

**Remarks by Sandy Gordon, vice president – Delta In-Flight Service Field  
Operations  
as prepared for NMB open meeting – Dec. 7, 2009  
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- Good [morning/afternoon]. Thank you for the opportunity to speak at this forum as I truly believe a change of this magnitude requires dialogue from all interested parties.
- My name is Sandy Gordon. I am Delta's vice president of In-Flight Service Field Operations and I have responsibility for the programs and policies that allow our 20,000-plus flight attendants to provide a safe and memorable travel experience to hundreds of thousands of customers who fly with Delta every day.
- During my 19 years at Delta I have led the safety, scheduling and training departments within In-Flight Service.
- And, most importantly, I began my career as, and continue to be a Delta flight attendant.
- I am not a lawyer, so I will happily defer the legal arguments to the many legal experts in the room.
- I am here today to talk about flight attendants – the human faces and voices who ultimately are being impacted by the NMB's actions.
- For the past 14 months, more than 70,000 Delta employees have been working very hard to integrate the Delta and Northwest operations.
- Our employees understand that the critics – and maybe even history itself – were betting against us.
- But, in true Delta fashion, employees are making this integration smooth and successful.
- Since last October:
  - More than 20,000 Delta flight attendants are wearing the same uniform
  - Delta flight attendants are serving customers the same celebrity chef-inspired entrees, the same wines from our master sommelier, and offering customers the same in-flight amenities.
  - To date, more than 17,000 flight attendants have been trained on Delta's culture, service and new aircraft types.
  - In January, they will work from the same onboard manual.
  - And, soon they will be qualified to fly every aircraft in the post-merger Delta operation.
- Harmonizing our products and services quickly has provided a consistent travel experience for our customers and a consistent work experience for flight attendants.
- We still have work to do, but our progress is rapid and our commitment unwavering.

- One area where we still have not provided consistency is the package of pay, benefits, work rules and seniority that our flight attendants are asking for – and deserve.
- We cannot provide this consistency until representation is resolved.
- And we cannot quickly resolve representation with this continued gamesmanship.
- Delta pilots, dispatchers, meteorologists, aircraft maintenance technicians, and technical writers and planners are all benefiting from a single set of pay, benefits and work rules – and a single seniority list.
- Dispatchers and meteorologists were able to quickly make their own choice about representation under the existing voting rules.
- And, just weeks ago, flight attendants at Delta subsidiary Compass Airlines voted for AFA representation using the existing voting rules.
- In fact, the Compass election was run in its entirety in less time than it took for the NMB to issue a simple ruling confirming single carrier status for Delta flight attendants.
- For those of you who are saying to yourself – “the NMB never issued a single carrier ruling for the flight attendants” – you’re right.
- Flight attendants waited 14 weeks for a ruling that never came – even though Delta and the AFA agreed we were a single carrier and the NMB ruled as much back in January.
- In the case of Compass Airlines it would be difficult to argue that the existing voting rules prevented employees from voting in favor of representation – the AFA won the support of a clear majority of eligible voters.
- There have been no objections by unions or the NMB to the existing voting rules in these recent elections involving other Delta workgroups, Comair, USA 3000, Compass Airlines or in other cases that the existing Board members have overseen.
- So I must ask: When and what was the epiphany that has allowed Delta flight attendants, airport customer service, cargo, reservations, logistics and clerical workers to be singled out?
- In the absence of logic, there are only politics.
- Politics is not a good enough reason to change the rules or to single out Delta and Delta people for discrimination.
- Gamesmanship and politics are fostering anxiety and holding our employees hostage.
- We rely on the NMB and the Railway Labor Act to help promote stability in our industry so we can do everything we can to foster stability in our employees’ work environment.
- By continuing to allow this delay, the gamesmanship and politics, the NMB is acting in a manner that is opposite from its intended purpose.
- Instead of promoting stability, their actions are divisive.
- At the end of the day – whether flight attendants vote for or against representation – they want and deserve to fly together, to be able to bid on trips across our vast global network and

to fly these trips making the same pay rates, under the same work rules and using a single seniority list.

- Before I close, I promised hundreds of flight attendants that I would speak to what they say is one of the greatest injustices in this proposal – the lack of a decertification process similar to the election process being discussed today.
- Union supporters ask “what’s wrong with a yes/no ballot – that’s how other union elections are held; that’s how our government officials are elected.”
- On its face, aligning the ballots used in elections guided by the Railway Labor Act with those used in elections guided by the National Labor Relations Act seems fair enough.
- But the National Labor Relations Act allows employees to become non-union in the same manner that they vote in a union.
- That is not what is being proposed here.
- The unions want to make it easy for their organizations to be voted in and virtually impossible for employees to be able to change their minds.
- There is nothing democratic about a process that appears to promote free choice on the front end and stifle it on the back end.
- I truly believe our flight attendant team is most effective and successful when the will of the majority is heard through a process that treats them consistently with other employees in our industry, and the best interest of all 20,500 flight attendants is considered.
- Thank you for your time, and for your willingness to listen to the many Delta employees who are very passionate on both sides of this issue.