May 13, 2022

Dear Joanna,

Shortly after the Company experienced our latest operational meltdown in April, we received an email from you taking accountability for the recent hardship and stress placed upon our workgroup. You acknowledged that Leadership had failed us and our customers, and that any ideas would be welcomed.

Unfortunately, in spite of your heartfelt sentiments, it appears that your message has not been heard by Inflight Leadership. Sadly, the pervasive attitude among Inflight Leadership is that the IFCs are what went wrong with the operation, instead of the other way around. Punishment, fear, and intimidation have become the go-to quick fix, and it’s not working. The operation needs to be managed in a way that sets us up for success. That is going to require some changes, and we hope you’ll take a hard look at the direction we’ve been going, and see where we need to change course.

One step in the wrong direction is attendance. Our Union has been made aware that the Company is planning on implementing a new Company “Dependability Policy” that is even more punitive than the current one and provides fewer opportunities to improve attendance. This will not work.

Our IFCs are professionals who WANT to work. We like getting paid and we don’t enjoy having to call out. We’re adept at sorting out our own scheduling needs when given the tools to do so. First and foremost among those tools is a green Reserve grid, and there are many steps we can take as a company to reach that goal:

- Create bid divisors that meet our needs. Let the people who want to work high time bid and hold the trips they want to work. Let the people who need lower hours bid fewer trips so they aren’t forced to drop.

- Implement the 48 Hr FCFS Window and Global OT. These allow more pairings to be picked up so we won’t be burning through our Reserves, which in turn impacts Lineholder schedule integrity.
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- Don’t bait and switch pairings, and honor our Self-Deadheads. People don’t pick up when they think it’s a trap.

- Honor our OSP Footprints whenever possible instead of only when you’re required to. Disruptions to our schedule should be the exception, not the rule, and they often lead to a domino effect. Without confidence in our schedule integrity, adding more trips can seem like too much of a gamble.

  When we lose our time off, continually run on minimum rest, and work outside of our usual patterns, this leads to exhaustion and illness. Schedule integrity MATTERS!

- Another area that can create meaningful impact would be finding ways to reduce burnout. Our IFCs are being physically drained simply by trying to fly the assignments we are given due to Management’s operational failures. We’re only human and we’re at our breaking point.

- Fix the late Next Day Reserve assignments to allow Reserves to get proper rest.

- Give us adequate rest between Assignments. Reinstate Compensatory Rest after extended Duty days and honor our Contractual Rest.

Additional Critical Coverage days are not working and are having the opposite of the intended effect. We keep having more days piled on and the punishments get harsher, but this has not improved our staffing problems. In fact, these changes have only exacerbated the Company’s failure to adequately staff the airline for the necessities of the operation.

Our IFCs continue to endure through a Global Pandemic and many of us are genuinely ill and physically and mentally exhausted. We will not and should not go to work sick or during an unavoidable life event, regardless of the threats of discipline. Many IFCs want to work, but don’t pick up, because it means putting themselves in a position for greater discipline, with no way to get out of the trip if something goes wrong. We have a record number of IFCs on Final Progressive Guidance and sadly, have lost many to termination as a result of the vast expansion of Critical Coverage Days, which are exponentially greater in number than any other commercial carrier. We believe the stick now far outweighs the carrot, and Critical Coverage points and restrictions have only discouraged IFCs and hurt the operation. If we switch to a policy of incentivization rather than deterrence, we can turn this issue around to the benefit of both the IFCs and the Company.
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We have met with Inflight Leadership and have offered many of the solutions listed here, as well as improvements to the Company’s “Dependability Policy.” We hope that Inflight Leadership will accept those recommendations and put the brakes on their proposed punitive changes before it is too late, and before our IFCs and the operation suffer further damage.

Joanna, you wrote that you want us to feel proud to work here again, and we want that too. Help us get there by making this Company the best that it can be. It’s time for leadership to stop treating us like the enemy. **Instead of hiring to fill a quota, it’s time we employ to retain.** We are the face of this Company, we are professionals, and we deserve respect and appreciation. JetBlue was once the darling of the industry. We are offering you the path back.

Sincerely,

Your JetBlue Inflight Crewmembers