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Updated 5-November-2015
CONFIDENTIAL MEMORANDUM

World Headquarters
One American Road
Dearborn, MI 48126-2701 USA

XX/XX/XXXX

To: Sharon Curson

RE: Equity Fund

Following discussions between the Company and the Union, the Company agrees to establish a one-time equity fund of $65,000 for the Salaried Represented Units. This fund will be pro-rated based on % of population between the units and will be effective on January 1, 2012.

The local Chairpersons and HR Managers will work together to appropriately disburse these funds. Final sheets will be forwarded to Julie Lavender in Personnel Relations for final review and submission to payroll no later than November 1, 2011.

Richard W. Gross, Director
Personnel Relations
and Employee Policies

Signed 11-4-2015
Dear Mr. Ransom:

Subject: Union Business Codes

During the course of these negotiations, the parties held detailed discussions regarding unpaid Union Business absence codes not counting towards the forty (40.0) hour compensated hour overtime threshold.

To address this concern, the Company agrees the absence code for unpaid Union Business will be counted towards reaching the forty (40.0) hour compensable overtime threshold. The Company will develop a process for submitting a payment request in those instances where a premium payment is generated in a pay period including an unpaid absence for Union Business.

Very truly yours,

Julie Lavender, Director
Personnel Relations
and Employee Policies

Concur:
Reggie Ransom
Body CAD Development Opportunities

Mr. Reggie Ransom
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ransom:

Subject: Body CAD Development Opportunities

The Company and Union had detailed discussions concerning the technical advances in engineering design work and the need to attract and retain talent.

Newly hired designers will have 4-year technical degrees to support these technical advances. Both the Company and the Union recognize the need for identifying career opportunities for these degreed designers in order to continue to attract and retain new talent.

The Company and Union agree to continue these discussions until a satisfactory career plan is identified and implement a new SG 08 position during the term of the agreement.

Very Truly Yours,

Julie Lavender, Director Personnel Relations and Employee Policies

Concur: Reggie Ransom
Mr. Reggie Ransom  
Arbitration and Umpire Coordinator  
UAW, National Ford Department  
8000 East Jefferson Avenue  
Detroit, MI 48214  

Dear Mr. Ransom:  

Subject: Body CAD Hiring  

During these negotiations, the parties discussed the global nature of our business and the status of work that has been performed by full service suppliers since approximately 1992. Both parties agree that continued and enhanced competitiveness are keys to the Company's success.

The Company has demonstrated its commitment to a viable Body CAD organization and continues to be committed to its success. Under present operating conditions, the Company will commit to grow the Unit by six (6) designers:

- two (2) designers will be hired by mid-year 2016  
- four (4) additional designers will be hired by mid-year 2018

Furthermore, in accordance with Article V, Section 1, when the Company determines it is appropriate to assign work, it will consider Unit 1 Body designers to design commodities that are aligned with business requirements, global sourcing and resource strategy and add headcount in addition to that identified above.

Very truly yours,

Julie S. Lavender, Director  
Personnel Relations and Employee Policies
Dear Mr. Ransom:

Subject: Nursing Units and the Performance Management Process

The Company and Union had detailed discussions concerning the use of the performance management process in the Nursing Units. As an initial step towards use of this Company process, Performance Management will be utilized within the newly graded positions, general salary roll 06 general salary Salaried Occupational Wellness Nurse and grade 07 Senior Salaried Occupational Health Nurse. These positions represent salaried employees with the skills and capabilities to be chosen for these important positions.

The performance management process is meant to provide employees the opportunity to improve their performance through input on their objectives, ongoing feedback process and in the event of strong performance and the opportunity for an associated increase in base pay and incentive compensation.

In the case of declining performance, the Company will provide coaching, counseling and training as outlined in a Performance Enhancement Plan in order to improve performance. The Union will be notified of any employee whose performance is trending toward or at a lower level and the steps to be taken to improve the performance. It is not the intent of the Company to use the performance management process in an arbitrary manner to release employees without giving them sufficient time to improve their performance. The Company will update the Performance Enhancement Plan to include a line for Union acknowledgement.

Additionally, the Company will provide the Unit Chairperson, upon request, information regarding employee performance reviews to ensure fair treatment.

Very Truly Yours,

Julie Lavender, Director
Personnel Relations
and Employee Policies

Concur: Reggie Ransom
CONFIDENTIAL MEMORANDUM

World Headquarters
One American Road
Dearborn, MI 48126-2701 USA

XX/XX/XXXX

To: Sharon Curson
Reggie Ransom
Arbitration and Umpire Coordinator

RE: Supplemental Nurse Pay

During the 2014 negotiations, the Union and Company discussed the competitive hiring wage rate for supplemental nurses. The Company reserves the right to determine wages and salary ranges in accordance with Appendix B; however, we agree to increase the hiring rate for supplemental nurses from the current rate of $28.84 per hour to $32.99 per hour and to increase the base wage of all active supplemental nurses to a minimum of $32.99 per hour. The planned effective date for implementation of this action is XXXXX XX, XXXX and such action shall be implemented by Personnel Relations, not the local parties.

In addition, it is the intent of the company to review the supplemental nurse pay rate on a biannual basis (i.e., 2009, 2011, 2013, etc.) to ascertain if an increase is warranted. The effective date of the increase is proposed to be November 1 of the year granted. The primary determination of the increase amount will be based on the following:

- the combined increase of any merit increase distribution percentage awarded to the full-time nurses during the immediate two year period prior to the effective date of the increase for the supplemental nurses (...); and

Julie Lavender, Director
Personnel Relations & Employee Policies
Richard W. Gross, Director
Personnel Relations
and Employee Policies

9/11/15
Mr. Reggie Ransom  
Arbitration and Umpire Coordinator  
UAW National Ford Department  

Dear Mr. Ransom:

Subject: MPG AVO Position and the Performance Management Process Pilot

The Company and Union had detailed discussions concerning the use of the performance management process in Local 400, Michigan Proving Grounds. To support the growth of AVO, and as an initial step towards this Company standard, Performance Management will be utilized within the newly implemented AVO position, general salary grade 05 AVO Test Specialist. This position represents salaried employees with the skills and capabilities to be chosen for fully-dedicated AVO assignments which will drive execution of this important program at MPG.

The performance management process is meant to provide employees the opportunity to improve their performance through input on their objectives, an ongoing feedback process and in the event of strong performance, the opportunity for an associated increase in base pay and incentive compensation.

In the case of declining performance, the Company will provide coaching, counseling and training as outlined in a performance enhancement plan in order to improve performance. The Union will be notified of any employee whose performance is trending toward or at a lower level and the steps to be taken to improve the performance. It is not the intent of the Company to use the performance management process in an arbitrary manner to release employees without giving them sufficient time to improve their performance. The Company will update the Performance Enhancement Plan to include a line for Union acknowledgement.

The Company will provide the Unit Chairperson, upon request, information regarding employee performance reviews to ensure fair treatment.

The application of this process at MPG will be reviewed by MPG management, Unit Chairperson, HR, National Ford Department and Personnel Relations four years from the date of this letter.

Very Truly Yours,

Julie Lavender, Director  
Personnel Relations  
and Employee Policies

Concur: Reggie Ransom
Unpublished

MPG Supplemental to Full Time Ratio

Dear Mr. Ransom:

Subject: MPG Supplemental to Full Time Ratio

The Company and Union discussed the utilization of supplemental personnel within the unit. The parties recognize the need to work toward a supplemental workforce of up to 20% when compared to full time UAW unless both parties locally agree to an appropriate ratio based on workload, in order to provide job security for the full-time employees and serve as a potential pool for future hires into Ford Motor Company.

Any questions concerning this agreement can be elevated to the UAW National Ford Department and Personnel Relations.

Concur:

Reggie Ransom

Julie Lavender, Director
Personnel Relations & Employee Policies
Senior Advisory Boards - Functional Review

September 15, 1999

Mr. Joe Reilly
Administrative Assistant
Mr. Reggie Ransom
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Reilly Ransom:

Subject: Senior Advisory Boards - Functional Review

During the course of these negotiations, the parties discussed the importance of communication between the Bargaining Units and applicable Senior Management in each functional organization. Utilizing either existing meeting forums or establishing a separate meeting, at least twice a year, the Local Management and the Chairperson will meet with the applicable Senior Operating Management of the respective functions to resolve issues that have long and short term implications on the membership with the clear intent of maintaining bargaining unit jobs. Locally, the Chairperson and Management will determine the timing, set the agenda and select attendees for the meeting. With reference to the nursing unit locations; the Chairperson refers to the National Negotiator representing the nursing classifications.

Discussion topics may include:

- the competitive position of the organization
- sharing of information
- encouraging and energizing the local parties to work together to achieve stated objectives and to implement continuous improvement initiatives
- discuss the importance of job preservation and job creation.
- use of agency as supervision

Very truly yours,

Thomas M. Ryan, Manager
U.S. Union Affairs
Julie Lavender, Director
Personnel Relations & Employee Policies

Concur:

Joe Reilly
Reggie Ransom
UAW-Ford Conferences

October 3, 2011

Mr. Darryl Nolen
Mr. Reggie Ransom
Administrative Assistant Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Nolen Mr. Ransom:

Subject: UAW-Ford Conferences

During the current negotiations, the subject of attendance at UAW-Ford conferences by salaried unit representatives was discussed. It was pointed out by the Union that the structure of the national conferences might change in the future.

To better serve the interests of both parties, it is agreed that unit chairpersons may select which conference best meets the needs of their membership and that the Company will permit the chairperson or the chairperson's designated representative to attend such conference at Company expense.

It is further understood that the Company will pay the wages for one representative each, jointly selected by management and the local union, from those nursing units of more than 12 nurses, Local 1970 Unit 1, Local 1970 Unit 2, and Michigan Proving Ground to attend the UAW-FORD Joint Programs Conferences. If a representative is jointly selected by management and the local union, the representative from Michigan Proving Ground and the representative from Central Laboratories will attend the Quality conference sessions and the representative from the Nursing Unit(s) will attend the Health and Safety conference sessions, as applicable. Attendance at additional UAW-Ford conferences will be subject to discussion and agreement between U.S. Labor Affairs Staff and the National Ford Department.

Very truly yours,

Richard W. Gross, Julie Lavender, Director
Personnel Relations
and Employee Policies

Concur:

Darryl Nolen
Reggie Ransom
Dear Mr. Darryl Nolen Ransom:

Subject: Training Bonus Upfront Lump Sum Payment

The parties had numerous discussions about an upfront lump sum payment training bonus for represented active regular salaried employees. The parties agreed that as soon as practical following the ratification of the Salaried Bargaining Agreement, the represented active regular salaried employees would receive a training bonus an upfront lump sum payment of $2,000 $8,500.

The parties agreed that this one time lump sum bonus payment is not intended as compensation for hours of employment and shall not be included in the regular rate as defined by the Fair Labor Standards Act, in accordance with the exceptions contained in the Act. The parties likewise agree that this payment shall have no roll-up effect on the regular salaried rate defined in this Agreement or otherwise affect calculations of any other pay.

Very truly yours,

Richard W. Gross
Julie Lavender, Director
Personnel Relations
and Employee Policies

Concur:

Darryl Nolen
Reggie Ransom
Video Display Terminals

October 3, 2011

Ms. Sharon Curson
Mr. Reggie Ransom
International Representative
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Ms. Curson Mr. Ransom:

Subject: Video Display Terminals

During these negotiations, the Union expressed concerns regarding the use of Video Display Terminals. The Corporate Occupational Health & Safety Department, along with Clinical Operations, continues to evaluate the scientific literature and studies related to the use of VDTs and their effect upon the workplace.

VDT eyewear will be made available by the Company through the Prescription Safety Glass Program to employees who operate a VDT for four or more hours within an eight hour workday, five or more days per week, who present a prescription for such eyewear from their treating optometrist or ophthalmologist. The focal length of the lenses in this eyewear is adjusted to allow for improved focus while operating a VDT. Eligibility for new (different) lens prescription will be once in any two year period.

Employees who experience and provide evidence of a medically necessary change in prescription before two years have passed will be eligible for new prescription lenses.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Concur:

Sharon Curson
Reggie Ransom
Research & Engineering Center Vacation Shutdown

Ms. Sharon Curson
Mr. Reggie Ransom
International Representative
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Ms. Curson, Mr. Ransom:

Subject: Research & Engineering Center Vacation Shutdown

During the course of these negotiations discussions were held regarding the scheduling of a shutdown of the Research and Engineering Center over the week of the July 4th holiday period on a yearly basis for vacation purposes. The Union expressed concern that the vacation shutdown could be expanded or other weeks added which would further prohibit employees being able to take vacation during periods of their choice.

The Company reinforced the need to be able to manage its business and to be able to address business situations which could require additional down weeks in the process. The Company will notify the Union by April 1 of the plans for a vacation shutdown period. However, the Company reaffirmed that under the present operating pattern it does not plan to add additional mandatory vacation weeks in Product Development. Should these circumstances change, the Company will provide the Local 1970 President and National Ford Department sufficient advance notice of the change and will give full consideration to any concerns raised by the Union.

As the shutdown period affects numerous organizations, managing the workload during the planning period can be complex. Multiple inputs are required to make timely decisions. To this extent, the Chairperson will submit a list of employees requesting a shutdown exception to Management. The Company will review business impact of these exceptions and give final determination to the Chairperson.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies
Richard W. Gross, Director
Personnel Relations and Employee Policies
Central Laboratory

Mr. Sharon Curoo
Mr. Reggie Ransom
Arbitration and Umpire Coordinator
International Representative
UAW, National Ford Department
8000 East Jefferson Ave.
Detroit, MI 48214

Dear Ms. Curoo, Mr. Ransom:

Subject: Central Laboratory

The Company and Union had detailed discussions concerning the work in the Central Lab performed by Local 1970, Unit 2 and its staffing levels. The Company recognizes and appreciates the skill and dedication of its employees in Unit 2.

Discussion also included the addition of a flexible staffing model to provide incremental capacity during times of high workload, extended absence coverage and to provide a resource pool for future talent. The flexible staffing model will include Agency and Purchased Service resources. The flexible workforce, (which may include Supplemental, Agency and Purchased Service), will be no more than 20% of the bargaining unit. This work arrangement is contingent upon the following:

The Company is reviewing and will continue to review assignment of work to the Central Lab. Accordingly the Company will:

a. Immediately hire two (2) Laboratory Engineers upon ratification;

b. Hire three (3) Laboratory Engineers in the 1st Quarter of 2012; and

c. Hire two (2) supplemental/co-op employees in 2nd Quarter of 2012. If performance of the employees is acceptable they will become full time hires after 6 months, if not they will be replaced.

a. Hire three (3) Laboratory Engineers within 12 months of ratification to provide adequate time to effectively screen candidates. These employees will be hired under the flexible staffing model and assessed for potential conversion to base as appropriate after 6 months. The parties agree to a mutual understanding that a six month extension may be granted to the hiring commitment data due to unusual circumstances.

b. Provide rotational assignments for two (2) FCGs in the Laboratory in 2016. Upon FCG program completion consider assignment of these employees into the represented Unit based on the business needs.
c. Provide two (2) Intern assignments in the Laboratory in 2016 and seek to have interns for subsequent summer assignments.

The UAW and the Company will meet regularly to discuss concerns and evaluate success of the flexible staffing model. In the 3rd-4th quarter of 2017, Central Lab Management, HR and local UAW leadership will discuss status.

If the local parties do not agree on model continuation, the matter will be elevated to the National Ford Department and Personnel Relations to address concerns and make a final determination

Additionally, the Company is committed to work with the Union under the terms of the Letter of Understanding - Sourcing to review work which may be presently performed outside of the unit for potential in-sourcing. Final decisions will be based on cost, quality, timing and efficiencies within the Unit, including necessary changes to local operating practices and agreements.

Very Truly Yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Richard W. Gross, Director
Personnel Relations and Employee Policies

Concur:

Sharon Curson
Reggie Ranson
Company Payment of AAOHN Conference Attendance

Mr. Reggie Ransom
Ms. Sharon Curnon
International Representative
Arbitration and Umpire Coordinator
National Ford Department
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ransom and Ms. Curnon:

Subject: Company Payment of AAOHN Conference Attendance

During these negotiations the parties discussed the Company's willingness to pay for unit members to attend the American Association of Occupational Health Nurses (AAOHN) annual conference.

In locations with four or less full-time represented nurses, local management will allow one full-time represented nurse to attend the annual AAOHN conference if the selected nurse did not attend the conference at Company expense the prior year.

In those locations with 5-8 full-time represented nurses, local management will allow at least two nurses to attend the AAOHN conference if they have not attended in the previous four year period at Company expense. In locations with more than 8 full-time represented nurses, at least three full-time represented nurses will be allowed to attend the AAOHN conference if they have not attended in the previous four year period at Company expense. In locations with 9 or greater full-time represented nurses will be allowed to attend the AAOHN conference if they have not attended in the previous four year period at Company expense.

Each nursing unit will develop a schedule for attendance at the annual AAOHN conference. Attendance will be scheduled as to rotate the opportunity to attend the conference based on local unit seniority. Failure to accept the offer to attend shall automatically place the member at the bottom of the list except in cases of an unexpected personal emergency, in which case the offer is extended again for the next opportunity.

The Company will pay for all fees pertaining to either the pre-conference or main conference and customary reasonable travel expenses within the guidelines of Company policy. If the pre-conference is attended in lieu of the main conference, pre-conference will be attended on the employee's own time. The nurse must notify local management of their intent to attend prior to registration.

The Director of Clinical Operations will have authority to determine if the Company's financial condition permits attendance. The circumstances of said financial conditions will be discussed with the National Ford Department and the National Negotiator for Nursing Units. Notification of the decision will be sent to the represented nursing unit chairpersons no later than February 1 of the calendar year of the scheduled conference.

In the event that Company financial conditions do not permit attendance, alternative methods of obtaining continuing educational units (CEUs) will be outlined in the announcement.
Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Richard W. Gross, Director
Personnel Relations
and Employee Policies

Concur:  
Sharon Cusson
Reggie Ransom
Company Payment of Dues & Certifications

Mr. Reggie Ransom  
Arbitration and Umpire Coordinator  
Tom Ronning  
Assistant Director  
UAW, National Ford Department  
8000 East Jefferson Avenue  
Detroit, Michigan 48214

Dear Mr. Ransom Ronning:

Subject: Company Payment of Dues & Certifications

During these negotiations the parties discussed Company reimbursement of American Association of Occupational Health Nurses dues, including state and local components. The Union expressed concern that the practice for reimbursing nurses for their membership dues was not consistent among the units.

It is Company practice to encourage membership and active participation in the state and local components of American Association of Occupational Health Nurses. The Company agrees to pay for national, state and local component AAOHN membership dues for full-time nurses and to supplemental represented nurses who work 8700 hours or more in the preceding calendar year. The Company also agrees to pay the annual dues for medical X-Ray Technologists to belong to the American Registry of Radiologic Technologists and the American Society of Radiologic Technologists.

Additionally, it is Company practice to encourage Occupational Health Nurses to obtain Certified Occupational Health Nurse (COHN) certification. On a one-time basis, the Company agrees to pay all fees and travel expenses related to sitting for the COHN exam for all full-time nurses and to supplemental represented nurses who work 8700 hours or more in the preceding calendar year. In addition, the Company will pay the re-certification fee for all full-time nurses and to supplemental represented nurses who work 8700 hours or more in the preceding calendar year.

Very truly yours,

Tim P. Hartmann, Director  
Union Relations  
Julie Lavender, Director  
Personnel Relations & Employee Policies

Concur:  
Tom Ronning  
Reggie Ransom
Emergency Procedure Training for Nurses

October 3, 2011

Mr. Reggie Ransom
Arbitration and Umpire Coordinator
Mr. Darryl Nolen
Administrative Assistant
UAW National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Nolen Ransom:

Subject: Emergency Procedure Training for Nurses

During these negotiations, there were discussions regarding the participation of nurses in the same training as members of the emergency response teams (ERTs).

Registered nurses are considered higher medical authority than the members of the ERTs. The basic first aid and other course work would be inappropriate for their level of medical practice. However, differences in experience and training may have resulted in some inconsistency in the nurses' skills.

The Company reaffirms that cardiopulmonary resuscitation professional (BCLS/CPR) certification is required for all nurses. The Company will pay fees for this training for all full-time nurses and for supplemental nurses who average 32 16 hours or more per month for the prior six months. The training may be obtained in Company sponsored training or via certified outside vendors. The training will be scheduled on Company time. Local management must approve the timing and method of training prior to registration.

Some nurses are/or would like to be certified in Advanced Cardiac Life Support (ACLS) and/or Basic Trauma Life Support (BTLS). While this training may be desirable, it is not required for working in Ford Motor Company medical facilities. Nurses who are interested in these certifications are eligible to pursue them as part of the continuing education units required for maintenance of their nursing licensure. It is anticipated that a decision on the requested course(s) will be made within 10 business days from receipt of request.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies
Richard W. Gross, Director
Personnel Relations and Employee Policies

Concur: Darryl Nolen
Dear Mr. Reilly Ransom:

Subject: Medical Procedures for Medical Staff

During the current negotiations, the parties discussed issues of privacy and confidentiality which must be considered when Company health care providers are themselves in need of Company related medical services, i.e. post offer pre-employment physical examinations, including drug testing, and management of long and short term medical leaves of absence.

As a result of these discussions, the Company agrees to allow medical staff to request the option of having non-emergency medical services provided by an alternate Company facility and the option of not providing a diagnosis on medical leave forms submitted to their medical department for non work related injury/illness, including intermittent FMLA's.

Where an alternate Company facility is not available, the Company will identify an outside medical clinic which may be utilized by Company medical personnel should they choose not to use their location's medical department.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Thomas W. Ryan, Manager
U.S. Union Affairs

Concur: Joe Reilly
Reggie Ransom
Medical Unit Staffing

Mr. Reggie Ransom  
Ms. Sharon Curson
International Representative  
Arbitration and Umpire Coordinator
National Ford Department
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Ms. Curson Mr. Ransom:

Subject: Medical Unit Staffing

During these negotiations the Union and the Company had detailed discussions concerning the staffing of UAW represented medical units. The Company reaffirmed its commitment to staffing medical units at the appropriate levels. An appropriately staffed medical department is critical to the health, safety and well being of all employees. New staffing guidelines have been developed to ensure that all relevant factors have been considered. The Company confirmed that its medical unit staffing studies conducted by Clinical Operations are the appropriate means to determine necessary staffing. The medical unit staffing studies include:

- The new staffing guidelines detailed in Exhibit A based on population which is available in the Clinical Operations Manual which is accessible for all nurses.
- An interview of medical staff in the unit to verify the amount of time spent on various duties.
- A review of the facilities shift patterns and headcount per shift.
- Other factors such as statistical data, surveillance exams, committee participation and other pertinent information.

Once the study is completed by Clinical Operations, the result will be reviewed with Personnel Relations, Manufacturing HR Leadership, appropriate National Ford Department, the HR Manager and the Medical Unit Chairperson at the facility.

Since Clinical Operations is not always aware of significant changes in operating patterns or additions of shifts at each facility, the Medical Unit Chairperson may request a staffing study be done directly to Clinical Operations if there is a significant change.

The Company reserves the right to determine staffing and utilization of existing resources. It is understood that the study results are not subject to the grievance procedure.

Questions concerning this process may be addressed to National Ford Department, Clinical Operations and Personnel Relations.
Exhibit A

Nurse/Employee Ratio:

<table>
<thead>
<tr>
<th>Employees Range</th>
<th>Full-time Nurses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 200 employees</td>
<td>- 1 part-time nurse</td>
</tr>
<tr>
<td>201-500 employees</td>
<td>- 1 full-time nurse</td>
</tr>
<tr>
<td>501-1200 employees</td>
<td>- 2 full-time nurses</td>
</tr>
<tr>
<td>1201-1900 employees</td>
<td>- 3 full-time nurses</td>
</tr>
<tr>
<td>1901-2900 employees</td>
<td>- 4 full-time nurses</td>
</tr>
<tr>
<td>2901-3900 employees</td>
<td>- 5 full-time nurses</td>
</tr>
<tr>
<td>3901-4900 employees</td>
<td>- 6 full-time nurses</td>
</tr>
</tbody>
</table>

Each additional 750 employees may require 1 additional full-time nurse.

Plants have the ability to schedule nurses by shifts in accordance with plant needs.

Very truly yours,

Julie Lavender, Director
Personnel Relations &
Employee Policies

Richard W. Cross, Director
Personnel Relations
and Employee Policies

Concur:

Sharon Cursen
Reggie Ransom

Demand # S1068
Version 1
3-September-2015
Nurse Development and Growth Opportunities

Mr. Reggie Ransom
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ransom:

Subject: Nurse Development and Growth Opportunities

During these negotiations, the parties held detailed discussions regarding developmental and growth opportunities for nurses.

A competitive company delivers greater job security, retention and rewards for all employees. The parties acknowledged that to recruit, attract and retain the most skilled employees, opportunities for career development and growth are essential.

The Company's Biometric Screening Program has been developed to support the health and wellness of salaried and hourly employees. In order to effectively implement and maintain the Biometric Screening Program and, additionally, address shortcomings in OSHA record keeping, two nurse positions are being proposed for all locations that staff a senior nurse:

- Salaried Occupational Wellness Nurse - SG 6
- Senior Salaried Occupational Health Nurse - SG7

It is agreed that all Salaried Occupational Wellness nurse positions will be posted at the same time and candidates will be evaluated and selected for these positions based on merit and ability through the standard Ford interview process. Promotions will take place at the conclusion of the selection process. Senior Salaried Occupational Health nurses will be promoted at the same time.

It is agreed the Company will point factor the SG 7 Nurse Practitioner position in the event plant wellness responsibilities are added to the position.

Additionally, the Company is committed to discussing the roll-out and monitoring of the Biometric Screening Program and ongoing improvement of OSHA recordkeeping with the nurse chairpersons and senior nurses at each of the represented facilities.

The positions and implementation of the program will be rolled out as soon as practicable.

Very truly yours,
Nurse Hiring and Education

Mr. Reggie Ransom
Arbitration and Umpire Coordinator
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ransom:

Subject: Nurse Hiring and Education

During these negotiations, the Company and Union discussed the importance of hiring high-quality, professional nurses to support the business. To this end, the parties agreed to the following:

- The recommended education qualification for a nurse candidate is a Bachelor of Science in Nursing (BSN) degree.

- Candidates for open positions may be obtained through the Ford Talent Center and/or the supplemental workforce.

- Candidates will be selected based on merit and ability.

The Company remains committed to providing development opportunities for its employees to enhance skills and improve performance.

Very Truly Yours,

Julie Lavender, Director
Personnel Relations
and Employee Policies

Concur: Reggie Ransom
Ms.—Sharon Curson
Mr. Reggie Ransom
International Representative
Arbitration and Umpire Coordinator
National Ford Department
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Ms. Curson Mr. Ransom:

Subject: Nurse Staffing on Alternate Work Schedules (AWS)

The subject of medical staffing was discussed involving plants going onto various AWS schedules. The AWS schedule can affect the staffing in the medical facility—particularly nurses.

In the event of a contemplated AWS schedule change, the Plant Human Resources Manager will contact Personnel Relations and National Ford Department to discuss in advance of the schedule implementation. Following that discussion, the Plant Human Resource Manager will then contact Clinical Operations, the Nurse Chairperson and Senior Nurse to discuss in advance the type of AWS schedule the plant will be following and the timing. This discussion will occur in advance of implementing the AWS schedule in order to permit the parties to determine nursing requirements.

Any questions regarding this letter may be addressed to Clinical Operations or National Ford Department.

Very truly yours,

Julie Lavender, Director
Personnel Relations &
Employee Policies
Richard W. Gross, Director
Personnel Relations
and Employee Policies

Concur:
Sharon Curson
Reggie Ransom
Ms. Sharon Curson
Mr. Reggie Ransom
International Representative
Arbitration and Umpire Coordinator
National Ford Department
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, MI 48214

Dear Ms. Curson, Mr. Ransom:

Subject: Nurses - Plant Closure

During these negotiations, the parties discussed the ability of nurses to transfer to an open position within the Company when affected by a closure or a permanent reduction in nurses in their facility. In such an event, the Company will provide a list of open nurse positions within the Company for consideration by the affected nurse, and if they choose to transfer to one of the open full-time positions they will receive all applicable Company relocation allowances in accordance with Company policy.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Richard W. Cross, Director
Personnel Relations and Employee Policies

Signed 4/8/2015
Uniform and Shoe Allowance

September 15, 2003

Mr. Tom Ronning
Assistant-Director
Mr. Reggie Ransom
International Representative
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ronning Ransom:

Subject: Uniform and Shoe Allowance

During these negotiations, the parties discussed issues relating to uniform allowances for represented health care employees. This is to advise you that consistent with Company policy, effective January 1, 2006, the annual uniform and shoe allowance for full-time nurses and x-ray technologists will be $6200.00.

Supplemental nurses who work 500 hours or more in the preceding calendar year will have a uniform and shoe allowance of $450.00.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies
Tim P. Hartmann, Director
Union Relations

Concur:

Reggie Ransom

Demand # 51041
Version 1

3-September-2015
Dear Ms. Curson & Mr. Ransom:

Subject: MPG Competitiveness

During these negotiations, the parties held numerous and detailed discussions regarding the need to enhance the competitiveness of the Michigan Proving Ground (MPG). The parties acknowledged that the competitive environment requires the Company continue to achieve increased cost reductions, flexibility, productivity and quality enhancements. A competitive company delivers greater job security, retention and rewards for all employees.

The parties recognize that local operating practices, relationships, and teamwork foster the improvements needed to place MPG in the most competitive position. Our employees are integral to identifying and implementing actions to improve competitiveness and future viability.

Accordingly, the parties are undertaking the following:

- At a minimum, monthly meetings will be held between the chairperson, and MPG management, National Ford Department, Operational Human Resources, and Personnel Relations to discuss the supplemental workforce, workload requirements, timing needs, new technology, and strategy of testing migration.

- Peak workloads require the utilization of supplemental employees to avoid having either test vehicles sitting idle due to a lack of drivers or drivers sitting idle due to a lack of test vehicles. This flexible pool of employees both assists in moving MPG to a more competitive position and provides security for regular full-time employees.

- In recognition of the work transitioning from the Arizona Proving Ground to MPG, for the life of this agreement, the minimum number of new durability drivers hired will be equal to the attrition in salary grade 65. The Company commits to the following hiring sequence:
  - Three (3) full-time hires in First Quarter 2012
  - Three (3) full-time hires in Third Quarter 2012
  - Any remaining hires will replace attrition of the SC 65 durability drivers beginning with the seventh attrition.

- Any new non-AVO drivers will be hired and maintained at the salary grade 03 level while in the durability test driver classification.

- Additional full-time drivers may be added at the salary grade 03 level if there is an operational need and if progress is made on increased flexibility and cost containment efforts, which can support additional
• Additional full-time Autonomous (AVO) positions will be added to MPG, at the salary grade 04 and 05 levels, to support the growth of autonomous vehicle operations. AVO positions will be incremental to the current operation, with candidates sourced through the existing UAW represented workforce (full-time and supplemental) and other candidate sources, if needed. Candidates will be evaluated and hired based on merit and ability, through a standard Ford interview process.

• Respective to the Autonomous Vehicle Operation classifications, it is the Company's intent, based on business need, to provide lateral or promotional opportunities proportional to the total number of AVO vehicles in operation at MPG. An example, during these discussions, reflects 6 salary grade 04 AVO Specialists and 12 salary grade 05 AVO Test Specialists. As business conditions change, so will the need for AVO positions, which may change the requirement for total AVO Specialists and Test Specialists.

• In recognition of the Unions desire to populate the MPG track office with represented employees, the Company and UAW will continue to discuss issues related to track office leadership, addressing all issues as they arise.

• In recognition of the growth associated with AVO at MPG, the Company commits to the following hiring sequence:
  - One (1) full-time hire in the Fourth Quarter 2015
  - Two (2) full-time hires in the First Quarter 2016
  - Two (2) full-time hires in the Third Quarter 2016
  - Two (2) full-time hires contingent on attritions from represented driver unit

• The Company will also establish a group to review the feasibility of the unit to bid on brokering work presently contracted by the vehicle owners to external drivers. The group will be comprised of MPG Management, Finance, Legal, Human Resources, and the Unit Chairperson. The group will review the feasibility of the work including cost, liability, timing, resources, etc. Upon request, the group may request assistance from National Ford Department, Operations Human Resources and Personnel Relations.

Very truly yours,

Julie Lavender, Director
Personnel Relations & Employee Policies

Concur:
Reggie Ransom

Demand #’s
S1078, S1079, S1080, S1081, S1083 Version 3
11-September-2015