

**Thomas Reardon**  
Director  
Labor Relations

March 31, 2016

**Mike Klemm**  
President & Directing General Chairperson  
Air Transport Lodge District 141  
International Association of Machinists &  
Aerospace Workers, AFL-CIO  
1771 Commerce Drive, Suite 103  
Elk Grove Village, IL 60007

Dear Mr. Klemm:

This will confirm our conversations and agreement concerning the interview and objective selection criteria, and staffing management for Customer Service Representatives in the specialty position of United Club Representative.

In order for employees to be eligible for an interview to become United Club qualified, they must first meet the following objective criteria.

CSR - United Club (permanent)

- Must have 4 or more attendance points remaining upon application
  - If qualified, an employee will be deemed to have lost the United Club qualification if the employee reaches termination warning for attendance
- Must be current and remain current with all Regulatory, Product, and Company Required Training
- An employee may have no more than a documented, verbal warning related to behavior or performance issues within a 12 month period prior to the CSR – United Club posting
- Minimum 1 year Customer Service Representative experience within the previous 18 month period
- Candidates who meet the above objective criteria will be required to pass a product assessment prior to being considered for an interview

Lead United Club (permanent)

When the Company determines that a vacancy exists for a Lead CSR – United Club position, it will be posted at the station. In order to be eligible for the position, employees must first meet the objective criteria listed below. The position will then be awarded in seniority order from among those eligible employees.

- Must currently have 4 or more attendance points remaining at the time of the posting.
  - An employee will be deemed to have lost the United Club qualification if the employee reaches termination warning for attendance.
- Must be current and remain current with all Regulatory, Product, and Company Required Training
- An employee may have no more than a documented, verbal warning related to behavior or performance issues within a 12 month period prior to the lead posting
- Minimum of 1 years of cumulative United Club experience within the previous 3 year period

Mike Klemm

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Stations may establish United Club qualified pools according to shift groupings (Days, Afternoons, Nights) as determined by local management. Additionally, the population size of each qualified pool in a station, on a shift group will be established by the Company.

Each year, with sufficient time ahead of the annual bid, the Company will interview employees at an airport who have expressed an interest in becoming United Club qualified, and who meet the objective criteria, to a minimum of 10% of the number of employees in the United Club qualified pools at the station, but will not be required to consider more than 10%. If the addition of United Club qualified employees causes the qualified pool on any shift group to exceed the level set by the Company, junior employees in the qualified pool will be reduced accordingly.

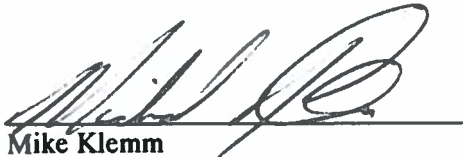
Employees who are removed from the qualified pool for other than performance reasons will have their United Club qualification deactivated, and after 1 year of not exercising the qualification will have it removed.

Please indicate your concurrence by signing one copy of this letter in the place indicated below and returning it to the undersigned.

Sincerely,



Agreed, this 31<sup>st</sup> day of March, 2016:



Mike Klemm  
President & Directing General Chairperson  
Air Transport Lodge District 141  
International Association of Machinists &  
Aerospace Workers, AFL-CIO

cc: Jeff Wall  
Tim Klima

**Attachment A - Filling Vacancies in the United Club**

**Vacancy in Basic CSR-United Club**

	<b>Awarded by Bid Seniority in the Following Order</b>	<b>Detail</b>
1	Same Work Status, Club Qualified, At the Location	Club qualified CSRs and LD CSRs in the same work status at the location. (Qualified pool, same work status, then employees with a deactivated qualification, same work status)
2	Same Work Status, Not Club Qualified, At the Location	Basic CSRs or LD CSRs in the same work status that are not Club qualified at the location. The position should be posted and employees should bid to express interest for an interview.
3	Alternate Work Status, Club Qualified, At the Location	Club qualified CSRs and LD CSRs in the alternate work status at the location. (Qualified pool, alternate work status, then employees with a deactivated qualification, alternate work status). <i>Should employees later resign their Club qualification, they will return as a basic CSR in the work status from which they came</i>
4	Alternate Work Status, Not Club Qualified, At the Location	Basic CSRs or LD CSRs in the alternate work status who are not qualified at the location. The position should be posted and employees should bid to express interest for an interview. <i>Should employees later resign their Club qualification, they will return as a basic CSR in the work status from which they came</i>
5	Same Work Status, Club Qualified, System wide	Post the position to the system to currently qualified employees at other locations in the same work status. Include the following employees: <ul style="list-style-type: none"> <li>• LD CSR-United Club</li> <li>• CSR-United Club</li> <li>• Qualified LD CSR</li> <li>• Qualified CSR</li> </ul> <p>If not filled with currently qualified employees, post the position to employees with a deactivated qualification at other locations in the same work status.</p>
6	Alternate Work Status, Club Qualified, System wide	Post the position to the system to currently qualified employees at other locations in the alternate work status. Include the following employees: <ul style="list-style-type: none"> <li>• LD CSR-United Club</li> <li>• CSR-United Club</li> <li>• Qualified LD CSR</li> <li>• Qualified CSR</li> </ul> <p>If not filled with currently qualified employees, post the position to employees with a deactivated qualification at other locations in the alternate work status. <i>Should employees later resign their Club qualification, they will return as a basic CSR in the location and work status from which they came</i></p>
7	Same Work Status, Not Club Qualified, System wide	Post the position to the system to employees in the same work status. Employees should bid to express interest for an interview.
8	Alternate Work Status, Not Club Qualified, System wide	Post the position to the system to employees in the alternate work status. Employees should bid to express interest for an interview. <i>Should employees later resign their Club qualification, they will return as a basic CSR in the location and work status from which they came</i>
9		Competitive transfers, giving preference to IAM employees.

**Attachment A - Filling Vacancies in the United Club**

**Vacancy in Lead CSR-United Club**

- The position must be posted
- Either part-time or full-time employees may bid for either part-time or full-time Lead positions  
A part-time employee may bid for a full-time Lead CSR-United Club position and a full-time employee may bid for a part-time Lead CSR-United Club position  
(NOTE: An employee may not change their work status through the shift bidding process.)
- Should employees later resign the Lead role, they will return as a basic CSR in the work status from which they came and may continue as an alternate in the Club pool

	<b>Awarded by Bid Seniority in the Following Order</b>	<b>Detail</b>
1	Either Work Status, Club Qualified, At the Location	<p>Club qualified CSRs in either FT or PT work status at the location. Post the position and award to the senior employee. Include the following employees:</p> <ul style="list-style-type: none"> <li>• LD CSR-United Club, FT or PT</li> <li>• CSR-United Club, FT or PT</li> <li>• Qualified LD CSR, FT or PT</li> <li>• Qualified CSR, FT or PT</li> </ul> <p>If not filled with currently qualified employees, post the position to employees with a deactivated qualification in the location.</p>
2	Either Work Status, Not Club Qualified, At the Location	<p>CSRs or LD CSRs in either work status that can become qualified at the location. The position should be posted and employees should bid to express interest for an interview.</p>
3	Either Work Status, Club Qualified, System wide	<p>Post the position to the system to currently qualified employees at other locations in either FT or PT work status. Include the following employees:</p> <ul style="list-style-type: none"> <li>• LD CSR-United Club, FT or PT</li> <li>• CSR-United Club, FT or PT</li> <li>• Qualified LD CSR, FT or PT</li> <li>• Qualified CSR, FT or PT</li> </ul> <p>If not filled with currently qualified employees, post the position to employees with a deactivated qualification on the system.</p>
4	Either Work Status, Not Club Qualified, System wide	<p>Post the position to the system to CSRs and LD CSRs in either FT or PT work status. Employees should bid to express interest for an interview.</p>