

The Official Publication of The Association of Professional Flight Attendants

SKYword

Spring 2007

STATE OF

ONE
INDEPENDENT
VOICE...



...THIRTY YEARS
OF STRENGTH

OUR UNION

The Official Publication of The Association of Professional Flight Attendants

SKYword

Spring 2007

Tommie Hutto-Blake President

Greg Hildreth Secretary

Brett Durkin Vice President

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REPORTS

- 4** **President's Report** by Tommie Hutto-Blake
"Someone Has To Speak Up. Someone Has To Draw the Line."
- 6** **Vice President's Report** by Brett Durkin
"The Thief in the Night? - You Be The Judge"
- 8** **Secretary's Report** by Greg Hildreth
"We're Not Alone"
- 10** **Treasurer's Report** by Cathy Lukensmeyer
"Light at the End of the Tunnel"

DEPARTMENTS

- 12** **Communications** by Leslie Mayo
"The Elephant In The Room"
- 20** **Contract** by Brent Peterson
"Firm, Tentative and the 7-Day Clock"
- 22** **Scheduling** by Jaimie McNeice
"Scheduling Reminders"
- 24** **Safety & Security** by Lonny Glover
"Chaos in the Cabin"
- 26** **Retirement** by Jena Hopkins
"Retirement Demographics"
- 32** **Health** by Patty French
"Optional Short and Long-Term Disability"

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FEATURES

- 7** Family Leave Update by Julie Moyer
- 13** USA Today "Stepping Through the Rhetoric"
- 13** Farewells
- 14** The Gloves Are Off and The Boots Are On!
- 16** Flight Attendants Protest Executive Bonuses
- 18** The APFA White Paper by Dan Akins
- 23** Hotel News and Reviews by Dané Townsend-Pepper
- 25** Accidents and Incidents by Lonny Glover
- 27** APFA's History - Found and Not Forgotten by Cilla Golas
- 28** The Representational History of the AA Flight Attendants by Leslie Mayo
- 34** A New Congress With Big Changes by Joan Wages
- 35** The APFA Code of Conduct

HAPPY BIRTHDAY, APFA!

MAY 16, 1977 — MAY 16, 2007

THE COVER WAS DESIGNED IN HONOR OF APFA'S 30TH ANNIVERSARY AND WAS FIRST DISPLAYED AT THE BOARD OF DIRECTORS CONVENTION IN CHICAGO THIS YEAR. IT CONTAINS PHOTOGRAPHS FROM 1940 TO 2007 WITH EMPHASIS ON THE HUNDREDS OF APFA REPRESENTATIVES WHO HAVE WORKED TIRELESSLY ON BEHALF OF THE AMERICAN AIRLINES FLIGHT ATTENDANTS.

APFA WILL HOST A CELEBRATION IN HONOR OF THIS EVENT ON JUNE 5, 2007, AT APFA HEADQUARTERS FROM 4:00 PM. TO 7:00 PM. ALL CURRENT AND FORMER ELECTED AND APPOINTED LEADERS ARE INVITED TO ATTEND AS ARE ALL APFA ADVOCATES, MEMBERS IN GOOD STANDING, FAMILIES AND FRIENDS. PLEASE RSVP TO LINDA PLUNK, SECRETARY TO THE COORDINATORS, AT (817) 540-0108, EXT. 8200.

**ONE
INDEPENDENT
VOICE...**



**...THIRTY YEARS
OF STRENGTH**

WEIGHT STANDARDS FOR AA FEMALE FLIGHT ATTENDANTS	
Age	Weight
24-29	123 lbs. - 129 lbs.
30-34	126 lbs. - 132 lbs.
35-39	129 lbs. - 135 lbs.
40-44	132 lbs. - 138 lbs.
45-49	135 lbs. - 141 lbs.
50-54	138 lbs. - 144 lbs.
55-59	141 lbs. - 147 lbs.
60-64	144 lbs. - 150 lbs.
65-69	147 lbs. - 153 lbs.
70-74	150 lbs. - 156 lbs.
75-79	153 lbs. - 159 lbs.
80-84	156 lbs. - 162 lbs.
85-89	159 lbs. - 165 lbs.
90-94	162 lbs. - 168 lbs.
95-99	165 lbs. - 171 lbs.



Tommie Hutto-Blake
APFA President

“Someone Has To Speak Up - Someone Has To Draw the Line!”

middle class will disappear. In 2007, APFA must take a stand against the continued erosion of decades of work by past union leaders to create our bargained contracts, which provide a solid middle class pay, work rules and benefits. The time has come for union leaders and activists to speak up and draw the line. **Enough is Enough!**

the past several years and have borne the burden of returning the industry, hopefully, to profitability. [Airline workers] have been at the forefront of a trend that is repeating itself all across our economy as we work longer and longer hours for reduced pay. We have seen our benefits slashed simply to keep the most basic of health care. We

has gone wrong? Among other things, **we think executive compensation packages that are wildly disproportionate to the contribution those employees make to a company's**



From l. to r: APFA Ad Hoc Laura Glading (JFK), United AFA-CWA MEC President and VP Greg Davidowitch and Helen McArdle, APFA President Tommie Hutto-Blake, and TWU Local 556 President Thom McDaniel at APFA's Convention.

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The above words have never been more true. These words were spoken by Barbara Ehrenreich to the APFA Leadership earlier this year during our Annual Convention.* Ms. Ehrenreich, a best-selling author, social commentator and cultural historian, reminded the APFA Board of Directors that unions literally built the American middle class in this country. If unions don't hold the line and make our collective voice heard, the growing divide in our society will continue and the American

Recently, a Northwest Airlines Flight Attendant testified at a public Senate hearing on Capitol Hill. Her testimony, printed in the Congressional Record, deserves repeating: "I am honored and humbled to be a face and a voice for so many women and men in this country who struggle to play and live by the rules, raise our families and hold on to the hope that the future holds a better life for us and our children. I have worked as a flight attendant for the past 17 years. Airline industry employees have suffered greatly over

“The time has come for union leaders and activists to speak up and draw the line.”

have had our pensions frozen or terminated as our employers have used this country's bankruptcy laws to shred union contracts and set back decades of progress we have made in turning our jobs into decent stable careers that have allowed us to raise and support our families."

This 17-year FA went on to say, "I am here to tell you that things do not look rosy for middle-class Americans. What do we, the middle class, think

overall health are wrong. The average worker in this country struggles for a modest cost of living

increase today while the CEOs that made 20 times what a worker made in the 1960s, now makes 400 times as much. We [the middle class] are asking for livable wages, a home that we own, affordable health care, comfortable retirement security, and a reasonable means to provide for our children's college costs. We are asking you, as legislators, as law and policy makers, to listen to us. Be aware that it does not matter if we are Democrats, or

Republicans, or Independents, or Green or Rainbow, or pink with purple polka dots. **We are the middle class, and we are having a hard time out here."**

Clearly AA is not Northwest. So far, APFA members still have a growing defined benefit pension plan in place, as well as active and retiree health care coverage. **These items remain contractual.** Alternatively, there is no doubt that we are working longer hours for less pay and our work environment has been drastically altered by the 2003 restructuring agreement as well as our constantly changing industry.

However, for the second year in a row, a fraction of management has received huge financial gains as a result of the collective hard work of each of us to restore AA to profitability. This bonus plan – or as AA has coined it this year: the *Performance Share Plan (PSP)* – was targeted for 874 senior managers, while the rest of us remain under the 2003 restructured wages. There is no doubt that when only a handful receive tangible rewards, lack of motivation for all sets in and labor unrest becomes a part of our culture.

Senior management clearly believes that monetary rewards are great motivators, but it appears that in management's mind, that concept only applies to 874 senior executives. Your APFA leadership has told senior management that despite their attempts to divert attention to the possibility of Profit Sharing for all employees **next year** as outlined in Attachment P of the Restructuring Agreement, 2008 just may be too late! There is no time like the present to establish a reward system for every employee. If AA is to continue toward sustained profitability, every employee

“...a fraction of management has received huge financial gains as a result of the collective hard work all of us”

who is working these long and challenging hours needs to receive **shared gains now!** (See page 14 for photos of members and leaders speaking out on the inequities of this issue.)

During the last four years, thousands of you have stepped forward and gone the extra mile to ensure our Company returned to profitability. Every one of you has sacrificed large percentages of your pay, benefits and work rules to avoid bankruptcy - allowing AA to return to profitability.

In March 2003, a letter to all AA employees from former Sr. VP of Human Resources Sue Oliver stated: “This is the time for shared sacrifices and management will continue to do its part... Our future is ours... if we act together now. As we restructure our airline, we are focusing on what our employees value. Our goal is to find solutions together.” She

continued, “‘Permanent’ lower employee costs does not mean that pay, benefits and wages will be reduced and frozen forever.”

of the lawsuits inherited by this administration as a result of the Restructuring Agreement.




Jeff Pharr, Linda Haertling, Tommie and Linda Herod-Rivas in front of the blimp at AMR HDQ on Friday, April 13th during APFA's protest against Executive Bonuses

Was this message only intended for 874 AA executives?

In 2007, my top three goals are as follows: to see a recall of furloughed APFA members; to build and train a strong negotiating team, and to wipe the slate clean

I would like to close this *State of the Union* address with a direct quote from Financial Analyst Dan Akins' White Paper prepared for APFA in April 2007: “If employees are forced to back away from this unique Labor- Management partnership American Airlines will have turned away from a very profitable business model. The current protest by American Airlines employees is not about the level of executive pay, but more a statement about being betrayed once again by a company whose corporate culture appears to resist all who attempt to change it. American Airlines is squandering an opportunity for a sustained turnaround plan.” (See page 18 to read the entire text of The White Paper.)

It seems so obvious to the rest of us. If AA wants a real ‘Turnaround Plan’ based on our company’s performance, then all employees need to receive an opportunity for monetary rewards now: **not next year, but now!** Whether senior management is going to do the right thing is still questionable. Whether we stand together to have our collective voices heard should be without question!

In Protest and Solidarity, 

Tommie

**Editor's Note: Read more about Barbara Ehrenreich's keynote address in the APFA Secretary's Report on page 8. You may also view the complete text of the Northwest Flight Attendant's compelling testimony at apfa.org – go to www.apfa.org - National Officers – President's Page and click on FA Senate Testimony)*

The Thief in the Night? – You Be The Judge



Brett Durkin
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As I sat contemplating my *State of the Union Skyword* article, my mind wandered through a myriad of topics relating to my department – the System Board of Adjustment – from the last big grievance we presented to the next major issues FAs will be faced with. Several topics came to mind, from increased workloads placed on our workgroup; to the unjustifiable amount of reassignments; to the fact that management continues to run the company with too few FAs; and so on and so on. Interestingly, my mind kept returning to one thought “The

Thief in the Night.” The more I attempted to steer my article away from this idea, the more I kept coming back to it. (I imagine at this point you’re thinking this edition of “You Be the Judge” will center on a liquor audit or something related to onboard theft. However, it is not.)

What continues to race through my mind is senior management’s sickening behavior once again on April 18th as they were rewarded with wheelbarrows of bonuses in the form of AMR stock. Last year, we filed a Presidential Grievance over the way they planned to award the **Performance Unit Plan (PUP)** (renamed the **Performance Share Plan (PSP)**), which was initially scheduled to be paid out in cash. An arbitrator influenced a plan change to be awarded in 20% cash and 80% stock. This year, AA execs attempted to pay out quietly under the new title **PSP** but APFA wouldn’t allow it to just be swept under the rug. (By the way, have you noticed AA has an acronym for everything?) Perhaps they were hoping that no one would be asking about **PSP**. This year, it paid out upwards of \$200

million to 874 executives at AMR. We don’t have the exact number of shares rewarded because they won’t tell us. We also don’t have the names of all 874 executives because they won’t tell us that either. We do have the numbers for those AMR executives required to

uring other than the performance of AMR’s stock? How has management drawn the conclusion that their hard work, ‘genius’ decisions and huge strides over the last three years deems them deserving of a reward. Not to say that there haven’t been some good decisions

they have done something spectacular by *keeping this company out of bankruptcy*. They have forgotten that **labor kept this company out of bankruptcy**. Labor belled up to the bar with a gun to its head and had our contracts gutted, our standard of living reduced, working more for less and our injured left to fend for themselves without benefits. It was a gut-wrenching sacrifice and we continue to live it day after day. How, then, can management possibly feel entitled to **more** until we all are back on the same playing field as was promised? **Whatever happened to shared gains?**

These executives’ actions have set the tone for Union/Management relations on this property in the future. Gerard Arpey and his team have robotically disseminated the “Pull Together/Win Together” mantra, however, the only one winning is senior management. 874 people were rewarded with obscene amounts of stock; stock that they were able to convert to cash on April 19th. Nevermind that back in 2003, when management came crying to APFA’s past leaders to save this company they touted “shared sacrifice” to avoid

AMR Executive Bonuses for the “Top Five”

Gerard Arpey	\$6.6 million*
Tom Horton	\$3.4 million
Dan Garton	\$3.4 million
Gary Kennedy	\$2.5 million
Robert Reding	\$2.5 million

*Total 2006 Compensation for Gerard Arpey: \$12 million
Source: WSJ

report their bonuses publicly in the **SEC Filing on April 20, 2007**, and those are shown above.

The **PUP** or **PSP** or whatever they decide to call it next year is the gift that has been scheduled to keep giving year over year. Somehow, senior management claims it is based on the Company’s performance. My question is this; what performance are they meas-

for our Company. But what about some of the bad ones – more room through coach/less room through coach – buy on board/muffins on board/food for sale – the ever-failing OSR’s. Who could forget the former Passenger Entertainment Devices (PED) or the yet-to-fail new PED now being tested on the S-80? How about holding crews and passengers hostage for hours and hours, adding seats on the S-80 then blaming that now increasingly uncomfortable A/C on FAs’ suggestions! What about canceling 300+ flights over the holidays due to lack of sufficient staffing or the new business class lay-flat seat that has received less than stellar reviews?

Frankly, it is my opinion that management should be embarrassed by their behavior. Not surprisingly though, they are not. They believe

Family Medical Leave Update

by Julie Moyer (MIA) - Family Medical Leave System Board Member

bankruptcy. I don't think there's any doubt that the only people still sacrificing are the rest of us. The lion's share of the profits generated since the bloodletting in 2003 has now been distributed to management. Our profit in 2006 was \$231 million. We have estimated the value of the amount of shares awarded on the 18th of April at \$202 million.

And so the title of my article: **"The Thief in the Night."** Senior management's actions put their words to shame: they say shared sacrifice but what they mean is we sacrifice while they take all they can, whenever they want.

What management's behavior indicates is that the crisis must be over! American has upwards of six billion dollars of cash in the bank, revenue is up, our airplanes are packed, and most of all, management is recovering very nicely since 2003.

All indications, however, point to the reality that shared sacrifice does not mean shared recovery to this management team. Their actions have proven that they cannot be trusted to treat the Unions on this property as true business partners. This is why I believe that the Union/Management relationship at AA will continue to be adversarial. The only changes to AA's Executive Suites are the names; the behavior and rhetoric remain the same.

We are all angry over their actions and you should tell management every chance you get, albeit in a professional manner. I do it every chance I can. Let them know enough is enough. Ask them what they have done to make this company better. Labor has lived up to our end of the bargain; we have worked for four years under the premise that we will win together if we pull together. This senior management team, in my opinion, truly is **"The Thief in the Night."**

I actually do have some good news from the SBA Department. Three years into my term I have learned what every Vice President before me has learned – that when I take one rock from the pile, five more fall in. A clean desk is very unlikely unless you are not doing your job. We have made an enormous amount of headway in computerization, and processed a large amount of Quarterly System Board cases, termination cases and Presidential Grievances. In 2006, an additional 296 grievances flowed into this department for processing and we continue to move forward with that task. These details are best saved for my next article as opposed to diminishing my thoughts above.

In Unity,



In our last issue of *Skyword* there was a comprehensive article about the Family Medical Leave (FML) awards pertaining to the relief awarded to APFA and its members. However, many of the awarded benefits regarding maternity are still not clear. For those FAs who want to take FML upon the birth of your child, the deck is stacked against you. You are required to cease flying and be placed on M2 or M3 status at the end of your sixth month. At this point you can no longer accrue and bank FML paid productive hours (PPH) toward your 12-month look back. The chances of your ability to have 504 PPH for the look back when FML would normally start (six or eight weeks after delivery) are slim.

However, APFA fought hard in arbitration and post arbitration to secure an agreement that provides for a point when your hours would actually drop below 504 to be the day your 12-week clock starts for FML. You may not be able to enjoy the full 84 days of FML, but you may be able to take advantage of some of that time. I was appalled when I spoke to a FA who told me that when her FML was supposed to start, she was told by management that she had missed the threshold by seven hours! Because you are required to cease flying three months

prior to the birth, it should not be hard for the maternity coordinator to calculate when your hours will drop below 504 PPH. At that point, the paperwork can easily be prepared in advance.

One of the major benefits of using FML while on maternity is having the Company pay for your insurance (except for your monthly share). In order to maintain your own insurance while on maternity, the monthly costs can be as high as \$1,000 a month. Thus, any time without that extra cost is helpful to a FA who counts on her/his insurance.

Additionally, deferring your vacation is a new option to assist with the accrual of FML hours. If your scheduled vacation falls during your pregnancy, you now have the option of deferring vacation and flying. Contact AA Crew Planning to work out this option.

Of course, for those FAs that have not elected AA insurance because of coverage under their spouse's insurance, FML may not be beneficial to you at all. One other caveat: if you elect to take FML, the current Company policy (which APFA is challenging) is that your vacation will be used first, so you may prefer to take just the two consecutive three-month leaves to which you are

contractually entitled and save your vacation for a time when it is more beneficial to you. After all, contractually, you have up to one year following the birth or adoption of your child to elect to take FML.

Beware, If your spouse also works for American and you have coverage under your insurance, but want to switch to your spouse's insurance after the birth, you will be required to meet the deductibles all over again! APFA is not in agreement with AA's position and you won't find that position written anywhere in Company policy or included in the insurance information. Unfortunately, the only FAs who are painfully aware of this are the ones who've experienced it first hand.

The maternity issues in the FML arbitration were very complex and difficult to obtain the relief we did for our members, so I trust that this article will help as many people as possible to gain the knowledge necessary to benefit from the improvements APFA procured for its members.

This information will be added to the maternity packet soon. Hopefully more people will be made aware of all of the options available to each of us!





We're Not Alone

end with an "O": CEO, CFO... In today's environment it is easy to get discouraged. We are not alone. There are others who believe what we believe in, too.

If you are not familiar with Barbara Ehrenreich, she is the author of 14 books including *Bait and Switch*, and *Nickel and Dimed*. She is a champion for workers across the nation. As Tommie mentioned in her article, Ms. Ehrenreich was the keynote speaker at our Convention in Chicago this year thanks to the efforts of Trice Johnson, IMA. I would like to publish some of the highlights of her message to us that night. It gave me some hope; maybe it will restore yours as well.

"This is one of the most intimidating audiences I've ever faced. How many people in the

world do I have to ask permission from to go to the potty? Yes, I know the seat belt sign has been on for the past two hours, but please, please? You even have the power to withhold pretzel...

We've probably met before, you know, because I'm an Advantage million mile gold member. A million miles – I go back so far that I can remember when you got a meal in coach on a cross-country flight...when you got pillows and blankets in coach... when you could sometimes find three seats in a row to stretch out on...

I never had a really bad experience, like that recent AA flight that sat on the tarmac for eight hours in Austin a week or so ago. That's not an airline delay, that's a hostage situation for the

crew as well as the passengers. We are in this together, once that airplane door locks shut. So I want to take this opportunity to thank you for your work on those million miles I've flown – for your graciousness, your helpfulness, your courage, your security consciousness, and of course for the occasional scrap of food you find for us. Thank you – you've made those million miles almost pleasant!

Now I know why you invited me here tonight and it's not because of my frequent flyer status. You probably invited me because of my books [*Nickel and Dimed: On (Not) Getting By in America* and *Bait and Switch: The (Futile) Pursuit of the American Dream*]. For N&D, I went out into the world of low-wage workers and tried to survive on what I earned as a wait-

ress, nursing home aide, maid w/ a housecleaning service and a Wal-Mart assistant. For B&S, I went undercover as a white-collar job seeker to see if I could land a corporate job.

Anyway, I've done a book about blue-collar work, and one about white-collar job searching, and now I'm trying to convince my publisher to give me a big enough advance -- 7 figures or so -- so that I can go undercover among the rich. For the sake of journalism, I'm willing to hang out at their charity balls and spas and yacht clubs. Someone's got to make the sacrifice! She just laughs of course, but I see it as an essential sequel to N&D and B&S, because poverty and the economic insecurity of the middle class don't exist in a vacuum – the flip side of economic misery is wonderful prosperity for the lucky people at the other end of the economic spectrum. And it would be really interesting to experience this first hand.

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The headlines these days seem to be filled with record profit reports and enormous payouts for top-tiered executives. It's a plague that has infected only the very wealthy; an exclusive few who can't seem to get enough and want to keep others out of their cliquish club.

Unfortunately, not being a member of this club, I have not seen any gains or advancements for anyone whose title doesn't

I have not seen any gains or advancements for anyone whose title does not end with an "O": CEO, CFO...)

Take the case of Wal-Mart: four out of five of the ten richest people in America have the last name of Walton, and inherited their billions from the founder of Wal-Mart.

The CEO of Wal-Mart, H. Lee Scott Jr., earns \$17 million a year. Actually, USA Today reported that, if you include the value of his stock options, he made \$66 million in 2002 alone.

Contrast that to my pay at Wal-Mart, which was \$7/hr. I would have had to work for over almost 5000 years to make as much as Scott makes in one. And in 5000 years I would probably not even get a promotion since – as I we know from the current class action suit against Wal-Mart for sex discrimination – they really don't like to promote women.

And the disparities are getting worse all the time. The only group that has prospered in the last 6 years are those in the top 1.5% of the income distribution. US CEOs now average \$11 million a year – for a historic high of over 400 ties what their average employees earn.

These changes are not only affecting people at the Wal-Mart level of pay, but the middle class, too, where we see growing job insecurity, layoffs, and the wholesale abandonment of benefits that were once considered sacrosanct – like pensions.

Flight attendants have seen their share of lay offs and pay cuts, reduced layover times and shorter vacations while the top executives get bonuses and payouts.

In the wake of 9/11, 4000 AA FAs were laid off. Then you took a 16 percent pay cut in 2003, while top management made a grab for million dollar bonuses. A 16 percent pay cut! Did housing prices go down by 16 percent that year? Did tuition costs or energy prices? NO – you took the hit, while management continued to live in affluence.

But I want to emphasize that you're not the only ones experiencing this kind of treatment. Because of the books I've written, I hear from downwardly mobile professional people all the time, like:

- A 43-year old chemical engineer who lost her job in a corporate lay off four years ago and wrote to me about her experiences living in homeless shelters.
- A 36-year old IT marketing person in Atlanta who got laid off and spent two years as a janitor and a \$7/hr clerk in a Big Box store. She's now filing for bankruptcy because she can't pay the credit card and medical bills she accumulated as a low-wage worker.
- A 53-year old former media executive in Milwaukee who ended up as a cab driver, or the executive in Utah who once earned six-figures and now works for \$10/hr in a call center.

I see it in my own business – journalism. There's this myth that journalists make a lot of money: Well, maybe news anchors do, but they're not journalists, they're actors! Here's what I see:

I see the same rates of pay for freelance journalists as in the 1970s – and of course, no benefits at all. I also see massive layoffs at newspapers and magazines, which are increasingly the property of corporate conglomerates that expect fantastic profits such as *The LA Times*.

It all adds up to a steady erosion of our lifestyles, assets, and dignity. And a steady increase in stress levels, anxiety, and debt.

If this keeps up, America will become an ever-more divided society – divided into the gated communities on the one hand, and tenements and trailer parks on the other.

**Someone has to speak up.
Someone has to draw the line.**

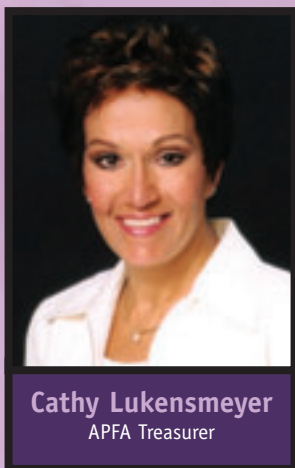
That's where APFA comes in. What distinguishes you from so many professional workers today is that you have a collective voice through a strong, independent, and democratic union. Not many professionals have that. And you have dared to raise that voice in opposition to corporate greed and malfeasance again and again.

This makes you a model for professionals in all lines of work – if not for all workers. Here's my personal request to you: Get the message out to as many people as possible – we're not going to hold our ground as the American middle class unless we are united in solidarity through strong unions and other forms of association.

And we're ultimately all in this together. If FAs can be abused, so can journalists, engineers, and everyone else.

And never forget, your passengers have a stake in your struggle for better working conditions, better pay, and professional recognition. Reach out to us! I for one promise you right here that if you have another confrontation with management, I'll be there for you – just as, on flight after flight, you've been there for me!"





Cathy Lukensmeyer
APFA Treasurer

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As I write this article, it is difficult to believe that this administration is headed into the final year of the four-year term to which we were elected. I think back to when I promised to “trim the fat;” not knowing just how big of a promise that was. But it starts out small; pinching pennies, questioning an invoice, asking for a better quote, renegotiating our terms – all in all, a *different way of doing business*. At the end of the day, it all adds

Light at the End of the Tunnel

up. And while the final numbers aren't yet in, for the first time in almost a decade, APFA is on track to come in *under* budget.

There are two very basic tenets at play here: Bringing in more money (“Collections”) and paying out less (“Cutting Costs”).

COLLECTIONS:

This Department has gone to great lengths to bring money into this organization. We:

- **Aggressively collected back dues.** When necessary, I have actually hand-delivered, or process-served the “**Dues Delinquent - Article 31 - Letter**” to FAs outlining discharge procedures for non-payment of dues.
- **Continue to follow through on claims** with our insurance carrier to recoup our precious dollars.
- **Introduced equities into our portfolio** quadrupling our Return on Investment. The

market has been good and this rebalancing has reduced our risk. Previously, APFA's investment portfolio contained only bonds and treasury notes.

At Headquarters we:

- **Blocked “411 Directory Assistance”** calls from all phones at Headquarters. At approximately \$1.45/call, it adds up to a lot of money. I

reduced FA headcount. Headquarter's staff reduced through attrition.

- **Renegotiated terms with vendors, attorneys and professional consultants.** The Officers and Coordinators of each individual department have called upon those with whom we do business and asked them to lower their fees. This was no easy task but well worth the effort.

“For the first time in nearly a decade, APFA is on track to come in *under* budget.”

CUTTING COSTS:

I have a sign on my desk that reads: “*Tell Me What You Need – And I'll Tell You How To Get Along Without It.*” What we need is to be able to fund our campaign against corporate greed at AA. And what we need is to continue to cut costs at APFA. The hardest part of my job is sometimes having to say ‘No’. No one likes to do it; but someone has to. I try to ensure that your money is spent the same way I'd spend my own – very frugally! Following are a few examples:

sure wouldn't spend my own money that way. We now use 1-800-FREE-411 or 1-800-411-SAVE; and they both work just fine from a land line or cell phone and really are FREE. (Try it!)

- **Changed electric companies** saving 20% on our bills (\$1,000+/mo.)
- **Put our union liability insurance out to market**, which resulted in better coverage and a 28% annual savings. (\$19,000+/year)
- **Operate Headquarters with fewer hired staff** as a result of

Systemwide:

- **Reduced the amount of Vacation Payback** (pay to reps who work while on vacation). APFA Reps are limiting the time they work during their vacation except when “absolutely necessary” and are taking much needed rest instead. Often times in their absence, Reps already on trip removal will pitch in and provide the necessary coverage.
- **In-house printing jobs.** In the past, Base Newsletters were

printed locally and stuffed into your work mailboxes. My department determined that the work could be accomplished much cheaper and as efficiently by our Headquarters staff. The newsletter is e-mailed to us, printed, and shipped out the same day back to the Base for about 20 percent of what it would cost for a printing company to accomplish.

In the Works:

- **Corporate Cell Phone Plan:** As stated in one of my previous articles, the high phone expenses of some of our Reps generated quite a stir. **Our auditors have recommended the controlling of these costs for the past two years.** (See *Endnote that follows this article.*)

So how do we provide your Representatives with the necessary tools in this 24/7 business and maintain fiduciary responsibility? We're working on it. So far, I've managed to negotiate a

plan using a single carrier for all Reps including free calls between the Reps. The equipment is free and owned by APFA - all at a cost of 33% less (tens of thousands of dollars) than APFA is now paying in reimbursements to Reps.

- **Exercise the lease buy-out provision on computers used by Union Reps.** In the past the laptops (66 in all) used by the Reps were leased for three years and a new lease was then entered into for another three years. Leasing is extremely expensive (sometimes up to three times the regular purchase price). The lease already in place when I took office in 2005 cost APFA almost \$200,000. We are looking at buying out the laptops at the end of the lease, for a fraction of the cost (less than \$20,000) and getting at least another year's use out of them. Even my personal desktop computer at home in Chicago is over seven years old and works just fine.

NOT Business as Usual:

In "tightening the belt" we've had to face many challenges, including a 30 percent reduction in dues income as a result of our reduced headcount. This equates to about \$3 million a year. Despite these cuts, we've managed to maintain full services to the membership and conducted daily business, all while living within our means. Within budget and **without** a line of

credit! I am very proud of our efforts. We're breaking the cycle and we will continue to rebuild our cushion. ↑



Endnote:

To my great disappointment the Resolution for a corporate cell phone plan, as recommended by the National Officers, was resoundingly rejected at this year's Annual Board of Directors Convention. The Budget must comply with all the provisions set forth in the APFA Policy Manual, which can be viewed in its entirety on the APFA Web site at www.apfa.org.

Policy can only be set by the APFA Voting Board of Directors -

your Base Chairs. It's very difficult to trim the fat when hogtied by Policy. Changing past practices, policy and APFA Representatives' traditions can be challenging at times; but when it is in the best interest of APFA, it is always rewarding.

The APFA Board meets again this Fall. Everyone is looking to save every dues dollar. I'm confident that new policy providing your Reps the necessary tools with which to work, while still controlling costs, will be set in place.



Leslie Mayo
APFA Communications
Coordinator

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At a recent Purser Conference, the highest-level manager around was chosen to address the roomful of Purses during the "welcome/this is how the company is doing" speech as well as to conclude the meeting with his responses to our questions. It also happened that he was one of AA's 874 recipients scheduled to share in the \$200 million in bonuses last month. And everyone in the room knew it.

It seemed he had everything he needed - a Power Point presentation with lots of flashy files flying across the screen prepared by AMR HDQ in Ft. Worth as well as a little remote clicker to help him flip through the screens as quickly as

The Elephant in the Room The Bumbles of Senior Management and the Strength of 20,000 Flight Attendants

possible so there would be little chance of comprehension, followed by any substantial questions from his audience. But it appears he had picked the wrong room and the wrong base; and clearly the wrong workgroup.

He seemed a little nervous standing there in front of the room facing an employee group with a combined seniority of around 900 years. I do hope that justification for the hundred thousand or so dollars he received on April 18th was based on something other than the leadership skills he lacked that day. I'm a fairly compassionate person, particularly when there's an underdog in the mix, but lately my compassion level for every one of these 874 senior managers who financially recovered from anything they may have had to give up in '03 is non-existent these days.

By the end of the meeting, I think at least this manager understood a little better that the workgroup he has attempted to supervise for a few years now was not afraid of the elephant in the room. Despite his fumbled attempts to justify his bonus, the questions were beyond his ability to quell.

The bumbles weren't just restricted to local talent. The bad commen-

tary went all the way to the top and starred CEO Gerard Arpey and Jeff Brundage, Senior VP of Human Resources. Mr. Arpey keeps reminding Wall Street that a higher stock price is good for employees so that pensions and health benefits can continue to be funded. Someone forgot to school Mr. Arpey on the fact that our standard health plan and our pensions are contractual. These are things we negotiated. These were not favors handed out by management like mints at the end of a flight. The funding and retention of these items is not out of the goodness of senior management's heart. The funding of these items is mandatory. It's like saying that AMR is happy the stock price is up so that they can continue to fund payroll and buy fuel.

Union busting is all about management's level of success while attempting to pull labor apart. The divide and conquer tactic leaves a weaker bargaining unit going into the next round of negotiations. After what I witnessed on the 13th and again on the 17th with 4,000+ Flight Attendants in their uniforms on their day off to express their outrage over senior management's greed, we still have what it takes to show management that we mean business.

Next year we will be in the throes of negotiations with a management group who acknowledges the value of monetary rewards to motivate employees, albeit only the top 1%. While we may not have kept them from shoving millions of dollars in their pockets, they have more than felt the not-so-gentle reminder that this workgroup has successfully challenged senior management every time we were asked to by our Union.

Holly Hegeman, who runs a Web site called Plane Business, wrote the following on her site about the AMR earnings call on April 18th with Arpey, CFO Tom Horton and several of Wall Street's top analysts.

"...Meaningless suspicious set-up softball question of the call - followed by one of the more meaningless responses? This one from Ray Neidl at Calyon, who also worked in the finance department at American [Airlines] for a number of years, asked, "I know the contracts don't come up for another year or couple of years in the case

of some labor unions [but] there seems to be a lot of concern on the part of many of the employees, now that the airlines are starting to make money again, that they want their so-called fair share. How are you communicating with the employees to demonstrate to them that one or two quarters of profitability does not solve all your problems?"

Gerard responded, "Well, Ray, I guess you're communicating best right now. I think that's obvious given the years and years of losses that the company incurred that we've got a lot of work to do to recover from the \$8 billion that we lost between '01 and '05. So we have had a very open dialogue with organized labor for many years now -- a partnership to work together to make our company stronger and we're just going to stay the course with that and do our best to continue to work together, to strengthen the company and we will go through the Section 6 process with all of our unions with the same spirit that's gotten us to this point -- the spirit

From l. to r. Dana Davis (SFO), Denise Pointer (DFW), Leslie (JFK) and Lori Bassani (JFK)



of collaboration and cooperation and try to get the best outcome for everyone, recognizing that there's a lot of stakeholders at this company. So we'll do the very best we can."

I don't know what I can possibly say to follow that comment up adequately. Where would one start?

I'm just glad I had my boots on."


Holly Hegeman's commentary can be read in its entirety at www.apfa.org by clicking on Executive Bonuses, Press, In The News.

At the time of this writing, I am still catching up on my sleep after having spent more time than I care to admit to see this campaign against corporate greed take shape. I want to acknowledge Lori Bassani (former APFA Press Relations), Denise Pointer (InfoRep Coordinator), Dana Davis (former SFO Base Chair) and APFA's Graphic Designer Darren Glenn for their talent and their drive and most of all their sense of humor when all else failed, in working tirelessly to expose corporate greed at AMR. Darren displayed an inordinate amount of patience with four women who are on a mission to get everything done yesterday. This was his first experience with

serious "crunch time" at APFA and he exceeded my expectations. Denise (DFW) is the baby of the bunch and learned about a corporate campaign by immersion, only to blow us all away and take her assignment so seriously that shortly after we started, no one ever wondered whether she could handle the job.

I remember writing in my **Skyword** article in '04 when I accepted Tommie's offer to return to this Department – that union work is like circling the drain – but I've never meant it more than I do today. Somehow, Lori has

managed to escape to pursue other interests along with flying. I will miss my buddy and her ideas a great deal but I know she'll be back before I make my getaway. Dana, unlike Lori or me, got out before the drain got a hold of her. They both may have succeeded in escaping for now, but it's nearly impossible to say no when you know that the outcome of your efforts will benefit tens of thousands of flight attendants.

So girls, rest up. I'll see you sooner than you think! 

On April 13, 2007, this half-page ad appeared nationwide in USA Today. That weekend, apfa.org received over 10,000 "new-visitor" hits to our Web site and hundreds of emails expressing public support for our protest against Senior Management's Executive Bonuses.

In Memory Of:

Bruno Paluk April 1940 – April 2007

Bruno Paluk was one of the founding members of APFA and its third elected President. Following his 1982-84 term of office, he returned to the line and flew out of IDF. Bruno enjoyed working on his Townhome and traveling; particularly to China. He both studied and taught Tai Chi and achieved Master status. Bruno died peacefully at Baylor Grapevine Hospital in Grapevine Texas on April 21, 2007.



Bruno, second from right, with his Board of Directors in 1983

George Price June 1963 – April 2007

George Price (IDF) passed away on April 12, 2007. George was appointed to the position of APFA's National Communications Coordinator by former APFA President Cheryl Leon in 1990. In 2000, George was asked to serve as one of four InfoRep Coordinators during T/A 2. In 2002, he was again appointed Communications Coordinator by former APFA President John Ward. George was 43-years old.



Early on April 13, 2007, hundreds of AA Flight Attendants arrived at APFA Headquarters, boarded one of four buses in uniform and descended upon AMR Headquarters to protest the \$202 million in bonuses 874 execs rewarded themselves with five days later.

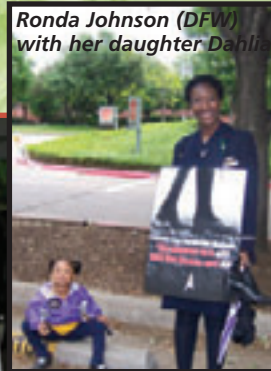
One of the many trucks that drove through airports in nine states during APFA's protest against Executive Bonuses.



"Flight attendants protest executive bonuses"

"Flight Attendants have sent a clear message to management that unshared gains will open yet another chapter of bad labor relations at American Airlines." - Brett Durkin, APFA VP

Ronda Johnson (DFW) with her daughter Dahlia



The blimp (above) with APFA's tug-of-war art on one side flies above AMR's executive suites. The blimp reads: "It Took 80,000 Employees to Pull AA Together and Only 874 Execs to Pull It Apart." A vertical banner hangs below with dollar signs falling from the sky.

"We've shared all of the pain, and got none of the gain," said Dixie Daniels, STL Base Chair.



Dana Davis (SFO) left, Anthony Cataldo (SFO) and Jeff Pharr (MIA) right



"Not-so-blue skies"



"You build up so much trust, and it is broken into so many pieces," Cheri Washbish (MIA Base Chair) said.



"White-collar bonuses blasted: AA logs another profit"



"The Blimp Team" from l. to r: Aaron Azevedo (IDF), Denise Pointer, (DFW) and Tim Myers (IDF)



Kelly Skyles (IMA) leading chants in front of AMR

From l. to r: Judy Masterson (IDF), Leslie Mayo (JFK) Clint Breen (LAX-I), APFA President Tommie Hutto-Blake - and Ralph Hunter, APA President



“American's labor relations on the rocks over executive bonuses”

Hundreds of Flight Attendants arrived at APFA Headquarters for a briefing by APFA President Tommie Hutto-Blake, Lori Bassani, Dana Davis and Leslie Mayo before heading off to AMR HDQ



“It's going to get nasty,” said Michael Boyd, an industry consultant. The airlines have really messed this up. The employees worked hard, gave back and it looks like management is basically saying, “Thanks for the giveback, suckers.”
- LA Times

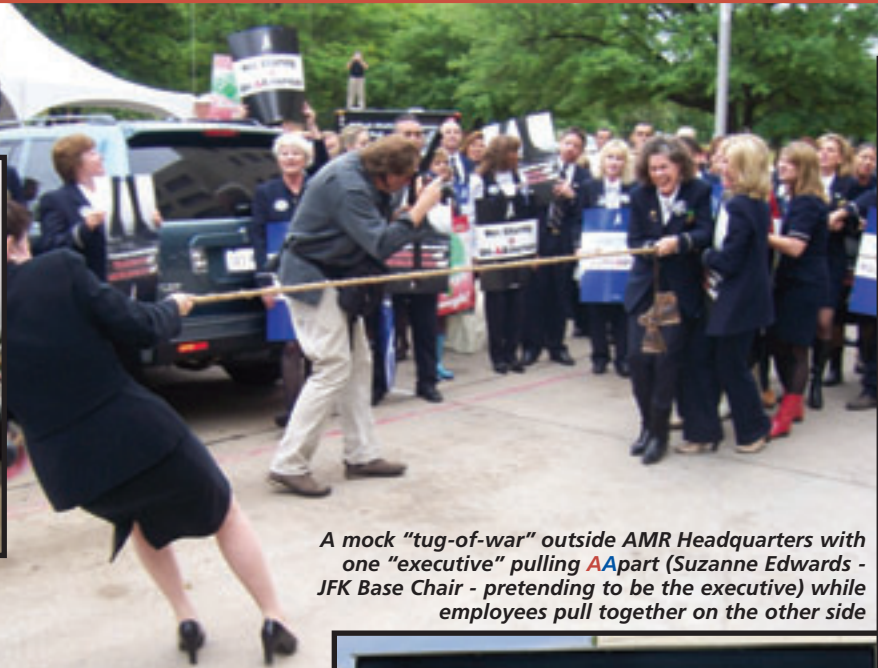
“It doesn't smell like team spirit!”



To step over corporate rhetoric:
**The gloves are off
and the boots are on!**



Members of “The Blimp Team” return to APFA: John Morawski (beneath the blimp), Jeff Pharr (MIA) left, Juan Barerra (IMA) center, Tim Myers (IDF) right, and Aaron Azevedo (IMA) driving the truck



A mock “tug-of-war” outside AMR Headquarters with one “executive” pulling **AA** apart (Suzanne Edwards - JFK Base Chair - pretending to be the executive) while employees pull together on the other side

“The wage concessions helped AMR post a 2006 net profit of \$231 million, its first annual profit since 2000. The concessions also contributed to AMR's profit in the first three months this year, company executives said.”
- Tulsa World



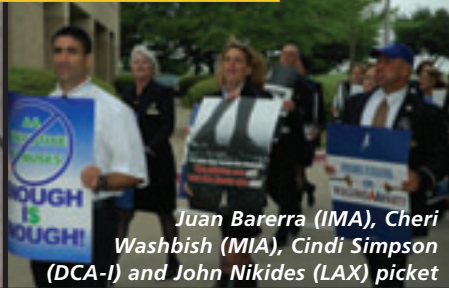
APFA members exited buses to picket AMR HDQ and were met by local and national press.



Lori Bassani, APFA Public Affairs, wearing boots to wade through the corporate rhetoric at AMR



Nancy Archer (DFW) on scooter patrol



Juan Barerra (IMA), Cheri Washbish (MIA), Cindi Simpson (DCA-I) and John Nikides (LAX) picket



Russ Kidwell (IDF) left, Tim Myers (IDF) right with fellow Flight Attendant picketing AMR



“Labor, execs at odds over American's stock awards”



Flight Attendants gather in front of the protest truck at Washington Reagan National Airport.

DCA



Raleigh International FAs pose in front of the Pulling AApart truck

RDU



MIA

“It's so frustrating, and it's an embarrassment to our airline,” said **Ronda Johnson**, a D/FW-based FA who had her 3-year-old daughter, Dahlia, with her. “We've been struggling since 2003.”
– Star Telegram

“American Airlines Workers Hold Protest At MIA”

“I feel like we're being betrayed,” **Peggy Turley** (RDU-I Base Chair) said. “Because we've given up so much to keep this company from going into bankruptcy... and some of the other airlines have rewarded their employees but American Airlines has not.”
– ABC Raleigh

Eric Hodgson (LGA) and **Cathy Spengel** (JFK) picket at LGA Airport.

“But everyday workers deserve their share of the bounty, too. They made crucial contributions to American's survival, from accepting deep pay cuts to thinking up hundreds of money-saving innovations. It's a kick in the teeth to watch executives recover all they gave up in 2003, while everyone else gets an extra pittance.”

– **Mitch Schnurman**, Staff Writer, Ft. Worth Star Telegram



ORD



BOS



LGA



Victor Aguirre (JFK) falling over company rhetoric



APFA's System Board Department: from l. to r: **Jeff Crecelius**, **Mario St. Michel**, **Barbara Rives**, APFA Vice President **Brett Durkin**, **Kim Boyett**, **Cindi Simpson** and **Kelly Gambello**.



SAN

SAN-area FAs picketing at the airport on April 17, 2007



ORD

Hundreds of FAs showed up to picket at Chicago O'Hare where the permit restricted picketing to a small square for four picketers at a time.

Over 4,000 Flight Attendants gathered at 17 airports systemwide to protest AMR's executive bonuses. Passengers were asked to sign a "Get-Well Card" for management. These first thousand cards received at APFA Headquarters were handed to Gerard Arpey on Thursday, April 18th.



AMR "Southwest Flight Attendants Back Fellow Attendants at American in Bonus Flap"



EWR



SFO



LAX

"American's executives are an example of everything that is wrong with airline labor relations," said *Thom McDaniel, President of the Southwest flight attendants' union - TWU Local 556* – Dallas Business Journal

STL FAs from l. to r: Susan Engle, Cherie Rubin, Carol Samuelson and Sophie Alcazar

"The Flight Attendants at American saved their airline from the brink of bankruptcy in 2003. Now that our sacrifices have turned American around, it is outrageous that AA's executives would take care of themselves first. corporate compensation in America, and at American, is simply misguided," said *Tommie Hutto-Blake, APFA President.*



DFW



STL



BOS

continued on page 38

The APFA White Paper: Employee Sacrifices and Collaboration at American Airlines A Profit-Enhancing Business Model in Jeopardy?

Daniel W. Akins, Financial Analyst, Akins & Associates

I. AMR AT THE BRINK – EMPLOYEES PLEDGE \$1.6 BILLION IN ANNUAL CONCESSIONS TO AVOID BANKRUPTCY IN 2003

In the spring of 2003, as airlines tried to weather the unprecedented financial hardship caused by the catastrophic downturn in travel demand resulting from the terrorist attacks on 9/11, the American Airlines employees were asked to take drastic steps to lower costs with the aim of keeping their company from being forced to seek bankruptcy protection. The company restructured its operations and costs largely through the voluntary concessions made by its FAs and other employees. As a result, the company avoided having to file for bankruptcy protection, which would have completely eliminated shareholder value.

The catastrophic events of September 11, 2001, hit U.S. airlines harder than any other industry and forced the sector into an unprecedented financial tailspin. By mid-2002, airlines that had recently reported billions in profits were suddenly faced with overwhelming losses as 20% of their passengers had simply quit flying. By early 2002, US Airways and United were forced to seek bankruptcy protection, with several other carriers soon to follow. Facing the same severely deteriorating marketplace and staggering losses, the American Airlines employees were asked to voluntarily agree to massive cuts in wages, benefits, and work rules in the hope of keeping their company out of bankruptcy.

In 2003, the majority of more than 80,000 frontline (non-management) independent and unionized employees of American agreed to provide \$1.6 billion in annual cost savings. While management wages were cut between 4% and 15%, pilot and FA wage scales were slashed by as much as 23% and 15.6%, respectively. In addition, employee benefits were reduced, vacation and sick accruals severely curtailed, and 25% of frontline jobs were eliminated. For those frontline employees who remained on payroll, work hours were dramatically increased as work rules deteriorated or were eliminated. This voluntary restructuring ensured that AA remained the only traditional network carrier to have never sought bankruptcy protection.

II. EMPLOYEE SACRIFICES ARE STAGGERING; \$6.4 BILLION AND COUNTING

The FAs have surrendered over \$340 million per year since 2003. These loyal employees were hit especially hard as, in addition to wage and benefit cuts, their rest periods were reduced to the bare minimum and their time away from home was greatly extended. Life for an American Airlines FA is very difficult these days.

Since 2003, American Airlines' employees provided lift to their company's fortunes through their

ongoing multi-billion dollar concessionary sacrifices and good will. The cumulative value of the employee concessions is staggering.

As the chart below indicates, over the past four years, frontline employee sacrifices at American Airlines have provided \$6.4 billion in relief and have helped turn the company around.



The ultimate beneficiary of the employee sacrifices were the AMR shareholders, whose investments would have been completely eliminated in the event of bankruptcy. Instead of being worthless, AMR share values have increased nearly 2000% since the stock bottomed out just prior to the concessionary agreements.²

III. THE FLIGHT ATTENDANTS' UNION ENTERS INTO A UNIQUE COLLABORATIVE BUSINESS MODEL - STOCK PRICES AND PROFITS SOAR BACK

The 2003 concessions were adopted under the premise that

management and frontline employees would share sacrifices and rewards as a team. The concept of "Pull Together - Win Together" was introduced as the cornerstone of a changing corporate culture at American. Under a new business model, labor leaders were to be treated as business partners by management. Labor and management's vision was that both sides would equally bear the burden of sacrifice. This was certainly a far different approach than had traditionally been the case at American, and was touted as a different path from the other network airlines that were facing bankruptcy.

APFA, American Airlines and the other unions boldly set out in 2003 to reengineer the corporate culture at American.

Their efforts were focused on building back trust among the frontline employees whose cooperation was viewed as a critical component of any recovery plan. This new approach of collaboration between workers and management was part of the adoption of a long-term strategic recovery plan for AMR, called the "Turnaround Plan." This was an attempt to reestablish employee trust and to simultaneously provide the best business model for a return to prosperity for American Airlines, its employees and investors.

The joint labor management collaborative strategy produced substantial benefit to American Airlines' financial status. The carrier has returned to profitability. Loads and yields are up. The airline now has over \$5.5 billion in cash on hand. Much debt has been reduced. Stock value has risen sharply. The financial picture has dramatically changed.

IV. EXECUTIVES TAKE MILLIONS WHILE EMPLOYEES SEE NO REWARD FOR THEIR SACRIFICES

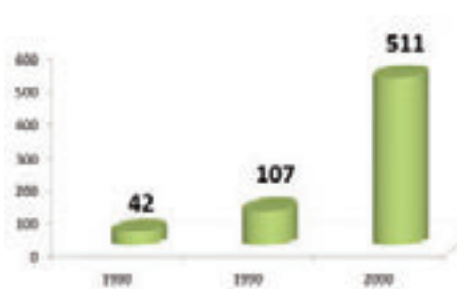
Under a management-only stock-based performance incentive program, a small group of AMR executives reaped nearly \$100 million in stock grants and cash in April 2006, and are scheduled to make a total of about \$200 million in stock awards in April 2007. These bonuses are being parceled out to fewer than 1,000 executives, while all of the other 80,000 American Airlines employees receive little, if anything, for their sacrifice in returning their company to profitability.

In his January 2007 "State of the Economy" address President George W. Bush stated to an audience on Wall Street, "The fact is that income inequality is real. It has been rising for more than 25 years." "The earnings gap is now twice as wide as it was in 1980." The President continued, "America's corporate boardrooms must step up to their responsibilities. You need to pay attention to the executive compensation packages that you approve. You need to show the world that America's businesses

are a model of transparency and good corporate governance.”³

Indeed, the President’s remarks reflect a growing concern, even among business leaders, that the growth in executive compensation in America is out of control. Several recent academic studies concur that in the past decade executive compensation packages at large U.S. corporations have increased by over 250%.⁴ More importantly the astronomical growth in the gap between execu-

Average CEO to Average Worker Pay Ratio



Source: Institute for Policy Studies, 2005.

utive pay and pay of the average American worker is also well established in economic literature.

A 2004 study found that the ratio of executive pay to average worker pay had tripled between 1970 and 2000, from just over 20 times more than the average worker to more than 90 times in 2000.⁵ Other studies, focused on CEO total compensation, found that the gap has grown even wider. In 1980, average total pay for an S&P 500 CEO was measured at 42 times greater than the average pay for their frontline employees. By 1990, this ratio more than doubled to CEO pay being 107 times the average line worker pay. Over the next 10 years it grew by five-fold, so that

by the year 2000, the average pay for an S&P CEO was more than 500 times the pay of the average line worker.

The American Airlines employees’ share of prospective gains was nothing like that offered to management. In 2003, as part of the concessionary agreements, management provided three variable compensation incentive plans for frontline employees; 1) an ESOP (Employee Stock Option Plan); 2) a revamped profit sharing plan; and 3) a new relative performance-based plan called AIP. The profit sharing plan only pays out if American earns more than \$500 million in pretax profits. These three plans were to be the basis for “rewards,” and the incentive for frontline workers to continue to “pull together” with management to fix American. Payment under this formula has provided very little to each dedicated employee.

The rewards for top management were however not entirely based on these three programs, but instead included plans that were wholly separate from worker-incentive plans and based on completely different metrics. The management-incentive programs were known collectively as Long Term Incentive Plans (LTIP) and were designed to reward top managers and key employees with cash and stock awards based primarily on the relative performance of AMR stock.

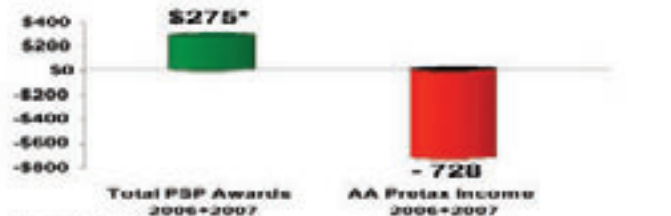
The Performance Unit Plan (PUP), later amended and renamed the Performance Share Plan (PSP) is an incentive program that was set up to reward a select group of 874 AMR executives based on

the relative performance of AMR stock compared to selected competitors over rolling three year periods. Due to the escalation of AMR stock since the 2003 concessions became effective, the PUP/PSP plan paid out approximately \$100 million in cash and stock to just over 800 top managers in April 2006. This was paid out despite the fact that American Airlines had lost money in every year since 2003, and posted a pre-tax loss of \$892 million in 2005.⁶ At the same time, not a dime of profit sharing was awarded to the more than 80,000 frontline employees. As this disparity became more patent, so did the challenge to American Airlines

the validity of their partnership as a result of the inequity in the distribution of rewards resulting from their shared sacrifice. Any partnership that delivers huge rewards to only a few select partners has the very real potential to threaten the health of the business over the long-term. Several recent studies have shown that employee satisfaction is closely tied to customer happiness and profitability.⁷ This is an obvious reality.

In April 2007, the PSP program is poised to pay out nearly double the value to the same group of top executives as in 2006. The total value of the 2007 PSP award is expected to be between

PUP/PSP Awards and AA Pre-tax Profits



Source: AA 10K/A 2006.

*Note: Exact PSP payout is not known until it is issued in April on AMR stock price. TR, based on

leaders to prove to its employees that collaboration was a worthy path. Regrettably this would not happen.

V. A CORPORATE MISCALCULATION – AMERICAN REJECTS THE PROFIT-MAKING MODEL OF A NEW CULTURE

The company’s frontline employees are now forced to reconsider

\$175 and \$200 million in AMR equity. The value of this payout is larger than American Airlines’ net profit for the entire year 2006 of \$164 million.⁸ For the top five executives at American, the 2007 PSP payouts are seven times the annual salary paid to officers in those positions in 2002.

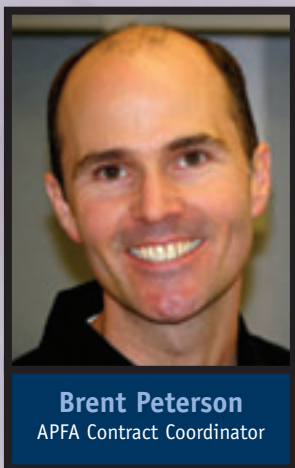
Frontline employee salary remains well below the 2002 pay

levels. Certainly returning to profitability should lead to rewards for all frontline workers who remain burdened by their sacrifice in 2003.

No matter how many corporate attempts are made to justify the rewards, leaving out the frontline workers from the benefits of their sacrifice has probably eliminated any possible last chance that AMR management had to keep employees “pulling together.” Clearly the FAs are not “winning together.”

If employees are forced to back away from this unique partnership, American Airlines will have turned away from a very profitable business model. The current protest by American Airlines employees is not about the level of executive pay, but more a statement about being betrayed once again by a company whose corporate culture appears to resist all who attempt to change it. American Airlines squandered is squandering an opportunity for a sustained turnaround plan.

¹ \$1.6 billion per year from May 2003 through April 2007 in cumulative non-management labor savings.
² Based on March 2003 AMR stock price of \$1.58 and recent (3/2007) prices in the \$33.00 range.
³ MSNBC News Services January 31, 2007
⁴ The Growth of Executive Pay, Bebchuck and Grinstein, Oxford Review of Economic Policy, Vol. 21, No. 2, 2005.
⁵ Managerial Capital and the Market for CEOs, Murphy and Zabojsnik, Marshall School of Business, University of Southern California, September 2004.
⁶ American Airlines 2006 10K.
⁷ “Examining the Relationship Between Employee Satisfaction and Customer Satisfaction,” Alpha Measure.
⁸ American Airlines 2006 10K.



Brent Peterson
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Based on recent calls to APFA's Contract Dept., I am hoping to alleviate any confusion on two specific issues related to sick calls. The first is the distinction between designating a sick call as either *firm* or *tentative*. The second is exactly when the 7-day clock begins for a sick absence.

Bid Leave Update

First, I would like to follow-up on my last *Skyword* article on Bid Leaves. I am pleased to

Firm, Tentative and the 7-Day Clock

report that as part of the recently announced Comprehensive Health Care Benefits Pre-Arbitration Settlement Agreement, FAs who take Bid Leaves no longer need be concerned about a possible loss of their prefunding for Retiree Medical Benefits.

Consistent with the Prefunding Plan language, canceling or waiving your prefunding will no longer be an option when processing elections as a result of a Life Event. Also consistent with the Plan language is the fact that a FA on LOA will not lose their prefunding for failure to remit payment while on LOA.

The only way a FA will be allowed to cancel or dropout of prefunding is by completing a waiver document requiring the signatures of the individual, her/his spouse (if applicable) and a FSM. FAs who are off payroll will have the option to either pay their prefunding premiums partially or in full, or have those premiums accumulate and

deducted from a future paycheck. Many FAs find it is easier to pay the premiums while on LOA rather than having the accumulated premiums take a large chunk from their first paycheck upon returning to the line.

Keep in mind all other voluntary benefit (e.g. LTD, STD, Supplemental Medical, etc.) premiums must be kept up to date while on LOA greater than 30 days. It can be difficult to reinstate the full coverage for some of your voluntary benefit elections if they are canceled for any reason - including failure to make payment. Contact AA Employee Services if there is any doubt whether you are required to make payment while on a LOA.

Firm vs. Tentative

Each time a FA calls in sick, a planned clear date must be designated as an estimated date for returning to work. As a result of the 2001 CBA, we can

designate the time up to our planned clear date as either *firm* or *tentative*. It is also possible to designate a portion of the absence as *firm*. Any portion not designated as *firm* will be considered *tentative*. This contractual language can be found in Article 26.H.2. & 3. The major difference between the two is the point at which trips will be removed from your schedule and released into Open Time. Scheduled trips that fall within a sick absence designated as *tentative* will remain on your schedule until 1600 local base time on the day prior to the trip. At that point, those trips will be removed with a SK or US code and placed into Open Time. All trips that fall within the planned sick absence period designated as *firm* will be removed from your schedule and placed into Open Time immediately.

Releasing trips into Open Time as early as possible is beneficial to other FAs. For example, It

allows AVBL FAs with an obligation to fly, to pre-plot their schedules. It also creates more trips for FAs to TTOT. Releasing sick trips earlier based on a *firm* designation also puts less pressure on the need for Reserve FAs. Finally, trips are paid and/or credited as SK or US based on the value of the trip at the time of removal. Although it is rare, a trip may be modified in advance based on a reschedule due to off-schedule operations (OSO) or weather, natural disasters such as Katrina or political unrest in foreign countries. If this were done prior to 1600, the FA on a *tentative* sick call would receive the value of the trip at the time of removal. This value could be less than the value of the original trip. If the trip had previously been removed as a result of a *firm* designation, the full value of the trip would be received for sick pay and credit purposes.

Firm designations are ideal for absences due to maternity, It

broken limbs or other illnesses or injuries for which you are unable to return to work for a minimum period of time. In many cases, it may be best to designate part of the absence as *firm* and the remainder as *tentative*. For example, if your doctor has scheduled you for a follow-up visit in two weeks and you are certain that you won't be returning to work during that time period, you could designate those two weeks as *firm* and the remaining time as *tentative*.

A cold, the flu, or a stomach ailment is probably best left as *tentative* since there is no telling when your symptoms will improve. It is always possible to extend your planned clear date if necessary. Whether you designate a sick call as *firm* or *tentative*, your planned clear date is just that, a planned date. Keep in mind that there is no automatic sick clearance for a *firm* call. You **must** call AVRS to actually clear the sick list.

Some FAs are surprised that AVRS connects them to Crew Scheduling when trying to clear from a *firm* sick call. This happens if the FA attempts to clear

prior to the end of the designated *firm* period. The reason for this is to ensure the FA has not already been removed from a future trip that they would now be legal to fly. If they clear early and their trip is still available in Open Time, it will be restored to their schedule. If the trip is no longer in Open Time, they will be given available days on the days of the originally scheduled trip. It takes a Crew Scheduler actually viewing your schedule to ensure no modifications are necessary. For example even if you had a *firm* designation which removed you from a trip 3-5MAY and you called AVRS to clear on 4MAY, you would be connected to Crew Scheduling since you are clearing prior to 5MAY. No modifications are necessary since you are obviously not legal to fly the trip from which you were removed.

If your planned clear date extends beyond the end of the subsequent month, you will be given a Paper Bid, as provided in Article 9.F.6.b.(2). This occurs regardless of whether your absence is designated as *firm* or *tentative*. A Paper Bid allows

you to be paid for a selection, and a FA junior to you is then able to actually hold and fly the line. As an example, if prior to the May bid run your planned clear date is in the month of June, Crew Planning will automatically award you a Paper Bid for May. The planner finalizes your bid status on the 15th of the month prior. In this example, that date would be April 15th. If you change your planned clear date before bidding, contact Crew Planning to ensure your bid status is accurately reflected.

7-Day Duration

The Company's Attendance Control Policy (ACP) states that a sick absence will count as two occurrences if it is seven or more consecutive days. Some FAs are concerned that the 7-day clock begins on the day they call in sick. Actually the *clock* begins on the first day the FA is obligated to work. For example, if you have a trip originating on 10MAY and you called in sick on 8MAY, the 7-day duration would begin on 10MAY. For purposes of the 7-day duration clause in the ACP you will not be penalized for

providing early notice of a sick absence. Some FAs who are unclear on this provision, end up waiting until the day of their trip to call in sick. This, of course, has a negative impact on Reserves due to late call-outs.

I hope this article has helped dispel some of the misconceptions of designating a sick absence as *firm* vs. *tentative*, as well as the 7-duration provision. If utilized, this information can remove some pressure off Reserve FAs and create a more robust Open Time for Lineholders. ▲

IMPORTANT: Flight Attendants who take a Bid Leave (BL) in conjunction with Vacation (VC) that exceeds 30 days are not responsible for the full cost (unsubsidized rate) of their health coverage. Further, you are not required to make current payments for voluntary coverage to ensure continuous coverage, however you may opt to do so. Should you receive a Cancellation of Benefits Notice, please contact Employee Services to ensure your records accurately reflect continued coverage at the rates in effect prior to your Bid Leave/Vacation

Example: You have vacation from May 18-22. You take a bid leave in conjunction with VC for May 1-17 and May 23-31. Although the total number of days exceeds 30, your health care coverage and associated payroll deductions should not change.

Keep in mind that you will still receive a Leave of Absence packet from the Company anytime you go on unpaid status for 17 days or more. FAs are responsible for payment of health coverage anytime they are on an unpaid voluntary leave (e.g. BL, PLOA, ELOA, etc.) lasting more than 30 days. Please note that if you do not maintain the 420-hour (or applicable) threshold, you are required to pay the full cost (unsubsidized rates) of your health benefits regardless of BL and/or VC status.



Jaimie McNeice
APFA Scheduling Coordinator

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The Scheduling Department is comprised of the Coordinator and two Scheduling Reps-on-Duty. We work as a team to answer your scheduling questions and resolve issues you bring forward. I would like to help clarify a few topics that come up frequently.

First, a refresher on protecting the value of a cancelled trip that originates within the last five days of the month:

Scheduling Reminders

FIVE (5) DAYS OF THE MONTH CANCELLATION/ILLEGALITY PROTECTION:

1. If FA is at or below guarantee (even a reduced guarantee):

a. Regardless of the H11 header, the FA has no further obligation.

b. The guarantee is protected.

2. The sequence pay protection and obligation are limited to the contractual month in which the sequence was scheduled to originate. Because the FA is not protecting time that carries into the next month, she does not have to accept an assignment that arrives in the following month. The pay protection would remain intact.

3. Applies only at origination of FA's last trip of the month, including Make-Up, Option II and Optional Exchange. This protection does not apply to mid-sequence cancellations.

4. It must be the last trip of the month when the cancellation happens and must originate in last five days of the month.

5. Only if the FA is at or above guarantee and wants to protect the hours of the trip, she must:

a. Place her/his name on the make-up list for all days originally scheduled to fly, including the eight- (8) hour period after the scheduled termination of the trip sequence lost or until midnight of the last day of the contractual month and remain available for contact.

b. Accept any trip offered that originates up to eight hours after scheduled termination of the trip sequence lost. FA must be legal and available for assignment.

1) If not offered such a trip on make-up, she is pay protected for lost time.

2) If offered and actually flies a trip worth less than trip lost, she is pay protected for the greater time.

3) If offered such a trip on make-up and declines the assignment, pay protection is forfeited, but guarantee remains intact.

If the cancellation happens after sign-in, it is important that you make contact with Crew Scheduling/Crew Tracking prior to leaving the airport to claim call-out pay and request a release time. The release time sets the clock for required home-based rest.

AVBL Eligibility for Release

Another end-of-the-month issue that generates a good deal of calls to the Scheduling Department has to do with Open Replacement FAs (RP). An Open Replacement FA can be released from future AVBL days based on having a minimum number of hours in their Greater To Date (GTD) column. Keep in mind that this is different than the maximum number of hours a FA can be scheduled according to your Schedule Projection column (SPROJ) column. In some cases it is possible for a FA to be assigned another trip, usually a turn, even though the hours in their GTD column have reached the minimum number of hours required to request release. A FA desiring release from all remaining AVBL days

must contact Crew Scheduling to request the release. Refer to page 28 of the On-Duty Contract Guide for the applicable GTD hours and page 8 for the monthly maximums.

Verbal HISEND

Most FAs understand that submitting a HISEND for MU/Option II is considered confirmed if it is awarded prior to 1900 local time. After 1900, Crew Schedule must make first-party contact with the FA to award the trip.

Many FAs don't realize that a verbal "HISEND" is accepted practice, as well. If the FA requests specific flying, the scheduler makes a note and will only call if an open trip meets the specific request/sequence number. The scheduler may say, "If I am able to award this prior to 19:00, it will be considered confirmed. Make sure and check your schedule." The FA is then responsible for the trip if it is awarded prior to 19:00. ▲

Purser FLEX Test HISEND

The Purser Flexibility Test permits Crew Schedule to override red lights in Trip Trade With Open Time (TTOT) to facilitate the processing of trip trades from non-Purser to Purser sequences. It does not, however, turn the lights GREEN for all trades for Purses. The TTOT cannot negatively impact daily manning, meaning some days will still be considered RED for trading purposes. For example, you may not be able to trade your non-Purser Christmas trip for a month Purser trip.

HISEND requests will now be accepted for trip trades with Open Time by using the generic form for your base. Please indicate "Purser Flexibility Trade" on your HISEND request. If the trade is processed on the day of the request, the trade is considered confirmed. If the trade is not processed that day, the trip trade was considered but not granted based on the current staffing or holiday coverage. Please email me at scheduling@apfa.org if you have any questions about the Purser Flexibility Test.

Taking Your Last Trip Back

(Originally published in Skyword, July 1993)

When Crew Tracking receives an alert that a flight crew will misconnect during a sequence, and the decision is made not to delay the continuing or connecting trip, Crew Tracking will "re-crew" the connecting flight.

Sometimes the original crew does not misconnect and finds themselves legal and available to make the connection as

originally planned. At this point, it becomes the responsibility of the crew to notify Crew Tracking that they are able to continue on the originally scheduled connection. However, there must be enough time for the original crew to board and for the replacement crew to deplane, without delaying the flight. If not, the reschedule will stand.



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Hotel News & Reviews

DOMESTIC

Austin (Short) Crews will continue to layover at the Hilton Airport. The Hampton Inn and Suites has been added as a second short-layover property due to an increase in the number of layovers.

Austin (Long) Crews will continue to layover at the Radisson Hotel and Suites. The Hampton Inn and Suites Downtown has been added as a second long layover property due to an increase in the number of layovers.

Detroit (Short) Crews will continue to layover at the Hilton Garden Inn.

Detroit (Long) Crews will continue to layover at the Hyatt Regency Dearborn.

Jacksonville (Long) Crews will continue to layover at the Hyatt Regency.

Miami (Short) Crews will continue to layover at the Wyndham MIA Airport and the Crowne Plaza MIA Airport.

New York (Long) Crews will move to the Roosevelt Hotel effective May 30, 2007. Review necessitated by contract expiration at the Milford Plaza.

Richmond (Long) Crews will move to The Crowne Plaza due to contract's end.

San Francisco (Long) Crews will continue to layover at the Hilton Downtown.

Seattle (Long) Crews will continue to layover at the Sheraton Downtown.

Seattle (Short) Crews will continue to layover at the Doubletree SEA Airport.

INTERNATIONAL

Valencia, Venezuela Crews will layover the Intercontinental Hotel due to start-up service.

Caracas, Venezuela Crews will continue to layover at the Eurobuilding.

Mexico City, Mexico (Short) Crews will continue to layover at the Camino Real Mexico City Airport.

St. Thomas, Virgin Islands Crews will continue to layover at The Wyndham St. Thomas.



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Chaos in the Cabin

The numbers below represent the documented number of passenger misconduct events from 2000 to 2006.

Year	Count
2000	1226
2001	1799
2002	1961
2003	1769
2004	1866
2005	1627
2006	1483

head when she was being interviewed for the CNBC special on American Airlines earlier this year. She stated that when she started flying more than 35 years ago, FAs were issued white gloves: now we are given flex cuffs! That really sums it up and puts it all into perspective.

If you have a passenger on your flight that has caused a serious misconduct situation or violated an FAR, there are appropriate ways to ensure they are dealt with properly. Information is contained in the FA Manual - Safety and Security section 2.6-2.8 under Passenger Disturbance. The process begins when all FAs involved in the situation submit a report by using the electronic on-line reporting system. Make sure to email a copy of the report to the APFA Safety & Security Dept. at safety@apfa.org so we can keep a copy of the event on file.

The FAA attorneys require "legible" reports in prosecut-

ing passengers for civil penalties/FAR violations. The FAA has refused to accept reports written on catering papers or cocktail napkins. This is the main reason we have gone to electronic reporting and no longer accept paper reports. The reports are submitted to the FAA to determine what course of action will be taken or if a civil penalty will be assessed. The FAA maximum civil penalty is \$25,000. If the FBI wishes to pursue a case as a federal crime, the fine could be as much as \$250,000. In addition to the course of actions taken by the FAA and FBI, American has the ability to refuse to transport the passenger(s). There have been several minor misconduct situations where AA has cancelled the passengers travel itinerary, refunded their tickets, denied them further travel and even placed them on the passenger "No Fly List."

If you are ever assaulted or injured by a passenger while

working as a FA, you may seek private counsel to file an individual suit against the passenger. AA while not be a party to the civil suit, however, if they are asked, they will assist in identifying counsel; and make documents and witnesses available.

Unfortunately, it would appear that rude, verbal and boorish behavior seems commonplace and even almost accepted in our society. The FA manual clearly states: "Crewmembers are not obligated to accept any passenger behavior that escalates beyond a critical threshold." We have several means at our disposal to resolve these types of situations.

Remember, the first step in that process is for you to clearly and factual document the event and submit the report....then the course of action can begin!

The topic of this edition of *Skyword* was supposed to be related to the State of the Union. In looking at the many things that could be addressed relating to Safety & Security the one glaring thing I noticed is this: it can get chaotic in the cabin! There is no way around it. As FAs we are forced to manage and resolve passenger misconducts, medical, safety and security events that unfold in our working environment everyday.

Many were of the opinion that following 9/11, there was a significant decline in passenger misconduct. It was assumed that passengers became somewhat more compassionate, caring, understanding and laid back.

The number of reported misconduct events at AA proves that theory wrong. There are more misconduct events now than there were seven years ago. APFA President Tommie Hutto-Blake hit the nail on the

1.07 - NRT/JFK - 777

Cabin Service reportedly opened aft aircraft door from the inside. Slide deployed. It was reported that three other doors were found left in the "armed" mode. Aircraft taken out of service while maintenance replaced slide. Board of inquiry/investigation conducted. Departing flight incurred delay.

1.07 - AUA/BOS/SJU, 757

Small food fire broke out in galley oven and was extinguished by FA. Oven circuit breakers pulled. Flight diverted to SJU and landed without further incident.

1.07 - SJU/MCO - A300

SJU station received 911-call advising of bomb threat. Call was traced to airport pay phone. Flight hadn't yet left gate. All pax and bags removed. A/C and bags moved to remote site and searched. Nothing was found. After extensive delay, flight departed. Several days later, the same flight had exact threat.

12.06 - BNA/DFW/MEM

Non-revving male pax suffered apparent heart attack. AED used to administer two shocks. Medical emergency declared. Flight diverted to MEM and landed without further incident. Pax and family transported to local hospital.

12.06 - SJU/FLL - 757

Pax became aggressive when confronted over the behavior of her children. Female pax physically assaulted FA in flight. Pax grabbed FA by the arm and pushed her to the floor. Pax handcuffed and arrested on arrival. FA was taken to hospital for x-rays and treatment for injuries.

12.06 - ORD/SNA - 757

Male spouse of American Eagle employee non-revving with son. Upon arrival, he had no heart-beat and was extremely cold. AED used onboard to administer shock. AED used again at top of jet-bridge by paramedics in terminal. Pax later confirmed deceased.

12.06 - DFW/MBJ - 737-800

Female pax involved in physical confrontation with FA. Pax was reported to have bitten and head-butted FA causing a welt above eye. Pax was taken away by police. Injured FA received medical treatment.

12.06 - LHR/LAX - 777

60-year old male pax became intoxicated and verbally abusive in flight. Pax hit working FA. Pax was restrained with flex cuffs. Captain deemed level 2 security event. LEO requested on arrival.

12.06 - DCA/DFW/BNA - 737-800

Sulfur smell detected in cabin. Suspected female pax was reportedly seen striking matches in DCA boarding lounge. Flight diverted into BNA. Meet by police and bomb squad. All pax removed from A/C and screened again.

Plane moved to remote location and searched. During search, matches found in area of suspected female. Female held for questioning and reported to have used the matches to cover-up body odor.

12.06 - EZE/DFW - 767-300

Ill pax vomited in galley. FAs unable to serve meals due to possible exposure to or contamination of ill pax's bodily fluids. Paramedics requested, on arrival, to treat pax who may have been suffering from kidney stone and/or Hepatitis C. AA Physician on Call and CDC contacted.

11.06 - MIA/SFO/TUS - 757

Male pax with bipolar disorder had not taken meds, became unruly and had to be flex cuffed. Flight diverted to TUS and was met by LEO and medics.

11.06 - LAX/LHR - 777

Intoxicated male pax reportedly groped female pax. Refused to comply with instructions and was flex cuffed. Authorities met flight upon landing in LHR.

11.06 - DFW/LGA/MEM - S80

Male passenger suffered apparent heart attack. Two FAs administered CPR and used AED, which supplied one shock. Three dr.'s assisted and administered injection of meds. Flight diverted to MEM. Pax transported to hospital.

11.06 - ORD/HNL/PHX - 767-300

Elderly male pax was not breathing. Flight declared emergency and diverted into PHX. MD on board assisted crew with pax. Emergency equipment used: EMK, Grab/Go, O2 and AED used to monitor. Pax reportedly expired after landing and transported to local hospital.

10.06 - SJU/MIA - 757

Flight returned to SJU due to smoke in cabin from a faulty TV monitor. Flight declared an emergency for expedited handling. No injuries to paxs. Two FAs reported scratchy throats, burning sensation in eyes, headaches but elected to continue once A/C was serviced and departed.

10.06 - SJD/ORD/ELP - S80

A/C experienced a pressurization problem enroute to ORD. O2 masks were deployed and an Emergency declared. A/C diverted to ELP and A/C was overweight for landing. Flight landed safely without further incident. No injuries to crew or paxs.

10.06 - JFK/LAX - 767-200

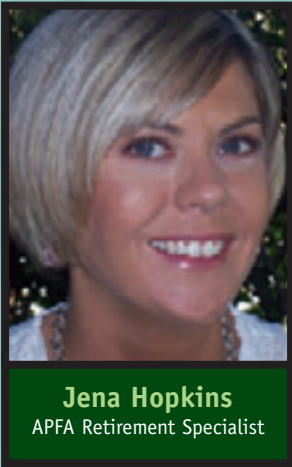
While in the terminal, a LGA-based FA witnessed an American Eagle pax experience an apparent heart attack. FA retrieved AED from an A/C parked at the gate and administered shock. Pax was taken to local hospital.

10.06 - SDQ/MIA - A300

Female pax had heart attack after preboarding. AED used to monitor, CPR and O2 given. Pax pronounced dead on A/C by physician.

ACCIDENTS AND INCIDENTS





Retirement Demographics

Age	1/1/1997	11/30/2004	03/08/2007
Between 40 – 50	5189	7845	8235
Between 50 – 60	2370	4677	4850
Over 60	120	706	1138

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The following updated FA demographic data was last compiled and published for APFA members in November 2004.

There are currently 2,898 FAs receiving pension benefits from the FA Pension Trust Fund. In 1997 there were 300 FAs and in 2002 there were 506.

The average monthly pension benefit is \$1,216.82. The average age of FAs at the time of

pension commencement is 58.56 years. Remember that the number receiving a pension includes those FAs who were vested and left the company before retirement age but who have now reached retirement age and are eligible to draw a pension.

Currently there are 2,607 FAs who are active or on LOA who are eligible for their pensions. The majority of these FAs are base in IDF, IOR, DFW and JFK.

The chart above compares our age groupings from 1997 to 2007. Today we have 5,900 members who are over 50 compared with 2,490 in 1997.

The chart to the right shows the rate of FA retirements since 2001. For the last two years our workgroup has been retiring at the rate of approximately 47 FAs per month.

Year	Total	Monthly Average
2001 (Sep – Dec)	173	43
2002 (Jan – Dec)	180	15
2003 (Jan – Dec)	572	47
2004 (Jan – Dec)	612	51
2005 (Jan – Dec)	612	51
2006 (Jan – Dec)	535	44
2007 (Jan – Feb)	77	38



LABOR UNION HISTORY: FOUND AND NOT FORGOTTEN

Cilla Golas, APFA Archivist

As the APFA Archivist, a major part of my job this year was to prepare for our Union's 30th anniversary on May 16, 2007. What this means is that I will assemble, arrange, and identify photographs, documents, and memorabilia to exhibit, detailing a chronological cross-section of our history and our accomplishments since May 16, 1977.

While gathering these materials, I realized that this event is not only a major milestone for our Union, but it is also of great significance in my own life. It's not so much that I will have completed 37-years of service with American Airlines. What is truly astounding to me is that I find myself **older** than my Union. My own recollections of my career go beyond the artifacts in my hand!

Meanwhile, in the back of my mind, I hear my junior colleagues reminding me how senior I am and gently inquiring: "So, when do you think you'll retire?" And, always, as an afterthought, they chime in with, "You look really good for your age." Preserved.

But, leaving the galley, the hotel rooms, and familiar cities is easier said than done. Our career is not just a job; it is a lifestyle.

I recall my very first trip out of training. I was assigned a VMC position on a 727 from LGA to BDL. Unfortunately, the only wake-up call I heard that morning was the one from Crew Scheduling. I had missed my sign in. Nevertheless, I managed to catch the plane, yanked out my rollers in the first class lav and I was on my way to Hartford. All of this on my 21st birthday.

That afternoon on my very first layover - tired, hungry and with aching feet - I strolled outside and charged a gold bracelet I couldn't afford. I bought a crummy sandwich somewhere and went back to my room. I was flat broke and missing my college boyfriend who couldn't afford a long distance call. Oh, how I cried!

Thinking back to my AA stewardess interview with Ed Bauer, I was cheerful and eager to please. I announced with conviction that I loved people and that being away from home on holidays would be fine with me!

For better or for worse, we all have a personal history as well as a collective memory that somehow connects us to AA and to our Union.



Cilla, right, with her close friend and former APFA National Secretary Kitty Solder (IOR)

As for me, I still have the bracelet and the job, but not the boyfriend.

That said, I am looking for someone who is interested in working in the APFA Archives - someone who understands the importance of history and the value of preserving labor union records. If you have an interest in history, whether it be aviation, women's studies, gender issues, unions or social studies can appreciate that APFA has a strong voice in each of these areas.

Without archival collections such as ours, we will not be properly represented in history. We will just be "ordinary people," historically speaking, who worked hard to shape a great airline.

Who will give us the credit unless we have the proof?

Ideally, if there is another archivist who is flying, or someone with library experience, teaching credentials, a law background or just plain compulsive, please consider this opportunity.

Here is a brief job description and some basic qualifications:

Primary Responsibilities of the APFA Archivist:

Arrange and process historical records making them accessible to the staff and APFA Reps

Update location guide;

Periodic transfers to the University of Texas, Arlington (UTA)

Assist with research

Qualifications of the APFA Archivist:

Detail-oriented individual with organizational skills, computer skills, and a strong interest in preserving labor union history. Some knowledge of legal, confidential and intellectual property concerns, and excellent verbal and written communication skills is necessary. Must be able to work alone, lift and shift 40-

pound boxes on mobile shelving and transfer materials to off-site storage space. Most of all, you must maintain a sense of humor.

Once hired for a part-time position, I will train you before I leave my position at APFA on June 1, 2007.

Please contact me by phone at APFA HDQ - (817) 540.0108, ext. 8470 or you can email me at: archivist@apfa.org to set up an interview. I fly too, so be patient. Forward a resume or CV if you have one to APFA Headquarters, attn: Cilla Golas. Feel free to contact me if you have any questions. I will return all calls if you leave your name, employee number and telephone number.

I will dearly miss my work at APFA and I am grateful to the full-time staff at APFA who has always treated me with the utmost kindness. They allowed me to keep my sense of humor for ten years and I value their friendship.

Finally, many thanks to the National Officers for having the foresight to support this valuable project over the years and to give such a gift to you - our past, present, and future APFA members. ▲

1933 1938 1941 1945 1946 1947 1951 1963 1959 1964 1965 1968

AA hires first four Stewardesses all registered nurses

AA institutes no-marriage rule

AA Stewardesses earned \$110/mo and flew average 115 hours

ALPA establishes its 'sister' union: Air Line Stewards and Stewardesses Association (ALSSA); ALSSA members have no voting rights for ALPA top leadership

Civil Aeronautics Regulations mandates one or more trained Cabin Attendants on commercial flights over 12,500 lbs

ALSSA leaves ALPA for Transport Workers Union (TWU). Local 550 represents AA, TWA & EAL

AA becomes the first airline to force women to retire women at age 32

"Union Security" clause in Contract mandating all FAs be Union Members

Flight 383 crashes on approach to CVG. Only 4 survivors including one FA

Contract eliminates "Age-32" rule

CBA eliminates "No-Marriage" rule

FAs right to marry clarified in Contract; Arbitrator ruled in favor of stewardess' right to marry without restrictions (no probationary period)

The "Class and Craft" of stewardess is officially recognized by the NMB when the first Stewardess Union - *The Air Line Stewardesses Association* (ALSA) was certified on August 22, 1945

ALSSA certified as first bargaining rep for AA Stewardesses

AA/ALSSA's first Contract

TWU 550 AA Contract contains two (2) 24's and two (2) 48's for guaranteed days off, a monthly scheduling max of 85 hours, holding time of \$1.30/hour, and max flat salary of \$327.50/mo



The Representational

History

of

The American Airlines

Flight Attendants

by Leslie Mayo, Communications Coordinator



6 FEMALE HELP WANTED

AIRLINES
A Career in the Sky
FOR
THE AMERICAN GIRL

Would you like an exciting, important and rewarding position with America's Leading Airline? You may qualify as an AMERICAN AIRLINE STEWARDESS

IF YOU ARE:

- Single
- 18, Grad—20 or over
- 105 to 135 lbs. in proportion to hat.
- Have at least 20/50 vision without corrective lenses

No Nursing Background req. Premium pay for Spanish Speakers.

Selected ladies will receive excellent training at Company expense in AMERICAN'S beautiful STEWARDESS College and a starting salary of \$285 per mo. + expenses. Stewardesses are based in 12 major cities from N. Y. to Los Angeles & San Francisco. Classes start after Jan. 1st. Interviews will be held on Dec. 10th, 12 to 6 P.M. & Dec. 11th, 10 to 3 P.M. at the Hotel Penn Station.

NO PHONE CALLS PLEASE
AMERICAN AIRLINES, Inc.

AA Flight 383

1970 1971 1972 1974 1976 1977 1978 1979 1980 1981 1982 1983 1984

Contract defines pregnancy as Personal Leave of Absence with no health insurance or seniority accrual. Retained right "to return to work" if stewardess meets appearance/weight standards

AA hired "Honolulu Stewards" as marketing tool. Not union members; first males working (not serving) in AA cabin

Acquisition of Trans Caribbean Airlines - bringing first male stewards to AA



Federal government renames Class and Craft: "Stewardess and Steward" "Flight Attendants"

TWU - Local 552 - autonomous local for AA FAs

TWU fought for Maternity Leave to be labeled as "Sick Leave" in Contract for purposes of health benefits.

AA hires first male steward

APFA certified as Recognized Bargaining Agent for American Airlines Flight Attendants

Single-room layover hotels for all FAs

First APFA Contract ratified by membership; includes Defined Benefit Pension Plan

April 27, 1976: Flight 625 crashes in St. Thomas. Two FAs and 37 passengers killed

Last Maternity Class-Action Lawsuit Settled

May 25, 1979: Flight 191 crashes in Chicago killing all including 10 FAs

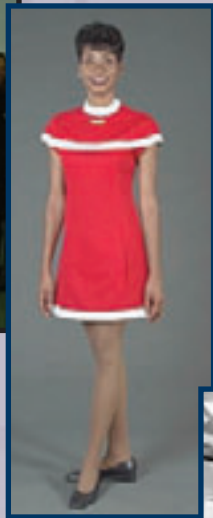
Oil crisis; AA causes rolling furloughs over a 4-year period; 1800+ members affected

APFA membership ratifies new Contract

APFA buys 1004 W. Euless Blvd. for its national Headquarters

B-Scale introduced creating two separate wage scales for Flight Attendants

APFA Newsletter officially becomes known as *Skyword*



APFA's founding members



75.6% OF FLIGHT ATTENDANTS CAST VOTES

With a heavy 75.6% voter response, flight attendants gave overwhelming approval and confidence to the proposed APFA constitution and bylaws to the National Arbitration Board. President Paul Little said that this voter response was proof of overwhelming support for the new APFA constitution. "The overwhelming vote by the flight attendants that we offer might seem to you because it is the highest voter response we have ever seen. APFA stands to moving on the right course."

REPORT ON ELECTION RESULTS

Number of flight voters	1114
Total ballots	1474
Votes cast for the Proposed Statutes	844
Weighted total	1214
Percentage of Professional Flight Attendants	75.6%
Weighted total	1214
Total of votes received	1474

(Continued on following page)

APFA's interim Board of Directors



APFA's first elected Board of Directors



WEIGHT STANDARDS FOR AA FEMALE FLIGHT ATTENDANTS

Height	152.00	152.25	152.50	152.75	153.00	153.25	153.50	153.75	154.00	154.25	154.50	154.75	155.00	155.25	155.50	155.75	156.00	156.25	156.50	156.75	157.00	
Weight	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126

WEIGH-IN REPORT FORM

The APFA requires that you fill out this card if you are new to the company or your former manager. You will allow the office to monitor the new weight policy and its administration.

Name: _____

Employee #: _____

Phone #: _____

Date of Weigh-in: _____

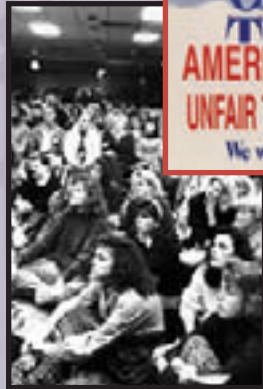
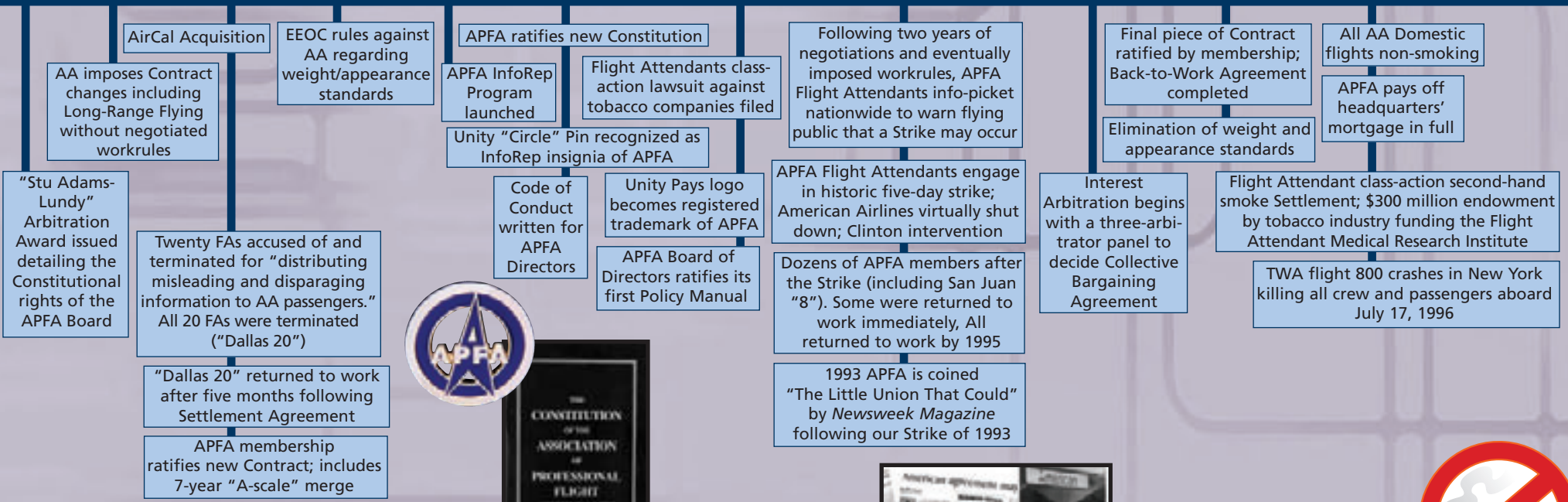
Service Manager's Name: _____

AA Flight 625

AA Flight 191

THE ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS

1985 1986 1987 1988 1990 1991 1992 1993 1994 1995 1996

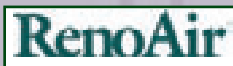
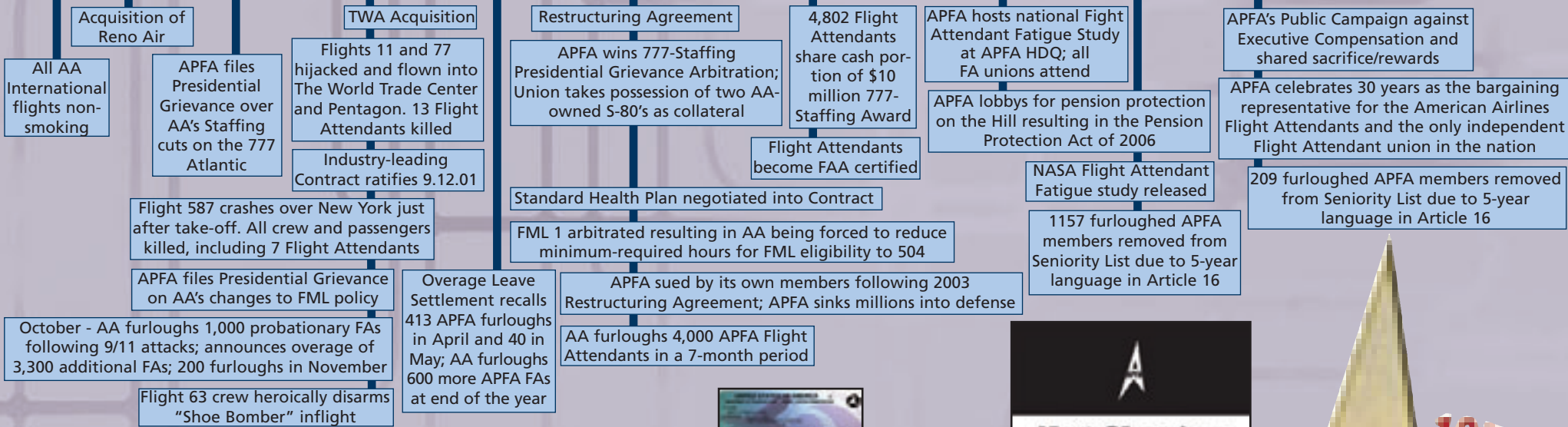


TWA Flight 800



THE ASSOCIATION OF PROFESSIONAL FLIGHT ATTENDANTS

1997 1999 2000 2001 2002 2003 2004 2005 2006 2007



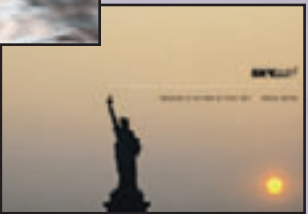
Jose Chiu



AA Flight 77

AA Flight 11

AA Flight 587





Patty French
APFA Health Coordinator

health@apfa.org
817-540-0108, ext. 8290

No one is prepared for serious illness when it walks into our lives. Most of us know long-term illness from afar: an elderly aunt that has cancer or a grandparent with diabetes. We tend to think about life altering illness as something that happens to other people. When we are faced with a diagnosis that will alter our daily activities and challenge both our emotional and economic resources, the impact is devastating. Our first reaction is often denial. "It isn't

This last year has brought many health benefits challenges in the APFA Health Department. I suspect that this will continue as American tries to find ways to reduce costs. I believe that one way for us to protect ourselves against the loss of benefits is to learn to use those benefits in the most efficient ways possible. I am a firm believer that knowledge is power and so with this in mind, I begin with an article on the little-understood Optional Short and Long Term Disability. I do this in the hopes that we will be better prepared to make informed choices about our health benefits and have the ability to access those benefits with the least amount of frustration problems.

Optional Short-Term and Long-Term Disability It Picks You Up When You Are Down

that bad, I will be back on my feet in a few weeks." "This is a temporary set back. I will follow the doctor's orders and be back to a normal life in short order." Some try to find the bright side, convincing themselves that they could use a few months away from work.

You know that you will be on the sick list for a short time and decide to call the APFA Health desk to inquire about calling in sick. You are told that you should file your Optional Short-Term Disability (OSTD) paperwork now. You assure the Health Rep that you won't be out that long. The next morning you decide to play it safe and visit JetNet. You fill out the forms for OSTD and pray that you won't be out that long, after all, you have plenty of sick time.

But as the weeks and months pass and you are still not back to a normal life, you begin feeling depressed and isolated. Friends don't call as much, you feel completely cut off from work, you miss your co-workers and all that is going on at work. Your view of yourself and life as you once knew it begins to change. Your sick time is running out, you are still too ill to go to work and there is no end in sight. Oh sure, there are the promising looks from the medical staff, and the hopeful looks from family, but the reality is you are still too ill to work and your financial resources are nearing an end, your sick time is running out and the medical bills are mounting. It's time to face reality and dig in for the long haul.

You decide it's probably a good idea to review your health benefits options. You are pretty sure you enrolled for both short- and long-term disability. While reviewing JetNet, you find that you should file for OSTD after being out sick for eight days. Thank goodness the APFA Health rep told you to file early. Now what does that mean and what does it entitle you to? You try to read the fine print and make sense of it but this is a whole new world for you. After reading a short while you decide to call the APFA Health Department again just to be sure. Here's what you find out about OSTD:

Optional Short-Term Disability (OSTD): This protects you in the event that you are unable to work due to a non-occupational illness or injury.

OSTD Filing Deadline: If you are disabled for eight or more continuous days you should file immediately. The sooner you file, the sooner the claim will be processed. The latest you can file is **six months** after your disability began.

The benefit pays 50% of your base monthly salary (reduced by any state disability benefits you are eligible to receive). It is a weekly payment, it is tax free, and the premium is waived while you are on disability.

Benefits end in 26-weeks or when the claims processor determines you are either no longer disabled, you become gainfully employed in any type of job except under the Return to Work program, or you die.

If you are based in California: you can't enroll in OSTD because the state disability plan pays over 50% of our monthly base salary.

If you are based in New York: it is helpful to enroll in OSTD as New York State has a very low benefit.

You've made it through the filing of OSTD and are receiving payments but your 26 weeks is almost up. Your doctor tells you that you still cannot return to work. You decide that you'd better call the APFA Health desk for the scoop on Long-Term Disability (LTD). Here is what you learn:

Long Term Disability kicks in automatically when you are on OSTD. If you do not have OSTD, the filing deadline is one year from the time you became disabled. LTD benefits begin when you have been disabled for four consecutive months and you have exhausted all of

your sick pay or any other benefits for this disability.

Benefits are received once a month and are tax-free. Your premiums are waived while on disability. Your doctor must provide updates once a month documenting your disability.

If you are on LTD for six months, MetLife will require you to apply for Social Security Disability (SSD). They state that they do this to protect the plan. The plan is funded by employee contributions into a trust. Benefits are paid from trust assets. If you are accepted and begin receiving SSD, MetLife then pays you any remaining amount that will bring you up to 50% of your base monthly salary.

The benefit ends when one of the following occurs: the claims processor determines you are

no longer disabled; you become gainfully employed; you reach age 65; or you die. If you become disabled after the age of 60, the benefit will continue for 5 years.

If you are disabled due to a neuromuscular, musculo-skeletal,

or soft tissue disability, you will receive a maximum of 24 months of benefits.

If you return to work and find that you must go back on disability within three months for the same disability, it will be considered a part of your previous disability.

If you are denied benefits during the first 24 months it is usually because your doctor has not provided objective findings

of your diagnosis such as objective diagnostic testing. If you receive a letter stating that the claim has been closed, MetLife is waiting for your doctor to provide medical documentation; the case can be reopened. If the claim has not been


approved, it can't be reopened. You have 180 days to appeal and MetLife has 45 days to make a decision and provide notice of that decision.

Should you drop either OSTD or LTD and wish to pick it up later, remember that you must complete a Statement of Health form. Your enrollment and coverage is not guaranteed and can be denied due to your health.

The world of OSTD and LTD is a place we all hope that we never need visit. Every October when we sign up for benefits,

it can be the first thing we think of eliminating to reduce costs. But if we need to use it, we are glad we have it. It comes through for us at a time when we are at our most vulnerable. It is a benefit that is very misunderstood simply because, thankfully, we don't use it very often.

It can be a frustrating benefit to use when you don't know what the plan pays or how to use the system. Unfortunately, we try to decipher the nuances of the plan at a time when we are sick and ill prepared to understand how the plan works.

I hope that by reading articles such as this, that we will better understand our obligations as well as our rights should we ever need to use these benefit. 

The world of OSTD and LTD is a place we all hope that we never need visit.

A New Congress With BIG Changes

By Joan Wages, APFA's Washington Representative

The 110th Congress convened on January 3, 2007, making history in numerous ways. The first woman was elected Speaker of the House and is third in line for the presidency. In addition, the largest number of women were elected to the U.S. House of Representatives and the U.S. Senate. Among those is Senator Claire McCaskill (D-MO) who is a long-time friend of APFA and was the keynote speaker at the 2005 APFA Convention. Claire's sister, Anne Moroh, is a former APFA Secretary/Treasurer and Claire's college roommate, Anne Loew (IMA), was just elected to the APFA Executive Committee. There are many reasons to be hopeful as the new Congress gets underway.

The shift in power resulting from the November election gives the Democrats control over the agenda in committees and on the House and Senate floors. Labor issues have barely seen the light of day in the last four congresses. These issues are now a possibility, but senators can still threaten to filibuster an issue requiring 60 votes for passage, and President Bush still has veto power.

Labor will not succeed on every issue, but the possibilities are much brighter when our supporters are in charge.

With a new Congress, the legislative slate is wiped clean and all bills that did not pass must be re-introduced along with new legis-

lation. APFA has a long wish-list that has been building over the last eight years. The following are some of the topics APFA will pursue.

Fatigue Rule Changes –

Fatigue continues as a crucial issue in many areas of the aviation industry. The pilots have pushed for regulatory changes because of excessive fatigue. An air traffic controller's lengthy duty period was brought into question after a recent accident occurred. The House Aviation Subcommittee will hold hearings in an effort to collect data on the need for rule changes for pilots, air traffic controllers and FAs. After this hearing, legislation will be considered.

The Civil Aero Medical Institute (CAMI) reviewed existing data on FA fatigue and found the need for additional study. While extensive data exists on pilots from military and commercial studies, **little research has been done on FA fatigue.** CAMI found that little of the pilot data could be applied to FAs since the job demands are very different. Flight attendants are active, standing and walking, while pilots are mostly seated. The cabin environment is also different from the cockpit. These and other factors call for separate studies. APFA will pursue funding to support the recommendation for additional research on FA fatigue.

Health Care – The soaring costs of health care demand that APFA focus on legislative protections

for employer-provided health benefits. If Congress doesn't get involved, employers will continue to reduce or terminate employee health plans.

OSHA Protections – Most workers in this country are provided basic safety and health pro-



APFA Ad Hoc Anne Loew (IMA), and Tommie Hutto-Blake at the swearing in ceremony of Missouri Senator Claire McCaskill.

tections by the Occupational Safety and Health Act (OSHA). The FAA claims jurisdiction over health and safety protections for FAs claiming that it does not want OSHA regulations to conflict with aircraft safety. Yet the FAA takes no action to provide protections for FAs. OSHA protections would address air quality and cosmic radiation problems, among others. A OSHA/FAA task force met in 1991 and identified seven areas where OSHA regulations could be

implemented without negatively impacting the aircraft. Legislation could direct the FAA to implement these seven recommendations or it could force the FAA to relinquish its claim on jurisdiction.

Air Quality – This would include setting standards on cabin pressure, filter types and replacement rates, and rate of ventilation. The industry is moving in this direction but some encouragement could speed up the implementation.

Certification – APFA will explore changes in the rules on the FA certificate to enhance its status and to add English language qualification standards. This could include requiring that all foreign nationals working for a U.S. carrier be FAA certified.

Wireless Communications – A system of wireless communication is needed between the cabin, cockpit and federal air marshals. Experts in the field say that it is not a matter of whether but a matter of when. The technology exists. The question is: Who will pay? APFA will work with Homeland Security towards getting this critically important security tool.

Enhanced Security Training – Flight Attendant Security training remains an on-going concern. There needs to be a higher level of security training as part of mandatory training. Efforts will continue to focus on ways to achieve this.

Evacuation Certification –

There could be a call for a Blue Ribbon panel to study how emergency evacuation certifications are done. Aircraft manufacturers want to move towards getting certificates completely through computer modeling.

Carry-on Bags – A standard would be established for the size of carry-on bags.

HIMS – A rehabilitation program for pilots testing positive on drug and alcohol testing would be extended to apply to FAs.

Family and Medical Leave –

There is speculation that there may be legislation or regulatory changes to the Family Medical Leave Act (FMLA). APFA is watching this carefully to ensure that FAs would not be negatively impacted by proposed changes.

Editor's Note: It was previously reported that under the National Labor Relations Act supervisors cannot belong to a union. In fact, supervisors can be in the bargaining unit, but only if the employer agrees. As a practical matter, we expect that employers will try to remove the new, more broadly defined category of supervisors out of bargaining units.

Code of Conduct

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

The APFA is proud and grateful to the men and women who serve as its representatives and give so generously of their time and talents to promote the goals of the Union. The APFA reminds its representatives of the trust they hold for their members and that their responsibilities should not be taken lightly or without due thought and consideration.

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

Adopted by the APFA Board of Directors, November 1, 1991



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cont. from pg. 17

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Bill Fisher being interviewed at SAN



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Liz Mallon (ORD) with TVIU Local 556 Vice President Mike Massoni, Southwest Airlines



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