

**APFA  
FALL BOARD OF DIRECTORS MEETING  
OCTOBER 5-6, 2015**

**Sheraton Dallas  
Dallas, Texas**

**1358 Call to Order**

**1359 Message from National Treasurer Gunter**

A message was read to the Board of Directors from National Treasurer Gunter, who is undergoing treatment for a medical condition in Boston, Massachusetts.

**1404 National President's Opening Remarks**

National President Glading stated that after discussion with the APFA Board of Directors prior to the meeting, it has been determined that it will be in the best interest of the APFA and its membership, that the transition from her Presidency begin sooner than had originally been planned. Therefore, National President Glading informed the Board that her resignation would be effective October 9, 2015. National President Glading thanked all for this job that she has loved doing. National President Glading cited a favorite speech by Theodore Roosevelt in 1910. In it he states, that there is no effort without error and no courage without criticism. National President Glading stated that she has learned a lot from all, it has been a wild eight (8) years and all could not have been accomplished without unity. It is a place the APFA must return to in order to face all challenges ahead. National President Glading called the meeting to order once again and requested the roll call be taken.

**1408 Roll Call**

National Secretary Pharr took the roll of the APFA Board of Directors. All members were present with the exception of the National Treasurer.

**1409 Agenda Review and Approval**

Several revisions, additions and deletions were brought forth to amend the agenda as presented. These changes were reviewed prior to the vote.

**1416 Resolution 1a – Amend the Agenda**  
**Maker: Glading**  
**Second: Pharr**

Resolution #1A to amend the agenda was brought forth for a roll call vote and was passed unanimously.

**1416            Resolution #1 – Approve the Agenda**  
**Maker:        Glading**  
**Second:       Pharr**

Resolution #1 approving the agenda as amended was also voted upon and passed unanimously.

**1418   NATIONAL PRESIDENT’S UPDATE**

**1418   National President’s Update**

National President Glading outlined the meetings that had been conducted with the Company concerning implementation. Additional meetings have been scheduled. National President Glading felt the meeting went very well with Roy Everett and some trip pairing relief should be seen shortly.

**1419   Coalition Update**

A Coalition Meeting has not been held for quite some time due to schedule conflicts. The CWA has a tentative contract. TWU has not begun negotiations yet. Openers are being prepared. The APA is in the same position as APFA with the implementation process.

**1421   Active Litigation Report**

A written report was submitted to the Board and included in the packet. The Parker lawsuit is awaiting an answer to the appeal. An additional case was discussed and is still pending. The litigation insurance issue was discussed with legal counsel.

**1424   Legislative Report**

The Open Skies Program and APFA’s efforts to bring this to the forefront were discussed. Meetings were being held with the State Department. The State Department will be reviewing this, as U.S. carriers are being locked out of certain areas of the globe. Julie Frederick continued the briefing and had submitted a written report to the Board. The APFA had provided testimony at the Advisory Committee for Aviation Consumer Protection on cell phones, seat space and air rage. The language for fatigue in the FAA Reauthorization Bill was discussed. This bill has been postponed for six (6) months. The Congressional representatives felt that the best chance to address the fatigue issue would be the ARC. The Company’s attitude toward the fatigue program was discussed.

**1436   Merger Update**

The Joint Implementation Resolution Committee (JIRC) and Joint Scheduling Implementation Committee (JSIC) addressed the Board at this time. A slide presentation by JSIC was made outlining the meeting schedule with the Company, which is Wednesday and Thursday from 9:30-3:30. Pay protection has been the main agenda item for this month going through the agreement paragraph by paragraph with approximately twenty (20) people in the room. Reserve items have

also been discussed as well as discussion items submitted by the Board. Pay protection versus legalities, either contractual or FAR, were discussed. A chart also was displayed to show items that were implemented at this point. A request was made for a chart of the applicable FARS. The Committee explained the complexities of implementing and programming the various contractual changes and mergers of systems. The delays, caused by the IT problems, were discussed and examples given of priorities set. They explained the complexities of various implementations using holiday pay as an example. These discussions continued for quite some time. There was a chart showing the items that had been implemented at this point. The BRD (Business Requirement Documents) were explained and why they are so numerous and complex. National President Glading stated the communication must be improved both on the Company's part and the Union's part to help the Flight Attendants understand how labor intensive and complex these integrations are. BRD's must be done for every item.

At this time, the JIRC Committee spoke with the Board. They spoke to the items they have accomplished. They are still working with trainers at all bases. They have rewritten the Crew Portal Guide for all changes that have happened since December. It was given to the Company for review and has yet to be returned for distribution. After this three (3) month delay by the Company, it had to be revised once again. It was again given to the Company who promised a return date of September 30<sup>th</sup> and they are still waiting. They also are working on IT issues as well as instructional videos that will be posted on Jetnet. They have been working with Roy Everett on pair construction with an increase of 1 and 2 day pairings. Daily reports are being received of ETB transactions, ISAP transactions and ROTA processing. The Facebook page is going well with about 2,000 members. The mobile version of the crew portal is being programmed and is anticipated to be very well received. A brief history was given of the training this Committee has been responsible for and the numbers of individuals utilizing this training. Charts and graphs from FARC will be forwarded to the Board. Logs are kept of the calls to FARC. Some questions were asked by the Board for clarification as well as information requests. The reserve numbers were extensively discussed as pertains to LUS. The training for the LAA Flight Attendants was discussed and the negative attitude toward the PBS. The training for the PBS, or lack thereof, was the initial problem with PBS at LUS. It was stated that extensive training is mandatory for this new system.

## **1542 Workplace Policy**

National President Glading spoke to the need for this policy. The APFA UAW staff has a policy; however, there is no policy in place for APFA representatives/organization. A number of individuals have expressed an interest in adopting an anti-harassment/anti-hostile work environment policy. The atmosphere of disrespect has been increasing. The APFA staff's workplace policy will be forwarded to the Board as per the request of a Board Member for consideration. A question was raised whether this issue is covered under the APFA Code of Conduct, which specifically it is not.

## **1558 Break**

## **1616 Meeting Back On Record**

## **1617 Department Reports**

The procedure will be changed at this Board Meeting. Previously, each department head gave a formal presentation to the Board. A written report was submitted by each department chairperson to the Board as well. At this time, any additional information not contained in the submitted written report by each department head will be shared with the Board. Additionally, the Chairpersons are available to the Board for clarifications or questions.

### **1617 Communications Department**

The Chairperson spoke to the APFA Facebook Q&A page. Changes have been made to this page to encompass the intent of questions/ answers regarding contract questions. The Fact Rep Coordinator is now the main administrator of that page. He ensures that all questions are answered factually 24/7. He spoke to the Town Hall teleconference calls as well.

### **1622 Contract Department**

The Chairperson thanked those individuals who covered the department while on vacation. Additionally, the Chairperson wished to thank National President Glading for her constant and continual support of him personally and the efforts of his department over the past eight years. He stated that he was most appreciative of the availability, communication, and assistance of National President Glading throughout these past eight years.

There were a few questions for the Coordinator. The Super 80 drop procedures and availability was discussed. The Coordinator felt there would be more opportunities after the first of the year for Flight Attendants to drop this qualification. A grievance that was filed concerning this issue was discussed.

### **1627 Scheduling Department**

The Chairperson discussed the 4-day pairings which she thought would increase when the FOI is complete. The trip trading problem, which was discussed at the Executive Committee Meeting, was again briefly discussed and as well as a possible solution. The Chairperson thanked National President Glading for her availability, support and showing her how to be a problem solver. She is proud to have worked with her.

### **1632 Health Department**

Due to the benefit enrollment period, this is a very busy month for this department. A question was raised regarding the FMLA problems that continually occur. The Chairperson spoke to the procedures currently in place. A Board member questioned the extensive amount of time that it takes to obtain approval for a Family Leave. She felt these delays have just occurred in the last few months. Once again, the Company stated that it was an IT glitch. Information was being entered but not able to be retrieved to process the request. Several problems were highlighted. There were 394 LUS Flight Attendants affected by this problem, which the Health Reps feel have been rectified. If this is not the case, the Chairperson asks that she be notified.

#### **1644 EAP Department**

The Chairperson has seen a rise in drug testing issues and asks that the Base Presidents advise her of any problems they become aware of concerning this issue. Regular meetings are being held with the Company to work through these problems. The Chairperson then spoke to a positive drug test result while in LHR and the two issues involved. There is a legal issue with the London courts should a Flight Attendant test positive. It is imperative they hire a British solicitor as a court date may be set. In closing, the Chairperson thanked National President Glading for her tireless vision, tenacity and passion. She appreciated that National President Glading was always available to provide the support for her department and is honored to have served under her leadership.

#### **1648 IOD Department**

A written report was submitted to the Board. The overpayment issue was briefly discussed and seems to be resolving slowly.

#### **1651 Hotel Department**

The Chairperson had no additional information outside of submitted report; however, questions were raised by the Board. There is an issue with layover cities where multiple hotels are utilized; which has caused some confusion. The Company computer systems can only show two hotels at a time. The Boston layovers for LUS were discussed pertaining to Pilots and Flight Attendants staying in different hotels. The LAX hotels were also discussed. It is hoped that the crews will return to the Palos Verdes property after repairs following a fire.

#### **1659 Safety and Security Department**

The Chairperson spoke to a change in policy concerning the flex cuffs. The Company is awaiting approval from the government to store them onboard the aircraft rather than being required to carry them. A situation occurred in Dublin where the flex cuffs did not work. A film is shown at Recurrent Training demonstrating the correct procedure for putting these on the individual. The 787 aft coach jumpseats were discussed. There are three (3) jumpseats in coach and six (6) Flight Attendants working in that cabin. At this point, there has not been an increase in turbulence injuries. This Chairperson stated that it has been an honor and privilege to work with National President Glading thanking her for all efforts on behalf of the membership and the Chairperson personally.

#### **1708 Archives**

The Archivist wanted to advise the Board that the Negotiations documents have been sent out to be scanned in addition to two hundred boxes previously sent. Phase three will be sent out by the end of the month. There were no questions from Board. The archivist thanked Tim Trochelman for his hard work on this huge project. The Archivist also extended her gratitude to National President Glading for her support of the Archive Department.

## **1710 Retirement Department**

The Chairperson is finishing the road shows/informational meetings for the year. All meetings, thus far, have gone very well. The Chairperson spoke to the 401K conversion currently in progress. He felt that was a good change with lower fees and transparency. The lump sum payout for small pensions is in the process. Approximately 5,600 Flight Attendants will be receiving information regarding the amounts involved. It is felt that most will take advantage of this offer. The Chairperson stated that there is no VEOP being considered at this time.

This was the conclusion of the National President's Report. At this time, National President Glading acknowledged the phenomenal work done and goals accomplished as well as thanking all department chair people and APFA reps for their hard work.

## **1714 Break**

## **1737 Meeting Back On the Record**

## **1737 NATIONAL VICE PRESIDENT'S REPORT**

### **1737 SBA Report**

National Vice President Gluth began his presentation with a briefing to the Board concerning the quarterly meeting with Hector Adler and other Company representatives. The implementation of the Passenger Service System (PSS) was discussed. The Company discussed its financial position stating that they are showing a profit but did focus on some negatives regarding over capacity in certain international markets, instability in foreign destinations and the effect of the Wright Amendment ending. Domestically, however, they are showing a profit enhanced by the oil prices. The Company stated that Tel Aviv equipment in the short term will be utilized on PHL-MIA and during the winter perhaps to resort destinations.

The PHL daytime trip will be going to JFK. The MIA-FRA flight will be discontinued. The last USAirways flight from SFO to PHL was briefly discussed. The new male uniform was discussed as pertains to the stripes (braid) and the Company stated that inclusion of this was a cost factor.

Additionally discussed was the Lost and Found Policy as pertains to Company issued and required equipment; there is JCBA language covering this. The conversation centered on the tablets when left onboard the aircraft, whether it is lost or stolen. There is a rumor that there is an underground network reselling these. Flight Attendants have tried to retrieve tablets left onboard shortly after discovery and have found them to be missing. National Vice President Gluth discussed the insurance that is available at other airlines concerning this equipment.

The DCA parking situation is still ongoing and is being worked on. National Vice President Gluth discussed the differences between the DCA situation and the BOS parking settlement. This is a challenging situation. There was some discussion concerning the availability of WiFi

for Flight Attendants to use on their breaks on flights over seven (7) hours particularly by other airlines and how this can be done at American.

### **1751 Presidential Grievances, QSB's, Terminations**

National Vice President Gluth spoke specifically to the presidential grievance concerning the prefunding case. The Executive Session is still ongoing. The Company is requesting a decision without formally arguing the issue, as the TWU grievance is approaching. The APFA has tried several times to settle this case with the Company to no avail. Other Presidential Grievances have been filed and APFA would like to present them. The Company has been asked to find outside counsel as they do not have enough people internally to handle all the cases. These cases involve the LAA-LUS out-of-network insurance costs, LAA-LUS deadhead language from the JCBA and the LUS preferential bidding crew portal ETB Presidential Grievance. The National Vice President would like to have these three (3) grievances scheduled and heard by the end of February.

Concerning the weight & balance cease and desist letter, the APFA has given the Company five (5) days to respond.

A termination grievance will be going forward in November. Three additional termination cases will be scheduled during the First Quarter of next year. APFA and the Company have applied to the NMB for grievance mediation; as well as the training for this. This had been previously utilized by LUS. The success rate was relatively high for LUS.

QSB's are going forward in November, which include two important cases. One involves the recording of who is located in what jumpseat for LUS, as positions that are decided onboard the aircraft prior to flight. The other case involves the eleven (11) days off outside of vacation. Both are LUS cases. A request was made for further explanation of the weight and balance issue which was included in a Hotline. The National Vice President felt very strongly about the Company rescinding this agreement and position on this issue.

The National Vice President spoke to his history with National President Glading. He spoke to their many years of working together and in 2011 running against each other ending with a vow to work together outside of political differences. He spoke of the trust and confidence in one another during the merger situation allowing APFA to survive intact unlike the APA and TWU officers. National Vice President Gluth thanked Laura for her many years of service and sacrifice over these many years.

National Vice President Gluth then addressed the challenges for him going forward. He wished to thank all of his regional representatives, Brett Durkin and the APFA staff. The National Vice President continued by outlining his agenda as National President with the specifics he will be taking forward.

National President Glading thanked Marcus for his comments. National President Glading said that the Company was still planning on addressing the Board of Directors during tomorrow's

meeting and this would be an excellent time to begin the discussion of the Christmas Bonus Program discussed by National Vice President Gluth and the Board.

### **1810 NATIONAL SECRETARY'S UPDATE**

The National Secretary asked the Board's indulgence to present an agenda item out of order, to which the Board had no objection.

### **1812 New Hire Education/Training**

The two Flight Attendants working on this program also attended the ITF Meeting with National Secretary Pharr this summer. They gave a brief review of this meeting and ideas brought back to help engage new hires in Union work and knowledge. They reviewed the previous Board Meeting discussion concerning the direction the Board wished this program to take. They have attempted to follow these guidelines by bringing the classes to the bases and focusing on those hired after 2013. These training classes are strictly voluntary with the first half focusing on APFA history as well as labor history. The second half of the class deals with the changes brought about by the JCBA. The topics to be covered will be: vacation, hours of service, reserve, international flying, deadheading, jumpseating and compensation. National President Glading noted that 3,000 new Flight Attendants have been hired by LAA and 1,900 by LUS. The Board expressed their support and gratitude for this new hire training program.

### **1825 Constitution Committee**

National Secretary Pharr asked if the Board had any questions about the opinion paper issued by the Constitution Committee. There were no questions asked by the Board. A member of the Constitution Committee asked to address the Board. There was no opposition from the Board. Tim Burns, MIA Flight Attendant, addressed the Board. Tim was a member of the original Constitution Committee in 1990 and wished to reiterate the work and forethought encompassed in this document. The original intent was to create a continuity of government, stability and consensus building. There have been limited amendments to the Constitution over the many years. He stated that it was imperative to realize the intent of all aspects of the Constitution and give much thought prior to amending it. He cited an example of a change and the reasoning behind the original wording and procedure. He did request that the Board consider including a member of the original committee when contemplating amendments to explain philosophy, perhaps reasoning behind all articles to ensure no conflict with the original intent. He felt that the intent of the language is very important and that theme runs throughout Union work. He is very concerned about off record discussions conducting union business that is increasing and denying the membership the right to transparency when conducting union business. The intent of the APFA Constitution is that Union business is done on record, holding all responsible for what they say. He asks that his remarks be taken in the spirit intended.

### **1833 Policy Manual – Postponed**



### **1833 Anti-Raid Committee**

National Secretary Pharr stated that a resolution was passed at the last Board Meeting framing this Committee and its parameters. National Secretary Pharr feels this Committee should be formed as soon as possible due to several incidents that have come to his attention. National Secretary Pharr asked that the Board caucus during this meeting to establish the membership of this Committee. National President Glading agreed with National Secretary Pharr, stating that the Board needs to decide what they want to do as this issue is a clear and present danger.

### **1836 Social Media Policy**

A committee was formed at a meeting this past year; however, never really materialized. The National Secretary felt that some sort of policy should be in place as most other organizations do, in fact, have such a policy. He is not asking for a restrictive policy; simply a guideline.

### **1838 National Officer Election Balloting Dates**

Willingness-to-serve posted	10/21/15
Willingness-to-serve picked up	11/20/15
Ballots sent	12/10/15
Ballots counted	1/09/16
Runoff ballot mailed (if needed)	1/19/16
Runoff ballot count	2/18/16

An attorney/client conversation was requested by Legal Counsel concerning the electronic voting process. It was determined this would be conducted following the National Treasurer's Report.

National President Glading felt the nine (9) hour meeting limit had been reached as members met prior to going on record at 1358. The Board was asked if they wished to extend the meeting and for how long. It was decided to continue the meeting through the National Treasurer's Report and confidential briefing by Legal Counsel.

National Secretary Pharr spoke to his admiration for National President Glading and their years working together. He expressed his gratitude for her always present support and her problem solving abilities.

### **1840 NATIONAL TREASURER'S REPORT**

#### **1840 National Treasurer's Report**

The Financial Report was submitted in writing to the Board of Directors. It is the same financial report that was read into the record at the last Executive Committee Meeting. The latest quarter has not been completed at this point. National Secretary Pharr stated that he had received a call from our financial representative at Wells Fargo who shared good news. Even with the turmoil of the stock market, the overall APFA portfolio has only gone down negative .03%. In regards to the Dues Referendum, to date 104 Flight Attendants have signed up for dues forgiveness.

**1845 Meeting Recessed**

The Fall Board of Directors Meeting was recessed for the evening. The Board will reconvene at 0930 on October 6, 2015. The Board will remain for the confidential briefing by Legal Counsel.

**DAY TWO**  
**APFA FALL BOARD OF DIRECTORS MEETING**  
**OCTOBER 6, 2015**

**0930 Call to Order**

National President Glading called day two of the Fall Board of Directors Meeting to order.

**0930 Roll Call**

All members of the APFA Board of Directors were present with the exception of the National Treasurer.

**0933 National VP Appointment – Temporarily Postponed**

**0933 Resolution #2 - Non-Compete Clause/Policy**

**Maker: Nikides**

**Second: MacPherson**

Resolution #2 was read into the record by the maker, Nikides. This resolution speaks to the acceptance of employment within American Airlines management of APFA National Officers, National Officer Assistants, Regional Representatives, National Chairpersons, Base Presidents and Base Vice Presidents. This resolution serves to prohibit the above named APFA representatives from accepting employment with the American Airlines group and its subsidiaries, in a management capacity not including jobs related to Flight Attendant Training, for a period of two years from the date they left office.

The meeting will be taken off the record for a confidential discussion with Legal Counsel.  
(0939)

**1015 Meeting Back On the Record**

The maker amended the resolution. The wording “prohibited” was changed to “strongly discouraged”. Resolution #2 was put forth for a roll call vote and was passed unanimously.

**1016 Break**

**1032 Meeting Back On the Record**

**1034 American Airlines Management**

At this time, Doug Parker, Scott Kirby and Andrew Nocello, American Airlines’ top executives, joined the APFA Board of Directors for a question and answer session. Mr. Parker explained their time was limited; however, they were happy to be able to attend this meeting and to meet with the APFA Board Members.

A Board Member asked a question regarding Delta's most recent pay raises. During JCBA negotiations, the Company stated repeatedly – Delta plus 7. With these new pay raises, Delta is now higher paid than the American Airlines Flight Attendants. The question was whether this would be rectified soon. After discussion, the statement was made by management that this would be dealt with during the next round of negotiations as per the contract. Mr. Parker continued by stating it is typical of the industry where each company's negotiation result surpasses the previous company's. Delta expressed more interest in the guaranteed pay scale versus the uncertainty of profit sharing. It was reiterated that Delta is non-union and the work rules they endure were highlighted by Mr. Parker as compared to American Airlines.

Another question spoke to the morale problem at American Airlines that had previously been acknowledged by both management and labor. Mr. Parker asked to be advised of specifics, if possible, that they can address. He did acknowledge the integration and the problems involved, as well as the frustration it has caused. The discussion turned to the employee's feeling of being valued by management. Mr. Parker stated that employees are truly valued by the Company. Helping employees understand the problems involved – and everyone's role - with the integration, the Company hopes to reiterate employee's value to the Company. The issue with some employees not feeling valued is a problem the Company will continue to work on. The Board Member feels there is a disconnect in the information and solutions brought forth for this morale issue. The Board Member has agreed to continue to provide feedback.

The "Hard 40" issue was brought up by a Board Member as a very troublesome issue for the Flight Attendants. She explained the flexibility the previous "420 hours" threshold policy allowed. She continued to explain the negative effect the "Hard 40" has on the Flight Attendant's ability to control their schedule. There have been mixed messages, according to the Board Member, on the feasibility of the "480 hours" being implemented versus the "Hard 40". Scott Kirby explained the introduction of the "480 hours". This was tied to the ratification vote of the tentative contract and was only included to encourage ratification. This was dropped after the contract ratification failed and the "Hard 40" was again in the contract. Scott Kirby stated emphatically they were not willing to reconsider the "Hard 40" clause. The Board Member stated that then indeed this was a very concessionary item to give up.

The next question was for Andrew Nocello concerning the PHL flying pending the termination of the Tel Aviv trip, and the transfer of the early LHR to JFK. The question regarded the utilization of these aircraft and the ramp hours. This loss of flying is of great concern to the PHL base. Management expressed their disappointment in the failure of the Tel Aviv flight to produce income. The Board Member is very concerned about this loss of flying and the potential and continuation of maintaining the PHL base. Management stated that PHL is a very big hub with 450 flights a day. Flight Attendants should feel confident as PHL is the largest northeast gateway to Europe, bigger than JFK. At this time, there are future plans to add additional flights to Europe from PHL. Mr. Parker interjected that this airline is doing very well and growing. All hubs are doing very well.

The jumpseat weight and balance issue was raised by a member of the Board. It was promised to LUS due to the difficult travel situation until 2017. The Board Member has been made aware that this policy will be dropped effective October 17<sup>th</sup> with the PSS cutover. It was also stated

that 99.9% of the time, this policy would not be a problem; therefore, why not keep it? Mr. Parker stated that it is a problem from the implementation standpoint as involves both LUS and LAA agents working the trips and the training involved after the crossover to the single reservation system. They did leave it in place as long as possible. The Board Member stated that this does contribute to the employee morale problem. Mr. Parker did state that this was unfortunate and the Flight Attendants were, indeed, not served well on this issue.

A Board Member raised the possibility of bonus payment. Reference was made to the discontent with the “Hard 40” and the constant talk of bridging the gap. The Board Member suggested a reward for the efforts of employees especially now that record profits are being shown. Mr. Parker agreed that there is a morale problem and is trying to engage and support all the AA team workers by giving employees all the tools to do their job - citing examples, as well as the communication lines that are clear and constant. He feels this will be the best airline in the world and is trying to be the best at engaging the employees. He did not feel this one time “fix” is the answer. The Board Member stated he did not feel this was a one - time fix – rather an investment.

The next question involved the request for pay protection during the cutover from the two res systems to one this upcoming week. The Board Member asked for a commitment if Flight Attendants’ schedules were harmed due to this integration, their schedules would be made whole. The management team would not agree outright to this request; however, should enormous problems, cancellations, etc. occur, they would most certainly review the situation and the effect on the Flight Attendants.

Pay protection was brought up by a Board Member due to his concern that this had not been implemented at this point. He asked that this be a priority and is very, very important to the Flight Attendants who are due this protection under the JCBA. The management team said they would continue working with the APFA towards this implementation. Mr. Parker felt all would go well with the PSS upcoming this week.

Mr. Parker spoke of his gratitude for National President Glading and her leadership of the American Airlines team throughout this merger. He feels the USAirways and American Airlines Flight Attendants, as well as the management team and all at American Airlines, should be grateful to Laura as they would not have been able to accomplish this merger without her vision, efforts and hard work.

National President Glading added that the merger was a direct result of the Flight Attendants’ unity. Additionally the merger would have not happened if the Flight Attendants did not stand behind it; stating that the Flight Attendants pushed the merger through.

At this point, Doug Parker, Scott Kirby and Andrew Nocello had to leave the meeting for another meeting that had been scheduled with the FAA Administrator.

## **1118 Continuation of Company Presentation**

Representatives of Labor Relations, IT for Crew Systems & Technology, IT Program Management and Pay Comp are now available to the Board of Directors. They had prepared a brief slide presentation concerning the implementation of the JCBA. They have acknowledged that the implementation of the JCBA is a top priority, especially the pay protection portions, and must be accomplished as soon as possible. Meetings are held with the JSIC at least two times each week going through the language, line by line, with all departments involved as they are actually writing the BRD (Business Requirement Document) and must be sure that it is correct and all agree on the interpretation of the language.

The slide presentation began explaining the process and the new working tools to manage, manipulate and change your schedules outside of the mainframe environment. There are applications such as crew portal, a new trip trade system, an electronic trip trade board along with PBS. A slide showed items as they are today in comparison to when JCBA is implemented. All anticipated automated interfaces were explained. These were very detailed slides and explanations of how these implementation issues are introduced without creating a problem with the current programming. Several slides were explained in great detail. All of these new processes exist outside of the FOS system giving IT the ability to shrink FOS crew replacing it with something that is more modern and up to date.

The IT Manager reiterated that the pay protection issue is their #1 priority. They identified the complexities involved in this implementation as LUS and LAA were vastly different. Each and every component must be programmed. Some clarifications were requested by the Board concerning each slide. Several scenarios were brought forth by the Board Members to illustrate changes. Illegalities on split pairings were discussed regarding legalities when there is no sign in.

The question was raised whether there will be retro pay involved for pay protected situations that have occurred and will occur prior to this being implemented by IT. The answer was no. Extensive explanations for the implementation, or lack thereof, were offered by the Company committee. The Board was assured that all resources are working on the implementation of pay protection; however, it is extraordinarily complicated. The question by a Board Member was why aren't more personnel and man hours being brought in to speed up implementation. The IT Manager stated that his group has almost doubled and has asked for additional funding to help speed up implementation. In a change of topic, questions were directed to PayComp. The statement was made that it is very difficult for the Union Reps or Flight Attendants to contact either personally or via email, a representative from PayComp with paycheck questions. PayComp feels that some relief will be forthcoming once all changes are programmed and are also pushing for the total implementation. The difficulty in hiring additional personnel is the age of FOS and the fact that it is so archaic. Most job applicants are just out of college and not familiar with FOS, or its own particular language and have to be trained.

Once again, it was requested that the Company and Union work together to formulate a letter of agreement regarding pay protection for Flight Attendants during the upcoming PSS. The Company representatives stated they would consider the request.

A question was raised regarding the improper, or lack of, entering the correct information into ACARS regarding Flight Attendant jumpseat assignments. Several communications have been sent to the Pilot group regarding this procedure. The discussion returned to the weight and balance jumpseat issue and the devastating impact on the Flight Attendants. The Board Member spoke to the extreme disappointment at the decision to implement this change immediately after statements that this would not happen. The Board Member asks that this remain as is until FOI. This only affects 1.1% of the flights as stated by Mr. Parker. The potential of having to pull a revenue passenger for a non-rev is the issue for the Company, no matter how small the percentage. The Company stated they have extended it as long as they possibility could; however, the complexities are too numerous. Flight Attendants ability to communicate with PayComp was again discussed and a new system the Company will be testing was mentioned. PayComp suggested sending a HISend at this point in time as the phone lines are constantly busy.

The point was made, by a Board Member, that upper management should become more aware, themselves, of the contents of the Flight Attendant contract.

**1230 Lunch**

**1337 Meeting Back On the Record**

**1337 NEW BUSINESS**

**1337 Non Compete Clause – Previously addressed earlier in meeting**

**1338 Resolution #3 - National Vice President Appointment**

**Maker: Kaswinkel**

**Second Gluth**

Resolution #3 was read into the record by the maker, Kaswinkel. This resolution speaks to the appointment of Richard Knuth as National Vice President for the duration of this term. The resolution was put forth for a roll call vote and was passed unanimously.

**1342 Resolution #4 - Disclosure Clause/Policy**

**Maker: Nikides**

**Second: Martin**

Resolution #4 was read into the record by the maker, Nikides. This resolution speaks to the commitment to the APFA of National Officers, National Officers Assistants, Regional Representatives and National Chairpersons, National Vice Chairpersons. These individuals are strongly encouraged to resign their positions immediately prior to reaching the interview stage of the selection process should they apply for a management position with American Airlines group or subsidiaries, not including positions in Flight Attendant training. The resolution was opened to discussion by the Board. Several opinions were brought forth concerning the resolution as pertained to enforcement and the recent situation that caused the maker to put forth this

resolution. After lengthy discussion, the resolution was put forth for a roll call vote and was passed. (12-Yes, 2-No)

**1358            Resolution #5 - Delayed Implementation Revaluation Process**

**Maker:        Nikides**

**Second:      Martin**

Resolution #5 was read into the record by the maker, Nikides. This resolution speaks to the revaluation of those items not yet implemented as per the JCBA. This resolution requests the Negotiating Committee review the items not implemented monthly to determine value. This resolution encouraged discussion of those items that are not desired to be implemented immediately and the effect on those. The JSIC Committee asked for a further explanation of the information requested under this resolution. Discussion continued for quite some time with several points pro and con being brought forth. The maker was asked to amend the resolution, to which he agreed. APFA Counsel Rob Clayman spoke to this issue. He spoke to the recouping of funds within the contract of items implemented at a lower cost than originally projected. There is not a mechanism in the contract to support this attempt. The work required to produce this update either monthly or quarterly by the JNC and/or JSIC was discussed as to time and budget constraints. Additional questions were asked of Rob Clayman by the Board. The maker was asked if he was willing to withdraw the resolution, which he was not. The Resolution was amended to read quarterly, versus monthly. Resolution #5 was put forth for a roll call vote and was passed. (11-Yes, 3-No)

**1431            Resolution #6 - Union-Company Relationship**

**Maker:        Nikides**

**Second:      Martin**

Resolution #6 was read into the record by the maker, Nikides. This resolution speaks to APFA's current working relationship with management. The maker feels that a majority of the Board and the membership want the APFA to lead with activism and secure the benefits and promises made and are due its membership. This resolution was opened to discussion. Several opinions were brought forth both for and against this resolution. The ADR process was discussed as pertains to this resolution. It was agreed that the membership must be engaged and their voice restored. Several members of the Board contributed to this discussion. A roll call vote was taken and Resolution #6 was passed unanimously.

**1448            Resolution #7 - EC/BOD Conference Calls**

**Maker:        Adair**

**Second:      Martin**

Resolution #7 was read into the record by the maker, Adair. This resolution speaks to the continuation of these calls through a revision to the APFA Policy Manual. The resolution also states that these will be prescheduled for the convenience of the Board. If these are pre-scheduled, it enables more Base Presidents to participate with prior notice. The wording of this resolution was thoroughly discussed and some amendments were made. Resolution #7 was put forth for a roll call vote and was passed unanimously.



**1515 Resolution #8 - Hotline Notification**

**Maker: Adair**

**Second: Martin**

Resolution #8 was read into the record by the maker, Adair. This resolution speaks to the Hotline contents being sent to the Base Presidents 24 hours prior to general release to the membership. This will enable the Base Presidents ample time to prepare for any questions that may arise from information contained therein. The 24 hour request was discussed. All hotlines are sent to the National Officers first for approval. It was suggested that it also be forwarded to the Board at that point. The opinion was voiced that this would indeed slow down the time getting information to the membership. Social media has created problems in information being leaked prior to the APFA or Company notification. There was immense concern about slowing down the process of disseminating information, but also the point of sharing information that may be in rough draft or incomplete format.

**1529 Break**

**1549 Meeting Back On the Record**

The conversation concerning Resolution #8 continued at this point. Revisions were suggested to the resolution concerning the timeframe. The intent of this resolution was again reiterated that it is solely to allow Base Presidents access to this information allowing them to prepare for any questions or clarifications requested by the membership. This refers to Hotlines that are disseminated to both the LUS and LAA Flight Attendants. After further discussion, some amendments were made to the Resolution. Resolution #8 was put forth for a roll call vote and was passed unanimously.

**1558 Ad Hoc Election Process – Postponed to later in the meeting**

**1558 Resolution #9 - Department Transparency – Postponed**

**Maker: Adair**

**Second: Britton**

Resolution #9 was read into the record by the maker, Adair. This resolution speaks to a revision of the Policy Manual incorporating organizational charts with names and positions to be included on the website. This helps clarify the structure under each department and the councils and committees therein. This discussion continued for quite some time with questions being brought up not directly related to this resolution. The question was called; however, this motion failed. It was suggested that this resolution be postponed to consult the webmaster concerning the viability of this request within the resolution. An explanation was given about the simplicity of the original intent of the resolution that was to show how each department worked with councils and committees allowing a Flight Attendant to see if they wished to become involved in that department. The Board agreed to continue the debate beyond the time limit and speaker limit. A suggestion to keep this a discussion rather than a resolution was made. The point was made that this involves the webmaster, who it was felt should be consulted in order to accomplishing this. Volunteers were asked to work with her to establish a more user friendly page concerning each

department and those who work and volunteer within. The maker agreed to postpone this resolution.

### **1631 Base Transfers**

The request for the ability to transfer bases was made. The APFA was told that this may be available once both LUS and LAA were on the same payroll system, which should occur prior to the FOI. It was suggested this become a priority for the Company following the completion of the PSS. The suggestion was received that the JSIC should be advised as soon as possible. The difference in the contracts at this point in time was brought up concerning transfers from an LAA base to LUS base and vice versa.

### **1644 Resolution #10 - Ad Hoc Election Process – Postponed**

**Maker: Adair**

**Second: Martin**

Resolution #10 was read into the record by the maker, Adair. This resolution speaks to preferential voting be used within the process of electing Ad Hoc representatives. The current system is lengthy and problematic time wise at the Annual Convention. The maker feels that this may need to be reviewed by the Policy and Constitution Committees. Additionally, the Department of Labor would have to be consulted as it is an election. Board Members were in favor of a change; however, the complexities of changing the process were highlighted. It was felt the National Ballot Committee should be involved in these discussions. The point was made that the Ad Hoc representatives are at the Executive Committee to represent the Board of Directors. Because it is an election, any member in good standing is eligible to hold the Ad Hoc position. The intent of the resolution was to streamline the process. After much discussion, it was decided that this resolution will be postponed pending further research.

### **1704 Fiscal Year Vacation Bidding**

This was a discussion item and an informational sheet was passed regarding the effects of bidding on a fiscal versus calendar year - as pertains to retirement. The Board Member initiating this discussion has spoken with the Retirement Chairperson and the National Vice President. Currently at LUS, vacation is earned on the calendar year as well as bid on the calendar year. LAA utilizes the fiscal year for accumulating and bidding for vacation. The document shows how the LUS Flight Attendant would lose vacation and premium pay prior to retirement when going to the fiscal year bidding.

### **1711 Break**

During the break, a postponed attorney/client confidential discussion will be held.

### **1748 Meeting Back On the Record**

### **1748 LUS Jumpseat Weight and Balance**

The Board Member requesting this discussion item reiterated the importance of this issue to the LUS Flight Attendants. They were extremely disappointed that the Company reversed their position to keep this policy in place until FOI. They will continue to fight for this benefit and encouraged all to support the planned campaign and to be involved.

### **1749 Section 6.B – APFA Policy Manual – Postponed until Fall Convention**

### **1750 Conduct of the Gallery**

There is a policy currently in place in the APFA Policy Manual. The Board Member wished to read this policy into the record as a reminder to the Board and the gallery assembled at this meeting. There was a disruption at a previous meeting and the Board Member did not want to see this happen at this meeting; or any future meeting. This policy applies to everyone.

### **1754 Resolution #11 - Small Base Headcount – Postponed**

**Maker: Martin**

**Second: Britton**

Resolution #11 was read into the record by the maker, Martin. This resolution speaks to a revision of the APFA Policy Manual. This resolution revises head count numbers for base trip removals. The small base budgets have been revised several times. The maker reviewed all these changes over the years with the Board. There are six (6) bases affected by these changes/resolutions. The maker asked that the Board consider bumping up the head count numbers to be utilized for next year's budget. The source of the funds for these changes was questioned. A Board Member made the point that if there was an emergency or imperative reason for an additional trip removal at a small base, that it has never historically been denied. A point was made that within this particular Board, Base Presidents have assisted other bases, during a dire situation, in supplying a trip removal from their own budget. A Base President / Board Member cited examples of how the current policy negatively affects them in their attempt to cover the work at their base. It was reiterated that if a trip removal is necessary, the request has never been denied. It was felt that the small bases are not being represented at the same level as the larger bases as a lot of work is done between trips on a volunteer basis. An LUS Base President spoke to this need as well for their base. National Vice President Gluth spoke to the history of this issue and the problems associated with it. This policy has been in place for many years and he felt the time for discussion or revision is during the budget formulation at the Annual Convention. National Vice President Gluth stated that he had not received any calls during his tenure wherein a trip removal for an important case was ever denied. Board Members did ask that the Budget Committee review this issue for the small bases. The maker was asked to postpone the resolution as the Budget Committee will be meeting in December and this could be discussed at that time. National President Glading will ask the Budget Committee to give a brief report back to the Executive Committee, which will be meeting also in December. The maker agreed to postpone this resolution to the Annual Convention.

**1834            Resolution #12 - Teleconference/SBOD Meeting**  
**Maker:        Martin**  
**Second:       Adair**

Resolution #12 was read into the record by the maker, Martin. This resolution speaks to changes to the APFA Policy Manual concerning the request to call a special meeting. This resolution eliminates the need for a written signature on the request for a special meeting. It also speaks to assigning a proxy should a Board Member not be available for any special meeting called. The point was made that the National Secretary always contacts the Board Member regarding the call if they were not a participant to determine their opinion or input. Alternate wording for this resolution was suggested.

**At this time, the Board agreed to extend the meeting to 1930.**

The debate continued regarding the refinement of the language of this resolution to clarify the intent. Resolution #12 was brought forth for a roll call vote and was passed unanimously.

**1856            Resolution #13 - EC Agenda**  
**Maker:        Martin**  
**Second:       Nikides**

Resolution #13 was read into the record by the maker, Martin. This resolution speaks to the removal of a previously submitted agenda item for the Executive Committee Meeting and the ability to do so according to Roberts Rules of Order. An opinion was rendered by the Parliamentarian present at this meeting. An agenda item must be addressed by the EC once it has been placed on the agenda either by voting it down, postponing it indefinitely or rejecting the consideration of it by a 2/3 majority vote without debate. A motion to be divided upon demand refers to the request issues be considered separately if they stand on their own. Even if an issue is divided, both must be voted upon. The conversation turned to the APFA policy itself as compared to Roberts Rules. Currently, there is no policy about what is included on the EC agenda.

Both Legal Counsel and the Parliamentarian expressed their professional opinions concerning this issue. A break was called allowing conference on the issue as it had become somewhat confusing with several issues being affected.

**1906    Break**

**1922    Meeting Back On the Record**

Wording changes were suggested following the conference with the Parliamentarian and Legal Counsel. The word changed from address to discuss. The explanation given was that only the Executive Committee Member or Board Member submitting the agenda item can remove it. The Executive Committee must discuss the item, not just address by dismissing the item. Further explanation was given of the meaning under Robert's Rules of the word address meaning that addressing an issue can mean to decide not to discuss such item. The purpose of the resolution

was to ensure that the Committee did indeed discuss the issue. This is a parliamentary difference. Resolution #13 was put forth for a roll call vote and was passed unanimously.

**Once again a time limit had been reached and a majority of the Board wished to continue with the meeting.**

### **1930 Speaker**

There have been many, many speaker issues brought to this Board Member. One issue is that some speakers appear not to be fluent in the language of destination to be able translate cockpit comments. These concerns have been raised by fellow speakers. According to the contract, a proficiency test can be given every two years. Another Board Member has seen examples of the Company retesting individuals wherein some speaker qualifications were rescinded. National Vice President Gluth will look into the situation and report back to the Board.

### **1937 Executive Committee – Postponed**

#### **1938 Resolution #14 - Support Joint Negotiations of United/Continental Flight Attendants**

**Maker: Seelye**

**Second: Adair**

Resolution # 14 was read into the record by the maker, Seelye. APFA will publically recognize and support the ongoing negotiations of United/Continental Flight Attendants and their effort to secure meaningful wage increases, which will benefit the industry as a whole, in particular American Airlines Flight Attendants. There is a reopening clause for American Airlines Flight Attendants under the current JCBA, regarding wages. Resolution # 14 was pit forth for a roll call vote and was passed unanimously.

### **1941 Base Council Reps**

The question was raised if the Non-Compete Clause resolution language as pertains to accepting employment with American Airlines management could be included in the willingness-to-serve forms. Legal Counsel was unsure if this was possible. A Hotline may be a better idea.

### **1944 Pay Protection during the Company PSS Integration**

The possibility of extreme scheduling problems for Flight Attendants during this PSS integration was discussed again. The Company had stated during their visit that they would not, at this time, commit to any pay protection policies. The Board Member asked that the Board continue the pressure on the Company for a Letter of Agreement. The Board Member asks that the Union send a letter to the Company asking for this pay protection with a copy to the entire membership. It is imperative that the membership know the Union is trying to take care of this issue before it happens, have a plan in place and the Company be on notice. There is precedent for pay protection on the LUS side. Management has already taken precautions with extra personnel concerning the upcoming PSSI. National President Glading asked National Vice President Gluth

to author a letter to the Company requesting that in the event of pay loss to any Flight Attendant due to the passenger service system integration, they be pay protected. This will also be on the Hotline.

**1959                    Resolution #15 - Pay loss Parity**  
**Maker:                Trautman**  
**Second:               Bedwell**

Resolution #15 was read into the record by the maker, Trautman. This resolution speaks to the pay loss parity for LUS as compared to LAA. This resolution modifies language in the Policy Manual which allows payment of five (5) hours to a Flight Attendant who does Union work on a day off. This resolution is for clarification purposes only and does not change the policy established via resolution at the May Board of Directors' Meeting. Resolution #15 was put forth for a roll call vote and was passed unanimously.

## **2012   Reserve Representative**

The Board Member read a portion of a proposed but not presented resolution concerning the establishment of a National Reserve Chairperson dedicated solely to the needs of the reserve Flight Attendants. This would be a Policy Manual revision. The Board Member is asking that the Budget Committee consider this request. There are many changes occurring to reserve on both sides. The LUS Redbook does require such Chairperson. There will be several changes to reserve, especially for LAA. The Scheduling Chairperson should be involved in this issue of education due to the many, many changes. The percentage of reserves at all bases has increased tremendously. A Board Member feels that education on this issue, and creation of support staff, must begin sooner rather than later.

**2023                    Resolution #16 – Adjourn the Meeting**  
**Maker:                Gluth**  
**Second:               Valenta**

National Vice President Gluth made a motion to adjourn the APFA Fall Board of Directors Meeting. The motion passed unanimously.