

TWU ATD

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

- Agenda Items:
 - 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
 - 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.
 - "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.)

- 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
 - 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