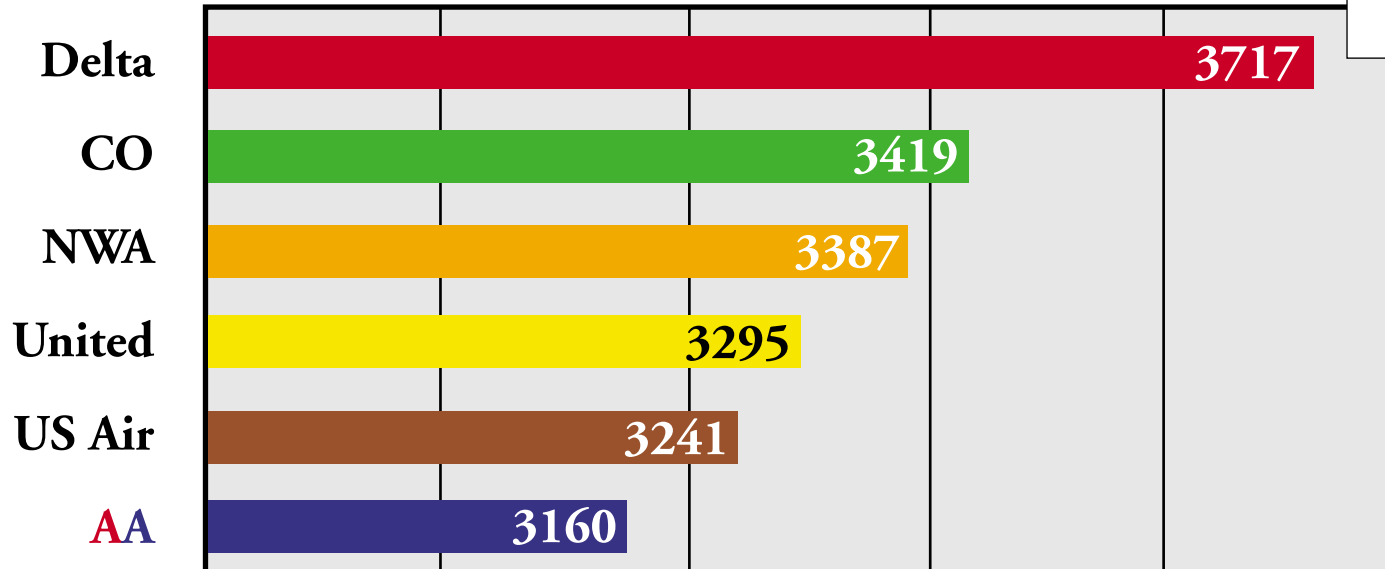
Pay Comparisons

Under the new Tentative Agreement, beginning January 2002, American Airlines' Flight Attendants will be the highest paid Flight Attendants in the industry.

2001 Tentative Agreement = First in Pay



Current Contract = Last in Pay



Monthly Salary for a 15-Year Domestic Flight Attendant with 75 hours

Working Washington

by Robin Madison, APFA Negotiator and DCA-I Base Chair

Many APFA Flight Attendants came to Washington, D.C., on May 22 for our Fly-In to lobby Congress. They learned that day that lobbying is about developing friendships and telling our story. They also learned that it makes a difference for members of Congress to hear from those who are involved.

After all, aren't we the ones who actually work on the planes and have the most passenger contact? One would think that since all 535 congressional offices are on Capitol Hill, that there's a way to get our message to all of them at once. The truth is that each member of Congress is head of a fiefdom protecting the interests of his/her district or state. With that in mind, I had the privilege of working with APFA Strategic Advisor Mark Richard and APFA Washington Representative Joan Wages to craft a message that members and staff could not only understand but could also support.

During our visits, we offered an overview of our situation. APFA had been in negotiations

for two-and-a-half years and without pay raises for three. Often we discussed the requirements of the Railway Labor Act or other factors that had an impact on the negotiating process. I was surprised at how well we were received in all of our meetings, especially in light of the fact that some staff members were unfamiliar with aviation issues. It was evident that some were there only to listen, as opposed to those who were interested and asked questions. I wore my uniform at every appointment, and I believe that made a difference. It was important to put a face on labor and remind Congress that we are not the powerful, high-dollar lobbyists, but individuals who are career Flight Attendants needing

a decent wage, health benefits and a retirement plan that reflects our contributions to American Airlines' success.

Our meetings were not routine. When we showed up to meet with Congresswoman Eleanor Holmes Norton's staff, a sit-in was taking place in her office. The Capitol police patrolling Congress that day asked us to stand aside. We waited patiently outside while several activists were voicing their frustration and anger with anyone who would listen. Eventually one of the Congresswoman's staff members acknowledged us and ushered us to an elevator where we were escorted underground and up another elevator to an office with Norton's aviation staff person. It was the making of a Grisham novel! We felt like spies sneaking through the Capitol underground.

While I cannot guarantee excitement and drama at every event, I can guarantee a feeling of accomplishment and commitment. It's important that all Flight Attendants realize their worth and contribution. Our elected officials in Washington,

D.C., need to hear from us not only when we are in contract negotiations but year-round. It's imperative for us to develop a relationship with staff members so we won't be forgotten when we need to call upon them again. Yes, we may be a small, independent Union but, the voices of 24,000 resonate in the hallways of Congress.

We made a difference on Capitol Hill. Take a stand, and continue to be involved.



From The Inside Out!

by Ted Bedwell, *APFA Executive Committee Member*

Any good leader will tell you that to be successful, you must have a motivated team of people working together. This holds true for the military, a sports team and yes, the APFA.

Over the course of these negotiations, there has been a number of dedicated individuals from all over the system contributing their unique abilities to help our Union achieve a Contract we can all be proud of. You may not have seen or heard from many of these people, but their contributions were invaluable. With the Tentative Agreement (T.A.) heading to the membership for a vote, it is time to recognize all of those who played a part in the internal campaign.

The APFA Negotiating Team was divided into two groups. The Table Team consisted of John Ward, Thelma Dodson, Alexis Bolini, Laura Glading and Art Cline. This was the group that actually traveled to all of the various meeting locations and

met face-to-face and bargained directly with the American Airlines Negotiators. The Non-Table Team was comprised of Robin Madison, Ray Baylis, Colleen Brenner, Peter Day and Sam Morales. This group did everything imaginable, including research, creating strategy, lobbying in Washington D.C., picketing at various venues and participating in actual bargaining when needed. It should be pointed out that for the past year and a half, these people have given up their personal lives for the cause. They missed family birthdays, anniversaries and, in one case, their new son's first words.

Lori Bassani, our current Western Division Representative, handled APFA's Press Relations. Lori, in a former life, ran her own public

relations firm. She was in charge of organizing all press conferences, as well as the interaction between APFA and various press personnel. Leslie Mayo, the APFA National Communications Coordinator, was a critical part of the process. She worked with Bill White to keep the APFA web site updated in order to keep the membership informed in real time. Leslie also coordinated national mailers, wrote and recorded the APFA HotLine and produced *Skyword* even during the most intense periods of Negotiations. Leslie and Lori worked closely together to write press releases and help coordinate our National Media Campaign with the two well-known public relations firms retained by the APFA.

The InfoRep Program played a very large role in this round of bargaining. The success of the InfoRep Program in such a short period of time led the APFA Leadership to ask those administering the program to become our Strike Preparedness Committee (SPC). Patrick

Hancock, Dana Davis, George Price, and Trice Johnson went right to work. They were the ones responsible for the organization and execution of most membership actions around the system. They were also the ones who wrote the 2001 APFA Strike Handbook. The SPC also conducted training for all Base Strike Captains. Throughout the entire campaign, they continued to work with the InfoRep Program sending out mailers and doing weekly hotlines.

Communication was the key, according to most APFA members we have heard from. In order to ensure that each member got important information in a timely manner from an official source, the APFA Phone Tree was reactivated. Kip Fry (IDF), who has a long history of dedicated service to the APFA, stepped forward. He, along with literally hundreds of members across the United States, constructed an incredible network. Fortunately for all of us, the most important message they had to deliver was: "We have a T.A.!"

In 1993, APFA established PhoneWatch to answer the membership's questions regarding negotiations and act as a central receiving center for information during the strike. It was an important part of the negotiations process and served the membership well in 1993. There was no question it would be used this round. George Berry (IDF) was chosen to head PhoneWatch. He put together a system that made sure each volunteer had every bit of information they would need to answer any question a member might ask. He received daily briefings from negotiators or their designee in order to keep the information current.

Members such as Sam Morales, APFA Negotiator; Marty Turner, IDF; and Kimberly Pitcher, DFW, as well as a vast array of volunteers, assisted him.

PhoneWatch will continue to do their work from the Unity Pays Conference Room (also known as the War Room) at APFA Headquarters until the last ballot is counted and the T.A. is ratified.

The Special Advisory Committee (SAC) was established by the APFA Board of Directors to be their agents during negotiations. Jeff Bott, APFA Vice President; Juan Johnson, APFA Treasurer; Cheryl Walters, Executive Committee Member; Tommie Hutto-Blake, LGA; and Patt Gibbs, IDF represented the Board in various meetings and in some negotiating sessions. They were always available to the Board and to the Team, and provided invaluable insight and assistance with their extensive Union experience. They constantly updated and briefed their assigned Board members in order to keep them apprised of the status of talks and the implementation of strategy.

The 36 Chairs and Vice Chairs also played an important role in this round of negotiations. They were involved with, among other things, organizing local membership action events as well as keeping the membership updated, directly, on the status of negotiations. As voting members of the Board of Directors, the Chairs are the governing body of this Union.

Their support during Negotiations was critical to its success.

The APFA membership played one of the biggest roles in negotiations. It was the membership's presence time and time again at the membership actions around the system that helped move the process along. American Airlines saw our unity by witnessing the number of members willing to participate in the picketing events, wear Union pins and bag tags, and our large percentage of InfoReps in the field, evident by the circle pin. The membership truly was the driving force in these talks.

Last, but in no way least, is the APFA Staff. These folks answered thousands of calls, helped mail literally hundreds of thousands of pieces of mail to the membership, ran errands, sent out press releases, changed thousands of addresses and phone numbers and more. Their dedication and hard work during these very trying times over the past three years has been invaluable.

The T.A. is now in the hands of the APFA Membership. As you read through the T.A. Highlights and very soon the T.A. language, take the time to think of all of the hard work and all of those involved in obtaining this Agreement. It has been, if nothing else, an incredible experience for everyone.



The Faces Behind APFA PhoneWatch

by Dana Davis, *Western InfoRep/Strike Coordinator*

“APFA PhoneWatch, this is Sam. May I have your name, employee number and base, please?” If you have called 866.ASK.APFA, that’s the greeting you received from one of APFA’s many PhoneWatch volunteers. Who **are** these people answering hundreds of calls daily?

They are APFA negotiators and Line Flight Attendants, primarily based at DFW and IDF, who have volunteered countless hours of their time to help educate our membership and alleviate their fears throughout our Contract negotiations. As you can imagine, it’s no easy task answering thousands of different questions that come in each month and providing support to those who just need a sympathetic ear.

George Berry, a 25-year IDF Flight Attendant, is the leader of this large group of Flight Attendant volunteers. He took

the helm as PhoneWatch Administrator in December 2000 when PhoneWatch was reactivated after its long hiatus following the '93 Strike. During our Strike, PhoneWatch proved to be a valuable tool to help quickly stop rumors by providing accurate information and to provide support to Flight Attendants system wide who needed answers to their questions and emotional guidance during this stressful time. In December, when the APFA began pressuring for a release into a 30-day cooling-off period, PhoneWatch was newly activated.

PhoneWatch makes its home in the Unity Pays Conference Room at APFA Headquarters. It is also known as the war room. Fourteen phone lines go into the PhoneWatch room, and that is the maximum number of volunteer operators who can be on duty during peak times. Throughout the 30-day cooling-off period, there were approximately eight to 12 volunteers working each of the two-to-four-hour shifts. Generally, at least one APFA negotiator was available to answer calls along with the other volunteers. Negotiators Sam Morales and Colleen Brenner were instrumental in helping to rejuvenate PhoneWatch when it began again in December, and they have put in countless hours working at PhoneWatch throughout negotiations.

Training these volunteers and providing daily updates is just one of George Berry’s many

tasks as the PhoneWatch Administrator. When taking on this role in December, one of George’s first tasks was to update the PhoneWatch manuals which volunteers use as reference guides when answering calls. He did a great job making these manuals concise, user-friendly and chock full of up-to-date information. One of his daily tasks was to ensure that each manual was updated with all current APFA mailings, as well as American Airlines’ mailings, the text of all recent APFA HotLines, answers to frequently asked questions and many other valuable resources. George also had to make sure that the volunteers had current Membership Action Event information which was no easy task during the 30-day cooling-off period when these events were often scheduled at the last minute.

George put into place several security measures to ensure that all volunteers were indeed APFA

PhoneWatch Volunteers

Janet Adams
Mona Adams
Christiane Alexander
Gloria Allen
Rosa Alvarado
Lynne Anderson
Gary Benkendorf
Doris Berube
Lenard Blackwell
Lisa Blakeman
Tom Blowers
Mike Bossard
Penny Boze
Vicki Branscome
Kevin Breen

Colleen Brenner
Briggs Brower
Pat Bruns
Jane Bullock
Ingrid Burgan
Joan Campbell
Amy Carter
Robert Cheek
Jim Cornetta
Claudia Crandall
Kathy Crockett
Lise Dahlgren
Kimberley Davison
Sandy Disalvo
Bino Dollar

Ann Dow
Kathy Emberlin
Julia Estes
Kathy Fagan-Besse
Lisamarie Fenton
Mary Ferguson
Greg Gatzke
Liz Geiss
John Godwin
Rosa Gonzalez
Israeline Grayson
Debbie Guidry
W. H. Croft
Ron Harris
Sharon Harville

Christine Helms
Mary Henry (T-Bird)
Susan Henry-Busch
Vicki Hlavacek
Jan Howell
Judy Huckaby
Andy Isley
Gary Jones
Cynthia Jones
Lil Kite
Brad LaPrairie
Amber Laswell
Carolyn Maricle
A. Marie Plevritis

Randy Mason
Julie McClain
Kimberly McDaniel
Brenda McKenzie
Eithne McLoughlin
Andreas Miltiadous
Sam Morales
Jay Narey
Heather Olenjack
Sandy Phelps
Kimberly Pitcher
Debbie Prizzi
Robert Putman
Jan Randall
Donna Rennahan
Joy Richards
Carmen Romero-Murphy
Myrene Sanders
Steve Sanders
Kathy Savage
Peggy Sayre
Vicki Schaller
Diane Schiavo
Barbara Schutz
Jan Schwister
Doug Scott
Ben Seaman
Carlos Sinay
Patty Sinclair
Bethany Slatkin
Sue Slusser
Emily Jo Smith
Joan Sparks
Marcia Spencer
Monica Staska
Andy Tan
Ellen Taylor
Diane Tayman
Marty Turner
Elena Underwood
Diane Vorhis
Bobby Webb
Glenda Weitzel
Jan Wetmore
Steve Williams
Jerry Williams
Dave Wilson
Sandy Wroe
Ric Young

members in good standing. Each volunteer must sign in prior to his or her shift, show photo ID and have the information verified against APFA membership records. Each volunteer is then responsible for reading the briefing board and the HotWatch briefs in their manuals to ensure they were updated with the latest APFA news before taking calls. The PhoneWatch mission is to provide accurate information to the membership, therefore each volunteer was thoroughly instructed not to speculate or try to answer questions to which they did not have the answer. During each shift, a Team Leader is available to help answer questions, and George is also on duty daily to assist in answering the tough questions. If the answer is unknown, George will search it out!

As you can imagine, things heated up during the 30-day

cooling-off period for PhoneWatch. When the Strike Handbook hit the line, the questions hit PhoneWatch like lightning. George and his team were well prepared for the onslaught. In the months leading up to the cooling-off period, George trained dozens of volunteers so that he was prepared when the call volume increased. In addition, National Strike Coordinator, Patrick Hancock provided George with daily briefings so that George and his team had the most up-to-date and accurate information. Patrick also helped answer those difficult questions that the membership kept coming up with after the Strike Handbook made its debut.

PhoneWatch was ready to operate around the clock in the event of a strike. In addition, George and his team were prepared to act as PhoneHome volunteers and City Specialists had a strike actually been called. His volunteers were

ready to maintain a log of all Flight Attendants who were stranded away from home when the strike was called, and they were prepared to keep track of them until they returned home and called PhoneHome to notify APFA they had made it there safely. In addition, volunteers were organized and ready to provide city specific information to those Flight Attendants who needed assistance in getting home.

Over the months, the PhoneWatch volunteers were instrumental in many other APFA tasks in addition to answering questions from callers. Prior to the DC Fly-In mid-May, they called and scheduled appointments with hundreds of our representatives in Congress. PhoneWatch volunteers also helped out the APFA PhoneTree by passing on changed numbers when they came across them. We are all grateful for the hard work these volunteers put into this round of negotiations.

Now that we have a Tentative Agreement (T.A.), PhoneWatch will continue to operate throughout the ratification process. Volunteers will be available to help answer questions regarding the T.A. If it is ratified, the APFA PhoneWatch will take a much-needed rest until negotiations begin again in 2004. In the meantime, if you come across one of the PhoneWatch volunteers listed, please pass on your thanks for their hard work and dedication to APFA.



APFA in the News

A Press Perspective from the Inside

by Lori Bassani, PR Liaison and Western Division Representative

My name is Lori Bassani, and I am based in Seattle. I have served APFA as Base Chair, Vice Chair, Ad Hoc on the Executive Committee and Western Division Representative. Currently, I am the Active Press Contact for negotiations. I was appointed the PR Liaison, via Board Resolution, in September 1999 following the membership's rejection of our previous Tentative Agreement (T.A.). My background and experience in the field of advertising and publicity includes partner/owner of an advertising agency, and sole proprietor of my own firm.

A Brief History and the Chain of Events

As you may recall, the rejection of the 1999 T.A. set off a chain of events internally that left our Union reeling. We faced the resignation of the entire negotiating team, raids by outside labor groups and new National Officer elections. It was a critical juncture for APFA. Internally, we had to reorganize and maintain a unified front, while externally dealing with the Company, the media and the public.

Within three days of the rejection of the '99 T.A., the APFA Board of Directors put the following items into action: a Special Advisory Committee to Negotiations (SAC) was formed; a PR Liaison was appointed; and the wheels began turning to assemble a new Negotiating Team. The Special Advisory Committee and I met with the Company to inform them of our plans for round two of bargaining; membership hotlines and Info Rep HotLines were updated continuously; and our first press release under the new plan was distributed.

A Behind the Scenes Snapshot

Flashback to September 1999. What took place in those first three days following the rejection of the '99 T.A. became the basis of what would catapult our Union into the next phase of APFA history. I have distinct memories of John Ward (then, the DFW Base Chair) sitting in an empty board room at 3 a.m. writing resolutions that would place APFA back on course. I also remember Patt Gibbs (IDF) and Tommie Hutto-Blake (LGA) shuttling tirelessly between the old and new regimes, helping to devise the

strategy that would hold the Union together; me in the hallway pounding out press releases and HotLines; and Doug Elmore, IOR Chair, recording the HotLine into the wee hours of the morning. I have vivid pictures of Cheryl Walters (former IDF Chair and current Spokesperson for SAC and Ad Hoc Member), Juan Johnson (former DCA Chair and current APFA Treasurer and SAC member) and I setting up a sweatshop in Cheryl's home, with Cheryl's husband Bill, an AA pilot, bringing us sandwiches while we worked nonstop.

Flash forward to June 30, 2001 – the night we reached the Agreement with American – after all the TV stations had left APFA Headquarters. There was Cheryl helping to field press calls and in walks her husband Bill, with an armload of pizzas. We had come full circle. Cheryl Walters was the glue that helped keep this process together.

Our PR Strategy

Our goal was to gain more visibility in the press, maintain regular communications with the media, build relationships in key markets, tell our side of the story in a timely manner and provide media training for Union Representatives. Our initial focus would be on the Dallas/Ft. Worth market and then branch out to other domestic markets as well as the national and foreign press.

We used two PR firms during this process for special projects and events. Rita Cox and Associates assisted us in the local D/FW area, and Fingerhut, Powers and Smith assisted us nationwide. Rita Cox provided media training, as well as valuable insight and media contacts in the Dallas market. She made herself available around the clock and was instrumental in the planning and organizing of many of our special events. Phil Smith of F,P&S assisted us in developing our national media campaign, the travel agent advisory campaign and corporate campaign flyers. His firm also helped us with an extensive labor community and media list. Both firms became a part of our struggle and deserve recognition for jobs well done.

Building Relationships with the Press and How Dallas Does it Differently

I had heard that we would not get a fair shake with the D/FW press because American "owned" the market with their advertising dollars. In the "journalism" world of ethics, advertising dollars should not affect editorial content.

The Dallas Morning News

Catherine Yung was new to Texas and *The Dallas Morning News*. She believed her publication adhered to journalistic ethics and

that advertising dollars would not hamper her capability to report the news. Ms. Yung stood by her word and proved to be one of the most balanced reporters during this round of negotiations. Curiously, her stint as *The Dallas Morning News'* labor reporter would be cut short. In March of 2001, she was "removed" from the labor beat. Her reporting style was a breath of fresh air for labor in the Dallas market, and we were all saddened by her removal from the beat by *The Dallas Morning News*.

Terry Maxon was reinstated to this position, and we have maintained a good relationship with him. Terry stopped by APFA Headquarters for our media campaign briefing and, coincidentally, his article, which ran that morning, was creating quite a stir with our PhoneWatch staff. He addressed our PhoneWatch volunteers and answered a barrage of questions. He gave an account from a reporter's perspective and showed a genuine concern over how the article was perceived. He had the chance to interview our LAX Flight Attendant TV and print model, Leanne Hansen who had dropped by APFA Headquarters.

The Fort Worth Star Telegram

Dan Reed of the *Fort Worth Star Telegram* let me know that he had many inside sources that he had cultivated during his years at the paper. It is no secret that

his incendiary headlines and skewed story perspectives are not looked upon kindly by local labor. Although some of his articles proved to be well balanced, his personal bias and assumptions regarding labor issues were apparent. He was the first to leak alleged details of the new T.A., and it turned out that the T.A. far exceeded his expectations as to the amount "we would have to settle for."

Dallas/Ft. Worth Television and Radio

It was a pleasure dealing with the television media. We developed good enough relationships to have camera crews sent out to film our events at the drop of a hat. Although all of the stations were very responsive to our plight, special recognition must go to Channel 11 (CBS) for their interest and persistence in staying on top of the story. They were present at all of our press conferences and events and their reporting was top notch. Channel 8 (ABC) was also excellent in their coverage of our stories as well as FOX 4, Channel 5 (NBC) and Channel 13 (KERA - a local D/FW station). Barry Carpenter of Channel 33 (KXTX) gets the award for the most creative reporting. Dallas TV coverage was favorable for the Flight Attendants and our Union. They let me know that having real people to talk to was important to them. Much of American's press information was in the form of recorded messages to the media.

Area radio stations were also very diligent in following our story. National Public Radio's Bill Zeeble was responsible for in-depth stories, and we were picked up nationally. WBAP and KRLD provided continuous coverage and were present at all of our press events.

The Wire Services

Associated Press, *Reuters*, and *Bloomberg* were all active in reporting the news leading up to the agreement. Our closest links were forged with Marcus Kabel of *Reuters* and Mary Schlangenstein of *Bloomberg*. They get the award for the most diligent and conscientious reporting during the entire process. Daily (and sometimes several times daily) contact with these reporters was not uncommon.

The wire services were available 24-hours a day, everyday and would check in and let me know that they had to walk the dog in case of a breaking story. Marcus assured me that his cell phone was strapped to his head one night when we anticipated an Agreement, and Mary refused to run personal errands in case she missed the story. Jonathan Salant (*Associated Press*, National) wouldn't leave his office to drive home the night the Executive Committee voted on the T.A., for fear he would miss the story.

We had several breaking stories and many false alarms during this ordeal and more often than not

these wire reporters would burn the midnight oil at home to break our stories on the wires at a time when broadcast news was not airing or print deadlines had passed.

One great thing about the wire services is the immediacy of the medium. Many stories are picked up from the wires. The relationships we were able to build with these reporters proved invaluable. We were able to get our side of the story out in ways that were not possible in other media.

Does the Entire Universe Revolve Around Dallas, Texas?

The media coverage that we received system wide was in direct proportion to the role that American played in those markets. We received good coverage in Miami and Chicago, with hundreds of articles and lead news stories from the local paper in Tupelo to the International Wall Street in Luxembourg. Local events such as Hit and Runs received local coverage. Nationwide membership events received national attention. Our press releases were picked up nationally and internationally. I was interviewed by a French wire service and CNN South America. I particularly enjoyed the warm reception by the CNN South American reporter. He asked me how many Flight Attendants we had and then asked how American Airlines would be able

to replace so many of us if we went on strike. I told him I was sure they were wondering the same thing.

Washington D.C. Plays a Major Role

Setting the Scene

As the APFA plugged along with round two of negotiations, national history-making events occurred that affected our strategy as a team and consequently shifted our media focus. The Presidential election spawned a Republican President, and those of us close to the process knew what this would mean for us and for labor in general. We went into national mediation and negotiations were moved to D.C. It looked like politics would play a larger role in the outcome of this Contract. The D.C. fly-in and rally on the Capitol steps took place simultaneously with news of the impending Jeffords defection from the Republican side. Labor disputes had escalated with several other major carriers who were in some stage of the process. Organized Labor's right to strike was threatened with Bush's pledge to "PEB" us to death. And while corporate fat cats were enjoying cigars, we were going into labor attempting to birth a healthy Contract of our own out of this political quagmire.

Media in Wolf Blitzer's Backyard

The obvious focus in D.C. is on political news. Yes, labor disputes were political, and stories general-

ly revolved around comments from a political figure regarding the pledge to intervene and not allow strikes at any major carrier this year. They also grouped labor disputes into one story to give them more of a national crisis slant. We were so used to the Dallas media stepping all over themselves to get the story, it was a surprise to find that in Washington D.C. we were the ones competing for coverage. Although we got fair coverage, our news was sometimes eclipsed by some other political or national event. A labor correspondent for four decades, *Washington Post's* Frank Swoboda was a walking labor encyclopedia. He met with APFA President John Ward before one of the negotiating sessions. I maintained constant contact with CNN's Patty Davis. Every national and foreign media outlet had bureaus in Washington, D.C.

The White House Comments

Just days before the deadline to reach an agreement, and in the middle of this entire hubbub about presidential intervention, I was rushing to catch a flight to Dallas. Checking messages before boarding, AP reporter Leigh Strobe had posed the question of whether or not I thought Carty's ties to Bush had anything to do with his pledge to intervene. I left a message on her service. I said, "One could certainly assume that campaign contributions and the relationship between Carty and Bush played a definite factor in the government intervention"

and I went on to say that she needed to check with the White House because I couldn't speak for the President. By the time I landed, the story had already broken, and Leigh did get a response from the White House and American. Responses were, "ludicrous charge" and "concern for the traveling public." Her article was well researched and contained facts concerning campaign money and political support from AMR. It was called, "Union Questions Bush Ties to Airline." Our lobbyist, Joan Wages, was pleased to have the article for lobbying efforts on the Hill. I still hadn't spoken to Leigh in person. She left for Italy on a two-week holiday.

National Media Attention

We received national coverage all along, but nothing like the week leading up to the Agreement. Internally for APFA, it was a high pressure, stress-filled week. The 30-day countdown was coming to an end and even though there was a threat of a PEB, it hadn't been announced yet. We didn't know whether we'd walk away from these negotiations with a T.A., a PEB or a release into self-help. We were preparing for all three scenarios and the National Press was beating down the door to get to John Ward. *CBS Evening News with Dan Rather*, *CNN* (two different segments), *EXTRA TV*, *FOX National News*, *CBS Morning*

News, among others, deluged me repeatedly to get John in front of their cameras.

John was intensely focused on negotiations, and we had a discussion about the press. No doubt we were in the most critical and sensitive time of the process. We deduced that the press would be focusing on negative news, such as a PEB, and made the decision to bow out gracefully to focus entirely on negotiations.

EXTRA TV would not take no for an answer and camped out in the APFA parking lot, lurking behind the dumpster with their cameras. Anything for the scoop!

What is Deemed Newsworthy

It depends on the media source and the content of the news. Mainly, any news that would affect the audience for that particular media would be deemed newsworthy. It was news when it related to a work stoppage that could affect mainstream America. For the financial wire services or publications, anything that would relate to profits, losses or the bottom line would be deemed newsworthy.

An audience with our President, John Ward, is newsworthy. All of our press conferences were well attended by the press. The Media likes

John. They appreciate his straightforward, honest approach and his articulation of the issues. He has an excellent manner and presence with the media.

For TV, visual news is important. The holiday shopping bags from the December 22, 2000, “Scrooge Picketing” were a hit not only with the passengers, but also with the press. CNN showed a close-up shot of the shopping bag that read, “I Support American Airlines Flight Attendants” valued at thousands of dollars in airtime.

It was important to keep a fresh approach, which included new picket sign slogans, so that the media would continue coverage of our many events. Special recognition goes to our in-house graphic artist, Skylar Turner, party of one, for sharing his talent and creativity to produce more work for APFA than an entire design team.

Today’s News is Tomorrow’s Fish Wrap

You heard correctly. If you are not able to get your news out immediately, you might as well not waste your time. News is only news if it is timely. There are deadlines to be cognizant of, and other ways for the media to get their stories. We were in a much better position when we were able to get our news releases out to the media first. We always want the media to use our quotes and comments and to tell the story the way we want it presented.

Press Coverage Grows

Our media list increased from less than a hundred to well over a thousand. Media interest escalated the nearer we got to the strike deadline. We kept our story in the forefront by frequently issuing fresh press releases. Clipping services and broadcast monitoring reports told us where, what and when the press was reporting our stories. Our first monitored event was the Dec. 22, 2000, Santa Leafleting, and we were excited to receive 55 radio and TV mentions (seven nationally). In the most recent press report leading up to and including the announcement of our 2001 T.A., we received over 100 broadcast mentions in the D/FW market alone, and nearly 400 national mentions.

The Media Frenzy ... Chasing the Story

It’s like being eaten alive by mosquitoes. The larger our press list grew, the more press calls we had to field. I say, “we” and I mean mainly myself and Leslie Mayo (National Communications Coordinator). Once a press release was issued, we had to take our battle positions and man the phones. There would be several calls waiting and land and cell phones ringing with the operator at Headquarters paging non-stop. It seemed to never let up, and there was time for nothing else during these frenzies.

Frenzies didn’t only occur follow-

ing a press release, they also happened in anticipation of an announcement, or in response to other news. If you can picture hundreds of press people trying to be the first to get the story, it probably resembles a radio station’s phone line during contests to win coveted concert tickets or prizes.

The Leaks

And if there was a leak, which happened, I never heard the end of it from reporters who did not get the inside scoop. They took it pretty hard, and some told me that they were in trouble with their editors for not getting the story first. Leaks to the press were never beneficial to us or to our story. The story lost impact and was usually reported out of context. I always felt badly when our more diligent reporters were not given a fair shot at breaking a story first because of a leak. If you are approached to be an inside source for a news reporter, I hope that you will respectfully turn them down.

Press Contacts Become Sources of Information

You know those cute beagles in the customs area that sniff out the meat in your bag? Well, that is how the press is. They know how to sniff out the news. Inevitably, I would get a call from the press for a comment on an issue, and it was

news to me. Sometimes this is how we inadvertently got tipped off. This information was very valuable, especially where the Company or the government was concerned. I had developed contacts with good inside sources and they became very important sources of information for us in forming our strategy.

A Typical Tip-off

The setting was an APFA Board Meeting in Dallas. I received a tip from a reporter about 11 p.m. that night to let me know that American was holding a press conference to announce the TWA deal the next morning in New York. In less than 10 hours, a picketing event was organized. The press was already there for Don Carty, but it was the Flight Attendants who got the color photo in *USA Today*.

The Media Campaign

With assistance from Fingerhut, Powers and Smith, we developed a media campaign to run during the 30-day cooling off period. We broke a full-page ad in *USA Today* on the day of the Washington, D.C., “Fly-In” and then broke print ads in several of our key markets including Dallas/Ft. Worth, Chicago, New York, Los Angeles and Miami. We also produced a television commercial that aired on cable TV including *CNN Headline News*, the *Travel Channel* and the *Weather Channel*. Our media model was LAX Flight Attendant Leeanne Hansen who volunteered her time and talents to APFA. She was very good.

The Media Campaign Preview Party

To promote our campaign, I set up a media event at APFA Headquarters for the Dallas market. A press conference was followed by a preview of the television commercial in the PhoneWatch room (also known as the war room). Cameras were rolling. Picket signs standing ready for the looming strike deadline surrounded the room. Strike Handbooks were hot off the press and in full view. Another negotiation session ended with no Agreement. The press had a hey-day filming shots for the news. Channel 4 and 11 stayed for two hours in order to film their news live on location. Along with copies of our television commercial, the press was presented with snack packs as departing gifts. FOX 4 reporter Lari Bariger's response said it all: "You've got to be kidding." The picket sign, "Don Carty, Walk a Mile in My Shoes" walked across every TV screen in Texas that night - for free.

We Reach a Tentative Agreement

The Calm Before the Storm

On Saturday, June 30, it was like the calm before the storm. There were four of us in Euless standing by at APFA Headquarters waiting for the big news. I had written two versions of a press release in anticipation of which way it would go. I invited all of the local TV stations to come by for statements. They wanted something for the 5 p.m. news. Leslie and I handled about five television interviews stating that we still hoped to reach an agreement. That news was about to change and those interviews were now obsolete, and it was very close to news deadlines.

A Collective Process

A special acknowledgement to all of the Flight Attendants who, by the sheer virtue of showing up at the many events, gave the press a little something to talk about.

A personal thanks to Leslie Mayo for working with me closely throughout this process; to Mark Richard, our Advisor, who led the Strategic Steering Committee and our corporate campaigns; to

Pandemonium

I was able to reach all of the reporters in time. We had reached an Agreement. All of the TV stations came back to Headquarters for second interviews to air on the late evening news. Union Headquarters was now a madhouse. Leslie and I went into battle mode again and were coordinating the release of information to the membership and the media.

Flight Attendants and Union reps were showing up by the carload to celebrate our reaching an Agreement. I conducted several television interviews and the phones were ringing off the hook. The TV cameras were taking shots of the celebrating Flight Attendants, and I forgot to remove the microphone from my shirt that Channel 11 had placed on me. I'm sure they got an earful later as I answered press calls. I'm glad I didn't find the time to go to the restroom!

It's Still Not Over

Official details of the Agreement were released to the press immediately following the unanimous endorsement by the Executive Committee during the meeting in Chicago. The press is now awaiting the results of the membership ratification vote in September. That will be the next big news story. Whether the T.A. is ratified or rejected, the margin of votes will drive the story. I hope to be able to report a record-breaking voter turnout in this balloting process.



InfoRep Coordinators and Strike Prep Committee members Patrick Hancock, George Price, Dana Davis and Trice Johnson, as well as APFA Negotiator Ray Baylis for their readiness to lend assistance at any time; to Rita Cox and Phil Smith for their perseverance and invaluable expertise; to SAC members Cheryl Walters, Tommie Hutto-Blake, Patt Gibbs, Jeff Bott and Juan Johnson for keeping the "fires burning"; to John Ward for his gracious handling of the press; and to Catherine Yung for her integrity and journalistic ethics.

The Final Four

by Colleen Brenner, APFA Negotiator

Negotiations Log - Wednesday p.m., June 27, 2001

DFW-DCA, Flight # 1640

I was surprised to see the big new overhead bins on this 757; didn't I just read about this? I marvel at how quickly the Company installed them. I think for a second about the crew rest situation on our bunkless 777 Atlantic Aircraft. Wow, I'm thinking with a ladder, these overhead bins might be a quick fix. Just kidding. I along with, Sam Morales, DFW; Ray Baylis, ORD; and APFA President John Ward are on the same flight to DCA. Inching my way down the longest single aisle airplane we own, I see several Company negotiators. It's approximately 72 hours to July 1, 2001, and the President of the United States, Congress and the National Mediation Board (NMB) know we are on our way. So, also, do the 24,000-strong American Flight Attendants. The Flight Attendants on board never stop working or smiling. A beverage

service and dinner away from landing, John Ward walks the airplane talking to the Flight Attendants who in turn wish him and the Team good luck.

The rest of the Team is enroute to our nation's Capitol; Laura Glading, LGA; and Peter Day, JFK, take the Shuttle from New York. Thelma Dodson, DCA, is on a train from Baltimore. Alexis Boilini, IOR, is coming from Pensacola, and Robin Madison, DCA-I Chair, is already in Washington awaiting our arrival. Our Strategic Advisors – Mark Richards from Miami and Steve Moldof from New York – are also joining us, as is APFA Vice President and Special Advisory Committee (SAC) member, Jeff Bott. The Negotiating Team, along with Jeff and our Strategic Advisors, meet until 0200 putting together Contract language and plans for tomorrow.

At 0300 June 28, I clear my APFA voicemail; many calls from members, Chairs, Vice Chairs SAC and Coordinators. I feel the weight of responsibility. Let's get

a deal – a Contract our members can actually enjoy living under; a Contract they will and can ratify. Our APFA reps are also up at 0300! They have been tireless in their support of this Team. Their hopes are our hopes. We are in this together. We will prevail.

Negotiations Log - Thursday a.m., June 28, 2001

The Walk

An early wake-up and an 0800 meeting with the APFA Team, Jeff and our Advisors. I've got the jitters. We review everything from last night – updates from Team members and input from the Advisors. The fall-out room phone never stops ringing. We are ready to go.

The NMB is several blocks away from the hotel. Along the way we meander through a construction site, our Rollaboards® bumping along. They're full of computers, files, the Contract and reference books. It's already hot and humid; oppressive. Inside the meeting room assigned to the APFA Team, our mediator Linda

Puchala tells us the Company has not arrived, but is on its way. I see this as an opportunity to get coffee.

American's Team has arrived, but we don't see them. Our principal Negotiators – John, Laura and our Advisors – do. Mediator Puchala calls. Negotiations begin. We (the rest of the Team) wait. They have been gone for a while. We pace and review the numbers. Our economist Mark King arrives and stays the day and night. Our Team returns with brand new “adventures” proposed by American. We mull, do the math. John and the Team wait for the mediator to return, negotiators walk the hall, stretch, never too far from the room. We throw the ball back in AA's court. Lunch. I don't even see the Company at lunch (we're at a restaurant, where they charge by the weight of the food, more calculations and decisions!) Back to the NMB.

1500. Company ready. John and the Team go. Mark King and Alexis roll out numbers, charts and work quickly. I'm still

trying to figure out the lunch deal. Crew rest comes up. I'm buzzing, “my baby,” I say. The Company has spent an extraordinary amount of time trying to prevent crew rest. My Team, once again, patiently listens to my quick, important solutions to this 35-year-old problem. I always end this rhetoric with “take away their chairs for a month,” then let's talk crew rest. Peter Day reminds me the crew issue is a universal one. Speaker issues come up and the debate goes on. Art Cline is dissecting Bid Sheets, line by line. The 85-hour Reserve plan is reviewed by Sam Morales. This will provide relief for our Reserve Flight Attendants who serve this time. Better working conditions, better quality of life.

John and the Team return. It's 1800. The Company is thinking about the last offer. Phone rings, the mediator wants to talk with us. Profit sharing is on AA's table. Puchala leaves.

1700. We are right at the heart of negotiations. Fast moving, scenarios once again came for-

ward – no, yes, discarded, set aside, review again and again. This is going to fit together like a puzzle, but right at this moment pieces of the puzzle are missing.

2000. Do I sense the room is warming up? Yep. The government's energy-saving program is working.

2030. A small group of contractors tear out the kitchen outside our conference room, take snack machines and all. There goes dinner. We walk the halls and find that even the restrooms are locked for the night.

2130. The mediator calls for our Team (John and Laura) to meet with AA.

2200. Team returns. John declares, "No deal." We leave NMB. Cooler outside. Once again, through the construction site. We get yelled at. It seems we are on the wrong side of the fence.

Hotel

2230. John updates the InfoReps, PhoneWatch, BOD and SAC. "Doesn't look good." The Company wants bits and pieces of language added or deleted. Where are we going with this? John lets

the Team know we are not going to waste time running the same numbers and options by the Company over and over. Money is the big issue. "Our members," he declares, "Deserve a real raise."

Negotiations Log - Friday a.m., June 29, 2001

Checkout

0130. Back to my room.

0630. Wake-up call, in more ways than one. I think. Meetings at 0815 in fall-out room.

0830. John calls meeting to order. If the attitude by American towards the negotiations process does not change, we have no choice but to stay the course we are on. We must be cognizant of what effect any changes made at this time would have on our possible PEB presentation. We are each given the opportunity to voice our concerns. It's a unanimous position by the Team. We pack our bags and meet in the lobby.

Back to the NMB, the single file of 12 people pulling Rollaboards through the con-

struction sight, once again, brought stares from the workers. At least we were on the correct side of the fence.

0945. Today we are in a different boardroom. Restrooms are open, air conditioning is on, and coffee is available. Mediator Puchala and Maggie Jacobson come in for a few minutes. Last night's "left-on-the table" items are up for negotiations today. John reiterates Union's position. The Company is ready with a proposal. I sense nickel and diming coming on. John, Laura, Mark and Steve go to the Company room with mediators. Our conference room is small today – the room is closing in.

1130. John and the Team are back. Things are not going well. We need to move the numbers up without jeopardizing other aspects of the Contract. Crew rest back on the table, Domestic and International – Can you believe this? My Team does not want me to review the "chair story" again.

1300. We break for lunch and bring it back to the room. It's very nerve-racking. Flight Service issues tough, every argument, every word that could be said

about crew rest was said.

1500. The Company ready for another go. Mediator Puchala comes into the room and sits down with us. John and Team leave with the mediator.

1600. Back in our boardroom. John has three options on post-it boards to discuss with us. Calm please, let's look at it from my perspective - I am transfixed. Am I reading this correctly? Thirty hours to go, and the Company brings us this? I think of the InfoRep Coordinators at Headquarters and of PhoneWatch. It all seems to be coming full circle since 1998. They want our, my, your, profit sharing money. I need some Advil®. Do we not work hard enough or fast enough for this Company? Where does salary stop and profit sharing begin? I wince as I think about the two women who were rattled over getting lost at DFW Airport and stopped me at mini ops (me up for 17 hours, from CDG, sore feet) and proceeded to spill their Starbucks coffee. I have given them coupons from my coupon book. I see Flight Attendants, pilots, agents, cabin service and mechanics helping our customers each time I go to work. The Company. I drink a bottle of

water. Option I, we look, study option II, John goes through each option proposed, up to option III. Explain, down to the nitty-gritty. Twenty-eight hours to go. We give the clock the respect it deserves. Each member of the Team, deliberate, resolved to stay the course. We remind each other of the survey results, our barometer.

Ray Baylis retrieves fax documents from APFA Headquarters, copy, fax, phone and computers smoking. Alexis on the phone and e-mail to Mark King. Our Advisors break away and make calls. I feel the tension, charts again, more number-crunching. The Company wants to talk to John. The mediator calls us. John has left to go to another room. I open several doors, etiquette out the window, lots of other mediation going on with other companies. Who knew?

1730. Suitcases fill our small room, things are cooking. Jeff Bott calmly suggests we re-book our rooms. I call Jodi at APFA Headquarters. Re-book rooms please and re-do all flights for the Team for outbound DCA on June 30. She quietly says, "No problem." Call back in one hour (1830 EDT). John and Team

return to room with a re-do by the Company on a letter. I look at the letter, doesn't even sound reasonable. Madness. Why would they propose such language? Study, examine. Advisors take all the time they need to adjust our thinking outside the box.

Flight service still waiting for an answer on crew rest. I need a rest. Laura and Jeff go to work on the letter. The Company is in love with its letter. We decide that Company options I, II and III are a big fat NO. Robin Madison offers alternatives to the Domestic Speaker program. Art still going through the Bid Sheets. Peter reads us the financials which we refer to constantly. Mediator comes in the room. Are you ready to respond? Tight corner. Never say no, we'll look at it some more. Another letter appears on crew rest. Will they stop with this! We call it the nuts-and-bolts letter. It sounds funny. I call back to APFA. We have rooms for another night. John and Team go back to see Company with Mediator Puchala.

We wait, government energy savings system at work again. Suffocating. John and Team gone a long time. Tick-tock.

2100. John back, grim, very quiet in room. No deal. A few comments, salary for profit sharing, profit sharing for salary. Nuts and bolts. Need clarification on pre-funding, supplemental, retro, membership will not, repeat not, ratify as is. Mediator enters room. We suggest that the company call Don Carty (he's in California). We'll go home in the morning. Advisors start working on PEB. This is positively sickening.

2130. Mediator comes in the room. We inform her of our decision. We gather suitcases, computers, copier, jacks, cords and leave NMB. Thankfully construction site is all ours. Dinner at the hotel - except John who was paged by the Company on the way back.

2200. Meet in John's fall-out room. John and Laura on phones, computers back on. Advisors working on possible PEB. It takes eight to 10 hours of work, non-stop, to get papers ready for the White House. We must be prepared either way.

Negotiations Log - Saturday, 1205 a.m., June 30, 2001

Countdown

Everyone's checked back into the hotel, fall-out room, long meeting table already set up. John on the phone with the Company; no glimmer of hope. Mediator Puchala is available by phone. It's going nowhere.

0130. I leave the room and fall asleep one hour later. I prepare to get on an early flight to DFW. Negotiations are over.

0445. Phone call. We must be in John's meeting room as soon as possible (got to bed at 0230). On the ninth floor, housekeeping is already at work. Early birds. Smart uniforms. "Good mornings" with many accents. The meeting room door is partially open. John is on his phone. Steve Moldof is on his computer. Jeff is at the front desk waiting for a fax. Laura is at the table and explains they have been working all night. Flight service is sending a letter on crew rest. Crew rest? You think we should call the U.N.? Just kidding. Jeff comes back, no fax. Thelma is on the floor sleeping with a blanket. Peter on the small couch, no

blanket. I strip a bed and cover both. Thelma is shaking from fatigue. I make a pallet for Laura and insist she lie down before she passes out. I'll go to lobby for the fax. I wait for the fax.

0730. Back to the room, no fax. Hotel fax machine is broken. Company called – they are sending a runner to meet us in the lobby. I take the letter to Laura. Sam and Alexis back in room. John off the phone. Jeff lies on floor with a pillow and blanket. We are out of bedding. I go to a nice housekeeper and ask for sheets. She quizzes me. I think she thinks the worst. Back in room. John explains the Company wants to meet. Alexis is still working numbers for 2003 and 2004. Ray calls in all markers on bunks through his contacts. We set agenda for day. The burner's back on.

0930. Order breakfast. Phones keep ringing. Calls to APFA from John. APFA open on a Saturday! Media closing in. Lori Bassani, APFA Media Contact, standing by in Dallas/Ft. Worth.

1130. Hotel calls to say we must vacate our meeting room. I set up a large meeting room with the hotel – the New Yorker. I arrange phones, re-book our sleeping rooms. Mark Richard

updates Contract language to date. Thelma on computer updating preliminary highlights for possible T.A.

1330. Robin talking to The Hill. Alexis is on the floor. Jeff still on the floor right in the middle of the room, out like a light. Clear room service, pack-up again. Computers, phone lines, speakers, luggage.

1400. Wake everyone. To New Yorker room. Company and Mediation Board coming to the hotel at 1500.

I drag bedding and ask the maid for more sheets. Hands on her hips, she stares at me and asks, "Wot you want wit sheets?" I explain that some of us need to rest in our meeting room. Set up New Yorker room. Wait for the Company and mediator. John on the phone. Roller coaster on its way down again. Doesn't sound good – no deal, no smoke signal. Norman Mineta, Secretary of Transportation, sends a rep from his office – she's on a beeper and a cell phone – she paces outside our door. Robin is on the phone to APFA. She had to use her cell phone, no outside line in meeting room. Robin is in the closet making phone calls to our Coalition Rep Joan Wages and Communications Coordinator Leslie Mayo at APFA.

1430. We leave for lunch. Run into the Company on the mezzanine steps, along with mediator. Lots of stressed looks.

1500. John meets with the mediator over profit sharing. Profit sharing letter from the Company regurgitated. Re-do, we are not going over this again!

1545. President Bush wants to start paperwork for PEB. Takes awhile to complete, PEB Board needs to be appointed (well, it was his idea, not ours).

1600. Calm prevails. We are not budging on the letter. No profit sharing, no deal.

1630. Yep, you guessed it. Crew rest letter revised. This is pathetic! Company withdraws "nuts-and-bolts funny letter." Aha! Progress. Mediator wants a private room to close the deal. Room, what room? Peter and Ray find an empty meeting room and set up.

1715. Company, John, Laura, Advisors and mediator convene in the room. Letters revised, renegotiated and on and on.

1730. Everyone sits tight. (Union)

1740. John comes to New Yorker room. Silence. No one

speaks. We have a Contract! Is this a dream?

1745. Thelma starts HotLine. John starts press release. Robin calls Leslie Mayo who is still standing by at APFA.

1750. More calls, more letters to sign. We start packing once again. Finally, for the last time, to the airport.

1840. John makes even more calls to APFA from the airport. Word spreads through the airport. The Flight Attendants have a Contract. Even the gate agent knew!

1900. John at the airport makes more phone calls to APFA. While on the phone Flight Attendants hearing about the Contract thank him. They can't believe we have a Contract. How wonderful, they say!

2000. On airplane to DFW. I'm in 1B, and in 1A is an unaccompanied minor - a 9-year-old girl. Very talkative right from the get go. She discovers I'm with the airline. My crew bag tag gave me away. As I settle in my seat, she leans over and asks if the airline is going on strike tonight? I replied, "No, not tonight." She said, "That's good because my Daddy is waiting for me."



Article 26 Sick Leave

continued from page 14

apply. The Flight Attendant and the APFA Base Chairperson will be notified of the Company's objection and reasons for the objection.

OCCUPATIONAL INJURY UNDER EXCEPTIONAL CIRCUMSTANCES

Article 26 E.1.

Forced Landing/Rough Air/Passenger Assault/Hijacking/Sabotage

In our current Agreement a Flight Attendant injured by forced landing or rough air documented by a pilot report could receive up to six (6) months of full pay during a recovery period. Who knew what a forced landing was and, that rough air was an imprecise name for turbulence. This turbulence had to be substantiated by the Captain's report. If for any reason, the Captain did not submit a report, the injured Flight Attendant could have normal IOD pay continuance of up to 120 days or 60 days depending on use of PPN.

Under this new language, Flight Service can investigate or use other means to confirm the turbulence or rough air occurrence. We will no longer have to depend upon the pilot's report.

Forced Landing now includes language that covers a landing

caused by hijacking or hostage taking. Rough air is described and distinguished from moderate chop.

Furthermore, injuries from passenger assault, hijacking and sabotage injuries are included in this language, as well as a Company policy on Passenger Assaults. This new language provides for assistance, time off and the ability to use PVDs for time off to pursue civil litigation.

Article 26 E.2.

Incident Resulting in Fatality and/or Substantial Aircraft Damage

This is new language to assist Flight Attendants who were previously excluded from the current 26 E.2 or "Major Air Disaster" provisions. Needless to say, there is some middle ground between a disaster and a work-related injury. The new E.2 language provides for assistance to Flight Attendants who are injured or disabled by this first level event.

Hopefully, you will need to use the provisions of Article 26 only when expanding your family. This brief outline is no substitute for the real language. The changes are significant and should be read in detail.

Are You Available?

continued from page 15

quiz at the end! As it is today, all Flight Attendants who have available days on their schedule follow the same rules for pre-plotting trips. Under the T.A., Regular Replacement Flight Attendants will continue to pre-plot trips under the same rules that exist today. However, Open Replacement Flight Attendants will have a few restrictions placed on their ability to pre-plot. First, Open Replacement Flight Attendants will only be able to pre-plot trips on days that they are actually available. Therefore, they will not be able to plot a trip that starts on a day before a period of availability nor a trip that exceeds a period of availability unless it is a trip that takes time into the next month.

Open Replacement Flight Attendants will also be restricted in their ability to pre-plot turn-arounds. They can pre-plot turn-arounds no earlier than four days prior to the beginning of an availability period consisting of two or more days of availability. Furthermore, an Open Replacement Flight Attendant can only plot a turn-around on the first or last day of a period of availability.

For example: A Flight Attendant is available on the 8th, 9th, 10th and 11th. Beginning on the 4th, they may pre-plot a turn-around sequence on the 8th or the 11th,

but cannot pre-plot a turn on the 9th or 10th.

These are the only pre-plotting restrictions that apply. There are no restrictions (other than normal legality and qualification requirements) to pre-plotting turn-arounds on a single day of availability that stands alone, nor are there restrictions to pre-plotting multi-day trips on multiple consecutive days of availability. REMEMBER: Only Open Replacement Flight Attendants are subject to these pre-plotting restrictions.

There is good news for both Regular and Open Replacement Flight Attendants regarding flexibility. Both categories of Flight Attendants will now be able to request that an available day be moved to another day in the same month as long as that date has not already passed. Also, the availability self-plot test is no longer just a test and it has been contractualized. Yes, that means that Flight Attendants with available days will continue to get up at the crack of dawn (if they so desire) to self-plot trips the day prior to their available day. In addition, Flight Attendants bidding Open Replacement can continue to indicate preferences in the remarks section of their bid ballot, and those choices will be honored in seniority order as is

done today. Hopefully, the changes to Replacement flying will help alleviate the end of the month staffing shortages that are common today while at the same time not turn availability into Reserve.



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