



The Union of  
Southwest Airlines Flight Attendants  
**TWU LOCAL 556**

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**VIA EMAIL: Gary.Kelly@wnco.com**

Gary Kelly  
Chairman and Chief Executive Officer  
Southwest Airlines  
2702 Love Field Drive  
Dallas, Texas 75235

**VIA EMAIL: Bob.Jordan@wnco.com**

Bob Jordan  
Executive Vice President  
Southwest Airlines  
2702 Love Field Drive  
Dallas, Texas 75235

Dear Gary Kelly and Bob Jordan,

We, the Executive Board of TWU Local 556, in representation of Southwest Airlines Flight Attendants, who proudly serve our Southwest Airlines Customers, respectfully submit this letter as our official notice regarding a Vote of No Confidence in Vice President of Flight Operations, Captain Bob Waltz.

This Vote of No Confidence is not the result of a singular issue; we suffer from issues systemic in nature that remain unresolved, even after being brought to the attention of Captain Waltz.

Captain Waltz has fostered a hostile work environment that is harmful to Flight Attendants and threatens the ability to effectively establish Crew Resource Management (CRM). Captain Waltz oversees the Pilots that we, as Flight Attendants, work with more than any other workgroup. As Cabin Crew, we proudly work with the Flight Deck to care for the needs of our Customers while overseeing their safety. CRM is an important element of safety, the failure of which directly impacts not only the climate of our working relationship but also potentially the safety of Southwest flights, our Employees, and our Customers.

Captain Waltz has repeatedly failed to demand that the federal mask mandate standard be enforced with Pilots. As you are well aware, Flight Attendants have had to enforce this federal mask mandate, which has created issues in the cabin when Customers refuse to comply. We have proudly handled the divisive issue of mask mandates in a professional manner, only to encounter a mask compliance situation with Southwest Airlines Pilots. Captain Waltz's failure to demand the standard required by the

federal mask mandate be properly enforced within the Pilot ranks – a universal safety policy across the industry – blatantly establishes a two-tier system of opting in or out of important safety directives.

Captain Waltz refuses to enforce Southwest Airlines Company policy. During recurrent training, masks were required to be worn by Flight Attendants, in compliance with Company policy. However, Pilots were allowed to remove their masks for training, including during a joint session with Flight Attendants. Because of Captain Waltz's refusal to enforce Company policy, Inflight Training was forced to relax its own policy of mask-wearing to accommodate the dangerous double standard, which also sent unclear messages about compliance with Company policy to all workgroups involved. Captain Waltz has failed to appropriately respond to situations over the mask mandate while Flight Attendants and other workgroups have received discipline for being non-compliant. This unequal treatment creates the impression that one employee group is superior to the other, a dangerous philosophy that erodes CRM and the overall safety of the operation.

Captain Waltz's actions perpetuate a double standard. Discipline for infractions by Flight Attendants is harsher and much less forgiving for what is sometimes the exact same violation. What may be a proverbial slap on the wrist for a Pilot is termination for a Flight Attendant. This harms both workgroups and discourages reporting of incidents that need resolution. Flight Attendants should receive the same treatment as our fellow Crew. To continue to do otherwise is at best a double standard and at worst discriminatory. Either way, it's unacceptable.

Captain Waltz's actions and attitude have helped lead to the denigration of our Culture. At Southwest Airlines, we are proud of our Culture, of which mutual respect is key. As you know, Flight Attendants have suffered from an exponential increase in assaults by passengers since March of 2020. TWU Local 556 has launched an "Assaults Won't Fly" campaign and TWU Local 556 President Lyn Montgomery has appeared in all major media to advocate for help from the government and the public. TWU Local 556 is working with the coalition of Flight Attendants, Ground Crew, and other aviation professionals to continue to highlight the issue of assaults at the hands of the flying public. Needless to say, it's a hostile working environment for Southwest Airlines Flight Attendants. And at this time – more than ever – support and help from our fellow Crew is essential. However, Captain Waltz's actions and attitude have fostered an "us versus them" Culture that precipitates actions like the recent assault on a Flight Attendant at the hands of a Pilot -- our teammate! Diminished CRM is very easy to see when actions like assaults take place. The lack of accountability and respect adds an unacceptable level of risk in our operations in the form of diminished CRM.

In closing, our overarching concern is one of paramount importance: Flight safety. Captain Waltz's leadership threatens crew coordination, a professional relationship built on respectful interactions, clear communication, and deliberate collaboration to ensure flights operate safely and that all Crew are ready

to act as a team to handle any unanticipated events. The consequences of Captain Waltz's failures are division and strife amongst Southwest Crews.

TWU Local 556 leadership has been seeking resolution to these issues for some time. Changes must be made. We will not tolerate these atrocities for one more day. We demand immediate action to remedy this serious threat to our airline's Culture and operational safety.

Respectfully,

**TWU Local 556 Executive Board**

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cc:

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