



Laura Glading, APFA President

The APFA Constitution provides that the President “shall address an annual report to the membership.”

Traditionally, this has been done as an assessment of the state of our Union, an evaluation of where we have been, and—more importantly—where we are going.

In gauging the progress of any project, campaign or action—of a labor movement even—it is by looking back that one often gains the clearest vision of the overall direction forward. It is akin to piloting a boat on a calm lake, where the *trailing wake* provides a visible sign of the course taken and from that, the eventual heading. Our path as an organization is evidenced by the signposts of our past.

Of course, the lake in which we sail has been anything but calm. It has been full of eddies and cross-currents which have obscured our progress forward. Obscured, but not deterred.

One record of our Union's immediate history—its trailing wake, as it were—is the APFA weekly HotLine. Defined in the APFA Policy Manual as “a weekly update of APFA and industry news,” the HotLine forms a time line when viewed as a series of events. Coupled with our Press Releases, it becomes a *de facto* report of our Union's activities. As markers of where we have been, these “voices” of APFA can provide clues to our future direction.

A review of our accomplishments and not just our aspirations becomes an important aspect to seeing the whole picture of what is APFA. Events which may seem insignificant when considered one-by-one, take on larger meaning when viewed in the context of the greater tapestry formed by this historical narrative.

Reading through—in a single sitting—the over 80,000 words that comprise the weekly HotLines and Press Releases com-

plied since the start of the current APFA Administration in April 2008 would be monumental—not to mention monumentally mind-numbing.

Nonetheless, the National Communications Coordinator has skimmed through the website archives and assembled the high points, in bullet form. The recent achievements of our membership are indeed numerous and notable, befitting our aspirations, proof positive that we will not be deterred.

April 2008

- New National Officer Administration begins four-year term of office.



- **Decline! / Resign!** campaign is launched.

“Our lives have been turned upside down. People are working harder than ever to support their families and keep up with the skyrocketing cost of living. Now we see a handful of already wealthy executives pocketing the sacrifices we made. It's outrageous. ... [Mr. Arpey and his executive team] simply cannot continue to lead our Company with legitimacy and credibility if they continue to reward themselves while you pay for their bonuses with your personal sacrifices.”

- MD 80 grounding impacts thousands of Flight Attendants. AA agrees to protect Flight Attendant pay with voluntary PVDs. APFA urges more substantive



pay protection. AA eventually pressured to provide protection and a method to voluntarily restore PVDs that Flight Attendants had used to protect their earnings.

“The flight attendants of American Airlines have already sacrificed a 33% cut in pay, benefits and work rules since 2003 after labor saved this company from bankruptcy. Flight attendants are often forced to bear the costly brunt of management's mistake. This plan simply won't fly.”

- EC confirms new Coordinators for Hotel, Health, Scheduling and Communications, plus Representatives for Retirement and EAP effective May 1.
- AMR reports quarterly loss and APFA demands resignation of the top five corporate officers—Gerard Arpey, Tom Horton, Dan Garton, Robert Reding and Gary Kennedy—citing they “lack the kind of judgment required of corporate leaders.”

Even assuming these officers were willing to turn their back on their commitment to American's employees, customers and shareholders, the debacle of 3600 flight cancellations in a single week, and today's reported \$328 million quarterly loss, should have compelled Mr. Arpey and company to refuse their bonuses. Unfortunately, neither integrity nor shame could convince them to make the right choice.”

May 2008

- Collective Bargaining Agreement becomes amendable. APFA and Company meet to establish schedule of talks.
- BA and AA announce plans to form a marketing alliance while AA joins several other carriers in charging \$25 for second checked bag. Eventually announces charge for first bag.

"We will do what we can under our contract to protect Flight Attendants' jobs, and the service we can provide to passengers. We wish that management had the same commitment to protecting the air service our airline has built over the years."

- Company expands use of the Docking Guidance System (DGS) and crews are prompted to compare actual and reported times amidst reports of inaccuracies.
- APFA Flight Attendants join APA in picketing the AMR Shareholders' Meeting.



"... our Flight Attendants are unified and dedicated to our profession [and will continue] to work closely with the pilots and other employees to restore our standard of living."

- AA announces that it will implement capacity reductions in the coming months in response to declining business and increasing fuel costs. At the same time, expedited deliveries of new 737s are detailed. A new charge for the first checked bag for many fare types is instituted, drawing much derision from the travel business press and public.
- APFA joins other Flight Attendant unions in pressing the US Senate to pass the "Airline Flight Crew Technical Corrections Act" to extend Family Leave Coverage to airline crews not currently covered.
- Agreement achieved on removing perishable food items from the aircraft.

June 2008

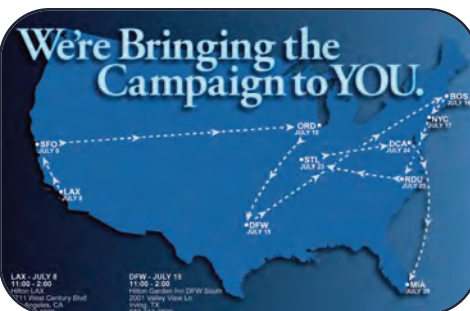
- APFA Negotiating Team meets with the APFA Board of Directors to brief them on the bargaining schedule in preparation for the exchange of openers on June 10.
- APFA and Company meet in an intensive three-week bargaining session with the company focused on immediate relief for Flight Attendants.
- Three-week immediate-relief bargaining session concludes June 26 without an agreement. Team prepares for the **Mobilize to Maximize** informational Road Shows to each base city.



- AA shares more details of planned cuts and aircraft retirements.
- Presidential Grievance filed over use of the Docking Guidance System.

July 2008

- AA sends WARN letters to 900 Flight Attendants over pending manning cuts. APFA negotiates the one-time Voluntary Bridge to Retirement (VBR) to supplement the Overage Leave and Partnership Flying provisions of Article 16.
- Road Shows bring members of the Negotiating Team, National Officers and Coordinators to all base cities for membership meetings.



- Oil hits a high of \$147/barrel and Flight Attendants participate in efforts to contact their Senators and urge support of the "Stop Excessive Oil Speculation" bill.

- Over 360 VBRs awarded while Crew Resources continues to process Overage Leave and Partnership Flying requests.
- Dismissals issued by the Federal District for the Eastern District of New York in the "Cooper" and "Marcoux" cases regarding Seniority Integration and the Restructuring Participation Agreements, respectively.
- Overage Leave and Partnership Flying awards announced, absorbing expected manning overages and avoiding furloughs.

August 2008

- LAX-I crew of 5 evacuates AA flight 31 upon return to LAX shortly after take-off for HNL in response to smoke and fumes in the cabin. APFA joins passengers in praising Flight Attendant action. Responding to media speculation over the evacuation and the company's initial lukewarm response, President Glading commends the crew: *"The safety of the flying public rightfully depends on Flight Attendants and the successful outcome of this evacuation is a tribute to our members' skills and training. They should be praised for their quick and appropriate response."*
- AA, BA and IB announce plans to for a Joint Business Agreement while American again accelerates the 737 deliveries in the face of continued high fuel prices.



- Negotiation Team sends out a scheduling opinion survey for the membership.
- Plaintiffs in the "Lindsay" case (formerly "Marcoux") file an appeal of the decision.

September 2008

- APFA, APA and TWU issue a joint press release, affirming a commitment to combine forces to pressure AA to restore lost wages and benefits. Laura Glading accuses AA of *"double dealing, paying lip service to employees while handing out million-dollar bonuses to top executives. . . . Flight attendants are earning 30 percent less than they did five years ago, and many are struggling. Meanwhile, top executives are patting themselves on the back and padding their bank accounts."*



- AA seeks permission to delay for one year the ORD-Beijing service, planned for April 2009. (Request later granted.)
- APFA and AA officially exchange openers.

"With oil falling by more than \$35 per barrel, American is paying approximately \$2.5 billion less for fuel. A single dollar reduction in the cost of a barrel of oil could fund a 10 percent increase in Flight Attendant's wages. These will not be easy negotiations, but we must work together to fix the many problems that exist and make our airline the best it can be."

- AA announces plans to reconfigure a number of 757 aircraft for use in certain US-Europe markets. APFA's Presidential Grievance over 757 crew rest provisions scheduled for December hearing.
- APFA EC endorses Barack Obama for US President with these words: "On every issue important to Flight Attendants and working families, Senator Obama is and has been in our corner."



October 2008

- APFA and Company continue face-to-face talks. In light of the company's stated plans to begin an onboard retail sales program, APFA reiterates its firm position against any attempt by the Company to unilaterally implement additional onboard sales requirements during Section Six bargaining.
- APFA InfoReps conduct a targeted campaign at DFW, MIA, LGA and LAX. Handing out informational leaflets and travel pillows in the **Pax for Pax** event, we take our grievances to the traveling public and engage them in our fight for a better contract for Flight Attendants and a better traveling experience for them.



- AA announces it will bow to pressure from public and employees alike and implement technology to filter pornographic content over its expanding on-board Internet service.
- FAA signs Memorandum of Understanding for the Cabin Aviation Safety Action Program (Cabin ASAP) after extensive work with, and promotion by, the APFA Safety and Security Department.
- FAA Civil Aero Medical Institute (CAMI) receives approval to send out the Flight Attendant Fatigue Study.
- AA announces a small profit for the second quarter, (\$45 million) and reveals plans to purchase 42 Boeing 787 Dreamliners, with options for 58 more.
- APFA and AA Teams continue talks and start the steady process of reaching Tentative Agreements on numerous articles.
- APFA Board conducts two days of business during the Fall Convention. Among other items, Board authorizes a dues increase referendum for the spring of 2009.

November 2008

- APFA celebrates the 15 anniversary of our 1993 strike in the **Remember November** campaign. Videos and photos from the time are posted on the APFA website for member and public viewing. APFA conducts spot picketing at JFK, DCA and LAX with signs reading: "Will History Repeat Itself?" and "We Are Still Willing."



- While the negotiations for a new agreement continue, APFA sets a target of May 1 to make May Day, Pay Day. Union proposes moving the talks outside the DFW area to cut down on distractions and focus on the tasks of bringing the Flight Attendants an improved contract. The company refuses.

December 2008

- System-wide Base Representational Election cycle begins.
- APFA President Laura Glading meets with those members of U.S. President-Elect Barack Obama's transition team responsible for preparing a report and making recommendations regarding the National Mediation Board.
- APFA and AA file jointly for Federal Mediation in the ongoing contract talks.

"There is no way Flight Attendants will agree to a contract with no significant pay raises for almost 10 years, and at the same time that AMR's top executives continue to reward themselves with huge bonuses—\$336 million over the past three years. This is just not acceptable. Flight Attendants have made difficult sacrifices to keep this airline flying and deserve a fair and just contract. We will not consider further concessions. ... The company is refusing to recognize the commitment, dedication, and sacrifices Flight Attendants have made for this airline. If mediation does not work, we are ready and willing to take all necessary steps to win a fair agreement."

- Negotiating Team announces the data-gathering test of the Volunteer to Fly (VTF) program at four bases (DCA, DCAI, DFW and IDF) mid-January to mid-March.
- Arbitration begins over crew rest facilities on the modified 757.

January 2009

- AA proffers Personal Leaves of Absence (PLOA) for the period February through November citing declining traffic in the weakening US economy.
- APFA and AA resume contract talks under a Federal mediator.

"With a new Administration and Congress friendly to workers taking their seats in Washington, we expect that airline workers can get a fair shake under federal law. American Airlines Flight Attendants have sacrificed for years to help our company succeed, and we're determined to get back what we lost. In light of management taking multimillion dollar bonuses the last three years, it's not asking much to restore what we gave up six years ago to keep this airline out of bankruptcy."

- VTF test program begins a 60-day trial.

- APFA negotiates an offer by AA of a Voluntary Travel Separation (TSP) Program, Overage Leaves and Partnership Flying to offset an expected manning overage of 200-400, though no specific furlough warnings are issued.

- AA reports a loss for the 4th quarter as spring executive bonus time approaches.

"We made tough sacrifices to help American stave off bankruptcy six years ago and now is the time for management to step up to the plate and stop increasing their salaries and taking massive bonuses. Congress needs to watch this closely and hold AMR's top executives accountable."

- Cabin ASAP program begins.
- AA states it had received sufficient requests for the Travel Separation, Overage Leaves and Partnership Flying to cover their expected overage.
- Arbitration over 757 crew rest facilities end with a decisive settlement in APFA's favor.



February 2009

- APFA Negotiating Team releases 2nd scheduling opinion survey
- Team meets with APA counterparts to discuss areas of common interest.
- Mediated talks with AA continue.
- AA sends WARN letters to 410 Flight Attendants. Voluntary Travel Separation Program is again proffered along with Overage Leaves and Partnership Flying to help mitigate overage.
- Ballots counted for Base Representational elections at: LGA, JFK, IOR, IDF, STL and RDU-I.

March 2009

- Annual APFA Board of Directors Convention convenes in Boston. Recognition banquet includes two first-time awards to Senator Edward Kennedy and IMA Flight Attendant Cindy Horan, for labor and humanitarian achievements respectively.



- APFA Board of Directors approves budget for fiscal year 2009-2010 which boosts Negotiations funding while adjusting departmental and base budgets downward to match expected revenue. Dues increase referendum, proposed in the fall 2008, is withdrawn.
- Volunteer to Fly test program ends.
- Furlough mitigation options close with a shortfall of proffers, resulting in the furlough of 323 members effective April 1. Travel Separation Program is proffered to eligible Flight Attendants on the recall list.
- Negotiators make first of two scheduled day-in-ops visits.

April 2009

- Mediated talks continue on an increasingly frequent schedule. Comprehensive proposals submitted on all outstanding articles in a drive to make May Day, Pay Day and reach an agreement by May 1.
- Team increases number of articles with TAs reached to 21.
- Second day-in-ops visits by APFA Negotiators to all bases.
- Several APFA Officers and Representatives meet with the Coalition of Flight Attendant Unions to continue discussions on commonly shared goals and strategies.



- AMR announces a loss for the winter quarter while top executives and managers again take bonus payments.

"Employees deserve to be rewarded for their hard work and sacrifices. None have worked as hard or have sacrificed more than Flight Attendants: over \$340 million in givebacks per year since 2003. Our members are hungry for their due and American has no more excuse to deny them."

May 2009

- One year anniversary of contract amendable date.

"We care about this airline and our customers and want American to be the leader in the industry. While we have not yet reached an agreement, we remain steadfast in our resolve and are willing to take all necessary steps to achieve that goal."

- APFA Team begins planning for Membership Outreach meetings to visit each base city in June.
- Mediated sessions end in May with a TA on Article 10 – Reserve, and two new week-long sessions planned for July. Company refuses to present comprehensive pay proposals. Immediately on the heels of the end of May talks, Flight Service rolls out its On-board Sales initiatives.

- Membership Outreach meetings begin at DFW while Flight Attendants are urged to return the Onboard Sales HI6 marked "NEGOTIATE IT" to their Flight Service Manager.



- APFA protests the Sales Initiatives and prepares to file a Presidential Grievance.
- AA proffers leaves (PLOA) for the summer months to cover an unspecified manning overage.

June 2009

- Pins and Wings campaign launched as Membership Outreach meetings continue.
- Company agrees to promote Onboard Sales program as a voluntary test while APFA continues to insist on negotiating any such scheme. APFA delays Presidential Grievance while still advising against any voluntary participation.
- Company announces further capacity cuts and a manning overage of up to 1,200 for October 1. Sends WARN letters while opening proffers for Overage Leaves, Partnership Flying and Travel Separation Programs. APFA negotiates modification to Partnership to parallel former part-time flying and increase its popularity.

- APFA commissions a report by the non-partisan public policy research organization Demos highlighting the failures of airline deregulation. Joining AFA-CWA President Pat Friend in endorsing the report, President Laura Glading states at a Washington, DC press briefing: *"[The Obama] administration should establish a task force to find how to stabilize an industry that's not working. ... Deregulation has damaged the traveling public hand in hand with the damage that's been done by the huge reductions in the work force."*
- APFA Team winds up the Membership Outreach meetings (last one in JFK on July 1) and prepares for resumption of mediated talks for the end of July. Number of TA's articles stands at 22.

July 2009

- Members speak out regarding Onboard Retail sales without a contract in two online quick polls. APFA.org takes on a new, more graphically oriented, format.
- American reports a loss for the second quarter.
- Legislative efforts heat up with widespread labor and member support of Senate bills for the Family Leave Technical Corrections Act and FAA Reauthorization Legislation.
- Two weeks of mediated bargaining end with TAs on six more articles and concessionary proposals from AA in the areas of scheduling, vacation, health benefits and retirement. AA has yet to make any significant pay proposals. Further talks scheduled for the end of August and mid-September. ▲



Show Our Unity.
Wear only your APFA pin and wings.

Brett Durkin

APFA Vice President

vp@apfa.org

817-540-0108 ext. 8111

Help Us Make Your Case

It's 8:45 on a Saturday evening. I'm sitting on a train, commuting home from the airport after spending the last several days in Chicago. The APFA Division Representatives and I have just finished another annual meeting of the National Academy of Arbitrators (NAA). Most unions—APFA included—have been attending this meeting on a regular basis for more years than I can count. It is truly a fascinating gathering of some of the brightest, most intellectual minds in the arbitration community—not only arbitrators, but also advocates from both labor and management.

The workshops at this meeting are some of the training tools APFA uses in developing and honing the skills of its Division Representatives (DR). The curriculum is heavy in arbitral topics, including panel discussions dealing with myriad labor and management issues—a number of them specific to the airline industry. Also important, the NAA annual meeting presents APFA with the opportunity to meet and observe arbitrators that may be candidates for our panel arbitrators.

As I sit here reflecting on the past several days, I consider how fortunate APFA is to have such highly skilled advocates in the System Board of Adjustment (SBA) Department. Most Flight Attendants will never have the opportunity to see firsthand the work of APFA's advocates: a well-coordinated corps consisting of the five Division Representatives, our Attorneys and other Flight Attendants that act as SBA Advocates and assist within the department.

Fortunately, we at APFA have a wealth of knowledge and history to draw from. This clearly works to our benefit. As we continue to cultivate and educate our advocates, their skills become our single greatest weapon against the Company in the grievance arena.

The discussions from this just-concluded NAA meeting recall our contractual Dispute Resolution process, which is based on a highly developed concept and practice called Alternative Dispute Resolution (ADR).

Over the last several years, I have observed a distinct change in the way AA does business when it comes to resolving disputes. Previously, decision makers at the base level made decisions and took responsibility for those decisions. Nowadays, most Flight Service Managers seem paralyzed by fear of making the wrong decision when it comes to resolving a dispute. This environment of self-preservation has created a logjam of grievances being forced into the System Board of Adjustment. This results in great part from the shortsighted attempts by American's Human Resource (HR) and Employee Relations (ER) departments—does anyone know why we need both?—to homogenize everything that takes place within the company. Their mottos must surely be: “no thinking outside the box” and “the beatings will continue until you think like us.”

It makes sense for those most involved to have input and ultimately resolve the issue since they are most familiar with it.

The intent of the language in Article 28 of our contract was to steer the resolution process to the base level and let those involved with the dispute craft a workable resolution. It makes sense for those most involved to have input and ultimately resolve the issue since they are most familiar with it.

You—the line Flight Attendant—can make a difference in the outcome of a dispute.

This was an important component of the process when the parties negotiated Article 28. It was so important to the parties that we jointly developed, and have maintained, an ADR training curriculum under the guidance of the Northwestern University Kellogg School of Management. The training is offered yearly to new APFA Representatives and members of Flight Service management. I personally believe this training is unbelievably helpful *provided that* the participants actually use the ADR process in resolving disputes.

What has become alarming is that during the Dispute Resolution Conference (DRC), some facilitators do not feel empowered to issue recommendations that resolve the dispute. This lack of confidence is unfortunate for several reasons. It leads to:

- loss of confidence in the process
- release of control over the final outcome to a third party arbitrator
- escalation of the cost of resolution for the Company and APFA
- increased time needed to resolve the dispute

It speaks also to inferior training company facilitators received two years ago when the Company conducted facilitator training *without the participation of APFA*. To date the results of that training have been nothing short of abysmal.

As more and more Notices of Dispute (NOD) fail to be resolved at the base level, they flow into—and unnecessarily burden—the SBA Department. At this point, the case is transferred from the local representative to the Division Representative. The DR will continue to work with the Company in an effort to resolve the issue. Meantime, preparation starts for possible arbitration once the case has been reviewed by the Grievance Review Committee (GRC).

As the title of this article suggests, you—the line Flight Attendant—can make a difference in the outcome of a dispute. When you or your crew is involved in a situation that may rise to the level of a dispute, you *must* protect your interest. Take the initiative to collect as much information as possible to help your case.

Begin by garnering any and all information that will be helpful: paperwork, dates, times—anything that may be useful. Docu-

ment your discussions. Also, remember the witnesses. If a passenger, ask them for contact information and explain that they may be contacted if needed. If a fellow crewmember, ask them for a statement while the information is fresh.

This may all seem somewhat trivial but in many cases, time itself becomes the enemy as recollections fade and information becomes irretrievable or is erased from the computer system. Try and grab as much information as you can. Use “the six W’s” as a guide:

- Who**
- What**
- When**
- Where**
- Why**
- Witnesses**


These simple steps can make the difference between a good case and a bad one. In the SBA Department we spend an inordinate amount of time piecing cases together, researching information and scouring for documentation. There are unfortunate times, though, when we are unable to recreate or retrieve records and evidence that would have been helpful. So from the beginning, create a log or timetable of everything that takes place and include any paperwork you can find in support of your

Should you be involved in some type of dispute, the more information you produce to support and prove your case, the better your odds of prevailing in the end.

case. Even if you think it is not important, hang on to it. We may see it differently. Always contact your APFA Representative immediately for assistance.

Our Union has an excellent record in resolving and arbitrating cases. With your assistance, we can increase the chances for a positive outcome—be it at the local level or in arbitration.

APFA provides many services Flight Attendants have come to rely on. I feel we are very fortunate to have so many dedicated individuals serving the membership. But if you take just one thing away from this article, let it be that should you be involved in some type of dispute, the more information you produce to support and prove your case, the better your odds of prevailing in the end. With information comes knowledge; with knowledge comes power.

Fly safe and always carry your contract or On-Duty Contract Guide. 



Denise Pointer

APFA Secretary

secretary@apfa.org

817-540-0108 ext. 8121

When Hardships Arise

One of the duties of APFA Secretary is to review all Hardship Transfer requests. It is one of the most difficult tasks of my office—often heart wrenching. So far, I have not left a Hardship Transfer review meeting feeling truly good, by the very nature of the issues at hand. It is incredibly humbling to hear the difficult challenges some of our members are confronting, and to then be responsible for making a determination that will profoundly affect someone's life. I see all these decisions as no-win situations. More about why I feel that way in a minute.

As we all know, regular transfers have become virtually non-existent and mutual transfers can be equally elusive.

Regular transfers have become virtually non-existent and mutual transfers can be equally elusive.

There simply is little or no movement in our ranks. Nevertheless, things happen in our lives that bring unexpected upheaval. From time to time, Flight Attendants in such cases can find themselves in situations that make flying out of their current base more than just inconvenient, but difficult. Nowadays, putting oneself on the transfer list doesn't seem to help. This can lead a member to consider applying for a Hardship Transfer and, not surprisingly, these requests are on the rise. Unfortunately, few such requests are granted—for some important reasons. To put it simply: difficult does not necessarily rise to the level of hardship.

Many members call my office to inquire about the Hardship Transfer process. A frequent question is why such transfers are so involved, complex and hard to obtain. The conversations are typically emotional and fraught with frustration over a complicated and, most times, quite lengthy process. The reasons for the frustration are understandable.

Contrary to what many Flight Attendants think, though your FSM may express an opinion on your case to the Company, she or he does not have a say in the actual process.

So, how does the process start? It all starts with your Flight Service Manger (FSM). To begin a petition for a Hardship Transfer, the request must be submitted, along with substantiating documentation, through your FSM. Your FSM then submits your request to AA on your behalf. Contrary to what many Flight Attendants think, though your FSM may express an opinion on your case to the Company, she or he does not have a say in the actual process. A copy of all documents should be sent to my attention at APFA. It is also suggested that you make your Base Chair aware that you have submitted paperwork for a Hardship Transfer. There is no need to provide your Base Chair with actual documentation copies—just make a phone call or send an email to give a "heads up."

Every four to six weeks, the designated representative from the Company and I meet to review the Hardship Transfer petitions. After much discussion and a thorough study of the requests, we make a decision based solely on the facts and the documentation submitted. Decisions are thus made by mutual agreement between APFA and the Company. Granting a Hardship Transfer is a rare occurrence and certainly not the norm. Fact is, requests are denied the majority of the time. Why?

In plain terms, granting a Hardship Transfer is—on its face—a violation of seniority. No matter what the outcome of the Hardship Transfer request, someone is going to be affected negatively. Though there are times when the reasons for a transfer are *prima facie* compelling, the decision whether to or not to approve a request is undertaken with much consternation, never lightly.

The materials that are required to substantiate the underlying hardship must be thorough and complete.

The materials that are required to substantiate the underlying hardship must be thorough and complete. The very difficulties in one's life that have driven the need for the request may themselves be obstacles and may make the process inconvenient, even laborious. But there is no shortcut. There is no other avenue for submission and evidence is crucial. It falls on the one petitioning for the transfer to make the case—clearly and unequivocally—that her or his situation justifies an approval.

There are no hard and fast rules for approving or denying a Hardship Transfer petition, but I can share a few things with you.

- A Hardship Transfer is never granted for the purposes of avoiding commuting.
- A Hardship Transfer will only be granted to a Domestic base.
- The documentation submitted along with the request must be so thorough and so complete that it leaves no question unanswered—none. It must be convincing and—by all means—it must be factual.

All Hardship Transfer requests, and their accompanying documentation, are strictly confidential. If you do not want the documents you are submitting to be viewed by your FSM, it is acceptable to seal them in an envelope and request that the envelope not be opened by anyone except myself and the Company representative who process the requests.

Finally, once the review is complete, the Company notifies your FSM of the decision. Your FSM should, in turn, personally contact you with the determination. Sometimes, a request for additional information is received. Often, the news is not what you are hoping for.

If a request is denied, the petitioner may re-apply six months from the original application date. It bears repeating that all decisions to grant a hardship are by mutual agreement between AA and APFA. Those of us who review the cases and make the final decisions are charged with both determining the validity and the seriousness of a given request, and protecting the integrity of the working agreement. We must balance conflicting objectives and keep the rights of all our members foremost in mind when hardships arise.

In Unity,



Juan Barrera
APFA Treasurer
treasurer@apfa.org
817-540-0108 ext. 8131

The Hope Holders' Meeting



... Wednesday, May 20, 2009 ...

The morning brought us yet another AMR Shareholders' meeting and with that, another round of bonuses paid to greedy executives.

Even with the loudly proclaimed needs and desires from our membership, the classy and heroic speech from Ian Merriman (son of AA Flight Attendants Freddie and Beth Merriman - IDF), and our steadily declining quality of work life—I found it truly amazing these guys in CentrePort just don't get it.

The only acknowledgement of our plight came from a frequent flyer in the audience. It was a very telling and significant statement because even in the worst of times our Flight Attendants rise up to any occasion.

But what if we had a "Hope Holders' Meeting?"

Wouldn't it be great if the execs in charge realized that the biggest asset any company has is its people? Companies face difficult times accessing capital and resources. We know. It's no secret. Most companies are experiencing this; it is not an isolated incident.

What AA needs to tap into is its people—its greatest resource of all.

Wouldn't it be great if our success was measured in units that could reflect employee satisfaction, morale and work life?

In our Hope Holders' Meeting, executives would realize that it is indeed possible to be profitable while employees are happy and satisfied. This can translate into a deeply-felt pride—dare I say caring?—for one's company. Examples abound in our own industry even. Didn't we all feel that once for AA?

Leaders would lead. And in lean and hard times they would lead by example.

My fellow Flight Attendants, if hope is what you want, look no further. It is not in CentrePort, it is not in Washington, DC (even with a labor-friendly administration).

It is not in our building in Euless, Texas.

It lies within each and every one of us. We are the Union! From the most junior Flight Attendant to the most senior, we all must provide hope for each other.

Participate

Get involved and get informed.
Be proactive.

Don't be like the guys at CentrePort.

Lead by example.

Lead by doing.
Lead by hoping.

In the days to come, our hard-working Negotiating Team will again take time to abandon their personal lives and come to you for feedback and support. Go out and support them and get involved, because in doing so there is true hope!

In Unity.

Hear and see Ian Merriman's address, in his own words. YouTube link:

<http://www.youtube.com/watch?v=FRRVu92wfwg>

It begins with Pins and Wings.

APFA Negotiating Team



So long as the Restructuring Participation Agreement (RPA) defines our pay, benefits and working conditions, Flight Attendants will continue to suffer the inequities and burdens of that agreement. **For every day the agreement remains in place, however, American is enjoying \$1 million in savings.** The gross imbalance caused by these concessions should have ended after five years. Instead, it persists in what is now its seventh year.

See our YouTube Video: "The Ins and Outs of Airline Federal Mediation" at <http://www.youtube.com/watch?v=gZoL5LQAQMI>

Unfortunately, the procedures for negotiations under the Railway Labor Act (RLA) do not provide a set timetable for reaching an agreement. Other than the final phase, when the National Mediation Board (NMB) releases the parties into the thirty-day cooling off period that precedes a strike or other self-help, there is no sense of urgency built into the law. That is why APFA took it upon itself to announce last October a plan to reach an agreement by May 1. We believed, *and initially the Company agreed*, that six months of steady negotiations were more than enough time to resolve this dispute. One only has to consider that in 2003, when management urgently needed an agreement, negotiations took all of *seventeen days*.

In December 2008 we were making some progress at the bargaining table. We decided, however, to ask the National Mediation Board to appoint a mediator when management gave us a clear view of what its endgame could be. At that time it had finished an intensive period of negotiations with the Transport Workers Union (TWU) over comprehensive proposals that covered all economic issues. The Company's last proposal to TWU offered no structural wage increases, left virtually all the RPA concessions in place, and further reduced benefits.

We immediately told the Company that unless it could assure us that it did not intend to pursue a similar course with APFA we

would have no choice but to apply for mediation. The Company could not give us that assurance and an application for mediation was immediately filed.

Over the next three months, with the assistance of NMB-appointed mediator Ernie Dubester, we were able to reach tentative agreements on virtually all of the non-economic articles of the Collective Bargaining Agreement (CBA.) By mid-April we were ready to start bargaining over the heart of the agreement—wages, benefits, reserves and rest. With only a short time left before the May 1 target date, we wanted to accelerate the process as much as possible. We decided to give the Company a complete proposal covering all economic items on April 23. In this way American would have sufficient time to review it before mediation resumed on April 28.

At that bargaining session management informed us that it was *not willing to respond to any economic proposals*. It took the position that it would only negotiate over certain scheduling and training issues. Notwithstanding the mediatory efforts of Mr. Dubester, the Company maintained that position through April 30.

What happened in May was no different than what had happened in April. American continued to refuse to put a single dollar on the bargaining table.

In response to the amount of progress made in April, the NMB scheduled six days of bargaining in May, with the last session set for May 29. Although the chances were not great, we believed we could reach an agreement by that date so long as the Company decided to actually negotiate. Unfortunately, what happened in May was no different than what had happened in April. American continued to refuse to put a single dollar on the bargaining table. All that it would say about economics was that any agreement reached had to be *unit cost neutral*. In other words, improvements had to be offset by concessions of equal value. We, of course, rejected their "formula".

On the last day of the May negotiations – only because of our insistence that the Company stay to complete bargaining over the reserve section of the contract – we were able to reach a tentative agreement on Article 10. The Company still had not put an economic proposal on the table.

We told the NMB that we wanted to resume negotiations as soon as possible after our Membership Outreach Meetings were completed at the end of June. The NMB set negotiation for two full weeks, from July 20 through July 31.

What were our expectations for this next round of bargaining? As we explained in the June meetings, we had finished clearing the "underbrush" of proposals that have little or no economic impact on the Company. In July we were to move to the articles of the contract that management has avoided bargaining over for the past two months. In these two weeks – sitting across the table from one another – they would have no alternative but to finally counter the comprehensive proposal we gave them on April 23. The content of their offer would depend in large part on what each Flight Attendant does to demonstrate to management that the Negotiating Committee is not a force of thirteen but of 18,000 employees.

Our "Pins and Wings" campaign is the first opportunity for us to show our strength and convince management to stop treating bargaining as some sort of zero sum game. We must also let the Company know that if it insists on this approach we will intensify our collective effort to secure an agreement we will readily ratify.

Remember - it begins with Pins and Wings.

What happened the last two weeks of July? See August 1st Special HotLine.

What's next? See the Team's second article: "**Our Mobilization will Maximize**" [direct link here]

Our Mobilization Will Maximize

APFA Negotiating Team



Flight Attendants must be prepared to engage in a series of mobilizations that prove we are strong, we are unified, and we are not going to ratify a concessionary contract.

Simply put, **American has refused to negotiate over the most critical provisions of the contract—wages, benefits and any other section that would increase American's expenses.** The Company has taken the position that any bargaining over these issues must be "unit cost neutral". According to management, for every improvement in the CBA there must be a Flight Attendant concession of equivalent value. To convince the Company to take a radically different approach in negotiations, we, the Flight Attendants, must be prepared to engage in a series of mobilizations that prove we are strong, we are unified, and we are not going to ratify a concessionary contract. The following is a calendar of actions that will be taken over the next few months unless an agreement is achieved.

Our purpose is to convey to management that we would engage in a strike.

FIRST MOBILIZATION: On June 5, APFA announced the launch of its **Pins and Wings** campaign. Wearing just the APFA Pin and the company wings on our uniforms very visibly displays our unity. It is the most obvious way of communicating to management that the Flight Attendants are unified and determined to achieve a fair and decent contract. Everyone must participate!

SECOND MOBILIZATION: In August, APFA will create a web-site devoted solely to the creation of a virtual picket line. Take your position on this cyber-line by logging on and adding your name. This gesture, while seemingly small, has tremendous ramifications. Every Flight Attendant who joins this simulated picket line is indicating that if it were a real strike they would be there. www.apfavirtualpicket.com

Also in August we will replace the blue disc backing for the APFA pin that was issued last year by a two-sided disc distributed to every Flight Attendant. One side will be yellow and imprinted with the words, "**GOT UNION**". The other side will be red, with the words, "**GOT GUTS**". Upon receiving the disc, Flight Attendants will immediately place it behind their APFA pin with the yellow side showing.

Showing the Company that we are ready, willing and able to engage in such an action can be as powerful a tool as a strike itself.

THIRD MOBILIZATION: Our purpose in this and the next mobilization is to convey to management that we would engage in a strike. **Self-help—a strike or other job action—is not permitted, however, until the end of a thirty-day cooling off period which only the National Mediation Board can initiate.** Considering the constraints of the law, we must rely on symbolic exercises to communicate the threat of an effective strike.

Showing the Company that we are ready, willing and able to engage in such an action can be as powerful a tool as a strike itself.

In developing these exercises, we considered that in actual self-help Flight Attendants do not have to walk out at the same time. We could, for example, identify particular flights, destinations, or departure times that would be the target of a job action. Similarly, after the end of a cooling off period, we could announce that APFA will strike the same number of flights that American would cancel during bad weather in a particular city. Just as severe thunderstorms in Dallas can cause the cancellation of dozens of flights, Flight Attendant-generated "weather" could have the same impact.

The third mobilization is intended to simulate this kind of job action. Beginning at some time in the late summer, we will announce that certain flights will be subject to our own version of OUR TURN Around Campaign, turning around how AA views our negotiations. APFA will notify Flight Attendants working those flights to turn their disc to the red side. Doing so will indicate that if this were real self-help these individuals would be on strike and would not be on-board that flight. Each time we engage in an action we may use different criteria for selecting the targeted flights. Whenever there is a scheduled action, we will have informational picketing and leafleting at the relevant airports to explain the nature of our campaign.

FOURTH MOBILIZATION: The final action is the most important. APFA will announce that on the same day every Flight Attendant should display the red side of the disc. At that point all Flight Attendants will make it known to their colleagues and to the Company that they will participate in a strike when given the right to do so.

Fixing Airline Deregulation

APFA Legal Counsel



The vast majority of our members have worked as Flight Attendants for more than twenty years. Many of us have been around since the airline industry was deregulated in 1978. The Airline Deregulation Act was intended to increase competition, improve service and lower fares. During the past thirty years, those expectations have not been realized. Instead the industry has undergone unprecedented consolidation, a deterioration of service, higher fares and more fees.

Our wages, benefits and working conditions are regularly subjected to the boom and bust cycle spawned by deregulation.

But it is the employees of this industry that have felt the full brunt of deregulation. Hundreds of low cost airlines have failed; major carriers have liquidated; hundreds of thousands of jobs have been lost. For those who remain employed, deregulation has bred instability and uncertainty. Our wages, benefits and working conditions are regularly subjected to the boom and bust cycle spawned by deregulation.

If we are to help fix a system that is clearly broken, an assessment of what went wrong and what should be done in the future had to be prepared.

Understanding that deregulation does not work, APFA is committed to insuring that the mistakes of the past are not repeated. If we are to help fix a system that is clearly broken, an assessment of what went wrong and what should be done in the future had to be prepared. APFA, along with the Association of Flight Attendants (AFA-CWA), approached Demos, a non-partisan policy research and advocacy organization, to discuss the effects of and possible cures for airline deregulation.

Demos is based in New York City and one of its original Board members was Barack Obama. Demos previously issued reports concerning the deregulation of the financial and housing sectors which were part of a series entitled "Effective Regulation for the 21st Century".

Following our meeting, Demos decided to prepare a study of the airline industry and, on June 24, published "Flying Blind – Airline Deregulation Reconsidered". In their report, authors James Lardner and Robert Kuttner, thoroughly review the history of deregulation, assess its impact and describe the current state of the industry. They conclude that:

"Deregulation was supposed to lead to a dramatically expanded universe of airlines: companies big and small, old and new, competing and innovating for the public benefit. Instead, today's industry is more concentrated than ever, yet lacks the resources and motivation to make crucial investments in equipment, technology, and human capital. And most of the major U.S. airlines appear to have no long-term strategy except more of the same: more outsourcing, more service cutbacks and hidden charges, more wage and benefit reductions, and more consolidation in the hope of surviving long enough to be in a position to turn a profit and expand again during a future economic recovery."

The last section of the report contains a number of policy recommendations for regulatory reform. Most notably, Demos recommends that a federal task force be created to examine the industry's problems and propose solutions.

Immediately following the issuance of the report APFA and AFA-CWA began an intense legislative effort to ensure that Congress creates such a task force.

We urge every member to read the full report.

Click this link to download/read:
http://www.demos.org/pubs/airline_0623.pdf
 Visit Demos at: <http://www.demos.org>

Frank Bastien

National Communications Coordinator

communications@apfa.org

817-540-0108 ext. 8308

Skyword Goes Online



If you are reading this then you need no introduction to the latest incarnation of **Skyword** magazine. That is: **Skyword Online**.

It was no longer a question of to print or not to print Skyword, but one of to either go online or eliminate it altogether.

Many of you will already be accustomed to reading **Skyword** through the website or a download. It has been offered for years in a digital form (PDF): as an archived format, as a cost saving measure, or just for those who have preferred to read it on their desktop or laptop—often before it would have arrived in their mailbox. Though the number having opted to discontinue receiving the mailed version was never great, the dollars saved in printing and mailing costs were not insignificant. Saving money, of course, is what is primarily behind the current decision to move to an online-only distribution.

A number of members have emailed and phoned to express their concern that there will be, at least for this fiscal year, no printed and mailed version of **Skyword** as was reported in the Spring 2009 issue (pg. 11) and in the April 9, 2009 weekly HotLine. It is not the first time this has been done. After the Union's fiscal emergency following the strike in 1993, **Skyword** was refashioned for a time into "**Skyword** Supplement." Over the following several years it appeared either in that reduced form, or its normal format though far less frequently. It wasn't until a few years later that the then familiar 10-per-year schedule came to pass. **Skyword** continued its near monthly appearances in members' mailboxes throughout the late 1990's and beyond, until—with the sharp downturn in our membership and dues revenue—the magazine went to a seasonal publishing cycle beginning in 2004.

Increasing costs of print publishing and mailing, plus the continued steady contraction of our workforce, forced the APFA Board of Directors into some very difficult budgeting decisions this year. In terms of **Skyword**, it was clear that it was no longer a question of to print or not to print, but one of to either go online or eliminate it altogether. Regardless of how one feels about the pluses and minuses of online publication and distribution versus printing and mailing, clearly there is a large portion of our membership that would prefer a magazine in their mailbox. Simply put, that just comes at too high a price in these times.

The printing and postage budget for a quarterly **Skyword** for 2009-2010 was estimated, conservatively, at \$88,000. That is roughly the yearly cost to APFA of two full-time Reps-on-Duty answering members' calls and inquiries. Already, two such reps had been eliminated from the new budget as part of the overall cuts both on the national and base levels which were necessary to responsibly meet our budget goals for this fiscal year. Given the recent and rapid improvements in Internet services and web technology, **Skyword Online** was the next best alternative to cutting even more "live" service to our members.

Skyword Online differs from a print format in several ways. It is not just the old magazine digitized into one large and unwieldy file. It is fashioned with an eye toward being both easy to read online and easy to print, article by article, for those who choose to do so on their personal printers. We will see what works and how to tweak it as it grows into its new shoes. If you do print out an article, please share it with others.

It has been placed on the "public" partition of the website, so as not to require login. This meets the goal of **Skyword** distribution (and the provision in the Policy Manual) that it be available to all APFA Flight Attendants, not just to those who are members in good standing. Anything deemed of a nature "not for public consumption" will remain on the secure side, however, and require login.

Advertising has been removed.

Though we regret that ads are not offered in the online version, deleting them was made necessary by the non-commercial nature of the APFA website, a requirement of a number of our Internet licenses. Though ads did appear in the digitized versions of our print magazine, it was not an online product per se. The ads were incidental to the digital archiving. As an online product by design, we feel that ads in **Skyword Online** would cross the line into outright web advertising and put our licenses in jeopardy. The revenue we gained from the ads was always a variable amount, which only sometimes exceeded the cost of their inclusion and was more often a break-even at best.

Skyword Online is not just the old magazine digitized into one large and unwieldy file.

Lastly, an online magazine, even in a PDF format as this is, allows active linking to other articles or online sources within the text. This is another aspect we will need to grow into in time. But it promises a better experience for those who go the route of reading it online.

So, how can you make the best of **Skyword Online** and APFA.org? As mentioned above, **Skyword** will be largely available without website login. But portions of it, as well as the majority of our online resources, may require login to the site. Login is generally restricted to members in good standing. First and foremost, then, maintaining access to APFA.org requires that a member provide a current email, obtain a password, and maintain status as a member in good standing. Information on how to log in for the first time is available right on the site. Our Membership and Dues Departments can help with questions regarding membership status and can be reached at:

Membership – member@apfa.org – Headquarters ext. 8153
Dues – dues@apfa.org – Headquarters ext. 8151

(Headquarters switchboard phone number: 817.540.0108 or 800.395.2732) ▲

Brent Peterson

National Contract Coordinator

contract@apfa.org

817-540-0108 ext. 8271

WANNA BE A KNOW-IT-ALL?



Have you ever been asked a question by a colleague that you were sure you knew the answer to, but just couldn't quite find it in the recesses of your mind?

Have you ever been asked a question by a colleague you knew you *should* know the answer to?

Have you ever wanted to be one of those Flight Attendants who always seemed to know the ins and outs of legalities, pay issues, contractual policies and procedures so you weren't left answering yes to the above two questions?

Wonder how your Base Chair and Vice Chair, your Base Council Members or Headquarters Reps-on-Duty got their contract smarts and seemed to know all the answers? Sometimes it's simply been through sheer experience. But in all cases it hasn't been by accident. Knowing our contract and how, when, where and why its various elements apply, can be learned. This knowledge can better not just your work life, but—for those who choose to share their knowledge as a Union Rep or just a member-at-large—the work lives of your fellow members.

Many Flight Attendants choose to give of their spare time through volunteering at their base, or opt to take on part-time or full-time positions as Contract and Scheduling Reps-on-Duty. Learning the ropes involves taking the opportunities when made available to attend voluntary training offered by your Base and National Representatives in the Contract and Scheduling Departments.

The various facets of our jobs are innumerable and no one knows everything.

The various facets of our jobs are innumerable and no one knows everything. You've seen in **Skyword** articles, in HotLines and in Base Briefs the kinds of tidbits that make up the intricacies of our work schedules and rules.

In the realm of representing members, or even just of being helpful to a fellow Flight Attendant coping with a reassignment, trying to do a trip trade, inquiring about monthly maximums or sick list clearance, the National Reps or those at your base—be they Chair, Vice Chair or Council Member—may have gained their knowledge through training offered at APFA Headquarters in Eules.

Several times a year, I and the National Scheduling Coordinator conduct two-day courses at Headquarters where we cover the wide-range of topics that comprise the areas of Contract Administration and Scheduling (often overlapping). These classes are attended by Base Chairs and Vice Chairs—either as new or refresher training—Base Council Members and members-at-large, all looking to become better informed and able to assist their colleagues in various capacities.

Just what is covered? Below is an outline of some of the topics discussed and thoroughly reviewed in the Contract Administration portion. In a later **Skyword**, the National Scheduling Coordinator will go over the topics that touch upon that area. You may be surprised at the amount of knowledge there is to gain.

If you are interested in assisting at your base, contact your Base Chair or Vice Chair and learn how you can help. If you think you might like to join our group of highly trained and competent Reps-on-Duty at APFA Headquarters, email myself (contract@apfa.org) or the National Scheduling Coordinator (scheduling@apfa.org) to find out more. ▲

COURSE OUTLINE – CONTRACT ADMINISTRATION TRAINING

Objectives -- Basic Contract and procedures knowledge concerning:

Family Leave

- Eligibility
 - Hourly requirements
 - Medical requirements

- Types of leave: regular and intermittent

- Administrative Timelines

Attendance Control Policy

- Chargeable vs. Non-Chargeable absences
- Calendar Day Calculation
- Firm/Tentative Clear Dates and procedures
- Options for longer absences
- Medical Certificate
- Company corrective actions and Actionable Trigger points

Leaves of Absence

- Personal Leaves
- Educational Leaves
- Bid Leaves
- Seniority types and leave impacts

Jury Duty

Training

Vacation and Sick Accrual

- 420 Requirement
- 420 "lookback"

Pay and paychecks

Filling of Vacancies

- Domestic Transfers
- International Proffers
- Mutual Transfers, Domestic and International

Reserve Rotations

Retirement

- Definitions
- Vesting
- Years of Credited Service
- Pension Formulas
- Benefits and Privileges
- Article 30
- Pension commencements

Reciprocal Cabin Seat Agreements

APFA has worked hard to secure Reciprocal Cabin Seat Agreements. (We commonly refer to these as "jumpseat" agreements, though no jumpseating is involved.) Currently we have agreements with the following carriers:

- Alaska / Horizon
- Comair
- JetBlue
- Southwest
- Delta / Northwest
- United
- Frontier
- Skywest
- US Airways

It is our goal to keep adding to this list until we have agreements with all other carriers capable of having such agreements. These agreements must ultimately be approved by the company's Executive Committee. Following the first few agreements, other work groups began to voice concerns that they were not eligible for these benefits, particularly given that those covered by these agreements were not traveling in jumpseats but rather empty main cabin seats.

Of course we are just trying to play catch-up with pilots who have enjoyed these privileges for many years. While our two workgroups clearly have an enormous population of commuters, there are commuters among the ranks of agents, mechanics and other employee groups. Gate agents are especially concerned as they are the ones with the added work of processing the reciprocal agreements and of course they get none of the benefit. Be that as it may, we will still work to add agreements for our members. We will attempt to secure agreements with the largest carriers first—such as the most recent agreements with United and Alaska/Horizon—as they offer the most benefit to as many of our members as possible.

See the APFA Reciprocal Agreements page at:

<http://www.apfa.org/content/section/16/423/> (login required)

Mark Beeler

National Scheduling Coordinator

scheduling@apfa.org

817-540-0108 ext. 8261

Tidbits from the Scheduling Desk

I can't believe it's been over a year since I took over as Scheduling Coordinator. This year has gone by fast and furious with some not so good news for our members who have been recently furloughed or are facing potential furlough. I find it so sad that AA top executives continue to line their pockets with millions of dollars in bonuses and still will throw our members out on the street. We must stand together UNIFIED and READY to once again show AA that we are an asset and deserve nothing but the BEST, INDUSTRY-LEADING Contract.

Many of you rarely, if ever, have a need to request assistance with your schedule or a procedure by contacting a Scheduling Rep from your base council list or by calling in to a Scheduling Rep-on-Duty at headquarters. But just like stories passed along on the line, hearing some of the issues others have confronted—and their resolutions—can be useful at an unsuspecting time in the future. So, I would like to share with you some of the calls and emails we have been receiving at the scheduling desk here at APFA.

Do I have to accept a Reassignment/Reschedule via ACARS?

ACARS—the Aircraft Communications Addressing and Reporting System (that device that prints out connecting gate information, among other uses)—may be used for a reschedule or reassignment **only for same day coverage**, and within certain restrictions:

- The message must contain specific information regarding the assignment: flight number, departure time, destination and which Flight Attendants are involved.
- General messages such as “call Crew Tracking” or “call Crew Schedule” are not acceptable.
- If the message is not relayed to the Flight Attendant, s/he cannot be held accountable.

Remember that if the assignment is missed, the Company may investigate the matter. If it is found that the message was not received by the Flight Attendant, there will be NO action taken or discipline imposed.

My crew and I have heard that we do not have to sit Standby in Crew Operations. Is this true?

There has been a recent Letter of Agreement on this very issue. It came about through some very successful tests by Flight Attendants—proof again that we often know the best way to make things work.

Standby Reserve Duty Policy (from letter of June 2, 2009)

... the Company has agreed to allow all Reserve Standby Flight Attendants the ability to serve their standby at a location other than the designated operations area. The standby duty must be accomplished in the same terminal area during normal operational manning conditions. If a Flight Attendant chooses to be out of the designated area, she/he must contact Crew Schedule as well as the Flight Service MOD (if present) to advise she/he will be accessible via the cell phone number listed on the Flight Attendant's HI1.

A Flight Attendant who chooses to be out of the designated operations area and cannot be reached for a standby assignment will be issued a Trip Missed (TM).

This policy may be discontinued at any time, by either party if they deem necessary.

I am at the airport and notice my sequence is cancelled before it even started. Can I just go home?

You now fall under MIC Obligation and **you must contact Crew Schedule as soon as possible** and **BEFORE leaving the airport** for assignment or release.

Note: *Each crew member must make contact with Crew Scheduling.*

From the On-Duty Contract Guide:

MISCONNECTION, ILLEGALITY, CANCELLATION (MIC)

SEQUENCE ORIGATION:

Applies to every sequence at origination except schedule conflict and the last sequence during the last five days of the month.

Flight Attendant:

1. Must contact Crew Schedule as soon as possible and before leaving the airport for assignment or release.
2. May be entitled to call-out pay.
3. If PPROJ is above monthly maximum, HVBL days apply. See page 27 [of On-Duty Contract Guide.]

Crew Schedule may do one of the following:

1. **Require Flight Attendant to deadhead to cover his/her return flight.**

If this happens, Flight Attendant:

- a. Has no further obligation after return to base at termination of the sequence.
- b. Only guarantee is protected.
- c. No greater pay protection (not a reassignment).
- d. In addition to make-up, may pre-plot to recoup lost time.

2. Assign Flight Attendant to airport availability duty.

If this happens, Flight Attendant:

- a. Cannot be held at airport for more than four (4) hours without being given another flight assignment that departs in the same duty period (does not have to depart within the four [4] hours). Four-hour period begins at original departure time or time of cancellation; whichever is later.
- b. Must be released at the end of four (4) hours if not assigned, will have no further obligation and is entitled to call-out pay.
- c. Only guarantee is protected.
- d. No greater pay protection (not a reassignment).
- e. In addition to make-up, may pre-plot to recoup lost time.

3. Reschedule Flight Attendant to another trip or trip sequence.

If this happens, Flight Attendant:

- a. Has no further obligation after return to base at termination of sequence.
- b. Only guarantee is protected.
- c. No greater pay protection (not a reassignment).
- d. In addition to make-up, may pre-plot to recoup lost time.

4. Hold Flight Attendant for duty on all days originally scheduled to fly.

If this happens, Flight Attendant:

- a. Must contact Crew Schedule for assignment on each day prior to a day s/he was originally scheduled to fly: 0800-1200 for Domestic, 1000-1200 for International.
- b. Is subject to multiple assignments that must:
 - 1) Originate on days originally scheduled to fly (DOSTOF).
 - 2) Not create a conflict with a duty-free period.
 - 3) Not exceed monthly maximum.
- c. May elect to have remaining days originally scheduled to fly converted to AVBL for self-plotting purposes.
- d. Has no further obligation once pay projection is at or above monthly guarantee.

e. Only guarantee is protected.

f. No greater pay protection (not a reassignment).

g. In addition to make-up, may pre-plot to recoup lost time.

5. Release Flight Attendant from duty with no further obligation; guarantee not protected.

Crew Schedule must ask Flight Attendant if s/he would like to protect guarantee. Flight Attendant may:

a. Decide s/he does not want to protect guarantee and end further contact.

1) Flight Attendant is then eligible to pre-plot a trip(s) later in the month or use make-up to recover the lost time.

2) If using pre-plot, must not alter schedule until after pre-plotted trip(s) are obtained. (See Pre-Plot)

3) Time lost due to MIC will be treated as a trip trade down in time.

b. Decide to protect guarantee by advising Crew Schedule at point of contact that s/he is going to use "comparable" days to protect guarantee.

1) Comparable days are unscheduled days off (DO's) later in the month on which s/he agrees to be AVBL for flying to recover time lost because of MIC.

2) Depending on number of DO's remaining in month, comparable days should be equal to number of days in original sequence.

3) If the MIC occurred after s/he had reported to the airport, the number of comparable days is one less than the number of days in original sequence.

4) To protect guarantee should contact Crew Schedule for assignment on each day prior to a comparable day: 0800-1200 for Domestic, 1000-1200 for International.

Well, that is it for now!

Remember to carry your On-Duty Contract Guide every time you fly your trips and fly SAFE!

In Unity,

Mark

Change... Sometimes It Can Be a Good Thing

Lonny Glover, IOR
Former APFA National Safety/Security Coordinator (2004-2009)

Once we have grown accustomed to a change, we seem to be a little more flexible and understand there could be some benefit to it.

Last year, during the U.S. Presidential campaign, we heard the word “change” over and over again. So much in fact we each probably started to wince or roll our eyes whenever we heard the word uttered. I know that, as Flight Attendants, we more than likely have each become creatures of habit, be it the way we prepare for work, pack our suitcases, set up our liquor/meal carts, beverage inserts, galleys, etc. We could probably do all of this in our sleep, or blindfolded. As soon as something changes from the norm or upsets our daily routine everything seems to be disrupted. Once we have grown accustomed to a change, we seem to be a little more flexible and understand there could be some benefit to it. Here are a few examples of some significant changes we have seen in our work place and their benefits:

Window exit briefings prior to departure:

Before 1999, as Flight Attendants at AA, we did not conduct window exit briefings on our aircraft prior to gate departure. During the accident investigation of AA1420, an MD 80 aircraft that crashed upon landing in LIT on June 1, 1999, it was discovered during interviews that some passengers seated in the window exit rows were *unaware there was an exit located in their row of seats*. This may have cost valuable time and slowed the process in evacuating passengers through those useable exits before the fire moved into the cabin area. Recommendations were made to brief/inform passengers seated in these rows of the close proximity/location of the exits and the added responsibility that comes with being seated in these rows.

Door arming/disarming PA:

Our procedures in previous years was that any Flight Attendant with door arming/disarming responsibilities would contact the FA 1/Purser and advise her/him via the interphone they had accomplished this step. Many times the FA 1/Purser was occupied in the cabin and may have been unable to answer the phone. Unfortunately, inadvertent slide deployments were increasing. A change was made for those Flight Attendants with door arming/disarming responsibilities to make a PA so not only the FA 1/Purser—but all crew members—could hear and know if the task was accomplished.

Flight Attendant Safety Manual:

Departure/Taxi 1.2, Door Arming Procedures
Landing/Arrival/Post-Flight 1.1, Door Disarming:
Arming/Disarming

“Flight Attendants will notify via PA that applicable doors have been armed/disarmed and cross checked.”

Example: 757— FA 2 will state over the PA: *“4L/R prepared and cross checked.”* If you don’t hear the PA from the responsible Flight Attendant you should contact them to ensure the step was accomplished.

Advanced Qualification Program (AQP) Recurrent Training:

Early in 2009, the FAA approved the new Advanced Qualification Program (AQP). This replaces our former Recurrent Training program which will transition from the old, traditional FAR 121 program into an approved FAA voluntary program. You will notice the change when you attend your 2009-2010 class. It is a proficiency-based training concept. The benefits of this type of training will allow the required number of training hours to be reduced. Flight Attendants may also be able to “test out” of certain areas of the training. Example: taking a pre-quiz and successfully passing may allow a Flight Attendant to not have to complete all four hours of online training if they demonstrate a higher level of proficiency. There will no longer be hours of classroom lecture but rather Flight Attendants will be assigned scenarios as crewmembers and passengers to reenact a safety/security situation. Flight Attendants are encouraged to utilize their Flight Attendant manuals to best handle the situation and to work as a crew. *All aspects of training will be completed in one day, reducing the amount of time spent away from home.*

Cabin Aviation Safety Action Program (ASAP):

A dramatic change we have seen recently was the long-sought implementation of the Cabin ASAP program. It brought about a definite culture change at AA because it is very different from how things were previously handled regarding discipline. We know that AA and Flight Service had no problems issuing discipline if Flight Attendants were found to have violated FARs or company policies. In the several months since this new safety program started on January 15, 2009, over 317 reports have been received. Many of these Flight Attendants have already benefited from the program as they were not subjected to company/FAA discipline when they submitted their reports regarding, for example: blown slides, out-of-date manuals, minimum crew violations and not briefing exit rows.


APFA Safety/Security Department:

Not all the Safety/Security changes have happened on the line. The APFA Safety/Security Department has undergone some of its own. For 15 years I have worked in the Safety/Security department as a Rep-on-Duty and Accident Investigation "Go Team" member. I served as the Coordinator of the Department for the past five years. I recently decided to make a change myself and elected to hand over the reins of the Department. I have returned back to the line to fly so this will be my last Safety/Security **Skyword** article. The department is being left in the excellent and capable hands of IMA Flight Attendant Kelly Skyles who has been appointed as the new National Safety/Security Coordinator. For over the past three years I have had the distinct pleasure and honor of working with and training Kelly. She is truly a dedicated individual who possesses the experience, knowledge and determination this department requires. I have no doubt she will do a phenomenal job. Kelly will continue to provide the highest level of professionalism and representation that our members, APFA, AA and the aviation community have grown to expect from our department. Please take this opportunity to welcome Kelly.



Kelly Skyles and Lonny Glover

My passion has always been aviation safety; that is one thing that will never change! In closing I ask that you never forget the reason we are on board the aircraft: it is because we are Safety Professionals.

Fly safe and I will see you on the line! 

Accidents and Incidents

Aircraft Mechanicals

01/2009, MDE/MIA/MDE, 737

During take-off out of MDE, the #1 engine failed. The Captain shutdown the #1 engine, declared an emergency and returned to MDE. The single-engine time was 26 minutes. The aircraft landed overweight with hot brakes. The right-hand brakes' main plugs melted and the aircraft was unable to move from the landing pad area. All passengers and crewmembers deplaned via the air stairs and were then transported by bus to the terminal. No injuries were reported. The aircraft was taken out of service. The flight changed equipment and departed for MIA.

04/2009, DFW/OGG/LAX, 767

Approximately one and a half hours into the flight, the cockpit reported a center hydraulic fluid loss indication. The Captain shutdown the center hydraulic system, declared an emergency and diverted to LAX. The center hydraulic system was turned back on briefly in order to extend the landing gear and then shutdown once again. The aircraft landed without incident and cleared the runway, but had to be towed to the gate area. The Airport Fire and Rescue met the aircraft upon landing. The aircraft was taken out of service. The flight changed equipment and departed for OGG.

Passenger Misconduct

01/2009, MIA/JFK, A300

Upon arrival at JFK a female passenger was behaving erratically and failed to comply with crewmembers' instructions. The passenger ran up the aisle into the first class cabin immediately after landing, shouting that the passenger seated next to her was dead. The Flight Attendants confirmed that the "dead" passenger was indeed alive and the Captain requested local law enforcement meet the flight. The female passenger became uncooperative and confrontational with the law enforcement officers and even struck one of the officers with her shoe. The passenger was then arrested and taken into custody.

02/2009, IAD/LAX, 737

During the flight, a male passenger from the main cabin brought his young son up to the first class cabin to use the lavatory. The lavatory was occupied and the first class Flight Attendant requested that the male passenger and his son wait at the cabin divider area until the lavatory became available. The male passenger became very angry and used a plastic bottle for his son to urinate into while standing at the cabin divider area. The Flight Attendant instructed the passenger to properly dispose of the bottle and the contents in the lavatory. The passenger refused to comply and then proceeded to hide the bottle in an undisclosed place. The passenger had become verbally abusive to the Flight Attendant. The incident was reported to the Captain and local law enforcement was requested to meet the flight. Local LAX Airport police met the flight, questioned and released the male passenger with a warning.

03/2009, CLT/DFW, S80

The Captain reported a level 2 security threat due to a male passenger exhibiting uncontrollable anxiety upon landing at DFW. The male passenger had left his main cabin seat during taxi-in at DFW and proceeded forward through first class and attempted to open the cockpit door. The passen-

ger ignored all commands from the Flight Attendant to return to his seat. The passenger then turned and entered the forward galley area and opened the galley door and successfully deployed the emergency exit door slide while the aircraft was stopped on an active runway. The passenger deplaned via the slide and was apprehended by AA ramp employees. The local DFW airport police took the passenger into custody and transported him to a local area hospital. The passenger has been banned from future travel on American Airlines.

03/2009, CDG/MIA, 767

During the flight, one male passenger and two female passengers were reported as intoxicated and non-compliant with crewmembers' instructions. The three passengers were caught serving themselves from an open, duty free liquor bottle. The Captain declared a level 1 security threat and requested local law enforcement meet the flight. Local MIA airport police met the flight and questioned all three passengers. The two female passengers were released and the one male passenger was arrested. The itineraries for all three passengers were cancelled.

04/2009, SFO/DFW, S80

As the aircraft was being prepared for take-off, a male passenger jumped up out of his seat and ran toward the cockpit door. The Flight Attendant shouted for him to return to his seat and he complied. On climb-out the same passenger urinated in his seat. Once the aircraft had leveled out, the passenger then went to the first class lavatory. Leaving the door open, he turned and exposed himself to the Flight Attendant and several first class passengers. The passenger continued to use the lavatory frequently throughout the flight claiming he suffered from prostate cancer. The Flight Attendants suspected he was intoxicated and refused to serve him any alcohol. The flight continued without any further incident.



Security Incident

02/2009, ATL/ORD, S80

At the ATL airport, a female passenger reported to the TSA that she believed she had overheard a male passenger speaking in Russian about explosives. TSA, FBI and local airport police responded. The two passengers were both booked on the same AA flight to ORD. All passengers were deplaned and re-screened. The aircraft was searched with canines and nothing suspicious was found. The male passenger was questioned by all responding authorities and released. The female passenger was rebooked on a Delta flight and the AA flight departed without further incident after a lengthy delay.

Customer Illness

05/2009, LAX/NRT, 777

Upon arrival at NRT, local Japanese Health officials boarded the aircraft for passenger and crewmember health screening. A female passenger seated in row 33 of the main cabin was found to have a fever of over 100 degrees and flu-like symptoms. Due to the recent H1N1 (Swine Flu) health crisis, the Japanese Health officials sent the ill female passenger to a local area hospital for further screening and testing. All passengers seated in rows 30-36, seats ABCDE, and two Flight Attendants working main cabin who had served the passenger, were placed into quarantine until the test results were reported for the ill passenger. The quarantine lasted approximately 10 - 12 hours and the ill passenger tested negative for the H1N1 virus. The two quarantined Flight Attendants were finally released and, without proper layover rest, deadheaded back with their crew to LAX.

Patty French

EAP Representative

eap@apfa.org

817-540-0108 ext. 8701

Know The Facts About Alcohol Testing

Traveling from one country to the next is a normal part of our work life. Rarely do we as crewmembers think about

our ability to enter or leave one country or another without the usual paperwork and scrutiny that our passengers go through when traveling. We also do not think about the fact that when on a layover in another country, we are *guests and are expected to abide by the laws and regulations of that country*, no matter how different those laws may be from those in our own country.

The recent H1N1 (Swine Flu) outbreak and regulations on quarantining passengers and crew brought home how different countries and cultures handle situations in ways that we, as U.S. residents/citizens, may not be familiar with but still need to adhere to.

Another example of how laws vary from one country to another is the prescribed limit for alcohol breathalyzers, particularly in the United Kingdom. We have recently had a number Flight Attendants test positive for alcohol in this country with dire consequences for it. *The security screeners in the United Kingdom have begun random physical searches of crewmembers.* Unfortunately, while doing these searches, some of our Flight Attendant have smelled of alcohol and when asked to take a breathalyzer test, blew a positive test. The procedures for alcohol testing in the U.K. are spelled out below:

- Upon entering the security screening facility in the U.K., crewmembers are subject to a random physical search.
- If the security screener smells alcohol on a crewmember, the screener will advise the police, who will ask the crewmember to accompany them to the police station to take a breathalyzer test.
- If the breathalyzer is positive, the crewmember will be asked to give a blood sample. (A blood sample is taken as a breathalyzer test is not admissible in the U.K. court system.)
- The crewmember will be asked to post bail money and will be issued a letter with a summons to appear in court in the U.K. on a future date.
- The crewmember is also given a contact number for a solicitor in the U.K.

These procedures are legal in the U.K. and are outlined in Section 93 of the Railways Transportation and Safety Act of 2003.

Upon returning to the U.S. the crewmember will be directed to be evaluated by the AA employee assistance representative. *I am recommending that all crewmembers laying over in the U.K. limit the amount they drink on any layover.*

The prescribed limit of alcohol in the U.K. is 9 in the metric system. As a comparison, the prescribed limit for an AA company positive test is 20 in the metric system, equating to .02 in the standard U.S. blood alcohol scale. **So the limit in the U.K. is half the level of what the AA company test is.** The penalties for testing positive in the U.K. can be steep and range from a fine of from 300 to 5000 pounds and up to two years in prison.

Different countries and cultures handle situations in ways that we, as U.S. residents/citizens, may not be familiar with but still need to adhere to.

If on the way to the airport the crew feels that another crewmember is unfit to fly, that person should be asked to call in sick and go to the front of the

terminal to deadhead to base. *Do not let the crewmember go through the employee security screening facility.* The authorities in the U.K. will see this as intending to work the trip while under the influence. Any crew who has an incident involving alcohol testing in the U.K. should call the APFA EAP desk (817.540.0108 ext. 8701) upon returning to base.

Whether in the U.K. or the U.S., breathalyzer tests measure the amount of alcohol contained in the breath. You have probably heard or taken a breathalyzer test at work before and may wonder exactly how a person's breath can show how much that person has had to drink.

Once ingested, alcohol shows up in the breath because it gets absorbed from the mouth, throat, stomach and intestines into the bloodstream. Because the alcohol concentration in the breath is related to that in the blood, the Blood Alcohol Content (BAC) can be figured by measuring alcohol on the breath. The ratio of breath alcohol to blood alcohol is 2,100:1. This means that 2,100 milliliters (ml) of alveolar air will contain the same amount of alcohol as 1 ml of blood.

It is not uncommon to have a Flight Attendant who tests positive for alcohol to be very perplexed about the result of the positive test when they have had at least eight hours of sleep before reporting to work. Many believe that as long as they adhere to the eight-hour rule, a breathalyzer will be negative. *This is not the case.* It is quite possible to test positive on a breathalyzer test when the person has had eight hours of sleep. The reason for the positive test is simple: the body on average can only process one ounce of alcohol per hour. That means that if you drink more than one ounce an hour, the remaining alcohol continues to circulate in the bloodstream until the body can eliminate it through the following means:

1. The kidneys eliminate five percent of alcohol in the urine.
2. The lungs exhale five percent of alcohol in the breath.
3. The liver chemically breaks down the remaining alcohol into acetic acid.

As a rule of thumb, an average person can eliminate one ounce (15 ml) of alcohol per hour. So, it would take approximately one hour to eliminate the alcohol from a 12 oz (355 ml) can of beer. The BAC increases when the body absorbs alcohol faster than it can eliminate it—by drinking more than one ounce of alcohol an hour. The trick is knowing how much alcohol is in your drink. This may not be as simple as you think.

Not all drinks are equal. Can you answer the following question?

Which drink contains more alcohol?

- One 12 oz. mug of beer
- One 1 oz. shot of whiskey
- One 5 oz. glass of wine

Knowing how much alcohol is in your drink is important when you have to go to work the next day and perform your safety-sensitive job. (The answer to the above question is: they all contain the same amount of alcohol.)

For more information about alcohol testing, contact the APFA EAP desk (817.540.0108 ext. 8701).

Kelly Gambello
National Hotel Coordinator
hotel@apfa.org
817-540-0108 ext. 8306

SWIPER, NO SWIPING!!! SWIPER, NO SWIPING!!!

Those of you with small kids will recognize this saying from Dora, The Explorer, whenever Swiper the Fox appears to take something that Dora has. Just by Dora shouting those words, Swiper the Fox is stopped in his tracks and retreats with an, "Oh man!" Unfortunately, this doesn't happen in real life.

In the past few months we've received several reports from Flight Attendants whose belongings were stolen while on layovers. Some crewmembers have had their wallets lifted and others have had their purses stolen. Petty crime is certainly on the rise due to the economic conditions throughout the world, but we must remember to remain alert at all times—whether on a layover or simply running errands at home.

When you are packing for work ask yourself, "Do I really need this on my layover?"

We've had crewmembers who have had thefts of expensive, heirloom jewelry, large amounts of money and expensive electronic equipment. **If you will not be using it on your layover, leave it home.** I would also recommend making several copies of your American Airlines ID and passport. Keep a set in your suitcase and leave a set at home. This can help should any of these items be lost or stolen while on your trip.

Upon arrival at the hotel, stay together as a crew and keep an eye out for "lingerers." These are the people who hang out in the lobbies of hotels just looking for a chance to strike. Don't leave your belongings against a pillar or wall while signing in at the front desk or crew desk and make sure all your bags are zippered shut and not easily accessible.

If you will not be using it on your layover, leave it home.


When at a restaurant or bar, don't hang your purse from the back of your chair or place it on the floor under the table. Purse snatchers are waiting for guests to do this. Keep your items in view or "in touch" at all times. Be alert for scams involving an unknown person spilling a drink or food on your clothing. Their accomplice may be nearby preparing to steal your wallet or purse. At the end of a meal make sure to get a receipt to show that you have paid the bill. Don't simply throw cash on the table and leave. Anyone can take that money. Hand the cash to your server before leaving.

Ladies, when using a restroom, do not hang your purse from the hook if it is located anywhere near the top of the stall. A thief can simply reach over and grab it. Also, don't place it on the floor—*eeeew! who would?*—as they can just as easily reach under. When you are washing your hands, keep your purse on you and don't place it on the counter. Always pay attention to who is around you.

When you are packing for work ask yourself, "Do I really need this on my layover?"

If any of your belongings are lost or stolen, report it immediately. For stolen items, notify a Manager or Security Officer at the hotel or restaurant/bar where the incident occurred. They will then call the local police so that you may file a police report. Make sure to do this and ask for a copy. Please make sure to fill out an AMR Report if any of the items lost or stolen pertain to your employment with American Airlines. This is the only way you can get reimbursed for those items. Notify my department, hotel@apfa.org, with specific information concerning the layover location, date, item stolen, and from where (hotel restaurant, room number, etc.)

Don't become an easy target! Please follow these steps while traveling:

- Keep your belongings close to you at all times.
- Keep valuables to a minimum.
- Don't wear expensive jewelry/watches when out.
- Use the safe in your hotel room.
- Lock up your suitcase whenever you're not in your room.
- Carry your hotel room key separate from other belongings. 

When you get to your hotel room, check your bags to make sure that all your belongings are where you put them. Use the safe in your room if you did bring something with you that you consider valuable. More and more hotels have gone to the large, laptop-sized safes so if you brought your laptop with you, use it. Before leaving your room, lock your suitcase, make a mental note of where everything is, and then turn on the TV so it sounds like the room is occupied.

I would like to suggest to you to have a separate credit card for use while on your layovers. Keep the credit limit low and only use this card and cash while away. This would help to protect you should your wallet or purse get stolen. In most cases, thieves are looking for cash but if you keep other major credit cards, store credit cards and gift cards in your wallet then they've hit the jackpot.

