

# SKYword



# STATE OF OUR UNION

Strikers watching empty plane fly (BWI)  
Photo by: Sandi Youngblood



Fall 2013

# SKYword

## FEATURES

- 12 2013 Roadshow Schedule
- 13 US Airways/American Workers' Merger Blitz is Unique Expert Says,  
*by: Ted Reed*
- 14 AA Flight Attendants Hire Wall Street Banking Firm For Guidance During Chapter 11,  
*by: Leon Szlezinger & Alex Rohan*
- 15 No Knives, Ever Again!,  
*by: Leslie Mayo*
- 16 20 Years Ago: From the Attorney Who Lead APFA on Strike,  
*by: Rob Clayman*
- 17 The Strike: We Made History,  
*by: Sally Prater*
- 20 Holly Hegeman Talks APFA's '93 Strike,  
*by: Holly Hegeman*
- 32 Remembering 9/11 Twelve Years Later

**Laura Glading** President  
**Marcus Gluth** Vice President  
**Jeff Pharr** Secretary  
**Greg Gunter** Treasurer

**Leslie Mayo** Editor  
**Antoinette Haste** Graphic Designer

### APFA Headquarters

1004 West Eules Boulevard  
Eules, Texas 76040  
800.395.APFA

or  
Local Metro 817.540.0108  
Fax 817.540.2077

**Office Hours**  
0900 - 1700 Central Time

### APFA Online

www.apfa.org  
Twitter: @apfaunity  
Facebook: APFAunity  
Instagram: APFAunity

### E-Mail Address

apfa@apfa.org

### Hotline Information Tape

800.399.APFA

## REPORTS

- 4 President's Report
- 6 Vice President's Report
- 7 Secretary's Report
- 8 Treasurer's Report

## DEPARTMENTS

- 10 Communications
- 22 Legislation
- 24 Contract
- 25 Scheduling
- 26 Safety & Security
- 28 Retirement
- 29 Health
- 30 EAP
- 34 Hotel

**Skyword Editorial Policy** - Skyword is a quarterly publication and submissions are due to Skyword no later than the last day of December, March, June and September for the following quarter's publication. The APFA reserves the right to edit any submissions that are received for the purpose of publication in Skyword. Submissions will not be considered if they are libelous, defamatory, not factual, contractually incorrect, in poor taste or too lengthy. Letters to the Editor may not be considered if the length of the submission exceeds 100 words. All letters must include your name, signature, address, base, employee number and telephone number. Use the APFA Communiqué Card in the tear-out section or submit your letter to APFA Communications Department. Copyright 2008 by APFA. All rights reserved. No part of this publication may be reproduced in any form without written permission of the APFA. The views expressed in Skyword do not necessarily represent those of APFA. APFA does not endorse any medical procedure, medical practice, product or service that may be mentioned or advertised in Skyword. Skyword is published four times a year by APFA, 1004 West Eules Blvd., Eules, Texas 76040. Postage paid at Dallas, Texas.

<b>1993</b> Following intensive negotiations and, eventual imposed work rules, APFA Flight Attendants "infpicket" at airports nationwide to warn the flying public of a possible Strike	<b>1993</b> APFA Flight Attendants go on Strike on November 18th, shutting down American Airlines for five days	<b>1993</b> The Strike ends, with the assistance of President Clinton, who calls on both parties to binding arbitration.	<b>1993</b> Dozens of APFA members fired following the Strike All are eventually put back to work	<b>1993</b> APFA is coined "The Little Union That Could" by Newsweek in a news article reviewing our Strike	<b>1994</b> Interest Arbitration begins to determine the Contract (Collective Bargaining Agreement) between APFA and AA	<b>1994</b> Honolulu base closes (August)	<b>1995</b> APFA defeats AA's draconian weight policy	<b>1995</b> San Diego base closes (May)	<b>1995</b> Nashville base closes (June)	<b>1996</b> All domestic flights at AA deemed non-smoking	<b>1996</b> APFA pays off its headquarters building in Ft Worth, Texas	<b>1997</b> TWA Flight 800 crashes (July 17)	<b>1997</b> All international flights at AA deemed non-smoking	<b>1998</b> San Juan base closes (May)
--	--	---	--	--	--	--	--	--	---	--	---	---	---	---



**Laura Glading**  
APFA President  
president@apfa.org  
817.540.0108, ext. 8101

## Twenty Years of Strength

by Laura Glading, APFA President

**A**s we approach the 20th anniversary of APFA's strike, let's look back at all that has happened since those five historic

days in November 1993. Consider the awesome power we displayed then – the first of the many times we stood up against adversity and took command of the situation. Throughout these two decades, the Flight Attendants of American have met numerous challenges head-on. Each time our resolve is tested, we respond as a unified force. It has not been easy but, as a union, we have managed to protect our work lives and we are now just months away from achieving something truly amazing.

But by 2001 our work finally paid off. The 2001 contract made great gains in wages, work rules, and benefits and it was ratified overwhelmingly. Unfortunately, it would never be celebrated nor would we see it through. The day before the contract was ratified, the world was shattered by the tragedy of September 11, 2001. For Flight Attendants, the attacks hit particularly close to home.

Amidst all the heartache of those tragedies, many of us asked ourselves some very difficult questions: Should I fly my next trip? Can I handle this new and ever-present threat at work? Is it time to hang up my uniform for good? But we powered through, and we flew our trips. We handled it. We chose to stay on the airplane; and in so doing we honor the memory of the friends and colleagues we lost. And we continue to put on our uniforms still. We will never forget them.

On November 12, 2001, the crash of Flight 587 reopened a wound that had barely begun to heal. Once again, we felt pain and the uncertainty. Once again, we asked ourselves difficult questions. But once again, we found strength to continue.

In the twelve years since 9/11, five major carriers have gone bankrupt. The price of oil has more than tripled. Consolidation has drastically changed our industry. American and its employees did not go unscathed. In March 2003, management gave labor an ultimatum: agree to 30 percent cuts or try your luck in bankruptcy in a matter of weeks. Locked down at Flagship University, American's unions analyzed the Company's financial woes, which, like its competitors', were very real, and we negotiated concessions. For the sake of our airline, each of the unions' members ratified these changes. With this, we gave management a shot at making the airline

profitable. They failed.

Five years later, in May 2008, we were back in negotiations. Unfortunately, American's situation was no better than in '03. "Zero sum" became management's mantra. They said that any increase in labor costs would have to be offset by a contract cut. Three years later, in May 2011, American had yet to put anything on the table that APFA would accept and they took the same approach with the other unions. Not surprisingly, by November 2011, after hundreds of bargaining sessions, only one quarter of one percent (100 of the 40,000) of AA's unionized workers had a new contract.

Throughout this charade, APFA proved time and again that labor costs weren't the problem – revenue was. American was in financial peril

### Remembering 9/11

"I woke up in Fort Worth on September 11, 2001 and the most important thing I had to do that day was to negotiate the final language of our contract. Then, in an instant, the only thing I could think about was getting back home to my family in New York. As the day's shock gave way to mourning in the weeks that followed, I was overwhelmed thinking about all the families that would never be reunited.

"I was an APFA Division Representative at the time, representing all bases in New York, Washington DC and Boston. It was an honor to be asked to deliver a basket of roses – one for each fallen colleague – to ground zero. It was a moment I will never forget. As we were escorted to the rubble, past TV reporters and cameramen, bystanders, police officers and firefighters covered in dust – everyone trying to make sense of something senseless – it was clear that our lives would never be the same.

"As Flight Attendants, of course, our work lives changed. But I believe that something deep inside us has changed as well. I think we are more caring and sensitive. I think we recognize the enormous responsibilities we have as Flight Attendants and as a result we are eager to take care of one another. We experienced a very traumatic and horrific event together; we grieved together; we tried to make sense of it together. And we came out both stronger and softer."

because it was failing to compete effectively with Delta and United. AA's so-called Cornerstone Strategy was a failure. American's network was shrinking, its fleet was aging, and business passengers were leaving. On November 29, 2011, management finally conceded that it could not run a profitable airline and filed for bankruptcy. Within days, American announced that it intended to emerge from bankruptcy as a stand-alone carrier; and that all it needed to do was cut labor costs and reorganize debt. It was a blatant attempt to fool the creditors, the judge and the public. But we didn't bite. APFA had no intention of supporting the same business plan that drove American into bankruptcy. And we definitely were not about to bail the company out solely on the backs of labor. We were intent on finding an alternative that would enable American to grow and compete. APFA concluded that the only way American could effectively reorganize was to follow the path Delta, United and Southwest had taken: merge with another airline and create a network that business passengers wanted. US Airways was the only carrier that could provide this opportunity.

Meanwhile, American was storming ahead with its Standalone Plan. The Section 1113 process had begun in February 2012 with American demanding \$230 million in cuts to APFA's contract alone. We were told the number was non-negotiable. But even with 20 percent cuts to labor contracts the airline couldn't compete. Then, in March, an alternative emerged.

US Airways had taken the first step towards the merger. Knowing that employee support was critical, US Airways' CEO and President contacted the leaders of American's unions. When I received the first call from US Airways, I knew that APFA was at a crossroads. Merging in bankruptcy was highly unconventional. It's certainly not what American had planned. It was risky. But given the option of a contract negotiated under Section 1113 (a hearing had been scheduled for April) with a weaker and uncompetitive employer in a stand-alone American, this was a risk Flight Attendants were willing to take.

In my meeting with US Airways' President Scott Kirby, we discussed a different path for APFA and, ultimately, American. We agreed that the merged airline would be greater than the sum of its parts. The combined networks offering more and better options for passengers would make the new American a force to be reckoned with, attracting additional passengers and building a platform for growth. For all parties, though, it was important to chart a course to make the integration seamless.

Having watched (and experienced) other airline mergers where it took years for labor to be integrated, US Airways and American's unions knew that a smooth transition was critical. For employees to realize the benefits of the new American, the Company had to be successful as soon as possible. More to the point, we knew that a long, drawn out integration would only cause financial loss for Flight Attendants. We knew all too well the pain Flight Attendants were suffering at other airlines because they had no

**"We knew all too well the pain Flight Attendants were suffering at other airlines because they had no path to a fair contract after bankruptcy and no plan to combine workforces following mergers."**

path to a fair contract after bankruptcy and no plan to combine workforces following mergers. Most had taken 20 percent cuts or more, some were in negotiations for six years following bankruptcy exit or even longer, and for others, bargaining for a merged contract still drags on today.

After five days of secret and intense negotiations in Phoenix, APFA agreed to a Conditional Labor Agreement ("CLA") that would take effect on bankruptcy exit, which included an expedited schedule of negotiations followed by a backstop of binding arbitration, if necessary. The purpose of this arbitration would be to achieve a joint collective bargaining agreement that is "market-based in the aggregate." Never before had a union devised a way to get to a fair contract so soon after bankruptcy. Understanding that this CLA was a giant step towards the new American – not to mention a far better alternative to the

contract American wanted us to take – APFA's Board unanimously endorsed it. Following these negotiations with US Airways in April 2012, APFA began a campaign to move the merger to fruition. We met with every interested constituency – creditors, bondholders, and American Airlines executives. We spoke with members of Congress about the benefits of the merger and participated in various Congressional hearings. APFA never wavered and we never faltered. We were 'all in' on the merger from day one and through relentless resolve we were instrumental in bringing around every interested stakeholder including each of the other members of the all-important Unsecured Creditors Committee ("UCC").

At the same time we were pushing the merger with US Airways forward, we still had to deal with American management's demands that we either give up \$230 million in wages, benefits and work rules, or face the prospect that the court would grant its Section 1113 motion and allow the Company to throw out our contract all together. In late May 2012, following a three-week hearing, the court appointed a mediator to assist us in our negotiations with American.

June and July were hotter than usual in lower Manhattan but the dog days of summer were nothing compared to the heat inside bankruptcy court.

By then, the merger depended on American signing a non-disclosure agreement (NDA) that would allow the Phoenix team to examine AMR's financial and operational information. Still not willing to concede that a merger was necessary, American refused to sign the NDA. As the only union left without an agreement in place (or pending ratification) with American, APFA used our leverage to force the NDA. We refused to put the LBFO out for a vote until American signed the NDA. It was a tense game of chicken, but APFA never blinked. In late July, American relented. US Airways was given access to the data it needed to prepare the merger plan and the membership voted on and subsequently ratified the LBFO.

As a result of APFA's tenacity, and the work of the UCC and others, American's executives and Board of Directors



**1999**  
AA acquisition of Reno Air

**1999**  
AA Flight Attendants vote down contract New Negotiating team installed to bargain for T/A 2

**2000**  
APFA files Presidential Grievance over AA's staffing cuts on the 777-Atlantic

**2000**  
Former President Denise Hedges, who led APFA in the '93 Strike, appointed to NMB as Mediator

**2000**  
Contract 2000 campaign begins

**2001**  
AA announces purchase of TWA

**2001**  
APFA reaches industry-leading T/A with management (June)

**2001 September 11**  
Four planes owned by AA and UAL are hijacked and intentionally crashed into the WTC, the Pentagon and a field near Shanksville, Pennsylvania (and meant for the White House)

**2001**  
APFA Flight Attendants overwhelmingly ratify industry-leading contract (September 12)

**2001**  
AA Flight 587 crashes in Belle Harbor, Queens, NY on November 12th killing all crew and passengers

**2001**  
AA files Presidential Grievance on AA's changes to the Family Leave (FML) policy

**2001**  
AA furloughs 1,000 probationary Flight Attendants in October following 9/11 attacks Announces coverage of 3,300 additional FAs; furloughs 200 more in November

**2001**  
AA Flight 63 cabin crew disarms the "Shoe Bomber" inflight from Paris to Miami on December 22nd

**2002**  
Seattle base closes (March)

# The Case of the Missing Bag: You Be The Judge

by Marcus Gluth, APFA Vice President



**Marcus Gluth**  
APFA Vice President  
vp@apfa.org  
817.540.0108, ext. 8111

*The following is based on an actual case brought forward by APFA. Names and other defining details have been changed to protect the identity of the Flight Attendant.*

### The Issue:

Whether the company was justified in terminating Donna Doright, a 20-year Flight Attendant, for allegedly stealing a pink gift bag containing perfume, left behind on a flight by a passenger, and failing to acknowledge this action when questioned.

### The Facts:

During ground time following flight arrival and deplaning at LAX, passenger Ira Tate (a non-rev from another airline) returned to retrieve a pink gift bag that he'd left on board. Mr. Tate, Ms. Doright (FA #2), and a cabin cleaner all looked for the item around the passenger's seat, but did not find it. Ms. Doright took the passenger's name and phone number, assuring him she would return the bag if it were found.

Meanwhile, the cleaner reported he was picking up trash using a market bag, found the pink gift bag and placed it on a seat in the back of the aircraft, along with some unused market bags. Ms. Doright acknowledged she picked up the market bags but did not see a gift bag.

After waking from a nap shortly before boarding, Ms. Doright was conversing with the other Flight Attendants when the agent phoned, spoke to Flight Attendant #4, and asked if the gift bag was found. The Flight Attendant responded "no." A few minutes later, Ms. Doright walked to the back galley and found the gift bag on the floor underneath the seats where the market bags had been placed. Ms. Doright took the bag and, since boarding had begun placed it in her luggage, intending to return it to the passenger as promised.

After leaving the aircraft, the cabin cleaner reported finding the pink gift bag to a Ramp Customer Service Manager (CSM). According to the manager's report, the cleaner claimed during their conversation that he found a bag while cleaning, assumed it was trash, and placed it in the market bag with other trash. Per the manager, the cleaner further claimed that he saw Ms. Doright remove the pink bag from the trash and take it to the galley, while at the same time telling the passenger that she did not find the bag.

In his handwritten statement later that day, the cleaner wrote that he'd seen the Flight Attendant pick up "the bags" while not actually referencing the pink gift bag. He did not write that he overheard any conversation with Ms. Doright and the passenger, nor did he write that he saw her take a bag out of the trash or put it in her luggage.



Based on the cabin cleaner's oral account, the Ramp CSM radioed a Passenger Service CSM to advise what had occurred, retelling the details of the conversation with the cleaner. The Passenger Service CSM in turn contacted Flight Service Manager (FSM) Bea Leaver. Ms. Leaver stated she was told "a passenger left a polka-dotted lunch bag on board, that a cabin cleaner put it in a trash bag and then witnessed the Flight Attendant take it from the trash bag and put it in her luggage."

FSM Leaver, accompanied by FSM Mia Too, went to the departure gate and, during passenger boarding, proceeded to the aft galley, explaining to the crew that they had to talk to the Flight Attendant in the back. Once there, Ms. Leaver instructed Ms. Doright to "gather your things because you are going to have to come with us." Though the FSMs' state they advised the Flight Attendant she was accused of taking a passenger's bag, Ms. Doright denies ever being told the reason for her removal, that she felt it was possibly due to a family emergency and complied immediately. The FSMs accompanied Ms. Doright off the aircraft, never informing the remaining crew why, advising only that there was a standby on the way.

**Please see page 35 for the conclusion of this article.**

## Remembering 9/11

"I had arrived home from my South America trip around 6:00 am on the morning of September 11, 2001. I was sitting with my 3-year old daughter as she was watching cartoons when my brother-in-law called to say a small plane had hit the World Trade Center. Much to the disappointment of my daughter, I immediately changed the channel to CNN and moments later watched in disbelief as the second plane hit the towers. It was at this point my emotions switched from horrified spectator to a sickening reality; this was not happening to someone else, this was happening to us.

"In the following days as the nation looked to rebound, we still had crewmembers stuck all over the world. All I could think about was getting back on the airplane. I repeatedly volunteered to fly and eventually worked one of the first International flights out of MIA, to Guatemala City. As we were closing the aircraft door, the agent working the flight broke down into tears. She had been working non stop since 9/11 she did not envision ever dispatching another flight. The passengers were some of the nicest and most supportive of our crews and when we touched down in GUA they clapped (louder than usual). As we were the first flight to arrive into GUA after 9/11, the United States Ambassador and many government officials met our flight and shook the hands of every passenger and crewmember as they deplaned. As we departed customs we were met by many television news crews, our crew briefly stopped and our Spanish speaker told the impromptu news conference we were proud and happy to be back. The reporters and cameramen all started clapping and other people around us started cheering. It was an overwhelming feeling of support and I knew that somehow we would all be okay."

# When the Call Goes Out, Do Your Part

by Jeff Pharr, APFA National Secretary



**Jeff Pharr**  
APFA Secretary  
secretary@apfa.org  
817.540.0108, ext. 8121

As citizens in a democratic society we hold the concept of participation through our vote to be especially vital to our personal lives. As union members we have chosen, through the same means, to take an active role in steering our way forward in our professional lives. This remains true whether we are choosing our government leaders or our union representatives, accepting (or refusing) a school bond levy or a tentative agreement, approving (or denying) a local ballot initiative or a constitutional amendment.

Though the vote tallies themselves often highlight how we differ in our opinions

as individuals or as sub-groups within our community or our work place, the very process of balloting only underscores the fundamental ideal of active, collective participation in determining our future. This is a hallmark of our democratic principals of government in our society at large and of

**The very process of balloting underscores the fundamental ideal of active, collective participation in determining our future.**

union membership at work.

You might wonder why this is a topic I am addressing now. After all, there are few elections going on currently in the public sphere, while new terms for our APFA Representatives are relatively far off. We have just recently formed our next Negotiating Team and the last tentative agreement ratification is well behind us. Fact is, if you, like myself (with nearly 22 years of APFA membership) have lost count of how many times you've ticked a box on a union ballot or entered your neighborhood polling place to exercise your citizen's right to vote, then none of what I have written above is a new concept.

However, if you are one of our newly hired, APFA member colleagues – maybe even a relative newcomer to the US voting electorate (yes, I am referring to the younger among you!) – this article is meant as a welcome of sorts to a select and proud group of private sector union members and it is a plea to prepare yourselves for the responsibility of every such member to participate and take this simple but crucial task to heart.

It is well and often reported that union membership in the United States

has been on a decline over the last several decades. In fact, whether in the public or private sector, unions are facing a full assault from all angles by employers – both corporate and government. Chances are great that union representation is a new thing to most of our new hires. Transportation workers enjoy one of the highest levels of union membership among private sector industries. Still, only approximately one in five employees in this field receive the protection afforded by union representation; have a choice in selecting who will fight for them in grievances and disputes with their employer; have a legally established voice in deciding their working conditions, their pay and benefits and their quality of work life.

Perhaps, as an APFA member, you have already had some active

**Transportation workers enjoy one of the highest levels of union membership among private sector industries.**

involvement or interaction with one or more of your Representatives – locally at your base or at APFA headquarters. Maybe you've had a contractual or scheduling question, needed assistance on health or injury issue, inquired about a layover hotel or safety and security procedure, or even needed some help or intervention with management by a local Base Rep. You might have simply followed the latest news on the APFA HotLine, or contacted your Congressperson on an issue highlighted by an APFA Government Affairs representative.

All of these are available to you as a union member, but perhaps the most important aspect of your membership is what you do in return at those periodic times in your career when you are asked to voice your opinion through your vote. Do not let the infrequency of the task diminish its importance. Voting has never been easier: with our move to electronic means (no more paper ballots to mail), all voting is done online or via telephone. Whenever any election is occurring or any issue is out for vote, the APFA National Balloting Committee and the Communications

**Please see page 8 for the conclusion of this article.**

## Remembering 9/11

"This is a day that everyone remembers exactly what they were doing and where they were. The thoughts and emotions that overwhelmed us as the reports and images began to come in. A day that brought our country and our world together. Our colleagues - the first responders - the passengers - and those on the ground that perished that day - will forever be in our hearts and prayers. We will never forget."



<b>2002</b> Overage Leave Settlement recalls 413 APFA furloughs in April and 40 in May	<b>2002</b> AA furloughs 600 FAs including all those previously recalled in the Spring, and dozens more	<b>2002</b> US Air files 1st bankruptcy	<b>2002</b> United Airlines files bankruptcy (December)	<b>2003</b> United Flight Attendants ratify immediate emergency pay cuts in bankruptcy	<b>2003</b> AA threatens bankruptcy; All three unions on AA's property renegotiate and ratify Restructuring Agreements containing cuts in pay, benefits and work rules to stave off Chapter 11	<b>2003</b> APFA wins 777 Staffing Presidential Grievance Arbitrator awards APFA two AA-MD 80 aircraft as collateral pending payment to our members	<b>2003</b> US Air exits 1st bankruptcy (March)	<b>2003</b> APFA wins Family Leave Presidential Arbitrator forces AA to lower minimum required hours to qualify for FML	<b>2003</b> United Flight Attendants ratify 6-year bankruptcy contract totaling \$2 billion in concessions (May 1)	<b>2003</b> Standard Health Plan negotiated into APFA Contract	<b>2003</b> AA furloughs 4,000 APFA Flight Attendants within a 7-month period	<b>2004</b> 4,802 Flight Attendants share cash portion of \$10 million 777 Staffing Award	<b>2004</b> US Air files 2nd bankruptcy
---	--	--	--	---	---	--	--	--	---	---	--	--	--

Department provide regular news and reminders while our Dues and Membership staff are ready to make sure all members records are up-to-date so that every valid vote is counted.

When the call goes out, do your part. Maintain your good standing with your Union and your colleagues. Keep your contact information current. Read the information available through mailings and Base Briefs, on bulletin boards and through official APFA social media, on the website and in the HotLine. Take these most basic steps in your professional future, make them part of your

**“Your vote will shape and define APFA for the future.”**

routine and, when asked to do so by your Union: VOTE!

The past few years have seen the retirement of many of the founding members of APFA, some of those most influential and instrumental in building and supporting the organization we have today. Your informed vote in each election and on every ballot issue that arises will continue to shape and define APFA – your union – for the future.

**Where to find information and have your questions answered:**

- 🖱️ **APFA.org** (under Members Resources link)
- 🖱️ **APFA Constitution: Section VI** – Nominations and Elections
- 🖱️ **APFA Policy Manual: Section 14** – National Balloting Committee / Voting Procedures

**Email Addresses**

**Membership Department:** [member@apfa.org](mailto:member@apfa.org)

**Dues Department:** [dues@apfa.org](mailto:dues@apfa.org)

**National Balloting Committee:** [ballot@apfa.org](mailto:ballot@apfa.org)

Use the **HotLine link** on the **APFA.org** main page for instructions on subscribing to the HotLine emails.

**Fact: did you know?**

Within the last decade, one APFA National election was decided by only seven votes.



**Just What Do We Vote on Anyway?**

APFA members have a say through their vote on aspects that touch just about every aspect of their work life. The APFA Constitution and Policy Manual (both available to members through the Member's Resources links on the APFA.org main page) set out for whom, for what, and exactly how we vote. Here are just some of the ways you are empowered through APFA's balloting process.

**National Officers:** every four years, APFA members directly elect our Union's National Officers (President, Vice President, Secretary, Treasurer). The last National Officer election was held for terms starting in 2012.

**Base Chairpersons, Vice Chairpersons and Operational Council Reps (OCR):** Every two years, APFA members directly elect their local base representatives. The last base representational elections were held in the spring of this year. Base Chairpersons in turn elect five Ad Hoc members (for staggered terms) of the APFA Executive Committee at APFA Annual Conventions.

**Negotiating Team:** APFA members directly elect two members of the APFA Negotiating Team. Four other members are appointed to the team, two by the Board of Directors (the Base Chairpersons) and two by the APFA President.

**Dues Increases:** APFA members decide whether to increase dues or not. It is important to note that our dues are the lowest of any major airline flight attendants' dues.

**Tentative Agreements:** APFA members vote to ratify Tentative Agreements reached with management.

**Strike Authorizations:** APFA members, if called upon in the course of negotiations, vote to authorize the calling of a strike.

**Constitutional Amendments:** APFA members vote to ratify changes to the APFA Constitution. The last amendments to our constitution ratified by members was in January 2007.

**APFA Treasurer's Report: Assuring Our Financial Footing**  
by Greg Gunter, APFA Treasurer



**Greg Gunter**  
Treasurer  
[treasurer@apfa.org](mailto:treasurer@apfa.org)  
817.540.0108, ext. 8231

**B**eing charged with managing the finances of the union, my department has been extremely busy this past year navigating through the AMR bankruptcy as well as the AA / US Airways merger. Not surprisingly, representing our members through both of these has incurred an enormous expense and drain on our treasury.

Neither bankruptcy nor merger formed part of our normal operating budget, and therefore have required significant transfers from our Negotiations and Negotiations-Related Fund (NNRF). Thankfully APFA President Laura Glading was able

**“Careful spending of your union dues is crucial to realizing our future as the face of the new American.”**

What is the Negotiations and Negotiations-Related Fund (NNRF)? As mandated since the mid 1990s through an amendment to our constitution, the NNRF is funded by a portion of your dues dollars: “Twenty-five (25) percent of any dues increase ratified by the membership shall be placed in a negotiations, and negotiations-related fund.” – APFA Constitution, Art. IV, Sec. 1.D]

Be a Member in Good Standing to support your union and to ensure your voice is heard, that your vote is counted. If you have questions or concerns regarding maintaining a status of Good Standing, contact the APFA Dues Department via email at [dues@apfa.org](mailto:dues@apfa.org) or call 1.817.540.0108 ext 8154.]

to secure reimbursement of costs related to bankruptcy via our seat on the Unsecured Creditors Committee. As a result much of the monies withdrawn from the NNRF have since been replenished.

As Treasurer of APFA, I am charged with managing the finances of our union—ensuring your dues dollars are collected efficiently, saved and invested securely, and spent wisely—all to assure our sound financial footing. AMR's exit from bankruptcy now approaches and with it the AA / US Airways merger. Ever more careful spending of each and every dollar of your union dues is crucial to realizing our future as the face of the new American, a corps of world-class professionals for a world-class carrier.

APFA is the most financially secure Flight Attendant union in

**“Our treasury is our own; every dollar goes directly to represent American Airlines Flight Attendants.”**

the country, yet we have the lowest union dues. As an independent organization, we don't kick up a portion of members' dues dollars to international parent unions. Our treasury is our own and every dollar of it goes directly to represent American Airlines Flight Attendants.

As the new American emerges, there will be many opportunities for you, the APFA membership, to vote on issues that will define your professional future: a new constitution, a new contract, etc. I urge each of you to become informed, to get involved and most importantly, to exercise your right to vote.

**Remembering 9/11**

“With the twelfth anniversary of September 11, 2001 just recently passed, I would like to offer a personal tribute to our fellow crewmembers who lost their lives on that tragic day.

“As a Boston based Flight Attendant, both Domestic and International, for the first twenty years of my career, September 11, 2001, was a day that changed my life forever. The summer of 2001 was an amazing time in my career. I had just completed my second term as the APFA Boston Domestic Base Chairperson that previous April and returned to the line full time. I was flying transcon flights out of Boston to SFO, LAX, SAN, and SEA. I was buddy bidding with my partner Craig; life could not have been better. Being a small base, Boston Flight Attendants are a very close-knit group. Because of that, we all know each other extremely well.

“On September 11, I was on vacation in Madrid with Craig, my Mom and her best friend Bonnie. We had been out touring the city all morning and had just come in to take our afternoon siesta. Craig turned on the television and said “Hey Greg, something is going on at the World Trade Center.” We watched the news report believing a small, private airplane had accidentally hit the first tower—never realizing our friends and coworkers were some of the first to die that day.

“As we were watching the news reports, they announced that the flight was an American Airlines flight out of Boston and was a 767. Even though subconsciously I was putting it all together in my mind, it took Craig's words as he said “Oh my God, Greg; it's Flight 11” for my brain to actually put it all together. My heart sank as I replied “I know.” I was in shock and disbelief at this “accident.”

“As we were trying to get in touch with Flight Attendant friends in Boston to find out who the crewmembers were on flight 11 that morning, we watched as the second plane hit. Now this was not an accident; it was terrorism—the first I had experienced in my life.

“We finally got the names of the crew. My heart started grieving for my friends only to find out a couple of hours later that the crew names we were given were actually the crew working back from Los Angeles on flight 12 that day. I was so relieved to realize those friends were alive, however that meant that there was another crew of Boston Flight Attendants and Pilots that I would be grieving over.

“The call finally came in: John Ogonowski, Tom McGuinness, Karen Martin, Betty Ong, Bobbie Arestegui, Jeffrey Collman, Sara Low, Kathy Nicosia, Diane Snyder, Jean Roger and Amy Sweeney.

May we never forget our fallen heroes, not only on Flight 11 but those heroic crewmembers on all four flights that day.”

<b>2004</b> US Flight Attendants become FAA-certified	<b>2005</b> US Air FA pensions terminated (January)	<b>2005</b> United suffers second round of paycuts (January)	<b>2005</b> APFA hosts National Flight Attendant Fatigue Study at APFA HDQ; all FA unions attend	<b>2005</b> Judge approves pension termination for United FAs, pilots and ground workers. Largest pension dump in PBGC history.	<b>2005</b> America West announces plan to purchase US Air post-bankruptcy (May)	<b>2005</b> DOJ approves America West/US Air merger (June) - one month following announcement of merger
--	--	---	---	--	---	--

<b>2005</b> APFA lobbies for pension protection with APA, TWU and management resulting in the Pension Protection Act of 2006	<b>2005</b> On the same day, Delta and Northwest file for bankruptcy	<b>2005</b> NASA Flight Attendant Fatigue Study released	<b>2005</b> US Airways exits bankruptcy and merges with America West (September)	<b>2005</b> Delta FAs' pensions frozen (December)	<b>2006</b> United exits bankruptcy after spending more than 3 years in Chapter 11	<b>2006</b> Judge allows Northwest to impose 1113 contract lasting 10 months (July)	<b>2006</b> Northwest FAs' pensions frozen
---	---	---	---	--	---	--	---

# APFA.ORG 4.0

by Leslie Mayo, National Communications Coordinator



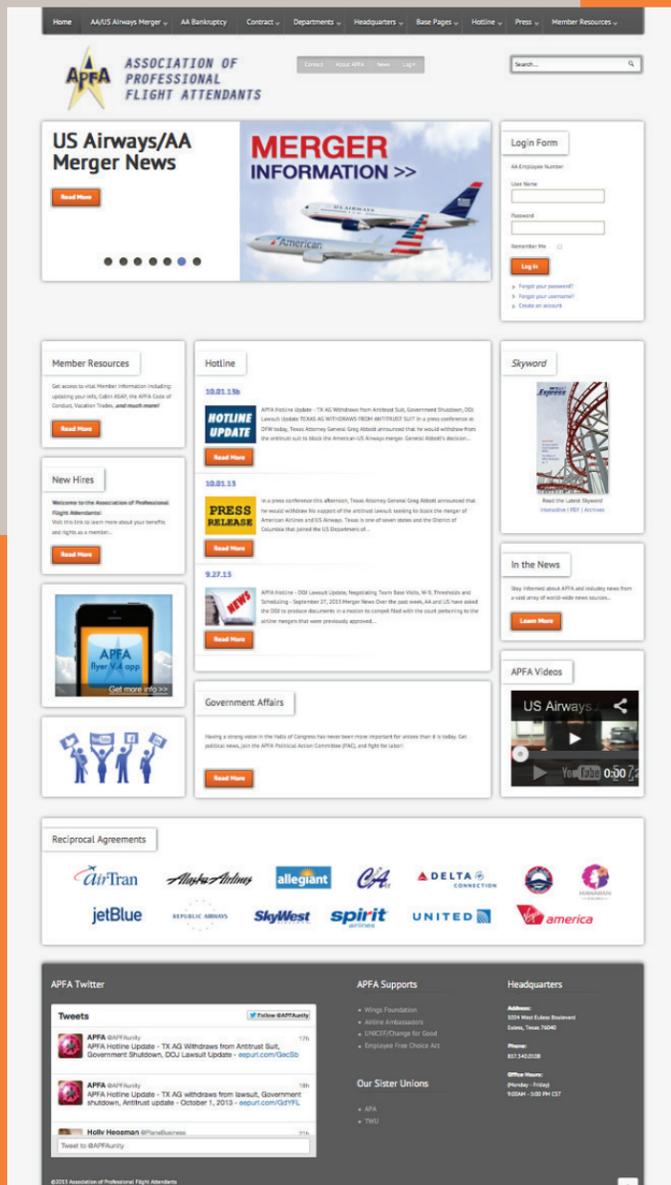
**Leslie Mayo**  
National Communications Coordinator  
communications@apfa.org  
817.540.0108, ext. 8308

Through the years doing communications for APFA, I have initiated two major website overhauls. The first one was in 2000, when the web site took on the ability to become a members-only site with limited public access. Some of you may recall it even included a message board that turned out to be more trouble than it was worth. But eventually it became a place for APFA to provide information to its members that wasn't necessarily information we

wanted the world to see, too. Okay, we didn't want the company to see it. But I digress.

The site took on a whole new look a year or two after I left office in '08 and became more graphically pleasing. But as the years passed, the site has slowed down and contains several thousand gigabytes of data and is just sort of slugging along. We needed a fresh start. Enter Annie Haste and Alex Rodriguez (IOR). Alex is best known for the APFA Flyer App he created as well as the popular "Crew Lounge" app for sale in iTunes. He provides an incredible service to flight attendants with histechnical expertise and has been invaluable to APFA on many levels. From creating our YouTube videos to online expense forms, filming Board and EC Meetings and providing Laura and the Team with audio visual support and Power Point presentations for Roadshows, etc, he has never said no to his Union. Alex spent hundreds of hours moving massive amounts of data from our web site to a new server. That sounds much easier than it was and that's all I understand, really. Other than that, he spent many sleepless nights making that happen. And Annie, our new full-time Webmaster and graphic designer (also responsible for creating this issue of *Skyword*) has been a breath of fresh air. This website would never have happened without

her creativity and relentless effort. She never once stopped trying to make my vision a reality. Thank you Annie and Alex. We owe you one. Or two.



# AA / US Merger Update

by Leslie Mayo, National Communications Coordinator

At the time of this writing, Congress failed to agree on a spending bill and the Government simply shut down. With that, 800,000 employees, deemed "non-essential" by definition, were sent home to wait it out.

Portions of the Department of Justice, including the FBI, the Bureau of Prisons, and the DEA would report to work. The US Antitrust Division, the area of the DOJ that approves or challenges mergers such as ours, applied for stays on many of its current lawsuits including the one it filed against AA/US. However, the DOJ's request was denied by Judge Colleen Kollar-Kotelly, who said that a "speedy disposition" of the case is necessary. The DOJ

complained that the government shutdown was creating difficulties in their ability to prepare their case and "perform the functions necessary to support its litigation efforts." Oh well.

The DOJ antitrust lawsuit is set to begin on November 25th in Washington. There is a lot of work being done behind the scenes by attorneys from both airlines in order to prepare the case, and APFA will be present in the courtroom. Make sure you've signed up to receive the APFA Hotline. Also, visit apfa.org and click on the top left main-page link entitled: AA/US Merger for the latest news, official documents and merger-related messages from APFA.

# DC Fly-In

by Leslie Mayo, National Communications Coordinator



Fortunately, our joint fly-in supporting the merger took place two weeks prior to the unplanned recess of our government. And what a fly-in we had. AA and US Airways management offered up a plane each to fly employees to Washington. The entire group gathered for dinner the night before to receive assignments, get to know our team members and be briefed on the following day's events.

Building. Representatives from both companies, the various unions and members of Congress voiced their support of the merger. Laura Glading was the first to speak. She told the crowd she had just come from Assistant Attorney General William Baer's office, head of the DOJ antitrust division. Laura reiterated to the Ass't AG that this merger is the only path to long-term viability for our airline, which is why consumers and employees alike will benefit from it. Among the distinguished guests were: Rep. Marc Veasey (D-TX), Rep. Michael Burgess (R-TX), Rep. Robert Brady (D-PA), Rep. Ed Pastor (D-AZ), Rep. Eddie Bernice Johnson (D-TX), Rep. Pat Meehan (R-PA), Rep. Robert Pittenger (R-NC), and Rep. Joyce Betty (D-OH).



Teams consisted of at least one person from AA and US Airways to show Congress the unified effort coming from nearly 100,000 employees. Most teams consisted of at least 3-4 employees who, by the end of the day, achieved a 100% compliance rate in meetings with the more than 300 congressional appointments set up by Legislative Affairs in the weeks preceding the event.

Thank you to all of the APFA members and US Airways' Flight Attendants who participated and helped make this event a tremendous success.

For more on the fly-in, read Ted Reed's article (*The Street*) on the next page as well as some of the photos from the event. To see even more pictures and read stories about the fly-in, visit APFA's Facebook page - facebook.com/apfaunity and APFA's Instagram page - instagram.com/apfaunity#

At noon, we participated in a widely attended and well-covered press conference put on by both companies in front of the Capitol



<b>2006</b> 1,157 furloughed-APFA members removed from AA Seniority List due to 5-year language in Article 16	<b>2007</b> APFA's public campaign against Executive Compensation and shared sacrifice/rewards ensues	<b>2007</b> Delta exits bankruptcy (April)	<b>2007</b> Northwest FAs narrowly ratify contract (May)	<b>2007</b> Northwest exits bankruptcy (May)	<b>2007</b> APFA celebrates 30 years as the bargaining representative for the AA Flight Attendants. APFA is the largest independent Flight Attendant union in the nation.	<b>2007</b> 209 furloughed APFA members removed from seniority list due to 5-year language in Article 16
--	--	---	---	---	--	---

<b>2008</b> Delta and Northwest announce merger	<b>2008</b> AA grounds all MD-80s in its fleet. APFA secures full pay-protection for all affected FAs	<b>2008</b> First time in AA's history that all union contracts become amendable on the same day - May 1, 2008	<b>2008</b> Checked bag fees and pay-as-you-go inflight WiFi begin at AA	<b>2008</b> Checked bag fees and pay-as-you-go inflight WiFi begin at AA	<b>2008</b> FAA begins Flight Attendant Fatigue Study	<b>2008</b> DOJ (October) and European Union (August) approve merger between Delta and Northwest	<b>2009</b> FAA-approved Cabin ASAP program begins
--	--	---	---	---	--	---	---

## APFA Roadshow Schedule

**DFW**—October 22  
Grapevine Convention Center  
1209 South Main Street  
Grapevine, TX 76051  
817/410-3459  
\*Parking complimentary  
11:00 a.m. to 2:00 p.m.

**RDU**—October 28  
Hilton Garden Inn Raleigh-Durham/Research Triangle Park  
4620 South Miami Blvd.  
Durham, NC 27703  
919/941-6066  
\*Shuttle Service to/from hotel and parking complimentary  
11:00 a.m. to 2:00 p.m.

**STL**—October 30  
Renaissance St. Louis Airport Hotel  
9801 Natural Bridge Road  
Saint Louis, MO 63134-3307  
314/429-1100  
\*Shuttle service to/from airport and parking complimentary  
11:00 a.m. to 2:00 p.m.

**DCA**—October 31  
Radisson Hotel Reagan National Airport  
2020 Jefferson Davis Highway  
Arlington, VA 22202  
703/920-8600  
\*Parking—Discounted rate of \$10 / Vouchers will be provided as APFA will pay for parking  
11:00 a.m. to 2:00 p.m.

**LAX**—November 5  
Hilton Los Angeles Airport  
5711 West Century Blvd.  
Los Angeles, CA 90045  
310/410-4000  
\*Shuttle service to/from Los Angeles Airport—Complimentary  
\*Parking—Discounted rate of \$12 / Vouchers will be provided as APFA will pay for parking  
11:00 a.m. to 2:00 p.m.

**SFO**—November 6  
Embassy Suites South San Francisco  
250 Gateway Blvd.  
South San Francisco, CA 94080  
650/589-3400  
\*Shuttle Service to/from airport—Complimentary  
\*Parking—Discounted rate of \$12 / Vouchers will be provided as APFA will pay for parking  
**10:00 a.m. to 1:00 p.m. (Note start time is an hour earlier)**

**JFK**—November 12  
Hilton New York JFK Airport  
144-02 135th Avenue  
Jamaica, NY 11436  
718/659-0200  
\*Shuttle service to/from JFK Airport—Complimentary  
\*Parking—Discounted rate of \$7 / Vouchers will be provided as APFA will pay for parking  
11:00 a.m. to 2:00 p.m.

**MIA**—November 13  
Miami International Airport  
CONCOURSE "D" AUDITORIUM—LEVEL 4  
(located above the American Airlines Credit Union)  
NW 20th Street & Le Jeune Road  
Miami, FL 33122  
305/871-4100  
11:00 a.m. to 2:00 p.m.

**ORD**—November 19  
Hyatt Regency O'Hare  
9300 Bryn Mawr Avenue  
Rosemont, IL 60018  
847/696-1234  
\*Shuttle service to/from O'Hare Airport—Complimentary  
\*Parking—Discounted rate of \$10 / Vouchers will be provided as APFA will pay for parking  
11:00 a.m. to 2:00 p.m.

**BOS**—November 20  
Embassy Suites Boston at Logan Airport  
207 Porter Street  
Boston, MA 02128  
617/567-5000  
\*Shuttle service to/from Boston Logan Airport—Complimentary  
\*Parking—Discounted rate of \$12 / Vouchers will be provided as APFA will pay for parking  
11:00 a.m. to 2:00 p.m.

## The Street

US Airways/American Workers' Merger Blitz Is Unique, Expert Says  
BY Ted Reed | 09/19/13 - 06:45 AM EDT  
Published with Permission from *The Street*

WASHINGTON (TheStreet) -- Employees of US Airways (LCC\_) and American (AAMRQ) blitzed Washington in support of a planned merger, which a veteran antitrust attorney said is unprecedented.

"Antitrust attorneys are always fond of saying that political pressure is never effective when it comes to mergers and antitrust, and that sometimes it can backfire," said John Briggs, a veteran Washington antitrust attorney, in an interview. Briggs is co-chair of Axinn Veltrop & Harkrider's Antitrust Group and managing partner of the firm's Washington, D.C. office.

"I've been doing this for four decades," Briggs said. "I've never seen the parties to a deal put together a rally on Capitol Hill. I've never heard of such a thing. They've got unions, companies, Democrats, Republicans -- it's bizarre.

"Will it make a difference? Maybe it could. It's got to make the Department of Justice uncomfortable. They're right down the street. The attorney general will know about it," he added.

James Ray, spokesman for the US Airline Pilots Association, said he was part of a group of union leaders that met with an undersecretary of labor. Laura Glading, president of the Association of Professional Flight Attendants, was part of a group that met with Bill Baer, who heads the Justice Department's antitrust division. The department announced Aug. 13 that it will oppose the merger in a U.S. District Court case, now slated to be heard beginning Nov. 25.

On Wednesday afternoon, about 350 employees gathered for a rally outside the U.S. Capitol building. Five members of Congress from North Carolina, Pennsylvania and Texas spoke in support of the merger, as did a half-dozen union leaders. "It was a beautiful day with perfect blue skies and all of us from two companies coming together with one goal in mind: Let us compete together," said US Airways

spokeswoman Michelle Mohr. "We were just getting our voices out there."

At the rally, Glading described a 45-minute meeting between union leaders, Baer, and a deputy attorney general. "We talked about why this merger makes sense for us. How invested these employees are. How for the first time we felt hope, and now this hope can be dashed," Glading said. "They were very very attentive, they asked a lot of questions, and I think it was a great opportunity for us to get our stories out, because it's our story that got us here today."

Besides the rally, employees called on members of Congress and the Senate. The goal was to call on every member. Ray said he was part of a four-member team that called on about 15 members of Congress over two days. Most meetings involved congressional staff, but U.S. Rep. Richard Hudson, R.-North Carolina, met with the group. "He is on board," Ray said.

Briggs said the labor involvement may have an impact, given that labor backed President Obama in two elections. "It took a lot of union negotiations to make this (merger) happen," Briggs said. "The CEO of US Airways is using some unorthodox strategies."

Briggs said he was surprised that the Justice Department opposed the merger. It wasn't just the airline industry that was caught napping. "The antitrust was leading the charge saying this is going to happen -- that was the unanimous view," he said.

In its surprise announcement that it would oppose the merger, the Justice Department "seemed to be looking mournfully at their own past approval of (similar) deals" involving Delta (DAL) and United (UAL), Briggs said. "But (both sides) have their stories to tell.

"The government is right that the airline industry is a mess; competition is not what it could be," he said. "The airlines are right that (DOJ) is changing the game here. Every other deal has been looked at through different eyeglasses. But there's always one deal too many. There's always a deal that can't get done."

Asked about the possibility of a settlement, Briggs said that raising the unusual issue of competition on one-stop routes in the DOJ's complaint appears to preclude one, since a deal is difficult to imagine, but he noted that Judge Colleen Kollar-Kotelly apparently wants one. "Judges who set things for Thanksgiving and Christmas and New Year's always want to settle," he said.



<b>2009</b> Skyword goes online due to printing costs	<b>2009</b> Delta/Northwest Merger Completed (October)	<b>2009</b> AA announces more furloughs - 728 mitigated through voluntary furlough efforts. Ultimately, 472 FAs furloughed, 244 for just two months when AA recalls.	<b>2009</b> AA names negotiations with APFA as "Zero Sum"	<b>2009</b> APFA launches "Is Your Flight Red?" campaign	<b>2010</b> APFA and AA reach agreement to absorb overage and avoid further furloughs	<b>2010</b> AA reports 4Q '09 loss of \$344 million. Totalling \$1.47 billion for 2009 and \$10.37 billion for the decade.	<b>2010</b> Pillows and blankets removed from coach on domestic and some int'l legs - instead, they are sold inflight.	<b>2010</b> United and Continental announce intended merger (May 3)	<b>2010</b> APFA requests release from the NMB to enter 30-day cooling off period. Request denied. NMB wasn't releasing any workgroups in preparation for Strike.	<b>2010</b> Icelandic volcano erupts closing European air space. 95,000 flights cancelled worldwide during 6-day period.	<b>2010</b> Ninety percent of the APFA membership participates in Strike ballot: YES 96.8% NO 3.2%	<b>2010</b> APFA Flight Attendant Patti DeLuna, SFO, helps land plane from SFO when FO becomes ill.
--	---	---	--	---	--	---	---	--	--	---	---	--

## AA Flight Attendants Hire Wall Street Banking Firm For Guidance During Chapter 11

by: Leon Szlezinger & Alex Rohan, *Jefferies*



Leon Szlezinger

Shortly after American Airlines filed for chapter 11, *Jefferies* was retained by the Association of Professional Flight Attendants to represent the interests of flight attendants in what has become one of the most challenging and complex airline bankruptcies ever seen. While American's bankruptcy remains unresolved, we are increasingly close to the finish line and accomplishing something that seemed impossible

when American unveiled their "Standalone Plan" almost two years ago.

Since then, *Jefferies* has had the opportunity to work very closely with the APFA and its leadership team in addressing the myriad of challenges that have presented themselves. This has included working as part of the Unsecured Creditors Committee ("UCC"), the 1113 Process, developing the Voluntary Early Out Program (VEOP), assisting with the Last Best Final Offer (LBFO) and the equity distribution to flight attendants, and most importantly, vigorously promoting the merger with US Airways. Throughout, we have been amazed by the professionalism, organization, commitment, tenacity and impact of the APFA in this long and complex process.

By way of brief background, *Jefferies* is a global investment-banking firm providing many services, including advising in restructurings and chapter 11 bankruptcies. The decision to retain *Jefferies* was important and demonstrates the APFA's foresight and commitment to avoid a stand-alone restructuring of American that would leave in place the same culture and direction that led to the deterioration of a once great airline. This was one of many strategically important decisions made by the APFA that would ultimately have a significant impact on the outcome of American's future. From the outset of the chapter 11 filing, APFA was engaging in a multi-front effort. It began with Laura Glading's appointment to the Creditors Committee. Laura's unbending commitment to articulating the views of those most impacted by the bankruptcy case – the employees – and her insightful commentary on the need for fresh ideas and new leadership created an immeasurable impact on the other members of the Creditors Committee. While other unions also had roles on the Creditors Committee and provided similar support, none of them had the impact of the APFA.



While APFA was actively engaged in UCC matters, it also faced the herculean task of engaging in the "1113 Process" which is shorthand for the litigation initiated by American to terminate its Collective Bargaining Agreements.

The 1113 Process was incredibly time consuming and pushed APFA's resources to extreme limits. There were months of intense negotiation, followed by preparation for, and participation in, a highly contentious trial in the US Bankruptcy Court. Although the Agreement was ultimately terminated, APFA succeeded in explaining to the Bankruptcy Court and the public, why a stand-alone American was doomed to failure. This message was not lost on those who followed the case closely, including the media and the large bondholders of American who would ultimately have a strong voice steering the company towards a merger with US Airways.

**APFA succeeded in explaining to the Bankruptcy Court and the public, why a stand-alone American was doomed to failure. This message was not lost on those who followed the case closely, including the media and the large bondholders of American who would ultimately have a strong voice steering the company towards a merger with US Airways.**

While going through the exhausting 1113 Process, APFA was promoting the benefits of the VEOP. When American flatly turned it down, APFA refused to accept "no" for an answer and went on to articulate the value proposition of the VEOP to the UCC as a whole and to individual members. It also was a central part of discussions with US Airways. APFA's tenacity and commitment to the benefits of the VEOP ultimately resulted in American adopting it as part of the LBFO along with 2,000 new hires. In addition to these efforts, APFA took a leadership role in discussions with US Airways, which would pave the way for the merger agreement. APFA responded immediately to the request for a meeting with US Airways early last year, dedicating significant time and effort to negotiating a conditional labor agreement ("CLA") that would lay the foundation for a merger. As a result of these efforts, APFA came under great pressure and scrutiny from those who wished to pursue the stand-alone path. But the APFA never backed away from its position that this was the only chance for the long-term viability of not only its members, but the survivability of the airline.

As we all know, the APFA went on to negotiate the LBFO, which was a necessary step in providing US Airways a fair opportunity to convince stakeholders of the benefits of a merger. After the LBFO was ratified, APFA continued to support the merger and shared its views with key stakeholders in the case as well as the UCC. The continued support by the APFA did not go unnoticed by those stakeholders who had significant influence on whether a merger was appropriate or not. Ultimately, American and US Airways agreed to the terms of a merger agreement, which has been approved by the Bankruptcy Court and is now only subject to the DOJ challenge.

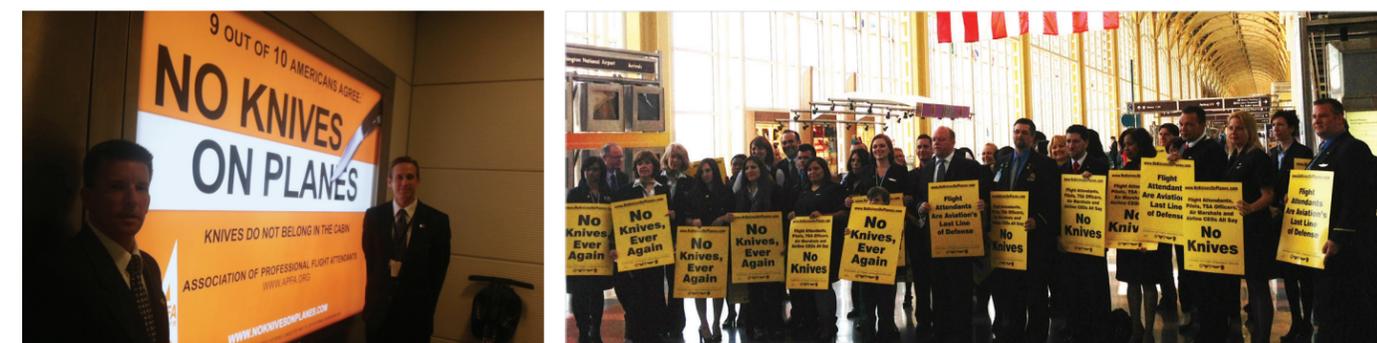
## No Knives, Ever Again!

On March 5, 2013, TSA Administrator John Pistole announced a change in carry-on items aboard our flights. Starting April 25th, certain knives and other potential weapons would be allowed back on board - items that haven't seen the inside of an aircraft since September 11, 2001.

APFA launched a full-scale attack on this policy change. We handed out leaflets in base cities over the course of a month, held press conferences, lobbied Congress, appeared in an exhausting number of news articles, on TV and radio, and even had our White Paper published in an airline safety

publication. In the end, it paid off. Exactly three months to the day of Administrator Pistole's announcement, he reversed his decision. Citing the input of aviation security stakeholders, the TSA said in a statement that the agency would "continue to enforce the current prohibited items list."

This would not have happened without the incredible support of the flight attendants of American Airlines. Another win - and evidence of what we can accomplish together.



9 OUT OF 10 FREQUENT FLYERS AGREE:\*

# NO KNIVES ON PLANES

TELL TSA THAT KNIVES DO NOT BELONG IN THE CABIN

ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS  
WWW.APFA.ORG

WWW.NOKNIVESONPLANES.COM

\*NATIONAL POLL CONDUCTED BY PENN SCHOEN BERLAND WEEK OF MAY 6, 2013.



# Twenty Years Ago – From the Attorney Who Helped Lead APFA On Strike

by: Rob Clayman, APFA Attorney



Rob Clayman

In recalling the Flight Attendant strike of November 1993 I begin with two core beliefs about the representation of workers and their unions. The primary purpose of a labor organization is to improve

the work lives of its members, and in order to achieve that goal, a union and its members have to influence management's treatment of

to accept certain conditions it has, up until then, rejected. Typically, the strategy will include helping a union prepare for a strike and in so doing, create the real threat of a job action.

Although I have been involved in numerous court cases and arbitrations, and have participated in hundreds of bargaining sessions, there was only one time I assisted in the preparation of a strike that actually took place – and that was the one at American Airlines 20 years ago. On November 18, 1993, I saw firsthand the members of APFA act as a collective force, empowered not to merely influence an employer's conduct but to compel a company to do what was fair and just. One week after the strike ended I said in a USA Today article, "Only one strategic move ultimately made a difference. When people walked out on their jobs and started picketing 21,000 strong."

Two decades later my view remains the same.

may have wanted to stop American from setting its own staffing levels. No doubt there were a variety of issues that motivated Flight Attendants to walk away from their jobs and onto picket lines. But I would bet that the common cause that precipitated and sustained this strike was a demand for respect.

For years the Company had displayed toward the Flight Attendants an arrogance that infected every aspect of your job. It had refused to genuinely consider the Flight Attendants' concerns and contributions and insisted on humiliating and antiquated policies like weight and uniform checks. Its bargaining proposals and intransigence during negotiations were no different – they flowed from the same lack of respect. Ironically, based on this attitude American assumed the Flight Attendants would not have the fortitude to stand-up to their employer; and so it grossly underestimated the number of participants and the strike's success.

The question that has to be asked today is whether the attitudes and expectations of the Flight Attendants are still rooted in the events of November 1993. I think your demand for respect has never subsided, and in the aftermath of September 11th, the recognition to which you are entitled can never be doubted. In the spring of 2012 a management team, while not American's, grasped the importance of worker "buy-in." The leadership of US Airways understood that it could not proceed with a merger with American unless it first obtained the support of APFA, APA and TWU. That foresight resulted in agreements with the three unions and launched US Airways' plan to merge with American.

I believe US Airways looked at APFA and saw a union that would not take a back seat in any transaction nor allow a deal to be struck first and for it to have to catch up later. I believe that US Airways recognized a union that had to be a

**At a factory, employees can gather outside one shop floor where the crowd's energy and commitment to strike is apparent and can spread to even those who were inclined to cross the picket line. Here, each flight was its own shop floor where the number of participants would be visible only to its crew.**

its employees. Based on the nature of the issue and the circumstances it confronts, the union must determine the most effective method for exerting its influence. During the thirty-five years I've represented employees and unions I have been involved in a number of different processes all of which had the same objective – to have a company take an action it would not otherwise take but for the intervention and involvement of the union. As an attorney, I am asked to convince an arbitrator or judge to require a company to reinstate an employee it has unjustly discharged or to stop interfering with the rights of its workers. As the negotiations counsel for a union, I, along with a bargaining committee, try to persuade

commitment to strike is apparent and can spread to even those who were inclined to cross the picket line. Here, each flight was its own shop floor where the number of participants would be visible only to its crew. During those five days, time after time after time the complement of Flight Attendants, whether comprised of a crew three or thirteen, showed extraordinary courage in deciding not to work their trip; believing, but having no way of knowing, that their colleagues throughout the system would do the same.

We have now had two decades to consider why the vast majority of Flight Attendants made the choice not to board their flights. I would suggest that many of the strikers today would have difficulty recalling the open contract issues that concerned them the most. Some who struck may have done so at least in part because of the Company's paltry wage proposal while others

full participant in determining the future of its members. US Airways saw a union forged by your experience of twenty years ago; and so you were shown the respect you were due.

The Flight Attendants' strike of November 1993 is quite a legacy.

**US Airways saw a union forged by your experience of twenty years ago; and so you were shown the respect you were due.**

## The Strike: We Made History

The union's archives, in existence since 1998, has been represented in several *Skywords* over the years. In this issue, which is dedicated to our Strike and the twenty years following, it's appropriate to emphasize that this department serves to preserve our union's history. Even though APFA's archives was not established until after the 1993 Strike, a large volume of material and artifacts were stored and eventually archived to document those historic November days.

By continually processing and cataloguing materials from every department at APFA as well as flight attendant donations, we can preserve our history. The years of negotiations surrounding the '93 Strike brought amazing documents, photos, themed communication mailers, correspondence and media. 1993 was definitely a turning point in APFA history and our archives contains all of the materials to tell the story.

Every APFA negotiating team since our independent union's 1977 inception - and even a few teams before that – is represented in the aisles of APFA's archives. Serving as a resource for these teams has been an important purpose of the archives; but, of all of the past negotiations and contracts, perhaps none compares to the resolve and unity achieved with the events surrounding our historic Strike of 1993.

The story begins in 1991, with the negotiating committee candidates' data, followed by initial correspondence to flight attendants from APFA and opening exchanges with management in 1992. From these negotiations, internal team correspondence, proposals and counter proposals found in the archives document each step leading to the Strike. Handwritten notes on issues like health, retirement, staffing and attendance - even cards and letters – verify the intensity of the time. The Unity Pays campaigns in the summer of 1993, the picketing and Strike preparation and finally the momentous Strike days – they're all represented and preserved.

Members who weren't around in '93 can gain an understanding of the accomplishments their fellow crewmembers experienced through the countless photos, bag tags, mailers and stickers. APFA wishes to thank the many Flight Attendants who took the time to provide us with these important memories for the archives. The countless photos and other memories will allow our future members to understand better what it was like to live through "The Strike."

Imagine this difficult period of facing the unknown, and the joy of accomplishment when the 11-day Strike ended four and a half days after it started with President Bill Clinton convincing both parties to agree to binding arbitration. From the Interest Arbitration in 1995 to our industry-leading contract in 2001, the APFA Archives continues to honor our history!

Sally Prater  
APFA Historian

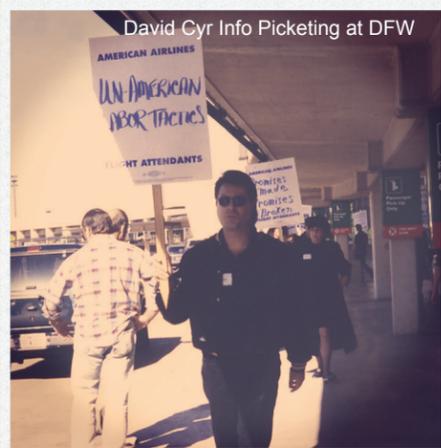




Pre Strike Meeting



DFW Candlelight Vigil



David Cyr Info Picketing at DFW



Strike Poster



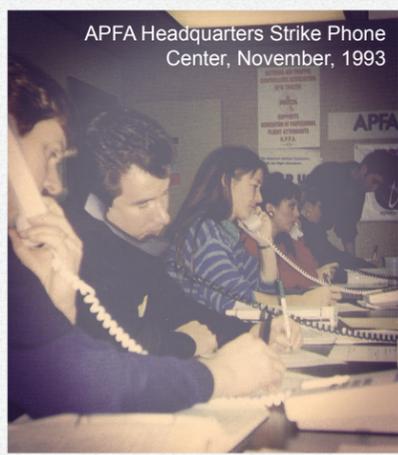
LGA November 18, 1993



Albert Berry IDF



FAs Picketing at DFW



APFA Headquarters Strike Phone Center, November, 1993



HNL FA Abby Peterson



LGA, picketeers on strike, November 1993



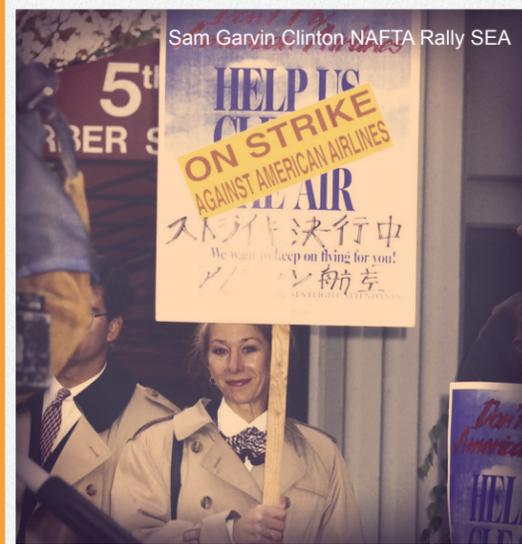
Diana Dunn DEN



Laura Glading LGA Base Chair



Heidi Melton - DCA with Jesse Jackson



Sam Garvin Clinton NAFTA Rally SEA



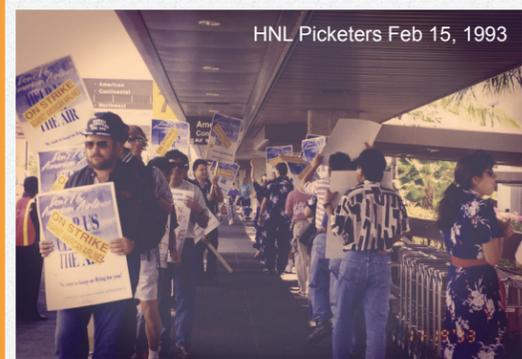
Japan Flight Crew returning home after 5 day Strike SEA Theresa Witten Sam Garvin Becca Nooncy Cindy Grove Dede Thacker



Brett Durkin, Post Strike Press Conference



SAN FAs on Strike Nov 93



HNL Picketers Feb 15, 1993



Denise Hedges, APFA Headquarters, Post Strike



APFA parking lot, Post Strike

# Holly Hegeman Talks APFA's '93 Strike

By Holly Hegeman, Owner, Plane Business Banter

The twentieth anniversary of the APFA strike action against American Airlines in 1993 is of particular importance to me.

Not because it was a masterful execution of sheer will and determination that brought an airline to its knees. That part goes without saying.

Nor, is it because the strike was a stinging indictment of the management belief at the time that sorely underestimated the level of

if I would be writing this column. You would never have heard my name. Or read anything I have ever written. I doubt very seriously if my career path would have included anything to do with airlines.

Yes, I can thank APFA for creating the catalyst that eventually helped create PlaneBusiness.

Let me explain.

Before I lived in New York, before I began working at a Wall Street brokerage firm, before I knew how to trade airline stocks and before I knew the difference between RASM and CASM, I trained CEOs how to communicate more effectively. I created advertising and marketing campaigns for companies. I created brand identities for professionals and companies. I analyzed company communications to make sure companies communicated effectively with its employees.

In November 1993, I found myself in New York, having moved there earlier that year. I was SVP of Marketing and Advertising at a Wall Street brokerage firm, and was riveted to the television as I watched how the APFA masterfully managed to create the images and the messages that grabbed the public's attention. And, more importantly, its support.

I also watched as the mighty American Airlines blew it. In more ways than one. It was clear that the airline seriously underestimated the threat of a strike. It was not prepared. It had assumed, incorrectly, that the union would fold.

Robert L. Crandall, then Chairman and CEO came across badly in the press. The airline's flip flop stories on the status of its flights after the strike infuriated passengers. At the end, the airline had no choice but to reach out to President Clinton for help.

The union had won.

From the perspective of a communications analyst, er, junkie, I was fascinated by what I had seen take place. Had Robert Crandall not been given accurate feedback by his closest lieutenants? Had the airline truly been as blindsided as it appeared to have been? How could this have happened?

**"I also watched as the mighty American Airlines blew it. In more ways than one. It was clear that the airline seriously underestimated the threat of a strike. It was not prepared. It had assumed, incorrectly, that the union would fold."**

For someone who was considered to be such a "great communicator" Bob had failed miserably.

I wanted to know why.

Three months later, in February 1994, Bob spoke in New York at a meeting of the British-American Chamber of Commerce. The BACC was a client of the company I worked for, so I jumped at the chance to go see him, observe him, and listen to his speech.

I was not impressed.

So much so that, for whatever reason, I went back to work and promptly sat down and wrote him a four page single-spaced letter. Essentially I critiqued his speech and how he presented it. I told him I could help him.

Why did I do this? Because he was screwing up and I knew I could make a difference.

I had a full-time job. I wasn't looking for a job.

I respected Bob. But I felt he was not getting the best advice. Something wasn't

**"I would never have felt frustrated with the airline's management team, which quarter, after quarter, continued to blame labor and labor's "high costs" for its anemic results, rather than take the blame for its own inability to generate revenues effectively."**

working.

Two weeks later, I almost dropped the phone when I picked it up and a voice at the other end of the line said, "Is this Holly Hegeman? Holly, this is Phyllis Nunnery, and I am Robert Crandall's administrative assistant. He is in receipt of a letter that you sent him, and would like to set up an appointment to talk to you."

Three weeks later, after a lunch in the Hall of the Mountain King, aka the sixth floor at Centreport, I found myself racking up AAdvantage miles, using up vacation time, flying around observing Bob do his President's Messages. I was reviewing videos, speeches. You name it. While still working full-time.

I enjoyed working with Bob. Even though I was hired and fired twice. (Later I would find out this was the norm, not the exception.)

It was the greatest challenge I had ever attempted – up to that point in my life. (Starting an airline industry financial publication online when "credible publications were only printed on paper" would eventually take the prize.)

Also, don't tell anyone, but Bob is an excellent editor. We made a great team. I would write flowery personable prose and he would edit my wordiness like a crazed man with a hatchet.

And then we would fight over words. Yes, individual words.

To this day I consider it a glowing achievement that I convinced him to retain a mention of Elvis in the 1994 AMR Annual Report. It was such a break from the usual dry corporate drivel the airline had

traditionally put in its report that the Elvis mention garnered a shout out from Institutional Investor magazine in its review of the report the following year.

I know. Some people have trophies on the wall.

But I got Bob to keep Elvis in the building.

Had I not been intrigued by what the APFA did in November 1993, and if I had not subsequently contacted Robert Crandall, I would have missed the opportunity to work with Bob and American. I would have never met the late great Bob Baker – who I miss to this day. I would never have worked with Bob on the AMR Annual Report, nor met the wonderful Phyllis Nunnery, Bob's longtime assistant. Tom Kiernan was a wonderful guy who was very kind to me.

I would never have created the airline industry research area on The Motley Fool. I would never have been hired as an airline analyst for TheStreet.com.

I would never have created PlaneBusiness.

I also would never have been the only person on the planet to call the APA strike in January 1997 – when every other "Wall Street analyst" was saying the pilots would never strike.

I would never have bestowed the PlaneBusiness equivalent of "Worst Airline CEO in the World", aka the Ron Allen Airline Mismanagement Award, to not one, but two American CEOs – Don Carty and Gerard Arpey.

The word "pup" would still have positive cuddly connotations.

I would never have felt frustrated with the airline's management team, which quarter, after quarter, continued to blame labor and labor's "high costs" for its anemic results, rather than take the blame for its own inability to generate revenues effectively.

Nor would I have heard JP Morgan analyst

Jamie Baker utter those now famous words to Gerard Arpey and Tom Horton on an American earnings call, "Is that all ya got?"

Yep. That was all they had. And it wasn't nearly enough.

Finally, I would not have felt the pain of the September 11, 2001 attacks so dearly.

It's been one hell of a twenty years, eh?

Nothing could be better than if this twenty years were topped off by a merger with US Airways and American Airlines. This merger, without question, will give American the best chance to compete both domestically and internationally.

As of this writing, both airlines are preparing their defense against the Department of Justice, which in August announced its suit against the airlines and their plan to merge.

I remain confident, after having reviewed our own analysis of the merger's effects, and of what I have read of the DOJ complaint so far, that the airlines will prevail. In one way or another.

But no matter what happens – one thing is certain.

No one can go back to what was. Not the APFA. Not the APA. Not the airline.

Not ever.

**"I remain confident, after having reviewed our own analysis of the merger's effects, and of what I have read of the DOJ complaint so far, that the airlines will prevail. In one way or another."**



Holly Hegeman is founder and publisher of PlaneBusiness Banter, the most widely read weekly financial publication covering the airline industry. Holly paid her dues both on Wall Street, and as a consultant to then AMR Chairman and CEO Bob Crandall. Herb Kelleher, former Chairman and CEO of Southwest Airlines has said of Holly, "I used Holly for my competitive intelligence when I was CEO, because she always told me what was going on in the industry before anyone else. And she was always right. She tells it like it is."

Most recently Holly has been heavily involved in the coverage and analysis of the American Airlines bankruptcy and the airline's attempt to merge with US Airways. Her weekly column, "AMR Bankruptcy Follies", which ran in PlaneBusiness Banter for much of 2012 and into 2013, was widely regarded as the most insightful, always irreverent, and thorough analysis of the ordeal, er, process.

In addition to her subscription publication, you can find her on Twitter @planebusiness or at Planebuzz.com.

that will and determination on the part of the flight attendant group.

For me, it's personal. For you see, if it had not been for the strike in November 1993, I doubt



<b>2010</b> DOJ approves anti-trust immunity to AA, BA and Iberia	<b>2010</b> JetBlue Flight Attendant Steven Slater grabs a beer and exits via slide	<b>2010</b> DOJ and European Commission approve United/Continental merger (July-Sep)	<b>2010</b> Southwest Airlines announces it will buy AirTran (October)	<b>2010</b> United/Continental merger closes (October)	<b>2010</b> At the merged Delta/Northwest airline, original Delta FAs receive 5% raise (3 years after BK exit); Northwest FAs receive nothing	<b>2010</b> NMB appoints former APFA President Michael Kelliher to Board as Mediator	<b>2010</b> 545 FAs recalled	<b>2010</b> TSA begins "secure flight" program pre-screening for passengers	<b>2011</b> NMB informs APFA they will not act on requested release from mediation; no further talks scheduled (January)	<b>2011</b> 368 APFA FAs recalled	<b>2011</b> DCA-I base closes (January)	<b>2011</b> APFA secures unlimited recall rights for furloughed FAs (February)	<b>2011</b> Since 2005, AA has lost over \$4.2 billion. Executives awarded themselves \$350 million in bonuses	<b>2011</b> Earthquake and Tsunami devastate Japan (March)
--	--	---	---	---	--	---	---------------------------------	--	---	--------------------------------------	--	---	---	---

## Government Affairs Report: APFA Yesterday, Today and Tomorrow

by Julie Frederick, APFA Legislative Affairs Representative



**Julie Frederick**  
APFA Legislation Representative  
legislation@apfa.org  
817.540.0108, ext. 8109

The Association of Professional Flight Attendants is the largest independent Flight Attendant union. Founded in 1977, the goal of APFA has been to improve the lives and working conditions of our membership. Representation and advocacy for those in our profession happen not only through negotiations but through legislative efforts. APFA Government Affairs along with you, the APFA membership, play an integral role in advancing our interests. Together we have been incredibly effective in making our voices heard and gaining a seat at the table with the decision makers in Washington D.C. The twentieth anniversary of our historic 1993 strike provides an opportunity to reflect on where we have been and our hard fought victories, where we are today, and what we can expect going forward.

**“The twentieth anniversary of our historic 1993 strike provides an opportunity for reflection.”**

- 1997** Smoking was banned on all commercial aircraft thanks largely to Flight Attendant efforts.
- 2000** Increased Penalties for Air Rage: Fines were increased from \$1,200 up to \$25,000 for air rage attacks by passengers against Flight Attendants.
- 2004** Flight Attendant Certification: The Federal Aviation Administration now recognizes Flight Attendants as onboard safety professionals, validating our role in public safety and aviation security.
- 2009** Flight Attendant Certification: The Federal Aviation Administration now recognizes Flight Attendants as onboard safety professionals, validating our role in public safety and aviation security.
- 2009** Flight Attendant Classification: The Department of Labor reclassified Flight Attendants from “personal care providers” to “essential transportation workers,” the same classification assigned to pilots and air traffic controllers.

- 2011** Pension protection through bankruptcy. Within two days of American Airlines’ bankruptcy filing, APFA met with both Senate and House Committees that provide oversight to the Pension Benefit Guarantee Corporation (PBGC). President Laura Glading met with PBGC Administrator Josh Gotbaum and gained his support for freezing our pensions instead of terminating them.
- 2013** No Knives, No Way. When TSA Administrator John Pistole decided to permit knives back on our aircraft our response was swift and effective. Along with the support of many members of Congress, we were able to convince Mr. Pistole to reverse his decision and keep knives off of our planes.
- 2013** OSHA protection policies are finally adopted. APFA was an early advocate for passage of the FAA Reauthorization Bill of 2012. We were able to include an amendment in the bill that codified a mandatory timeline for implementation after fourteen long years and numerous postponements. APFA is currently working with the FAA/OSHA on implementation.



This is where we are today. Employees have played a key role in the restructuring of American Airlines and the merger with US Airways. Just two days before Judge Lane was set to rule and approve our plan of reorganization, allowing us to exit bankruptcy, the Department of Justice filed a lawsuit to block our planned merger. Seven states’ Attorneys General joined in the lawsuit; Texas, Florida, Arizona, Pennsylvania, Tennessee, Virginia, and Michigan along with the District of Columbia. On October 1st Texas withdrew from the lawsuit and is now

supporting our merger. APFA is meeting with the state Attorneys General on behalf of the APFA membership. Today, as of Skyword publication time, we are once again asking our members to use Capwiz and contact members of Congress and Attorney General Eric Holder. Tell them we support the merger that will create a New American Airlines. A merger between our two companies will provide job security for tens of thousands of workers across the country and create a third strong competitor to United and Delta. It will be good for consumers including more choices for our passengers with better service. Tell them the merger should move forward. Let us compete, together.

## Flight 93 Memorial

Last year, APFA became aware that the funding for the National Flight 93 Memorial had come to a halt. APFA’s Legislative Representative Julie Frederick-Tandy (IDF) took the lead on the project to help see this memorial through to completion. We believe that focusing our efforts on helping the National Park Service complete this memorial is a fitting tribute to all of our fallen coworkers. To that end, Julie along with members of APFA and the Flight Attendant Coalition visited the Senate and House buildings to request that each member of Congress donate to the memorial.

The Tower of Voices, the part of the memorial tall enough to be seen from the highway, will mark the entry to and exit from the memorial site. It will house 40 wind chimes. The continuing songs of chimes in the wind will celebrate a living memory of those who are honored. The curved tower, covered with white glass tile, will be illuminated at night and will stand in living memory to the voices of the heroes of Flight 93 and memorialize the loss of lives we all suffered that day.

For more information and to make a donation, please visit: [www.honorflight93.org](http://www.honorflight93.org)



Jennifer Brissette (IDF), Julie Frederick (IDF), DCA APFA Vice Chair Tim Weston, DCA Base Chair, Robert Valenta, Juan Carlos Ayub (DCA), APFA National Secretary Jeff Pharr and Susan Gahs (DCA). Jennifer Brissette (IDF), Julie Frederick (IDF), DCA APFA Vice Chair Tim Weston, DCA Base Chair, Robert Valenta, Juan Carlos Ayub (DCA), APFA National Secretary Jeff Pharr and Susan Gahs (DCA).



<b>2011</b> DOJ approves Southwest and AirTran merger (April)	<b>2011</b> Osama Bin Laden killed (May)	<b>2011</b> APFA releases <b>APFA Flyer</b> iPhone app created by APFA member Alex Rodriguez (IOR)	<b>2011</b> Pilots begin testing Electronic Flight Bags via the iPad	<b>2011</b> AA announces order of 460 new single-aisle aircraft from Boeing and Airbus; largest aircraft order in commercial aviation history (June)	<b>2011</b> San Francisco International base closes (July)	<b>2011</b> Time Magazine issues commemorative "Beyond 9/11" magazine featuring AA FAs Christina Jones (IMA) and Hermis Moutardier who subdued Flight 63 Shoe Bomber Richard Reid.
--	---	---	---	---	---	---

<b>2011</b> APFA's petition for membership in the International Transport Workers' Federation (ITF) is accepted. Organization includes nearly 800 unions representing over 4.6 million transportation workers.	<b>2011</b> AA files for Chapter 11 protection (November 29) - Judge Sean Lane assigned to preside over bankruptcy.	<b>2011</b> APFA applies for and is granted one of nine seats on the Unsecured Creditors Committee along with PBGC, Boeing, HP, banks and bondholders	<b>2012</b> APFA and PBGC unite to protect FA pensions	<b>2012</b> United FAs ratify first post-bankruptcy (February) after 6 years of bankruptcy agreement	<b>2012</b> AA introduces Section 1113 term sheet to Unions. Proposed cuts for APFA include furloughs of 2,300 and \$230 million in cuts; totaling \$1.25 billion from labor.
---	--	--	---	---	--

## Change, change, change

by Brent Peterson, National Contract Coordinator



**Brent Peterson**

National Contract Coordinator  
contract@apfa.org  
817.540.0108, ext. 8308

Never before have we seen so much change in such a short amount of time throughout our company. The same holds true for our Contract. We knew going into bankruptcy that management's goal would be to try to gut our bargaining agreement, just like every other carrier that preceded us in Chapter 11. APFA used all of its resources to ensure our members suffered the least amount of concessions as possible and for the shortest duration possible.

This will bring us to an industry agreement in a relatively short period of time. With the framework in place via the CLA, we will not have to worry about protracted bargaining that last years and years as has happened with every other airline on exit, forcing its employees to suffer for anywhere from five to ten years under a concessionary contract.

One key component to the LBFO was the Voluntary Early Out Program (VEOP). APFA's insistence on the early-out offer for our members has led to numerous benefits. First, it provided an incentive for literally thousands of our members who were contemplating retirement to finally be able to leave AA and move on to a new chapter of their lives. Second, it opened up a tremendous amount of movement for our members who plan to continue flying at AA. Whether it was long-awaited proffers and transfers or finally getting off Reserve for the first time in a decade, thanks to the VEOP, many of our members have realized positive change for the first time in a long time. The most significant impact of the VEOP is the fact that we are in full hiring mode. Each week we continue to meet with new hire classes to introduce them to APFA and welcome them to the line. Shortly we will exceed 1,000 new hires for 2013. We look forward to welcoming many more before year's end.

We knew bankruptcy would bring change. APFA made sure we had maximum influence on that change. We did this by minimizing the short- and long-term damage this wrenching process inflicted on our members. Now all efforts are focused on finishing this merger and preparing for negotiations, which will bring even more change. But this will truly be change for the better.

The LBFO is intended to be a short-term Agreement that lasts only until we exit bankruptcy and merge with US Airways. At that point we will move to the Conditional Labor Agreement (CLA) also known as the Bridge Agreement. The following is a partial list of the improvements the CLA will bring:

- Increased Expense (TAFB) -- Domestic \$2.00/ International \$2.20 per hour
- International Override to be paid for trips not flown (e.g. VC, SK, JD, BR)
- Restoration of Domestic Duty-aloft
- Restoration of Domestic On-Duty Limitations
- 401k contribution increases based on age
- PVDs paid on a trips missed basis

But the best part of the CLA is that it will be short-lived. It is truly a bridge to get us to a Joint Collective Bargaining Agreement (JCBA).



## Change Brings Lots of Questions, Scheduling

by Jaimie McNeice National Scheduling Coordinator



**Jaimie McNeice**

APFA National  
Scheduling Coordinator  
scheduling@apfa.org  
817.540.0108, ext. 8261

2013 has been a wild year in the Scheduling Department. We moved from finalizing the work rules brought with the Last, Best and Final Offer (LBFO—approved by the membership in August 2012), to working with management to have the pieces in place to implement the Conditional Labor Agreement (CLA—reached in April 2012) upon emerging from bankruptcy. Then in August, the U.S. Department of Justice lawsuit threw all of that work into question as we wondered how long we should anticipate working under the LBFO instead of the CLA.

Though we must prepare for either alternative, we remain dedicated to ensuring your work rules are consistently applied according to whichever agreement we are working under.

Here are some of the highlights of the work going on in the department:

### AM/PM Reserve Option

The AM/PM Reserve Option is now implemented at: LAXI, IDF, IOR, DCA, ORD, and LGA. We have been working with Crew Scheduling, monitoring the awards and improving the process as we work toward expanding it to all bases.

### Adjacent Base

Adjacent Base flying was offered, but not utilized much, at LAX/LAXI for the past three months. With the expansion to MIA/IMA in September, we hope to see more Flight Attendants cross-utilized. One of the inherent problems is that the most desirable trips are naturally going to be taken by the base they belong to in the MU/Option run. What's left is usually the least desirable—these trips make it to Reserves for a reason. We will continue to monitor and evaluate continued expansion. We'd love to hear your feedback at: [scheduling@apfa.org](mailto:scheduling@apfa.org).

### Domestic on International

Effective in July, AA agreed to use adjacent base Reserves when operationally necessary, not just for leveling use in the two operations. We've seen utilization in both directions and heard some complaints related to specific incidents, but in general the use has been based on the operation and specific qualifications (like Purser). It is AA's intent to revert to more expanded use of adjacent base Reserves once AM/PM is fully implemented.

### Combined Operation

Obviously, the goal of cross-training Flight Attendants is greater efficiency,

particularly on reserve. At the end of the first quarter of 2014 we expect to have an adequate number of Domestic Flight Attendants trained on International to either combine the entire operation or at a minimum the reserve list. We are working with AA to determine which of these options can happen most quickly. A single reserve list is urgently needed to resolve the issues of transparency in reserve usage based on the contractual parameters of assignment.

### 30 Hours in 7 Days

The reimplementation of the 30 Hours in 7 Days legality (30-in-7) began August 2. Flight Attendants may waive 30-in-7 during bidding by selecting Options on the main menu and then choosing number 11 to waive for the following month. In DECS personal mode, use the entry HI30/MONTH/S (for example: HI30/AUG/S).

Now that 30-in-7 will apply to Domestic sequences, Reserves in particular should understand how it will apply when International and Domestic flying are mixed. The sequence header triggers the computer to search for a 30-in-7 legality, not the Flight Attendant's assigned operation. So when a Domestic Flight Attendant is assigned an International trip, the computer does not calculate 30-in-7. When an International or Domestic Flight Attendant is assigned a Domestic sequence, the computer will look at the total actual hours flown in the last seven days to calculate the 30-in-7. What this means is that if any Flight Attendant is flying all International sequences, the 30-in-7 will not be calculated but when any Flight Attendant is assigned a Domestic sequence, the computer looks at all hours flown and checks for the legality.

### On Duty Contract Guide

We are finalizing the On Duty Contract Guide and the contractual language for the Conditional Labor Agreement that will be published once AA exits bankruptcy.

### APFA's Contract and Scheduling Phone Representatives

With all of this change, brings even more questions. Our reps - who answer the phones day in and day out on behalf of the different APFA Departments - work tirelessly to explain new information to our members in real time. Sometimes when you call in, you're put on hold and we apologize! It really just depends on how much change is happening on any given day. From OSOs to the LBFO to the CLA once we exit bankruptcy and merge with US Airwayse, these reps are ready to answer your questions.

We are grateful to these amazing fellow Flight Attendants for all they do to help us help you!

You can email a Rep-On-Duty by emailing:  
[contract1@apfa.org](mailto:contract1@apfa.org)  
[scheduling1@apfa.org](mailto:scheduling1@apfa.org)  
or by calling: 817.540.0108

APFA Headquarters is open Monday through Friday, 9:00 a.m. to 5:00 p.m. Central Time. We look forward to hearing from you!

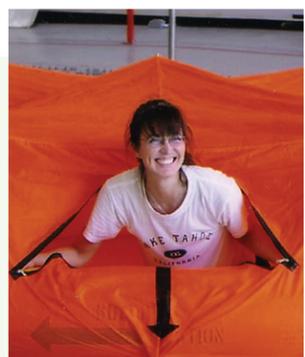
[scheduling@apfa.org](mailto:scheduling@apfa.org) or by phone at: 817.540.8261



<b>2012</b> APFA President Laura Glading meets secretly with US Airways President Scott Kirby to discuss possible merger. Kirby also meets with presidents of APA and TWU	<b>2012</b> AA agrees to a freeze of FA pensions rather than termination (March)	<b>2012</b> APFA requests NMB recommend final and binding arbitration to resolve outstanding CBA dispute. NMB denies request. (March)	<b>2012</b> APFA negotiating team travels to Phoenix to discuss and inevitably reach a deal with US Airways management that contains substantial improvements to AA's 1113 proposal, including the VEOP	<b>2012</b> Section 1114 committee established to address retiree benefits	<b>2012</b> AA files 1113 motion to terminate all union contracts (March)	<b>2012</b> APFA, APA and TWU announce historic "agreements in principle" with US Airways in anticipation of a merger (April)	<b>2012</b> 1113 hearings begin in S. District of New York. APFA Live-Tweets from courthouse (May)	<b>2012</b> APA reaches deal for contract - sends to membership for ratification. Includes 17% cuts (June)	<b>2012</b> AA sues retirees in BK court to reduce or eliminate retiree health outside of 1114 process	<b>2012</b> APFA reaches deal with AA on LBFO. Holds out sending to membership for ratification until AA agrees to send Non-Disclosure Agreement (NDA) to US Airways in anticipation of serious merger discussions	<b>2012</b> NDA signed between AA and US Airways	<b>2012</b> APFA Board and EC vote to send LBFO to membership	<b>2012</b> APA rejects AA's LBFO	<b>2012</b> APFA secures Me-Too Clause in line with any improvements in Pilots' contract
--	---	--	--	---	--	--	---	---	---	---	---	--	--------------------------------------	---

## When It Comes To Safety It's All About The Checklist...

by: APFA National Safety & Security Coordinator, Kelly Skyles



**Kelly Skyles**  
APFA National Safety & Security Coordinator  
safety@apfa.org

In the aviation world it's all about completing checklists in order to ensure the safety of each flight. Aircraft checklists are created to assist employees with accomplishing the required tasks before an aircraft may be released for flight.

### Flight Attendants are the Cabin Safety Professionals onboard the aircraft and safety is always our top priority...

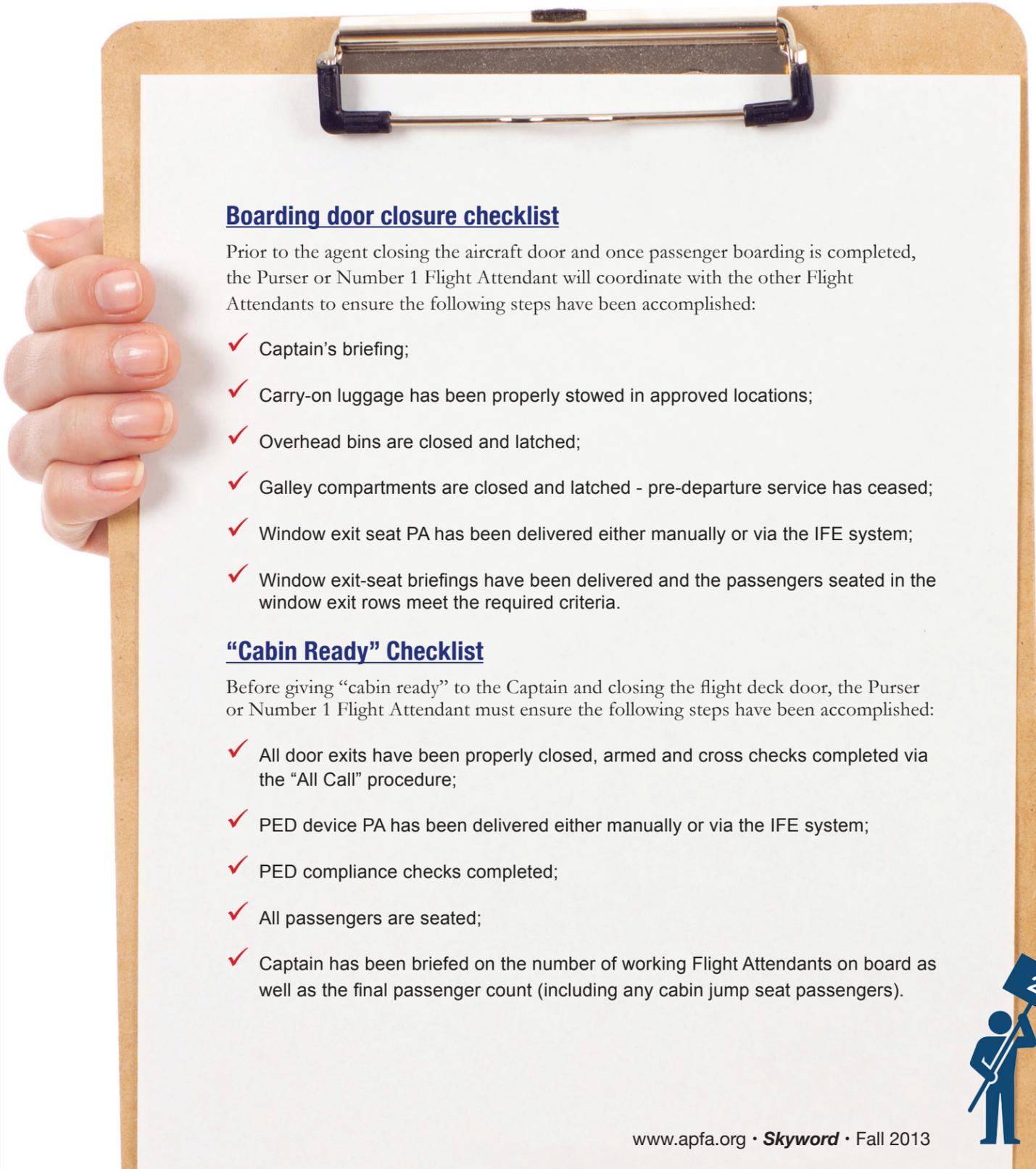
Flight Deck Officers complete numerous checklists from pre-flight to post-flight on every aircraft they operate. Ground personnel follow numerous checklists while performing the necessary maintenance before deeming an aircraft "air worthy." Operations employees follow a checklist to ensure all steps are completed for the weight and balance of each flight before the aircraft is allowed to take off. Even the caterers are required to follow a checklist to ensure the carts are packed with the proper items necessary for each flight as well as boarding and deplaning these items from the aircraft. As Flight Attendants we, too, have been trained to follow checklists when we are presented with specific emergency situations. We have a Planned Emergency Checklist to follow when we are directed to prepare the cabin and passengers for an emergency landing. We follow the Planned Ditching Checklist when we are facing a possible water landing. We even have a checklist to guide us through the steps required to secure a suspicious item in the least risk bomb location on the aircraft. Some of us may even have a checklist as we are packing our bags before each trip to ensure we have all necessary items such as a manual, flashlight, keys, our Crew

ID and passport and of course - extra clothing and uniform items in the event of a reschedule. (And, if you're like me, that checklist would also include a cute "layover" outfit with coordinating shoes and accessories).

But are you aware of the checklists that need to be completed before we give the OK to the agent to close the boarding door or before we say "cabin ready" to the Captain

as we secure the flight deck door? Each step contained on these "checklists" is designed to ensure the cabin is ready for departure and ensures the safety of the passengers and crew members on board.

We actually complete these "checklists" on each flight without realizing it, but since we don't officially follow a written checklist, a step or two may be skipped or missed inadvertently (we all know how hectic the boarding process can be at times). In an effort to assist each Flight Attendant with the completion of all the required steps, I have drafted the following checklists to reference before giving the agent the "okay" to close the aircraft door, and before signaling "cabin ready" to the Captain prior to departure. As Flight Attendants, we are the cabin safety professionals onboard the aircraft and safety is always our top priority. Therefore, these checklists are designed to merely assist us in ensuring our cabin is safe and ready for flight.



### Boarding door closure checklist

Prior to the agent closing the aircraft door and once passenger boarding is completed, the Purser or Number 1 Flight Attendant will coordinate with the other Flight Attendants to ensure the following steps have been accomplished:

- ✓ Captain's briefing;
- ✓ Carry-on luggage has been properly stowed in approved locations;
- ✓ Overhead bins are closed and latched;
- ✓ Galley compartments are closed and latched - pre-departure service has ceased;
- ✓ Window exit seat PA has been delivered either manually or via the IFE system;
- ✓ Window exit-seat briefings have been delivered and the passengers seated in the window exit rows meet the required criteria.

### "Cabin Ready" Checklist

Before giving "cabin ready" to the Captain and closing the flight deck door, the Purser or Number 1 Flight Attendant must ensure the following steps have been accomplished:

- ✓ All door exits have been properly closed, armed and cross checks completed via the "All Call" procedure;
- ✓ PED device PA has been delivered either manually or via the IFE system;
- ✓ PED compliance checks completed;
- ✓ All passengers are seated;
- ✓ Captain has been briefed on the number of working Flight Attendants on board as well as the final passenger count (including any cabin jump seat passengers).



**2012**

APFA Flight Attendants ratify LBFO - 92.8% of membership cast ballots. LBFO includes a voluntary early out program with \$40,000 and a 3% equity in the new American for all eligible FAs

**2012**

2,205 FAs put in for and awarded VEOP and Travel Separation

**2012**

AA recalls all remaining FAs from furlough list

**2012**

US Airways FAs turn down post-bankruptcy second T/A

**2012**

BK Court grants AA's request to abrogate APA's contract (September)

**2012**

AA pensions frozen/401k match begins (November)

**2012**

Dual-qualification FA training begins

**2012**

AA announces FA Samsung Tablets for onboard use

**2012**

AA announces hiring of 1,500 new flight attendants

**2012**

Known Crew Member (KCM) activated for FAs

**2012**

FAA Reauthorization Bill passes; FAA and OSHA announce policy proposal to include FAs in workplace protections

**2012**

APA ratifies LBFO containing 17% cuts

**2012**

APFA signs MOU with UCC, US Airways and AA

## VEOP Ends with a Rush

by: Patrick Hancock, APFA Retirement Representative



**Patrick Hancock**  
APFA Retirement Representative  
retirement@apfa.org  
817.540.0108, ext. 8109

And between last December and September 2013, there were groups as small as 80 and as large as 300.

It was not always smooth sailing for those leaving. The transition to new insurance, new vendors and new ways of dealing with the company takes time, effort and a whole lot of forms to fill out. Some recent retirees, reported that they had to spend a lot of time during their first month out "taking care of things." Some of the problems came from American Airlines and their outsourced vendors. The larger groups of departures were obviously much more challenging for the company to process in a timely manner. Some people who were not aware of potential delays in starting their benefits found that they had stranded non-rev travelers, or scary moments where it appeared they had no medical insurance coverage. (Telling your doctor that your coverage will be activated retroactively and they will eventually be paid does not always give a doctor comfort. Some of the problems came from the Flight Attendants themselves. They had all heard that it was a three-step process: 1. Take the VEOP. 2. Initiate becoming a retiree. 3. File for your Pension. And others were confused and thought that performing one or two of the steps would suffice. Unfortunately, they found out the hard way that all three steps were necessary.

People leaving with the VEOP departed under several different plans. Some left and went immediately to retirement, which includes age 55+ and 10+ years of Company Seniority. Some left under the '50-55 Rule' (Age 50-54 and 15+ years of Company Seniority) where you get nothing but VEOP travel until you turn 55 then you get to retire and get all of those retiree benefits. The rest, who did not qualify for either of those options, just left with the VEOP bonus and 18-24 months worth of VEOP pass travel.

Regardless of how they left, they are eligible to receive their pensions, provided they are vested. Under our contract, you only need five years of vesting service to "lock in" your pension. If you are vested, you will get

a pension at age 65 with no reduction (or maybe sooner) regardless of when or how you leave. In other words, if you have ten or more years of Retirement Eligibility Service (RES) you can start your pension as early as age 60 (with an actuarial reduction for starting early). If you have 15+ years of RES, you can start your pension as early as age 60 with no reduction, or as early as age 55 with a reduction of only 3% per year for each year before age 60.

Travel benefits are important to each one of us. For those that only received the 18-24 months of VEOP travel, they learned that their D2 travel (no D1 or D3) became D2P travel after 90 days, and it was no longer a "tax free" benefit. They will be charged with "imputed income" for the value of their pass travel, minus what they actually paid. Under the IRS rules, only airline employees, retirees and their families receive the "tax free" benefit of travel.

For those who retired, they were delighted to find that retirees receive almost the same travel benefits as active employees: D1, D2, D3, A9, ZED, Registered Companion, Parents and ID-20 discounts. Unfortunately, you lose the option of Jumpseat travel. But hey, you are retired, so you have a lot more time to sit around the airport using your Senior Discount at Chili's!

While most people who bid for the VEOP slot and then bid and held an exit date were and are very happy with the way things worked out, not everyone ended up where they wanted to be. Some wanted to leave earlier than the exit date they held, and some wanted to wait longer before they left. Some had an intervening hardship that made leaving an unreasonable burden, and a few, very few, of those hardship requests to rescind were granted. Some people got scared of the transition and wanted to change their mind. There was a lot of help, and hand-holding for them, but no changes to their departure. Sadly, some who held the VEOP died before they could leave. They died as active employees, so they and their heirs received all the benefits for an active employee (life insurance, A9 travel for survivors, free shipping of remains, etc.) but they did not qualify for the early out bonus.

Retired APFA members in good standing continue to have access to the E-version of *Skyword*, the APFA website, and the help and support of APFA representatives.

There have been a lot of cheerful parties. There have been a lot of laughs and a lot of tears. Our passages in life are always bittersweet. As one retiree told me, "My friends and family in this industry have forever shaped me and how I view the world. I may go far afield in my retirement, but I will always be a flight attendant vigilantly waiting for the next chime."

Happy contrails!

Patrick Hancock  
APFA Retirement Specialist

## The State of Our Health Care in 2014

by Kim Coates, APFA National Health Coordinator



**Kim Coates**  
APFA National Health Coordinator  
hotel@apfa.org  
817.540.0108, ext. 8306

Here is some general information about the AA plan changes. More specifics will be available soon from HR.

This year the primary source for benefits enrollment information will be via the Internet at [my.aa.com](http://my.aa.com). Although the union representatives from all work groups have told the company that employees like to have an enrollment guide mailed to their home, AA has decided that this year the enrollment guide will only be available online. Please plan accordingly.

**Benefits Enrollment for 2014 will open on November 1, 2013 and will close at midnight central time on November 15, 2013.**

### What changes to expect

- Co-pays will now be applied to the out-of-pocket maximum in both the Standard and the Value plans.
- The In-Network out-of-pocket maximum for the Value Plan will increase to \$2000 (single)/\$5000 (family). This matches the out-of-pocket maximum for the Standard Plan.
- The preferred provider in Arizona will change from UHC to BCBS.
- The cost for Spectera Vision Insurance will decrease by 20%.
- There will be three new voluntary benefit options: Critical Illness Insurance, Accident Insurance, and Veterinary Pet Insurance.
- Wage Works will replace PayFlex as the administrator of the Health Spending Accounts. PayFlex will still handle the billing for benefits when an employee is off payroll.
- Most employees with Health Spending Accounts will be eligible for a debit card linked to their accounts.
- This year the default for employees who do not go online and

The changes to our medical benefits for 2014 will not be nearly as extensive as they were last year. However, there will be some key differences along with the inevitable price increases. It is time to start thinking about your health care needs and whether the plan that you are currently enrolled in is working for you.

You may also be wondering how Health Care Reform will affect you as there has been a lot of buzz about the key provisions of the Patient Protection and Affordable Care Act that will be going online in 2014.

complete their enrollment will be the plan in which they are currently enrolled.

- On August 30, 2013 the U.S. Treasury Department issued regulations recognizing legally married, same-sex couples as married for federal tax purposes, regardless of their state of residence. This means that American will now start moving forward with the administrative changes required to register and recognize legally married same-sex spouses. While all marriages are covered, the ruling doesn't cover registered domestic partnerships, civil unions, or similar formal relationships recognized under various state laws. AA HR will provide information about how this will impact benefits, taxes, retirement and other programs.

### What's staying the same?

- The cost for the following benefits will not change for 2014:
  - Dental
  - Life Insurance
  - AD&D and VPAI
  - Optional Short Term Disability and Long Term Disability
  - MetLife Pre-paid Legal
- In Network preventive care for active employees will still be covered at 100%.

### Changes as a result of Health Care Reform

In 2014 additional health insurance options will be available through the Health Care Exchanges. It is a requirement of the Affordable Care Act for AA to provide notice to all employees explaining that the company sponsored health plans exceed minimum government requirements for being adequate, affordable based on current wages, and available to all employees. Because of this, AA employees will be unlikely to qualify for government subsidies / tax credits available through Health Care Exchanges. This required notice must be sent out to employees by October 1, 2013.

The implementation of the Individual Mandate also goes into effect in 2014. This means that if you can afford health insurance, but choose not to sign up for it, you could incur a fee. In 2014, the annual penalty will be \$95 per adult and \$47.50 per child, up to a family maximum of \$285 or 1% of family income, whichever is greater.

AA HR has set up a website called Health Care Reform Made Simple with frequently asked questions for employees who would like more information about Health Care Reform. This website will be accessible to active employees on [my.aa.com](http://my.aa.com) and to retirees on the Retiree Benefits page of Jetnet.



<b>2012</b> APA signs MOU with AA, US Airways and USAPA	<b>2013</b> AA agents turn down representation of CWA	<b>2013</b> AA announces the rebranding of its entire fleet	<b>2013</b> First AA FA new hire class begins training (January)	<b>2013</b> AA and US Airways announce merger (February 14)	<b>2013</b> AFA reaches 3rd T/A for US Airways/America West FAs	<b>2013</b> AA announces new uniforms for entire company by KaufmanFranco	<b>2013</b> US Airways FAs ratify third T/A
--	--	--	---	--	--	--	--

<b>2013</b> TSA announces a policy change allowing knives and other previously-banned items on board aircraft. APFA launches campaign with FA Coalition against allowing knives on board.	<b>2013</b> APFA and FA Coalition launch major campaign against knives on board with press conferences, info picketing and lobbying Congress. APFA leads battle against knives - submits testimony to TSA hearings on policy change, leaflets and info pickets system wide and even purchases ad space on highly visible DCA airport kiosk to influence legislators	<b>2013</b> Bankruptcy judge approves merger	<b>2013</b> First AA FA new hire class graduates 13-01 (March)	<b>2013</b> AA files Plan of Reorganization with bankruptcy court (April 15)	<b>2013</b> TSA postpones implementation of knives on planes (April)
--	--	---	---	---	---

## Codependency – When Helping Hurts

by: Patty French, APFA EAP Specialist



**Patty French**

APFA EAP Specialist  
eap@apfa.org  
817.540.0108, ext. 8701

The term *codependency* has been around for several decades and was originally applied to spouses of alcoholics. Today, researchers find that the characteristics of codependents are more prevalent in the general population than originally thought. If you were raised in a dysfunctional family, and who wasn't, you are likely to be codependent.

Most families have some level of dysfunction, and they pass

those behaviors to their children. Codependency, a set of learned behaviors, not only affects family relationships but also manifests in the workplace. For Flight Attendants who hold safety sensitive jobs, these behaviors can be a safety risk in flight and may jeopardize the safety of the crew and passengers.

Codependent behaviors in the workplace grow worse if left unaddressed. The good news is that the behaviors are reversible.

### Codependents in Safety Sensitive Jobs...

- Fear they will be responsible for the coworker losing their job
- Put the coworkers' needs ahead of their own
- Feel a sense of responsibility for the actions of coworkers
- Perform the coworker's inflight duties
- Avoid confronting a coworker about their behavior
- Suffer in isolation by not speaking with the crew about the coworker's behaviors
- Take actions to cover for the coworker so that the coworker won't be held accountable
- Worry what the coworker will think of them
- May compromise the safety of flight rather than address the problems the coworker causes
- Feel resentful of the coworker after covering for them
- Feel unappreciated by the coworker after rescuing them
- Won't call their APFA EAP representative for assistance.

### The Best Of Intentions

With the best of intentions, it is easy to find yourself helping a coworker to remain stuck in unhealthy work habits. Behaviors that can jeopardize working relationships create a hostile work environment or may be a potential safety hazard. If you identify with these characteristics, you have probably enabled a coworker to stay stuck in problem behaviors. There are many reasons to justify enabling actions. The bottom line is that enabling behaviors only perpetuate difficult work situations, behaviors, which only get worse if left unaddressed. The good news is that there is help. The APFA EAP department understands how difficult it is to fly with coworkers under these conditions. We offer confidential assistance to help you better understand what you can do when working with coworkers who are unable to meet the demands of their safety sensitive job. We can be reached at 817-540-1886, ext. 8701. Review the accompanying flow chart to assist you inflight with an impaired flight attendant.

## Steps to Assist an Impaired FA



### Assess The F/A For Impairment

*What Do You See, Smell, Hear and Observe?*



### Ask Co-workers What They Observe:

**IF NOTHING:** *Monitor The F/A*

**IF YES:** *Do Not Allow The F/A To Perform Their Safety Sensitive Job*



### Two Or More F/As Approach The F/A And State Your Concerns



### Tell the F/A To Sit In A Passenger Seat/ DO NOT ALLOW THEM TO OCCUPY A JUMPSEAT

*Let them know you will be informing the Cockpit*



### INFORM/COORDINATE WITH COCKPIT



### Ask F/A To Call In Sick

*Call APFA EAP at 1-817-540-0108 ext. 8701 for follow-up assistance.*

*DOT Regulations and AA policies prohibit on duty use of mood altering substances and can result in termination.*



### DOT Regulations and AA policies prohibit on duty use of mood altering substances and can result in termination.



## Follow-up With The APFA EAP



<b>2013</b> APFA, AFA and CWA begin discussions on representation in the event of a merger	<b>2013</b> APFA sends ballots to membership for new negotiating team members in anticipation of post-merger bargaining	<b>2013</b> "Me, Too" provision satisfied (May)	<b>2013</b> TSA reverses policy change and announces it will not allow knives on board (June)	<b>2013</b> AA's new senior leadership team announced in anticipation of merger containing six original US Airways senior managers and 3 AA senior managers	<b>2013</b> US Supreme Court rules in favor of marriage equality	<b>2013</b> APFA secures a maximum wait time for FA random drug testing	<b>2013</b> Asiana flight 214 crashes on landing at SFO airport.	<b>2013</b> US Airways Board votes to approve AMR's Plan of Reorganization	<b>2013</b> AA Board votes to approve Plan of Reorganization	<b>2013</b> UCC votes to approve AMR's Plan of Reorganization	<b>2013</b> DOJ files lawsuit against AA/US Airways merger three days before bankruptcy judge is set to approve POR
---	--	--	--	--	---	--	---	---	---	--	--

# Never Forget...

The following are just some of the more than one thousand messages left by airline employees, families, friends and U.S. Citizens on APFA's 9/11 memorial sight at [neverforget11-77-93-175.com](http://neverforget11-77-93-175.com) beginning with the week before September 11, 2013. We have decided to leave the page online for those who would still like to leave a personal message. The messages will be compiled and delivered to the 9/11 Memorial Museum scheduled to open in New York in the spring of 2014.

### Jana Stein – American Airlines, BOS

The last time I flew before 9/11 was December of 2000, as I was going on a leave-of-absence beginning in January of 2001. Ironically, that last month, I flew with Betty. She and I worked the F/C cabin of the 767 together, and we had a blast. Anyone who knew Betty knew that she LOVED Beanie Babies, and as Christmas was approaching, Betty bought a snowman Beanie Baby for me. It was adorable! I put Betty's Beanie Baby on display in my living room, and after Christmas, Betty's Beanie Baby got packed away with all of my other Christmas decorations.

And then 9/11 happened.

A couple months later, when Christmas rolled around, I didn't feel much holiday spirit, but when you have three young children, you do what you have to do. As I was unpacking our Christmas decorations, I was overcome when I discovered Betty's Beanie Baby. I had totally forgotten about it. When I saw it, all those memories of Betty and 9/11 came flooding back. My 10-year-old daughter saw me standing there crying, holding the Beanie Baby, so I explained to her that I had received that Beanie Baby as a gift from one of the flight attendants on flight 11. Without saying a word, my daughter picked up that Beanie Baby, climbed up on a chair, and placed that Beanie Baby on top of our Christmas tree. Then she looked over at me and said, "Mom, we have a real angel on top of our tree."

Thank you, Betty. We will NEVER FORGET!

### Kevin Kennedy - American Airlines

I will never forget signing in for my trip on the morning of September 11, and seeing the crew for AA 11 in Operations. My flight to San Juan left 15 minutes later and from the gate next door. We all wished each other a safe trip, not knowing the perpetrators of what would be our nation's most hideous moment were sitting somewhere in the departure lounge amongst us. It still makes my skin crawl.

I have thought back on that day a million times. I recall watching the Oscars several months later and seeing Hollywood come out on stage wearing their NYPD and FDNY hats, honoring the first responders. I thought that was fantastic, but kept wondering, "Where are the AA FA hats?" The heroes on flight 11 made phone calls identifying the perpetrators! The quick thinking of the flight attendants made knowing who was responsible for this horror immediate. I certainly think THAT was worth honoring them as heroes, alongside the first responders.

To each and every crewmember on every affected flight, along with the passengers, rest in peace knowing you were all as brave as any American could ever be.

### Stephanie McVeigh – American Airlines

The range of emotions felt on that day and subsequent anniversaries serve as a reminder that the human spirit is both tenderly fragile and mightily resilient. Bless the spirits lost all too soon - your stories of bravery and selflessness live in our hearts and make us a better people.

### Ronald W. Seifert - American Airlines, Ret. Captain

I knew many on these flights. Bless them all and those who remain that called them friends and colleagues.

### Whitney B Hood - AA

To those Angels that went to heaven before us on 09/11/2001, Thank you for your courage – you will never be forgotten.

### Scott Kirby - US Airways

Our nation will never forget you. In memory.

### Kat Clements - AA

I will never forget you Dianne Snyder. Never.

### Debbie Maitland Roland - American Airlines

None of us will ever forget the exact moment we heard of our colleagues, friends, families and total strangers being murdered by the most dreadful act of terrorism the United States has ever experienced. For those who were directly involved in some way, whether it being a part of the recovery, attending various memorials, funerals and support systems, holding the hand of a colleague, touching the heart of a family member, giving hugs to each and every crew member we encountered, September 11 changed us all forever.

WE will never forget the heroism of our passengers and crewmembers. May their hearts and souls continue to soar, may we some day be able to be at peace.

*(Debbie Roland, (DCA) WINGS President, was a member of the Go Team along with then-APFA Safety Coordinator Kathy Lord-Jones, that was dispatched to Ground Zero the day after the attacks. Despite the fact that there were no survivors on any of the four planes).*

### Diana Forzani - Retired American Airlines F/A

Not that I don't think of that day often... but when it comes to this time of year, when the weather is crisp and clear and the skies are the brightest of blue with no clouds in sight... I cannot help but think of 9/11 and how that day will be forever in our hearts and memories. I always think of the first responders and the heroes on our airplanes who supplied valuable information to those on the ground and for their unselfish acts of bravery. To their families, you will never be forgotten.

### Lynne Marie Roeschlaub - United States Citizen

May God bless all of your families, and their future families, for those of you who were tragically taken away from your loved ones and Earth on that tragic September 11th day. Gone but certainly not forgotten... Stay Strong America. To you brave flight attendants that continually serve America, on a daily basis, thank you. Your services are greatly appreciated.

### Fernando Rodriguez - United Airlines

All of you will always be our heroes & never be forgotten. Though we work for competing carriers, our two great legacy airlines will always share this strong bond that has made us one big family. God Bless.

### Elise Eberwein - US Airways

In honor of the flight crew members who lost their lives on 9/11. And a special shout out to Julie (Frederick) and APFA for their tireless work to make this important flight 93 memorial come to be. Honored to make a contribution alongside my soon-to-be American colleagues.

### Pamela Eichman – US Airways

Much has been made by the media of events on that day. Yet little is said of the crewmembers who woke that morning to become human ammunition in a battle that was not theirs to fight. I will never forget they were someone's mother, father, son, daughter, husband, wife... at their job, performing ordinary tasks on a beautiful September day when suddenly life ceased.

### Karen DiFiore - American

We arrived in ZRH that morning. Talked with the outbound crew in the lobby of our hotel. We were awakened by the hotel staff and told to turn on the TV. Oh my God. The outbound crew returned to the hotel and we all spent two long days together with our pain and thoughts. But, the people of ZRH could not have been more thoughtful! They rushed to hospitals to give blood, they rang their church bells...The world got tighter on that day.

### Itty Barry - American Airlines

I fly every trip with an extra pair of wings so Jeff Collman, my little love bug, can continue to do what he loved as long as the good Lord will allow me! I will never forget you or the Boston crew of flight 11 you will always be heroes in my eyes! I love you!

### Ryan Barry - Married to an AA FA

To those Angels that went to heaven before us on 09/11/2001, Thank you for your courage – you will never be forgotten.

### Dana McShane - American Airlines

There isn't a day that goes by that I don't think about all we lost that day. Having been based in Boston and witnessing such tremendous loss - there simply are no words.

Jeff- you are missed everyday. I still catch a passing glimpse of you – often mixed among the faces in the crowd. You were a wonderful flight attendant and an exemplary human being. I am proud to have called you my friend. Now you fly with the wings of angels.... go well my forever friend.



<b>2013</b> U.S. District Judge Colleen Kollar-Kotelly appointed to preside over AA/US antitrust case	<b>2013</b> APFA along with three unions, file Amicus Brief in support of speedy trial in DOJ antitrust lawsuit	<b>2013</b> OSHA protection policy for flight attendants announced	<b>2013</b> DOJ hearing set for November 25, 2013	<b>2013</b> Judge Sean Lane approves Plan of Reorganization pending outcome of DOJ case	<b>2013</b> APFA launches campaign to fight DOJ filing; publishes Capwiz for members to contact Congress, schedules meetings with state Attorneys General, coordinates with AA/US Airways on Fly-In
--	--	---	--	--	--

<b>2013</b> APFA members descend on Washington, D.C., along with members of APA, TWU and US Airways' unions and management to meet with more than 320 members of Congress in support of the merger.	<b>2013</b> DOJ grants Delta and Virgin Atlantic antitrust immunity (September)	<b>2013</b> November 18, 2013 - 20-year anniversary of APFA's historic Strike
--	--	--

## Hotel Department Happenings

by Kelly Gambello, APFA National Hotel Coordinator



**Kelly Gambello**  
APFA National  
Hotel Coordinator  
hotel@apfa.org  
817.540.0108, ext. 8306

### New Markets Mean New Hotels!

We're in the process of scheduling hotel site inspections in Curitiba (CWB) – service begins November 22nd; and Porto Alegre, Brazil (POA) – service begins December 19th. The current schedule has crewmembers overnighing in both cities providing for enough time to venture out and explore these new destinations.

### Hotel Debrief Forms

Reporting issues or concerns with any of our hotels or transportation companies has never been easier. On the Hotel Page at apfa.org you will find a debrief form that you can simply fill out. It is automatically sent directly to my department for follow up. There is also a debrief form on the APFA Flyer iPhone app that allows you to fill out and send to the Hotel Department as well. Our goal is to resolve each issue as soon as possible - these easy access forms allow me to stay on top of issues for quick resolution.

For those of you that don't want to "fill in the blanks," you can email us directly at hotel@apfa.org. Be sure to include specific details about your issue and the name of anyone you speak with regarding the issue. This information is very helpful when my department is doing follow-ups with either the hotel's general manager, sales director or the owner.

### AA's Hotel Contract Department vs. AA's Hotel/Limo Desk

These departments within AA are two very different departments serving very different functions. The AA Hotel Contract Department secures the contracts for our scheduled crew layover hotels and helps my department address issues or concerns you've brought to our attention.

AA's Hotel/Limo Desk secures last minute hotel accommodations for VMPS assigned outside of the regular crew and for crews during an off-schedule operation (OSO). The Hotel/Limo Desk representatives attempt to book crew hotels first when securing rooms, but these hotels aren't always available at the last minute. Due to the number of rooms needed on any given day, the desk often uses hotels outside of our list. When doing so, they will try to book rooms near the crew layover hotel and/or hotels for which they have received positive feedback. Occasionally, in certain markets, the desk may also need to reach out to a third party vendor in order to secure a block of rooms.

### APFA.org for Temporary Relocations, Hotel Amenities

Please visit the Hotel Page at apfa.org to find information on temporary hotel relocations, monthly hotel allocations, our current list of hotels and amenities offered. This information is continually updated.

### President's Report, Continued from Pg 5

endorsed the merger with US Airways in February 2013. The bankruptcy court approved the merger agreement in March. In June, the Company finalized a Plan of Reorganization ("POR") that was premised on a combination with US Airways and the growth in passenger traffic that will result from the better quality product the New American will be able to offer. The next month, American's creditors approved the POR and in September the bankruptcy court gave its conditional approval.

Two days before a bankruptcy court hearing on

the POR, on August 13, the Justice Department, along with the attorneys general of six states and the District of Columbia, filed an antitrust lawsuit to block the merger. Although it's an unwelcome distraction, this lawsuit does not discourage us. We cannot and we will not allow the US government to prevent us from competing with Delta and United. American can't do it on its own. Consumers know it, employees know it, creditors know it, even management knows it. Flight Attendants again must fight for our futures. We must display the same resilience and exercise the same intelligence that has gotten us over so many seemingly insurmountable

obstacles.

In the meantime, APFA is hard at work preparing for the day that we emerge victorious and the new American finally arrives. Our new negotiating team is working diligently. With the agreements we have in place, APFA will be ready to capitalize on the new American's success immediately.

Make no mistake, there's still plenty of work to do. In fact, there will always be more work to do. But as long as we maintain the courage and savvy we are known for, I have no doubt that APFA will prevail and will see the merger of American and US Airways.

### "The State of Our Health Care in 2014", Continued from Pg 29

October 1 2013.

The implementation of the "Individual Mandate" also goes into effect in 2014. This means that if you can afford health insurance, but choose not to sign up for it, you could incur a fee. In 2014, the annual

penalty will be \$95 per adult and \$47.50 per child, up to a family maximum of \$285 or 1 percent of family income, whichever is greater. AA HR has set up a website called Health Care Reform Made Simple with frequently asked questions

for employees who would like more information about Health Care Reform. This website will be accessible to active employees on www.my.aa.com and to retirees on the Retiree Benefits page of jetnet.

### Vice President's Report, Continued from Pg 6

there, Ms. Leaver instructed Ms. Doright to "gather your things because you are going to have to come with us." Though the FSMs' state they advised the Flight Attendant she was accused of taking a passenger's bag, Ms. Doright denies ever being told the reason for her removal, that she felt it was possibly due to a family emergency and complied immediately. The FSMs accompanied Ms. Doright off the aircraft, never informing the remaining crew why, advising only that there was a standby on the way.

On the way to Flight Service Operations, Ms. Doright was allowed to talk to her union by phone for two minutes at which time APFA Representative Ima Cummings advised her this was regarding an issue with a "missing passenger bag." Per Ms. Doright, this was the first time she was told she was being taken off for this reason.

Approximately 15 minutes later, Ms. Cummings arrived in operations to represent Ms. Doright only to find that Corporate Security Officer L.G. Lipps had already begun conducting the investigation and that Ms. Doright had produced the bag in question once becoming aware of the issue.

Ms. Cummings protested, citing Ms. Doright's contractual right to union representation during the investigation. However, FSM Leaver literally blocked the door to bar her from speaking to Ms. Doright.

### The Arguments:

The company contends the termination is justified because the grievant knowingly and intentionally deprived a passenger of his property. The company further argues that the grievant's dishonesty and deceit during the investigation warrants her dismissal.

The union argues the company did not have just cause to discharge the grievant, that they rushed to judgment, relying on poor investigation, inconsistencies and contradictions in the accounts. The union contends the grievant was credible and consistent and was denied her due process in violation of the parties' collective bargaining agreement.

How would you decide?

### The Decision:

The arbitrator found that the company fell short of meeting its burden. It failed to prove that the grievant took passenger's property with the intent of keeping it for herself, or that she was dishonest during the investigation of the incident. The company's evidence was replete with contradictions and failed to demonstrate misconduct on the part of the grievant. The evidence exposed significant investigatory irregularities in the manner in which it was conducted; violating the grievant's due process rights in a prejudicial manner, running afoul of the parties' contract.

Accordingly, the grievance is upheld. The grievant is reinstated to her position with full seniority, is made whole for the period from her discharge until reinstatement, and all reference to the incident and the discipline imposed are expunged from the grievant's record.



PRINTED ON RECYCLED PAPER

**SKY**word Fall/Winter 2013

PRINTED ON RECYCLED PAPER



**Association of Professional  
Flight Attendants**

1004 West Eules Boulevard  
Eules, Texas 76040

Address Service Requested

