

INSIDER



**TRANSPORT
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AMERICA, AFL-CIO**

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- REPRESENTING -

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Air Wisconsin - AirTran - Alaska - Aloha - Aloha Island - America West - American Airlines - American Eagle - American Trans Air - Chautauqua - Continental - Continental Express - Executive Airlines - Express Jet - Frontier - Hawaiian - Horizon - Mesaba - Northwest - Ogden - Southwest - Spirit - Sun Country - United - UPS - USAirways - World Airways - Fort Gordon - Kings Bay - Cape Canaveral & Cape Kennedy - and all of our Service Contracts

Official Publication of the Transport Workers Union of America - Air Transport Division



INDUSTRY

NEWS

FLASH

LAWMAKERS WARN WHITE HOUSE ON FOREIGN OWNERSHIP

WASHINGTON (Reuters) - A bipartisan group of U.S. lawmakers led by an incoming Democratic committee chairman has warned the White House not to proceed with a proposal to ease restrictions on foreign investment in U.S. airlines.

Rep. James Oberstar, a Minnesota Democrat who will lead the House of Representatives Transportation Committee beginning in January, and three other House members suspect the Bush administration may be planning an end run around Congress and urged White House Chief of Staff Josh Bolten to withdraw the plan entirely.

"Making the rule final in the face of bipartisan congressional opposition would be a very poor start to the 110th Congress," Oberstar wrote in a letter to Bolten.

New Jersey Democrat Jerry Costello, the incoming chairman of the House aviation subcommittee, and Republicans Frank Lobiondo of New Jersey and Ted Poe of Texas also signed the letter.

The Bush administration proposal a year ago to reverse a World War Two-era law and give overseas interests say in how the carriers they invest in are run stalled in August when Congress voted to block any attempt to change ownership rules.

European Union negotiators want greater leeway for international airline investors before approving an agreement with the United States that would, among other things, give American carriers more opportunities for transatlantic service, including greater access to London's Heathrow airport.

But the congressional vote to delay U.S. action has no teeth yet because it was included in transportation spending legislation that will not be finished before lawmakers adjourn after the lame-duck session in December, and will not likely be addressed again until February at the earliest.

Oberstar now suspects the administration may try to exploit the congressional leadership change and the unexpected inaction on the spending bill to quietly finalize the investment proposal.

Oberstar and his colleagues said it was their understanding

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that transportation planners could act soon on the change that has some support among U.S. airlines. There is little to no foreign investment in U.S. carriers now.

Transportation Department officials would not discuss their plans for the rule they say could inject new capital into the U.S. airline industry and invigorate competition, lowering prices and improving service.

Andrew Steinberg, the agency's assistant secretary for

(cont. page 11)



"As a labor organization, we can make a difference if we get out the vote."

A T D

AIR TRANSPORT DIVISION DIRECTOR GARY YINGST



and non-union alike objected, and rightfully so! Congress abruptly changed course because of public opinion and the looming Congressional elections. Those elections turned out well for working families with control of the House and Senate returning to the Democrat's after almost 13 years

up and worked very hard by volunteering with our organizing efforts. We were all disappointed when we learned that we had not been successful at Continental Airlines, but our organizers and volunteer's hard work and determination is to be commended.

They are particularly, Local 555 President Charles Cerf, and his dedicated team of volunteers that work the ramp for Southwest Airlines. Also, many Locals on AA property that assisted with volunteers and the "get out the vote" campaign in the elections. And a special thanks to Local 514 in Tulsa, for their sign shop volunteers. There were hundreds of union members that gave up precious time from their families during this effort. Our union's goal was to provide other airline workers a voice and bring about working class wages and benefits for those who do not have them.

YOU MADE IT HAPPEN!

As the year comes to a close, I would like to reflect on some of organized labor's progress throughout the year. The first that comes to mind is the Pension Protection Act recently signed into law by President Bush. Thousands of our members helped lobby to get this legislation through both houses of Congress. In addition, the Wright Amendment was settled by mutual agreements between the cities of Dallas and Fort Worth. The issue was settled locally with input from all parties involved. Congress could have scuttled this legislation, and some attempted to, but it was eventually passed into law ending a bitter feud between the two cities.

Aside from the airline industry, the potentially damaging Dubai Ports fiasco; which proved just how out of touch Washington was from the rest of the country. The citizens of our country put Congress on the hot seat over this issue. If that deal had been approved there was no telling how many Americans could have lost jobs. The American people, union

Labors Focus in 2007:

- Raising the Minimum Wage
- Foreign Ownership of U.S. Carriers
- Open Skies Agreements
- F.A.R. 145 Foreign Aircraft Maintenance
- Overturn the "Kentucky River Case" decision

of Republican control. American public opinion, captured by television and radio talk shows, letters to the editor, e-mails and phone calls, made the difference. The nation's anger was vetted through every possible media available. When citizens speak out en masse, politicians have to take notice.

I would like to thank our brothers and sisters who stepped

In closing, I would ask that you remember our laid-off and displaced brothers and sisters in your thoughts and prayers. The Christmas season is a special time for families, please include our servicemen and women in your prayers too. Think of them and the job they do for us, here at home, during this Holiday season. I wish all of you a very Merry Christmas and a Happy New Year.



HIGHLIGHTS OF THE PENSION PROTECTION ACT OF 2006

Higher Plan Limits

A 2001 tax law set higher contribution limits for IRA's, SIMPLEs, SEPs, 401(k)s, and 457 plans. The larger contribution amounts were set to expire after 2010 along with most of the other provisions in the old 2001 law. The Pension Act makes these higher contribution limits amounts permanent and generally indexes the limits for inflation in the future.

Saver's Credit

The saver's tax credit that provides for a credit of up to \$1,000 annually for lower-income individuals' contributions to retirement plans is made permanent. The income-based phase-out ranges for the credit will be indexed for inflation, a change that will make the credit available to more taxpayers.

Plan Start-up Credit

The tax credit for small businesses that start a new retirement plan (up to \$500 per year for three years) is made permanent.

Roth 401(k)s

Roth 401(k)s, which had been scheduled to end after 2010, are made permanent. This change may increase their popularity among both employees and the employers.

Nonspouse Rollovers

Starting in 2007, the Pension Reform Act permits tax-free rollovers of a deceased person's IRA or retirement plan into a nonspousal beneficiary's IRA. Before this change, only spouses enjoyed this tax-free option.

Income Tax Refunds

Beginning next year, taxpayers will be allowed to have all or part of their income tax refund directly deposited into their IRA account.

Penalty Easing

Generally a 10% penalty applies to early withdrawals from retirement accounts. The new law provides an exception to the penalty for military reservists called up to active duty and for certain public safety employee's (e.g., policeman, fireman, and medical emergency personnel).

Section 529 Plans

Distributions from Section 529 plans used to pay for college expenses were scheduled to lose their tax-free status after 2010. The Pension Act makes the tax-favored treatment for 529 plans permanent.

Charitable Donations

The rules are tightened for donations of cash, clothing, household items, and easements. No tax deduction will be allowed for contributions made by cash or check, regardless of the amount, without a receipt from the charity or a bank record. No deduction will be allowed for used clothing or household goods unless the items are in "good" condition.

IRA Donations

Older taxpayers will temporarily be permitted to make direct donations to charities from their IRA without first paying tax on the distribution. A \$100,000 manual limit applies.

You should consult with a tax planner or financial advisor in planning for the important tax law changes imbedded in the Pension Protection Act of 2006.

FAA DIAMOND AWARD

The TWU represented Aviation Maintenance Technicians (AMT's) working at American Airlines and American Eagle, were honored November 13, by the Federal Aviation Administration for their commitment to training and safety.

Officials of the Federal Aviation Administration presented the FAA Diamond Award to representatives of American, American Eagle and the Texas Aero Engine Service LLC. TAESL is a joint venture between American Airlines and Great Britain-based Rolls-Royce LLC that repair and overhaul aircraft engines for Rolls-Royce clients and is located at the Alliance Maintenance Base near Ft. Worth, Texas.

Over 5,000 American AMT's and 873 American Eagle AMT's, were presented with the awards for nearly 313,000 hours of training at the two airlines in 2005, officials said.

The Diamond Award is the highest level of recognition in the FAA program and is designed to encourage initial and recurrent training programs and honors qualifying employees and their company's commitments to training and safety.

Diamond Awards are presented to AMT's who complete at least 100 hours of training in the previous year. Employers are eligible for Diamond Awards when at least 50 percent of their technicians qualify for Diamond Award certificates.

Scholarship funds available visit the Union Plus website at:
www.unionplus.org



WHAT ARE WINGLETS?

By: Robert Gless

International Representative

There has been a lot of press lately about the weird looking “L” shaped wing tips on commercial aircraft. They are called “winglets”, and were initially developed and used by NASA during the first fuel crisis that hit our country in the 70’s. Most commercial airlines are installing them on their fleets today because they help save fuel which has become a major expense.

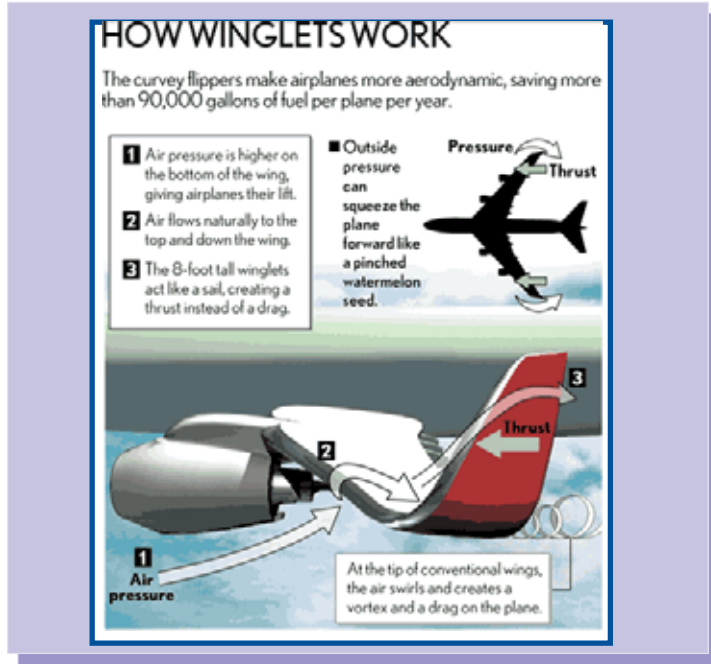
In my frequent travels as an International Representative, I spend a lot of time in the air and meet quite a few interesting passengers on these long flights. After discussing our livelihoods, some passengers realize that they are seated next to a certificated AMT, the conversation often turns to aircraft safety, and in particular the aircraft we are flying on. Some passengers ask questions like, “what is that funny looking thing on the end of the wing, how does it work, and what does it do?”

Here is a simple but brief explanation of their purpose. By studying the basic principles of “lift,” one can see that the shape of a wing or airfoil causes the air flow to separate as it hits the leading edge. The upper air stream has farther to travel, going

up and over at an elongated angle, compared to the lower air stream which travels under the wing very quickly. As the velocity of the wing increases thru the air, it creates lift by generating an area of low pressure on top and high pressure below, this causes the wing to rise as air flows over -- creating “lift”. At the wing tip is a void which causes the high pressure to spill over the end

wing. By angling the wing tip vertically upward it directs the flow of the vortices and forces them upward thus creating a forward thrust.

With a small increase of forward thrust and reducing the air spillover effect on the lower wing surface an increase of up to 7% is obtainable. These winglets improve the efficiencies of the wing itself and reward the



creating an increased pressure on the top of wing reducing lift known as a “wingtip vortice.”

These vortices are in essence small horizontal tornados trailing from the wingtips. They can be negated in several different ways. One way is to increase the length of the wing, which greatly impacts the maneuverability, both in the air and on the ground. Another would be to shorten the wing, like a fighter jet, and compensate with more engine power, which would not save fuel.

This is where the winglet comes in; it works by increasing the wings distance and by its upward direction reduces the pressure loss at the bottom of the

operator with reduced fuel burn, increased range, and larger payloads.

Airlines have little or no control over the price of oil but do have direct control over how much they use. The addition of winglets has helped cut fuel bills by as much as 20% annually. Today, winglets have become vitally important to an airlines bottom line.

For more information on winglets you can access the NASA web site listed below.

WWW.NASA.GOV





RAINY DAY'S

By: Tim Gillespie
International Representative

We live in a volatile world today with many changes and disruptions that affect our day to day lives. Wars, terrorism, inflation, and roller coaster foreign economies that can impact our personal financial stability. Last summer's high gasoline prices is just one example of that volatility. Prices doubled in a few weeks and put a hardship on hundreds of businesses in the transportation sector and households across the land. Bottom line – high prices affect all of us. We can't predict when or how much prices will spike, or even what commodity will be the next to affect our finances. How can a family budget for unforeseen price hikes?

First, we can take a good hard look at our own financial picture, annually, and make plans for the inevitable. As businesses, both large and small, are cutting costs and trying to save for the unexpected, we too must do the same in our households. In a world where most of us live paycheck to paycheck this is a huge undertaking. It probably seems like a pipedream but in essence it's a yearly financial reality check. Adjustments are made to budgets

all the time and it doesn't have to be that painful, if examined thoroughly with a goal in mind. Your family's financial future starts now, only if you have a budget plan in place and stick to it. Social Security is no longer an absolute, especially for younger generations, but they must learn to save their money now so it will compound over time. The younger generations have time on their side, where many of us do not.

In a time where good jobs are scarce and defined benefit pension plans are dwindling, we should take advantage of every opportunity to bolster our finances. You can enlist the help of professionals like, Financial Planners, Certified Public Accountants (CPA), and credit card counseling professionals. Their expertise will help you come up with a financial

happens if you out live your savings?

Take advantage of every opportunity at your disposal today; a pre-tax health reimbursement account and child care accounts are great ways of stretching every dollar contributed and lowers your tax liability at years end. Try and maximize your contributions to a 401k plan every year. It seems difficult at first, but after a few years you will notice the significance. Find a qualified investment firm, some of which offer free counsel. Invest in good mutual funds, stocks, bonds, and IRAs. By investing a small percentage of your wages today, that investment will grow and compound over time and help secure your financial future. It doesn't have to be a lot, but the key is to start today.



Happy Holidays

plan that you can live with. They will naturally recommend paying down debt first, and secondly increase the amount you save. People are living longer today too, so your nest egg needs to be larger than previous generations. Health care costs continue to climb and that alone puts more demand on anyone's financial nest egg, especially those already retired and living on a fixed income. What

I don't believe any of us want to work any longer than need be, so have that talk with your family and ask them - have we started saving for the inevitable rainy day?

"The labor movement means just this: It is the last noble protest of the American people against the power of incorporated wealth."
--Wendell Phillips, 1871



LOCAL 513 MEMBER ORGANIZES "APPRECIATION DAY"

This article is about an enthusiastically remarkable man and his desire to recognize his fellow co-workers at DFW airport. Tom Hill is an eighteen year veteran Fleet Service Clerk and TWU member of Local 513. He started his career in Charlotte, North Carolina and now works the DFW ramp for American Airlines. After this past summers grueling heat wave and record load factors, Tom wanted to do something for his friends and co-workers. He wanted the company to recognize all those departments that had worked so hard through the busy summer schedule. In August, the baggage loads increased dramatically because of a Homeland Security alert that banned any liquids or gels from being carried onto an airplane. As we all know, most traveling passengers usually pack liquids and gels in their carry-on bags. The load factors were already at record levels and now even more passengers were checking bags, which became a real challenge for many employees. After the summer schedule had recessed, Tom Hill had an idea, to an aircraft that would represent the spirit of those hard working dedicated DFW employees. He wanted to do something for his co-workers, but had to get approval by management. Would they go along with such an idea? Tom didn't know the answer, but he was determined to pitch his plan. Tom talked to Tim Ahern, Vice President of DFW Operations, to see if the idea would fly with management's approval. His idea for the "Spirit of DFW" was born, and before he knew it, had become bigger than he had ever expected.



Free food, telling a friend, WOW!



The chow line was busy all day long.



Practice your putting skills indoors.



The "Sun - Tosha" band rocks the DFW ramp!

Tim was in favor of the idea and set up a meeting with the CEO of American Airlines, Gerard Arpey. Fleet Service Clerk, Tom Hill, met with Gerard Arpey and his Executive Committee to pitch the idea of a dedicated aircraft and an employee recognition day. Gerard and his Executive Committee enthusiastically gave the green light to make it happen. Tom and his buddies went to work organizing the event with a plan.

The result was a well organized all day celebration, for co-workers and friends to enjoy food, music, games and over 5,000 donated door prizes. The day's success was attributed to the diverse volunteer employee groups, unions, managers and supervisors that work at DFW. Much of the food was donated by vendors that Tom and his friends had personally contacted and convinced to help. He managed to organize others to set up their safety and health fairs to coincide with the day's events. An all employee volunteer band, "Sun Tosha," provided the music, and they rocked the ramp for most of the day. "It's important that we acknowledge and celebrate our accomplishments" said Tom Hill.

The lasting tribute for DFW employees came when the Boeing 737-800, tail number (N-3DE), taxied to the gate. She was dedicated as the "Spirit of DFW."



The dedicated aircraft came with a special decal and plaque that depicts the “Working Together-Win Together” spirit that Tom believes will be a success story for everyone at American Airlines. Tim Ahern asked Tom to help dedicate the aircraft and cut the ribbon before boarding the Boeing 737. A midnight crew of Aircraft Maintenance Technicians, from DFW Local 565 installed large decals above the windows on the side of the 737 and mounted a replica plaque just inside the forward entryway. Tom and his wife were also presented with a commemorative replica of the “Spirit of DFW” plaque for their home.



Tom Hill addresses employee's with Tim Ahern, VP of DFW Operations, Tony Noviello, TWU Local 513 Vice President, Don Dougherty, Local 513 Executive Board, Captain Mickey Mellerski.

Tom Hill is an upbeat, positive vibe kind of a guy, that possesses a remarkable drive and determination to succeed. He has a great attitude about life, his family, and his job and wants nothing but the finest for them. He strives for success despite obstacles he may encounter and displays a degree of professionalism in everything he says and does.

The line crew he worked with this summer was admired by many inbound pilots due to their work ethic and ability to flawlessly work together. They worked gate C-35 through the summer, and were featured on a local TV news report about employees at American that were making a difference. Pilots arriving on their gate gave the ground crew members “Captains Cards” in recognition of their

gates preparedness, the crew’s teamwork, customer service and dependable on time departures. Those “cards” were redeemable for gifts from various businesses. The Pilots had purchased the gift cards as their way of recognizing other employees. The C-35 ground crew received more “cards” from flight crews than any other ground crew that summer. Tom and his co-workers have developed a reputation for excellence on their gate, and have worked hard to make a difference for a company they want to see thrive once again.

Many employees at DFW have noticed a change taking place, a change that will allow American and its employees to once again be the success story in the airline industry. With employees like Tom Hill and others leading the way, their success is inevitable.

Congratulations to the many DFW employees that worked diligently through the difficulties posed by circumstances beyond their control. Tom Hill, thanks for organizing that special day for your DFW co-workers.



This past summers DFW C-35 gate crew, left to right; Tom Hill, Ken Lambert, Crew Chief, Eric Andersen, Tom Grieve, Juan Guajardo, Randy Hill and Rene Millojara.



NEGOTIATIONS UPDATE

By: Joe Gordon

International Representative

I thought it would be worthwhile to spend some time in this edition of the ATD Insider updating you on two of the properties that I am primarily responsible for as an International Representative.

AMERICAN EAGLE

One of my primary responsibilities centers on providing support and counsel for eight TWU Locals at American Eagle. The Locals are directly responsible for providing representation for their TWU members.

Over the past several months, I have participated in monthly meetings with Peter Bowler, President of American Eagle, his senior staff and representatives from the Association of Flight Attendants (AFA), and the Air Line Pilots Association (ALPA) at American Eagle. We have been engaged in collective discussions and have examined the financial data of the carrier. It is important to note that in the past, these collective meetings between the various union groups and the Company have not been the norm. In my opinion, one of the reasons we are now asked to participate is

because we, the unions, are viewed differently today, as compared to the past. I believe that senior management recognizes that our involvement is valuable and crucial to the future success of the airline. We as leaders of our respective organizations and our members can only benefit from the open dialogue that has developed between us.

Today, the regional airline industry is more competitive than in years past. You can pick up a newspaper or turn on the television to see just how many mainline air carriers are currently in bankruptcy. There are several that have exited bankruptcy and now compete with a lowered cost structure. As a result of that experience, the mainline carriers are looking to form new partnerships with one or more regional carriers that can provide substantially lower operating costs in their efforts to compete.

The low cost competition forces American Eagle to examine their costs too. Even though we are a wholly owned subsidiary of AMR Corporation, that does not provide us with any guarantee, that AMR may not look to other regional carriers to lower their costs. It is for that reason that we have collectively decided to hire an independent consultant to help guide us beyond the internal analysis that was recently completed. The consultant selected is Bain and Company who are well known in various industries, as well as the airline world.

It is our belief that this exercise will be helpful in fully understanding our cost competitiveness in the regional airline world. Our business model will be compared to the other regional airlines. We also believe that this exercise will identify our

strengths as well as our weaknesses. That information will be vital in helping us to identify potential opportunities that may be available for us. As our competitors lose market share, we can benefit by being strategically positioned for alignment with mainline carriers looking for new business partners.

We know that American Eagle is an exceptional regional airline, and our hard working members provide excellent service for our customers. This also provides additional value to AMR Corporation.

Going forward through the next two months, with assistance from Bain & Company, both labor and management will be working collaboratively with each other. We want to insure that we are the best in the regional airline industry, and that we have the facts and data to support that position.

I have asked several TWU Local Presidents from American Eagle to actively participate with me in this process. As we move forward, I am proud to say that several Presidents have volunteered to participate. They understand that through their diverse experience, which only they can bring to the table, American Eagle and AMR Corporation have a good chance of remaining profitable for the benefit of all. The leadership from both the AFA and ALPA have dedicated members and resources to assist us with this project. We fully intend to keep you informed as we move forward.





ALLIED FUELING

One of my other responsibilities is assisting Local 513 in contract negotiations on behalf of the 204 aircraft Fuelers, Mechanics, and Utility employees working for Allied Aviation Fueling of Dallas. LP.

I am excited to report that we successfully completed negotiations on October 25, 2006. The current contract that was negotiated in accordance with the procedures as outlined by the National Labor Relations ACT (NLRA) was due to expire on October 31, 2006.

The new contract term will be for 3 years and it becomes effective on November 1, 2006.

Our members will receive a 3.5% pay raise on November 1, 2006, another 3% one year later, and another 3% the final year of the contract. We were also successful in negotiating language that restricts the Company from passing along any future increases in medical insurance cost over the term of the agreement.

Our negotiating committee unanimously recommended that the membership vote to accept the Tentative Agreement (TA). The ratification vote was tabulated on November 27, 2006 and passed by over 75%.

In closing, I would like to thank the TWU Local Presidents for volunteering to participate in the Joint Leadership Team effort at American Eagle. Also, the TWU Local 513 Officers and members of the negotiating team, for their hard work and efforts in securing a new three year contract for our members at Allied.



ORGANIZING, IT'S EVERYONE'S JOB

By: Gary Shults
International Representative

Some may wonder about the title of this article, "Organizing, It's Everyone's Job?" Don't we have full time organizers? Yes, we do.

However, it is the hard working members like yourself that help to put a face on our organization. Full time organizers can only scratch the surface of getting the message of a union out.

You, on the other hand, can make a difference in the opinions of a non-unionized worker. Many people have false assumptions about joining a union, but you know the facts. You have walked the walk.

Most members agree that having the right of collective bargaining makes their work place safer, they enjoy better work rules, and the pay and benefits are better than at a non-union shop.

Each and everyday you are an organizer whether you know it or not. Think about it, the things you say about the union, good or bad, can influence the opinion of someone. If each one of us were to really look at what union contracts have brought us, maybe we wouldn't be so quick to criticize.

Imagine working for a company that has you sign an agreement that you will follow all of their rules. Imagine that same employer being able to change the rules whenever they wanted. Imagine working for a company that employees you as an at will employee, being able to terminate you at their discretion or at their will.

As union members each one of us have rules that are negotiated. Those rules are in effect for the duration of the agreement and cannot be changed unless negotiated with the union and ratified by you. These are rights we have through the union. Imagine how things would be if unions did not exist. Are you an organizer?

DID YOU KNOW?

As of Jan. 23, 2007, all U.S. citizens traveling via air to Mexico, Canada and the Caribbean must show a passport for identification. (Birth certificates will no longer be valid for air travel.)

www.travel.state.gov

Law Maker Warn White House cont. from cover

aviation and international affairs, told a conference of airport executives on Thursday the administration was committed to more robust international aviation markets for U.S. airlines, especially in Europe.

"We must, whenever possible, reach global solutions," Steinberg said.

Daniel Calleja Y Crespo, the European Commission's air transport director, told the same conference that the Europeans are willing to wait longer for a U.S. decision. "We have to be a little bit patient and hopefully in coming months make progress."



THE ROAD LESS TAKEN

By: John M. Conley
International Representative
AA System Coordinator

As 2006 comes to a close and we prepare to greet 2007, I would like to reaffirm the TWU's commitment to continue to work at every level to support our members.

We have come a long way since March of 2003, when American Airlines and its employees

what many refer to as "traditional adversarial" labor-management relations; grievances, arbitration, negotiations, etc. were the established patterns of relationship.

In the fall of 2003, we conscientiously adopted an additional paradigm, not of acquiescence or capitulation, but of opportunity, which allows us to engage in business discussions with the company.

The process is at times risky, strained, and slightly volatile, but throughout, we have persevered and maintained our presence. This fortitude has strengthened our ability to ensure that the interests of our members are heard and addressed.

To be clear, we do not always agree with the decisions that are made and we are not always successful in influencing the outcome to the extent we would like, but the undeniable fact is: if we are not engaged and "in the

greater wisdom."

Our collective wisdom must overcome reactionary impulse as we continue to navigate the challenging and uncertain environment.

It seems intuitive and natural to want more, not fewer, levers to work to our advantage. Participation, dialogue, initiative, and collaboration are tools essential to the strategic decision making process.

Although the process is far from perfect and requires constant diligence, the evidence supports the positive impact of our efforts.

- Pension plans are funded and viable
- Retiree medical plans are intact
- Insourcing previously outsourced work
- New third party business in our base and line maintenance operations
- Secured 500 million dollar, 5 year USPS contract

These are but a few of the tangible results created through cooperation.

Throughout this process, we have maintained and controlled our own destiny. The provisions of our labor agreement remain undisturbed. After all, cooperation is not the absence of conflict, but rather a means of managing it. Among large network carriers, American Airlines employs 20,000, 29,000, and 39,000 more workers than United, Delta, and Continental respectively. I am convinced that these outcomes would have been unattainable through traditional means alone.

This road less taken is continuously under construction, but I would rather be part of the steamroller than part of the pavement!

"The undeniable fact is: if we are not engaged and "in the huddle" our inability to affect the final result may produce irrevocable consequences. Disengagement, confrontation, and the role of adversary remain options, albeit, often associated with denial, helplessness, and victimization."

stood on the brink of bankruptcy. As you know, since 2001 approximately 23 U.S. airlines have filed for bankruptcy, utilizing the courts to abrogate labor agreements, dispose of pension obligations and retiree medical plans, and eliminate jobs. Your courage prevented the same outcome at American Airlines.

Prior to 2003, our role as representatives seemed mired in

huddle" our inability to affect the final result may produce irrevocable consequences. Disengagement, confrontation, and the role of adversary remain options, albeit, often associated with denial, helplessness, and victimization. Former Soviet Premier Nikita Khrushchev remarked, "The one who decides to blink first doesn't have weaker nerves but possesses



SAFETY AWARENESS: TOP PRIORITY

A Joint AA/TWU System Safety Committee met for the first time since 1998 on November 13 and 14 at the Flagship University Complex near DFW Airport. During this meeting, attendees agreed that it was in everyone's best interest to re-energize and promote safety awareness to help establish a stronger System Safety Committee.

Miguel Pumariega, National Safety Chairman for the TWU/ AA System, invited all Locals to send a representative to the meeting. Gary Yingst, TWU International Vice President and ATD Director, addressed the participants thanking them for their input and involvement. He eventually wants to expand the System Safety Committee to encompass all Divisions in the TWU. John M. Conley, AA System Coordinator, participated as well stressing the importance of preventing accidents before they occur.

Accidents in the workplace continue to be a major factor in a worker's loss of income

and timely return to work. Oftentimes these accidents could have been prevented, and some incidents result in permanent disabilities that impair their ability to return to work at all. The cost saving benefits from accident preventions for employees and the employer are significant.

The guest speakers attending the Safety Committee Meeting covered a wide range of topics concentrating on awareness and prevention of accidents. They were:

Dr. Bill Johnson, FAA, Human Factors presentation; Dean Foster, OSHA Labor Liason, OSHA's role in the workplace; Bill Klingbeil, Voluntary Protection Plan(VPP) Liason; Kevin Diamonte, Partnership For Safety(PFS); Penny Prince, Ergonomics at work; Peggy Sterling, AA, Safety Security and Environmental(SSE) issues, and Judy Berger, AA Senior Manager for Workers Compensation claims.

The presentations were followed up with a survey that clearly shows we are headed in the right direction by having this type of meeting and sharing the information available with other

Locals. Our goal is to prevent accidents from happening and to find resolutions to prevent them before they occur. We understand safety is important to all employees in every job skill under contract within the TWU. The TWU System Safety Committee will work hard to raise safety standards.

Remember, safety is important on and off the job to maintain greater quality of life.

SHOP STEWARD'S TOOLBOX

TWU has almost 5,000 stewards who work every day to enforce our contracts and bring the TWU message to all our members.

There is a new feature online called the Stewards Toolbox and it was designed to help provide our shop stewards additional information they may need while representing our members. We will try and make it accessible as possible for all Divisions with forms, facts sheets and lots of hints so that you can be an effective, professional steward.

We are starting with two sections: Forms and Fact Sheets. The forms include a grievance and a disciplinary investigation form to help you with your grievance investigation. Fill them out and keep them with your union records. They are not to be shared with the employer. When you fill them out, the information you gather will help you to write your grievance.

Access via: www.twu.org

Click on: TWU Steward's Toolbox

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Bobby Gless	Int'l Rep.
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Cindy Dunson	Executive Scty.
Karen Avants	LTD Rep.
Leeann Hartness	Secretary
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