



Association of Professional Flight Attendants

Office of the President

October 18, 2011

The Honorable Ray LaHood
Office of the Secretary
United States Department of Transportation
1200 New Jersey Avenue SE
Washington, DC 20590

Dear Mr. Secretary:

On behalf of the more than 17,000 members of the Association of Professional Flight Attendants, I applaud your effort to bring together our industry's management and labor groups for a candid and substantive conversation. We appreciate your commitment to trying to meet head on the labor – management problems that many government officials and members of Congress have been avoiding for years. As you may recall, Pat Friend and I came to meet with you in August of 2009 and discussed the possibility of pulling something like this together. Although Pat no longer serves as President of the Association of Flight Attendants – CWA, I believe I speak for all flight attendants working in the United States when I applaud your early efforts.

The Future of Aviation Advisory Committee Workforce-Management Conference held last month was an important first step in the process of addressing some of the biggest challenges facing our industry. Of course, my membership and the various other unions throughout the industry experience varied degrees of tension with their management and have myriad issues to work out. I do not believe any of us are under the impression that you or any other government official will step in with a magic solution, but one thing we do believe that you can help facilitate is communication. It is my hope that from communication will come understanding.

It is very important to have all of the principals present at these conferences. Conspicuously absent from the first iteration, the CEOs from the major carriers. If we are to make a serious effort at resolving our problems and engaging in discussion, the key decision makers need to be at the table. Though we have our differences, American Airlines CEO Gerard Arpey and I maintain a courteous professional relationship. I have spoken with him since the discussion and he assures me that it was not clear he should attend the conference. I am sure that with ample notice and an express invitation, he will attend the next conference. I know your office and FAAC will make a concerted effort to reach out to him and get him to the table for a positive

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conversation. I am willing to help in any way I can, including participating in one or more of the panel discussions at the next conference to make the Flight Attendants' voices heard.

Like you, my goal is to better understand the challenges management is experiencing so that we can together get to the business of developing a long term plan for our employees, our company, and our industry. Thank you again for your dedication to this goal, and I hope when you reconvene this valuable group that more airline management will be represented. Please feel free to contact me if there is anything I can do to help facilitate the next meeting.

Sincerely,

A handwritten signature in cursive script that reads "Laura R. Glading". The signature is written in black ink and is positioned above the printed name and title.

Laura Glading
APFA President