



January 13, 2010

Robert F. Gless  
AA System Coordinator  
Assistant ATD Director  
International Vice President  
Transport Workers Union of America  
1791 Hurstview Drive  
Hurst, TX 76054

## **Re: Working Together / Employee Involvement**

Dear Robert,

During the current negotiations, the Transport Workers Union and American Airlines discussed the ever-increasing challenges that exist within the Aviation Industry and the global marketplace in which we compete. There is mutual recognition that the challenges faced in the existing global economy will continue and require fundamental changes in the work environment. In order to be Best-in-Class, we need to jointly take steps to significantly expand and continually promote the implementation and maturation of Working Together initiatives.

This belief is firmly founded on the understanding that the success of the Transport Workers Union and American Airlines is dependent on its people. We believe the following about our employees:

- All of our employees want to be involved in decisions that affect them (IDS).
- American Airlines and our customers will benefit from involving our employees wherever practical and appropriate in the decisions that effect them (IDS).
- Our employees care about their jobs, our customers and each other.
- They know what our customers expect
- They take pride in themselves and in their contributions

- They want to fully utilize their skills and abilities
- They want to share in the success of their hard work.

The purpose of continuing the Working Together process and developing an effective Employee Involvement process is to create a customer-focused workplace so that our customers are continuously provided the highest quality and best-in-class products and services, while serving the interest of employees by protecting job security and employee wages.

It is mutually agreed that the opportunity of achieving a highly effective and motivated employee with a strong customer-focus is only attainable when the union and the company jointly work to:

- Involve employees individually and/or through teams (Joint Leadership Teams, Area Leadership Teams, Floor Leadership Teams, Product Leadership Teams, Customer Experience Leadership Teams, Natural Work Groups and/or similar structures) in the identification and solution of quality and production problems.
- Create a culture that promotes teamwork, mutual trust and respect which in turn will create job satisfaction, job security, innovation, growth, rewards and recognition.
- Create a culture that promotes honest and open communications by using the Involve, Discuss, and Share principles.
- Continually develop methods and processes that involve employees in improving the way their work is performed so that their skills and abilities are effectively utilized without violation the collective bargaining agreement.
- Develop, sustain and empower teams who have clearly defined goals, tasks, measurements and metrics and who are given a degree of autonomy commensurate with the degree of accountability they have demonstrated including a willingness to accept and an ability to manage.
- Provide non-precedent setting opportunities for teams at all levels of the organization to apply for and obtain permission to experiment with alternative means of performing and managing work.

Recognizing that jointly sponsored efforts such as Working Together are long term processes that can only be sustained by ongoing attention and resources, American Airlines and the Transport Workers Union agree the sponsorship and oversight of

Working Together as an essential aspect of the work of company and union leaders. Furthermore, where joint leadership teams have provided the opportunity for the workforce to be involved in teams or groups, that involvement will be viewed as a normal duty of their assigned work.

It is not the intent of the Working Together process to undermine the strength of either party or to compromise the legal collective bargaining process. Therefore, when disagreements arise which threaten the ability of American Airlines and the Transport Workers Union to function collaboratively as Working Together Sponsors, those disagreements will be viewed as an occasion to redouble rather than disband our joint efforts.

If the above accounting reflects your understanding of the agreement, please indicate by signing below.

Sincerely,

Mark Burdette  
Vice President  
Employee Relations

Agreed to:

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Robert F. Gless  
AA System Coordinator  
Assistant ATD Director  
International Vice President  
Transport Workers Union of America

cc: James B. Weel  
John M. Conley  
Mary Tinsman  
Don Videtich