


FRONTIER  AFA-CWA

# STRIKE VOTE GUIDE



AFA-CWA  
FLIGHT ATTENDANTS 

**PAY US  
OR  
CHAOS™**

Association of Flight Attendants-CWA, AFL-CIO  
 [afacwa.org](http://afacwa.org)

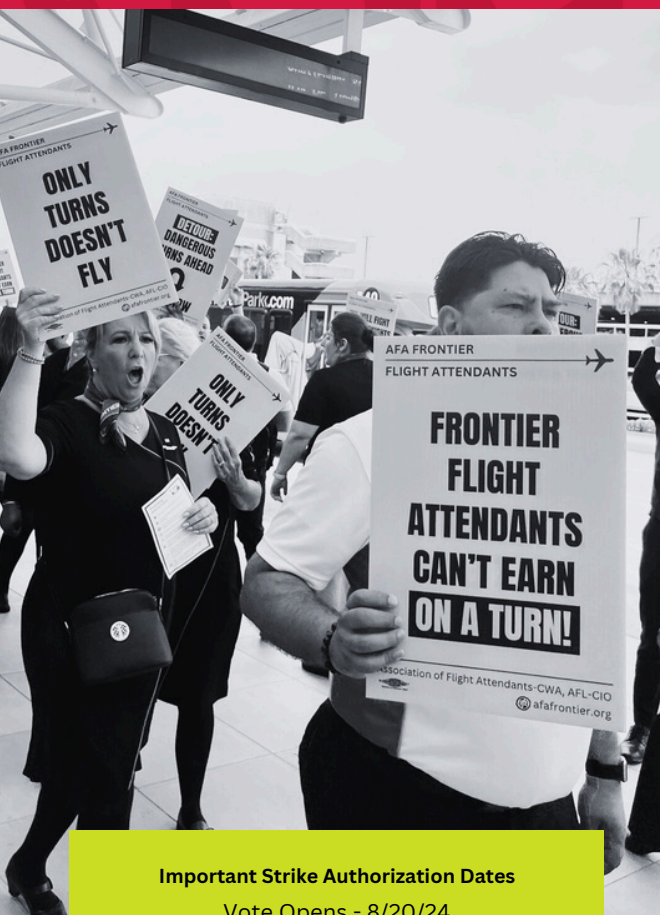


# NEED TO KNOW

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## Important Strike Authorization Dates

Vote Opens - 8/20/24

Vote Closes - 9/18/24

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August 16, 2024

Dear Frontier Flight Attendants,

Management's unilateral changes to our working conditions and the negative consequences it has had has created an untenable situation for Frontier Flight Attendants. We're supposed to be focusing our attention now on negotiating a new contract. Instead, we're doing that AND trying to dig our way out of the hole we were shoved into when management changed the business model.

We have been clear that management needs to address our issues now and not wait for the conclusion of Section 6 negotiations. They implemented this change in business model with no discussion with our union and no concern for the impact on Frontier Flight Attendants. Negotiating over the impact of the change of business model is not optional.

Essentially, the company has cut our pay and stolen our days off. The impact of this change of business model must be addressed now and cannot simply wait to be fixed during regular section 6 bargaining. Please understand, the playing field must be level in order for Section 6 negotiations to be fair and successfully concluded. Increasing the hourly rates and getting paid for the hours we work are priorities in our Section 6 bargaining. Those cannot be achieved if we have to deal with the impact of the changed business model at the same time.

Voting yes for the strike vote will send a powerful message that Frontier management must deal with our issues.

In Solidarity,  
AFA Frontier MEC

**Jen Sala**  
MEC President

**Andrew Henderson**  
MEC Vice President

**Toi Scott**  
MEC Secretary-Treasurer

**Kathleen O'Brien**  
LECP Council 71 DEN

**Taufaanuu Ware**  
LECP Council 79 LAS

**Ronald Bowman**  
LECP Council 81 CLE

**Wilmer Wynn**  
LECP Council 84 MIA

**Michael Rice**  
LECP Council 85 TTN

**Brianna Whelan**  
LECP Council 86 ORD

**Ethan Clark**  
LECP Council 87 MCO



August 16, 2024

Dear Frontier Flight Attendants,

This booklet contains information on a strike vote. We will always only conduct a legal strike and there is no strike date set at this time. Your vote authorizes the union to call a strike, if necessary. But it also signals to management, the NMB, and the traveling public how urgent and significant this issue is to be resolved. We are not looking to strike; we are simply fighting for our right to negotiate over this massive change that is already harming Flight Attendants. For the past six months, we've repeatedly tried to work with management just to sit down with AFA to negotiate a solution to management's radically different business model. This model was not contemplated when we last negotiated our contract and it is having an immediate and drastic impact on Flight Attendants.

Negotiating with us over the impact of this business model change is not optional for management. This is called "impact bargaining" or "effects bargaining" and this is separate and distinct from the standard Section 6 contract bargaining procedures under the Railway Labor Act that management so often tries to hide behind or delay results. Whenever an employer significantly changes their practices impacting pay and working conditions, they have a duty to negotiate with the union over the impact or effects of the change on the workers. But they've refused and instead implemented these significant changes on their own. We won't tolerate that. We certainly cannot tolerate that when there are Frontier Flight Attendants who are having to work more for less and take care of our families with less money in our pockets for groceries, gas, and housing.

Yet, management continues to refuse to separately mediate this issue despite the fact that the National Mediation Board offered to assist with facilitating prompt negotiations over this issue. That's right, the Board offered to help immediately resolve this issue and your management said no. The problem is, the longer this situation goes on without being addressed, the greater the impact on you. By refusing to sit down with our union, management continues to save money on your backs. That money belongs to you, and we will never stop until that money is put back in your pocket.





By supporting the strike vote, you're sending a message to management that they can't get away with delaying tactics and that they need to immediately rectify the harm you face every day because of their decisions. Your AFA leaders at Frontier did not make this decision lightly, but after full review they did make it unanimously. They also did so with legal counsel. Your leaders are acting with the strength they feel from all of you and sound strategy to address your concerns. Management may not like it, but that's the truth. Their efforts to distract us from the simple fact that they need to negotiate with us will not work. We know you are engaged with our union and ready to hold them accountable for their responsibility to bargain with our union.

It is imperative that every Flight Attendant pay close attention to the direction of our union during this time. We reiterate, we are not on strike at this time. There is no strike deadline set and we will only ever conduct a legal strike, if necessary. That will certainly not occur while you take your strike vote because we need authorization from you first.

During the strike vote and until or unless we communicate otherwise, we need everyone to go to work as you normally do. Make sure that you attend meetings to get full information about this vote and our continued efforts to get management to the table to hear your serious concerns and address them.

When we stand united we show our power, and together, we will win this battle.

In Solidarity,

A handwritten signature in cursive script that reads "Sara Nelson".

Sara Nelson  
International President





# IMPORTANT DATES

**16**

AUGUST

**VOTING CREDENTIALS MAILED**

**20**

AUGUST

**VOTING OPENS - 12:00 PM EST**

**18**

SEPTEMBER

**VOTING CLOSES - 12:00 PM EST**



## **IMPORTANT**

ONCE YOU HIT SUBMIT, YOUR VOTE IS CAST, AND IT CANNOT BE CHANGED.





# WHY A STRIKE VOTE?

**A STRONG STRIKE VOTE SENDS A CLEAR MESSAGE TO MANAGEMENT. IT SAYS THAT WE ARE 100% COMMITTED TO THIS FIGHT. FRONTIER FLIGHT ATTENDANTS WILL NOT PAY FOR THIS BUSINESS MODEL CHANGE.**



## What a Strike Vote Means

A successful strike vote sends a powerful message to management that Flight Attendants stand behind our AFA leadership. Our solidarity, combined with picketing, public outreach, and other actions result in increased pressure on management to come to the table. Management must negotiate over the impact of this business model change on Frontier Flight Attendants.

## High Turnout is Essential

High turnout demonstrates unity and engagement. A strong “YES” vote alerts the media, government officials, and the flying public that Flight Attendants are prepared to do whatever it takes to get a fair and meaningful resolution to this dispute. Combined with our actions, it creates a powerful campaign.

### **FACT Check:**

A Strike Vote Authorization does not necessarily mean a strike will happen.



# WHAT ARE WE FIGHTING FOR?

THE WALLETS AND PERSONAL LIVES OF FLIGHT ATTENDANTS WERE UPENDED WHEN THE COMPANY UNILATERALLY CHANGED THE BUSINESS MODEL. THIS CHANGE WAS MADE WITHOUT ANY REGARD FOR HOW IT WOULD IMPACT THE FLIGHT ATTENDANTS AND THEIR FAMILIES.

## The change to the operation has resulted in Flight Attendants:

- Working more days per month to earn what they used to earn or less
- Driving to/from the airport for each duty period, instead of three to five times per month
- Getting less rest in between trips
- Getting less time at home
- Spending more money to get to work

## The stress of the situation is off the charts and cannot continue.

We are fighting to remedy this situation. It's unlikely that the turns are going to go away. But the negative impact of the operational change can be fixed and that's what we are going to do.

## But What if I Like Turns?

The issue here isn't about the turns. It's about the impact that the change to the operation has had on the Flight Attendants and the fact that the company did it without negotiating with us over the impact. Management thinks they can make these unilateral changes without bargaining with us. Today, the issue is turns. But it could just as easily be something else. What if they decided everyone would do 5-day trips? We can't afford to allow management to make these changes without dealing with us first.



# RAILWAY LABOR ACT

## → Impact Bargaining

Frontier has an obligation under Section 2, First of the Railway Labor Act to exert every reasonable effort to make agreements with AFA. This includes a duty for Frontier management to discuss with our union the impact of the fundamental change in operations, even apart from ongoing Section 6 negotiations as the Supreme Court and lower courts have recognized. See *Pittsburgh & Lake Erie R. Co. v. RLEA*, 491 U.S. 490, 512 (1989); *RLEA v. Chicago & Nw. Transp. Co.*, 890 F.2d 1024, 1026 (8th Cir. 1989). Bargaining over the impact of management's unilateral and significant change to our way of life stands separate and apart from ongoing Section 6 negotiations to renew our CBA, which is why we have sought mediation from the NMB on this vital matter.

By refusing to directly and immediately address the impact of its significant changes, Frontier is not living up to its legal obligations to us.





## Right to Strike with CHAOS™

In the event of a legal strike, we would use CHAOS™ tactics: **implementing a strike with minimum risk to Flight Attendants and maximum impact on management.**

CHAOS™ is AFA's trademarked strategy of intermittent strikes, other non-traditional work actions, and it is an integral part of our public-facing contract campaign. CHAOS™ is an important weapon in our arsenal.

The CHAOS™ logo, written in a large, bubbly, yellow-green font with a black outline. A small 'TM' symbol is located at the bottom right of the 'S'.

The form CHAOS™ takes for us is unique at each carrier. Where an intermittent strike against a few flights might work best at one airline, an all-out strike for a day or a week might be the best tactic somewhere else. One of the most powerful aspects of the CHAOS™ strategy is our ability to adapt it to the specific facts of our company and campaign- keeping airline executives off balance with the element of surprise and taking advantage of weakness in the company's strategy.



## Federal Court Rules CHAOS™ Legal

Our very first CHAOS™ campaign was at Alaska Airlines in 1993. As that campaign gained momentum, twenty- four Flight Attendants struck seven flights targeted by AFA over a period of two months, with no advance warning. The CHAOS™ strikers persisted despite threats, discipline and illegal suspensions. Faced with management's threat to fire the next striker, AFA won an injunction in federal court, including an order to reinstate – with full back pay – those strikers who remained on suspension. The court upheld the Union's legal right to implement intermittent strikes citing protection under the Railway Labor Act. The CHAOS™ strategy had won protection under the law.

Two weeks after the court ruled, and on the eve of another wave of CHAOS™, Alaska Airlines management capitulated and signed a new contract with AFA via fax machine. Under the agreement, Flight Attendants won top-of-the-industry pay; some received as much as a 60% pay increase.

## CHAOS™ Revisited

After CHAOS™ proved so successful at Alaska Airlines, AFA Flight Attendants have used this strategy at other airlines. At America West in 1999 and at US Airways in 2000 the threat of CHAOS™ was enough to push management to settle rather than face CHAOS™.



At Midwest Airlines the Flight Attendants won a strong first contract just weeks after the end of the cooling-off period. CHAOS™ succeeded there even before a single flight was struck.



# WHY CHAOS™ WORKS

**CHAOS™, Create Havoc Around Our System™, is AFA's trademarked strategy of intermittent strikes and other non-traditional work actions.**



### **CHAOS™ works**

because it is creative, taking advantage of our strengths and management's weaknesses. CHAOS™ minimizes risk to Flight Attendants and maximizes impact on management.



### **CHAOS™ works**

because it appeals directly to the passengers' self-interests. Passengers learn quickly from media coverage of CHAOS™ that their flight might not depart or it might not get them home. That element of surprise forces them to alter their travel plans once CHAOS™ begins.



### **CHAOS™ works**

because of our solidarity and the support we receive from our Union and from our siblings throughout the labor movement.



### **CHAOS™ works**

because it can be adapted to any situation. Intermittent strikes are just one form of CHAOS™. An all-out strike might work better in some situations. But CHAOS™ always brings an element of surprise that is not part of traditional strikes. That element of surprise makes it more powerful and keeps management from developing an effective strategy to counter CHAOS™.



# THE POWER OF A STRIKE VOTE



## AFA

On Feb. 13th, Alaska Airlines Flight Attendants, represented by AFA-CWA, voted 99.48% yes on strike authorization.

The pressure from the credible strike threat led to a tentative agreement on June 21, 2024.

## APFA

American Airlines Flight Attendants voted to authorize a strike with an overwhelming majority of 99.57% voting YES.

With the credible strike threat, APFA was able to put extreme pressure on American Airlines and secure a tentative agreement on July 19, 2024.

## TWU

In January of 2024 the Transport Workers Union (TWU) Local 556 announced that 98% of its members voted to authorize a strike, the first strike authorization in its history.

In April of 2024, Members of TWU Local 556 ratified a Contract reached by their Union and Southwest.



# STRIKE AUTHORIZATION VOTE Q&A

## **Q** Why are we taking a strike authorization vote?

For several months, AFA has been requesting that Frontier management sit down and bargain the impact of their change in business model. Management has refused to engage in impact bargaining, stating they will only discuss the items under the regular Section 6 bargaining. That is really disingenuous by management because in typical Section 6 bargaining neither side can make changes on their own to pay, benefits, or working conditions. Yet, management fundamentally changed how we work on a day to day basis without negotiating with our union and they expect us to wait through lengthy negotiations. Not so fast. Management's actions are harming Flight Attendants now. There's no time to wait to address the impact of their decisions on our lives.

## **Q** When can we strike?

Taking a strike vote gives the authorization to your MEC and International President to call a strike at the appropriate time. It does not mean we are striking immediately but it sends a powerful message to the Company and the flying public that this issue is serious and urgent. A strong strike vote provides us with all legal options for compelling management to bargain over the impact of their business model.

## **Q** Can we strike legally?

Management has an obligation to bargain with AFA over the impact of their fundamental shift in business strategy. This legal obligation to engage in impact bargaining is separate and distinct from their obligation to bargain over negotiations of our contract in our regular Section 6 negotiations. The National Mediation Board is considering our request to schedule mediation dates. Regardless of the timing of that process, a strike vote will be necessary for management to take our concerns seriously. Any strike would be conducted with the advice of our AFA Legal Department and outside counsel.





# Q&A



## Did the NMB deny our mediation application?

No, the NMB has yet to rule on our mediation application. Further, the NMB “recommend[ed] [that we] engage in NMB Facilitation to address the issues raised...with respect to these matters.” Management rejected their offer. Nevertheless, we continue to urge management to allow federal mediators to do their job and help resolve this very harmful situation.



## Can we inflict economic harm on the company at this time?

We need to be exact and strategic in our actions. We are only taking a strike vote at this time. We are not on strike. There is not a strike date set and we should not be insinuating that we intend to inflict any kind of economic harm on the company. We are simply asserting the significance and urgency of this issue and management’s responsibility to negotiate with us. If you have a creative idea of how to encourage management to negotiate with us, call your local and share it. Don’t speculate on social media.



## Who can vote?

To be eligible to vote you must be:

- An active AFA member in good standing



## Am I eligible to vote while on probation?

New hires can vote after four full months of service from the date of graduation. The last class eligible to vote graduated on May 16, 2024.





# Q&A



## **By voting yes, does this mean I will be definitely going on strike?**

No. By voting to authorize a strike, you are backing up our priorities at the negotiating table and indicating you are willing to strike, if necessary.



## **Can someone see my vote?**

No. No one has access to how you voted. Once you have cast your ballot it is electronically sealed and cannot be connected to you. AFA uses a vendor that ensures your vote is secret and secure.



## **Can I change my vote if I already voted?**

No. Once you hit “submit,” your vote is cast, and it cannot be changed.



## **In the event of a strike, do probationary Flight Attendants need to be concerned?**

In the event of a strike, probationary Flight Attendants have the same legal rights as everyone else and the full protection of the Union. Management cannot discipline a Flight Attendant on probation for participating in a legal strike.



## **Can the company discipline Flight Attendants for striking?**

No. If management were to take action against any Flight Attendant for participating in CHAOS, AFA lawyers would immediately be in Federal Court seeking to enjoin management and pursue full backpay for the Flight Attendant(s).





# HOW TO SHOW YOUR SUPPORT

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WEAR YOUR **RED** AFA PIN

WEAR YOUR **RED** LANYARD

TALK TO AN UNION REP

JOIN THE CONTRACT  
ACTION TEAM

VISIT OUR WEBSITE AND SIGN  
UP FOR THE LATEST  
INFORMATION



ONLY  
TURNS  
DOESN'T  
FLY

Association of Flight Attendants-CWA, AFL-CIO  
afafrontier.org



# 2024 STRIKE VOTE VOTING STEPS



## STEPS TO VOTE BY INTERNET

Go to [afacwa.org/elections](https://afacwa.org/elections) and choose “Click Here to VOTE”

1. Enter your activation code
2. Write down your username
3. Create, confirm, and write down your password (8-digit numerical password)
4. Follow the prompts to cast your vote
5. Print your confirmation page or email

If you already activated your account for this ballot and have a username and password and need to complete your ballot:

1. Click “Already have an account.”
2. Enter your username and password and complete your ballot.



## IMPORTANT VOTING NOTES

- Remember once your vote is cast, **you cannot change it**. Get all of your questions answered before you cast your vote.
- If you need a new Activation Code, request a code at [afacwa.org/elections](https://afacwa.org/elections).
- If you need technical assistance, call the
- Voter Help Line at: 1-844-232-2228 EXT 2. The Help Line is open Monday-Friday: 9:30am - 5:00pm EST.

SCAN ME



For more information, visit [afacwa.org](https://afacwa.org)