

the official publication of the association of professional flight attendants

**SKY**word

4th quarter . 2004

# The First 100 Days

. Engage the Membership . Our Contract . Financial Accountability . Legal Issues . APFA Leadership Summit  
. Communications . Labor Outreach . The Balloting Process . Training . Mergers and Acquisition

**LATE BREAKING NEWS!**  
**TWA Seniority Lawsuit Dismissed**  
**in Federal Court. pg. 5**

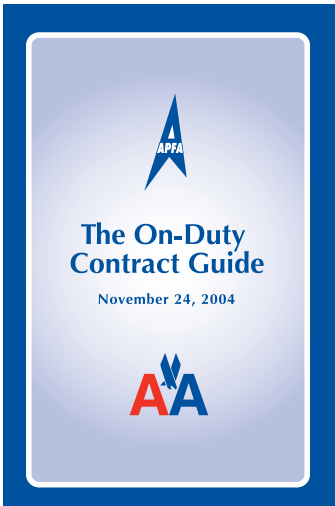
**INSIDE:**  
**On-Duty**  
**Contract Guide**

**Membership**  
**Opinion Survey**

*On January 18, 2005, you will be able to access phase one of the **APFA 2005 Opinion Survey** using the **APFA website (www.apfa.org)** to link to the survey site at SRC. See page 14 for more details.*

### **YOUR NEW ON-DUTY CONTRACT GUIDE**

In the center of this Skyword, you will find a tear-out booklet compiled by APFA and American Airlines. Both parties participated in the creation of this document, and American Airlines fully funded the printing of this document as a result of a Notice of Dispute filed by Tommie Hutto-Blake last spring. In compliance with the Contract, our complete Collective Bargaining Agreement is in the process of being compiled and printed and will be distributed as soon as it is finalized.



## **Late Breaking News as Skyword Goes to Press!**

On November 30, 2004, the Eastern District of New York Federal Court announced Judge Nina Gershon's 22-page ruling on the "Motion to Dismiss" in the Cooper/IAM vs. AA/APFA lawsuit regarding the December 2001 AA/APFA Seniority Integration Agreement.

In the past few months, APFA has pushed hard for a court-ordered ruling that, in our opinion, was long overdue. Oral arguments by all involved parties on the Motion to Dismiss the Plaintiffs' Amended Complaint were heard in Judge Gershon's court on October 26, 2004. Judge Gershon's subsequent ruling dismissed this lawsuit regarding the seniority integration of the former TWA Flight Attendants in its entirety. The 2001 AA/APFA Seniority Integration Agreement as written and agreed to by the parties has now been sanctioned by the Federal Court.

APFA has a colorful history that includes great strides for AA Flight Attendants. At various times, our Union has been involved in long-term disputes with our

employer and, in some cases, even with "classes" from within our own membership. When these disputes arise we often need a third party - in this case the Federal Court - to be a neutral referee. Judge Gershon has served as the neutral for this dispute. She has reviewed all of the facts and circumstances of the plaintiffs' lawsuit regarding the Seniority Integration Agreement, heard the oral arguments ordered by her court and now has made her ruling to dismiss this lawsuit. Her ruling can be appealed and we will keep all of our members updated if the plaintiffs continue their efforts in the Federal Courts.

This decision marks an end to a bitter dispute. We are hopeful that the resolution will lead to a cooperative spirit within our ranks and help us to focus on the critical issues currently faced by all Flight Attendants at American Airlines.

This written opinion may be viewed in full on the APFA website at [www.apfa.org](http://www.apfa.org). We urge all members to read it.

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## REPORTS

- 4. President's Report
- 8. Vice President's Report
- 10. Secretary's Report
- 11. Treasurer's Report

## DEPARTMENTS

- 13. Communications
- 20. Contract
- 22. Safety
- 23. Health
- 24. Scheduling
- 25. Hotel

## FEATURES

- 14. Membership Opinion Survey
- 15. Retirement Facts
- 16. Pension Task Force Update
- 18. Pension Senate Committee Hearings
- 18. When the Going Gets Tough
- 27. Hotel News and Reviews
- 28. Base Field Reports
- 30. APFA Base Elections
- 32. Article VII
- 34. The Decision
- 35. Dissecting APFA's Structure



**Tommie Hutto-Blake**  
APFA President

## PRESIDENT'S REPORT

**Before I address the current** momentum to refocus our Union toward a solid, collective front, I would like to comment briefly on APEA's endorsement of the Democratic Party's presidential candidate. During this national election I heard from members asking why APEA endorsed one party's candidate, particularly since our members represent both parties. Quite simply, APEA has historically supported the candidate who has a proven track record of supporting the labor side of legislative actions. Union leaders must take positions outside our own property concerning issues that will have a direct impact on our jobs, current labor laws and the established rights of workers in this country. Under both the Ward administration and the Hutto-Blake administration the APEA Executive Committee endorsed the Democratic ticket in this past election. There has never been a time in our nation's history when labor has so solidly backed one party as in this 2004 race. Now we must move on and continue to endeavor to have our voices heard on the Hill in Washington, in the Bush White House and in the executive suites of AMR.

As I am writing this, my hundredth day in office approaches.

**"There is absolutely no question that we have to try something different than what we are observing first hand at United, US Airways and Delta."**

One item I promised for my "First 100 Days" was to engage you, the membership, in determining the issues and remedies for our organization. In keeping with this promise, I began conducting base visits as APEA President in November and will continue this process until I visit every base city, concluding in March 2005. This certainly will NOT be my one and only visit to our bases. One of the most important tools a union leader has is traveling into the field, meeting with and talking directly to members from every location. It is always an enlightening experience. As I progress around the system, I'll have different local and national representatives with me at each base visit. I feel it is vital to APEA that your leadership hears directly from you. We need direct input about both your current concerns and your suggestions regarding our future challenges.

During these visits my team and I are learning that bases have their own unique issues of importance. Identifying and finding the right fit to these various puzzle pieces is challenging to say the least. Our membership is a vast wealth of information. When we work together, our collective pool of resources and solutions is extensive. Please listen to the APEA Hotline and check the schedule posted on APEA Bulletin Boards at your base this for the remaining base visits. Then feel free to join us at any base.

Since these visits will touch only a small percentage of the APEA membership, I believe it is also necessary to reach out to our broader resource – the entire membership base. Thus, in early 2005 as promised in our First 100 Day pledge, we will be collecting your input via a membership survey. It is imperative at this time in our history to collect your thoughts concerning our current work environment and the industry as a whole.

Consider this survey a work in progress. We will begin by gathering our current demographics and asking your opinion about the issues and our approach. I have contacted the University of North Texas (UNT) Survey Research Center to assist APEA in developing this "ongoing" survey. They will embark on this web-based collection of facts and opinions in January and will continue to survey you as we progress on this journey.

The UNT Survey Research Center is the same facility that conducted APEA's 1992 Contract Survey. Using this facility for a second membership survey will allow APEA to maintain a scientific study as our members shift in opinions and demographics. Gathering more information about our members will be an important tool to help us more thoroughly understand the positions and interests of our very diverse work group. We intend to use this tool in a step-by-step

process – to keep our eyes on the pulse of our members. The current plan is to have this first portion of the survey available to you beginning January 18, 2005, through APEA's website. See page 14 of this **Skycolor** for more information. I encourage each of you to participate.

To keep you thoroughly updated on APEA's direct communications with both the other labor unions on AA's property and our efforts to work directly with CEO Arpey and his staff, I would like to report in. Since September, your national officers have met each month with the leaders of the TWU, representing AA's ground workers, and the APA, representing AA's pilots. Our goal is to establish a strong, committed, working relationship between the three unions on our property.

We have also met each month, along with the TWU and APA leadership, with CEO Gerard Arpey, CFO James Beer and members of their senior staff. During these meetings, the round table discussions have focused on concerns from both the labor and management perspectives on all issues. We find that many times our positions blend due to the common need for a unified effort to restore AMR to solvency. As reported on the APEA Hotline and website, AMR senior management has noticed the financial community (analysts and potential investors) that AA's goal is to forge a new path, treating its

labor unions differently in an effort to return the largest airline in the world to profitability. This is a shared responsibility, but at the same time a delicate balance for labor and management.

Meeting separately with the other union leaders and collectively with senior management is indeed charting a new path in the airline industry, notoriously rife with labor turmoil. Again, it is a fragile relationship that, with time and a cooperative spirit, could bring us all to a better place. However, we recognize that the relationship could change rapidly, depending on each party's willingness to operate in a new atmosphere of shared responsibility. Your officers are cautiously optimistic that this change of leadership style to a "joint leaders team" perspective could be a turning point in labor-management relations at American Airlines.

One of our foremost collective goals is to find solutions to help reduce the Company's costs without opening any of our Contracts. We are also identifying common issues that can be addressed on Capitol Hill. When we work together the benefits can be enormous, making these treacherous times seem a bit less daunting.

It is understandable that the media and you, our members, question this course. In fact, the DFW-area media recently took a shot at this new approach, misquoting Senior VP of Human

Resources, Jeff Brundage. The three unions took the joint position that Brundage needed to state in writing both to the three Union Presidents and to the AA employees that his comments were incorrectly characterized. To view his letters visit [www.apfa.org](http://www.apfa.org).

I will keep you updated as we navigate these uncharted waters. In theory, if we are successful, this partnership could rewrite labor history in the airline industry. There is absolutely no question that we have to try something different than what we are observing first hand at United, US Airways and Delta.

In closing, I have saved the best for last. In the center of this **Skyword**, for your immediate use, we present a first for APFA and American - a joint Contract Guide. In September, during my initial meeting with Gerard Arpey as your new APFA President, we shook hands on the parties' immediate focus on a printed Contract as altered in April 2003 and in accordance with Article 24 of the CBA. This *On-Duty Contract Guide* is step one of this handshake. We are still working toward a complete printed 2003 Contract, but for now, this guide can be used by Flight Attendants, Crew Scheduling, Flight Service and Employee Relations.

I would like to wish each of you the very best for the New Year. Here's to 2005!

With strength and support,



## The Flight Attendant System Advisory Board ...The Union's Perspective

By Tommie Hutto-Blake

In early 2004, when I first became aware of management's impending nominations for members of a "Flight Attendant System Advisory Board" (FASAB), I spoke with my base manager at LGA to assert my concerns that such a group, in my opinion, could undermine the work of the voice of the AA Flight Attendants - APFA. As a long-time union activist, I have always been concerned that when the Company creates a management-funded committee or group it takes away from our collective focus. In theory, all issues concerning the Flight Attendant work environment should be resolved and agreed to by our Union and the Company sitting across the table from each other.

When new policies are implemented with the statement, "This is due to Flight Attendant feedback," without a doubt it is from some special assignment committee AA put together. Bottom line, only APFA, as the certified Collective Bargaining Agent for the AA Flight Attendants, is authorized to effect change or improvements to our work rules, wages and benefits.

After assuming office as APFA President, I spoke with Lauri Curtis about some of my concerns. The "nomination" process was announced earlier this year, and Flight Attendants have stepped forward with the best of intentions. Meetings have been held, committees have been formed and goals have been set. I urged Lauri to slow down, for

APFA was going to take much of her time working out Flight Attendant issues and concerns like getting our Contract printed and distributed, focusing on improvements to food and rest, and so on. Lauri maintained her belief that there can be different platforms and venues on the property working on non-contractual items, but my warning flags remain up. Sometimes labor and management simply have to agree to disagree.

In October, Lauri invited me to speak with this group of Flight Attendants who had stepped forward to work as part of the Flight Attendant System Advisory Board. When I joined these 26 individuals for a brief discussion, I could immediately see their desire to make a difference and work for the Flight Attendant group. While I did not want to stifle their desire to effect change for a common interest, I wanted to shout, "Come over and work for your Union! That is where your efforts should truly be focused."

I tried to articulate to these APFA members that the best and most effective avenue toward any collective goal is to work within APFA's structure. Several FASAB representatives requested the presence of APFA reps at their meetings. I thanked them for the suggestion and told them I would consider such an option.

My team and I are meeting weekly with Lauri and her team, monthly with senior management

and daily with members of both the scheduling and employee relations departments. We are vigorously enforcing the contractual rules that remain in place. We are totally focused on seeking solutions outside of direct collective bargaining, and we will continue to find ways to affect our work environment in a positive manner - with your input and involvement.

Base elections are under way. Consider stepping forward for a Base Council Representative position. As a work group we need our collective focus to return to our true representative voice - APFA. I do not want to discourage anyone's desire to be a part of future solutions, but I do want to point out that your Union - the Association of Professional Flight Attendants - needs you.

# RETIREMENT CONGRATULATIONS and more... to Patt A. Gibbs, IDF

By Tommie L. Hutto-Blake, LGA

On October 27, 2004, after over 40 years, Patt Gibbs (IDF) worked her last trip as an AA Flight Attendant. Her sequence originated as flight #123 DFW-HNL and returned as flight #102 HNL-DFW on October 29. During this final trip of her long and infamous career, Patt was asked many questions by her IDF cabin and cockpit crew about her years of service as both a Flight Attendant and a union advocate. Their inquiries also addressed Patt's many other pursuits including her 16-year career as a civil rights and labor lawyer in private practice and her civil aviation pilot and flight instructor status. Though Patt's law firm based in Roanoke, Texas, will continue to represent APFA as ad hoc counsel on some of our individual and contractual disputes, she will now be a retired AA Flight Attendant holding many rich memories of the changes she helped bring about for the AA Flight Attendant Corps.

When Patt was hired as an AA Stewardess in 1962 she had to be female, Caucasian, unmarried and under age 32. She also had to adhere to unrealistic and arbitrary weight limits, hip measurements and (by today's standards) other bizarre appearance requirements. These AA "rules" applied only to our workgroup, preventing any possible career path for an AA Stewardess.

In 1964, when the Civil Rights Act was signed into law and later given its "teeth" via Title VII in 1965, Patt, along with other union representatives, seized this golden opportunity to utilize this law, beginning the long journey to end the sex discrimination rules at AA regarding stewardesses. As a young union negotiator in the mid 1960's, Patt was part of

a new breed of union advocates who stood for challenging these standards via collective bargaining, arbitration and the Federal Courts. In the late '60s the first of the sex discrimination rules began to fall, with age and marriage as the first issues to be successfully challenged. Many of these changes came in baby steps. For example, the marriage rule changed initially with the Company agreeing to a "probationary marriage period" of six months - in theory, to see if, following marriage, a husband would allow his wife to come to work!

Today it's hard to believe these changes took place so slowly. But, it's important to understand that exhaustive work went into ending the discrimination that "grounded" the first generation of Flight Attendants. During the lengthy battle to end the unfair practices at AA, Patt grew into a strong, sometimes intimidating figure both at the bargaining table and with the membership. She is small in stature but powerful in her ability to frame the issues!

By the time I was hired by American in 1970, some but not all of the restrictive standards had been modified. I, too, wanted to see an end to the discrimination and I became a union representative in 1973, serving my "growth period" with an East Coast-based organization called Stewardesses for Women's Rights (SFWR). I was also part of the new generation of union representatives in those days. Though Patt and I were both members of SFWR, we belonged to different "parties" within our Union - which was then the Transport Workers Union, Local 552.

After APFA became our representative

voice in 1977, Patt became the interim President. When I later became the first elected Vice President of APFA, Patt's party was voted out of office. Though we had quite opposite opinions on many specific issues of that day, I never doubted for a moment that Patt believed wholeheartedly that her direction was the best for those she represented. Although we had stark differences in approach and style, we had a common goal - making this once short-term job into a career by negotiating the best Flight Attendant Contract in the industry.

It was 1985 before Patt and I finally took on an assignment as a team. We were both selected as union advocates representing the then APFA Vice President who had been terminated for being over the weight standards. This was an issue about which we both felt strongly - arbitrary required standards - not a BFOQ (bonafide occupational qualification) - that could end someone's ability to make a living. These forced, unrealistic standards simply gave our employer another tool to utilize in discarding career Flight Attendants, replacing them with entry level employees at first step wages.

After a long and difficult arbitration, we were successful in our goal to have this individual restored to active Flight Attendant status - though the arbitrator initially proposed (unsuccessfully) to put this elected leader "on the scales" while she still served as APFA Vice President. Patt and I argued that case together and took one more step toward ending this last stronghold over a career Flight Attendant. (As an aside, though this particular Flight Attendant was reinstated, it took another decade to resolve the

overall issue. Weight was finally altered from an appearance issue to a BFOQ standard in 1995 following our 1993 strike. The long road embarked upon in the '60's finally came to an end in the '90's!)

Following this first joint project, a level of mutual respect was formed in our professional relationship, though we each returned to our own party line. It was not until 1999 that we were again called upon by our Union to sit as special advisors for negotiations. During that two-year project, though at times we had differing viewpoints, again we had a common goal - winning a ratifiable Contract and, again, we worked as a team, intent upon that outcome. Sadly, the ratification of the 2001 Contract was never properly celebrated due to the date of its conclusion - September 12, 2001.

Patt leaves her long-time Flight Attendant career behind her, yet she plans to continue her work on behalf of Flight Attendants now, as an attorney in private practice. My fel-



low APFA Officers and I fully intend to continue to use Patt A. Gibbs, Esq., a now-retired member, as one of our Union's ad hoc attorneys. She will be engaged when we encounter disputes uniquely suited to her services. Patt's record of successful outcomes when she represents APFA at the Flight Attendant System Board of Adjustment is quite remarkable. No outside counsel could be more effective at preparing and presenting our disputes with AA than a former Union officer, negotiator, Flight Attendant and practicing labor lawyer. It simply amazes me when a Flight Attendant asks if I intend to use Patt's services as an advocate during my term of office. I always respond quite firmly that I will use every tool available to me to protect the interests of all American Airlines Flight Attendants. Patt is certainly one of those tools and a very effective one!

Some of you have indicated a disdain for Patt's work at APFA. Each time this happens I ask simply, "Have you ever met Patt?" Almost always the answer is "No." The galley rumble is powerful, but any attack on Patt's honor is undeserved. If you hear negative rumors, ask yourself, "Has there ever been a true leader who was without controversy?" Again, I think the answer is "No." I can assure you of one thing; if YOU had ever been represented by Patt in an arbitration hearing, you would have nothing but admiration for her skill.

There is one other issue I must raise before closing this congratulatory editorial. That is the question of why some APFA members have intentionally chosen to damage Patt's reputation by passing on incorrect rumors about her pursuits. For the record, Patt is not representing APFA or any other Flight Attendant class in any lawsuit. Patt is simply a long-time Flight Attendant

advocate who speaks out on issues about which she feels strongly - and frequently those positions are controversial. Most union advocates have strong opinions. The question is, "Would Patt ever take a position that would in any way harm the interests of the AA Flight Attendant group as a whole?" Never. I am telling each of you reading this editorial that Patt deserves your respect and your gratitude - even if, like me, you have differed at times with her approach.

I close this congratulatory address by stating categorically that we, the members of APFA, are indebted to Patt A. Gibbs - Flight Attendant, labor leader and tireless advocate - for her many years of service to her Union and for the changes she helped to bring about in our careers. In fact, Patt was chosen in 1998 as the third recipient of the Martha W. Griffiths Award, the highest honor APFA can bestow on an individual for distinguished Union service, and it was certainly well deserved.

And Patt, from me to you - I charge you with being a solid retiree role model and insist that you continue your work in the best interests of the AA Flight Attendants! We are not quite ready for you to go quietly over the hill.

#### **Patt A. Gibbs**

**1962**

Hired as a "Stewardess" by AA

**1962**

Became a union representative under ALSSA (then part of ALPA)

**1967 - 1969**

Served as AA-MEC (equivalent to President) under TWU

**1968**

Contract Negotiator - included significant pay increases after five years and major changes in discriminatory hiring

and retention practices

**1976 - 1977**

APFA Organizer and Interim Founding President

**1980 - 1982**

Elected APFA President

**1981**

Contract Negotiator and Chief Spokesperson - included 12% and 14% pay increases with inclusion of all Flight Attendants in Company-Paid Pension Plan, Overage Leaves

**1984 - 1988**

Elected APFA President and Vice President

**1987**

Contract Negotiator and Chief Spokesperson - included elimination of non-merging B-scale

**1988**

Graduated Law School

**1991**

Served as Chairperson of Constitution Committee formulating new APFA Constitution

**2000 - 2004**

Worked extensively in Vice President's Department - APFA Co-Counsel on 777 and FML Arbitrations

**2002**

Admitted to practice before U.S. Supreme Court

**2004**

Retired from American Airlines after 42 years of service

## DFW and IDF Flight Attendants on the 2004 Lone Star Ride Fighting AIDS



from l. to r. Patt Gibbs, James Chambers, Melissa Linn, Donny Hilgeman and Mark Hudson (photo submitted by Mark Hudson, DFW)



**Brett Durkin**  
APFA Vice President

## Back by Popular Demand... **YOU BE THE JUDGE**

The following is based on an actual termination case APFA took to arbitration. The Board consisted of five members: a mutually-agreed upon Arbitrator, two Union advocates and two Company advocates. A decision was reached by majority rule. Some names, places and dates have been changed to protect the participants.

### **THE TERMINATION LETTER:**

*"Dear F/A Kavorsky:*

*On February 5, 2002, AA received a call from Poland Air requesting a reciprocal free round-trip pass from Los Angeles to Warsaw for the one they had issued to AA Flight Attendant Kayla Kavorsky in September 2001. We advised Poland Air that we were not aware of any pass request we had made. A copy of a letter on AA letterhead, dated September 8, 2001, signed by FSM Adam Twelves, requesting travel arrangements for Kayla Kavorsky was faxed to our office.*

*An investigation into this matter determined that FSM Twelves did not write or sign the letter in question. It was further determined, by your own admission, that you and another party wrote and signed the letter with the intent of obtaining a pass for yourself to travel from LA to Warsaw round trip.*

*Your actions as described above are a violation of AA Rules 16 and 34, which state:*

*Rule 16: Misrepresentation of facts or falsification of records is prohibited.*

*Rule 34: Dishonesty of any kind in relations to (sic) the Company, such as theft or pilferage of Company property, the property of other employees or property of others entrusted to the Company, or misrepresentation in obtaining employee benefits or privileges will be grounds for dismissal and where the facts warrant, prosecution to the fullest extent of the law.*

*Employees charged with a criminal offense on or off duty may be immediately withheld from service. Any action constituting a criminal offense, whether committed on duty or off duty, will be grounds for dismissal.*

### **THE BACKGROUND:**

Flight Attendant Kayla Kavorsky emigrated from Poland and became a U.S. Citizen in 1980. She began flying with AA in 1986 after Air Cal was bought by American. She has excellent command of the English language, though her accent is discernible.

Kayla was familiar with company policies and procedures governing non-revenue travel and discount travel on other carriers. No prior discipline had been issued for travel abuse to Kayla. In fact, she had an excellent attendance record and received several perfect attendance passes.

At the time of the incident, Kayla's Flight Service Manager, Patty

Panacea, had been an FSM less than a year and had about three years of airline experience total. Also involved in this case were FSM Alan Twelves (former Air Cal FSM and current AA FSM) and fellow F/A Larry Lunar.

### **THE UNDISPUTED FACTS:**

On Saturday, September 8, 2001, Kayla approached Flight Attendant and Acting MOD Larry Lunar, requesting verification of employment on company letterhead. She explained to Lunar that she was seeking to arrange travel to Warsaw on Poland Air. She provided letterhead and suggestions for written text for Lunar to type on the letterhead, including the name and title of the addressee.

Lunar obliged Kayla's request; however, the letter on company letterhead did not include the statement, "seeking Poland Air's assistance in making travel arrangements," as Kayla had requested. Instead, Lunar's letter read:

*This letter is to verify that Kayla Kavorsky is a flight attendant employed with AA. Her employee number is 1023456 and she has been employed with American Airlines since July 1983. Should you have any questions, please feel free to*

*contact her Flight Service Manager, Patty Panacea, at (800) 555-1212.*

*Signed,  
FSM Patty Panacea*

Soon thereafter, Kayla requested the assistance of a friend and fellow F/A to write and sign another letter on Company stationary that read:

*Please assist AA F/A Kayla Kavorsky, employee number 1023456, with travel arrangements to Warsaw. If you have any questions, feel free to contact her Flight Service Manager, Patty Panacea at (800) 555-1212.*

*Signed,  
Adam Twelves  
FSM*

On September 10, 2001, Kayla went to Poland Air and offered both letters. She paid \$40 to be ticketed and flew to Warsaw that night. She was scheduled for vacation from 9/2/01 to 9/18/01. Just prior to the trip, Kayla paid approximately \$500 for the required travel documentation including a Visa. She returned from Warsaw a week later.

### **THE 31R INVESTIGATION:**

In February, Kayla's trip was discovered following Poland Air's request to FSM Panacea for a free



reciprocal pass. An Article 31R investigation ensued. Kayla explained to the company that her father had suffered a stroke in September 2001 and she needed to see him. This information was not shared with anyone at the company at the time she was making preparations to fly to Warsaw.

Prepared questions from AA's Human Resources were given to FSM Panacea to ask Kayla. She was asked to and submitted several written statements as well. She readily admitted that the second letter was not written by Larry Lunar and stated on several occasions throughout the company's 31R investigation, "I was desperate - I did a stupid thing." In her written statement, she said "I did not expect to have a free ticket. I expected a discounted ticket." She also wrote that she offered the Poland Air manager a travel pass from her past allotment of passes as a thank you. No proof of payment in the amount of \$40 was offered during the 31R nor was any medical substantiation of her father's illness requested or provided.

#### **THE ARBITRATION:**

Kayla Kavorsky testified that she pursued the Poland Air option rather than company-assisted travel consisting of an A9 pass to see her father as this seemed to be the most expeditious route. Her offer of a pass to the Poland Air representative was made after her

return from Warsaw, not as a "bribe" in order to be issued the pass. Kayla provided medical documentation in Polish at the arbitration to substantiate her father's illness. The company challenged the documentation but not the translation. In any case, they went on to argue that she was not terminated for anything regarding her father's illness, but for the forged letter. Despite many inquiries by the Company during the 31R investigation, Kayla did not provide the name of the flight attendant who assisted her in rewriting the second letter for travel until arbitration. This Flight Attendant was not called as a witness and, as of the date of the arbitration, was still employed by American Airlines.

Upon further testimony, F/A Kavorsky stated that Poland Air requested a more official-looking document, so her F/A friend used the same language he had been provided in the past by his FSM, Adam Twelves, in a letter to secure travel with Poland Air.

Kayla told the System Board that she recalled seeing her father for two of the eight days she was in Warsaw. Since hospitals in Warsaw are only known by numbers, following her visit, she could not recall the number. She did not contact her FSM to notify her of the letter she had written because she was not comfortable with the

action - knowing it was wrong to sign Mr. Twelves name.

FSM Patty Panacea remembers that when the Poland Air representative made initial contact with her she referred to a travel pass, but wasn't specific about what kind of pass. Further, she could not recall the word "reciprocal" as stated in the termination letter. She described a second conversation with another Poland Air representative a few days later, but wasn't certain of his title. She testified that he recalled only a Los Angeles-based pilot seeking Poland Air travel in the past, not a Flight Attendant. She had no notes of either conversation to submit as evidence in the arbitration. There was no written communication or statement from Poland Air aside from the two letters faxed to FSM Panacea following the initial phone contact by the first Poland Air representative. Finally, she could not recount any statement made by a Poland Air representative that the airline actually relied on the letter bearing Twelves' name as a basis for the trip Kayla took. Nor was there evidence that Poland Air pursued its claim of being entitled to a company pass after its initial call.

She testified that the company viewed the decision to terminate Ms. Kavorsky based on the need to trust its employees, who often work on their own and away from

direct supervisory oversight, and have important safety and security responsibilities. She said she checked on the price of a ticket to Warsaw and found it would cost \$400. Presumably, she testified, F/A Kavorsky saved this amount, less the \$40 ticketing payment Kayla previously described. FSM Twelves testified that he had written similar letters to the one forged by Kayla's F/A friend, but he could not recall doing so for the F/A friend specifically.

#### **THE COMPANY'S POSITION:**

The Company contends the termination was justified because she admittedly falsified documents, which, in the company's view, allowed her free travel on Poland Air. She made no effort to contact her FSM for assistance in travel to Warsaw and she was very clear on travel policies and procedures.

#### **THE UNION'S POSITION:**

F/A Kavorsky's use of a letter bearing someone else's signature was a lapse in judgment with no proven impact. The company failed to show that F/A Kavorsky fraudulently obtained a benefit or privilege from the company. The Union asserts the insufficient reliable evidence as well as the Company's ineffective investigation that undermined the company's conclusion that wrongdoing had occurred. The Union claims that though Mr. Twelves did not sign

the letter to Poland Air, all of the information contained in the letter was accurate including employment details, trip plans and reference to her FSM, Ms. Panacea.

#### **WEIGHING THE FACTS:**

According to this arbitrator, a Board review of discipline for alleged employee misconduct requires the following analysis:

- 1) Has the employer relied on a reasonable rule or policy as the basis for discipline?
- 2) Was there prior notice to the employee - expressed or implied - of the relevant rule or policy and a warning about potential discipline?
- 3) Was a thorough investigation conducted, with statements and facts fully and fairly gathered?
- 4) Did the employee engage in the actual misconduct charged by the employer?
- 5) Are there any mitigating circumstances requiring modification or complete reversal of the imposed discipline?

**Please turn to page 34 to read the Arbitrator's Decision**



**Greg Hildreth**  
APFA Secretary

## THE APFA POLICY MANUAL

viduals took on the daunting task of compiling existing Board Resolutions and refining them into a comprehensive manual that, once completed and approved, became the APFA Policy Manual.

This Manual provides guidelines and procedures regarding various Union issues including necessary national positions, trip removals and expenses for representatives, officer salaries, the budget, APFA annual conventions, meetings of the Board of Directors and Executive Committee and headquarters policies. Several items are addressed in both the APFA Policy Manual and the APFA Constitution. The Constitution is the ultimate governing authority for the Union and all inclusions in the Policy Manual must be in strict accordance with it.

In 1996, another committee was formed to revise and reformat the existing Policy Manual. A Policy Manual Committee itself has no authority to actually make changes; rather, it simply presents recommendations to the Board of Directors, which then determines those proposals that will be adopted.

Creating such a group is one way

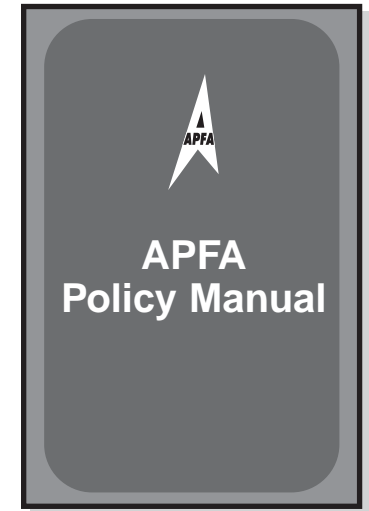
to effect changes in the Manual and a complete review is sometimes in order. On the other hand, the Policy Manual might well be referred to as a "living document," with changes made regularly as the need arises. Unlike the APFA Constitution, where alterations require ratification by the APFA membership, the Policy Manual is designed to deal with day-to-day operational needs of the organization and can be modified as necessary by the Board of Directors. The Executive Committee can recommend policy changes to the Board of Directors at any time, as can individual Board members, but ultimately only the Board itself can establish policy.

Following Robert's Rules of Order (as mandated by the Policy Manual for all Board meetings), any suggested revision to the Manual is brought forward by a member of the Board in the form of a resolution. The resolution must then be approved by a majority of the Voting Board of Directors (consisting of the Base Chairs) in order to be included in the Policy Manual. This is the only way a recommended change becomes an actual change to

APFA policy. Once a resolution is approved and a modification to the Policy Manual is needed, a revision similar to those in our safety manuals is issued.

As the Secretary of APFA I am responsible for the distribution of copies and revisions to the Policy Manual to all elected or appointed APFA representatives. Any member in good standing may review the Policy Manual through the office of the Secretary or his or her Base Chair. The Manual is also available for review in the members-only section of the APFA website.

Once I took office, a thorough review of the Policy Manual was conducted. We discovered that some past resolutions had not yet been incorporated into the Manual and a number of clerical problems, such as typos and inaccurate references, were found as well. To address these discrepancies, I created a new Policy Manual Task Force. Their goal is to bring the Policy Manual up to date and recommend necessary changes to the Board of Directors. We also hope to cross reference the Policy Manual in the APFA computer database for easier



access. This Task Force includes Nancy Archer (DFW), Clinton Breen (LAXI) and Terry Karanen (LGA Vice Chair) and it is overseen by my office.

I would like to thank all who have previously worked on the APFA Policy Manual; the creators in 1991, and the many other members who gave their time and shared their knowledge in successful revisions since that time. In addition, special thanks go to Tim Trochelman (IDF) whose patience, insight, tenacity and technical expertise have proven invaluable in this process time and again.





**Cathy Lukensmeyer**  
APFA Treasurer

## YOUR TREASURY

Help your Union save money. When calling from the DFW Metroplex or from your cell phone, please dial (817)540-0108

### A Union's financial strength is

the backbone of the organization. We have made great strides to build that strength in the past few months but it hasn't been easy. Just like you, APFA has had to tighten its budget and make downward adjustments. The temporary dues decrease and loss of income from our furloughed Flight Attendants have affected all bases and all departments at APFA. Your National Coordinators, Base Chairs, Vice Chairs and Representatives, along with the National Officers, are working diligently to give you the best possible representation within the confines of this greatly-reduced budget.

### TRIMMING THE FAT

We're looking for additional ways to trim the fat and we're asking for your help. One recurring suggestion from members is to use the local

Dallas phone number (817-540-0108) if you have an unlimited long-distance plan from your home phone, if you are calling from the DFW Metroplex, or if you are calling from your cell phone. Since you are already incurring a charge at your end, there's no need for APFA to pick up an additional charge from an 800 call (Your APFA reps are already doing this). The toll-free number, while expensive, is a necessary service for the membership. But why incur an expense at both ends? We can save thousands of dollars by dialing the local number. What we don't want to cut back on is getting you "free" information; we encourage you to call the Hotline Tape weekly at 800-399-2732, or better yet, subscribe to our e-mail service and have the Hotline sent directly to your mailbox each week. Just go to [www.apfa.org](http://www.apfa.org) and click on Hotline, then "subscribe to email service" and follow the prompts.

Your voting Board of Directors, made up of your Base Chairs, has taken steps to curtail expenses as well. Recently, a Board resolution was passed tightening APFA's policy on the use of airport parking when an employee parking lot is available. The BOD members also continue to suggest innovative ways to reduce APFA spending on regu-

lar expenses such as Board meetings and Executive Committee meetings. At Headquarters we have made several much-needed capital improvements for a more efficient organization including revamping the filing system in the Dues Department, as well as the phasing out of seven-year old computers that were crashing constantly. Additionally, the Treasurer's Department is ensuring that home office equipment of outgoing APFA representatives is returned to inventory and reissued rather than being replaced. I've occasionally been accused by my detractors of micro-managing ... so-be-it. My goal is to "under spend" our budget by as much as possible!

### SHOW ME THE MONEY

Another facet of the job I was elected to do is to ensure that everyone pays his or her fair share. For \$38 per month, APFA provides a myriad of services; contract and scheduling representatives on duty; regular communications including **Skyword**, the weekly Hotline and the APFA website; representation on health and safety issues; input into AA hotel selections; contract negotiation and enforcement; grievance and termination arbitration; and base representation just to name a few. Yet, there has always been a chronic problem with individuals who believe they should

receive these services for free. They have a name - free riders. They benefit from the dues or fees paid by the rest of us at the same time they refuse to pay their fair share.

Many Flight Attendants fall into dues arrears when they take a leave of absence and are on an inactive status. They mistakenly think they don't owe dues for that period of time. In accordance with the APFA Constitution, dues are owed for leave time, but there is no requirement that they be paid during that time. Upon returning to active status, however, that amount must be paid in full. (Many Flight Attendants on leave choose to stay current with a monthly check to APFA.) Even those Flight Attendants who retire while on leave still owe for the period of the leave, even if they don't fly another trip. They actually return to AA active status before leaving so that their final paperwork can be closed and processed. As I told one Flight Attendant who called in wondering what APFA had done for her while on leave, "I'd gladly pay \$38 per month not to come to work and still have a job. APFA negotiated that leave language for you." (I've never personally experienced this concern - I'm still waiting for the day when I can afford to take a leave!)

Remember that under Article 31 of the Contract, as a condition of employment, you are obligated to pay dues while on active status. Non-compliance results in joint termination proceedings by AA and APFA. Dues owed for inactive status are sent to a collection agency and the delinquency goes on your credit report, just as any other unpaid obligation. As with other debts, it remains there for seven years.

In a future article I'll cover Dues Arrears in more detail. We are currently looking into the legal ramifications of posting names of those members in dues arrears on the APFA website. Collecting back dues is one of my highest priorities. In fact, since taking office April 1, 2004 through the end of October 2004, this Department's aggressive efforts have netted \$183,095.48 in back dues/fees owed - only \$935,737.74 more to go!

On another positive note, when I began as treasurer, there were over 500 Flight Attendants entitled to a dues refund for overpayment. Much as we need the money, it's not ours to keep. Those refunds were processed, but one kept coming back. Please take the time to read the adjacent correspondence from your fellow Flight Attendant,

Thomas Bauer, ORD, currently serving in Iraq.

Thomas Bauer's overpayment came from his exemption while on Military Leave, in accordance with the APFA Constitution. His generous donation, as he did return his refund check to APFA, was allocated to APFA's PAC fund.

To close, Flight Attendants always seem to make the best out of the worst situations. To that end, even though your Union has taken a decrease in the amount of dues we are receiving, we are going to continue to do our best to represent you. Thank you for taking the time to do your part.



Per Article IX Section 2.A.1 of the APFA Constitution: "At least sixty (60) days prior to the Annual Convention, the Treasurer, via the official publication of the APFA shall advise the membership of the number and type of administrative and committee positions within the upcoming fiscal year. Resumes for those positions may be returned to the Secretary at any time prior to the Annual Convention." Members shall be nominated and approved by the Board of Directors to serve on the National Ballot Committee and the Budget Committee. The Annual Convention is scheduled for March 2005.

October 11, 2004

Dear Ms. Lukensmeyer,

*As you can tell I am returning the check that you sent me. I have been trying to donate this money back to the union for the better part of one year.*

*Back in Nov of 2003, prior to my departure to Iraq, I sent a letter to President Ward donating the overpayment of dues to the APFA.*

*I recently had written communication with Pres Hutto-Blake (9-23-04) Pres. Hutto-Blake thanked me for the donation and wanted to know if I had any special request for the money.*

*You can imagine my surprise when I received your letter at mail call. Please inform Pres. Hutto-Blake that I don't have any special requests for money and will leave it to your judgement.*

*Thank you for your cooperation in this matter.*

Tom  
FA Thomas Bauer  
ORD-D  
564839



F/A Thomas Bauer receiving his gold American Airlines wings from his Commanding Officer in Baghdad, Iraq.



**Association of Professional Flight Attendants**

Office of the Treasurer

October 15, 2004

Thomas Bauer  
HHC 372nd Engineer Group (Combat)  
LSA Anaconda, AP 09391-0000

Dear Thomas:

Thank you for contacting President Hutto-Blake regarding your donation for your dues refund. However, Thomas, our real thanks to you is in serving our country for our freedom.

If you would like to make a donation to our Political Action Committee (PAC) or the Negotiations, Negotiations Related Fund (NNRF) it would be put to very good use.

We have already sent your refund to you per our internal audit procedures. Thank you for thinking of us as we hope you know you are in our thoughts and prayers.

On behalf of the National Officers, be safe and may God bless you. Looking forward to your safe return.

In Unity,



Cathy Lukensmeyer  
Treasurer

cc: Tommie Hutto-Blake



**Leslie Mayo**  
Interim Communications  
Coordinator

**I'm sure you've heard about** the vacillating fuel prices, bankrupt United and US Airways' threats of abrogating their contracts with their unions, and the efforts by those same companies, under the protection of bankruptcy, to legally eliminate their pension payment obligations to the Pension Benefit Guaranty Corporation (PBGC) in Bankruptcy Court. This would not only provide a financial advantage over those airlines who have been able to avoid filing for bankruptcy to date (AA, for one) and cheat its employees - past and future - out of a full pension, but it would toll the PBGC to the point of potential bankruptcy itself. In other words, if A leads to Z, and the precedent gets set, we could all be out of the pension we have worked for.

**So, what are you doing to make it better?**

The airline industry is changed forever and we're having a pretty

# What Are You Doing to Make It Better?

hard time accepting it. Can't say that our 2003 pay cut and work rule changes weren't a huge catalyst in infuriating every employee at AA. But as long as we're stuck wallowing in the past, we're never going to be able to move forward.

I worked a trip over the weekend and one person other than me was wearing their union pin. The rest of my coworkers were saying things like, "I'm mad at my Union so I stopped wearing my pin," or "I wish we would've just gone bankrupt." I understand your feelings, every one of you. I'm pretty upset myself as I'm reminded every time I see my paycheck, or work without an extra Flight Attendant and drastically diminished on-board supplies, that this is not the job I signed up for.

But it is my job; and for now, it is my livelihood. At this point, 20 months after the Restructuring Agreement, it's easy to find an excuse to be mad, point fingers and not accept the situation we find ourselves in. Emotions won't change the fact that we are where we are and we'd better do something about it besides complain - fast - or we will be in the wake of United and US Airways.

**Want to know what you can do to make it better?**

1) Wear your Union pin. If you don't have one, please email [member@apfa.org](mailto:member@apfa.org) and one will be sent to you ASAP.

2) Call your Base Chair and offer your services as an InfoRep. This program is in the process of being rejuvenated and more information will follow shortly.

3) Call the Hotline and visit APFA's website at [www.apfa.org](http://www.apfa.org) to stay informed.

4) Get more involved. Willingness-to-Serves are due in January for Base Chair, Vice Chair and Occupational Council Representatives at all 18 bases.

5) Spread accurate information; don't perpetuate rumors. Focus on the big picture; don't get lost in the thrill of gossip. If it sounds ridiculous, it probably is (Remember the TWA Seniority rumor that wouldn't go away? It's gone now, that's for sure!)

There's no excuse for not wearing our Union pins. Never in our history has there been a more important time for us to band together and show American Airlines our solidarity than right now. Not in '83, not in '93 and not in '01. This time around, we are in it for the fight of our lives. It's not just about OE Drops or TTOT lights; it's about our careers as we've built them over the past 30 years. If we don't focus on the big picture we're going to walk away from this company with next to nothing.

Remember how fulfilled we were in '93? Those four-and-a-half days are among my proudest memories. We became a unified and

respected workforce to be reckoned with around the nation. Again, in 2001, when we achieved an industry-leading contract, other unions set their sights to reach the heights we climbed during bargaining.

So, where are we as a group today? If we have any hope of fighting off what could be right around the corner, there is only one way to do it - and that is together.

**What will you do to make it better?**

**DOERS, DIGGERS, DESPAIRERS AND DERAILERS**

It seems that the nature of things within any given community whether it be a neighborhood, politics, or labor is that there are those that do, those that dig, those that despair and those that derail. Each of these categories is prevalent in most any organization. The Doers and the Diggers have a very important place in society - the Doers get things done, the Diggers help to evaluate, constructively criticize and act as a liaison.

Unfortunately and inevitably, we have two remaining categories; the Despairers and the Derailers. The Despairers complain about everything and do nothing to make it better. The Derailers, on the other hand, make more work for the Doers and the Diggers by distracting everyone from the

focus at hand. Rather than keeping their eye on the goal of what's best for the entity, the Derailers' desire for attention creates even more problems for others to resolve, rather than helping the Doers fix what's wrong. In APFA's case as in most of society these days, the Derailers can usually be found hiding behind their computers sending negative emails about those who are doing or digging. Rather than focusing on the problem, they are focused on the Doers. They rarely, if ever show up at Union meetings in order to help the Doers by contributing ideas. By hindering the efforts of their Union, they are prohibiting their own success as well as yours and mine. Sometimes the distraction works; sometimes it doesn't. But it is always destructive.

If you don't like something, suggest a change. Don't just criticize and decline to provide options to accompany your emotional finger pointing. If you are sitting behind a keyboard name-calling and spreading rumors rather than offering constructive criticism and choices, you are in the way of those who are trying to make this a better place. It's easy to blame; it's harder to do something about it. I challenge you to get out from behind your keyboard and do something about it now. Before it's too late.



# APFA Membership Opinion Survey - 2005

DEMOGRAPHICS • TRUST • RETIREMENT • PRIORITIES • CONCERNS • POSITIONS

In 1992, APFA worked with the University of North Texas Center for Economic Development & Research Institute of Applied Economics, known today as the Survey Research Center (SRC), to develop and conduct a comprehensive survey of the APFA membership. That survey told us a lot about who we were as a group and helped to identify unifying issues. The Union's leadership took that knowledge and used it to the membership's advantage when we took on Bob Crandall in the fall of 1993. That was 12 years ago and much has changed.

Today, we face very different challenges. It is time to "assess conditions" in order to get a clear understanding of our views, needs and life situations, both as individuals and as a group. It is time to find

out who we are as a work-group and what our collective goals are in 2005.

On January 18, 2005, you will be able to access phase one of the APFA 2005 Opinion Survey using the APFA website ([www.apfa.org](http://www.apfa.org)) to link to the survey site at SRC. The researchers conducting the survey are wholly independent of APFA and American Airlines. The data collected in this survey will be analyzed by the SRC research staff and reduced to a written report to be shared only with the APFA leadership. Individual answers will be kept completely confidential.

This collection of membership data will be invaluable in the months ahead as we prepare our future positions and prioritize our collective goals. The

APFA leadership has retained the SRC to periodically survey our members in the months ahead to not only collect your input regarding your current work environment but also to get a 'reading' on how you think your representative voice (APFA) is doing in representing our collective interest.

Being a part of this Opinion Survey is your opportunity to help shape the focus and approach of APFA in 2005 and beyond. We need to know our members' current goals, concerns and suggestions as we prepare the positions of APFA both in the workplace and regarding future legislative action. APFA needs your time and involvement in this step-by-step process. We will keep you updated as we move forward with this vital project.

**"On January 18th you will find a link on APFA's website that will direct you to the SRC's site to fill out your survey."**

To prepare, if you have not already done so, please register at [www.apfa.org](http://www.apfa.org) by clicking on the Members only link at the top of the page. On January 18th you will find a link on APFA's website that will direct you to the SRC's site to fill out your survey. Your information will not be shared with any outside vendors.

Your APFA leadership urges membership participation in this very important survey. The situation we face today is unlike any other time in our history.

**Please participate!**

## RETIREMENT FACTS ABOUT FLIGHT ATTENDANTS, eff. 11/30/2004

by Jill Frank, IMA

I am often asked questions by the membership about when people are retiring and how old they are when they retire. Recently, I obtained numbers from AA and have put together the following demographics. Please note, these are not official reports, just some interesting trends we are seeing. They are current through November 2004.

1. There are currently 1596 Flight Attendants receiving pension benefits from the Flight Attendant Pension Trust Fund. There were less than 300 in 1997 and 506 in April 2002.\*

\*Remember that the average monthly benefit includes Flight Attendants who vested and left the Company before retirement age, but who have now become old enough to draw their pension.

2. The average monthly pension benefit is \$1392.16.

3. Currently we have 2076 working or LOA Flight Attendants who are pension-eligible. They are concentrated in IDF, LAX-I, JFK, IMA and IOR.

4. The comparison of our age groupings from 1997 to 2004:

AGE	1/1/1997	11/30/2004
Between 40 - 50	5189	7845
Between 50 - 60	2370	4677
Over 60	120	706

This means that today we have 5383 members who are over 50 years of age compared with 2490 in 1997.

5. Since September 12, 2001 (ratification date of 2001 Contract) we have begun retiring (total retirements 1282 between September 2001 and November 2004) and this has developed into a steady pattern.

Year	Total	Monthly average
2001 (Sep - Dec)	171	43
2002 (Jan - Dec)	115	10
2003 (Jan - Dec)	529	44
2004 (Jan - Nov)	467	43

For the last two years we are retiring at the rate of approximately 42 people per month. Our collective age indicates that this is a trend that will continue.

6. Of the 1282 retirements in this time period the age breakdown is as follows:

55	250
56-59	459
60	191
61-65	325
66+	57
<b>TOTAL</b>	<b>1282</b>

7. Of the 1282, 900 retired at age 60 or younger, 382 worked into their 60's.

8. A total of 348 Flight Attendants have taken Article 30 (107 of these were in 2003 and were mostly TWA-LLC).

9. A total of 2763 Flight Attendants took Appendix T, 836 of them in 2001. ▲

## UPDATE ON AMERICAN AIRLINES FLIGHT 587

On November 12, 2001, American Airlines flight 587 - departing from JFK International Airport destined for Santo Domingo, Dominican Republic - crashed in a residential area of Belle Harbor, New York. This crash occurred shortly after the airplane's vertical stabilizer, rudder, and engines separated from the fuselage. All 260 people aboard the aircraft and five people on the ground were killed. The National Transportation Safety Board (NTSB) immediately dispatched a Go-Team to the wreckage site. APFA's Go-Team responded accordingly and became a party to the investigation, as did APA and American Airlines.

On October 26, 2004, the NTSB held the "Sunshine Meeting" regarding the 2001 crash of American Airlines' flight 587. The purpose of the meeting was to review the factual information obtained since the start of the investigation and determine a probable cause of the accident.

It is important to note that throughout the entire investigation, there was no evidence that the crash of AA flight 587 was a result of terrorist activity or of some other source of sabotage. Credible witnesses reported seeing smoke and flames coming from the aircraft prior to impact. These reports of fire and smoke are consistent with the effects from the engines separating from the aircraft. No explosive residue or materials were detected from any part of the aircraft during the investigation.

The NTSB determined that the probable cause of the crash of AA flight 587 was "the in-flight separation of

the vertical stabilizer as a result of the loads beyond ultimate design that were created by the first officer's unnecessary and excessive rudder pedal inputs. Contributing to these rudder inputs were characteristics of the A300-600 rudder system design and elements of the American Airlines Advanced Maneuvering Program."

As a result of this accident and the information gathered from the investigation, the NTSB has made and continues to make additional safety recommendations to the FAA and other regulating entities.

Following the October 26th NTSB meeting, APFA President Hutto-Blake and National Safety Coordinator Lonny Glover sent a letter to American Airlines to ensure that the safety issues brought forth by the NTSB are being addressed. You, our members, are flying these planes every day. Valuable information was gained from the investigation process and the implementation of new procedures is crucial to the prevention of another accident of this nature.

As working Flight Attendants, we will never forget our co-workers, the crew members lost on Flight 587. Our thoughts and prayers are forever with the family and friends of each of the accident victims, as well. It is our hope that the conclusion of the investigation process assists in the healing process for all of us. ▲

## PENSION TASK FORCE UPDATE

by Jill Frank, IMA

It is a time of turmoil in the airline pension arena. Some unscrupulous and hard-pressed airline managers are breaking their promises to their employees and “terminating” employee pension plans. As we have explained previously, a “termination” is really just dumping the pension into the laps of the government insurer, the PBGC, and ultimately the taxpayers.

APFA has not been idle as all of this unfolds. We continue to educate our Board of Directors, our Officers and the Pension Task Force so that we will be adequately prepared for whatever comes our way.

Here is an update on some of our recent activities:

- We have acquired and reviewed the most recent filings (year ending 12/31/2002) and IRS form 5500 from AMR.
- We have acquired and reviewed the data AMR supplies to Towers Perrin, the actuary of record for the Flight Attendant Retirement Plan.
- A strategy meeting was held with an airline financial analyst that is a CPA and has worked

with us on past evaluations of AMR financial data.

- We have attended a Senate Committee Hearing on this subject (see adjacent article).
- We have completed a daylong training program for the APFA Board of Directors on our retirement benefits, pension funding theory, problems and possible solutions.
- Guy Constant, former Managing Director of People Rewards, and James Beer, AA's Chief Financial Officer, have addressed the APFA Board of Directors.
- We have attended a joint labor (APFA, APA, TWU) meeting to discuss the pension issues at American as well as other pressing issues.

We will continue to research and review pension plans, pension trends and options for improving the durability of our Pension Plan as well as the steady barrage of pension news in our industry. Obviously, management believes that what happens at other carriers will have an impact on the competitive climate in our industry. The APFA leadership is not waiting idly by for something “bad” to happen; rather, we are preparing ourselves in the best way possible to protect and defend our hard-earned benefits.

## THE SENATE COMMITTEE HEARINGS

by Jill Frank, IMA

Ever wonder exactly what goes on in Washington and what impact it has on our jobs and lives? I recently accompanied our lobbyist, Joan Wages, President of Cash, Smith and Wages, to a Congressional hearing in Washington and got to see our government in action for myself.

First, a little bit about Joan: She began her career as a Flight Attendant with TWA in 1970 and, through involvement with her union, the International Federation of Flight Attendants, became a frequent visitor to Washington. After the TWA Flight Attendant strike in 1986, Joan spent a few years representing IFFA on the Hill then resigned from TWA to start her own lobbying business. In 1989 she began representing APFA and three other independent Flight Attendant unions – none with Washington representation at that time. Changes in the industry resulted in the demise of the other three unions while, fortunately, APFA continued to grow as did Joan's involvement in government affairs. Now, back to Washington. It

all begins with a notice in the “CQ TodayDaybook” (the event listings from the Congressional Quarterly), in this case under Senate Committee Hearings:

### COMMERCE, SCIENCE & TRANSPORTATION

#### FINANCIAL SITUATION OF THE AIRLINES

Full Committee Hearing

9:30 a.m. October 7, 253  
Russell Building

Senate Commerce, Science and Transportation Committee (Chairman McCain, R-AZ) will hold a hearing on the impact of federal bankruptcy and pension legislation and the decisions made by the airlines in coping with their deteriorating financial condition.

#### Panel:

David M Walker – *Comptroller General, Government Accountability Office*

Bradley D. Belt – *Executive Director, Pension Benefit Guarantee Corporation;*

Robert L. Crandall – *former*

*Chairman and CEO, American Airlines;*

Duane Woerth – *President, Airline Pilots Association*

I had never been to a Senate Hearing before and found it fascinating. To begin with, there are no reserved seats. If you wish to attend a hearing it's first-come, first-served, with people lining up early if they anticipate a big crowd. I met Joan at 8 a.m. and we were the third and fourth people in line (the two people in front us were paid line holders; they got there at 7 a.m. and held a spot for someone who wanted to attend the hearing). The next two people behind us were Captain Ralph Krueger, Chairman, Pension Committee of the Allied Pilots Association and Raymond Vickery of Vickery International, a lobbying firm that represents APA. The four of us had an hour to chat and discussed pensions in general and the situation at American in particular. We were let into the hearing room a little after 9 a.m.; it was a full room, although I don't think people were turned away.



**“...there was a ‘serious question of fairness’ in letting some airlines off-load their huge financial liability onto the Pension Benefit Guarantee Corporation (PBGC) only to emerge from bankruptcy in a better position to compete.”**

Almost everyone in attendance was from the media, lobbying firms, airlines or aviation unions.

Just before 9:30, Senator John McCain entered the room and, after exchanging a few brief greetings with various people, called the hearing to order. Senator McCain’s opening remarks noted that there was a “serious question of fairness” in letting some airlines off-load their huge financial liability onto the Pension Benefit Guarantee Corporation (PBGC) only to emerge from bankruptcy in a better position to compete. He called the pension situation “a looming train wreck that could cost the taxpayers billions.”

After Senator McCain and a few other members of the committee made opening remarks, Representative Rahm Emanuel (D-IL) was recognized by the Committee. He testified that he is contemplating legislation to create an “Airline Retirement Board” based on the railroad industry’s retirement board. The Railroad Retirement Board (RRB) is an independent agency of the

Federal Government. It was established in the 1930’s by legislation when railroad pension plans had serious defects magnified by the Great Depression. The primary function of the RRB is to administer comprehensive benefit programs for the nation’s railroad workers and their families. Representative Emanuel suggested that all defined benefit plans in the airline industry should be frozen, administered by a new agency, and that defined contribution plans should succeed them.

The panel was then seated and each member made remarks.

The first to speak was Captain Woerth, President of the Air Line Pilots Association (ALPA). His remarks, entitled “The Impact of the Federal Pension and Bankruptcy Policy on the Financial Health of the Airline Industry,” were submitted in a written 12-page statement to the Committee and entered into the record. Captain Woerth’s comments dealt with the Employee Retirement Income Security Act (ERISA) regular funding rules for pension plans that were designed, in general,

to allow employers to level out contributions over a period of time. When a plan’s funding drops below a certain level, a special funding rule (known as “deficit reduction contribution” or “catch-up contributions”) kicks in. This requires the employer to make larger contributions over a shorter period of time. Captain Woerth argued that this funding rule means that just when money is tightest, more is required, making the current time frames onerous. He put forth the suggestion that if the funding period were increased to 30 years, no one would actually be behind today. He is a proponent of increasing the time allowed for making up deficits. Legislation that passed Congress last year gave air carriers a two-year grace period on pension funding; the ability to implement that grace period expires in 2005.

The next person to testify was Robert Crandall, AA’s former CEO. We note that at least part of his pension from American is in a defined benefit plan. That means that due to the PBGC maximums, he stands to lose income as well, if the plans fall

to the PBGC.

His comments were familiar to many of us. He is a strong proponent of lowering costs to allow the legacy airlines, like AA, to be competitive. He is also a strong critic of government policy, stating, “Faulty US government policy has had much to do with bringing the airline industry to a state of crisis.” He suggested that an airline emerging from Chapter 11 bankruptcy protection should not have the option of utilizing Chapter 11 again. He also suggested that airlines that use bankruptcy protection to shed pension obligations are given an unfair advantage and should be forced to endure a form of “tough love” – if they can’t compete fairly they should be allowed to fail.

The third panel member to testify was Bradley Belt, Executive Director of the PBGC. He began his remarks (which are available in their entirety on the PBGC website) by assuring everyone that the PBGC “stands ready to carry out its mission and pay benefits to participants when a pension plan is surrendered by a

sponsoring company, as it has done since the enactment of ERISA 30 years ago.” At the same time, he asserted that the long-term solvency of the pension insurance program is at risk. He, too, believes that companies should be held accountable to make good on their pension promises and not be allowed to arbitrarily terminate their defined benefit plans.

His comments also dealt with what he considers to be the three structural flaws of the system: The “Byzantine and often ineffectual set of funding rules,” the lack of checks and balances in the pension insurance program and what he referred to as the “lack of transparency in the system.” He also remarked that the “funding and disclosure rules seem intended to obfuscate economic reality.”

The final panelist to testify was US Comptroller General David M. Walker. His remarks can be found on the Government Auditing Standards website. He told the panel that the airline pension crisis is “a symptom of a broader problem for the pension system overall and should

# When the going gets tough, the tough get going... TO WASHINGTON, D.C.!

by Rick Musica, IMA Vice Chair

THE SENATE COMMITTEE HEARINGS, cont.

demonstrate that the way we currently fund and insure pension benefits has to change.” He went on to say that “only major pension reform can salvage the system and prevent a taxpayer bailout.”

After the panelists made their prepared statements, the Committee members asked various questions. The purpose of this hearing was to determine whether or not an official role needs to be played in this developing situation. Although no outcome was announced it was pretty apparent that this is a complex issue and that further attention would be given when the Senate re-convenes in the New Year.

One of the issues that was repeatedly discussed was the current cost of fuel and the resulting financial burden that the airlines face as a result of these increased costs. Committee member Senator Frank Lautenberg (D – NJ) was the most outspoken, stating “I think too much of the airline industry cost-cutting efforts have focused on reduc-

ing employee pensions. It is a terrible idea. The Federal Government can make a huge difference in setting policies that help to reduce their fuel costs.” He noted that “three of the top 20 most profitable American companies last year were oil companies and the airlines are struggling to stay aloft.” He repeatedly called on his contemporaries to look into “what the Federal Government can do and should do to help the airlines cut costs in other ways and, of course, I refer to the cost of fuel.”

APFA continues to monitor congressional action as it deals with questions concerning fuel cost and airline pensions - two issues that are of the utmost importance to us. We must participate in this process to make sure our voices are heard by our elected officials. We need to let our representatives know that many of us have worked our entire lifetimes and foregone pay raises based upon the promise that we would have pensions to support us in retirement and that these

pensions cannot be allowed to decrease.

As Congress begins to review pensions in the airline industry, we will continue to monitor and participate where possible. Please check the APFA website for suggested action that you can take to add your voice to the growing concern over this important subject. I came away from this experience with a renewed belief that *They* (Congress) are going to review this issue and that *We* (APFA members) need to be heard. Collectively we can make a difference – and on this issue, we must!

**RRB website:**  
<http://www.rrb.gov>

**PBGC website:**  
<http://www.pbgc.gov>

**GAS website:**  
<http://www.gao.gov>

We have all been through a lot the past few years. I am amazed at the resilience this membership continues to show in the face of adversity. It seems as if every day brings a new challenge and a new hurdle to our careers and our industry. The airline industry has been historically cyclical, and we have seen both ends of the spectrum. But this “cycle” is different. We are now seeing an all-out assault on the industry and on our careers.

Reduced rest, pension security, safety and rising fuel prices are just a few of the challenges the airline industry and its employees are facing. Each of these has a major impact on our career. We cannot sit back and hope that everything is going to be fine. It’s crucial that each of us plays a major part in helping to shape a positive future, not just for ourselves, but for our industry as well.

A key component of this effort will be our ability to lobby Congress on Flight Attendant and aviation issues. APFA has had a presence in Washington for well over a decade. Our lobbyist, Joan Wages, works tirelessly on our behalf. APFA has

had several very successful Lobby Days in D.C. over the past few years. In 2001, we rallied on Capitol Hill to help secure an industry-leading contract. In March of this year, the APFA Board of Directors put a plan in place to address reduced rest. The plan included another Lobby Day. We had a very good turnout and were able to garner some support from key members of both the House and Senate. The following month, we joined forces with AFA (Association of Flight Attendants) and TWU (Transport Worker’s Union) to lobby for mandatory security training for Flight Attendants. It was quite impressive to see hundreds of members of the three unions rally on Capitol Hill. We were joined by several of our key supporters in the House and Senate and, after a press conference, we began collecting Senators’ signatures on a letter to the Transportation Security Agency (TSA) demanding mandated security training.

Recently, the APFA Executive Committee established a Legislative Action Committee to assist Joan on Capitol Hill. This team heads to Washington on

an as-needed basis. A great deal of work is done behind the scenes before any event, large or small, is planned. The team has a conference call and we strategize on how best to proceed. Joan contacts key offices and makes appointments for us. We then assemble in Washington and hit the halls of Congress.

You can play a crucial role in our efforts and your participation is vital to the success we will ultimately realize. Perhaps the most effective, and certainly the most rewarding, role you can play is to actually participate in lobbying on Capitol Hill. Washington, D.C., is a fascinating place and, I promise, you will never forget the experience of walking the halls of Congress on behalf of all Flight Attendants. Phone calls, e-mails and faxes are very effective, but nothing replaces an actual visit with the chance to sit down and really discuss an issue. You will be given all the information you need before you go to a meeting so that you feel comfortable and prepared. (If you try it just once, you'll be a convert for life, like I am!)

In many cases you will visit with someone who is familiar with the issue you want to discuss. On occasion you will meet with someone new who is unfamiliar with Flight Attendant or aviation issues. This is where you get to shine. We have a lot of acronyms in our industry and it's important to remember that a *layover* or *deadhead* is in our everyday vocabulary but to most, it's another language. Your time is somewhat limited so you have to make the most of it to get your point across.

We realize that, unfortunately, not everybody can commit the time to be in D.C. Even if you can't, you can still do your part by using the CapWiz feature on the APFA website to let your Congressional leaders know that you need their support. It's very user friendly and very effective. You can also make visits to your local offices. It is another effective way to communicate our issues.

Perhaps one of our most underrated, yet most effective tools is our PAC Fund. The APFA Political Action Committee Fund is based solely on donations. Whether it's a one-time dona-

tion or a monthly contribution, the PAC Fund is used to help those individuals who support our issues. It is important that we retain in their positions those members of Congress who assist in our struggles. A few dollars a month goes a long way when you consider the size of our membership. No dues monies go toward the PAC Fund; it is solely members' contributions. The PAC money often opens a door that might otherwise be inaccessible to APFA. You'd be amazed at what 20 minutes with a member of Congress or candidate can yield. A tear-out PAC contribution card is included in the center section of this *Skyword* or you can download one from the website. Take a few minutes and consider donating to our PAC Fund. Your donation can be payroll deducted. I realize that every dollar in your pocket matters but this is an investment in your future. In order for us to be successful, we have to get our message to those in a position to help us.

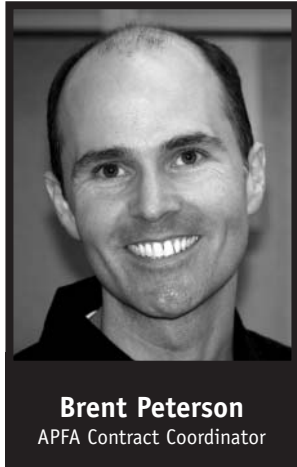
When the 109th Congress convenes in January, it is imperative that APFA be prepared. We will be able to do that only if we

have your help and support. Our membership is extremely talented and diverse and we need to be able to draw from that talent and diversity to fight for your issues on Capitol Hill. If you would like to be involved, please contact the Legislative Action Task Force. We will provide you with all the necessary tools and training you need to be an effective lobbyist for APFA. You can e-mail us at [apfa\\_legislation@unity.apfa.org](mailto:apfa_legislation@unity.apfa.org). We have a lot of work to do and we can't do it without you!



# YOUR NEW ON-DUTY CONTRACT GUIDE

In the center of this *Skyword*, you will find a tear-out booklet compiled by APFA and American Airlines. Both parties participated in the creation of this document, and American Airlines fully funded the printing of this document as a result of a Notice of Dispute filed by Tommie Hutto-Blake last spring. In compliance with the Contract, our complete Collective Bargaining Agreement is in the process of being compiled and printed and will be distributed as soon as it is finalized.



## MANY TESTS, ONE ANSWER

on other special tasks to improve our work lives.

### Tests

These days, the Company seems to announce another new test every week. Whether it's the Buy-on-Board (BOB) test, Personal Entertainment Device (PED) test or other upcoming trials, it appears that American wants to test nearly every facet of our job. APFA is often asked about its position on the various initiatives. Simply stated, we support American's pursuit of increased revenue so long as it does not violate Article 9.B.2. of our Contract by creating an unreasonable workload. The independent experts we utilized in the 777 Presidential Grievance are currently tabulating the results of APFA's BOB survey to measure the impact that test had on our workload. We also plan to have APFA observers on some of the test flights for the PEDs to measure the impact of that test.

One of the initiatives I am especially enthusiastic about is the

test of a commission on our duty free sales. APFA has worked for years to secure this income potential for our members. We are confident that this incentive will prove to be a win-win situation. History at other airlines has shown that providing a commission for Flight Attendants involved in the selling of duty free items results in increased sales. We plan to pursue this model of revenue sharing wherever it may be appropriate for us to do so.

### Contract/Scheduling Representatives

APFA currently has an outstanding group of contract and scheduling representatives who respond to your inquiries and solve problems that arise each day. I would like to continue to build our knowledge base at Headquarters and in the field by expanding APFA's pool of representatives. To become a contract or scheduling representative, you must volunteer to attend training on six of your days off. The training is split between class-

room and on-the-job training with another representative. If you are interested in investing the time it takes to become a representative and would like to work on behalf of the membership, please give me a call at APFA, extension 8271, so I can provide you with more details.

### Categorically speaking

Recently, I came across an example that I think will help clarify a question my Department receives frequently. Flight Attendants want to know if their pension is protected if they retire prior to a bankruptcy or distress termination of our Pension Plan. By addressing this topic, I want to assure you that it does not imply that we are headed for either bankruptcy or a distress termination. I simply want to provide you with information that will help answer your questions.

The *Potential Bankruptcy and Retirement Plan Benefits* booklet that was mailed last year, and is available on the retirement page of the APFA website, addresses

the question of whether or not one should retire prior to a bankruptcy. The answer is, in general, no. Retirement before a distress termination, as opposed to at or after termination, would not affect the amount you will ultimately receive if the Plan is terminated. In either event, your benefit may be subject to recalculation and reduction by the Pension Benefit Guarantee Corporation (PBGC).

If your pension benefit under the Plan is less than the PBGC-guaranteed amount (taking into account all adjustments for age, when improvements were made to the Plan, etc.), you will receive the same benefit regardless of when you retire. To the extent the benefit under the Plan exceeds the PBGC guarantee, you may also receive amounts above the guarantee if there are enough assets in the Plan at the time of termination to cover the priority category of your benefit. The test is whether or not you were eligible for retirement under the Plan three years before the Plan termi-

Since being appointed to the position of Contract Coordinator, I've been working on a number of initiatives that directly involve the APFA Contract Department. In this article, I'm going to discuss some of these projects, my desire to build our pool of contract and scheduling representatives and a question we receive frequently at the contract desk.

First, however, I want to acknowledge the contributions made to this Department by former Coordinators Nancy Archer and Jena Hopkins. Both have agreed to continue to serve the membership, not only by helping with my transition but also by taking

nation - not whether you were actually retired.

First of all, the PBGC allocates an individual's benefits over six categories in the priority order listed below. A description of each category is included.

**Category 1**

Voluntary Contributions

**Category 2**

Mandatory Contributions

**Category 3**

Benefits earned for employees eligible to retire three years prior to the Plan termination, calculated based on the Plan and their service as of three years ago

**Category 4**

Benefits earned to date including phased in Plan improvements made over the last five years (subject to limits of PBGC guarantee levels)

**Category 5**

Vested benefits not covered above - the PBGC does not guarantee these benefits

**Category 6**

Non-vested benefits not covered above are not guaranteed

After the assets of the Plan have been allocated, the PBGC is generally able to guarantee the benefits allocated up to and including Category 4 provided they do not exceed the guarantee limits. The PBGC guarantee limits for 2004

are \$44,386 at age 65, \$28,851 at age 60 and \$19,974 at age 55. These limits are subject to change by the PBGC.

Now, let's look at an example: Assume a Flight Attendant is age 60 with 30 Years of Credited Service (YCS) and a Final Average Salary (FAS) of \$45,000. Using our Final Average Retirement Benefit formula ( $1 - 2/3\% \times \text{FAS} \times \text{YCS}$ ), this Flight Attendant would have an annual pension benefit of \$22,500 ( $.0166667 \times 45,000 \times 30 = \$22,500$ ) under our Plan. The chart shows how the PBGC would allocate that benefit across the six categories if our Plan were terminated today. As Flight Attendants, we do not have any voluntary or mandatory contributions and, therefore, we have no benefits that fall into Categories 1 or 2.

The Category 3 benefit was calculated using this Flight Attendant's status three years ago. Back then, she was 57 years old, had 27 YCS and a FAS of \$38,873. Using the Plan pension formula, her benefit would be \$17,493 ( $.0166667 \times 38,873 \times 27 = \$17,493$ ). The 3% per year reduction for early retirement based on the Contract in effect three years ago when the retirement age was

62 must also be applied. Therefore, the total Category 3 benefit would be \$14,869 ( $\$17,493 \times .85 = \$14,869$ ). This represents the benefit the Flight Attendant was eligible to receive if she had retired three years prior to the Plan termination.

The Category 4 benefit for this Flight Attendant was calculated using the benefits earned to date, but only includes a portion of the contractual improvements we negotiated in 2001. Improvements must be in place for five years in order for the PBGC to fully guarantee them. The PBGC will prorate the improvements if they have been in place less than five years. Since our improvements have now been in place for three years, the PBGC would guarantee 3/5 of those improvements or 60%. The 40% of the Plan improvements not yet phased-in according to current PBGC guidelines would need to be factored out of the total accrued benefits to date. This guideline allocates an additional \$6,903 to Category 4 for a subtotal of \$21,772 for the first four categories ( $0 + 0 + 14,869 + 6,903 = 21,772$ ).

The remaining \$728 falls into Category 5. This part of the benefit is vested, but has not yet been phased in according to

PBGC guidelines. The PBGC will not guarantee this Category. Therefore, if the Plan terminated today, this Flight Attendant would receive a combined total of \$21,772 of the \$22,500 benefit she had accrued to date. This figure would be the same whether the Flight Attendant was still active today or retired today.

This example is just that - an example - it does not represent a promise of any specific benefits payable under the Flight Attendant Plan, particularly in the event of bankruptcy. The PBGC ultimately determines the guaranteed benefits payable in the event of a distress termination, based on the guidelines outlined in the

PBGC example. In September 2004 the APFA Executive Committee created a Pension Task Force to research and report on all the issues related to our pension and the current state of our industry as well as broader economic factors.

I hope this example helped to explain somewhat this complex issue. If you have further questions please contact us by phone or email. We'll do our best to get you the correct answers!



CATEGORY	BENEFIT	COMMENT
Category 1	\$0	No voluntary contributions
Category 2	\$0	No mandatory contributions
Category 3	\$14,869	Based on 27 YCS at age 57 and 1995 Contract
Category 4	\$6,903	Based on 30 YCS at age 60 and 60% of Plan improvements made in 2001 Contract
Subtotal	\$21,772	PBGC benefit (does not exceed PBGC limits)
Category 5	\$728	Remaining vested benefits
Category 6	\$0	Non-vested benefits
<b>Total</b>	<b>\$22,500</b>	<b>Accrued benefit at age 60</b>



**Lonny Glover**  
APFA Safety Coordinator

## As the newly appointed

National Safety Coordinator, I know it is very important to keep the membership advised of safety issues that have a direct impact on our jobs. For several weeks now, the top two items that my Department has had to address are manual compliance and turbulence injuries.

### #1. Manual Compliance (FAR 121.137)

This issue continues to rear its ugly head. Since the first of the year, approximately 37 LOI's (FAA Letters of Investigation) have been sent to our members regarding non-compliance with the FAR requiring a Flight Attendant to carry an up-to-date manual while at work. Each of these individuals is now subject to a civil penalty or penalties from the FAA. The personal

## THE HOTTEST TOPICS!

financial fine can be staggering, especially if you incur more than one infraction. In one particular case that is still pending, a Flight Attendant is facing fines in excess of \$4,000 for four separate violations. Once again, I emphasize that these are not fines that American Airlines is responsible for paying - they are your personal fines.

The FAA has reached a point of little or no tolerance on this issue and has encouraged American management to take a sterner approach. AA Flight Service has agreed to comply with the FAA's suggestion. Flight Service is now sending Service Managers into Operations to randomly check Flight Attendant manuals before trips. If a Service Manager discovers that you have an out-of-date manual prior to your departure, you may be removed from the trip without pay and may face disciplinary action.

Also, over the next several months, the FAA has informed us that they will be making random safety manual checks at bases system wide. An FAA inspector may board your aircraft to see if your Flight Attendant manual is up-to-date. If he or she

finds even one revision just tossed into your manual and not logged or filed properly, it could warrant a personal fine of up to \$1,100! Out-of-date bulletins that should have been removed are also considered an infraction and could subject you to further fines.

DFW was recently the target of one of the FAA's surprise manual inspections. Of the 42 manuals checked, only one was out-of-date. Unfortunately, that manual was missing two revisions, resulting in two violations. All of the manuals checked belonged to DFW crews and, with the exception of one flight, all crews were working originations. Of the flights checked, five were domestic crews and two were international.

Your base could be the next one targeted. None of us can afford penalties of this magnitude. Nor, as Safety Professionals, can we afford to disregard the responsibility to have vital, up-to-date, emergency information available to us at a moment's notice! Bottom line: Before you walk on board that aircraft - inspect your manual and make sure it is up-to-date - before the FAA or

American Airlines does it for you!

### #2. Turbulence Injuries

There have been approximately 50 turbulence-related incidents reported this year resulting in several Flight Attendant injuries. Those injuries range in severity from broken bones, major lacerations and pinched vertebrae to slight sprains and bruises. APFA urges you to take pilot turbulence warnings to heart.

If you are experiencing significant turbulence at any time, do not wait for the cockpit to make a PA. Take a jumpseat or passenger seat and strap in. If you are in the aisle during turbulence and there is no passenger seat available, sit on the floor and hold onto a secure object such as the leg of a seat or luggage bar under a seat. As ridiculous as you think this might appear, why risk serious injury by trying to get to your jumpseat? If it is turbulent, do not risk injury to yourself or others by trying to get that beverage or meal service started or completed. When documenting the event, please make sure that you include that the service was delayed or incomplete due to turbulence.

Remember, if you are injured during turbulence, make sure that you and the other Flight Attendants in your crew document the incident thoroughly. It is extremely important, as well, to ensure that the cockpit crewmembers also document the situation. You should contact the APFA IOD Representative on Duty at APFA Headquarters, extension 8303, as soon as possible for assistance. Refer to your in-flight safety manual, Safety and Security section, for additional turbulence procedures.

If you encounter either of these situations, or any safety-related situation for that matter, please send copies of your reports to the APFA Safety Department at Headquarters. Your personal health and safety is extremely important to us.

Until next time, continue to be the Safety Professionals that you are and fly safely!





**Patty French**  
APFA Health Coordinator

## ANXIETY

### Chronic anxiety is one of the

most prevalent yet least recognized and treated mental health conditions in America today. The National Institute of Mental Health (NIMH) indicates that at least 19 million Americans suffer from anxiety disorders. This is more than those who suffer from depression. Debilitating anxiety reaches across the social spectrum to afflict the rich and famous, as well as the poor.

Although anxiety is a part of the human condition, its symptoms can range from the mildly distressing to severely disabling. It is not enough to merely ask how much anxiety is too much. Simply put, if anxiety hampers your social relationships or your ability to work and live productively, then it interferes with your life and you should seek professional help.

The symptoms of those who suffer from anxiety may include:

- Trouble focusing during the day or sleeping at night.
- Difficulty controlling worry about relationships, finances, work, and family life.
- Little enjoyment out of life and irritability much of the time due to worry.
- Secret fears or persistent thoughts that are hard to resist.
- Panic, terror or fear of sudden death from a heart attack.
- Difficulty handling situations others find comfortable.

Many people experience at least a number of these symptoms to the point where it can interfere with the enjoyment of daily life. If you can identify with these symptoms, and anxiety is the root of the problem, then you are not alone. Some seek medical help for their anxiety, while many others hide their anguish and needlessly suffer in isolation. Today, there is no need to endure the debilitating effects of this disorder; there is excellent help available.

Why does anxiety strike some with such force and not others? There are many different theories, most of which cite an interaction of psychological and biological factors. Two social factors that are often referred to as causing an increase in anxiety are a

breakdown in social connections and, particularly since September 11th, concerns over the threat of terrorism, war and nuclear attack.

We, as Flight Attendants, have had our sense of safety and security shattered by the events of 9/11. We feel vulnerable, not only at home but abroad as Americans, and the role we play on the airplane has been completely redefined. We can no longer feel confident that we are safe at work. And while it is healthy to recognize that our world is never entirely safe, the events of 9/11 brought home a very personalized version of terror for those of us who make our living working aboard an airplane. The number of Flight Attendants reporting symptoms of anxiety has increased markedly since September 11, 2001. This anxiety has only been compounded by the current fragile state of the airline industry itself.

For Flight Attendants, anxiety is a reality-based reaction to the world we live and work in today. However, it makes us susceptible to unhealthy anxiety. This type of anxiety can make us feel vulnerable and unable to cope. It moves us from a state of empowerment to the stance of a victim. It saps our coping skills and overwhelms our normal resiliency. The appropriate response to our world should not be one of

protracted fear and stress. Staying in such a state will exact a serious toll on our emotional and physical health.

Our goal should be to see the world truthfully. When we do, we feel safe but aware that the world has some dangers. Healthy anxiety helps protect us from danger. Unhealthy anxiety gets in the way of functioning in everyday life.

It is possible to thrive, even in uncertain times. It requires a fundamental shift in the perception of ourselves and the world in which we live. Studies have shown that individuals who thrive under stressful conditions view the changes they must adapt to as an opportunity for challenge. They maintain control by approaching the stressful event from a problem-solving perspective. They also feel a deep commitment to the enduring values in their life. These values keep them anchored until the stressful and uncertain times pass.

Overcoming anxiety takes work, dedication and good professional help, but the effort is worth it. Successful anxiety therapy empowers an individual to assess threatening situations realistically and to deal with fear, panic or worry more appropriately. Ultimately, it will allow a sufferer to enjoy life again.

If you have concerns about your anxiety or if anxiety interferes with your life, it is best to seek professional help. This can be done through a referral from your personal physician, clergy, or AA's Employee Assistance Program (EAP). You may also obtain more information about anxiety disorders from the following resources.



#### American Psychiatric Association:

[www.psych.org](http://www.psych.org)

#### American Psychological Association:

[www.apa.org](http://www.apa.org)

#### Anxiety Disorders Association of America:

[www.adaa.org](http://www.adaa.org)

#### National Institute of Mental Health:

[www.nimh.nih.gov](http://www.nimh.nih.gov)

Braiker, Harriet B. (2002). *The September 11 Syndrome: Anxious days and sleepless nights*. New York: McGraw-Hill.

Davidson, Jonathon, R.T. (2003). *The anxiety book: Developing strength in the face of fear*. New York: Riverhead Books.

Mellinger, David, Lynn, Steven Jay (2003). *The monster in the cave: How to face your fear and anxiety and live your life*. New York: Berkley Publishing.



**Before I begin my article for** this issue, I would like to thank several individuals who helped me get here; Vicki Dale and Jena Hopkins for assisting me in this transition; IDF Vice Chair Bob Walker for training me, giving me the tools to become an excellent Union Representative, and laying the groundwork for my current appointment; and Emily Carter, now happily retired from both AA and the APFA Health Coordinator position, for helping me to become somewhat of an “expert” in the Health and IOD Department. I’ve been extremely fortunate to have had so many opportunities within our Union and am looking forward to many new and challenging experiences as your Scheduling Coordinator for the next two years.

Now, let’s get to the actual topic of this article. Although *Skycard* featured a piece on this topic fairly recently, I think it’s important

# TENTATIVE vs. FIRM SICK CLEARANCE

to review it once again. At a Joint Scheduling Committee meeting some time ago, APFA suggested that Crew Schedule might be able to cover open sick time more efficiently by utilizing existing contractual language.

Article 26, H., addresses sick call procedures. When calling in sick, a Flight Attendant must contact Crew Scheduling and provide a ‘planned clear date.’ It is then the Flight Attendant’s responsibility to contact Crew Scheduling by that date, either to clear or to extend the date. This planned clear date may be designated by the Flight Attendant as “firm” or “tentative.”

Before you call in sick, take a moment to consider which designation is most appropriate for you. If you and/or your doctor has decided you will be unable to fly for a specific period of time, you should designate this portion of your absence as ‘firm.’ This allows the trips on your schedule during that portion of your absence to be released into open time, available to be picked up by other Flight Attendants.

A perfect example of this type of sick call is a broken bone. Your doctor says you will need to be off for at least eight weeks. At that time s/he will determine if

you have healed enough to return to work. You know for sure that you will be off that long and can give a firm clearance date to Crew Scheduling of eight weeks out. At that point you may extend your planned clear date based on the doctor’s recommendation. If you are waiting another two weeks for x-rays, you may extend your firm clear date by that length of time, as well. If the x-rays come back fine but you haven’t yet regained enough strength to return to work, you may designate another clearance date as tentative this time

Certainly, there are absences that require a tentative clearance date from the start. If you have a cold or the flu, you really don’t know how long you are going to need to be off. You may be feeling better by your next scheduled trip, or you may not. In this instance you should give a “tentative” clearance date when you place yourself on the sick list.

Regardless of whether you provide a firm or a tentative date, you can always clear early. If you do clear before the date you’ve given Crew Scheduling, the worst-case scenario really isn’t that bad. If it’s prior to the end date of your firm clear date and if your trips are still in open time, they will be given back to you. If they

are gone, you will be given availability days on the same days you were originally scheduled to fly. If you clear after the availability window, you will be paid and credited for the sick time. If you clear prior to your tentative clear date, your remaining scheduled trips will still appear on your schedule.

One thing to remember when designating your planned clear date is that if the date you give is the last day of a future bid month, Crew Planning may award you a paper bid for that month regardless of a firm or tentative clear date. This is fine if you intend to be out for the entire month, but if you clear early, you will be given availability for days you were originally scheduled to fly. Not a pleasant surprise when you’re not expecting it.

One other sick-related issue that we frequently receive calls about is clearing the sick list on a reserve day. If you clear through AVRS and do not contact Crew Scheduling, you will be cleared immediately and be considered available to fly. That day will NOT be credited with sick time; in other words, your sick bank will not be charged. In order to remain on the sick list until the completion of the day and be paid and credited with sick time,

you must contact Crew Scheduling and speak to the Scheduler prior to 1600 local base time. You must say the words, “I am clearing for tomorrow.” You will be considered available for duty at 0001 the following morning and you will receive sick pay and credit for the day of reserve. Otherwise, you are still considered sick until the day of reserve is completed at midnight.

Using this contractual language does take a little more thought prior to calling in sick, but your fellow Flight Attendants stand to gain from your consideration. Open trips fuel TTOT, pre-plotting and involuntary loss of time recovery. Reserve assignments are likely to be earlier and PVD’s may be awarded if fewer trips have to be covered the day before. The better coverage we have for open time, the more smoothly everything runs for all of us.







Dané Townsend  
APFA Hotel Coordinator

## THE NEW APFA HOTEL DEPARTMENT

*Change has a considerable impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better. – King Whitney, Jr., Former President of Personnel Laboratory, Inc.*

**I like to think that the entire** APFA membership falls into the confident category – including me. Although we certainly have seen our fair share of change, not just in our jobs but also most recently in the APFA hierarchy, I firmly believe that this is our chance to make things better.

We have seen our work rules and pocketbooks deteriorate over the past year and a half. Consequently, many members feel that layovers are one of the few good things left. Our layovers and, in turn our hotels, are often a haven - a place to get away from the hustle and bustle of our stressful jobs and get some well-deserved rest. Indeed, some of our members spend more time each year in hotel rooms than they do in their own homes. This thought is kept in mind by every APFA Hotel Department representative. Each time a review is performed not

only are safety and security considered, but also the need to improve and upgrade our hotels so that each member can truly feel comfortable in every layover hotel room. We strive to reach this goal with every hotel whether it is for a long or short layover - International or Domestic.

This need brings about several commitments from both the APFA Hotel Department and me personally. Our primary commitment is to procure safe, first-rate hotels for every layover everywhere. Prior to each scheduled quarterly review, you will find a questionnaire on the APFA website on the Hotel page. This is your chance to speak up and let us know what you think of a hotel including the safety of the surrounding area. If you live in a city that is up for review, I urge you to fill out the comments section and let us know about the safety of the area where the hotel is situated. We understand that no one knows an area better than those who live there. We all share the responsibility of looking out for not only our own safety but the safety of our co-workers as well.

Our second commitment is to keep you informed. This will be

done primarily via the website, the weekly Hotline and **Skyword** since these are the easiest, most cost-effective ways to get information out to you. Among other things, the website will include the criteria used to review and select hotels and cities recently reviewed. Be sure to check it out after January 1, 2005, for an intriguing surprise. You can reach the Hotel Department at APFA Headquarters, extension 8306. If you call the office and leave a message, someone will personally return your call as soon as possible.

Our third promise is to continually attempt to upgrade the standard of hotels in which we stay. As hotel prices continue to increase and American's purse strings continue to tighten, this poses a challenge. However, I firmly believe that with diligent effort we can uncover good deals that allow us to be safe and comfortable. As hotel contracts run out, we will assess available, affordable properties in the area in an effort to continually reach for the stars – four stars that is!

Finally, the last commitment is a personal one from me to you, the membership. I promise to fly at least one trip with a layover every 45 days. While one trip every 45

days may not seem like much to those of you who fly a full schedule, I assure you that with all that occurs on a daily basis in the Hotel Department there are times when it may be difficult to accomplish even that. However, I will give it my best, I assure you.

With these commitments to you comes an expectation of my own. This is that each of you will do your part to make sure that APFA knows of any complaints, comments or kudos for any property throughout the system. By working together via the pink hotel debrief form or web debrief form found at [www.apfa.org](http://www.apfa.org) on the Hotel Department page, we can effect positive change. Keep in mind; if you don't tell us about the problem, we can't fix it!

# INTRODUCING THE APFA HOTEL DEPARTMENT

I'd like to take a moment to introduce you to the new Hotel Department representatives and share a bit of each person's background with you.

Many of you may remember DFW-based **Nancy Archer** as the past Scheduling Coordinator. Nancy has chosen to expand her experience and try the Hotel Department for a while as a change of pace.



**Jamie Bunn** is a 12-year MIA-based Flight Attendant. He brings a wealth of experience to this Department as a base representative and a contract/scheduling desk representative.



As a JFK-based Spanish speaker, **Tony Caba** will be invaluable on reviews throughout the Caribbean and Latin America.

Tony decided to begin doing union work in an effort to effect positive change in his work environment.



**Chas Cipriano** is also JFK based and has been very active on the base council for several years. His past work

includes being the base council hotel representative. Chas is an Italian speaker.



**Charleston Garrett** is a seven-year Flight Attendant based at DFW. As a Super 80 specialist, he can

certainly keep the Hotel Department well informed on domestic layover issues.

A familiar face is that of **Donna Harris**, a past Hotel Coordinator. She is based at IOR and brings her vast knowledge of all hotel-related issues.



**Joel Medford** is IDF based and assisted APFA greatly in the search for and subsequent success of secur-

ing a centrally-located Paris hotel. As a French speaker, his expertise is invaluable.

**Michael Meyer** is also IOR-based and is the current Vice-Chair. His extensive APFA background will definitely be an asset to this Department.

**Dawn Palomeni**, from LGA, has an extensive background as a former travel agent. She also serves as the LGA base council hotel representative.



**Denise Pointer**, a six-year DFW based Flight Attendant, brings a legal perspective to the Department

as well as her hotel background. Her family is involved in the gaming and hospitality industry in Nevada.



**Sally Prater**, a DFW-based Spanish speaker, volunteered her time to the Hotel Department when she realized she wanted to "make a difference" in our work lives.

Many of you may remember **Libba (Reese) Sanders** as another former Hotel Coordinator. We are pleased she has chosen to assist the Department once again with her extensive hotel background. Libba is currently based at STL.

**Jessica Washington** has been actively involved in union work since getting off probation seven years ago. She serves as a dispute resolution representative on the JFK council.

**Janet White** is a seven-year LGA Flight Attendant with a strong hospitality industry background. This is her first foray into union work.



A final familiar face is that of **Carol Wilson**. She has been with AA for 29 years and has served in many capacities within the APFA including Base Chair and National Hotel Committee representative.

## HOTEL NEWS AND REVIEWS

### MVD

MONTEVIDEO (MVD)



On December 17, 2004, AA began service to Montevideo, Uruguay. This was precedent setting as it is the first time there has ever been scheduled non-stop service between Uruguay and the U.S.

Montevideo is a lovely city. Uruguay sits between the countries of Brazil and Argentina and is one of the most politically and



economically stable countries in South America. The city has a very Euro-American feel. It is exceptionally safe; in fact, in the evenings you will often see families walking, running or riding their bikes together along the boardwalk that runs the length of the city.

We have chosen a stunning hotel, the Sheraton Montevideo, which is only two blocks from the boardwalk. The property is only four years old and is in mint condition. The hotel seems eager to have our business and the staff assured APEA that they look forward to caring for us. This beautiful property is attached to one of the main shopping malls in town and has secure key-card and video-monitored access to the hotel from the mall. The property also offers a lovely exercise room with an indoor pool, Jacuzzi and

sauna, all free of charge. Each large room is luxuriously appointed and features a refrigerator. A free breakfast buffet in the restaurant is included and two 1/2 liter bottles of water are provided in each room. In addition, we are offered a 30% discount on room service and on the lunch and dinner buffets in the restaurant, which are approximately \$10 and \$13 respectively. The business center offers Internet access for the cost of \$6 per hour with no additional charge for printing.

### **LOS ANGELES (LAX)** *Short Layover Hotel*

You asked for it and you got it! We will be changing short layover hotels in LA effective December 31, 2004. We are moving to the recently-renovated LAX Marriott. This property is located a few doors down from the Radisson LAX.

Should you choose to get out a bit while on your layover, there is free transportation to the beach area. However, you may not want to leave the premises when you see the peaceful, oasis-like pool area. When sitting there, you will almost forget that you are at an airport hotel. The

Marriott also boasts a state-of-the-art workout facility with a Jacuzzi tub.

This is a wonderful, full-service hotel with a sports bar, Starbucks coffee shop, mid-price range restaurant and a fine dining establishment all under one roof. The best part is the 25% discount given to crewmembers in all of these establishments except Starbucks. The hotel also offers an all-for-one price deal on Internet access and local and U.S. long distance calls for \$9.99 per day.

With all of the wonderful amenities at this short layover hotel, we know you just won't want to go to sleep! ▲

## *In remembrance of*



### *Leane Mae Pelzel*

**July 4, 1961 – November 23, 2004**

Leanne, Mommy, My Beautiful Bride, Lu Lu, Lips, Leanie, Luskie, Lucious, Coach and Sarge...

These are the names we knew her by. She was so many things to so many people. Leane wore a lot of different hats during her lifetime. First and foremost, she was a devoted, doting and loving mother to Sydney and Payton. They were her life and her true loves. Leane carried their pictures everywhere she went. To know Leane, you had to know her children.

Her many accomplishments included working as an AA Flight Attendant for 20 years, serving on the APEA Ballot Committee, working as a volunteer for the Immaculate Conception School, fundraising, as well as room mom, soccer coach for Payton's team, gardener, upholsterer, seamstress, artist and plumber.

No one would be surprised to know that Leane was born on the 4th of July; Miss Independence, a celebration of life. She was a real firecracker. Her smile could light up the sky like an explosive firework display!

Strong, positive, competitive, vibrant, energetic, fun, bossy, determined, big-hearted, selfless, honest, giving, bossy (did I already say that?), nurturing, and oh so beautiful. These are the words I have heard over the last few days that best describe Leane.

If I had to pick just one word that sums her up I would have to say "perfection." Leane never gave less than 100% to anything she undertook. Everything she did, she did perfectly. She demanded it of herself, and sometimes of others. (That would be you, Larry).

Leane always told everyone that Larry was the best father in the world. She talked incessantly about all he did with and for his family; the family that Leane loved more than anything – Margie and Joe, Donna and Larry, Judy and Jim, and all the kids. She left Sydney and Payton with a family so filled with perfect love and faith. They will not just survive their mother, they will grow to thrive because of her.

Leane and Larry have been true friends to my family, always there to help us through our toughest times. Leane, we are here now for you and your family to help in any and every way possible.

Goodbye for now, my beautiful friend. I'll see you again. Until then, try not to reorganize heaven too much. I think you will find it in perfect order.

I love you,  
Gay

*Leane is survived by husband Larry and two children – Sydney 14 and Payton 11. She flew for AA for 20 years and was based at DFW.*

Donations can be sent to Leane M. Pelzel Scholarship Fund  
C/O Immaculate Conception Catholic School  
2301 N. Bonnie Brae Street  
Denton, TX 76207  
(940) 281-1155

# Base Field Reports

## DFW

### INFLIGHT MANUALS

In recent routine flight inspections, the FAA found many Flight Attendants with non-current inflight manuals. FAA Inspectors are conducting random Flight Attendant Safety Manual checks throughout the system. Flight Attendants may incur fines of up to \$1,100 per missing Revision or Bulletin. Please ensure that your manual is kept up-to-date by inserting all required bulletins and revisions and removing any bulletins that require removal. As always, make safety your primary concern while onboard the aircraft or on a layover. We encourage Flight Attendants to remain vigilant while on duty and to visit the SSI website for the very latest safety and security information. This website may only be accessed by going to [www.aalightservice.com](http://www.aalightservice.com).

### ATTENDANCE PROBLEMS

Unfortunately, sometimes an absence from work is unavoidable. If American Airlines has determined that your attendance has reached an unsatisfactory level and you have received a letter of "Intent to Issue Corrective Action" from your Flight Service Manager,

you may request union representation at your attendance conference. Please feel free to contact DFW Base Chair Chris O'Kelley or Vice Chair Margaret Stewart at 817-410-7227 to discuss your attendance issue. Please keep in mind: A medically approved Family Leave (FMLV) is a non-chargeable occurrence. If you are eligible for FMLV, you may submit the required documentation within the administrative timelines, which would make the occurrence non-chargeable. Please refer to your HI10M to view your attendance status.

### BASE MEETINGS

The DFW Base Meetings are currently scheduled for the second Wednesday of every month from 11:00 a.m. until 12:00 noon. We encourage all DFW-based Flight Attendants to attend these meetings and to help us serve you better by sharing your questions, concerns and ideas. If you are unable to attend the base meeting, you will find your Base Representatives in Flight Service Operations at our "Day in Ops," scheduled for the third Wednesday of every month from 11:00 a.m. until 4:00 p.m. This is a great opportunity for you to meet your local APFA

Representatives and let us know how we can make DFW a better base for you.

In Unity,

**Chris O'Kelley**  
DFW Chairperson  
**Margaret Stewart**  
DFW Vice Chairperson

## IOR

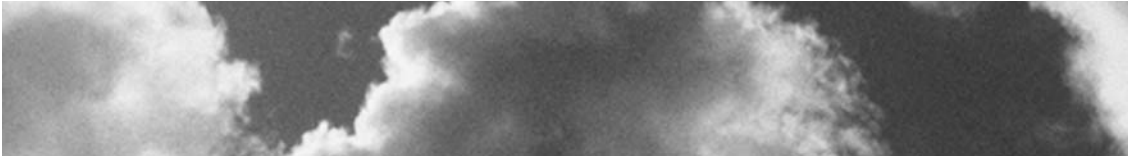
Many IOR F/As have expressed a desire to have "pure" bid selections. Appendix I, Article 7, A.2., as modified by the Restructuring Agreement, defines pure bids as "trip selections in excess of eighty-two (82) credited hours containing trip sequences comprised of the same legs and same layover cities." The Restructuring Agreement also stipulates that the maximum for international pure monthly trip selections is 87 credited hours. The Contract also states that the Company and APFA may, on a case-by-case basis, agree to make exceptions to exceed the credit-hour restrictions. We've conducted a base poll regarding the possibility of making the Paris trip a pure bid, and if the results show this to be a favorable option, we will then conduct a one-month test in January. Since exceptions to exceed maximums

are agreed upon for a year at a time, we made special arrangements for both the poll and the one-month test prior to committing to anything with an extended obligation. To make our Paris selection "pure" would bring the scheduled hours to 87:15 with a three-on, three-off schedule. If we do not make the schedule pure, we are bound by contractual restraints on scheduled hours, which may cause selections to contain mixed trips and equipment.

On some short layovers, a VM position may stay at a different hotel than the regular crew. AA's hotel desk should have a hotel assigned prior to the F/A's departure from the flight's originating city. If you are working a VM position and your layover hotel is not listed in the HIHTL when you sign in, you should call VIP Crew for this information. Do not rely on the hotel desk to automatically fax a voucher for transportation; ask for one to be sent. If you don't have one before you leave on your trip, we recommend that you remain in the secure area of the airport layover station until you have a printed voucher. If you have encountered the above problem, please notify the APFA Hotel Department via debrief form or e-

mail once you return to base. We get many inquiries each month pertaining to retirement planning. It can't be emphasized enough that to maximize your benefits, you must familiarize yourself with the various parameters. Good planning starts years ahead of time since a component of your final retirement benefit is annual earnings for the highest 48 consecutive months out of the last 120 months worked. Familiarize yourself with your own accruals on JetNet. You need to click on Benefits and Pay then on My Retirement. Once that screen comes up, click on Request/View Estimates then plug in a projected date for your retirement. Make sure you view all screens. You can click on anything underlined in blue for more information. The Plan Calculation Formulas will show the calculations for you, including your final average earnings, based on the information available today. It's really a terrific tool!

**Nancy Moehring**  
IOR Chairperson  
**Michael Meyer**  
IOR Vice Chairperson



## ORD

ORD issues are centering on the escalating reserve list. As an organization, we have attempted to get outside of the traditional box several times. For one reason or another, nothing ever really happens. I think that now would be a good time for all of us to jump outside of the box! We need to come up with a new concept in covering open time. Otherwise, when we hit these times of no hiring and minimum transfers, the reserve list will just continue to climb. The reserve list in Chicago is way too high as we cover trips from all over the system.

Several ORD flight attendants have already submitted different ideas regarding reserve. This is exactly how we can make changes. You never know when genius will walk through the door! Even if a particular idea may not be the exact answer, it may lead to the solution that we have all been looking for. Please continue to submit your thoughts and ideas.

On another note, I filed and participated in a Base Grievance regarding Crew Schedule's violation of Article 9.P.6., the article

covering pay protection for a MIC during the last five days of the month. Crew Schedule believes that they can change a departure time and bypass the fact that it was a MIC that caused the change in departure time. They say they do this keep Flight Attendants legal for their trips. This is not in accordance with the Contract. The MIC comes first; otherwise, why would they change the departure time? If you experience this circumstance, please contact one of us right away. Crew Scheduling also stated that they do the same thing during the first 25 days of the month to keep a crew legal. If this happens to you and your schedule does not show LB for legal break and RA/RSK for reassign or reschedule, then also contact us right away. We have been trying to get a better handle on the amount of RSK/RA in the system along with the impact of shortened layovers. If the departure time is just changed with no code keyed in as to why, then it does not show as a problem.

The issue of PVDs and all nighters has come back again. The problem is with back-to-back all nighters and a single PVD request. Flight Attendants are

being passed over when they have this situation. We resolved it a couple of years ago, then our all-nighters went away. We do have one Flight Attendant who documented being granted a single PVD for back-to-back all nighters. We hope to get this resolved, again, soon.

APFA welcomes Louis Schilling and Linda Henderson to the ORD Council. Council Member B.J. Knight will be representing ORD at the safety council meetings with APA, TWU and AA management. She will do a great job of representing us all and we thank her for volunteering.

Chicago APFA wishes you a wonderful Holiday Season. May it be pleasantly memorable for us all!

In Unity,

**Liz Mallon**  
ORD Chairperson  
**Steve Wilson**  
ORD Vice Chairperson

## MIA

Satellite Bases are becoming a hot issue here in Miami and we would like to brief everyone on this topic. Currently, there are

three potential test cities involved; ATL, MCO and TPA. APFA and the Company will be studying these possible satellite bases by comparing cost, crew pay and credit, hotels and satellite hours at each city. When building these sequences, Crew Resources will take into consideration schedule changes, as they affect each city differently as far as cost. No decision has yet been made as to any future start-up dates. The satellite base test for the city/cities selected will hopefully begin the first part of 2005. If you are a commuter in one of these cities and want to participate in the test, please make sure you enter the commuter code of HI17/city/9999 in your personal mode. Then check your HI7 to make sure the entry is there. This effort is driven by commuter Flight Attendant activists, so get involved if you are interested.

We have formed a new Bid Sheet Committee and thank Doug Bartosiewicz, Tamera Robinson and Fay Panzarino for their efforts in this area. Doug has done extensive work monitoring the bid sheet and calculating the cost of Domestic legs on International trip sequences. Tamera has participated in our meetings with Crew Resources and had some great ideas for enhancing our bid sheet. Fay also gave the committee some good suggestions we hope to be able to incorporate in the future. We will be having additional meetings with Crew Resources in the

coming months so please feel free to provide us with your input as well. You can contact the Miami Bid Sheet Committee at [mia.apfa.bidsheets@earthlink.net](mailto:mia.apfa.bidsheets@earthlink.net).

Many of you have asked for interpretation of the changes in our APFA/AA Agreement with regard to scheduling and contract issues. I will soon be sending some of our MIA council reps to APFA headquarters for extensive training in this area. We encourage you to contact any of us for answers to your questions.

Keep well and safe flying.

In Unity,

**Cheri Washbish**  
MIA Chairperson  
**Catt Napper**  
MIA Vice Chair

# THE APFA BASE REPRESENTATIVE ELECTIONS - 2005

*From the APFA National Ballot Committee*

All APFA members play a part in the election process, whether by choosing to actively campaign for a particular candidate or receiving campaign literature and observing the process. The Willingness-to-Serve (WTS) Notification for all Base Representatives for the two-year term of office beginning April 1, 2005, was included in the last issue of *Skyword*. The WTS is used for self-nomination or nomination of another member in good standing for any Base Representative position.

Each eligible candidate will be sent a letter outlining election procedures and rules that govern campaigning. Therefore, we want to go over some of the more important and often most violated campaign guidelines so all members, candidates and non-candidates, are aware of the federal laws regarding campaigning for a labor union office. Any violation of these rules should be reported promptly to the APFA National Ballot Committee so corrective action can be taken, if necessary. Campaign violations are not only serious but also create a negative light that reflects on all APFA members and, in some cases, can

invalidate an election. The democratic rights of all members will be preserved if we work together to ensure all elections are conducted with the highest standard of integrity.

Federal law strictly prohibits the use of union and/or employer funds to promote the candidacy of any person running for union office. This prohibition was adopted to prevent a current officer from using the union treasury to help finance an election campaign. It was also intended to prohibit an employer from influencing the outcome of a union election. In addition, neither a union nor an employer may contribute money or anything of value (such as the use of facilities, equipment or supplies) to promote the candidacy of any individual. This prohibition applies to both direct and indirect expenditures from the union or employer, including the following:

\*Campaigning on time paid for by the union or employer; (Campaigning by union officials that is "incidental" to union business is not a violation of federal law. For example, if someone asks a candidate a campaign-related

question while she/he is working on union business, she/he can answer the question but should not initiate discussions or engage in extended discussions even when initiated by others. Similarly, the law prohibits candidates from campaigning on company time, since such activities would involve an indirect expenditure of company funds.)

\*Use of union/employer-owned or leased equipment such as telephones, fax machines and copy machines; (Campaign literature may not be prepared or copied using APFA or American Airlines facilities, equipment, supplies or personnel, and APFA phones may not be used for campaign calls, including APFA telephones that are expensed for home office use. Nor can APFA-issued computers and corresponding e-mail addresses be used for campaign purposes.)

\*Use of union/employer supplies such as stamps, paper and envelopes;

\*Use of union employees to prepare campaign literature while on union time;

\*Use of union/employer letter-

head; (Campaign literature may not be reproduced on APFA or American Airlines letterhead, even if the candidate pays for the paper, since it would give the appearance of being endorsed or issued by APFA or American Airlines, respectively. Also, the APFA logo may not be used on campaign literature.)

\*Use of union/employer property or facilities; (Candidates and their supporters are not permitted to distribute campaign literature through company mailboxes nor should it be posted on an APFA bulletin board.)

\*Use of union position to promote candidacy; (All practices established by a Base Representative during her/his term of office may be continued throughout the election process; however, this is not the time to begin a new practice that could be construed as electioneering. For example, if a Base Representative distributes a quarterly base brief, s/he may continue that practice during the election process. However, s/he should not distribute an additional brief or deviate from the original distribution schedule.)

\*Use of an official union publication to promote or criticize a candidate. (The publishing of a complimentary or derogatory article in **Skylord** about any candidate, including a current officer, is prohibited.)

Article III, Section 7, of the APFA Constitution addresses Base Councils/Base Representatives and provides information on the specific duties of each Representative.

Each Base Council consists of a Base Chairperson, a Vice Chairperson and Operational Council Representatives (OCR's) who are elected by the membership of the base at large. Each base is entitled to one OCR for every 100 members or fraction thereof stationed at the base. (Please refer to the OCR chart for the number of available positions at each base.) For example, if a base has 950 Flight Attendants, there are ten OCR positions available. If ten eligible members in good standing submit WTS notifications for the OCR position, all ten members will be duly elected. However, if 11 members in good standing submit a WTS,

there will be an election for the ten available OCR positions. If only three eligible members return a WTS for OCR, the Chair may, within thirty days of assuming office, have the National Ballot Committee send out a second WTS for OCR's in order to fill the remaining positions. The Chair may also choose to leave the Base Council with only three OCR's. If so, three will be the maximum number of OCR's and voting Council Members for the remainder of the two-year term. A Base Chair may appoint additional individuals (over and above the allotted one for every 100 members at the base) to assist the Base Council in meeting the needs of the membership; however, such individuals may not exercise a vote on matters brought before the Base Council.

The deadline for Base Representative WTS submissions is January 12, 2005. If more than one member in good standing returns a timely WTS Notification for Chairperson or Vice Chairperson at a particular base, an election will be held. Ballots will be mailed to the members at that base on February 1,

2005, and must be returned to the designated Post Office by 9:00 A.M. Central Time on March 2, 2005.

The only information that will be included in the ballot packet is that which is on the WTS Notification when it is received by APFA. Nominated candidates may not submit additional biographical information after the WTS due date. If you plan to nominate another member, try to include as much biographical information as possible. Also, the nominator may write the personal statement on behalf of the individual nominated.

If you have any questions, please contact the National Ballot Committee at (800) 395-2732, extension 8311.

### Number of OCRs Per Base

BASE	#F/As	#OCRs
BOS	600	6
BOSI	424	5
DCA	530	6
DCAI	118	2
DFW	3347	34
IDF1	618	17
JFK	2039	21
LAX	1486	15
LAXI	672	7
LGA	1941	20
MIA	1386	14
IMA	1602	17
ORD	2037	21
IOR	1255	13
RDUI	87	1
SFO	996	10
SFOI	217	3
STL	4039	41

These numbers are based on the Flight Attendant base headcount in the APFA membership files as of October 26, 2004. The actual OCR allotment will be based on the Flight Attendant headcount on January 12, 2005.

# THE APFA CONSTITUTION

## ARTICLE VII

### HEARING AND DISCIPLINARY PROCEDURES

by APFA Legal

Article VII of the APEA Constitution provides a mechanism whereby a member can bring charges against another member, including a union officer, for certain acts deemed to be contrary to the interests of the APEA. For example, a member or officer may be charged for theft of APEA monies or property, failure to pay dues or assessments or a willful violation of the APEA Constitution. The grounds upon which charges may be brought are found in Section 1 of Article VII.

For charges to be processed before a neutral arbitrator for determination as to the merits of the charge, the Executive Committee must first find that charges are "timely" (filed within 60 days of the event giving rise to the charge, or 60 days after the accuser reasonably should have become aware of the offense). The Executive Committee must next determine whether or not the

charges are "specific," that is, containing enough details so that the accused is aware of the specific offense he or she has allegedly committed. Finally, the Executive Committee must determine if the charge is "valid." Valid here is not synonymous with meritorious. Valid simply means that the accusation, if true, would be a violation of the APEA Constitution.

If the Executive Committee finds that a charge is untimely, non-specific or invalid, the Committee may dismiss the charge (a non-specific charge will be referred back to the accuser to allow for a more specific charge). If the Executive Committee dismisses a charge, the accuser may then appeal such dismissal to the designated Article VII arbitrator for determination. A charge deemed timely, specific and valid will be set for a hearing on the merits by the neutral arbitrator.

If an arbitrator finds that the accused is guilty of the charge, the arbitrator may impose a penalty ranging from suspension or expulsion from membership to the levy of a fine if requested by the Accuser. The Constitution also provides a mechanism whereby "upon completion of charge proceedings...in the event a charge is dismissed by the Article VII arbitrator" and subsequently ruled to be "charges without reasonable basis," fees and administrative costs may be levied against the accuser by APEA. The potential of financial liability for either the accused or the accuser operates as a deterrent from both conduct unbecoming and frivolous accusations.

Why the focus in this *Skyword* on the ugly business of charges? Because there are dozens of charges currently pending. It is important that we have safeguards against conduct that violates the APEA Constitution. Article VII

provides that protection. In addition, Union funds and energy can be spent on processing charges. We have neither an inexhaustible supply of funds nor energy, and that which is devoted to internal disputes inevitably has a negative impact on the Union's ability to function in its essential duty - serving the membership at large.

A neutral arbitrator has acted upon two recent charges: Sherry Cooper vs. John Ward, Juan Johnson & George Price; and Jeff Bott vs. John Ward. Once a case is decided by a neutral referee it can be made public by the Union to the membership. Article VII awards have been published to APEA members in the past with the intent to educate everyone on the facts and circumstances of individual cases. It is the Union's desire that we learn from such charges so that the same behavior is not repeated in the future.



## Article VII, continued.

The abbreviated facts of the two recent cases follow. In the Sherry Cooper case, Ms. Cooper (STL Chair) accused John Ward (APEFA President at the time of filing), Juan Johnson (APEFA Treasurer at the time of filing) & George Price (Communications Coordinator at the time of filing) of defaming her in a *Skyword* article that stated Ms. Cooper continued to hold a position within the IAM (the union representing the TWA Flight Attendants) while at the same time holding a position within APEFA. The statement in *Skyword* was in fact untrue, as Ms. Cooper had resigned her IAM position before becoming APEFA Chairperson at STL. Both a Hotline message and the subsequent *Skyword* corrected this error. The Executive Committee found that Ms. Cooper's charges were timely and specific, but invalid, and thus dismissed the charges. Ms. Cooper appealed this finding to the arbitrator, who

upheld the dismissal of the charge finding that it "fails to state a proper claim under Article VII, Section 1" (of the APEFA Constitution).

In the Jeff Bott case, Mr. Bott (former APEFA Vice President) accused John Ward (APEFA President at the time of the filing) of violating the APEFA Constitution when Mr. Ward fired APEFA's full-time staff graphic artist who had signed a UAW authorization-to-act union card (APEFA's staff is represented by UAW) just before the discharge. Mr. Bott claimed that Mr. Ward failed to notify or recommend this change in employment to the Executive Committee, thereby violating the APEFA Constitution. A hearing on this charge was conducted by an arbitrator on August 31, 2004. At the conclusion of the hearing the parties were instructed by the arbitrator to file written closing arguments,

and on September 30, 2004, the arbitrator met with Mr. Bott and Mr. Ward and issued a written decision.

The arbitrator stated in his decision that in "the actions surrounding the termination of [APEFA's Graphic Artist]...Ward did not follow the clear and express provisions of Article 3, Section 6.b.(7). He did not recommend to the Executive Committee 'a change in employment and staff requirement.' The purpose of the Union Constitution is to protect the interests of the members. The members rely on the officers and the President to govern according to the constitutional rules adopted by the membership." In conclusion, the arbitrator found that "The claim that [Ward] did not act intentionally or that there was ignorance of the contractual mandate is without merit. His reliance on an exculpatory resolution passed by the governing

board that attempted to reinterpret the clear meaning of Section 6.B.(7) also lacks merit."

Both Article VII rulings may be found in full on the APEFA website ([www.apfa.org](http://www.apfa.org)). These third-party decisions are now a part of APEFA's history. We have 48 outstanding Article VII cases that have made their way through the APEFA Executive Committee internal process and are either awaiting hearings or the arbitrator's ruling on appeals. We thought it would be worthwhile to both review and reflect on the process itself.



## THE DECISION:

"For the reasons that follow, it is concluded that the company had cause to discipline Kayla for serious misconduct, but not to terminate her under the facts of this case...

"The question remains...whether the company has demonstrated misconduct under Rule 34: that is, did the grievant's use of a false letter written on company letterhead with a manager's name and signature constitute [D]ishonesty...or misrepresentation in obtaining employee benefits or privileges," as charged in the company's dismissal notice? Absent convincing evidence of such misconduct, it would be difficult to justify the summary dismissal consequence or a Rule 34 violation.

"Even if deception is shown in obtaining a benefit, dismissal may not always be required...There is little reason to doubt that Kayla was or should have been aware of company rules of conduct and travel policies prohibiting falsification and misrepresentation... Rule 16 specifies that the misrepresentation of facts or falsification of records is prohibited. Rule 34 also prohibits dishonesty and misrepresentation, offering the example, among others, of obtaining employee benefits or

privileges. Ultimately, whether these rules were violated by Ms. Kavorsky is an issue distinct from whether she had adequate notice of the rules and warning of disciplinary consequences.

"Regarding the company's investigation, it is concluded that its inquiry was deficient in material and prejudicial ways. Granted, Ms. Kavorsky readily conceded her wrongdoing by using a (forged) letter...However, this admission did not and should not have ended the inquiry. Additional facts were relevant at the time in order to support the Company's disciplinary allegations and to render a decision in this case. An investigation that includes gathering, preserving and exchanging pertinent accounts and documents is set forth as a contractual condition for an effective labor-management dispute resolution procedure. In a similar fashion, the Company's 'Peak Performance Through Commitment' discipline program advises managers conducting an investigation to get information 'in writing' and to 'keep accurate and unbiased notes.'

"The company fell short in several areas of its investigation. The FSM did not adequately assemble evidence providing a full picture

of Kayla's actions. Nor did her consultation with Human Relations correct the investigation's deficiencies. The company did not gather any documentation to substantiate its charge of a free pass to Warsaw nor evidence that Poland Air issued the ticket based on the promise of a reciprocal ticket by F/A Kavorsky.

"Furthermore, the company made no attempt to pursue Kayla's explanation that her father was sick, the name of her flight attendant friend who she says wrote the note, or her intentions in obtaining a 'free ticket.' It seems the company dropped any broad inquiry once it had in hand Ms. Kavorsky's admission of a forged letter."

The Company did, however, prove a violation of Rule 16. Kayla misrepresented and falsified Adam Twelves' name and signature. "As for her motive in preparing and using the false letter, it is reasonable to assume that she did so because she believed it would help her secure Poland Air travel. Why else would she have done it? For this falsification, it is concluded that severe discipline is warranted as a penalty for Ms. Kavorsky, and to deter such wrongdoing in the future..." "Nevertheless, when the charges

against Ms. Kavorsky are carefully examined, the full degree of misconduct charged by the company was not supported...there is a failure of proof that Ms. Kavorsky obtained a benefit or privilege either from the company or from Poland Air on the basis of the forged letter.

"In the end, the record is devoid of persuasive proof that Ms. Kavorsky's forged letter had any significance at all for Poland Air, whatever her hopes may have been in choosing her ill-fated course of action. In this respect, it is telling that neither of the letters on company stationary asked for a free pass, much less anything more than a vague request to 'assist...with travel arrangements.'"

### THE REMEDY:

"On the issue of the appropriate remedy, it is concluded that the Company had just cause for substantial discipline of Ms. Kavorsky. A business could not run efficiently with a foundation of trust if employees were at liberty to affix false supervisor signatures to business documents. Ms. Kavorsky can be faulted because she had many opportunities before and after her trip to step forward and report what had happened. To wait to confess until the facts came out would

make any employer resistant to keeping such an employee. However, under the circumstances of this case, the penalty of dismissal was unreasonable and excessive. Here, Rule 16 was breached, but a Rule 34 violation was not demonstrated.

"Ms. Kavorsky engaged in serious wrongdoing...This was compounded by her partial failure to volunteer relevant information during the investigation. As a consequence, Ms. Kavorsky will be reinstated to employment, without loss of seniority, but without back pay or other make-whole relief. The labor agreement provides for reinstatement and pay for time lost if a discharged employee is 'exonerated.' But the record in this proceeding leads to a mixed result. Here, although major wrongdoing is evident, the charges cannot be fully characterized and proved as the employer stated."



# DISSECTING APFA'S STRUCTURE

By Leslie Mayo, *Skyword* Editor

I remember hearing about Board Meetings at APFA and wondering exactly what the *Board* was when I first started flying. What were they meeting about and why is it that some people seemed to know more than others on the email groups about what was going on with the *Board*? I'd heard about an Executive Committee, Division Reps and Coordinators, but I didn't have a clue what all of this meant. So, I decided to find out why it was being referred to in galley gossip and why I didn't seem to know as much as others who appeared to be experts. What better way to learn than to volunteer my services?

In 1999, I offered my time and energy to my co-workers as the APFA Vice Chair at LAX. Suddenly I had to learn not only what the Board was, but what all of the other positions and committees at APFA were as well. Talk about trial by fire. And then I was hooked.

In looking back, I'm sure that many members are as confused as I was when it comes to how our Union is put together. Although it certainly isn't electrifying reading, it is important to all members to have at least a basic understanding of who their representatives are and what they do. We regularly get questions in the Communications Department about APFA's structure so I'm hoping

a quick synopsis of our Union's structure will help each of you gain insight on how things work at APFA.

Each APFA position is described in detail in the *APFA Constitution* or *APFA Policy Manual*, both of which can be found on the APFA website at [www.apfa.org](http://www.apfa.org). Every elected or appointed APFA Representative is an American Airlines Flight Attendant. The APFA is, by Federal law, a democratic organization with issues decided by majority rule.

The **Board of Directors** (Board) is the governing body of the Union. It is comprised of the **Base Chairperson**

(Base Chair) of each of the 18 bases, and the **APFA President, Vice President, Secretary** and **Treasurer**. Each base elects its Base Chair and Vice Chair for two-year terms. The National Officers are elected by the entire membership for four-year terms. Only the Base Chairs have a vote on the Board so collectively they are called the Voting Board. The only exception to this is in the event of a tie. In that case, the Constitution requires the President to cast the deciding vote. Business is conducted according to Robert's Rules of Order by presenting and voting on Resolutions. The Board is required to meet at least once a year at an **Annual Convention**, usually held in the spring. The Board also has the ability to convene at other times should it become necessary. These meetings can be in person or via teleconference. In short, the Board sets policy, approves the annual budget and affects the overall direction of APFA.

The **Executive Committee** (EC) was designed to take care of the day-to-day business of the Union in a more expeditious manner than calling the full Board into session. The EC is made up of the four National Officers and five **Ad Hoc Members** who are elected by the Base Chairs at the Annual Convention. Ad Hoc Members serve for staggered three-year terms. The five Ad Hocs also serve as the **Grievance Review Committee** when questions arise as to the efficacy of a grievance.

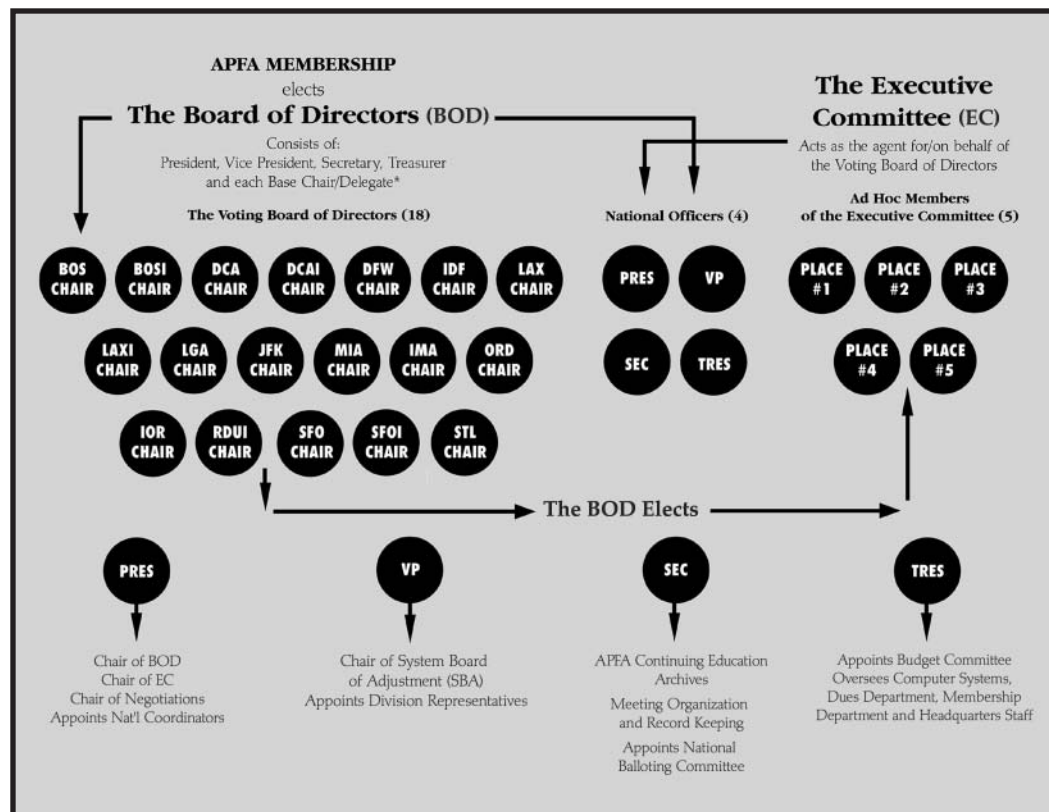
The APFA President appoints **National Coordinators**, subject to confirmation by the EC, for two-year terms. This group serves basically as the President's Cabinet, assisting in the direct services offered to the membership. The Constitution provides for a number of these positions as requirements change. Currently there are six

Departments at Headquarters, each with an individual budget and a Coordinator at the helm. They are **Communications, Contract, Health, Hotel, Safety and Scheduling**.

The APFA Vice President appoints Division Representatives (DR's) to represent Flight Attendants at the System Board of Adjustment, which is where grievances are processed. DR appointments are also subject to EC confirmation. The number of divisions varies as the membership grows or shrinks. Currently there are five DR's. Similar to Coordinators, DR's terms are two years.

**Base Councils** are made up of a **Base Chair, Vice Chair and Operational Council Representatives** (OCRs). Base Chairs, in addition to their obligations as Board Members, also serve the membership of the base from which they are elected. They file Notices of Dispute (NODs), represent their members in meetings with Management and generally answer countless membership questions. The Vice Chairs and OCRs assist them in these efforts. The Constitution provides for one OCR for each 100 members, or fraction thereof, at a base. The Base Chairs also have the ability to appoint additional members to assist them as necessary, but these assistants have no vote on the Base Council.

This concludes my short seminar on APFA's structure. I hope it was somewhat helpful for you. Base elections are coming up (see page 30 of this *Skyword*) and all dues-current members are welcome... but be warned. You, too, may get hooked. ▲



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Tommie Hutto-Blake addressing airline workers at Washington, D.C., rally December 14, 2004 - AFA President Pat Friend in the background

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