



NATIONAL MEDIATION BOARD  
WASHINGTON, D.C. 20572

(202) 692-5000

July 1, 2010  
**NMB File No. CR-6982**

**VIA EMAIL & U.S. MAIL**

John J. Gallagher  
Counsel for Delta Air Lines, Inc.  
Paul, Hastings, Janofsky & Walker LLP  
875 15<sup>th</sup> Street, N.W.  
Washington, DC 20005

Andrea L. Bowman, Esq.  
Delta Air Lines, Inc.  
1030 Delta Boulevard  
Atlanta, GA 30320

Michael Campbell  
Executive Vice President  
HR, Labor Relations & Communications  
Delta Air Lines, Inc.  
P.O. Box 20706  
Atlanta, GA 30320-6001

Edward J. Gilmartin, General Counsel  
Veda Shook, Int'l Vice President  
Deirdre Hamilton, Staff Attorney  
Association of Flight Attendants  
501 Third Street, N.W.  
Washington, DC 20001-2797

**Participants:**

The National Mediation Board (Board or NMB) received an application filed on behalf of the Association of Flight Attendants-CWA (AFA or Organization), for the services of the Board under the provisions of Section 2, Ninth, of the Railway Labor Act. A copy of the application and any cover letter or position statement is enclosed. The applicant alleges a representation dispute involving the following employees of Northwest Airlines, Inc./Delta Air Lines, Inc. (Carrier):

**“FLIGHT ATTENDANTS”**

This application has been assigned **NMB File No. CR-6982** in order to conduct a pre-docketing investigation and will be referred to by that number. Investigators Maria-Kate Dowling and Angela I. Heverling are assigned to investigate this case. All further contacts in this matter should be made only with the General Counsel or the Investigators. These individuals are the only Board employees authorized to make any official statements on behalf of the NMB in this case.

Our records indicate that the applied-for employees are represented by the AFA on Northwest Airlines, Inc. and are unrepresented on Delta Air Lines, Inc. Any participant that has other information regarding the employees' representation status must promptly notify the Board.

Within five (5) working days of the date of this letter, the representatives of the participants, with the exception of the applicant, must file the enclosed **Notice of Appearance** for **up to three** representatives. The representative who will be the primary contact for the Board must be included on the Notice of Appearance. This will facilitate communications with Board personnel and ensure receipt of all pertinent documents and other information. Upon receipt of this letter, the Carrier must **post the enclosed "Notice to Employees"** at all stations.

On October 30, 2008, Delta Air Lines, Inc. notified the Board that on October 29, 2008 it "concluded the previously announced transaction for the purchase of all of the equity interests of Northwest Airlines Corporation, of which Northwest Airlines, Inc. is a wholly owned subsidiary." A copy of that letter is also attached. Therefore, in order for the Board to determine the appropriate system for representation purposes, the Carriers must provide responses to the questions set forth below along with affidavits and other documentary evidence, for this application. The following information should be provided by **10 a.m., ET, July 16, 2010**:

1. The total number of employees covered by this application.
2. The Carriers' position on whether Northwest Airlines, Inc. and Delta Air Lines, Inc. comprise a single transportation system for the craft or class of Flight Attendants? To facilitate the Board's investigation, please provide updates to information previously provided to the Board in File No. CR-6957. A copy of the Board's initial letter in that matter is attached.

The Organization may file a response to the Carrier's submission within five (5) days of the Carrier's filing.

All representation-related documents pertaining to this matter should be filed electronically with OLA except for the following items which are still required in hard copy: 1) authorization cards; 2) signature samples; and 3) employee address labels, which are still required on 1" X 2-5/8" peel-off labels as per the wire.

All electronic submissions should be sent to **OLA-efile@nmb.gov** and must reference the assigned representation case number, NMB Case No. CR-6982, in the subject line of the email so that the document is properly filed. **Please do not make submissions to the General Counsel's or assigned Investigator's personal email address.**

July 1, 2010  
Page 3

Copies of all submissions to the Board, with the exception of the signature samples and privileged documents, must be **served simultaneously** on all other participants. A **certificate of service** must be provided to the Board to verify the simultaneous service. The Board will not consider submissions which fail to comply with these requirements.

Sincerely,

A handwritten signature in blue ink that reads "Mary L. Johnson". The signature is written in a cursive style with a large, looped "J" at the end.

Mary L. Johnson  
General Counsel

- Enclosures -

MLJ/ts

**SAMPLE FORMAT OF THE SPREADSHEET LIST FIELDS**

<b>SeqNum</b>	<b>LastName</b>	<b>FirstName</b>	<b>JobTitle</b>	<b>DutyStation</b>
1	Able	John, Jr.	Pilot	Chicago, IL
2	Baker	Mary A.	Pilot	Tampa, FL
3	Charles	William J.	First Officer	Detroit, MI

**NOTICE OF APPEARANCE**  
(Please Print or Type all Information Below)

The Participant hereby enters the following names, addresses, phone and fax numbers, and e-mail addresses for the individual(s) designated as the representative(s).

\_\_\_\_\_  
(Participant Name)

(1) \_\_\_\_\_ Phone No. \_\_\_\_\_  
(Name & Title)  
\_\_\_\_\_  
(Address) FAX No. \_\_\_\_\_  
\_\_\_\_\_  
(City, State, Zip Code) (e-mail address)  
\_\_\_\_\_  
(Alternate Phone/Cell Number)

(2) \_\_\_\_\_ Phone No. \_\_\_\_\_  
(Name & Title)  
\_\_\_\_\_  
(Address) FAX No. \_\_\_\_\_  
\_\_\_\_\_  
(City, State, Zip Code) (e-mail address)  
\_\_\_\_\_  
(Alternate Phone/Cell Number)

(3) \_\_\_\_\_ Phone No. \_\_\_\_\_  
(Name & Title)  
\_\_\_\_\_  
(Address) FAX No. \_\_\_\_\_  
\_\_\_\_\_  
(City, State, Zip Code) (e-mail address)  
\_\_\_\_\_  
(Alternate Phone/Cell Number)

**PLEASE EMAIL THIS FORM TO: [OLA-efile@nmb.gov](mailto:OLA-efile@nmb.gov)**



**UNITED STATES OF AMERICA  
NATIONAL MEDIATION BOARD  
NOTICE TO EMPLOYEES**

**NMB File No. CR-6982**

This will notify you of an application filed pursuant to the Railway Labor Act involving the following:

**FLIGHT ATTENDANTS  
OF  
NORTHWEST AIRLINES, INC./DELTA AIR LINES, INC.  
SOUGHT TO BE REPRESENTED BY THE  
ASSOCIATION OF FLIGHT ATTENDANTS  
AND PRESENTLY REPRESENTED BY THE  
ASSOCIATION OF FLIGHT ATTENDANTS ON NORTHWEST AIRLINES, INC.  
AND UNREPRESENTED ON DELTA AIR LINES, INC.**

This case is assigned to a Board Representative for investigation. NO DETERMINATION HAS BEEN MADE AT THIS TIME. If an election is held, a Notice of Election will be posted and sent to all employees giving details for voting.

The Railway Labor Act gives employees the right to select representatives without carrier influence or interference. A portion of that statute provides:

No carrier, its officers, or agents shall deny or in any way question the right of its employees to join, organize, or assist in organizing the labor organization of their choice, and it shall be unlawful for any carrier to interfere in any way with the organization of its employees . . . .

All employees are free to express their desire to be represented by a labor organization or to be unrepresented. The Carrier is not permitted to influence, interfere or coerce employees in any manner in an effort to induce them to participate or refrain from participating in an election should there be one.

Alleged violations may be reported in writing to the **NATIONAL MEDIATION BOARD, Office of Legal Affairs, 1301 K Street, NW, Suite 250 East, Washington, DC 20005.**

DATE OF POSTING \_\_\_\_\_

THIS IS AN OFFICIAL GOVERNMENT DOCUMENT AND MUST NOT BE DEFACED BY ANYONE. THIS DOCUMENT SHOULD REMAIN POSTED UNTIL THE BOARD'S INVESTIGATION IS COMPLETED.



Michael H. Campbell  
Executive Vice President  
HR, Labor & Communications

October 30, 2008

Mary L. Johnson, Esq.  
General Counsel  
National Mediation Board  
Suite 250 East  
1301 K Street N.W.  
Washington, D.C. 20005-7011

OCT31'08 AM 6:50:25

**Re: Notice of Acquisition of Northwest Airlines, Inc. by Delta Air Lines, Inc.**

Dear Ms. Johnson:

Pursuant to Section 19.3 of the NMB Representation Manual, this letter is to provide notice to the Board that on October 29, 2008, Delta Air Lines, Inc. ("Delta") concluded the previously announced transaction for the purchase of all of the equity interests of Northwest Airlines Corporation, of which Northwest Airlines, Inc. ("Northwest") is a wholly owned subsidiary. This transaction was the subject of our and Northwest's initial notices to the Board, each dated May 16, 2008.

As Delta has publicly announced, we have already designated a single management team for the combined carrier, and we have already begun to implement plans to merge Northwest into Delta completely as soon as that is operationally feasible and permitted from a regulatory standpoint. Delta will be happy to provide additional information that the Board might request.

Copies of our and Northwest's prior notices to the Board are attached, as is Delta's press release announcing the closing of the merger transaction.

Sincerely,

Attachments



## NATIONAL MEDIATION BOARD

WASHINGTON, D.C. 20572

July 29, 2009

**NMB File No. CR-6957**

(202) 692-5000

### **VIA FACSIMILE & U.S. MAIL**

John J. Gallagher, Counsel for Northwest Airlines, Inc.  
Paul, Hastings, Janofsky & Walker LLP  
875 15<sup>th</sup> Street, N.W.  
Washington, DC 20005

Michael Campbell  
Executive Vice President  
HR, Labor & Communications  
Delta Air Lines, Inc.  
P.O. Box 20706  
Atlanta, GA 30320-6001

Edward J. Gilmartin, General Counsel  
Veda Shook, Int'l Vice President  
Deirdre Hamilton, Staff Attorney  
Association of Flight Attendants  
Washington, DC 20001-2797

#### Participants:

The National Mediation Board (Board or NMB) received an application filed on behalf of the Association of Flight Attendants-CWA, AFL-CIO (AFA or Organization), for the services of the Board under the provisions of Section 2, Ninth, of the Railway Labor Act. A copy of the application and any cover letter or position statement is enclosed. The applicant alleges a representation dispute involving the following employees of Northwest Airlines, Inc./Delta Air Lines, Inc. (Carrier):

#### **"FLIGHT ATTENDANTS"**

This application has been assigned **NMB File No. CR-6957** in order to conduct a pre-docketing investigation and will be referred to by that number. Investigator Maria-Kate Dowling is assigned to investigate this case. All further contacts in this matter should be made only with the General Counsel or the Investigator. These individuals are the only Board employees authorized to make any official statements on behalf of the NMB in this case.

Our records indicate that the applied-for employees are represented by AFA on Northwest Airlines, Inc. and are unrepresented on Delta Air Lines, Inc. Any participant

that has other information regarding the employees' representation status must promptly notify the Board.

Within five (5) working days of the date of this letter, the representatives of the participants, with the exception of the applicant, must file the enclosed **Notice of Appearance** for up to three representatives. The representative who will be the primary contact for the Board must be included on the Notice of Appearance. This will facilitate communications with Board personnel and ensure receipt of all pertinent documents and other information. Upon receipt of this letter, the Carrier must **post the enclosed "Notice to Employees" at all stations.**

On October 30, 2008, Delta Air Lines, Inc. notified the Board that on October 29, 2008 it "concluded the previously announced transaction for the purchase of all of the equity interests of Northwest Airlines Corporation, of which Northwest Airlines, Inc. is a wholly owned subsidiary." A copy of that letter is also attached. Therefore, in order for the Board to determine the appropriate system for representation purposes, the Carriers must provide responses to the questions set forth below along with affidavits and other documentary evidence, for this application. The following information should be provided by **10 a.m., ET, August 12, 2009:**

1. The total number of employees covered by this application.
2. The Carriers' position on whether Northwest Airlines, Inc. and Delta Air Lines, Inc. comprise a single transportation system for the craft or class of Flight Attendants?
3. How and when will management be integrated?
4. How will labor relations and personnel functions be administered?
5. How will the new entity created from Northwest Airlines, Inc. and Delta Air Lines, Inc. be held out to the public and marketed?
6. Will routes and schedules be combined? If so, how?
7. Will uniforms, if any, be standardized?
8. Will aircraft and other equipment have conformed markings? If so, when?
9. Will there be a change in corporate insignia and logos to make them uniform? If so, when?

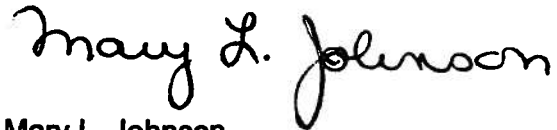
July 29, 2008  
Page 3

10. Identify any existing or anticipated labor protection agreements arising out of this transaction?
11. Participants should provide an **initial position statement** and any documentation which will assist the Board in its investigation of the merger.

Copies of all submissions to the Board, must be **served simultaneously** on all other participants. A **certificate of service** must be provided to the Board to verify the simultaneous service. The Board will not consider submissions which fail to comply with these requirements.

**All correspondence sent via facsimile to the Board regarding any representation matter should be sent to (202) 692-5085.**

Sincerely,

A handwritten signature in cursive script that reads "Mary L. Johnson". The signature is written in black ink and is positioned above the typed name.

Mary L. Johnson  
General Counsel

- Enclosures -



ASSOCIATION OF FLIGHT ATTENDANTS - CWA, AFL-CIO

501 Third Street, NW, Washington, DC 20001-2797

PHONE 202•434•1300 MAIN FAX 202•434•1319 LEGAL FAX 202•434•0690

July 1, 2010

**HAND-DELIVERED**

Ms. Mary Johnson  
General Counsel  
National Mediation Board  
1301 K Street, N.W.  
Suite 250 East  
Washington, D.C. 20005

**Re: Northwest Airlines/Delta Air Lines - Single Transportation System  
(Flight Attendants)**

Dear Ms. Johnson:

The Association of Flight Attendants - CWA ("AFA" or "the Union"), the certified bargaining representative for the 7,340 Northwest Airline flight attendants, submits the enclosed Application for Investigation of a Representation Dispute, asking the National Mediation Board to find that the merger of Northwest and Delta Air Lines has resulted in a single transportation system for the flight attendant craft or class.

As established by the Board's January 7, 2009, decision *Delta Air Lines/Northwest Airlines*, 36 NMB 36 (2009), on October 31, 2008, Delta consummated its purchase of all of Northwest's equity interests, making Northwest a wholly owned subsidiary of Delta. As a result of the purchase, "there is common ownership and common corporate management of the Carriers . . . Delta owns 100 percent of the equity of Northwest and all former Northwest shareholders are now Delta shareholders. There is a single shareholder-elected Board of Directors." *Id.*, at p. 42. In addition, the Carriers have established "authority for human resources and labor relations . . . under the control of a single executive . . ." *Id.* at 51.

Since the Board's January 2009 decision, the Carriers have continued to integrate their respective operations. Regarding the flight attendant craft or class, Delta has, among other things, moved to a single uniform, combined base and onboard service leadership teams, aligned signage in the Carriers' hubs, distributed Delta ID badges to pre-merger Northwest flight attendants, has completed flight attendant cross-training on all aircraft, implemented an integrated pass travel policy, integrated the FAA-required flight attendant on-board manual, and has harmonized all domestic and international onboard service.

Most significantly, in December 2009, Delta obtained a single operating certificate from the Federal Aviation Administration that allows the carrier to operate all pre-merger Northwest and Delta flights under one certificate. Northwest Airlines' operating certificate has been extinguished.

INFLIGHT SAFETY PROFESSIONALS

Ms. Mary Johnson  
July 1, 2010  
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For these reasons, it is AFA's belief that based upon the standards governing the establishment of a single transportation system as outlined in the Board Representation Manual Section 19.501, and *Trans World Airlines/Ozark Airlines*, 14 NMB 218, 236 (1987), Northwest and Delta are now a single transportation system for purposes of representation for the flight attendant craft or class.

AFA anticipates that Delta will fully support the Union's application. Thank you for your consideration and please contact me if you need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Gilmartin". The signature is fluid and cursive, written over a light grey rectangular background.

Edward J. Gilmartin  
AFA General Counsel

EJG/KTL

Attachments



## Application for Investigation of Representation Dispute

Date: June 30, 2010

TO THE NATIONAL MEDIATION BOARD, Washington, D. C. 20005: A dispute has arisen among the employees of:

Name of Carrier:	See Attachment 1	Address:	
Contact:		City, State, Zip Code:	
Telephone Number:		Fax Number:	

as to who is the representative of these employees designated and authorized in accordance with the requirements of the Railway Labor Act. The undersigned, one of the parties to the dispute, hereby requests the National Mediation Board to investigate this dispute, and to certify the name or names of the individuals or organizations authorized to represent the employees involved in accordance with Section 2, Ninth, of the Act.

### PARTIES TO DISPUTE

Petitioning organization or representative:	Association of Flight Attendants-CWA, AFL-CIO		
Organization holding existing agreement, if any:	Association of Flight Attendants-CWA, AFL-CIO	Date:	July 2006
Other organization or representatives involved in dispute:			

### CRAFT OR CLASS of Employees Involved – (If more than one craft or class, list separately)

	Craft or Class		Number of Employees
1.	Flight Attendants	Delta	13,300
2.		Northwest	7,340
3.			
4.		TOTAL	20,640
5.			
6.			

### EVIDENCE OF REPRESENTATION – this application is supported by (check applicable box):

	At least a majority, if the employees are represented and there is a valid collective bargaining agreement.
<input checked="" type="checkbox"/>	At least 35%, if the employees are unrepresented.

Name and Signature:	Patricia A. Friend		
Title:	International President		
Address:	501 Third Street, N.W.	Telephone:	202-434-0574
City, State, Zip Code:	Washington, DC 20001-2797	Fax:	202-434-0690

**Instructions:** Continue to page 2.

Name of Carriers	Delta Air Lines, Inc.	Northwest Airlines, Inc.
Address	P.O. Box 20706 Atlanta, GA 30320-6001	Street Address: 2700 Lone Oak Parkway Eagan, MN 55121  Mailing Address: 5101 Northwest Drive St. Paul, MN 55111-3034
Contact:	Michael Campbell	Jack Gallagher Paul Hastings 875 15 <sup>th</sup> Street, N.W. Washington, DC 20005
Telephone Number		202-551-1712
Fax Number		202-551-0112

**Attachment 1**



## Application for Investigation of Representation Dispute

### APPLICANT NOTICE OF APPEARANCE

The Association of Flight Attendants-CWA, AFL-CIO hereby enters the following names, addresses, (Applicant Organization)  
 phone numbers, fax numbers, and email addresses for the individual(s) designated as the representative(s)  
 of Association of Flight Attendants-CWA, AFL-CIO in connection with the Application for Investigation (Applicant Organization)  
 of Representation Dispute:

Name & Title:	Edward J. Gilmartin, General Counsel	Telephone:	202-434-0577
Address:	501 Third Street, N.W.	Fax:	202-434-0690
City, State, Zip Code	Washington, DC 2001-2797	Email:	egilmartin@afanet.org
		Alternate Telephone:	202-253-9712

Name & Title:	Veda Shook, International Vice President	Telephone:	202-434-0578
Address:	501 Third Street, N.W.	Fax:	202-434-1319
City, State, Zip Code	Washington, DC 20001-2797	Email:	vshook@afanet.org
		Alternate Telephone:	202-341-2966

Name & Title:	Deirdre Hamilton, Staff Attorney	Telephone:	202-434-1128
Address:	501 Third Street, N.W.	Fax:	202-434-0690
City, State, Zip Code	Washington, DC 20001-2797	Email:	dhamilton@afanet.org
		Alternate Telephone:	

**Filing Instructions:** File this application in duplicate.

**Additional Sheets:** Use and attach additional sheets as needed.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless it displays a valid OMB control Number. The valid OMB control number for this information collection is 3140-0001. The time required to complete this information collection is estimated to average 15 minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection.