



*Association of Professional Flight Attendants*

*Proudly Representing the Flight Attendants of American Airlines*

*Office of the National President - STATE OF THE UNION*

Dear APFA Member,

Since my term in office began, I have not had the privilege of delivering a State of the Union message as positive and optimistic as this year's.

Our work – the collective effort of 25,000 Flight Attendants – has put American Airlines on the path to tremendous success in which we have already begun to share. Thanks to the hard work of the APFA Leadership, our Joint Negotiating Committee, our FACT Reps and Mobilizers, and all of the Flight Attendants on the line, we have made great strides in bringing together two workgroups with vastly different cultures and contracts into one cohesive membership. To that end, we have secured a contract that maintains or improves upon the industry's best work rules while also achieving the highest pay rates of any network carrier.

Many of us have lived through bankruptcies and mergers before. All of us have at least watched them take place at other carriers. By taking the lessons we learned in the past and applying them to the situation that faced us, we were able to accomplish something great. Let's not forget this feat as we continue the hard work of bringing our two companies together and fully realizing the benefits of this merger.

2015 has the potential to be the greatest year of our careers in terms of success and opportunity. It is therefore incumbent on our union to make every effort to ensure that each and every member has the resources necessary to make the most of it. As APFA's focus shifts from negotiations to implementation of the new Joint Collective Bargaining Agreement (JCBA), my New Year's resolution is to change the way we educate and engage with Flight Attendants on the line. Our workgroups each bring unique and important resources for Flight Attendants. In the new year, we will work to combine these existing programs, figure out what works and what doesn't, and expand upon the most effective strategies. The APFA leadership intends to train more Flight Attendants than ever before on the various functions members perform on behalf of the union and their colleagues. APFA headquarters will be bustling with activity as the JCBA's changes are implemented – and our reps will need as much help as they can get.

I am particularly committed to reaching out directly to our new hires. Since the merger announcement, our carriers have hired thousands of Flight Attendants and both legacy airlines continue to hire. By the end of this year, Flight Attendants hired since 2011 will account for more than 20% of APFA's membership. I have had the pleasure of meeting and in some cases working alongside many of our newest members. Invariably, they are engaged, enthusiastic, and diligent workers. They represent not only the future of our airline but of our union as well. The APFA leadership wants to enable these junior members, as well as more senior Flight Attendants who want to get involved in union work, to benefit from the expertise and guidance of our experienced union representatives. APFA is eager to harness their combined energy and ingenuity. For APFA to remain cutting-edge and effective, it will need the support and guidance not only of our seasoned members but also of the new generation of Flight Attendants.

Details of these initiatives are being worked out and will be published in the coming months. We realize that these goals are ambitious. But APFA has proven time and again that anything is possible through strength and unity.

Happy New Year! May 2015 be safe, peaceful, and prosperous for all 25,000 of us – the face of the new American.

In Unity,

Laura Glading