

**MINORITY REPORT
BOARD OF DIRECTORS' SPECIAL MEETING
JULY 27-28, 2004
DALLAS/FT. WORTH RADISSON HOTEL**

{In accordance with the APFA Constitution, Article III, Section 3, K, this Minority Report is submitted with the approval and concurrence of the Base Chairs representing the bases of JFK, LGA, ORD, RDU, BOS, IMA and of the Vice-Chair of STL whom represented STL/SLT at the meeting herein referenced.}

Introduction:

The Minority Report, as envisioned by the APFA Constitution, is a medium of last resort when circumstances warrant the minority in opposition publishing a written dissent from the actions of the majority of the Board of Directors for the permanent record of the APFA. Historically, it has been used so infrequently as to compel the question: Why would the actions of the majority of the Board of Directors at the Special Meeting of July 27-28, 2004 warrant such an extraordinary response from the dissenting minority?

The APFA Code of Conduct states and affirms that:

“Strength and unity within the APFA are fundamental to the successful resolution of any endeavor the Union may undertake. The APFA strives for a standard of conduct and behavior wherein all flight attendants are treated with respect and consideration. The APFA seeks an atmosphere wherein all flight attendants conduct themselves in a manner which promotes unity, and strength and reflects credit to the individual, other flight attendants and the Union. **Differing points of view, expressed in the open forum of reasoned debate should be welcomed, honored and valued as necessary and essential to the development of a shared unity of purpose.** [Emphasis added.] [...]

The APFA reminds its representatives of the trust they hold for flight attendants and that their responsibilities should not be taken lightly or without due thought or consideration.

The varying backgrounds and unique perspectives of individual representatives mirror the diversity within the APFA and offer promise of great strength. **The APFA encourages its representatives to build consensus when making decisions affecting the welfare of the bargaining unit. Legitimate differences of opinion are to be expected and should be resolved by a steadfast reliance on the Constitution of the APFA which vests in the membership and the Board of Directors the authority to determine the course of the Union.** [Emphasis added.] The APFA asks that its flight attendants and representatives pledge their best efforts to meet and exceed the ideals expressed in this Code of Conduct.”

It is thus clear that one of the fundamental obligations of all members of the Board of Directors is to seek compromise where possible in order to fully respect the breadth of viewpoints inherent in an organization that represents such a diverse membership. Far from adhering to the Code, the actions of the majority of the Board at this meeting undermine the very underpinnings of our democratic processes and principles and are leading the APFA down a very unsettling and potentially undemocratic path, one that could potentially result in the wholesale alienation of the majority of the APFA membership. For these reasons, and for reasons more fully developed below, we call on the APFA Board of Directors to reconsider and reverse these inherently ill-advised resolutions and work to restore the fragile Spirit of Unity so essential to our collective success.

The Agenda:

It is our belief that the calling of this Special Board Meeting, while permissible under the Constitution, was unnecessary, financially irresponsible and motivated by a political desire to undermine the long-standing prerogatives of the Vice-President, Treasurer and Secretary to participate fully in the daily governance of the APFA. Of the 30 items ultimately placed on the Agenda, very few were on the Agenda prior to the convening of the meeting. The rest were added once the meeting was called to order. Admittedly this has become common practice. Nevertheless, it is detrimental to the

interests of those whom the Board of Directors are entrusted to represent. Moreover, the most contentious items were allegedly discussed and a course of action was agreed to by the majority prior to the meeting of the Board. This is a deplorable by-product of the lack of trust and respect for differing viewpoints that has become the *modus operandi* of this Board. Unfortunately this type of behavior stifles any real opportunity for consensus building and compromise between the opposing parties and regrettably has the opposite effect of engendering polarizing positions that prevent the Board of Directors from working in concert for the betterment of the totality of the membership.

The Selective Filter of One Individual: Censorship in a Democratic Entity:

The unconscionable removal of the right of all the National Officers to participate in the communication processes of the APFA alters the venerable long-standing policy that required the approval of three National Officers prior to publishing *Skyword*, the APFA Hotline, or official press releases. It is a policy that has worked for many years and through multiple administrations. It served to force consensus among the leadership and protected the membership from being misled by the subjective filter of any one National Officer.

The majority's stated position that the President, and the President alone, should determine the content of information that is sent to the membership is very short-sighted and disregards the trust that the majority of the voting electorate places in the other three National Officers. It is especially troubling considering the razor thin margin that the incumbent President putatively enjoyed in the March 2004 Run-Off Elections. A five-vote margin clearly does not a mandate make. For a slim majority of the Board to empower the incumbent with complete control of all of the Union's channels of information is undemocratic and only increases the suspicion of the membership in the credibility of the Board of Directors. We must never forget that we govern the APFA as representatives of those whom have elected us. Their collective voice made it clear that a time for change was required and three of the President's running mates were defeated in

their bid for election. The majority's actions would defiantly claim that the Membership's will can be ignored. We disagree and URGE this Board 's majority to reconsider Resolutions numbered 2 (two), 3 (three), 4 (four), 5 (five) and 12 (twelve) so that the collective voice of ALL of the membership may be recognized and incorporated in the APFA's official communication with its membership and its broader audience of the traveling public and American Airlines.

The Failure to Recognize Our Collective Need to Critically Examine Our Troubled Electoral Processes: The Election Procedures Taskforce

Resolution number [insert number here], made by Sandra Mitchell, LAX-I Chair, and Seconded by ... ignores the fact that the APFA has a true crisis of credibility *vis à vis* its elections. The Executive Committee resolution as drafted by Ad Hoc Ellis and passed by the EC would have finally empowered the APFA as an institution to critically examine its electoral processes, internal National Ballot Committee procedures, and APFA Headquarters' staff procedures in order to correct any issues that have the potential to negatively impact our elections. It is clear that our recent Restructuring Participation Agreement balloting and National Officer elections have harmed the APFA's credibility in the opinion of the membership. This perception must be reversed immediately. Arguments were advanced that now is not the time to undertake this examination. Some argued against the cost of the taskforce, others simply argued against its creation at all. We wholeheartedly disagree. What the APFA truly cannot afford is for its membership to question the legitimacy of its elections. We urge the Majority to reconsider their position in light of recent Department of Labor determinations and IMMEDIATELY reinstate the Elections Procedures Taskforce as created by a majority of the Executive Committee.

Doing the Right Thing at the Right Time: The inalienable right of APFA members to vote

The repeated attempts by the majority of the Executive Committee to require the counting of 11 (eleven) illegally voided ballots following the determination by Juan Johnson, former APFA Treasurer, that these members were ineligible to vote due to the method in which

they joined the Union as well as the improper voiding of 5 (five) ballots due to errors in calculating dues arrearages has been shown to have been the proper course of action from the very beginning. It is our opinion that Resolution 17 as passed by the Board is an unenlightened attempt to further the interests of incumbent President Ward and his supporters to delay the inevitable proper certification of Ms. Tommie Hutto-Blake as the rightful victor in the March 12, 2004 Presidential contest. It was made crystal clear to the Board by the Department of Labor's findings that the proper course of action for the APFA would have been to count and recertify the election based on the identified violations of the LMRDA as spelled out to the Board of Directors. This should have occurred at this Board meeting. The very fact that this letter was withheld from the Board's consideration by President Ward until after the abovementioned divisive resolutions were passed by the Majority is extremely revealing of the improper manipulation of information to benefit an individual rather than the entity as a whole. As the minority that voted in favor of Substitute Resolution 17 and who would have required the counting of the 16 (sixteen) ballots and recertification of the election pursuant to that tabulation, we hereby collectively go on record in opposition to the unnecessary delays that have been occasioned by the Board's passage of this resolution and its implicit acceptance of the improper frustration of the Executive Committee's Constitutional duty to provide an internal determination of this election complaint through its failure to condemn the denial of quorum by Ad Hoc's Walters and Bedwell and President Ward when this matter was properly before that body. As the governing body of this Union we must lead in a principled manner that recognizes that it is not only right but is in fact fundamental that all members desiring to vote be afforded that opportunity.

Constitutional Interpretation: A valid interpretation or intentional MIS-interpretation?

Resolutions # 7 (seven) made by Steve Watson and Seconded by Jennifer Mccauley and Resolution # 8 (eight) made by Steve Watson and seconded by O'Kelley are, in our opinion, implausible readings of the Constitution. Article III, Section 6, (7) reads as follows:

"The President shall recommend to the Executive Committee all changes in employment and staff requirements and, **subject to the approval of the Executive Committee**, [Emphasis added.], fix compensation for all agents and employees of the APFA. The President shall be responsible for the employment, supervision and discharge of all agents and employees of the APFA."

Two different scenarios are unambiguously addressed in this language. In the first situation, the Executive Committee's approval **MUST** be obtained whenever a change in staff positions is contemplated. There is no discretion for the President to neglect to "recommend to the Executive Committee all changes in employment and staff requirements." The above referenced resolutions address the termination of Mr. Skylar Turner and the dissolution of his position as APFA Graphic Artist. Clearly, the Constitution mandates that any change in staff requirements be "recommend[ed] to" and "approved" by the Executive Committee. Concurrent with the questionable termination of Mr. Skylar by President Ward was the elimination of the Position of "APFA Graphic Artist." In order for a staff position to be dissolved the Constitution clearly requires the approval of the Executive Committee. The prerogative of the Board of Directors and the Executive Committee to interpret the Constitution does not extend to interpretations which are clearly contrary to the unambiguous language and intent of the Constitution. To argue for such a broad right of interpretation poorly serves the Union and the membership's interest in rule of law. To accept the proposition that the Board and the EC can arbitrarily disregard clear Constitutional language makes a mockery of the underpinnings of the legitimacy of the APFA. We do not believe that the President has the constitutional authority to terminate an employee if that termination concurrently results in a change in staff requirements and therefore we reject the Majority's

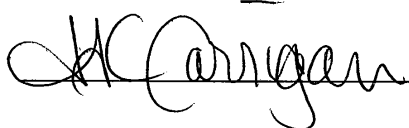
determination that Mr. Turner's termination and the dissolution of his position as APFA Graphic Artist was permissible under the APFA Constitution.


Robert's Rules: The necessity to run the organization according to accepted Parliamentary Rules

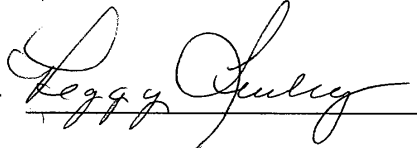
The APFA Constitution requires that the Board of Directors adhere to *Robert's Rules*. This Board under President Ward has ceased to do so on a routine basis. This is a grave injustice not only to the other members of the Board, but more importantly, to the membership. The President's habitual use of the Chair to speak to issues serves to potentially unduly and inappropriately influence other members of the Board. As a matter of record, the Board was to have been trained in parliamentary procedure under *Robert's Rules*, however, it has been put off on several occasions. We call on the Board to commit to educating itself in Robert's Rules for a more efficient and professional work environment.

For these reasons we hereby submit this Minority Report as permitted under the APFA Constitution to become a part of the permanent and official record of the Association of Professional Flight Attendants,

Randy Trautman, IMA Chair  _____

Julia Carrigan, BOS Chair  _____

Liz Mallon, ORD Chair  _____

Peggy Turley, RDU-I Chair  _____

Suzanne Edwards, JFK

Suzanne Edwards

Eric Hodgson, LGA Chair

Eric C. Hodgson

Greg Bertolini, for STL/SLT
(Vice Chair)

Greg Bertolini