

# TWU ATD

Meeting with Sonny Hall  
TWU International  
President; August 21, 2003



# Agenda Items:

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- Discuss the current status of the TWU ATD as it pertains to the AA System
- Illustrate some of the problems that we have experienced in our dealings with the ATD
- Offer possible solutions

# ATD Status

- Is in crisis – Our belief that the internal problems have manifested themselves externally.
- Need to focus on the business of representation
  - Ordinary questions to ordinary issues
  - Paying attention to detail isn't directed personally at the ATD
  - Our loyalty isn't the issue the issues are the issue

# Observed Problems

- Communication
- Leadership style
- Unresponsive Follow-up
- Stress level high for everyone: Personal feelings clouding judgment
- Internally created division and strife

# ATD Communication Problems

- ATD staff either not in the office or on the road and overextended
- Email was used then reduced
- Phone calls not returned
- Locals hitting a 'brick wall' with the company
- No personal ownership at ATD on issues resulting in an inability to act swiftly on issues

# Leadership style

“..when something went wrong at American, the primary focus of communication was blaming and the avoidance of blame..” (*The Southwest Airlines Way; Gittel*)

- It appears some ATD Leadership at AA is prone to adopt this approach to problem solving, which is ineffective.

# Follow - up

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- Follow-up is untimely; this results in some issues piling up or put on the back burner in lieu of the next crisis on the horizon.

# Stress

- Personal stresses impact the decision making process
- The tendency is to link the membership's concern with the messenger (local rep).

# Internally created division and strife


- In lieu of providing leadership to avoid strife amongst locals, title groups etc. The ATD actually fosters these types of relationships by either act or omission.
  - Examples:
    - “The eight guys that voted against the concessionary agreement are just AMFA loving M----- F-----”
    - “The Line Presidents don’t care about the bases”

# **Internally created division and strife cont.**

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“These guys did not do anything at negotiations all they did was play Frisbee and Football”

“Why do you guys keep bringing these issues up”



Specific  
examples to illustrate the  
observed problems

# Retirement Benefit Plan Statement

- History: some problems pointed out in the 2000 – 2001 negotiations with pension reporting
- Brought up several times during President's Council by various individuals
- Inaccurate information on AA Website on pensionable items
- Multiple follow-up letters sent documenting problems
- Local level: no resources/ authority to follow up must hand off to ATD

# Medical Benefit Costs

- Fairly new issue; post concessionary
- Requires swift action
- In all 2001 agreements, language changed
- November 2002 letter from Luby to Little -  
“2003 TWU Health Benefits Pricing”  
confirmed the “TWU cap” for benefits in the  
current contract language

# Reduction in Force

- Aircraft Maintenance at American Airlines
- ATD appointee not given proper authority
- Attempts were made to intervene
- Members drastically impacted
- Bottom line: increased hardship bringing membership morale to an all time low

## Reduction in Force (cont.)

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- Still have not received information needed to prepare case; AA claims ATD has the information
- International needs to file system grievance
- Need expedited hearing date

# System Protection

- Concessionary relief in the system protection provision of the CBA was necessary to assist AA in reaching it's financial target, through a one-time reduction in force
- Once completed, the system seniority date should have been reestablished

# System Protection (cont.)

- Questioned initial date immediately when it was released
- Questioned why people on the payroll who were previously protected are not anymore
- Illustrated through correspondence to the ATD that the number of effected members and the date are inaccurate
- Needs corrective action immediately

# Possible Solutions

- Restructuring of the AA/ATD, (e.g. Maintenance Subdivision see next presentation)
- Time management of ATD staff to allow time to focus on issues
- Delegate some authority back to the local officers to follow-up on issues
- Focus communications on resolution of an issue

# Result

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- Restore faith with the Members in the TWU
  - By accomplishing day to day issues by dealing with them quickly or efficiently.
- Streamline the operation to be smaller and more efficient through focusing on the issues