



September 16, 2008

Ladies and Gentlemen:

Beginning October 15th our Negotiating Committee will take to the road to hear directly from you. We will conduct meetings in every location around the system so that you can receive detailed information on the negotiations process and the role you play in it. Most important, these meetings will focus on your feedback, your questions and your needs in these negotiations. Plan to attend one of the unprecedented 14 pre-negotiations meetings listed on the back of this mailing.

We recognize it's not enough to say that we deserve the best Contract in the industry, we must be prepared to fight and win it. We've been working diligently to prepare our Union for its biggest fight, and biggest opportunity, ever! In Railway Labor Act (RLA) Section 6 negotiations management's threat of getting a court to abrogate our Contract is gone. The playing field has been leveled. We have the right to negotiate for improvements.

Bankruptcy is over. There is no more concessionary bargaining. Following the development of a strategic action plan that was unanimously adopted by the United Master Executive Council last October we have been preparing for a workplace revolution. Success in these negotiations will require us to maximize our strategic advantage – you.

Our negotiations will not occur in a vacuum. Management will play up the condition of the economy, the airline and the industry – all factors that mean nothing when it's time for them to take another bonus for themselves. Make no mistake; our Solidarity and resolve to fight for what we need will be the greatest influence over the progress and outcome of negotiations. Management only responds to pressure – that is what motivates the bargaining process. Together we demand an on time Agreement with improvements to our wages, benefits and working conditions.

Armed with the knowledge of the process and the role you play in negotiations, we will be successful in achieving our collective priorities. When we go to the table this spring Flight Attendants with up to 11 years seniority will experience regular Section 6 negotiations for the first time. They will have the opportunity to experience the camaraderie of fighting for improvements for the first time. More than ever before, education and mobilization of our Flight Attendant community are key components to the success of these negotiations. You will have the opportunity to become part of the Flight Attendant Negotiations Network (FANN), to play a critical role in our negotiations and support achievement of our goals every day you go to work.

We have already begun to collect statistically valid polling information regarding our collective priorities and in the months to come there will be an unprecedented opportunity to provide candid and direct feedback through multiple Membership surveys, meetings, web-casts, on-line polls, and one-on-one conversations.

We can, and we will lift Contract standards for all Flight Attendants. We are prepared to take full advantage of this opportunity to achieve the Contract we deserve. The United Master Executive Council is resolute in our commitment to rebuild our careers and ensure a Contract that leads the industry. Together we can achieve a new Collective Bargaining Agreement that represents the collective priorities of our community and redefines our proud profession.

In Solidarity,

Greg Davidowitch, President  
United Master Executive Council



## Negotiating Committee

Our elected Negotiating Committee works hand-in-hand with our professional negotiators, attorneys and consultants throughout the entire process. These elected AFA Members are critical to the process because only Flight Attendants know how each of us experiences the provisions of our negotiated Contract. They will work at the direction of the United MEC and in accordance with the priorities set by the AFA Members at United Airlines. MEC President Greg Davidowitch serves as the fourth member of our Negotiating Committee along with these three elected AFA Members:



*Left to Right: Shirley Barber, Jack Kande and Karen Mazuer*

### **Karen Mazuer, ORD Council 8**

Karen Mazuer is the most experienced Flight Attendant negotiator in our industry, with training at Cornell University and the George Meany Labor Studies Center followed by more than eight Contractual negotiations and experience that extends to other airlines. Her credentials list is comprehensive, including her determined work as Strike Chairperson. Karen has also served her flying partners in every Local Officer position including Newark Council 6 President for two terms in the '80s and again from 2000 until management closed the domicile in 2006. Newark Flight Attendants knew first hand Karen's dedication to her flying partners, her consistent effort to communicate and her fiery resolve to fight for Flight Attendants. Karen knows management tactics well and proceeds to achieve her goals with strategic precision. During her interview she expressed her desire to address Reserve issues. Karen stated, "my experience will be helpful but the real power for these negotiations lies with each and every AFA Member – and if it takes individual conversations with every single one of our Members to build our power that's what our Union will do. We won't stop at anything to achieve the Contract we deserve!"

### **Jack Kande, HKG Council 26**

After working at another major US airline, Jack emerged as a leader among our ranks even as early as his initial training at United in 1995. In less than a year he was elected by his peers to serve as Local Council President in Hong Kong, where he is currently based. Jack took a break from serving as President of the Local Council after two terms but continued to volunteer on the AFA Grievance, Safety and Occupational Benefits Committees along with acting as Strike Coordinator. In addition to all of his volunteer work for our Union he is an officer in the United States Army Reserves. He also has international Flight Attendant negotiations experience and is schooled as an economist. Jack is well respected by his peers in Hong Kong for his demands for justice and commitment to resolving every issue for the benefit of Flight Attendants. Jack again ran for Local President in Hong Kong last year and inspired the highest voter turnout for Local Elections across the system even though he was running unopposed. We often hear from Members throughout the system who have flown with Jack and were impressed with his ability to tackle domestic legalities, reserve assignment issues or explain a wide range of our benefits. When talking about his role on the committee Jack stated, *"to me there is no difference between junior/senior, lineholder/reserve or domestic/international issues – there are only issues important to Flight Attendants. I look forward to working with all of my colleagues to win the best Contract in the industry."*

### **Shirley Barber, LAX Council 12**

Shirley is a Los Angeles Flight Attendant with over 30 years of service to our Union. Scheduling is her expertise, but after serving as MEC Secretary-Treasurer for six years she was exposed to the wide range of issues affecting Flight Attendants throughout the system. While serving as the Chairperson of our Union's Schedule Committee for 12 years, Shirley fought for Flight Attendant quality of work life by insisting the company consistently apply the language of the Contract as intended. Shirley's steely determination has served us well during some of the most challenging times our Union has ever faced. You can always find her at the head of the picket line expressing her contempt for the actions of management. She has consistently proven her dedication to Flight Attendants. Shirley also knows first-hand the tactics of current management and has proven herself skilled in her dealings with them. She knows how to cut through their rhetoric and turn the tables in our favor. Shirley recently stated, *"I'm ready for this fight."*



### **Lois Breece, Negotiating Support Committee Chairperson**

Lois Breece, AFA Member of DCA Council 21, has been a United Flight Attendant since 1991. She has been an active AFA volunteer since 1994 on a variety of committees including Reserve, Hotel and Scheduling and held elected positions as Council 21 President and Vice President. She is educating and mobilizing Union Members while working as an activist on the CWA Health Care Initiative. Her commitment, passion and experience in grassroots mobilization campaigns will be invaluable as we build Membership involvement in these negotiations. Lois got fired up when discussing plans to take on United management and win the improvements we need. *"If it's a fight they want, a fight they will get. We are ready to stand together and take back our Contract."*

## Negotiations Process Summary

Labor Act (RLA) do not expire, they become amendable and our current Contract stays in place during the negotiations process. Our Contract is amendable January 7, 2010. We're demanding an "On-Time Agreement" from United management; that would mean our new Contract would be in place by this date.

During bankruptcy we negotiated an early opener provision as part of our 2005-2010 Agreement. We have the right to start the negotiations early by serving the Company with written notice of the intent to change the Contract 270 days prior to the amendable date. Under this provision Direct Negotiations (negotiations between AFA and management) will begin in April 2009.

After compiling and reviewing all your feedback, our opening proposal (Opener) will be finalized during March and presented to the AFA United Master Executive Council (MEC) for their consideration in the beginning of April. After the MEC approves our Opener, we will exchange opening proposals with the Company. It's a safe bet we won't like management's Opener at all, but we will negotiate in good faith when talks begin. Our Negotiating Committee will conduct another Roadshow and visit all Councils again to review both Openers with you.

### Direct Negotiations

Direct Negotiations with the Company will resume upon returning from that Roadshow and continue throughout the spring and summer of 2009. If a Tentative Agreement is reached, it would be presented to the MEC for their consideration. If approved by the MEC, the Tentative would be presented to you for a ratification vote.

### Mediation & the National Mediation Board

If a Tentative Agreement has not been achieved by August 7, 2009 our Contract states AFA and United will jointly petition the National Mediation Board (NMB) to begin mediation. The NMB, whose three members are appointed by the President of the United States, is the federal agency that appoints mediators to assist the parties with productive dialog on their negotiations issues. The mediator establishes when and where the parties will meet and may recess a case from time to time if it is deemed appropriate. There is no time limit for the mediation process although our Solidarity can encourage progress. Mediation continues until an agreement is reached or until the NMB determines that further mediation would be fruitless due to an impasse. The NMB uses the mediation process to foster agreements and to avoid a resort to "Self Help" whenever possible. For the Union, Self Help means engaging in activities that may inflict economic harm on the company, up to and including a strike. For the Company it means Self Help includes the right to unilaterally impose their changes to our Contract, or to lock us out.

This mediation process continues until a Tentative Agreement is reached or talks deadlock. When the NMB believes that mediation efforts will not result in an Agreement, the NMB conveys a "Proffer of Arbitration" to the parties, proposing to resolve the remaining issues in binding arbitration. During binding arbitration, hearings are held and an award made by the arbitrator. The award is binding and the new Contract is imposed upon both the Union and the Company, without a ratification vote. If either side rejects the "Proffer of Arbitration," the NMB releases the parties from mediation and they enter a countdown to Self Help: the "30-day Cooling-Off Period."

### The 30-Day Cooling Off Period

During the cooling off period, the NMB invites the parties to further mediate the negotiations. These meetings are often referred to as "super mediation" and usually attended by one of the Board members of the NMB. Generally, these meetings are called at or near the end of the 30-day countdown to Self Help, with the Self Help deadline often providing a new incentive for the parties to reach an agreement. If no agreement is reached by the end of the Cooling-Off Period we would then be free to strike or employ other self-help tactics to put economic pressure on management to reach an agreement. Management would have a similar right to engage in self-help tactics – like a lockout or imposed work rules – to pressure the Flight Attendants to reach an agreement.

### Presidential Emergency Board

The RLA gives the NMB one additional means for trying to resolve a negotiations dispute and avert a strike or a lockout. The NMB may notify the President of the United States that, in its judgment, an agreement cannot be reached and this may threaten to substantially interrupt interstate commerce and transportation. The President may then interrupt Self Help and appoint a "Presidential Emergency Board" ("PEB"), which has 30 days to conduct hearings with the parties to develop a proposed agreement. This is followed by another 30-day Cooling-Off Period. If either party rejects the PEB proposal, the parties may engage in Self Help at the end of this last 30-day Cooling-Off Period. Finally, Congress may also intervene and mandate an Agreement legislatively, ordering the parties to adopt the findings of the PEB. This is another reason we work to elect a President and members of Congress who understand the importance of ensuring Flight Attendants a fair opportunity to negotiate fair wages, benefits, retirement and work rules.

## Solidarity Will Achieve an On-Time Agreement

The negotiations process is important to understand, but it's even more important to understand that we can take these negotiations into our hands and determine the outcome by working together. The power of 17,000 United Flight Attendants standing together as Members of AFA will produce the leverage we need at the bargaining table to get an On-Time Agreement. Our Solidarity can pressure management to address the issues that matter to Flight Attendants in a timely fashion.

Our Negotiations Support Committee and Flight Attendant Negotiations Network will build a structure that effectively utilizes our power in Solidarity. Success at the bargaining table flows directly from each of us supporting the negotiations in every way we can, in Solidarity as a unified Flight Attendant group.

The first important step in supporting these negotiations is making sure you attend one of these Roadshow meetings. This is a Listening Tour. We want to hear from you! Join us to share your thoughts, ideas and priorities.

## Contract Roadshow: Negotiations & You



### London

**October 29<sup>th</sup> @ 12 Noon**  
Bulstrode Pub  
55 Lampton Road  
Middlesex, London TW31JG  
0208-572-7845

### Las Vegas

**November 20<sup>th</sup> @ 1 pm**  
Royal Resort  
99 Convention Center Drive  
Las Vegas, NV 89109  
702-735- 6117

### Boston

**October 15<sup>th</sup> @ 12 Noon**  
Hyatt Harborside  
101 Harborside Drive  
Boston, MA 02128  
617-568-1234

### Frankfurt

**October 31<sup>st</sup> @ 3 pm**  
Le Meridien Park Hotel  
Wiesenhuettenplatz 28-38  
Frankfurt 60329  
(49)(69)26970

### Tokyo – Narita

**December 3<sup>rd</sup> @ 5 pm**  
Narita Excell Hotel Tokyu  
31, Oyama  
Narita-shi, Chiba 286-0131  
(81) 476-33-0109

### Chicago

**October 16<sup>th</sup> @ 10 am**  
Hilton Garden Inn  
2930 South River Rd  
Des Plaines, IL 60018  
847-296-8900

### Seattle

**November 12<sup>th</sup> @ 10 am**  
Doubletree Hotel  
18740 International Blvd  
Seattle, WA 98188  
206-246-8600

### Hong Kong

**December 5<sup>th</sup> @ 3 pm**  
Amici's Sports Bar  
1/F, 81-85 Lockhart Road  
Wan Chai, HK  
(852) 2866-1918

### New York

**October 21<sup>st</sup> @ 2 pm**  
JFK Ramada Plaza  
Bldg 144 Van Wyck Expwy  
Jamaica, NY 11430  
718-995-9000

### Honolulu

**November 14<sup>th</sup> @ 10 am**  
Hawaii Prince Hotel  
100 Holomoana St  
Honolulu, HI 96815  
808-944-4491

### Denver

**December 9<sup>th</sup> @ 1 pm**  
Grand Hyatt Denver  
1750 Welton Street  
Denver, CO 80202  
303-603-4050

### Washington DC

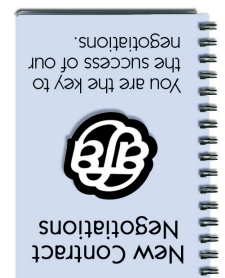
**October 23<sup>rd</sup> @ 11 am**  
Holiday Inn Select - IAD  
4335 Chantilly Shop Ctr  
Chantilly, VA 20151  
703-815-6060

### Los Angeles

**November 18<sup>th</sup> @ 10 am**  
LAX Marriott  
5855 West Century Blvd.  
Los Angeles, CA 90045  
310-411-5700

### San Francisco

**December 11<sup>th</sup> @ 1 pm**  
Doubletree Hotel – SFO  
835 Airport Blvd.  
Burlingame, CA 94010  
650-344-5500



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