

# SKYword

the official publication of the association of professional flight attendants • volume four • issue seven • 2001



With every morning the prospects of the world's peace grow brighter,  
and the practice of universal brotherhood comes a little nearer to the door.

*Happy Holidays*

*A special **Skyword** dedicated to the crewmembers who lost their lives on November 12, 2001 will be published shortly.*

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by John Ward,  
APFA President

## President's Report

The New Year is fast approaching. I don't know about you, but in light of all that's happened this year, I've been doing a lot of thinking lately. I've been reflecting upon everything we as American Airlines Flight Attendants and APFA members have been through during the past year. And what a year it has been! There have been a few high points - finally concluding our contract negotiations with an Agreement that was ratified by 96 percent of the membership is one of them. Unfortunately, however, 2001 will forever be remembered for its low points. The professionalism and courage my fellow Flight Attendants have displayed in dealing with the heretofore unimaginable events of the last few months is something I,

personally, will never forget. I know I've said it before, but I'm so very proud to be associated with such a fine group.

I want to share some of my recollections as APFA President of both the highs and the lows of 2001.

As you are well aware, much of my year was spent in contract negotiations at the bargaining table with management. After almost two years of negotiations and a failed Tentative Agreement (T.A.), things really started heating up in January. The National Mediation Board (NMB) had just recessed the talks the previous month due to a lack of progress, and I had officially notified the NMB that the American Flight Attendants needed and deserved to be released from mediation so that negotiations could be concluded. At a meeting held in early January, the APFA Board of Directors unanimously endorsed a resolution authorizing a strike balloting of the membership. During the second half of January, I, along with members of the APFA Negotiating Committee, traveled to every base in the system updating the membership on the status of negotiations and on the importance of returning a "YES" vote on the strike authorization ballot.

As if that were not enough to keep us busy, January was also the month that the company announced its intentions to purchase the assets of Trans World Airlines in a deal valued at more than \$4 billion. Understandably, this decision by the company caused our Flight Attendants a great deal of anxiety and concern.

In February 2001, the strike authorization ballots were counted with an incredible 96 percent voting in favor of authorizing a strike if one became necessary. Once again, you demonstrated to the company that you were solidly behind your Union leadership and its Negotiating Committee.

In March 2001, after an almost three-month hiatus, face-to-face negotiations with the company resumed with the continued assistance of the NMB. We had sessions with the company in Chicago and Washington, D.C., that month - but neither one resulted in our making much headway. After returning to the table in May, we continued our push to get released from mediation so that the 30-day countdown to a possible strike could begin. The release did not come until May 31.

During the so-called "super mediation" period in June, the NMB summoned the parties to Washington again. Our first series of meetings ended without the parties being anywhere close to reaching an agreement. There would not be a T.A. until June 30, minutes before President Bush was preparing to step in to delay any possibility of a strike for an additional 60 days. Thankfully, instead the APFA and American Airlines reached a long overdue Tentative Agreement.

During early July 2001, the contractual language was finalized and signed-off. The APFA Executive Committee and Board of Directors unanimously endorsed sending out the T.A. to the membership for ratification.

August 2001 was a special time for the APFA Negotiating Committee

and me. We spent the entire month traveling from base to base to present the details of the T.A. to the membership. It was rewarding for us, after such a long battle, to finally be out with the membership. You attended in large numbers, you expressed your support for what we had obtained, and the meetings went extremely well. The ballots for the T.A. were counted on September 12. Unfortunately for us all, despite the incredible 96 percent "YES" vote, there would be no celebrating on that day - only shock and heartache.

September 11 changed everything. Not one, but two American Airlines aircraft were involved in the worst terrorist attacks our country had ever seen. But, as you all are painfully aware, these weren't just American Airlines aircraft. Aboard these planes were 13 of our friends, our colleagues and coworkers. Amazingly, the American Airlines Flight Attendants had the strength and courage to restart this airline within only a few days of 9/11. And as noted in my last *Skyword* article, throughout these difficult times the Flight Attendants were there for each other.

More bad news was to follow. On October 1, the Company furloughed approximately 1,000 probationers. An additional 200 non-probationary Flight Attendants were furloughed November 1. The Company then announced they would close the base of Seattle. Things were about to get worse - much worse. It had been only two months since the tragedies of September 11, and it appeared as if things might be returning to normal, whatever that meant. Then came November 12. I, like many of you, sat watching in disbelief as the news

reported that American Airlines flight #587, an A-300 en route from JFK to Santo Domingo, had crashed in New York. As a result of that accident, nine more friends and colleagues have tragically been taken from us.

As I write this article, holiday preparations are in full swing. Traditionally, the holidays are a happy time to be spent with family and friends. Holiday parties, shopping for gifts and church. I know it's difficult to feel in a celebratory mood this year. Nevertheless, I hope we'll all take the time to look around and be thankful for what we have and for the good that has occurred in this otherwise tragic year. You've shown your true colors. You've shown that we can overcome even these terrible times and, of course, without forgetting, to move forward. It's a privilege to serve as your President.

With warmest regards and all my best to you and yours,



by Jeff Bott,  
APFA Vice President

## Vice President's Report

# The Scoop on the Scope of the System Board of Adjustment

Case #SS-19-1998-APFA-2 was a presidential grievance filed by APFA. The extent of this grievance was a result of the Company's attempt to limit the range of our ability to grieve any action. Specific language is included in Article 28 that directly relates to the issues that may be presented before the System Board of Adjustment (SBA) and a neutral arbitrator. This is critical to the APFA membership because this is actual Contract language for which we have collectively bargained. It

covers any action as arbitrable from a broad-based jurisdictional standpoint. In arbitration either party has the ability to raise what are called jurisdictional arguments. A party will raise this issue because it believes the matter is not within the scope of the SBA. In other words, the question now becomes whether the SBA has the authority to act on this issue or not.

The actual issue before the board was "Did the company violate the Collective Bargaining Agreement by limiting the scope of a Flight Attendant's right to grieve pass-related corrective actions?" Information in this article is taken directly from the written opinion of Richard Bloch, the arbitrator who presided over the grievance.

### COMPANY POSITION

"The company says the matter is outside the jurisdiction of the System Board of Adjustment. An existing company-established Pass Abuse Committee is the exclusive body for handling appeals of corrective actions taken for alleged misuse of travel pass benefits. A substantial body of precedent supports the company's position that travel privileges are non-negotiated, non-contractual privileges that should not be subjected to the bargained-for grievance procedures. It (the company) requests, therefore, that the grievance be denied."

### UNION POSITION

"The Association contends that the clear language of the labor Agreement, providing as it does for the protesting of any action of the company, must be interpreted as permitting a grievance over this issue. Neither bargaining history nor past precedent supports a contrary conclusion. Indeed, the company has previously honored such protests. It (the Union) requests that the company be ordered to cease and desist from refusing to recognize such grievances."

### ARBITRATOR ANALYSIS

"The jurisdiction of the System Board of Adjustment is defined in Article 29. Subsection (B)(1)(a) specifies that the System Board shall have jurisdiction over disputes growing out of grievances or out of interpretation or application of the terms of the Collective Bargaining Agreement. In Article 28, the parties have defined, among other things, 'Types of Disputes.' Subsection (A)(2)(a) defines an 'Individual Dispute' as 'a dispute between a Flight Attendant and the company involving **any action of the company affecting him/her ...**, (Emphasis added.)

"Absent more, this clear and broadly drawn language would readily accommodate a protest over the loss of pass privileges or

other corrective action taken by the company. Surely, corrective action which, according to the TRIP book, 'may include loss of travel privileges, legal action (including criminal prosecution), and/or dismissal from the company' is an 'action.' Given the breadth of the parties' bargained definition of 'disputes,' the sole question for resolution is whether the parties jointly intended to exclude these types of corrective actions from the existing grievance procedure.

"The company says the non-negotiated nature of the travel pass system, taken together with the existence of an internal appeal process, requires the conclusion that the System Board is without jurisdiction. We conclude, however, that neither of these contentions is persuasive, for the reasons that follow. At the outset, we note that there is no evidence from negotiated history of an intent to carve out or otherwise limit pass-abuse issues. To the contrary, the company attempted, during the 1985-87 negotiations, and again in the 1992-95 negotiations, to remove the 'any action' language. These efforts were unavailing. And several cases have proceeded to arbitration without protest by the company on the jurisdictional issue.

"It is true that the pass program has been implemented by company fiat, rather than through collective bargaining. But there are many policies and related work rules that

A successful outcome with this grievance required an alliance of Flight Attendants working together. This was truly a collective effort.

are established by the company alone, without negotiation. This fact alone does not require the conclusion that 'corrective action' is somehow exempt from the 'any action' language that was jointly agreed to.

"Nor does the nature of the internal process change this conclusion. In denying the grievance on jurisdictional grounds, the company stated, in relevant part:

"... where the company has established an exclusive, internal appeal process available to all employees, the AA/APFA System Board of Adjustment is without jurisdiction to hear and resolve an employee's appeal.

"That the company unilaterally establishes an appeal process, however, in no way devitalizes the bargained Agreement of the parties in Articles 28 and 29 to process disputes to final resolution before a System Board of Adjustment.

"The company also claims that suspension of travel privileges and charging for overages should

not be considered discipline under the Collective Bargaining Agreement. Whether characterized as discipline or not, however, these responses – deemed 'corrective action' in the TRIP book – are unquestionably 'action.'

"Nothing in this Opinion should be read as somehow devitalizing the action of the Pass Committee. The Collective Bargaining Agreement in no way forecloses the company from establishing this type of review operation. Nor does this opinion in any way diminish the potential gravity of abusing the pass privilege. The question dividing the parties is whether management may create for itself the sole decision-making role on issues presented. The Collective Bargaining Agreement is abundantly clear; however, the parties have vested the System Board of Adjustment with the final decision-making authority. The company cannot, by unilaterally constructing an alternative route, divest the Board of its bargained jurisdiction.

"In sum, the language concerning the ability of a Flight Attendant to grieve is broad and unqualified. Nothing in evidence compels the finding that the drafting

parties jointly intended to exclude protests over pass-related corrective actions, and we find, therefore, that the company erred in concluding the System Board is without jurisdiction to hear such a complaint. For these reasons, the grievance will be granted.

#### **AWARD**

"The grievance is granted. The company is ordered to cease and desist. Outstanding grievances on this issue are remanded to the parties for processing in accordance with this decision."

A successful outcome with this grievance required an alliance of Flight Attendants working together. This was truly a collective effort. We needed testimony on past contract negotiations in order to speak to the bargaining history of the parties. We needed union representatives who had processed or attempted to process notices of dispute (NOD) on this issue to show past practice. We needed Flight Attendants who had been afforded their grievance due process and those who had not.

This group of Flight Attendants,

along with our counsel Victor Thuesen and co-counsel Susan French (IDF), was the backbone of our case. I want to personally thank the following individuals for coming forward to testify, research and strategize on the presentation of this case: Tommie Hutto Blake (LGA), Patt Gibbs (IDF), Becky Kroll (IDF), Michelle Nasca (JFK), Kim Boyett (DFW), Ginny Kennan (JFK) and Catherine Duffy (DFW). I would also like to thank the Division Representatives: Greg Hildreth (IDF), Julie Moyer (IMA), Lynda Richardson (IOR), as well as Ad Hoc Lenny Aurigemma (BOS-I). Their collective efforts protected the interests of all 24,000 APFA members.





by **Linda Lanning**,  
*APFA Secretary*

## Secretary's Report

# The Tragedy, The Ratification, The Transition

The halls of APFA Headquarters had become calmer. The intense atmosphere that existed during negotiations was replaced by a more relaxed one. There were no more daily strategy meetings, no more membership actions, no urgent press releases faxed throughout the world and the last T.A. Briefing was complete. The excitement over the possible ratification of our new Contract on September 12th was overwhelming. The morning of September 11, 2001, changed all of that.

When American Airlines officially notified APFA of the fate of Flights 11 and 77, APFA Headquarters was instantly transformed. The PhoneWatch lines, which had just been disconnected, were reconnected and reactivated. Every department instantly went into action. Each National Coordinator began dealing with the various aspects of the tragedy and the moment-by-moment changes in the situation. It truly was incredible to see the dozens of volunteers who streamed into Headquarters to answer the thousands of calls from the membership and the representatives who worked well into each night to ensure our membership got the best care and representation possible.

Many of those directly involved in negotiations and the Contract campaign were scheduled to come to Dallas/Ft. Worth for the ballot count on September 12th. It promised to be a positive end to a very difficult period for us

The issues of the day are usually not overwhelming, but rather problematic and most often can be handled expeditiously.

all. Most of the representatives, however, did not make it to Dallas/Ft. Worth due to the grounding of flights. Those who made it in successfully helped to get PhoneWatch up and running. The night of the 12th turned out to be anticlimactic. The votes were counted and we finally had the Contract we worked so hard to attain - yet we were missing 13 of our colleagues.

Ordinarily, the period following the ratification of a new Contract is one of transition from negotiations to Contract enforcement. It starts off rather busy with implementation issues, and then gradually becomes more routine. The issues of the day are usually not overwhelming, but rather problematic and most often can

be handled quickly. Unfortunately, the APFA will not be afforded the luxury of routine this time around.

The aftermath of the events of September 11th, along with the issue of TWA Flight Attendant seniority integration has filled APFA's plate, which should have only been half full at this point. American Airlines has furloughed 20,000 employees, cut schedule service by 20 percent, and has cut food service on most domestic flights. The furlough of Flight Attendants is something APFA has not faced since the early 1980s. It is extremely difficult to see the company lay-off 1,200 of our members and in a manner that has given rise to serious dispute. The company's

We face a myriad of issues  
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never faced before.

misappli-  
cation of  
Article

16 and Appendix F of our Contract has forced APFA to file a Presidential Grievance. APFA has put together Furlough Packets, a Furlough Page on the APFA website, and in some bases, setup Furlough Representatives to assist those members affected by the layoffs.

Our No. 1 priority over the past three years has been to negotiate a contract that our membership earned and deserved. With that task complete, we now must face the issue of TWA Flight Attendant seniority integration. This is being done on two fronts. The APFA Merger and Acquisition Committee has met both internally and with Flight Service. They have also met with APA's Merger and Acquisition Committee. This is truly where APFA feels the issue should be resolved - between APFA and the company. However, Sen. Kit Bond, R-Mo. and Rep. JoAnn

Emerson, R-Mo., have proposed legislation that would require APFA to submit the issue of TWA Flight Attendant seniority to third-party binding arbitration. APFA President John Ward has contacted each member of Congress in writing regarding our position on this issue. APFA Vice President Jeff Bott has actually flown to Washington to speak with key members of Congress on the proposed legislation. The input provided to members of Congress by the APFA membership has been outstanding. According to Joan Wages, APFA Legislative Representative, our contact with Congress is making a difference. As this issue of *Skyword* goes to print, Sen. Bond and Rep. Emerson's bills remain in committee in their respective houses.

No, the light never seems to be turned off even at the end of the day within the walls of APFA. Just when one issue seems resolved, another rises like the Phoenix. APFA faced problems with the October 15th paychecks and the

questions that arose from the October 31st paychecks and Retroactive checks. APFA worked with the company to ensure quick resolution of these issues.

As you can see, what historically has been a time of transition for APFA will be that and more in the coming months. We face a myriad of issues some of which we have not faced in years or have never faced before. This has been and may well continue to be a stressful time for all of us. The environment in which we work has changed forever. With those changes come challenges. I know, as do the other APFA National Officers, that our APFA representatives and you, the membership, are capable of facing those challenges successfully. The success of our Contract Campaign is a prime example of what we are capable of achieving as long as we remain united and stay focused.

I would like to ask each of you to be patient. Your APFA Representatives are handling each issue that arises. The pace at which those issues confront us is unusual, and before we react we must gather all of the facts. This may take time, but in the end, a resolution will come.

I want to end this month's article by thanking all of you. Your continued support has really inspired each of us who work day in and day out within APFA. I also want to applaud you for showing the world that despite the adversities we face, American Airlines Flight Attendants are the consummate safety professionals.







by Juan Johnson,  
APFA Treasurer

## Treasurer's Report

# Towing the Line

The main objective of any union is to provide its members with the best possible services and to negotiate a fair and equitable contract. Of course, both of these endeavors do not come without cost. The larger our Union becomes and the more labor unfriendly American becomes both in negotiations and in the day-to-day operation of the company, the higher the cost. APFA's budget is based on each member paying their dues in a timely manner whenever they are dues obligated. When members fail to meet their obligation, it creates deficiencies, which may affect us all.

APFA currently has almost \$1,000,000 in outstanding dues on the books. This amount reflects dues monies that have not been paid by our members while they were on some type of unpaid status or have not had dues deducted from their paychecks for some other reason during various periods of employment. These are dues that are owed and must be paid. To that end, my department has begun an aggressive campaign to collect all outstanding dues. This will include, if necessary, enforcement of Article 31 of our current Contract with American, which may result in the termination of a Flight Attendant for non-payment of dues owed. Although APFA is in the business of saving jobs and the thought of requesting the termination of a member is a very disturbing concept, we must do what is necessary to ensure the financial integrity of APFA for those members who tow the line.

### *How will the collection procedures work?*

First, it must be determined that a Flight Attendant is more than 60 days delinquent in membership dues/fees that have accrued during a period of active status. At that point, an alert letter will be sent to the Flight Attendant that

outlines the seriousness of their dues delinquency.

This letter will also contain the statement, *"APFA will initiate procedures under Article 31 of the Collective Bargaining Agreement to cause your discharge unless within 30 days of the mailing of this notice you send APFA the amount listed below."*

At this point in the process, a Flight Attendant may take one of the following three actions:

1. Pay the amount of the delinquency;
2. Submit a \*4 status report obtained from your American Airlines Flight Service Manager to the APFA Treasurer if s/he feels that a clerical or administrative error has been made, or that the dues/fees were accrued during an inactive status; or
3. Submit a request for dues forgiveness, which will be brought before the Executive Committee at the next regularly scheduled meeting.

If the Flight Attendant fails to pay her/his dues, pursuant to the Contract, within the 30-day period, the APFA President shall certify in writing to the Vice

President of Employee Relations that the Flight Attendant failed to make a payment within the 30-day period and, therefore, is to be discharged.

APFA realizes that it may be a hardship to pay dues owed in a lump sum when you return to work. It is now possible to pay by credit card - MasterCard, Visa and Discover. Payment plans are available when you return to work from a Leave of Absence. (*PAYMENT PLANS ARE NOT AVAILABLE FOR DUES ACCRUED FROM AN ACTIVE STATUS.*) A minimum payment of \$17.50 is required for each separate Leave of Absence (LOA) from which you are have accrued a dues balance. It is possible to request a payment plan and have the Dues Department put it on your credit card every month. They will send you a receipt for the amount paid. The nice thing about setting up a payment plan is that once you return it to APFA with your first payment you will be considered a member in good standing and will remain in good standing as long as you make each monthly payment and do not incur an additional back-dues obligation.

APFA fully expects dues to be paid and has a legal right to collect them. These dues can be paid in a

lump sum or by credit card. If payment is not received for dues owed from inactive status, APFA may list each Flight Attendants name in ***Skyword*** as well as on APFA Bulletin Boards and the website. APFA also has the right to send the account to a collection agency or take the matter to court. Continued non-payment

could result in a negative effect on the individual's credit report, as well.

If you are unclear as to whether or not you are dues obligated, I have provided a chart below, which lists various statuses and the corresponding obligation.

As we proceed through the implementation of our new APFA Contract, as well as the TWA integration, APFA will face many extraordinary expenses. We are financially ready to take on all endeavors; however, collection of dues owed is necessary to ensure our success.

when the Leave is over. Plan ahead. Make payment arrangements prior to going on any type of leave so as not to fall into dues arrears.

It is important to point out that if you are in a dues arrears status from either active or inactive status, and no payment plan has been set up (there is no payment plan available for dues owed from an active status) with our Dues Department, you will be ineligible to vote on such things as ratification of a tentative agreement or the election of union representatives, you will not have access to the APFA website and you will be denied entry into Union meetings.

We must all meet our obligations in order to ensure that APFA continues to work efficiently for our members. If you owe back dues, now is the time to fulfill those obligations. Call the APFA Dues Department today at 800-395-2732, ext. 8152, to arrange payment.

Remember, it is the obligation of each member to carry her/his own weight. This means paying dues in a timely manner. When going on a Leave, it is important to remember that APFA represents and protects the interests of all members, whether active or inactive. Rights and benefits enjoyed by our members, including taking a leave and retaining seniority rights, are direct results of the bargaining efforts of APFA. This gives you something to come back to

<b>Status</b>	<b>Obligated</b>
Personal/Educational Leave of Absence, Family Leave on pay status	YES
Maternity/Sick Leave with pay	YES
Maternity Unpaid/Unpaid Sick/IOD	NO
Military Leave of Absence	NO
New Hire	YES
Flight Attendants on management special assignment ( <i>i.e. EPTs, New Hire or Line Instructor, MOD</i> )	YES
Dropped all trips ( <i>0.00 flying hours for the month</i> )	YES
Flight Attendants cut over to management status	NO
Furloughed	NO
Overage Leave	YES



by **Leslie Mayo**,  
*APFA Communications Coordinator*

### From the Editor

Here's how the Consortium for the Study of Emotional Intelligence in Organizations describes the way those of us with emotional competence operate.

Nothing has been the same since September 11, and so we must adapt to the changes placed before us and re-evaluate the way we conduct our lives.

1. We smoothly handle multiple demands, shifting priorities and rapid change.
2. We adapt our responses and tactics to fit fluid circumstances.
3. We are flexible in how we see events.

I was flying home on a Friday night – more than a little thankful for an aisle seat – and I

## Adapting to Change, Adjusting to Loss

offered my armrest to the man next to me. Occupying the middle seat was an IDF Flight Attendant commuting home from his trip. He had been up since 10:30 p.m. the night before and never complained about how exhausted he was. I let him know that it was his right, as “the-middle-seat man,” to use the armrest. It was a very pleasant flight thanks to him. We chatted, laughed and talked business, and all the while I reminded him that the armrest was his for the taking.

The passenger next to him, on the other hand, was not faring as well. He was unable to use his headphones because someone had broken off the headset plug. Instead of giving him the “sorry-about-your-bad-luck” look, the Flight Attendant asked me if I wouldn’t mind letting him plug into my seat – wires over my lap, so the passenger in the window could use his – wires in his lap, as well. I agreed, “No problem,” and con-

tinued to be impressed by his compassion.

It’s the boundary thing, and for the most part, Flight Attendants get it.

We respect boundaries. We follow the rules. We know how to operate within the confines of a pre-determined space – whether it is the middle seat on an airplane, a crowded hotel van or the 767 mid-galley. We adapt to different time zones, flight cancellations, revised work rules and new crews. We are used to delays, late limos and mechanicals. And we can almost always anticipate the outcome.

But losing our co-workers is not supposed to happen. Not this way. Somehow, we are supposed to learn to adapt to the loss of our friends whose final moments were something we can visualize all too well.

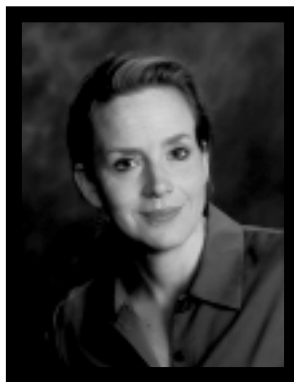
In the midst of all this sadness, something good has got to come

out of the events of the past few months. We’ve lost three airplanes, 26 crewmembers, hundreds of passengers and thousands of lives on the ground. Some of us shift into high gear and do all we can to help those who were directly hit, neglecting our own mental well being to ensure the comfort of others. Some, unable to return to work because of the recent tragedies; stay away from flying out of fear. Nothing has been the same since September 11, and so we must adapt to the changes placed before us and re-evaluate the way we conduct our lives.

I hope that this Holiday season allows you to reconnect with what and who is most important in your life. I know it’s at the top of my list.

So, have I told you about my new nephew?





by **Kathy Lord-Jones,**  
*APFA National Safety Coordinator*

## Safety Department

# Security Since September 11, 2001

**O**n September 11, 2001, the job of the Flight Attendant changed forever. No longer is our existence based on service with a smile. While safety has always been our main concern

APFA continues to emphasize that our Flight Attendants are now the last line of defense against flight deck penetration and the need for protection in the cabin is critical.

and responsibility, after that day it became our reason for being. We look at people differently; we look at events differently; and we look at ourselves differently. Our vocation will never be the same. Safety and security on board our aircraft is, as it should be, our No. 1 priority.

Within days following the attacks, APFA called for sky marshals, limited carry-on bags, reinforced cockpit doors, revised and enhanced security training for crews and federalized airport screeners. Acting quickly, the FAA called for sky marshals domestically, limited carry-on bags and issued special regulations for reinforced cockpit doors.

The week of September 17, U.S. Secretary of Transportation Norman Minetta announced the formation of Airport and Aircraft Rapid Response Team. APFA actively participated in the working group, which was designed to make aircraft standards recommendations to this team. Conference calls and meetings transpired every business day for nearly two weeks as representatives from all sectors of the aviation industry came together to develop a consensus on the best and most workable ways to address aircraft security

problems. As the group worked through the issues, more recommendations evolved. You can find the final list of all of the recommendations on the APFA website at [www.apfa.org](http://www.apfa.org). Secretary Minetta announced the final recommendations on October 8th. All of Secretary Minetta's recommendations were supported by APFA.

APFA continues working on the implementation of all recommendations affecting Flight Attendants. Industry working groups have been formed on each Rapid Response Team recommendation. Currently, many of the working groups have submitted final reports to the FAA. APFA participated in the recommendations associated with flight deck access, aircraft defensive methods and security training, and the delivery of information to working crewmembers. There is no doubt that the FAA's Common Strategy needs to be updated. The recommendation concerning defensive capabilities in the cabin and flight deck areas is still ongoing. APFA continues to emphasize that our Flight Attendants are now the last line of defense against flight deck penetration and the need for protection in the cabin is critical.

On a local front, continual meetings with American Airlines Management and members of the Allied Pilots Association (APA) Safety Committee emerged, resulting in interim security procedures for our crews along with often heated discussions regarding the latest Security Directives issued from the FAA. It was imperative that the APFA Safety Department represented you and your concerns in these meetings with all applicable parties involved.

Rather than wait for FAA action on some of your concerns, APFA's Vice President Jeff Bott and I met with American Airlines Vice President of Safety, Security and Environment and the Manager of Security to discuss implementation of some security issues. We confirmed that AA was screening checked bags based on passenger profiling and random selections. CTX scanners, which cost approximately \$1 million per machine, can detect explosive substances and are located at most airports. In the past, the scanners that were available had been used very little because they are slow, and they produce many false positives meaning that many bags must be treated as though they contain explosives. Our goal was to stress APFA's desire for 100 percent scanning of checked baggage. There are logistical and equipment restrictions that prevent this from happening immediately, however, in the interim, we have asked American to consider implementing a positive bag match on all domestic and international flights. American's Safety Department stressed that they wanted to be the industry leader and act before the FAA and other Governmental agencies mandate carriers into action. We are optimistic that this will happen.

In addition, APFA lobbied on Capitol Hill for the passage of security legislation. DCA-I Chair Robin Madison and Flight Attendant Thea Holmes along with APFA's lobbyist Joan Wages participated in a press conference with Senators Ernest Hollings (D-SC), John McCain (R-Ariz.), Jay Rockefeller (D-W. Va.) and Olympia Snowe (R-Maine) urging the House of Representatives to move forward on passing security legislation. APFA President John Ward sent a letter to Congress expressing our displeasure with the length of time it took the House of Representatives to address the Security Bill, and APFA also issued a press release urging the House to make a decision quickly.

The House and Senate have finally reconciled the two bills and President Bush signed what is now the Aviation and Transportation Security Act, S. 1447. The final bill requires the screening of all checked bags by the end of 60 days after the bill was signed and all baggage to be screened for explosives by 12/30/2003. The screening will be extended to include mail and cargo, as well as carry-on and checked bags.

This provision is a major step forward. In addition, the law requires

the hiring and training of sky marshals and more extensive training for screeners who will all

CTX scanners, which cost approximately \$1 million per machine, can detect explosive substances and are located at most airports.

be federalized initially (After three years, an airport can opt-out and hire private screeners). Other provisions provide for fortified cockpit doors, improved airport perimeter access security, enhanced security training for crews and background checks for security personnel. A new Under Secretary Of Transportation, named by the President, will oversee aviation security. That department is being pulled together as quickly as possible, and many of the security responsibilities will shift from the FAA to this new department. The legislation also allows for less-than-lethal weaponry for flight deck crews and a technology grant to provide systems for Flight Attendants to alert the cockpit of any security problems. APFA will continue to work on and monitor the direction of the alerting systems through the industry working group given the task of assessing the possibilities. The final bill mandates many security enhancements that will provide crews and passengers some peace of mind.

As we all know, the world changed on September 11. None of us ever dreamed of such a horror. Everyone in the industry was forced to face the challenge of aviation safety and security. Some changes can be implemented in short order - others will take a year or maybe even two. As Flight Attendants, aviation security and safety will continue to be forefront in our minds. It will also remain APFA's No. 1 priority.





by Emily Carter,  
APFA National Health Coordinator

## Health Department

# Take Care of Yourself

Most of us know how to take care of ourselves. After all, we would not be so good at taking care of other people if we had not practiced the fine art of self-care. The accumulation of all the events and activities of the past months have made this a challenge for even the most resourceful of us. Fortunately, there are some organizations and institutions that have worked hard to understand the fallout of unusual events that overwhelm our coping responses. One of these organizations is the International Critical Incident Stress Foundation (ICISF). They maintain an informative website at [www.icisf.org](http://www.icisf.org).

### *What is Happening to Me?*

Sometimes when we are tired, stressed and pushed to the breaking point, it is hard to remember just how to take the next step. Any little change feels like a loss. The following is a list that may or may not describe your feelings during this time. ANY of these is normal.

1. I can't sleep.
2. I want to sleep all day.
3. I think I am managing well and then the thoughts and memories pop into my head.
4. The grief comes over me in waves.
5. I wonder if I will ever feel safe again.
6. I feel helpless.
7. I feel moody, empty, depressed or anxious.
8. I can't even decide what to have for lunch. Decisions are very difficult.
9. I want to eat everything in sight.
10. I can't eat anything.
11. I can't stop crying or worrying.
12. I want to be alone.
13. I can't be alone.
14. I am angry and disappointed because I was not protected from recent events.
15. I feel guilty because I could not prevent these events or protect those I care about.
16. I am always looking over my shoulder. I am hyper vigilant.
17. I am very anxious about my future.

### *What Can I Do?*

- Provide the comfort to yourself that you would to your closest friend. Be tolerant and understanding.
- As much as our lifestyles permit, follow routines and find familiar pleasures.
- When possible, eat regular nourishing meals and limit comfort foods and drinks as well as substances. To stop the negative feelings with destructive behavior only puts off the inevitable and slows the recovery process. Being sad, angry, hurt and frustrated are just feelings, and they won't last forever.
- Assure those who care about you that you still care about them and that you will be back to your calm and peaceful self, eventually. You may be giving them permission to have their feelings as well.
- It sounds foolish but altruism is a great healer. Listening to a friend and giving to others fills the holes in our hearts and empowers us. Notice and be grateful for kindnesses received.
- If you just can't move or do anything, do the next task in front of you - no matter how small it is. That's a step in the right direction.
- Little behaviors that have been beneficial to us in the past give us a blueprint for future healing. If listening to music or going to a movie has made you feel good in the past, these behaviors may

repeat those pleasant feelings.  
**8.** Exercise and proper rest can change the way everything feels, and yield big payoffs.  
**9.** Ask for help if you just can't get going. The human condition has been a struggle for a long time. Every one of us is stumped occasionally.

Being a Flight Attendant is a problem-solving job. We make things happen every day, and we will continue to be resourceful people. We can do this.





by **Joann Matley,**  
*APFA National  
Contract Coordinator*

If your question concerns your monthly bid, or whether or not you are on Reserve, you are referring to your Occupational Seniority. According to the Contract, Article 13, C.1, "The trip selections flown by all Flight Attendants from their base stations shall be awarded in accordance with the provisions of Article 9 governing the selections of flying assignments at such base stations, in accordance with their relative position on the System Seniority List.

"Seniority as a Flight Attendant shall be based upon the length of service as a Flight Attendant with the company or with other companies whose operations have been taken over by the company, prior to the signing of this Agreement.

"Seniority shall begin to accrue from the date the Flight Attendant is placed on the company's payroll on a Flight Attendant status, from which date seniority shall accrue during the Flight Attendant's period of service." (Article 13)

When reading the Contract, seniority is about the date you go on payroll. That date starts the seniority clock ticking. For some, it is the same date in all three classifications.

Every Flight Attendant has three types of seniority. You can find out what your various seniorities are by looking in your personal mode and entering HI8.

*Meet Flight Attendant Vanilla:*

- COMP DTE • 18APR88**
- OCC DTE • 18APR88**
- CLAS DTE • 18APR88**
- DTE HIRE • 18APR88**

This Flight Attendant has never taken a leave, nor has s/he had an absence that would affect her/his seniority. All three seniority dates are the same. Flight Attendant Vanilla is a 13-year Flight Attendant with pay raises effective April 18, 2001, and four weeks of vacation.

*Now meet Flight Attendant Not-So-Vanilla. Their HI8 reads as follows:*

- COMP DTE • 07SEPT89**
- OCC DTE • 01SEPT89**
- CLAS DTE • 02FEB91**
- DTE HIRE • 01SEPT89**

Flight Attendant Not-So-Vanilla is a 12-year Flight Attendant at the 11-year pay step with three weeks of vacation.

Notice that Flight Attendant Not-So-Vanilla's Classification Seniority is not the same as her/his Occupational and Company Seniority. Flight Attendant Not-So-Vanilla had an absence (sick, in this example) that went unpaid. In other words, s/he ran out of sick hours. The established guideline for losing

Classification Seniority is 30-days after going unpaid sick (with one year of service). For every day you remain on unpaid status, expect that your Classification Seniority will be adjusted accordingly. You retain seniority (it freezes), but you will not accrue it.

**What Affects Classification Seniority?**

If, in the case of an injury on duty, maternity, unpaid sick and/or a personal leave of absence, contractual provisions have been exhausted, flight service will send a message to pay compensation (after 30 days in most cases) to remove the Flight Attendant's name from active payroll.

**What Affects Occupational Seniority?**

Personal and educational leaves longer than 180 days will affect Occupational Seniority. The same rule applies to retaining, but not accruing Occupational Seniority. Your Occupational Seniority is adjusted for each day beyond the 180 days you are out, day for day.

**What Affects Company Seniority?**

Educational leaves of absence and personal leaves of absence will affect accrual of Company Seniority. Company Seniority is not impacted by "leaves granted due to illness or injury sustained while on duty, or for approved union leaves of absence." With the new language, please keep in mind

that the first 60 days of a leave of absence (not including part time) are now protected. Those first 60 days are now considered for the purposes of vacation accrual.

**What is the Importance of Company Seniority?**

For retirement purposes, in order for a Flight Attendant to have a full year of credited service, s/he must fly 734 hours. Time is credited for the portion of the total number of hours we actually do fly. Also, understand that you need to average 61.1666 hours per month to hit the mark of 734 a year.

For calculation of vacation time the "golden rule" found in Article 6, Vacations, states that "15 days or more of accredited service with the company shall be considered as a full month's service with the company, and less than 15 days shall not be considered."

The benchmark to be considered a full-time Flight Attendant for accrual of full vacation benefit is 426 hours of flying a year on the Domestic operation and 450 hours of flying on the International operation.

I hope that this information is helpful, and as always, fly safely and carry your Contract.



# Contract Department Excuse Me, May I Have Your Number Please?

**Company Seniority  
(Vacation/Retirement)**

**Classification Seniority  
(Pay/Pay Raises)**

**Occupational Seniority  
(Bidding)**

From the many phone calls coming into the Contract Department at APFA Headquarters, I have learned that a lot of us don't know the difference between seniority types. When you have a question regarding seniority, there are several types of seniority to be considered.



by **Patty Bias**,  
*APFA National Hotel Coordinator*

## Hotel Department

# New York, New York

*The last few **Skywords** have not included a hotel report due to the attention devoted to our new Contract and the tragedy of September 11. We've got a lot of catching up to do, so let's get started.*

In the spring, the company agreed to conduct a review of our long layover hotel in New York because the Milford Plaza's contract was up for renewal. The Hotel Department, in its desire to obtain as much membership input as possible, published a New York Hotel survey card in **Skyword**. We asked for your input. I also contacted Western Regional Manager Bob Lynar with a highly unusual request. I asked him to trip remove two Pursers –

one from LAX and one from SFO – to attend the New York review along with APFA and APA Representatives. Bob Lynar honored our request, and I'm happy to say that the input from SFO Purser M.J. Minocchio and LAX Purser Janet Gioia was vital to the review outcome.

The response cards were significant in two specific areas. First, they confirmed your desire to remain in Manhattan, and second, they demonstrated your longing to leave the Milford Plaza.

Armed with the membership survey results, numerous Flight Attendant Hotel Debrief Reports, and two Pursers, we conducted the review. The decision was made by all of us collectively – the membership, APFA, APA and the company – to move to the Park Central Hotel in New York City.

The Park Central Hotel has recently undergone \$72 million dollars worth of renovations and is able to honor American Airlines' need

for more than 240 rooms per night. The location can't be beat – one block from Central Park and Fifth Avenue and right across the street from Carnegie Hall.

I especially want to thank MJ and Janet for their participation in this decision. Enjoy New York and the Park Central Hotel. It's a beautiful time of the year to experience both.

Recently, two hotels with five-star ratings – the Wyndham in Boston and the Hilton in San Diego's Gaslamp Quarter – have turned down our requests for renewal. Why?

Haven't you ever been appalled by the bad behavior of a passenger on the plane or another guest at a layover hotel? They tend to leave a lasting impression, don't they? As we try to improve the quality of our layover accommodations, keep in mind that people are watching. Whether they are hotel staff or fellow guests, it doesn't take

long to figure out that we are airline crew. In the lobby, in the bar, by the pool or in the hotel gym, we need to leave a positive, lasting impression. Our behavior should be socially acceptable, as well as legal! That's the best way to ensure our layover hotels are quality hotels.

On a related subject, it is our responsibility not to bounce checks and to pay all room incurred expenses such as service charges, phone charges and movie charges. To walk out without paying is considered theft. This behavior reflects very badly on us all as American Airlines Crewmembers. Flight service has notified the Hotel Department that they intend to address the company's rule violation of theft in an aggressive manner.

'Till next month,

Patty



# Hotel News Reviews &

## Hotel Tidbits

**DFW Airport:** The DFW hotel pick-up and drop-off changes at DFW Airport began on January 1, 2001, and were the decision of the DFW Airport Board, not American Airlines. The Airport Board felt it had to limit the number of vehicles in and out of the terminal area, so they have imposed the current regulations.

**DFW:** the Ramada Inn, DFW West in Euless, is offering crewmembers who commute or are not interested in sharing a room at EPTs a special rate of \$45 per night. This rate includes a complimentary breakfast and transportation to and from DFW Airport.

**RNO:** At the Nugget Hotel in RNO, the deli on the lower level is open for take-out. In addition, the General Store Restaurant has also increased its hours for take-out.

**Hotel Debrief Forms:** We have placed the Hotel Debrief Form on the APFA website. It's simple. Just fill in the blanks and e-mail it back to the Hotel Department.

**New Hotels:** When we move to a new hotel, please remember to be patient with the staff. It may take them awhile to

become accustomed to our special requirements – just like it will take us awhile to get used to their hotel. Send a report to the Hotel Department if you have any problems, and we will do our best to correct the situation.

**Hotel Sign-In Sheet:** When signing-in at a layover hotel, it is acceptable to use only your initials accompanied by your last name and employee number. This may be done if, for safety reasons, you are not comfortable printing your full name when you check in.

**Phone Hotel Charges:** 800 number calls from 5 to 10 or even 20 minutes in length are usually free, but if any longer, most hotels tack on a service charge. Please check before dialing.

**Flight Attendant Suggestion:** Crystal, DFW, asked me to remind you that while you are in a layover hotel, please be cognizant of other crewmembers that might be sleeping during the day due to an all-nighter or an early sign-in.

# Domestic

## HOTEL REVIEWS

**AUS –** The Hilton Austin Airport is located just inside Austin Airport. It is a brand new hotel and very nice. The property has double-paned windows to alleviate airport noise, but the windows do open in the outside rooms of the hotel. The rooms have all the amenities. The property, in addition to having a restaurant downstairs, offers 24-hour room service for late arrivals when nothing is open. This room service menu is for light meals. The hotel also offers food discounts to crewmembers. The property has a well-equipped health club. There is a gift shop located in the lobby. There are vending machines and a game room. It is very comfortable, and I think you will enjoy it.

During the same review, we also did an inspection of the Holiday Inn Town Lake. Members of APFA, APA and the company spent the night at this hotel primarily because of the complaints we had received about the traffic noise. This hotel has just begun to upgrade their windows by installing double-paned windows. This will be done on the side of the hotel with the most traffic. The hotel did commit to do that, as much as possible. The hotel will also put out a newsletter detailing what discounts they offer to crewmembers. They are also looking into providing transportation for crewmembers to the

mall and areas around the hotel. We have a contract with this hotel through March 2002, and we will keep you updated.

**DCA –** April 30, 2001, was our last day at the Ramada Pentagon. I'm sure we are all happy to hear that. The Radisson Old Town Hotel will be our new short-lay-over hotel. The address is 901 Fairfax Street, Alexandria, VA, 22314; Phone: (703) 683-6000. The hotel has 253 rooms and is located 10 minutes from DCA. The hotel has the electronic key room system, double locks and chains on the doors. The room windows open and are sound-proof. The rooms have coffee makers and all other amenities. The hotel restaurant offers crews a 10 percent discount. The hotel has tennis courts directly across the street and a jogging path adjacent to the river behind the hotel. Shopping is available in Old Town Alexandria, the Potomac Yard and the Pentagon City Mall. The Hotel Department responded to your many written complaints about the Ramada Pentagon, and we hope you'll now enjoy your short layovers in DCA.

**MCI –** (A review conducted by Sandy DiSalvo) We conducted this review because we were finally able to move away from the airport. It's fine for a short layover, but it can be quite isolated for a longer layover. After careful review, we chose the

# Domestic

Westin Crowne Center Kansas City, located at One Pershing Road, Kansas City, MO 64108-2599; Phone: (816) 391-4416. This is a very nice hotel located 22 miles from MCI Airport, approximately 20 to 25 minutes drive time. Four floors have been enhanced with upgraded beds, with the remainder of the hotel to be furnished with new beds within a year. All rooms have coffee makers with Starbucks® coffee packets, fax/modem connections and other amenities.

The hotel is in the process of equipping each room with an extra cordless telephone. This will enable the guests to go a few doors down the hallway to another room and not miss a call. Each room has a small balcony with a fully opening patio door for fresh air. The hotel has a very nice restaurant, as well as a small coffee/sandwich shop with a 15 percent discount for crewmembers. The hotel has a nice workout facility, tennis courts, indoor Jacuzzi and heated outdoor pool. The hotel is attached to the Crowne Center shopping area and comes equipped with a variety of specialty shops, many restaurants/lounges and six movie theaters. There is also a live performance theater located here. Union Station and Science City are also connected to the climate-controlled walkway from the hotel. There are shuttles available

for a small fee if you would like to visit the local casinos.

**OAK** – (As reviewed by Linda Prasser) We have moved to the Hilton Oakland Airport, which is totally enclosed and has the feeling of being at a resort instead of near the airport. The rooms are large, and the hotel provides each guest with two bottles of water. It has a well equipped gym and a few restaurants, including a sports bar. The hotel offers a 20 percent discount to crewmembers. Each guest is allotted one hour of complimentary local calls and 800 calls are free. Transportation is provided to the BART station and Jack London's Square by the waterfront. Currently, Delta and Alaska have layovers there as well. It was our first choice on the list of OAK hotels, and we are sure you will agree that this is a step up.

**RIC** – We have moved to a new hotel in Richmond called the Crowne Plaza Richmond Hotel located at 555 E. Canal Street, Richmond, VA 23219; Phone: (804) 788-0900. The hotel has 296 rooms and is located 20 minutes from the Richmond Airport. Local calls and 800 numbers are free. The rooms have coffee makers and all other amenities. The Pavilion Restaurant offers crews a 10 percent discount. The hotel has a Jacuzzi and sauna. The hotel provides crews with compli-

mentary shuttle service to historic shopping – all located within a five-mile radius.

**RST** – (As reviewed by Carrie Maniaci) A review was completed in Rochester, Minn., in the spring, and the decision was made to move to the Holiday Inn City Center. The address is 220 S. Broadway, Rochester, MN 55904; Phone: (507) 252-8200. The hotel has just finished a major renovation. The rooms are clean and quiet.

The hotel has 170 rooms and is located 12 minutes from the airport in downtown Rochester. The hotel has in-house, uniformed security and uses the electronic room key entrance system. It has installed a high-speed Internet, and the rooms contain coffee makers and all other amenities. In addition to their restaurant and the Sports Page Lounge and Grill, the hotel will have sandwiches available 24 hours a day for crews. The hotel is located in the heart of downtown Rochester and is connected to shopping, dining and entertainment via a pedestrian skyway system.

**YUL** – (A review conducted by Sandy DiSalvo) Our new short layover hotel is the Holiday Inn Montreal Pointe Claire located at 6700, route Transcanadienne, Pointe-Claire, Quebec, Canada

H9R 1C2; Phone: (514) 697-7110. This is a very nice property located approximately six miles from Dorval International Airport. All but two floors have been newly renovated, however, the two floors not renovated are acceptable. The hotel has a good workout facility, squash courts, indoor pool and video arcade room. All rooms have coffee makers and all other amenities. The hotel is currently working on obtaining a crew discount on food and beverages. The restaurant has an acceptable menu, as well as a delicious buffet. In addition, the hotel bar is open until 1 a.m. There is also a mall located across the highway. The rooms are clean and acceptable. There is full-time security at night. The hotel has stated that they will try to put all crewmembers on the parking lot side – which is the quieter side of the hotel – away from the freeway. This hotel was my first choice for short layover accommodations.

## INTERNATIONAL

**KIX**— Due to a Disney World Universal Studio opening downtown the hotel Osaka was not interested in renewing our contract. In addition, my department has received complaints about the short layover time and the long ride to downtown Osaka. Therefore, I conducted a review, and the decision was made to move to the ANA Gate Tower Hotel Osaka, located about 15 minutes from the Kansai International Airport on the water. The hotel is home to several other airlines and is very familiar with crew needs. The hotel, built in the fall of 1996, has 361 rooms. It has a beach area and is a 10-minute walk to the Rinkv Premium Outlet Mall, which has a food court. Crews are offered a 20 percent discount in all seven of the hotel's restaurants. Windows are soundproof, and one side of the hotel faces the beach. Pay-Per-View movies are free to crews. A robe and slippers are in each room, as well as coffee/tea pots, and all other amenities. Free English newspapers are provided each morning. The hotel has two very large crew lounges – one for smoking and one for non-smoking. They contain large food vending machines, microwaves, free 24-hour coffee and a very popular (and cheap) beer machine. I'm sure you'll enjoy this hotel.

**LIM** – I conducted a Lima, Peru, review earlier this year, and due largely to feedback from the crews who fly Lima, we will remain at Las Americas Hotel and Suites. This hotel is centrally located in Lima. The hotel staff is wonderful to our crews, and the hotel offers the crews many extras. Breakfast is free. A 24-hour large grocery store is on the corner just a couple of doors down. The crews have free access to Sabre sets, as well as an American Airlines ticket counter that is located in the hotel. The hotel restaurants offer us a 20 percent discount. There is a small gym, but the hotel offers free access to the Sportlife Fitness Club down the street which most crewmembers love. The hotel has a small outdoor pool located on the sixth floor. There is also a Jacuzzi and sauna. We reviewed some other beautiful properties in Lima, including the new Marriott located on the beach. The decision was based upon your feedback. You wanted to stay at Las Americas, and so we are. Enjoy!

**SJU** – *(As reviewed by Patty Bias)* The Caribe Hilton in San Juan replaced the Radisson Ambassador. This hotel is beautiful and is a true tropical paradise with its own private beach. It is a top quality San Juan

Resort, and our crews are privileged to be staying there. The hotel has 644 rooms and is located 20 minutes from the airport. There is a large health club called The Las Olas Spa. The rooms come fully equipped with a coffee maker, iron/ironing board, hair dryer, makeup mirror, mini-bar and electronic safe-deposit box. Local calls and 800 numbers are free. The hotel has top-of-the-line data ports and Internet access. There is 24-hour, in-house, uniformed security, electronic key entrance to rooms and soundproof windows that do open. The hotel has the Oasis Bar, which could easily appear in any Hollywood movie depicting a paradise resort. The beach is simply breathtaking! I'm thrilled to report our crews are housed here, and I know you will enjoy your layover.

**TPE** – Taipei is a new city destination of incredible energy and fascinating contrasts. Taipei is home to extraordinary art treasures and the culinary delicacies of China. We have chosen the elegant Imperial Hotel Inter-Continental Taipei as our crew layover hotel. The hotel has 288 rooms and is located at 600 Lin Shen N. Road, Taipei 104, Taiwan, Republic of China; Phone: 886-(2) 2596-5111.

The rooms are European style, and each room provides a robe and slippers, hair dryer, mini bar with a refrigerator, feather bed and pillows, in-room safe, coffee/tea pot and free bottled water for crews. A free English newspaper is also delivered each morning. The hotel is located in a safe area and has excellent 24-hour, in-house security. We met the security chief, and he is a very efficient ex-commander of the military.

The hotel has a big, beautiful exercise room on the top floor, and it's complimentary for crews. Electrical voltage in the hotel is 110 volts (US). The hotel is located next to a popular bar/restaurant row where everyone in Taipei comes for western-style food. The hotel is in the heart of Taipei's bustling SoHo area. This is close to the city's financial district and only minutes from many historic and cultural attractions. If time permits, a must is a tour of the large and fascinating Chiang Kai-Shek Memorial. Don't miss the city's Night Street Markets, where you can find any kind of food imaginable. I loved Taipei, and I'm thrilled with our new hotel and layover city.





by Jena Hopkins,  
APFA National  
Scheduling Coordinator

## Scheduling Department

Optional Exchange:

# Reality

VS.

# Myth

Looking through *HIBOARD* recently, I noticed many remarks with “double trip trade only.” Wondering why someone dropping a trip would have that remark, I spoke to a few of the Flight Attendants. I heard answers that concern me because there is still much misinformation out on the line. So, this month I want to clear up some of the myths.

Optional Exchange (OE) was created in 1983. Prior to this, Flight Attendants only had the ability to trade trips. When the OE was instituted the amount of days was restricted, and the trip remained credited if dropped. That meant that the days of the trip were locked out from any other flying or assignment.

In the 1995 Agreement, an OE drop became uncredited which enables Flight Attendants to use the days for another OE trip, makeup, trip trade or EPT's.

In the newly ratified Tentative Agreement (T.A.), unlimited Optional Exchange was negotiated and the six-day restriction was lifted. Part-time Flight Attendants are also now eligible for the first time.

Most common myths and the reality:

**Myth:** If I drop a trip on October 7-9, I cannot fly on those days.

**Reality:** If you OE a trip off of your schedule, you have the ability to pick up another trip via Trip Trade, Option II, Make-Up and OE on those same days. You may also plot training, as well.

**Myth:** I dropped a carry-over trip into a reserve month and now crew schedule is calling me for a trip. I thought I would have those days off.

**Reality:** As in the first myth, those days are open. Crew schedule is able to assign you, and you are legal to fly your original reserve days.

**Myth:** I only have six OE days, so I must Double Trip Trade.

**Reality:** Effective November 1, 2001, Optional Exchange is unlimited.

We want you to make the most of the flexibilities that we now have with Optional Exchange.

### I Want My Trip Back!

Have you ever arrived into a city and found the rest of your trip gone? Have you ever wondered what to do? Here are the answers.

When a crew falls below 30 minutes scheduled connection time, crew tracking receives an alert. Unless there are off-schedule operational problems, tracking acts immediately on the alert and replaces the misconnecting crew. Occasionally, the actual arrival is early enough to make the next trip but once the initial problem has been corrected the computer does not continue to track what happens later.

If you lose your flight in the computer, but are able to make it, go to the gate and call crew tracking to recover your flying. You must

be able to make the transition without causing a delay. Crew tracking applies the same general standard for Flight Attendants as they do for pilots – 15 minutes before departure. This number is derived from the amount of time it takes to change the NS, gather the Captain's paperwork and have it printed. If departure is less than 15 minutes away, but there are special circumstances, let the tracker know. This way, the 15-minute cut-off time may be waived. A few examples of special circumstances would be awaiting pilots, or passenger boarding not having yet begun.

If you meet the above obligations and crew tracking does not give you your flying back or you have been given other flying, they will pay protect you. If you do nothing, you will receive pay and credit for your actual flying.

Until next month, carry your contract. Happy flying.



# Retirement The Time Factor

by Jill Frank,  
APFA Retirement Specialist

In previous *Skywords* we've written articles about computing the value of your pension when you are ready to retire. But what we haven't really discussed are the measures you must take to qualify for those benefits.

In this article, we will address the various time factors that influence the value of and eligibility for retiree benefits, as well as what those benefits are.

When you are hired by American Airlines, many clocks begin. The following information is meant to familiarize you with all of the time measures that influence your benefits.

**Age** – All retirement benefits available to us are based upon minimum age requirements. In

every case, you must attain a certain age to qualify for a benefit.

**Classification Seniority (Pay)** – This is the seniority upon which pay is based. It accrues from the date you 'went on the line' as a Flight Attendant. It is adjusted during leaves, even though Occupational Seniority is not.

**Company Seniority (Benefits/Vacation)** – This seniority begins with your date of hire at American and is adjusted during any time you spent off of payroll. This seniority determines your vacation accrual and some retiree benefits, excluding pension.

**Occupational Seniority (Bidding)** – This seniority is based upon length of service as a Flight Attendant with American Airlines. This is bidding seniority and is adjusted annually on June 1. It is also known as 'Union Seniority.'

**Vesting** – This is time you have accrued towards a pension benefit. Vesting begins on your date of hire at AMR and for Flight Attendants requires 386 hours flown within a calendar year. You must fly 386 hours in a calendar year to receive a year of vesting credit. You do not receive credit for partial years of vested service. Five years of vesting are required to own your pension benefit and it is all or nothing. If you leave American before you turn 65 and don't have five years of vested service, you have not earned a pen-

sion benefit. Your vesting time determines your eligibility to receive a pension.

**Years of Credited Service (YCS)** – After you complete one year of eligibility service, you earn one year of credited service for each year you participate in the plan and fly 734 hours of service (this averages out to about 62 hours a month). If you are credited with less than 734 hours of service, you earn a fractional year. As a guideline, if American pays you, the time counts (Vacation and paid sick time are included; disability payments are not). You can check your hours in the computer by pulling up HISK (current year) and HISK/L (last year) in your personal mode. It is important that you keep these records.

(NOTE: For those of us who were hired during the '60s and '70s, entry into the pension program involved three primary factors:

- 1) following the completion of one year of service;
- 2) turning age 25; and,
- 3) limited to two opportunities a year, July 1 and January 1.

APFA negotiations have made everyone whole for the years earned prior to turning age 25; the July and January entry dates have remained. The number of YCS you have earned determines the age at which you are eligible to begin your pension benefits.

Normal retirement age is 65. Early

retirement is available to us if we meet the following criteria:

- 1) age 55 and a minimum of 15 YCS (retiring at this age results in a reduced pension benefit); or,
  - 2) effective with the new Contract, 60 years of age and a minimum of 10 years of credited service. (This early retirement is with no reduction in your pension).
- In order to qualify for your pension you must meet the following criteria.

The qualifying times listed above are for retiring with a pension (being a pensioner) along with health and travel benefits (known as being a retiree). What about the people who won't have the required YCS in order to retire early? Are there any benefits for them?

The answer is yes. In order to qualify for retirement benefits other than your pension you need a combination of age and various seniority types.

**Appendix T** – This is no longer available as of November 12, 2001. This was the youngest age at which you could qualify for any form of severance. It provided a lump sum of \$10,000 for an active Flight Attendant with a minimum of five years of Occupational Seniority whose age plus seniority equaled a minimum of 40. There were eight round-trip D-2 passes annually with this severance. No

There is a lot of information here, and it is easy to get confused. If you are considering leaving American, consider your age and length of service to get an idea of what you might have earned.

health insurance was available with Appendix T, and recipients forfeited all seniority rights or claims for recall. However, if they qualified for retirement benefits under Article 36, they could have taken both Appendix T and retire under Article 36.

**Article 30** – This article addresses early retirement benefits for Flight Attendants retiring between 45 and 55 years of age. In order to take Article 30 (located on page 134 of your Contract) you must be between 45 and 55 with a minimum of 20 years of Company Seniority. There is a lump sum of \$25,000, pass benefits equaling 10 round-trip D2 passes for the Flight Attendant, spouse and dependent children, declining life insurance and medical coverage in the amount of \$20,000 lifetime for each of the Flight Attendant, spouse and dependent children. (When you take Article 30, you lock in your health and travel benefits and they will not alter once you collect your pension – you are restricted from any type of upgrade of benefits.)

**50 – 55 Rule** – This benefit is located on page 15 of your *Employee Benefits Guide*. If you terminate employment after you reach age 50 (but before 55) and if you have at least 10 years of Company Seniority, you become eligible for Retiree Medical and Retiree Travel once you begin your pension. When? Remember that you need at least 15 years of credited service to begin your pension at 55 and a minimum of 10 YCS to begin at 60. Using this rule, you can resign between 50 and 55 and then begin your pension when you are eligible (with the applicable reductions for early benefits), based upon your YCS. At that time you will also have retiree medical (if you have prefunded continuously from the time eligible until you begin to collect the benefits \$300,000 lifetime until you reach 65) and full retiree travel benefits.

**Note on 50 – 55 rule:** If you are leaving before 55 and qualify for Article 30 you might wish to forgo Article 30, since it restricts the health and travel benefits. If you took Appendix T or you choose to resign, you will still be eligible to collect your full retiree-

ment benefits when you collect your pension assuming you have prefunded. Unless you have alternate medical coverage, the \$300,000 quickly makes up for a lump sum of \$25,000.

**55 Retiree** – You can collect your pension if you have enough YCS, but what if you want to retire and haven't accrued the required amount? If you have 10 years of Company Seniority, and if you have prefunded from when first eligible until you retire, and you are 55 (or you are collecting Social Security Disability), you can retire with full retiree medical. You will collect your pension when you qualify. Anyone who retired prior to January 1, 2002, was not required to prefund and will qualify for retiree medical.

**55 Travel Retire** – If you have 10 years of Company Seniority (five years if hired prior to 1/1/96) you can leave at age 55 with retiree travel.

There is a lot of information here, and it is easy to get confused. If you are considering leaving American, consider your age and length of service to get an idea

about what you might have earned.

We are in the process of establishing a Retirement Department at APFA and are happy to answer your questions and assist you in determining which benefits work best for you. Please feel free to contact me, Jill Frank, with your questions at APFA Headquarters, Ext. 8397. Each of you must consider specific personal facts in making decisions regarding which path will be best for you.



# Is Our Pension Safe?

by Jill Frank,  
*APFA Retirement Specialist*

One of the questions that has arisen, especially lately, is the safety and protection of our pension funds. We've all heard horror stories of misspent monies and missing pensions. So this is a good time to find out what protections are in place for our future retirement dollars.

**WHAT IS OUR PENSION PLAN?** – The Retirement Benefit Plan of American Airlines, Inc. for Flight Attendants is a 75-page document that specifies the terms and conditions of our pension plan. It spells out definitions, eligibility requirements, formulas for benefit calculations, methods of payment and the administration and management of the Plan's assets.

**CAN THE COMPANY TERMINATE THE PLAN?** – In the Plan (page 67, Article XIII 1 a) it is clearly stated that "The company will not amend, suspend or terminate the Plan for the duration of the Collective Bargaining Agreements between the company and the Association." Additional protections against unilateral Company action to amend or terminate the Plan are spelled out in Article 36

of the new AA-APFA Collective Bargaining Agreement. So, for those who are worried that American will simply terminate the Plan to save money, that is not an option.

**WHAT IF AMERICAN RE-ORGANIZES OR GOES OUT OF BUSINESS?** – Every employee at American (management included) has a vested interest to ensure this doesn't happen. No one is going to choose this as a solution to the current financial challenges. Instead, every effort will be made to make AA a profitable company again.

**BUT, WHAT IF THIS DOES HAPPEN? WHAT HAPPENS TO OUR PENSION MONEY THEN?** – The demise of a company does not necessarily terminate the pension plan. If a Plan is fully funded (and it was for the year ending 12/31/2000), it would remain in place for anyone who is owed a pension.

**HOW IS THE PLAN FUNDED?** – The obligation to fund our Plan is based upon an annual review of the assets. Supported by the successful

stock market growth of the last 10 years, the Plan has actually been fully funded at more than 100 percent.

**WILL THE PLAN NEED TO BE FUNDED AT THE END OF THIS YEAR?** – In light of the stock market performance for the year 2001 – plus the fact that our new Contract made our pensions more valuable – American may have to contribute additional funds to the Plan for the year 2001.

**WHEN MUST THE FUNDS BE CONTRIBUTED?** – The accounting is done based upon year-end calculations, and the due date for any required company contributions is September 15 of the following year. So it is the responsibility of American to make the necessary contributions annually by September 15.

**WHAT IF AMERICAN GOES BANKRUPT OR FILES TO REORGANIZE?** – Bankruptcy doesn't necessarily terminate the Plan. If it is fully funded, it would remain in place.

**IS OUR MONEY PROTECTED?** Yes, The Employee Retirement Income Security Act of 1974 (ERISA) created The Pension Benefit Guarantee Corporation (PBGC, available online at [www.pbgc.gov](http://www.pbgc.gov)) to guarantee payment of basic pension benefits earned by workers.

**HOW DOES IT WORK?** – If the employer terminates a Plan in which it does not have enough money to pay all benefits owed, and the employer can prove to the PBGC that the business is financially unable to support the Plan, there would be a distress termination. If that were to occur, the PBGC would take over the Plan and step in to serve as Plan trustee, supplementing the Plan's assets with PBGC funds in order to make sure that current retirees and future retirees receive their pension benefits to the extent required by law.

**WHAT BENEFITS DOES THE PBGC GUARANTEE?** – PBGC guarantees monthly pension benefits beginning at normal retirement age, certain early retirement benefits and spousal benefits under joint and survivor coverage. These are subject to Federal limitations on the maximum amount and types of benefits that the PBGC can guarantee. PBGC does not guarantee health care, vacation pay or severance pay.

**WHAT IS THE MAXIMUM AMOUNT THAT THE PBGC CAN GUARANTEE?** – The maximum benefit guarantee is set each year under the provisions of ERISA. For pension plans terminated in 2001, for example, the maximum guaranteed amount is \$3,392.05, monthly, for a worker who retires at age 65, with some-

what lower amounts for those who retire at earlier ages.

**ARE THERE OTHER LIMITS ON THE PBGC'S GUARANTEES?** – Yes. For example, if the Plan was amended to increase benefits within the five years before it terminated, the PBGC's guarantee of the improvements may be gradually phased in over a five-year period.

**IF AN EMPLOYEE IS STILL WORKING, BUT FULLY VESTED, WILL THEY STILL BE ELIGIBLE FOR THEIR PENSION?** – The eligibility is the same whether you are already retired or still employed.

This information is offered to help educate all of us about the protections that exist for our money if our Plan was to terminate. Remember though, that is not something that can be arbitrarily done and, if the Plan were fully funded, it wouldn't happen even if American Airlines were to reorganize in bankruptcy. While it is understandable that due to recent events people are concerned about our Plan, at this point there is no threat to the benefits provided under the Plan.



# What's Next for InfoReps?

by **George Price,**  
*InfoRep Coordinator*

Not so fast. Just because negotiations are over does not mean the InfoRep Program is, too. So, if you were thinking it was time to remove your InfoRep Pin, stop calling the tape or no longer expect a mailer now and then, think again. The job of the APFA InfoRep continues.

Just because we are no longer in active contract negotiations doesn't mean that APFA is not faced with major issues that affect both our union and our membership.

Since Dana Davis, Trice Johnson, Patrick Hancock and I were asked to take over the InfoRep Program in May 2000, there have been dramatic changes. The most notable is the number of InfoReps. We began with 300 and now maintain a database of more than 2400 - 10 percent of the membership. Other changes include the weekly hotlines,

updated InfoRep page on the APFA website, frequent mailers and a revised InfoRep handbook. Throughout the Contract Campaign, InfoReps played a critical role by disseminating information, educating the membership, controlling the rumor mill, gathering information, mentoring our new members and organizing and participating in various membership actions. This is what the program is all about.

So, what is next for the InfoReps? Just because we are no longer in active contract negotiations doesn't mean that APFA is not faced with major issues that the membership needs to know about. InfoReps will continue to play a role by circulating accurate information relating to such issues as the TWA integration, legislation, contract education and enforcement, APFA and AAL relations, APFA events

and news about other unions' activities. Too much has been invested in our InfoReps and the program itself to simply shelve it during times between negotiations. You have proven how valuable you are to the success of this Union. The InfoRep Program must be maintained and enhanced in order to effectively deal with whatever we may face when negotiations begin again in 2004.

I mentioned a few things that InfoReps will participate in, but there's more you need to know. InfoReps are, in many ways, educators. They will be given the tools to help the membership understand the changes contained in our new Contract. They will be asked to help promote or fight certain legislation that may affect our work group or industry. One example of this is the Airline Labor Dispute Resolution Act, which most every





aviation labor union is against. InfoReps will play a big part during the integration of TWA Flight Attendants into our system. InfoReps will help the APFA get factual information to our membership regarding the integration process. They will also be valuable when it comes to publicizing such APFA events as elections, referendums, write-in campaigns to Members of Congress, and rallies in Washington, D.C. InfoReps will help with events involving other labor unions – the same type of assistance we received during our negotiations. As you can see, there is a great deal InfoReps will be involved with during the in-between times.

Something that InfoReps can do without being prompted is to continue mentoring our newest APFA members. Joann Matley, APFA Contract Coordinator, tells

new hires at the Learning Center to look to those wearing Circle Pins for information and guidance. When our New Hires return from furlough, they will need information and guidance. They know who you are and they will be looking for you. You will be doing APFA a great service by talking to our returning new members and assisting them with their transition back on the line. You can inform them about what has been going on within APFA while they were gone and explain what you know of our new Contract. You can also encourage them to become active Union members by calling the HotLine, visiting the website, reading *Skyword* and the APFA Bulletin Boards, and attending any and all planned meetings. You would be surprised how receptive they will be to the information you provide.

Your job is not over. The description of your responsibilities is just changing a bit.

Regardless of whether you are on an Overage Leave, furloughed, or on active status, you will continue to receive information on your evolving role as an APFA InfoRep. As members of APFA, we have many things facing us that require us to be as informed and as educated as possible. InfoReps will help ensure that they are.

Those of us involved in the InfoRep Program are very proud of the success the program has seen. It has not gone unnoticed by other labor unions. Recently, another union on AA's property approached us to discuss the role our InfoReps played during negotiations and the overall success of the program itself. This is a tribute to each of our InfoReps

and the job you have done.

When you are preparing for your next trip or any American training class, make sure you pin your Circle Pin onto your lapel. Your job is not over. The description of your responsibilities is just changing a bit. Keep in mind that APFA is always looking for additional InfoReps. If you know someone who is interested, have the person contact his or her respective APFA Base Chair to enter the program.

As a reminder, the InfoRep HotLine can be e-mailed to you each time one is recorded. All you need to do is to access the InfoRep Page on the APFA website, scroll to the bottom and follow the prompts to sign up. This

can also be done for the APFA HotLine. Actual copies of these hotlines are excellent tools to use when talking to Flight Attendants about APFA current events.

In closing, I would like to thank Patrick Hancock, Dana Davis and Trice Johnson for all of their hard work and dedication in helping make the InfoRep Program what it is today. Working with them on both the InfoRep Program and the Strike Preparedness Committee was a great experience. Thanks again, gang!



# A Recap of APFA's Negotiating Corporate Campaign

by Lori Bassani

## **Method to the Madness**

During the entire second round of bargaining, APFA had to devise multiple strategies tailored to the different situations in which we found ourselves. Each time, we started with the big picture and outlined our goals. We followed this up by creating the means to achieve these goals. We then dissected those means into the meticulous details about what it would take to achieve success.

## **Take Me to Your Leader**

During the tumultuous interim between the rejection of the first Tentative Agreement (T.A.) and the time it took to assemble a new team and new strategic advisors, the Board of Directors (BOD) and the Special Advisory

Committee (SAC) devised these strategies.

We retained two labor attorneys/strategic advisors to assist the new negotiating team: Stephen Moldof and Mark Richard. Both played very critical roles in the process. Mark Richard took the helm as strategic advisor for the Corporate Campaign.

## **What Is a Corporate Campaign?**

Simply put, the main focus of a campaign is to send strategic messages to American Airlines. We did this by putting pressure on AA through specific actions involving key secondary players to achieve our goal. The role that a Corporate Campaign plays

becomes increasingly greater to the degree that the other party stands firm, showing no signs of movement towards the goal of a Contract. The pressure is increased through various actions and becomes more pronounced as the process intensifies. It's like a chess game.

## **The Think Tank**

Mark Richard headed the Strategic Steering Committee (SSC), which included APFA President John Ward, Special Advisory Spokesperson Cheryl Walters, PR Liaison Lori Bassani, National Strike Coordinator Patrick Hancock, Negotiator Ray Baylis and National Communications Coordinator Leslie Mayo. Regular meetings were held to brainstorm and determine the course of the overall strategy and to design plans that we felt would help move the negotiating process along. After we came up with the central plan, the SSC members would then take the ideas to the people in their camp and collectively make it happen.

## **The Secret Formula Surrounding the 30-Day Cooling-Off Period**

A perfect example of APFA's Corporate Campaign was the determination to reach the 30-day cooling-off period if the company offered no viable contract. How can we get the NMB to release us into the 30-day cooling-off period? What are our strategic plans to reach an

Agreement without government intervention? What would our strategy be if we were forced into a Presidential Emergency Board?

The SSC met to design our campaign during this period that involved several facets of a Corporate Campaign. Our goal was to put enough pressure on American to force them into a reasonable Agreement for the Flight Attendants, and to keep the government from intervening in our fight for a fair contract. The key factors in this campaign were as follows:

- The many membership actions
- Our appeal to government officials
- Portraying our image to the public
- Sending strong messages to the public regarding American's treatment of our members
- Direct hits on several AMR Board of Directors to carry our message to American
- Involving institutional shareholders
- Involving businesses with strategic alliances with AMR (such as AOL)
- Involving key community government and business leaders in our appeal for justice
- Sending joint messages to Don Carty from all three labor groups on American's property
- Active outside labor outreach
- Calling on the One World Alliance labor groups for assistance

## Highlights of Activities

### Surrounding the Campaign

**Membership Action** – The May 22nd DC Fly-In was a highly successful Flight Attendant assault on Capitol Hill. More than 200 American Airlines Flight Attendants flew into Washington, D.C., and met with government officials from every state to request that they not interfere with our struggle. APFA Vice President Jeff Bott conducted a press conference on the Capitol lawn. Representative James Oberstar delivered a moving speech during the rally that followed on the Capitol steps. Behind-the-scenes preparations by InfoRep Coordinators Patrick Hancock, George Price, Dana Davis and Trice Johnson; Negotiators Ray Baylis and Robin Madison; our lobbyist Joan Wages; APFA National Communications Coordinator Leslie Mayo; myself and others, made this day happen. In the meantime, John Ward and the Negotiating Team were in Kansas City in another round of mediated talks with the company.

**Public Relations** – The media was kept informed of all activities via phone, press releases and press advisories. A media campaign was designed for television and newspaper coverage. Our media model, Leeanne Hansen, articulated our message: “We don’t want to strike but American may force us to.”

We wanted to keep our traveling

public informed of all possibilities during our labor struggles with American. John Ward, Lori Bassani and Leslie Mayo conducted several media interviews during this period to spread our message of reasonable demands from an unyielding and unappreciative company. During the critical days leading up to the Agreement, the messages to the media included reports on AMR/White House ties affecting Bush’s PEB decision and a message I relayed to the press from our Flight Attendants: This would be a golden opportunity for American Airlines to increase employee morale by coming forth with a well-deserved Agreement.

### Hit-and-Run Picketing Events

Several hit-and-run picketing events attended by Flight Attendants in base cities and commuter cities put pressure on AA in every market. City ticket offices were hit, the annual stockholder meeting was hit, and the membership never let up through to the very end. Many of our ideas for hit-and-run events came in from Flight Attendants through PhoneWatch. The Info Rep Team again made these happen. Lori and Leslie informed the press of these events, but not until the night before or the morning of the event in order to keep the element of surprise intact.

### The Government Behind the Scenes

– APFA President John Ward met with key government officials on Capitol Hill during this time.

**Labor Outreach** – Letters of support were written on our behalf by several labor groups including our brothers and sisters at APA and TWU. AFL-CIO affiliate Association of Flight Attendants (AFA) also joined in supporting us.

**Other Strategic Hits** – Flyers were distributed to various key secondary targets. Some of the more catchy flyers read:

- **“Why Doesn’t American Airlines Like My Mom?”**  
(Unfair treatment for women by AA)
- **“Where Is the Love?”**  
(Regarding the taking away of amenities from Love Field service by AA)
- **“Don’t Help American Airlines Knock Working Women Offline, AOL.”**  
(Targeted to AA’s strategic alliance partner, AOL)
- **“So, Does American Airlines Want the Government Involved in its Business ... or Not?”**  
(depicted Don Carty speaking out of both sides of his mouth with contradictory quotes about government intervention.)

**Community Involvement** – Power breakfasts and lunches were set up with local community and government leaders in such key markets as Miami and Dallas/Ft. Worth. They were well attended and gave us an opportunity to tell our side of the story. This resulted in letters written by highly visible and respected leaders of the community to President Bush or Don Carty. Some

also signed our “Appeal for Flight Attendant Justice” letters.

**Lobbying Capitol Hill** – APFA’s Lobbyist Joan Wages and Negotiators Robin Madison and Peter Day spent an exorbitant amount of time telling APFA’s story by soliciting support for our cause. They met with government officials and explained why intervention would be counterproductive for the labor process. One such meeting resulted in a letter from Sen. Edward Kennedy, D-Mass. Among other things, he said to Carty in his April 4, 2001, letter, “It is neither in the company’s nor the passengers’ best interest for the Flight Attendants to be without a contract.” He added, “I urge you to honor your Flight Attendants’ decision to bargain collectively.”

### Was There More?

Yes, but there is too much to mention in one article. And for security reasons, I am not able to divulge sensitive parts of our Corporate Campaign planning. But, I can assure you that we have many new ideas that we will be able to put to good use in the next round of negotiations that we didn’t even touch upon this time around. We really only turned up the heat during the 30-day cooling-off period. Imagine the possibilities if we had placed this sort of pressure on the company continuously. It’s intense, and it does pay off.

### Did We Get to the Company?

Well, I can guarantee you that the triple-hitter on Don Carty got his attention. Within 24 hours, Flight Attendants picketed AMR’s announcement of the TWA acquisition in New York. This was followed by the entire APFA Union leadership (during a break at a Board Meeting) greeting Don upon his arrival back into DFW airport with balloons tied to an empty contract binder hanging from strings. And, finally by coincidence, he was confronted by APFA Negotiator Laura Glading who was attending an event at the same hotel in which our APFA Board Meeting took place. This was one of our *lighter* Corporate Campaign hits.

### Result

This was a long, hard-fought war for those of you on the front lines, on the picket line and in the air. It was also hard-fought for those of us behind the scenes, a series of charging, retreating and changing strategies while anticipating moves and outcomes. And, finally ... the negotiated Agreement.



# Base Field Reports . . .

## LAX

We, the Flight Attendants at LAX, join our fellow APFA sisters and brothers in honoring our fallen heroes – the APFA members who gave their lives on September 11, 2001. They will live forever in our memories. We owe it to them, and to ourselves, to persevere against that which threatens us, in the name of justice, in the name of freedom and in the name of all we have fought so hard to achieve.

### Bid Sheets in Mailboxes

After a year of fighting the unwillingness of local management to compromise on this issue, LAX Flight Service is no longer stuffing bid sheets in mailboxes. Instead, we will revert to the old system of leaving them available in various locations for pick up by Flight Attendants. Ostensibly, this change came about due to a possible reduction in clerical and MOD staff at LAX and SNA. Management **should** have returned to the old system immediately when they found out how unpopular and how unworkable the new method proved to

be. Instead, they chose to fight us on every level, citing what they claimed to be the excessive cost of printing an overage of bid sheets, regardless of the fact that it is simply part of the cost of doing business.

Cancellations and reduced flying notwithstanding, is the bid sheet any less costly to print now, than it was before? Did local management really have to dig their heels in, further exacerbating the already poor labor-management relations at this base?

The answer is **NO**.

### Base E-mail List

We are continuing to update our base e-mail list. If you are interested in periodic updates and would like to be included, please forward your name, employee number and complete e-mail address to me at [builtfa@aol.com](mailto:builtfa@aol.com).

### Base Council

We are in the process of updating our local council list. Several

members have already come forward and expressed an interest in joining. If you are interested in becoming a member of our council, please contact either Nancy Brown or myself. You must be dues current to be considered for council membership, and attendance at local council meetings is mandatory. Currently, council meetings are scheduled for the second Wednesday of every month. We look forward to working with you.

In closing, we would like to thank you for your hard work, courage and unity in this time of adversity. We *will* emerge from this better than ever ... unified, stronger and ever-vigilant.

In unity,

**John Nikides**  
*LAX Chair*

**Nancy Brown**  
*LAX Vice Chair*

## DFW

### Furlough Contact

Due to the events of September 11, 2001, and the company's subsequent furloughing of Flight Attendants – 400 of whom were based at DFW – Article 16 (Overage Leaves) and Appendix F (Partnership Flying) of the AA/APFA Bargaining Agreement have come into play. If you or someone you know has been furloughed, please contact one of the DFW Furlough Representatives at the DFW office to assist you through this difficult time. Refer to the APFA website at [www.apfa.org](http://www.apfa.org) and click on the DFW base page or call the DFW Office at 972-444-2500.

### CRITICAL INCIDENT STRESS DEBRIEF

*What is it and how does it work?*

A Critical Incident Stress Debrief (CISD) is available for those Flight Attendants who are directly involved in an incident or accident at work. It is intended as a safe place to voice emotions, concerns and fears relating to a specific event.

An EAP representative attends the CISD. All discussions are confidential and no other participants are allowed at the debriefing. Even though the training department may conduct its own debrief, this is a separate debriefing.

Upon returning to base, a member of Flight Service should meet the crewmembers and give them information regarding a CISD debriefing. The debriefing should be arranged within a few days of the incident.

Flight Service automatically schedules a CISD when 'Category 3' events take place. Category 3 events are as follows:

- Severe turbulence
- Passenger death in-flight
- Crew death in-flight or on a layover
- Flight Attendant assaulted in-flight or on a layover
- Significant bomb threat
- Hijacking
- Fire on board aircraft
- Evacuation using slides

Debriefs may be scheduled for events not listed, but are not automatically scheduled by Flight Service. For those cases, AA Medical and EAP will determine if a CISD is necessary.

If a crewmember is scheduled to fly on the day of the CISD, that crewmember will be removed from their scheduled trip with pay in order to attend.

In Unity,

**Chris O'Kelley**  
*DFW Chair*

**Margaret Stewart**  
*DFW Vice Chair*



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