
AGREEMENTS

between

UAW®

and the

FORD MOTOR COMPANY

Volume IV-A

RELATED TO:

COLLECTIVE BARGAINING AGREEMENT



Agreements Dated

November 5, 2015

(Effective November 23, 2015)

Ford Motor Company and the UAW recognize their respective responsibilities under federal and state laws relating to fair employment practices.

The Company and the Union recognize the moral principles involved in the area of civil rights and have reaffirmed in their Collective Bargaining Agreement their commitment not to discriminate because of race, religion, color, age, sex, sexual orientation, union activity, national origin, or against any employee with disabilities.

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NOTE:

This booklet (Volume IV) is being presented to you so that you may know the terms of various Letters of Understanding negotiated between the UAW and the Company **November 5, 2015**.

Specifically, the following material is presented in the order given:

1. Letters of Understanding and Clarification concerning the Collective Bargaining Agreement and Job Security Program agreed to in the **2015** negotiations, plus all previous Letters of Understanding and Clarification that continue to express current policies and interpretations.
2. Letters of Understanding and Clarification Concerning the Retirement Plan, Insurance Program, Supplemental Unemployment Benefit Plan, Profit Sharing Plan, Tax-Efficient Savings Plan, and UAW-Ford Legal Services Plan agreed to in **2015** negotiations, plus all previous Letters of Understanding and Clarification that continue to express current policies and interpretations.
3. Certain Company Administrative Letters

Please note that any gender specific references in the Agreement language shall apply to either sex.

Other agreements and plans reproduced in separate booklets are: Volume I, the Collective Bargaining Agreement; Volume II, the Retirement Agreement and Plan and Insurance Program; Volume III, the Supplemental Unemployment Benefit Agreement and Plan, the Profit Sharing Agreement and Plan, the Tax Efficient Savings Agreement and Plan, and the UAW-Ford Legal Services Plan; **and Skilled Trades Agreements and Letters of Understanding**.

We hope you will find this booklet helpful.

JIMMY SETTLES

Vice President and Director
UAW, National Ford Department

BILL DIRKSEN

Vice President,
Labor Affairs

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November 5, 2015

Mr. **Jimmy Settles**

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: National Attendance Program

During the **2015** negotiations, the excessive cost associated with absenteeism was discussed. Absenteeism adversely affects employee morale, product quality and plant efficiency. The parties agree that it is essential for everyone to contribute in order to ensure future competitive viability and job security. The negative impact that absenteeism has on our business detracts from these mutual goals.

There is a small portion of the workforce that is abusively absent and misses a disproportionate number of work days. Corrective actions must be taken to address the concern while ensuring an attendance program provides a means of administering fair, consistent and progressive discipline for absenteeism. It is understood that all absences cannot be eliminated, as there are situations from time to time which prevent employees from coming to work. Overall, it was agreed that a new National Attendance Program will be a part of the Collective Bargaining Agreement and consistently applied at all locations. This program is outlined below.

Responsibility of the Employee

It is the responsibility of each employee to report for work when scheduled within the confines of the Collective Bargaining Agreement. Employees who have reported properly shall then be considered to be available for work and be compensated beginning with the start of their respective shift.

All employees are expected to call-in all unplanned absences at least **60** minutes prior to the start of the shift.

Employees returning from a medical leave of absence will be required to report to the designated medical facility or equivalent in advance of their return to work to ensure they are available for work at the start of their respective shift.

NATIONAL ATTENDANCE PROGRAM

Excused Absence Allowance

The Union expressed concern that unanticipated emergencies may occasionally arise beyond the control of employees. The Company agreed to allow employees to use their EAA days after-the-fact, provided the following conditions are met:

- The employee has the Excused Absence Allowance time available.
- The Excused Absence Allowance time is taken in increments of eight (8) hours. At Alternative Work Schedule locations, the Excused Absence Allowance time is taken in increments of one regular shift equivalent.
- The employee has no discipline for absenteeism on record at the time of absence.
- **No more than two (2) Excused Absence Allowance days may be taken after-the-fact on the first or last regular work day of an employee's base work week schedule within a calendar year (i.e. "Bookend Days")**
- There was no adverse effect to production or related operations due to the collective level of unplanned employee absences on the specific absence day. Identifying potential days in advance which are historically known to be high absence days and mutually discussing planned absences, for example, Super Bowl Monday, can be beneficial to avoid adverse effects. Although an adverse effect absence day may be unforeseen, the local parties should, to the extent possible, identify specific days unique to their location.

Separate and apart from this conditional granting of EAA **days** after-the-fact discussed above, employees may continue to schedule EAA days in advance with their respective supervisor. Furthermore, employees who do not meet the condition of a clear absenteeism discipline record may seek approval for possible EAA time from their supervisors on an after-the-fact basis. The holiday pay qualifying provision pursuant to Article IX, Section 22(a)(3) will remain in effect and requests for EAA may be approved in line with Article IX, Section 25(c) of the UAW-Ford Collective Bargaining Agreement.

NATIONAL ATTENDANCE PROGRAM

Rolling Measurement Period

The rolling measurement period will commence with the effective date of the National Attendance Program as established in the Implementation section of this letter.

Chargeable Absences

Chargeable absences will include each day the employees' absence is coded AWOL ('A' Code) or Temporary Illness/Injury ('T' Code). Employees' absences of three or more consecutive days coded Unpaid Medical Days ('M' Code), except FMLA or Workers' Compensation approved absences, will result in two (2) chargeable absences. If Unicare provides Accident & Sickness Benefits and approves a personal medical leave of absence, any unpaid M code days within the medical leave will not be counted as chargeable absences.

Each chargeable absence counts toward the accumulation of chargeable absences within the measurement period as defined below. Partial absence days will not be counted.

Table 1: Absence Progression

Employee Absence	Action
1st Absence	Employee Absence
2nd Absence	Employee Absence
3rd Absence	Employee Absence
4th Absence	Employee Absence
Attendance Discipline Penalty	
Chargeable Absence	Action
5th Absence	R & W + 1 Day
6th Absence	R & W + 1 Week
7th Absence	R & W + 2 Weeks
8th Absence	R & W + 1 Month
9th Absence	Termination

Disciplinary Progression for **Employees without Attendance Discipline on Record:**

The **rolling** measurement period is defined as **twelve (12)** months (extended by personal medical leaves of absence that occur during the **rolling** measurement period). This extension is defined as the

NATIONAL ATTENDANCE PROGRAM

time between the employee's last day of work and his/her effective return to work from each leave.

The accumulation of chargeable absences within an employee's established measurement period **upon the effective date of implementation of this program** will be addressed through the appropriate progressive disciplinary process outlined in Table 1.

Employees with four (4) or fewer absences per Table 1 above will revert to zero (0) absences upon the implementation date of this program.

Rolling Measurement Period – Employees without Attendance Discipline on Record (Table 1):

Examples:

(Example 1) An employee has the first chargeable absence two months after the effective date of this Program. A review of **the employee's** record reveals no additional chargeable absences. The absence will be considered the **employee's 1st Chargeable Absence** under the Program per Table 1.

(Example 2) The same employee in Example 1 has two (2) subsequent chargeable absences (total of 3). These two chargeable absences will be considered the employee's **2nd and 3rd Chargeable Absences** under the Program per Table 1.

(Example 3) An employee incurs three (3) consecutive unpaid medical days (M code) after the start of the **12 month** rolling measurement period. A review of **the employee's** record reveals four (4) additional chargeable absences within the **12 month** rolling measurement period. These three (3) unpaid medical days will be considered two (2) chargeable absences (total of 6). The employee will be assessed a penalty of R&W + **1 Week** per Table 1.

Disciplinary Progression for Employees with Attendance Discipline Penalty on Record

Any employee with five (5) or more chargeable absences on record on or after the effective date of implementation of this Program will be considered in the Attendance Program and subject to the following:

NATIONAL ATTENDANCE PROGRAM

- Discipline progression is based on the most recent attendance discipline penalty on record regardless of the number of chargeable absences
- Discipline will remain on the employee's record for eighteen (18) months (extended by personal medical leaves of absence that occur during the period)
- Any additional attendance discipline within eighteen (18) months will progress from the most recent discipline penalty
 - Attendance discipline administered for a chargeable absence will be repeated if the employee has not had a chargeable absence for nine (9) months or greater from the most recent attendance discipline on record (extended by personal medical leaves of absence that occur during the period)

Conversion Table: Employees with Attendance Discipline on Record on the effective date of Implementation

<u>A</u>	<u>B</u>	<u>C</u>
2011 NAP–Last Attendance Discipline Penalty on Record	New Program - Attendance Discipline Penalty	Discipline Time - Length of Time Converted Penalty Remains on Record
R&W	4th Absence	12 months less the number of days/months (A) has been on record
R&W + 1 Day	4th Absence	12 months less the number of days/months (A) has been on record

NATIONAL ATTENDANCE PROGRAM

R&W + 1 Week	R&W + 1 Day	18 months less the number of days/months (A) has been on record
R&W + 2 Weeks	R&W + 1 Week	18 months less the number of days/months (A) has been on record
R&W + 1 Month	R&W + 2 Weeks	18 months less the number of days/months (A) has been on record

Attendance Discipline Penalty – Examples:

(Example 1 - Implementation) An employee incurs a 6th chargeable absence on November 1st, 2015 and is issued a discipline penalty of R&W + 1 Day per the 2011 National Attendance Program. On January 4th, 2016, (implementation date of the new program) the same employee's most recent attendance discipline on record will convert from R&W + 1 Day to the employee's 4th chargeable absences. The 4th chargeable absence will stay on record until November 1st, 2016. If the employee has another chargeable absence between the implementation date and November 1st, 2016 he/she would be issued an R&W + 1 Day per table 1, which will remain on record for 18 months (extended by personal medical leaves of absence that occur during the period).

(Example 2) An employee incurs a 5th chargeable absence on July 25th, 2016, and is disciplined R&W + 1 Day per Table 1. The discipline penalty will remain on the employee's record for an eighteen (18) month period or until January 26th, 2018 (extended by personal medical leaves of absence that occur during the period).

NATIONAL ATTENDANCE PROGRAM

(Example 3) The same employee has another chargeable absence on April 26th, 2017. This is the employee's next chargeable absence which would progress the employee's discipline to R&W + 1 Week per Table 1. However, because the employee has not had a chargeable absence for nine (9) months or greater, the discipline will be repeated (R&W + 1 Day). The new discipline penalty (R&W + 1 Day) will remain on the employee's record for an eighteen (18) month period (extended by personal medical leaves of absence that occur during the period).

Other Elements

To ensure employees fully understand the seriousness of their absenteeism and its impact on the facility prior to progressing to the final step of termination, the Company shall issue R&W + 1 month disciplinary penalties identified in Table 1, regardless of the number of chargeable absences that progressed the discipline for absenteeism to an R&W + 1 month penalty.

The parties will strongly encourage such employees to consider use of the UAW-Ford ESSP Joint Program if such assistance may improve attendance.

No provisions of this Program are to be construed as limiting the Company's rights as they relate to the handling of Temporary Part-Time employees under Appendix K, the handling of probationary employees under Article VIII, Section 4 or terminations pursuant to Article VIII, Section 5 of the UAW-Ford Collective Bargaining Agreement.

Disputes as to the Company's failure to observe the procedure requirements of these provisions are subject to the regular grievance procedure.

Implementation

The National Attendance Program will become effective Monday, January **4, 2016**.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

**ANNUAL BUSINESS PLAN REVIEWS
- STAMPING BUSINESS UNIT**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Annual Business Plan Reviews – Stamping Business
Unit

During 2003 bargaining, the parties spent considerable time discussing the future of the Stamping Business Unit (SBU). The goal of the SBU is to become the supplier of choice, and as such, has focused the stamping plants on die tryout, die maintenance, and quality improvements. Additionally, improved communication and teamwork must occur at all levels of the Business Unit. To support these goals, senior management from the SBU will meet annually with the leadership of the UAW National Ford Department to review the SBU Scorecard metrics, long term stamping plans and their anticipated effect on stamping plants. Further, on a quarterly basis, senior management of the SBU will meet with representatives of the National Ford Department to discuss the status of the stamping business and other related issues.

During the term of the 2003 Agreement, the SBU is planning to invest up to \$18 million, business conditions permitting. The Company will consider prudent investments in stamping plants to support press repair and refurbishment, die tryout, die maintenance and repair, and other related activities to achieve safety, quality, delivery, cost, and morale objectives. The parties agreed that when such prudent investments are being contemplated the parties will meet to identify and implement changes to improve the overall competitiveness of the die tryout process, and to enhance indirect

**ANNUAL BUSINESS PLAN REVIEWS
- STAMPING BUSINESS UNIT**

and direct employee cooperation at those locations. Planned investments and the corresponding competitive improvement actions will be discussed at the Annual Business Plan Review.

Very truly yours,

Rick E. Poynter, Director
U.S. Union Affairs
Labor Affairs

CARRYOVER VEHICLE MEETING

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Carryover Vehicle Meeting

During the course of 1987 negotiations, the Union voiced concern regarding application of the letter re Work Allocations in Assembly Plants, particularly as it relates to the identification of "carryover" or "face-lift" vehicles.

In an effort to provide consistent application of the letter at all assembly facilities, Body and Assembly Management will meet with the National Ford Department sixty (60) days prior to Job #1 of each model year to review the question of whether or not a vehicle is a "carryover" or "face-lift" vehicle with limited year-to-year change.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

FORTY (40) HOUR OVERTIME THRESHOLD EXCEPTION

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Forty (40) Hour Overtime Threshold Exception

During the 2011 Negotiations, the parties discussed circumstances under which premium payments for time worked are made. The Union expressed concern that employees who experience work related injuries do not receive credit toward the “worked over forty (40) compensated hours per week” required in Article IX, Section 7 to receive an overtime premium.

The parties agree that scheduled work hours lost due to a work related injury, deemed compensable under workers’ compensation, will count toward the “worked over forty (40) compensated hours per week” required in Article IX, Section 7 to receive an overtime premium.

Additionally, the Company will publish an administrative letter, following the effective date of the agreement, clarifying wage related provisions to minimize pay shortages.

Respectfully,

Bill Dirksen
Executive Director
U.S. Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Major Launch Overtime Communication

During the course of these negotiations, the parties discussed the continued communication of the overtime requirements related to the launch of new plants, new car line programs, or new truck line programs.

It was agreed that the Company would, at a period at or near six months after the start of a major launch, communicate the forecasted volume and overtime requirements, as known at that time, to the National Ford Department.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: MODAPTS Training

During these 2007 negotiations, there were numerous discussions regarding production standards. We agreed MODAPTS is one of several tools to promote the building of quality vehicles in a competitive environment.

As a result of these discussions, the Company agreed with the value of providing MODAPTS training for UAW Job Security Representatives. Accordingly, it was agreed that within 90 days of ratification, a training and delivery plan will be developed for, and delivered to these UAW Job Security Representatives.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

OPTIONAL PROCEDURE, ARTICLE IV, SECTION 4(B)

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Optional Procedure, Article IV, Section 4(b)

This will confirm the understanding reached in the 1993 negotiations that the attached procedure, originally established in 1970, will be used in the event of production standards disputes in all car and truck assembly plants except where other written procedures are mutually agreeable to the local parties and are approved by the National Ford Department of the UAW and the Employee Relations Staff of the Company.

The effectiveness of this procedure is contingent upon the local parties' constructive approach and usage. In the event of problems in this regard, it further is understood that either the Employee Relations Staff or the National Ford Department may terminate the procedure at any selected location upon notification to the other party.

Very truly yours,

JAMES D. SHANNON, Director
Union Affairs Office
Employee Relations Staff

Concur: Ernest Lofton

Attachment

ATTACHMENT

**PROCEDURE FOR REVIEW OF WORK
ASSIGNMENT**

The purpose of this procedure is to establish a method whereby the parties may jointly review particular work assignment situations as defined in paragraph 1 below. In such work related instances, the Company will defer disciplinary action against an employee who is experiencing continued difficulty in the completion of an operation and the Union will withhold initiating a grievance protesting the employee's workload until the procedure has been exhausted.

PROCEDURE:

1. The review procedure will be used as a result of:
 - (a) Complaints from employees to supervisors, either directly or through their Local Union representative(s), that the completion of an operation is continually difficult, or
 - (b) At the request of supervision where an employee is continually not completing the operation.
2. Upon notification by either the plant labor relations office to the appropriate Local Union representative, or the Local Union representative(s) to the plant labor relations office, a committee composed of at least three representatives from the appropriate engineering and production supervision functions, will be instituted and investigation will be made of the operation in question. The scope of this investigation will vary depending upon the nature of the work assignment involved. The committee will take the following steps, as appropriate:
 - (a) Hold a discussion with the employee to determine the exact nature of the employee's problem, if any.
 - (b) Check for proper tooling and process.
 - (c) Check the quality and location of stock.
 - (d) Determine whether the employee has time and room to perform the operation in the employee's work station.
 - (e) Determine whether the employee can physically perform the operation, e.g., physical size of employee.

PROCEDURE FOR REVIEW OF WORK ASSIGNMENT

- (f) Check for a mix problem.
 - (g) Determine whether the best method and sequence is being utilized.
 - (h) Determine whether the operation is being performed in accordance with the production standard as established.
3. Upon completion of the investigation, the findings will be discussed with the appropriate Union representative for the purpose of resolution.
 4. In the event differences cannot be resolved at that level, they will be considered at a meeting attended by no more than three members of Management representing production, industrial engineering, and employee relations, as appropriate, and no more than three Union representatives including the Chairperson or a person designated by the Chairperson to handle work standards questions.
 5. While no time limits are provided for, the success of the procedure is primarily dependent upon both parties exhibiting a spirit of cooperation through proper application, timely handling, and an objective review of each instance.
 6. If the matter cannot be satisfactorily resolved through the use of this procedure, the applicable provisions of the Collective Bargaining Agreement may be employed.

**PRODUCTION STANDARDS -
ADVERSE MIX CONDITIONS IN CAR AND TRUCK ASSEMBLY PLANTS**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Production Standards - Adverse Mix Conditions in Car
and Truck Assembly Plants

During the course of negotiations, the parties discussed the impact of mix and overcycle conditions on work allocations in car and truck assembly plants.

The Company recognizes the importance of ensuring an employee's ability to perform his/her operation in a safe manner and at a reasonable pace, resulting in a quality product.

The parties agreed that floor supervision will use scheduling data and advanced planning techniques, such as the High Option Content Report (HOCR) and the national mix blend, to respond to adverse mix conditions. In addition, each facility shall locally establish a containment plan, as provided in the Collective Bargaining Agreement, to address any adverse mix or overcycle conditions and the process will be communicated to impacted employees.

The parties further agree to establish a joint training program that will be funded from the Education, Development, and Training Program funds for the purpose of providing appropriate local company and union personnel techniques to effectively address mix/cycle situations. The parties agree to meet after the conclusion of negotiations to jointly develop subject matter content and an implementation plan.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs
Labor Affairs

PRODUCTION STANDARDS - BODY & ASSEMBLY OPERATIONS

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Production Standards - Body & Assembly Operations

This will confirm the understanding reached in the 1993 negotiations that, on a job for which a production standard has been placed in effect in a car and truck assembly plant and that standard is in dispute, the work elements and normalized elemental times will be furnished without undue delay in writing to the designated Local Union representative, upon request. It is mutually recognized that it would be impractical to provide this information during periods of production acceleration or mix changes.

It further is understood that a member of Management on each production shift will be designated to assist in resolving production standards disputes occurring on that shift.

Very truly yours,

JAMES D. SHANNON, Director
Union Affairs Office
Employee Relations Staff

Concur: Ernest Lofton

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Production Standards – Commitment to Training

During these negotiations, the parties discussed the Union’s claim of additional training needs for UAW Production Standards Representatives in production standards methodologies. The parties agreed to conduct a training needs survey and, based on the results of such survey, provide Company sponsored training comparable in content to plant industrial engineers, utilizing available technology-based delivery mechanisms to do so in a cost-effective and expeditious manner.

The Company further agreed to explore the feasibility of a system that would allow UAW Production Standards Representatives to perform electronic time studies to further enhance their capabilities.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

PRODUCTION STANDARDS AND OTHER ISSUES

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Production Standards and Other Issues

During these negotiations, the parties discussed mutual concerns related to establishing and maintaining production standards and their impact on health and safety and product quality. The parties recognized the importance of providing a quality product that will lead to customer satisfaction and employee job security. It was agreed that the establishment of fair and equitable workloads was a critical component of providing a quality product. The parties discussed efforts that have been initiated to date by the Company to address and resolve these and other issues. Specifically, these efforts include:

- Modular Arrangement of Pre-Determined Time Standards (MODAPTS) and Automated Methods Analysis Time System (AutoMATS). These are examples of alternative systems for establishing work standards. The national parties are available to support locations that wish to implement these methods.
- In-Line Vehicle Sequencing (ILVS). ILVS will address problems associated with adverse mix and its impact on work allocations and product quality. Even with ILVS, the existing provisions of the CBA pertaining to adverse mix conditions remain in effect.
- Quality Deployment Sheets/Quality Process Sheets. QDS/QPS sheets are devices that ensure consistent performance of work elements and lead to employee and customer satisfaction.

PRODUCTION STANDARDS AND OTHER ISSUES

These continuous improvement initiatives are designed to promote the parties' mutual commitment to providing quality products in a competitive environment. The parties agreed to continue to support these local endeavors.

Very truly yours,

Thomas M. Brown,
Executive Director
Labor Affairs
Human Resources

Concur: Ernest Lofton

**PRODUCTION STANDARDS GRIEVANCES
AFTER THE FOUR-MONTH PERIOD**

October 4, 1979

Mr. Ken Bannon, Vice President
Director - National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Production Standards Grievances after the Four-Month
Period

During the recent negotiations, the Union expressed concern about production standards grievances resolved outside of the four-month period specified in the Work Allocation Letter of October 5, 1976. More specifically, the Union was referring to the effect on an undisputed operation involved in the grievance settlement of a disputed operation.

This will confirm that if the resolution of a production standards dispute after the four-month period results in work being reassigned to another operation, the employee on such operation is not precluded from disputing the work reallocation through the Procedure for Review of Work Assignments or the Grievance Procedure.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

RELIEF PATTERN CHANGES – ASSEMBLY OPERATIONS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Relief Pattern Changes – Assembly Operations

During these negotiations the Company and Union discussed the competitive pressure within the automotive industry and the necessity to respond to market fluctuations. The ability to align production with customer demand is an essential competitive element.

The parties agreed to create an avenue, other than significant downtime or disruptive line speed changes, and the associated operational churn, to address decreases or increases in volume requirements, pursuant to customer demand. Therefore, it was agreed that, in cases where the Vice President and Director of the UAW-Ford Department concurs as to the need to efficiently match capacity with demand, the Company may exercise the option to transition between relief patterns (mass/tag).

This letter does not impact the Company's right to address short-term operating issues that require transition between relief patterns.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

**RESCHEDULING OF EMPLOYEE RELIEF AND LUNCH PERIODS
- CAR AND TRUCK ASSEMBLY PLANTS**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Rescheduling of Employee Relief and Lunch Periods -
Car and Truck Assembly Plants

During the current negotiations the union raised concerns regarding the frequency and extent to which operating management changes the established lunch and relief periods in car and truck assembly plants.

The parties reaffirm the provisions of Article IV, Section 4(a) concerning the scheduling of relief periods and Article X, Section 6 regarding the advancement or delay of employees' lunch periods.

The Company assures the union that it is the intention of management to provide appropriate relief to all employees as provided in the agreement and not alter the lunch period or relief schedule except in instances where there is a legitimate need to do so, such as a breakdown that cannot be resolved quickly. To address issues concerning the advancement of relief and lunch periods, the Company agrees that for affected employees the regularly scheduled relief cycle after lunch will not commence until one-half hour after the end of the regularly established lunch period.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs
Labor Affairs

SATISFYING CUSTOMER DEMAND IN ASSEMBLY PLANTS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Satisfying Customer Demand in Assembly Plants

During 2007 negotiations, the parties discussed the mutual advantage of delivering the right products to our customers when demand is high. In the event that customer demand exceeds the restrictions outlined in Appendix H, Part A, Paragraph 4(a), the Company will contact the Local Plant Chairperson in order to discuss, develop and implement a plan to address production needs, subject to the approval of the UAW National Ford Department. If customer demand exceeds the outlined restrictions and local parties cannot find resolution, the issue will be elevated to the National parties to be resolved.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

WORK ALLOCATIONS IN ASSEMBLY PLANTS

October 5, 1976

Mr. Ken Bannon, Vice President
Director - National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Work Allocations in Assembly Plants

During the 1976 negotiations, the Union sought, as it has in the past, a Company commitment that work allocations in the car and truck assembly plants would be made early in the model run and would remain unchanged for the balance of the model run.

The Company has consistently emphasized the great number of factors that influence its ability to make unchangeable work allocations early in the model run in its vehicle assembly plants, among which are the overmanning that sometimes occurs early in the model in connection with launching, the normal difficulties which are associated with the production of new models, the engineering changes which occur throughout the model run, the frequent variations in body mix and option installation rates, the changes in processing and tooling which occur frequently and continually, and the continuing efforts which the Company makes to achieve a satisfactory level of manpower efficiency and work load balance.

Article IX, Section 2(b) of the Ford-UAW Collective Bargaining Agreement explicitly recognizes these and other factors and objectives as the underpinning of the Improvement Factor increases provided for in the Agreement.

Nonetheless, we are not unmindful of the interest which employees in the vehicle assembly plants have in securing a reasonably certain level of work assignment at some point in time in the model run. As we have discussed, the factors described in the second paragraph above are particularly critical in those vehicle assembly plants in the model years in which there is a new or major change car or truck line and somewhat less critical in the plants in which the so-called "carryover" or "face-lift" vehicles are assembled, vehicles which undergo a relatively limited year-to-year change. Even in the latter cases, however, they are not unimportant.

WORK ALLOCATIONS IN ASSEMBLY PLANTS

With respect to the latter vehicle assembly plants, the Company will assure that by the end of four months after the line speed reaches scheduled production, suitable employee work allocations will have been made and will remain unchanged for the balance of that year's model run, excepting as a change in work allocation is occasioned by changes in line speed, mix, option installation rates, tooling, processing, engineering or design specifications, methods or layout.

It is expressly understood that this arrangement will not constitute any kind of acknowledgment that the work load or work allocation as of the time it becomes unchanged will represent a full work load, nor does it carry any assurance or implication that the work allocation in the succeeding model year will remain unchanged, regardless of the degree of vehicle change.

Very truly yours,

SIDNEY F. McKENNA
Vice President
Labor Relations

Concur: Ken Bannon

**WORK ALLOCATIONS IN ASSEMBLY PLANTS
- APPLICATION OF CHANGES**

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Work Allocations in Assembly Plants-Application of
Changes

During 1987 negotiations, the parties discussed interpretation of certain provisions of the 1976 letter "Work Allocations in Assembly Plants".

It is with respect to work reallocations after the four-month period referenced in the letter which are occasioned by changes in tooling, processing, engineering or design specifications, methods or layout that the question of proper application arose, particularly when they may result in manpower reductions.

The parties have agreed that in such cases there must be some regard for the magnitude and significance of the changes to avoid rendering meaningless the assurance given to employees contemplated in the letter. The change should be such that there is a real and identifiable effect on the operation(s) impacted. Relatively minor changes after the four months are not to be used to justify major work reallocations.

Prior to implementation of changes in this nature the appropriate union representative will be advised of the planned change.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

WORK ALLOCATIONS IN ASSEMBLY PLANTS-CLARIFICATION

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Work Allocations in Assembly Plants-Clarification

During the 1987 negotiations, the Union sought clarification as to when the four-month period begins in plants where vehicles are assembled which undergo a relatively limited year-to-year change; the so-called "carry-over" or "face-lift" vehicles as stipulated in the Letter of Understanding dated October 5, 1976, re Work Allocations in Assembly Plants.

This letter will serve to confirm the parties' understanding that with respect to so-called "face-lift" or "carry-over" vehicles with limited year-to-year change, the four-month period for allocating work will begin ten (10) working days after the first unit for that model run is produced at the plant.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

**WORK ALLOCATIONS IN ASSEMBLY PLANTS
– EMPLOYEE ENGAGEMENT**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Work Allocations in Assembly Plants – Employee
Engagement

During these negotiations, the parties discussed lean principles and opportunities to seek continuous improvement through employee and team engagement. It is recognized that employees and teams have the greatest understanding of how to organize work and eliminate waste. The parties discussed the importance of utilizing workforce input and the positive impact it has on competitiveness and employee morale. In this regard, the parties agreed to support employee or team driven efforts to continuously eliminate waste, improve quality, address health and safety and ergonomic concerns as well as the effective and efficient allocation of work elements. Communications and implementation of employee suggestions will be in accordance with local practices.

Except in the limited application of this letter, its provisions are not intended to conflict with existing language regarding work allocations in assembly plants.

Very truly yours,

Rick E. Poynter, Director
U.S. Union Affairs
Labor Affairs

Concur: Gerald D. Bantom

**WORK ALLOCATIONS IN ASSEMBLY PLANTS
– REBALANCE PERIOD**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Work Allocations in Assembly Plants – Rebalance Period

During these negotiations the parties discussed the impact of multiple model launches within a model run. The Union demonstrated to the Company that these multiple launches could be interpreted as an avenue to establish additional rebalance periods within a model run.

The Company acknowledges the negative impact constant churning could have on safety, quality, and employee morale. The parties agree that there will be one designated rebalance period for “Face-lift and Carry-over” vehicles. Facilities that launch multiple “Face-lift and Carry-over” models derived from the same platform will continue to be governed by the principles of the 1976 Work Allocations in Assembly Plants Letter of Understanding and the 1987 Work Allocations in Assembly Plants – Application of Changes Letter of Understanding.

Very truly yours,

Rick E. Poynter, Director
U.S. Union Affairs
Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Work Allocations in Assembly Plants – Workload
Rebalance**

During these negotiations, the parties discussed the complexities involved in work allocations and the value of proactive participation to achieve the task of work rebalance.

It was agreed that early conversations between the parties should take place to identify and address potential issues. Discussions should offer alternative rebalance suggestions, and identify the necessary resources needed to address work rebalance.

These early conversations will increase the likelihood of a successful rebalance with minimal disruption. In the first instance, prior to a job going into protest, the district committeeperson and process coach, in an effort to resolve job issues, will, together, talk with the operator to understand the specific issues inhibiting completion of the job, document the issues and then work to resolve them. Issues that can be corrected should be handled at this level.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

WORK ALLOCATION - PROBLEM RESOLUTION PROCESS

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Work Allocation - Problem Resolution Process

During the recent negotiations, the Union alleged that certain local assembly plant managements were not adhering to the provisions of the September 17, 1987 Letter of Understanding entitled, "Work Allocations in Assembly Plants-Application of Changes." Specifically, the Union claimed that management at certain plants continue to make insignificant changes after the four-month period which resulted in additional major work reallocations. The Company reaffirmed its commitment that the changes made during this period must have a real and identifiable effect on the operation(s) impacted. It also is the intent of the Company to continue to abide by the assurances given in the October 5, 1976 Letter, "Work Allocations in Assembly Plants."

In those instances following the four-month period, the Company agrees to provide ample advance notification to the Unit Chairperson and/or local Production Standards Representative of work allocation changes. It is intended that concurrent with this notification, the Unit Chairperson and/or local Production Standards Representative will be informed of the nature and the reason for the changes. The parties recognize that there are certain temporary conditions including safety, ergonomic or quality concerns that may occur that would make advance notification impractical.

The Company also assured the Union that its concerns in this regard will be fully communicated to all Plant Managers in the car and truck assembly plants, and that the principles contained in the September 17, 1987 Letter of Understanding will be reaffirmed to appropriate members of assembly plant management. This will be accomplished within a 90-day period following the ratification of the new Collective Bargaining Agreement.

WORK ALLOCATION - PROBLEM RESOLUTION PROCESS

To ensure this issue is dealt with effectively, at all levels, the local parties are directed to exhaust all means at their disposal to resolve any work allocation disputes arising from the September 17, 1987 letter, including discussion with senior plant management. Either party may, in writing, refer the dispute to the National Ford Department and the appropriate Program/Regional Manager at Body and Assembly Operations for resolution.

It is the intent of the parties that these discussions and procedures would provide an avenue for resolution of such work allocation issues without need to utilize the formal grievance procedure. However, utilization of this resolution process does not preclude the use of the grievance procedure.

Very truly yours,

THOMAS M. BROWN, Director
Union Affairs Office
Employee Relations Staff

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Continuous Improvement

The parties reaffirm the importance of Total Cost and Continuous Improvement initiatives and their role in eliminating wasteful procedures across manufacturing operations.

During 2007 negotiations, the Memorandum of Understanding - Continuous Improvement Forum (Appendix J) was created. Consideration was also given to the importance of preparing the forum members for the tasks identified in Appendix J. As such, both the UAW and Company agreed there may be times when the Continuous Improvement Forums request support, resources or services from the UAW-Ford National Programs Center. When approved by the Joint Governing Body these requests will be supported.

In addition, the Grievance Procedure as set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over any matter related to this letter.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

CONTINUOUS IMPROVEMENT "BEST-IN-CLASS" BENCHMARKING

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Continuous Improvement "Best-in-Class" Benchmarking

During the course of these negotiations, the parties discussed the Union's interest in increasing the Company's manufacturing presence in the United States and the progress of our facilities in implementing continuous improvement initiatives. Locations are at various stages of implementation, and there are differences in plant layouts and manufacturing processes. We recognize the need to drive standards throughout our manufacturing facilities. Additionally, design, commonality and flexible manufacturing will help drive consistency of application.

The parties agree to identify best practices around continuous improvement processes through joint internal and external "Best-in-Class" benchmarking efforts. The parties reaffirm this benchmarking role is integral in the charters of the National and Operations Continuous Improvement Forums and the local committees.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Continuous Improvement Forum

During the 2011 negotiations, the parties discussed the many contributions made by our joint programs and cooperative efforts that are significant factors in producing quality products at a competitive price. The parties discussed the time spent addressing operational issues and administration of these programs, specifically the number of meetings, and the resulting time constraints that this has placed on the local Union leaders and management employees. There was recognition that in some cases local Union representatives and management employees are receiving redundant information as they attend various meetings.

The parties agreed to the consolidation of the various regularly scheduled local joint committees into one meeting - the Continuous Improvement Forum. The parties also agree that in some locations it may be appropriate to consolidate other meetings into this Forum at the discretion of the Plant Manager and UAW Chairperson. It is envisioned that in many of our operations, establishing a Continuous Improvement Forum would:

- Improve communication, both among the local parties and with their national counterparts.
- Maximize the opportunities for key Union and Company representatives to participate and contribute.
- Enable a flow of dialogue that will aid the work force in efforts to produce “best-in-class” products and thereby assist in ensuring the viability of each location.
- Ensure a consistent approach in the application and administration of all joint programs.
- Provide a forum to consolidate information and maximize the synergy among many of our programs as the local parties

CONTINUOUS IMPROVEMENT FORUM

work toward their joint goal of improving the quality of work life and providing world class quality products.

While this letter is not intended to prescribe meeting frequency for local parties, experience does suggest that, in light of the complexity of plant operations, frequent meetings are the best approach. In addition, due to the nature of subjects to be discussed, it is imperative that meetings be conducted by the senior operating and bargaining unit personnel at each location.

The national parties endorse the Continuous Improvement Forum as one approach for local parties to maximize information sharing, improve time management and focus on the key issues at each location. There is a clear recognition that other approaches for addressing important issues may also be appropriate and acceptable.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Continuous Improvement Initiatives

During these negotiations, the parties discussed the importance of those initiatives which enable Ford employees to contribute to continuous improvement in the elements of the manufacturing business. Furthermore, the parties recognized the necessity of continuous improvement to support a focus on the consumer and to deliver products and services with improved customer satisfaction and quality, with great value, and at an affordable cost.

The parties acknowledged that, in order to achieve and maintain global competitiveness, Ford must remain on the cutting edge of new and emerging organizational, technological and process trends. For example, the Ford Production System (FPS) is a key, business driven foundation process, able to evolve over time as business dictates; and the application of the principles of Appendix J-Continuous Improvement to the manufacturing process is critical to meet customer expectations. The parties also discussed the importance of linking, as appropriate, all Joint Programs to continuous improvement efforts.

During the course of these discussions the parties recognized how improving the Company's operating processes can enhance the work environment and improve competitiveness, total cost and job security. The UAW and Ford have achieved significant progress together, and the parties reaffirm their commitment to maximize management and Union support to Continuous Improvement. To ensure continuity, and to recognize the benefits Continuous Improvement provides to all parties, these initiatives should not be suspended and/or otherwise impacted as a consequence of internal differences or unrelated disputes. In addition, to achieve their mutual goals to improve job security and operational competitiveness, the parties recognize the relationship between Continuous Improvement

CONTINUOUS IMPROVEMENT INITIATIVES

and other processes/programs; the need to continue efforts to align Continuous Improvement and the other processes/programs; and to involve all organization components and levels with people working together to achieve common goals.

Consistent with these objectives, the parties reaffirmed their commitment to support and encourage our Continuous Improvement forums at the Local, Operations, National and Senior Advisory level to provide leadership and recognition in the implementation of FPS and other Continuous Improvement processes so important to our collective future.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

CONTINUOUS IMPROVEMENT PRINCIPLES

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Continuous Improvement Principles

The Company reaffirms its commitment to continuous improvement and the establishment of structures that allow employees the opportunity to participate in continuous improvement activities.

The parties recognize that a high level of quality, operating efficiency and effective relationships require mutual respect and recognition of each other's issues and concerns. Therefore, Local Continuous Improvement Forums should include consideration of each plant's operational requirements and the needs of employees as they focus on cooperative efforts that achieve our common goals of improving operational effectiveness, increasing job satisfaction, and fully engaging the workforce.

The support for continuous improvement initiatives will be discussed on a regular basis by the local parties in the Continuous Improvement Forum or in other meetings as appropriate to fully implement the Global Manufacturing Strategy.

The Company will **continue to** implement initiatives that drive continuous improvement at each plant including **the process whereby** work groups/teams escalate **abnormalities or issues outside their span of control**. It is understood that **continuous improvement** will be based on consistent support from both the local management and Union leadership. In pursuit of these initiatives, representatives of the National Continuous Improvement Forum will be available to work with local committees to achieve these goals.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

**ENHANCED ROLES AND RESPONSIBILITIES
FOR EXISTING FPS COORDINATORS**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Enhanced Roles and Responsibilities for Existing FPS
Coordinators**

During the 2015 negotiations, the parties discussed the role of existing locally appointed FPS Coordinators and how their contributions can further support continuous improvement and the maturity of work group/teams.

Accordingly, the National Continuous Improvement Forum (NCIF) will develop enhanced roles and responsibilities for these coordinators that are aligned to the vision of fully integrated, motivated teams working together to drive operational excellence and continuous improvement in support of “One Manufacturing – Best in the World”. These roles and responsibilities will be cascaded to the Local Continuous Improvement Forum (LCIF) for review and implementation. Once roles and responsibilities have been implemented, the local parties may review business rationale to consider additional coordinator(s) as appropriate.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Total Cost

During the 2015 negotiations, the parties reaffirmed the importance of promoting a total cost perspective by eliminating wasteful procedures across manufacturing operations. This was in response to the Union's concern that local management relies primarily on work force reductions to reduce costs, without exploring other areas where cost reductions could be accomplished.

In responding to the Union's concerns, the Company emphasized that continuous improvements in all aspects of the business, including work force productivity and cost reductions, are essential to meet competitive challenges in the global automotive industry. Through several negotiations and agreements, the parties have recognized that competitiveness and job security go hand in hand. In labor intensive manufacturing operations the bulk of opportunities are directly tied to work force productivity and labor costs. This situation is true for both Ford's foreign and domestic competitors. Therefore, to remain competitive the Company must continue to explore all opportunities for potential total cost reductions.

Plant Total Cost Process

The Company recognizes the Union's interests and concerns in this regard and will continue to emphasize a total "four walls" cost approach in cost reduction efforts. Labor and overhead will continue to be an element of total cost. Ford utilizes labor hours per unit as a measure of productivity and improvement over time. The strategy and tactics to achieve our productivity objectives require favorable financial analysis and decisions should not be made solely on the basis of reducing hours per unit. The Ford Production System (FPS) Process can provide the knowledge and capability to teams to identify other areas of waste within our manufacturing processes and generate real, bottom line savings. Plant cost objectives are based

TOTAL COST

on achieving total cost objectives, including, but not limited to: labor, overhead, inventory, supplies and services, fuel, scrap, energy costs, indirect materials, freight, production material and spending related costs. **SNURK system** will be available for tracking of cost performance.

Communications Process

To further promote the total cost perspective throughout manufacturing organizations, the following actions will be taken to ensure effective communication:

- Annual cost objectives for North America will be communicated to the UAW-Ford Department by the Vice President, North American Manufacturing and the Controller of Manufacturing Operations.
- Following the above notification, the total budget task will be communicated annually at the plant level to the local Chairperson by the Plant Manager and Controller. As each plant determines how to manage its task, local leadership will be encouraged to identify additional, or alternative, ways the task can be achieved.
- Continuous improvement actions achieved by the **hourly workforce** that result in direct savings to the plant labor and overhead budget, will be used to offset the annual task. **The parties agree to implement the “Cost Save Idea Process” in each plant/unit. This process provides a standard method for joint local leadership to evaluate and review cost save ideas.**
- Engaging the work group/team members to improve the business will result in long term plant viability and job security. Examples of where work groups/teams can contribute to plant metrics include: throughput and productivity improvements, downtime reduction, scrap reduction, industrial materials savings, labor and overhead, fuel and utilities, bulk materials, and other areas that contribute to achieving the plant’s overall annual cost objectives.

- Monthly cost performance will be communicated to the local Chairperson by the Plant Manager.
- Standard team cost metrics will be communicated to Team Leaders by operations management. The communications should reflect a “four walls” cost approach and also contribute to the plant’s cost performance.
- Team Leaders will participate in additional opportunities to impact cost performance positively.
- The National Continuous Improvement Forum will develop local plant guidelines including, but not limited to, meeting agenda items, meeting attendees, meeting frequency and content topics.

Support for Insourcing Ideas

Local Job Security Operational Effectiveness Committees (LJSOECs) are encouraged to develop proposals on ways to add business/jobs on a competitive basis, utilizing existing cost methodologies agreed to in Appendix P, with the recognition that national level UAW and management support may be provided where assistance from Purchasing or Product Development is required.

Redeployment Strategy

If as a result of FPS continuous improvement efforts, plants have surplus employees, elements of a successful redeployment strategy should include, but not be limited to, the following:

- Assigning available employees to improvement teams, quality teams or other work directly related to the achievement of business goals.
- Using available employees as a resource to enable training required for business skills.
- Redeploying employees to regular job openings, including the potential of team leaders, as attrition occurs or due to growth.

TOTAL COST

The parties believe that discussion and engagement of this total cost perspective will help to foster an inclusive environment where all employees aggressively pursue opportunities to reduce cost and enhance competitiveness.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Work Group/Team Meeting Requests

During 2015 negotiations, the parties agreed to establish a process by which a work group/team in Manufacturing Operations (Vehicle Operations Assembly and Stamping, and Powertrain) can request a special team meeting when normal communication methods are insufficient to address the needs of the business. In these circumstances, a team may request a dedicated meeting with supporting business rationale.

The Team Leader will submit the meeting request and agenda to the Local Continuous Improvement Forum (LCIF) for review and approval. Prior to approval, it is understood the local parties will meet to identify a meeting plan that does not adversely impact production requirements.

Approved meetings shall be conducted immediately preceding or following the scheduled production shift, unless Management determines there is available time during scheduled hours. Where incremental overtime is required to conduct the team meeting, time spent in the meeting will be excluded from the mandatory overtime provisions outlined in Appendix H, Part A & Appendix W.

This letter is not intended to change any location specific practices that presently exist.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

ADMINISTRATION OF GRIEVANCE PROCEDURE

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Administration of Grievance Procedure

This letter confirms the present and past understandings agreed to by the parties with regard to the administration of the grievance procedure. It also describes two new initiatives in the administration of the grievance procedure.

General Principles

- The parties agree that the provisions presently established in the Collective Bargaining Agreement governing the administration of the grievance procedure, when conscientiously applied, provide sufficient means to ensure the efficient resolution of employee complaints.
- Both parties reaffirm their mutual intent to avoid backlogs and delays in the lower stages of the grievance procedure and to seek correction for those situations where the lower stages of the procedure do not appear to be functioning effectively.
- Both parties have the responsibility to meet regularly on grievances in accordance with the terms of the Collective Bargaining Agreement and that such meetings should not unnecessarily be postponed or delayed.
- The relevant provisions of the grievance procedure, if closely administered, prevent the Company or Union representatives from delaying timely processing of grievances in the procedure.

National Parties' Review and Action

- To improve the administration of the grievance procedure at all Company locations, appropriate personnel from either the

ADMINISTRATION OF GRIEVANCE PROCEDURE

National Ford Department or Labor Affairs of the Company may contact the other party in situations where problems have developed in the administration of this procedure at specific Company locations.

- Upon receipt of such request, representatives of the National Ford Department and Labor Affairs will meet to discuss the problems enumerated in an attempt to formulate corrective action.
- The parties must be sensitive to any trouble spots with a view to preventing problems before they arise. In this regard, the parties will consult with appropriate plant level Company and Union representatives quarterly to determine the status of grievances pending in the lower stages of the procedure.
- Representatives from the National Ford Department and Labor Affairs will meet at least quarterly or more often if necessary to review and assess the parties' administration of the grievance procedure at the plant level. Such reviews are intended to identify those locations that are beginning to experience difficulty in the administration of the grievance procedure so that corrective action may be implemented on a timely basis.
- Corrective action will be designed on a case by case basis depending on the particular circumstances that exist at a location.
- The parties' recommendations for corrective action may be made binding on the local parties if the problem is persistent.

Training in Administration of the Grievance Procedure

- The parties also discussed training of representatives responsible for administering the grievance procedure. Both parties recognize the benefits that can be achieved in the administration of the Grievance Procedure when company and Union representatives are knowledgeable concerning their roles and responsibilities.

ADMINISTRATION OF GRIEVANCE PROCEDURE

- In this regard, the parties agree the UAW-Ford Collective Bargaining Agreement Training Program, which is the subject of a separate Letter of Understanding, will include a module that addresses the proper administration of the grievance procedure and the roles and responsibilities of Company and Union representatives.

Very truly yours,

Harry E. Jones, Director
Negotiations Planning Office
Labor Affairs

Concur: Ernest Lofton

CLEARING DISCIPLINARY RECORDS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Clearing Disciplinary Records

This letter will serve to consolidate and confirm the following understandings reached by the parties with regard to effacement and clearing the charges from an employee's disciplinary record.

With regard to the administration of discipline under Article IV, Section 3 of the Collective Bargaining Agreement, this is to advise you that procedures have been instituted by the Company to assure that prior infractions which occurred more than 18 months previously are effaced from the employee's active disciplinary record in use for the purpose of determining current disciplinary measures.

In addition, the following instructions—"Clearing Disciplinary Records"—have been issued to all Company locations.

- An employee's disciplinary record should be entered in the TWOS computer system and copies of the Forms 4600 should be retained in the Labor Relations office.
- When a record is to be cleared the entry should be obliterated.
- When a penalty is merely reduced and a charge stands, the lesser penalty should be inserted in place of the original one. The record should reflect the lesser penalty only.
- A notation should be made on the Form 4600 of the rescinded or changed disciplinary action stating that the disciplinary action was removed or changed in accordance with an identified grievance or Umpire case number.
- All personnel in labor relations offices who use, transcribe, or post labor relations records should be made aware that rescinded entries must not be considered in any future disciplinary action, promotion case, etc.

CLEARING DISCIPLINARY RECORDS

- Similar care should be taken to insure that disciplinary action more than 18 months old at the time of the charge is not considered. However, in instances where an employee is on a medical leave of absence of 90 days or more during the 18 month time period after a disciplinary action is issued, the 18 month time period will be extended by the amount of time of medical leave occurring within the initial eighteen months to ensure 18 months of active employment from the issuance of the disciplinary action.
- The rules above do not call for a review of all records on file. However, the above rules should be observed for future transactions and any time past records are used. Compliance with these rules will effectively clear an employee's record of any charge of which the employee is or has been found innocent.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

Note: This letter replaces the following letters:

- Clearing of Disciplinary Records and Attachment, October 9, 1999
- Clearing of Disciplinary Records and Attachment, October 2, 1961
- Procedure, Effacement of Prior Infractions, Occurring More than Five Years Previous, in Discipline Cases, September 21, 1964

**DISCIPLINARY INVESTIGATORY INTERVIEWS -
WAIVER OF REPRESENTATION**

September 15, 1993

Operations and Division Employee Relations Managers
Operations and Division Hourly Personnel
and Labor Relations Managers
Plant Employee Relations Managers
Plant Labor Relations Supervisors

Subject: Disciplinary Investigatory Interviews-Waiver of
Representation

Article VII, Section 5(b), of the Ford-UAW Collective Bargaining Agreement affords an employee the same representation rights during a disciplinary investigatory interview which presently are afforded an employee when a disciplinary hearing is held.

Effective immediately, when an investigatory interview is conducted by Company representatives which may result in evidence to be used to discipline the employee, the following procedure is to be followed:

- The Company employee conducting the investigatory interview will advise the employee of the right to Union representation.
- Should the employee not desire Union representation, the employee will sign a waiver to that effect.

A standard Waiver of Union Representation Form has been developed (attached). It is recommended that the Waiver of Union Representation form be used when a disciplinary investigatory interview is conducted. The original signed form will be retained as part of the employee's personnel record. A copy of the signed form may be provided to the Union upon request.

Please assure that all management representatives who may be responsible for conducting a disciplinary investigatory interview (for

**DISCIPLINARY INVESTIGATORY INTERVIEWS -
WAIVER OF REPRESENTATION**

example, security personnel and line supervision) are advised of the contents of this memorandum. Should you have any questions, please contact the Arbitration Activity.

Very truly yours,

LAWRENCE E. PERCZAK,
Director
Forward Planning Office
Employee Relations Staff

Attachment

DISCIPLINARY INVESTIGATORY INTERVIEWS -
WAIVER OF REPRESENTATION

ATTACHMENT

WAIVER OF UNION REPRESENTATION

I, _____, have been
given the opportunity to have my
Committeeperson present at this investigatory
interview on _____ and I have
(Date)
waived representation.

(Signature)

The above employee, _____ has
been given the opportunity to have Union
Representation at his/her investigatory interview
on _____
(Date)

Company Representative
(Signature)

**DISCIPLINARY PRACTICES -
APPEARANCE OF DOUBLE STANDARD**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 W. Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Disciplinary Practices - Appearance of Double Standard

During the 1999 Negotiations, the Union expressed concern regarding plant disciplinary practices that have different application to hourly and salaried employees. The Union indicated this was an area that could unintentionally give rise to the appearance of a "double standard" of treatment.

The Company is committed to fairness in the administration of discipline. Accordingly, in a continuing effort to establish and maintain a work environment characterized by mutual respect and trust, the Company informed the Union that a concern regarding this matter may be raised with local management for discussion.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Disciplinary Time Off – Pre-Scheduled and Accepted
Overtime**

During these negotiations, the parties discussed instances where a disciplinary layoff issued to an employee may result in an employee not being allowed to work pre-scheduled and accepted full shift overtime, and holiday assignments falling within the period of the disciplinary layoff.

It is agreed full shift overtime and holiday work assignments will be considered to establish the return to work date from a disciplinary layoff only if all of the following circumstances are met:

- The employee is mandatorily scheduled or voluntarily accepts a full shift overtime assignment, or full shift holiday work opportunity prior to the issuance of the disciplinary layoff.**
- The employee or Union Representative informs the Company the employee has been mandatorily scheduled or voluntarily accepted a full shift overtime assignment, or full shift holiday work opportunity prior to the conclusion of the disciplinary hearing.**

In the event all of the above circumstances are met, the return to work date from the disciplinary layoff will be established giving consideration to the missed overtime and holiday assignment, by returning the employee to work a day earlier from the normal disciplinary layoff end date for each qualifying full shift of missed overtime and holiday work assignment.

**DISCIPLINARY TIME OFF –
PRE-SCHEDULED AND ACCEPTED OVERTIME**

Mandatory full shift overtime assignments and full shift holiday work opportunities scheduled subsequent to the issuance of a disciplinary layoff are excluded from consideration under this letter.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

GRIEVANCE NUMBER ON CHECK STUB

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Grievance Number on Check Stub

This is to confirm the Company's intention to continue the present procedure of printing the grievance number of each respective grievance award on the check stub of a regular pay check when the grievance award is paid as an adjustment or on the check stub of a separate check when the grievance award is in excess of \$100.

The grievance number listed on the Form 2436, Authorization for Payment of Claims Resulting from the Grievance Procedure, will be the number to be printed on the check stub.

Very truly yours,

LAWRENCE E. PERCZAK,
Director
Forward Planning Office
Employee Relations Staff

Concur: Ernest Lofton

**ORAL STEPS OF GRIEVANCE PROCEDURE --
SUPERVISORS/SUPERINTENDENTS' PARTICIPATION**

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Oral Steps of Grievance Procedure-
Supervisors/Superintendents' Participation

During 1993 Negotiations, the Union asserted that Supervisors and Superintendents, on occasion, fail to meet and discuss with the District Committeeperson on a timely basis those grievances processed into the oral steps of the First Stage of the Grievance Procedure.

The parties share a common interest in encouraging effective operation of the Grievance Procedure, with special emphasis on early resolution of grievances. Accordingly, the parties fully support the value and importance of full and timely discussion to resolve misunderstandings and to enhance relationships inherent in the oral discussion steps.

The parties, therefore, recognize the obligations of: (1) Supervisors and Superintendents to give their best efforts at timely and thoughtful consideration of grievances discussed within the scope of their ability and authority, and to make appropriate adjustments when grievances are meritorious; and (2) District Committeepersons to give timely and thoughtful consideration to the issues and to withdraw grievances that are not meritorious.

**ORAL STEPS OF GRIEVANCE PROCEDURE --
SUPERVISORS/SUPERINTENDENTS' PARTICIPATION**

Difficulties with First Stage grievance administration should be addressed by the Unit Chairperson and local Employee Relations Manager. Upon request of either party, the matter may be referred to the National Ford Department and Employee Relations Staff of the Company in accordance with the October 7, 1990 letter entitled "Administration of Grievance Procedure."

Very truly yours,

LAWRENCE E. PERCZAK,
Director
Forward Planning Office
Employee Relations Staff

Concur: Ernest Lofton

Note: This letter replaces the following letter:

- Superintendents Participation in Second Oral Step,
October 5, 1976

REINSTITUTION OF GRIEVANCES

October 5, 1976

Mr. Ken Bannon, Vice President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Reinstitution of Grievances

The Company and the Union have long recognized that the mutually satisfactory resolution of employee complaints in the grievance procedure, by authorized Company and Union officials, results in a final and binding determination for both parties as well as the employee involved. The parties' recognition of this principle has contributed stability and certainty to the grievance procedure. Accordingly, the Company views any attempt to reinstitute such claims by either party as being antithetical to the purposes for which the grievance procedure was established.

However, subject to the provisions of Article VII, Section 19 of the parties' Agreement, in those instances where the UAW's International Executive Board, Public Review Board, or Constitutional Convention Appeals Committee have reviewed a grievance disposition and found that such disposition was improperly concluded by the Union body or representative involved, the National Ford Department may so inform the Labor Relations Staff of the Company and request in writing that such grievance be reinstated in the parties' grievance procedure at the same level at which it was originally settled. After receipt of such written request, the grievance will be so reinstated by the Company.

It is understood by the parties, however, that the Company will not be liable for any back pay claims from the time of original disposition to the time of reinstatement of the grievance, and it is further agreed that the reinstatement of any such grievance shall be conditioned upon agreement by the Union and the employee(s) that neither will pursue such back pay claim against the Company.

This letter is not to be construed as modifying in any other way either party's rights or obligations pursuant to the Collective Bargaining Agreement or the final and binding nature of any other grievance resolutions. It is also understood by the parties that this letter of

REINSTITUTION OF GRIEVANCES

understanding and the Company's obligation to reinstitute grievances consistent with the conditions set forth above and upon written request from the Union, can be terminated by either party upon thirty (30) days' notice in writing, to that effect.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Director
Labor Relations Planning Office

REVISED FORM 4600 DISCIPLINARY ACTION REPORT

November 3, 2007

Division Industrial Relations Managers
Division Hourly Personnel and Labor Relations Managers
Plant Industrial Relations Managers
FCSD Center Managers

Subject: Revised Form 4600 Disciplinary Action Report

As a result of discussions during 1984 negotiations, the Company revised Form 4600 Disciplinary Action Report in November 1984 to include a full carbon preceding the Union's copy of the Form. The purpose of this revision is to provide the Union a complete copy of the Form 4600 which contains the same information appearing on the Company's copy when it is completed at the conclusion of disciplinary hearings.

JOHN WRIGHT, Manager
Arbitration and Wage Administration
Employee Relations Staff
U.S. Labor Affairs

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Sourcing - Grievances

During these negotiations, the Company and the Union agreed to a revised Memorandum of Understanding-Sourcing (Appendix P) wherein it is provided that if the Union cannot resolve a sourcing issue, a grievance may be filed. In addition, the parties agreed that grievances covering such issues shall be handled in the following manner:

1. Such a grievance may be filed by the Local Committee in the second stage of the grievance procedure as provided for in Article VII of the Collective Bargaining Agreement. If the grievance is not resolved, it may then be appealed by the local Union in the normal manner through the fourth stage of the grievance procedure.
2. The Union may elect to appeal through Article VII, Section 9 – Special Submissions to Umpire. The Special Submissions provision must be invoked within 120 days after the expiration of the 90-day period described in paragraph 3d of Appendix P.
3. If such grievance is processed through the fourth stage of the arbitrable grievance procedure, and is decided by the Umpire, the Umpire is empowered to make a decision whether or not the Company has violated its express commitments as set forth in the Memorandum of Understanding-Sourcing (Appendix P).

Very truly yours,

MARTIN J. MULLOY,
Executive Director
North American Labor Affairs

Concur: Gerald D. Bantom

ACCOUNTABILITY FOR SAFETY VIOLATIONS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Accountability for Safety Violations

During the 2007 negotiations, the parties discussed concerns regarding the consistency and timing of employee discipline involving safety related violations. Specific questions were asked as to why some discipline happens immediately and other discipline seemed to take much longer to administer. To address this concern, Human Resources Personnel are being provided with an investigation procedure to be used for safety violations. The investigation procedure will include a checklist to aid in timely investigations. In situations where discipline for violations of safe work practices are contemplated, all disciplinary penalties associated with the same event will be served simultaneously as practicable.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 3, 2007

Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Air Sampling Training

During 2007 negotiations the Company agreed to provide training for Unit Health and Safety Representatives in Powertrain locations on collecting oil mist mapping data and accompanying PTO Engineering personnel during mist mapping (See Appendix S). In addition, the Appendix S topic "Training for Health and Safety Representatives/Safety Engineers" states "Present and newly appointed Unit Health and Safety Representatives (UHSR) and Company Safety Engineers will be required to be certified to a level of core competency which satisfies the disciplines for health and safety personnel in industrial hygiene, ergonomics and safety." Broad and in depth training on methods for conducting routine air sampling is provided in the mandatory core competency curriculum for all Unit Health and Safety Representatives.

Very truly yours,

BILL DIRKSEN
Executive Director
U.S. Labor Affairs

Concur: Bob King

**BEHAVIORAL EMERGENCY/CRITICAL INCIDENT STRESS DEBRIEFING
(BE/CISD) AND LOCAL RESPONSE TEAM TRAINING**

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Behavioral Emergency/Critical Incident Stress Debriefing
(BE/CISD) and Local Response Team Training

During these negotiations, particularly in light of the recent restructuring efforts and related turnover throughout the Company, the Company and the Union discussed concerns regarding the Behavioral Emergency/Critical Incident Stress Debriefing training and local response team meetings. The parties concluded that additional follow-up efforts are necessary to ensure the jointly agreed upon national and local mandatory training has been completed and local response teams are meeting on a monthly basis. The National ESSP Committee will conduct an initial audit of all locations within 90 days of ratification of the agreement to determine training needs. Based on the results of the audit, those locations identified as needing additional training will be required to attend the National Behavioral Emergency/Critical Incident Stress Debriefing refresher training either at the National Training Center or locally. Periodic audits will be conducted throughout the course of this agreement to ensure the integrity and the intent of the Behavioral Emergency/Critical Incident Stress Debriefing and Local Response Team Training is followed. The audit results will be reported to the Company and Union Coordinators as well as the Assistant Directors of the National Program Center.

Very truly yours,

JACK HALVERSON, Director
Joint Education, Development
& Training and National
Programs Center
Labor Affairs Staff

Concur: Bob King

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Company Heat Stress Program

During these negotiations, the parties discussed the prevention of employee heat stress.

The Ford Motor Company will continue to emphasize its annual heat stress program. In addition, the Company will increase its efforts to assure compliance with this program by:

- Assigning local responsibility for implementation of the program to the Plant Safety Engineer and the UAW-Ford Unit Health and Safety Representative.
- Requiring that the Plant Safety Process Review Board evaluate and support the implementation of the Company Heat Stress Program in early spring before local weather conditions generate potential heat stress conditions.
- Requiring Operations/Divisions and the UAW-Ford National Joint Committee on Health and Safety (NJCHS) to monitor progress of the annual heat stress program.

The Plant Safety Engineer, the Unit Health and Safety Representative and other appropriate personnel will survey their plant to identify potential employee heat exposure issues in a timely manner before local hot weather is expected and measure the heat stress potential. From this survey, an action list will be developed to be promptly addressed.

Further, locations identified as potential heat stress areas will be reevaluated during hot weather after controls have been applied.

COMPANY HEAT STRESS PROGRAM

To assist in employee awareness and education efforts the NJCHS will develop new education materials, including a pocket employee heat stress guide, heat stress safety talks, FCN heat stress prevention promotional announcements and videos, and other appropriate educational materials, as necessary.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles

Subject: Deployment of Safety Technologies

During the course of the 2015 Negotiations, the parties agree to conduct periodic meetings as needed or upon request to provide an effective forum for the strategic review of new technologies from a safety perspective. The National Joint Committee on Health and Safety (NJCHS) will conduct these reviews. Participants will include Vehicle Operations, Powertrain, Stamping, MP & L and Ford Land as needed.

The intent of these review meetings is to:

- **Provide sufficient advance notice of the implementation of new technology and enable the NJCHS to provide feedback about safety considerations prior to the implementation of such technology.**
- **Report on deployment status of current safety technologies.**
- **Provide input to the development of common safety technology strategies across the organization that addresses new and legacy equipment.**

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

ENERGY CONTROL AND POWER LOCKOUT PLACARDS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Energy Control and Power Lockout Placards

During the 2007 negotiations, the parties discussed concerns regarding the accuracy and timely installation of ECPL placards on new and modified equipment. As a result of these discussions it was agreed:

- A group consisting of manufacturing engineering and Ford Occupational Health and Safety with input from the UAW-Ford NJCHS will develop the necessary guidelines, standards and roles and responsibilities for the placarding process to achieve standardization across all U.S. Company facilities.
- There is no intent to replace all current placards that are accurate.

It is further agreed that all existing standards, specifications and guidelines will be modified as necessary to align with this letter.

In addition, subject to funding approval from the UAW-Ford Joint Governing Body, the National Joint Committee on Health and Safety will provide initial funding to implement an annual preventive maintenance visual inspection of all ECPL placards at each manufacturing and Ford Customer Service Division location. The local placarding committee at each affected facility is responsible for reviewing the status of these PM inspections regularly during the Safety Process Review Board.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

**ENERGY CONTROL POWER LOCKOUT
PLACARDING SNAP-SHOT SURVEY**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Energy Control Power Lockout Placarding Snap-Shot
Survey

During the 2003 negotiations, the parties discussed the need to conduct, in a timely manner, a snap-shot survey to ensure the integrity of Energy Control Power Lockout placards and develop action plans to address missing, damaged, or defective placards.

To accomplish this survey, each applicable department or area shall identify a qualified person(s) familiar with the equipment/machines to conduct a visual confirmation of the placards including: existence and proper location, legibility, energy labels match placards, and applicable machine components are identified on layout. Inaccurate placards are to be immediately communicated to the appropriate member of management and placarding committee as identified in local procedures.

To ensure consistency, it is essential that the qualified persons have completed ECPL training (including the placarding video), experience in using ECPL, and reviewed the ECPL Placarding Guidelines.

The NJCHS will develop and distribute detailed instructions that include a summary matrix for conducting the surveys. Departments/areas are to complete all surveys within 90 days of receipt of the instructions and forward summaries and action plans to correct deficiencies to the plant safety engineer and union health and safety representative for review at the Plant Safety Process Review Board meeting.

**ENERGY CONTROL POWER LOCKOUT
PLACARDING SNAP-SHOT SURVEY**

Action plans and timing will be forwarded to Division/Operations for review and monitored until completion.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

Concur: Gerald D. Bantom

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Ergonomics — ErgoRx (Computerized Evidence Book)

During the course of the 1999 Negotiations, the parties discussed the importance of providing members of the Local Ergonomics Committees (LECs) with information that will improve the effectiveness of the ergonomic process. The successful use of ErgoRx (Computerized Evidence Book) will assist in addressing future ergonomics concerns, encourage sharing solutions with other locations with similar issues, and serve as a resource available to engineering personnel involved in the design of new product/process for future applications.

The NJCHS will jointly instruct LECs how properly to record in the ErgoRx system successful solutions to ergonomic concerns. Specific items that will be addressed with the LECs to ensure the accuracy of the Computerized Evidence Book are:

- Identification of the specific job with an ergonomic concern;
- A description of the ergonomic concern, including the evaluation methods used to determine risk;
- A summary of the solution that includes an accurate description of how the job was modified to correct the ergonomic concern.

ERGONOMICS — ERGORX (COMPUTERIZED EVIDENCE BOOK)

This information will be distributed to the LECs and will be a key topic at the next Ergonomic Co-Chair Conference sponsored by the NJCHS. The overall effectiveness of the Ergonomics Program, including the accuracy of the Computerized Evidence Book, will continue to be evaluated in the course of the joint plant audit process.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

**HEALTH & SAFETY / ERGONOMICS REPRESENTATIVES –
PARTS SUPPLY AND LOGISTICS LOCATIONS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Health & Safety / Ergonomics Representatives – Parts
Supply and Logistics Locations

During the course of the 2011 negotiations, the parties discussed a new strategy for safety and ergonomics in the PS&L locations, modeled after the 2007 modifications to Appendix S for local ergonomics resources.

Each location may have a Health and Safety/Ergonomics Representative appointed by the National Ford Department Director to address health, safety and ergonomics issues. These representatives will be required to successfully complete the NJCHS Core Competency certification program in health and safety within 1 year of appointment; and successfully complete the ergonomics Core Competency certification within 1 year after it is developed. The parties acknowledge that existing NJCHS competency certification programs may need to be tailored for PS&L locations.

Work allocation will be as follows:

- Up to 8 hours each week in locations with up to 50 employees
- Up to 16 hours each week in locations with 51 or more employees, except at locations with an appointed Health & Safety Representative

At locations with an appointed Health & Safety Representative authorized in accordance with Article VI and related letters of understanding, the Health & Safety Representative will also address ergonomic issues in addition to their other responsibilities.

Hourly Health & Safety/Ergonomics positions within PS&L are not part of the negotiated representation structure in Article VI and related letters of understanding.

**HEALTH & SAFETY / ERGONOMICS REPRESENTATIVES –
PARTS SUPPLY AND LOGISTICS LOCATIONS**

Attendance at joint programs conferences for health & safety or ergonomics will require the approval of the NJCHS Co-Chairs.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear **Mr. Settles**:

Subject: Health and Safety — Outside Contractors

During the current negotiations, the parties discussed the issue of outside contractors in Company facilities as it relates to Ford employee health and safety and the means to ensure that outside contractors comply with health and safety requirements as specified by Ford Motor Company, **Global Construction Specification 01100** and **Global Service Contractor Safety Specification 01101** and local procedures.

With regard to this issue, within thirty (30) days of ratification of this Agreement, Operations Vice Presidents will distribute a letter to respective facilities regarding these requirements, which apply to outside contractor employees that perform work in Company facilities. If specific employees of a contractor continue to violate health and safety requirements, the matter should be referred to local management for immediate resolution.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: **Jimmy Settles**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Health and Safety Continuous Improvement

During these negotiations, the parties discussed opportunities to support joint efforts for continuous improvement in Health and Safety. Areas to mutually explore, through the National Joint Committee on Health and Safety include, but are not limited to:

- **PS&L will explore processes, systems, and technologies to enhance the safety issue escalation process and tracking system (such as GPA).**
- **PS&L will explore the feasibility of piloting and implementing material handling equipment to improve ergonomics.**
- **Maintaining and further developing a healthy work environment in assembly paint operations. Investigate options to reduce heat stress with a focus on hot spots.**
- **The Company will continue to develop and implement a formaldehyde exposure control strategy for paint booth operations that protects the workforce from overexposure. As part of the IH toolkit that will be provided to facilities, the assembly operations will also receive a portable formaldehyde monitor. The Joint parties will explore the feasibility of a fixed formaldehyde monitoring system and pilot viable technology.**
- **The NJCHS will pilot a safety leadership summit for senior plant leadership. Future leadership summits will be based on NJCHS review and assessments of the results of the pilot.**
- **Where unique measures are required and hazards cannot be engineered out regarding foot injuries, the plant will: evaluate data, risk and exposure; explore PPE options engaging plant SME's, affected workers and external SME's as needed. Unresolved issues will be forwarded to the NJCHS.**

HEALTH AND SAFETY CONTINUOUS IMPROVEMENT

- **Develop strategies to assist facilities with the ongoing use of positive reinforcement and recognition. This will include a plant toolkit, leadership coaching and best practice replication.**
- Improving the quality of incident investigations so that circumstances surrounding root causes can be understood and acted upon in a manner which prevents future incidents from recurring.
- Conducting periodic reviews of projects relating to parking lots, roofs and building janitorial services; **facilities not receiving major investment upgrades to roofs and parking lots must do a regular facility review and promptly complete interim corrective actions.**
- Ensuring adequate plans for ice and snow removal; **snow and ice conference calls will continue to be a part of seasonal weather preparedness during the winter months. Topics appropriate for this forum include: leadership/workforce communication, resources/logistics, contingency plans and best practice sharing. In addition, facilities will develop response plans for severe winter weather warnings and review them at the local SPRB.**
- **Continue** piloting powered material handling vehicle (PMHV) ergonomic improvements.
- **The NJCHS will scope and fund a research project relative to the use of ergonomic risk assessment tools, including Ergonomics Surveillance Tool (EST), during various operating patterns.**

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Health and Safety Reward and Recognition

During the course of the 2015 negotiations, the parties discussed the importance of positive recognition of achievements in the area of health and safety. The parties agree the establishment of a reward and recognition program supports a culture of Best-in-Class workplace safety.

To recognize accomplishments in workplace safety, a Reward and Recognition program will be established for use throughout the term of the 2015 Collective Bargaining Agreement. Guidelines for administering the program will be developed by the National Joint Committee on Health and Safety and the Manufacturing Safety Office.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Health and Safety Training Improvements

During the course of these negotiations, the parties discussed several areas where additional training would be appropriate to support joint efforts towards improving workplace health and safety. **The parties re-affirm that providing quality health and safety training in a cost effective and efficient manner continues to be a key principle in the development and delivery of NJCHS initiatives. In this regard, the parties have evaluated the current health and safety training programs for opportunities to enhance the content, delivery, and retention of key learning points and will continue to do so on an ongoing basis. Training methods to be considered will include, but are not limited to, web-based technology, hands-on and practical exercises. It is recognized that situations may exist in locations where the number of employees or other factors affect the availability of joint trainers. It is reaffirmed that certain safety courses are best delivered in a classroom setting (30 person maximum) using qualified trainers. When a certified trainer is unavailable, the NJCHS will review these instances on a case-by-case basis to determine alternative methods to properly train employees at affected locations.**

In an effort to increase the competency of Health and Safety trainers, an instructor led classroom course, Elements of Effective Training, will be developed and delivered by the NJCHS to new trainers. Trainers who successfully complete this course will receive additional instructor led, web based or satellite Train the Trainer program. Each additional Train the Trainer request must follow the current trainer selection process. To support this process and ensure success, the trainers will continue to be mentored by the UAW Health and Safety Representatives and Plant Safety Engineers.

HEALTH AND SAFETY TRAINING IMPROVEMENTS

During safety orientation training, plant leadership will emphasize to new Company employees the joint commitment to the health and safety process.

The following list identifies key training initiatives the parties will develop, deliver, and support as mutually agreed.

- Redesign, update and launch the Guidelines, Responsibilities, and Safe Practices (GRASP) training program.
- Launch the Powered Material Handling Vehicle (PMHV) training program.
- **Continue to** study and implement the most effective methods to evaluate and maintain employee competency in health and safety.
- **Develop ECPL troubleshooting web-based training module using the same format as the current Authorized person ECPL training.**
- **Development of web-based training for bonding and grounding in the manufacturing environment.**
- **The NJCHS ergonomics program will be updated by the NJCHS. This program will include cutting edge technology and processes designed to minimize ergonomic injury on the job.**
- **Establish web-based delivery of training on cross connection control.**
- **Design and roll-out a Lifting and Rigging training program to include the following modules:**
 - **Basic Lifting and Rigging**
 - **Complex Lifting and Rigging**
 - **Special Die Handling**
- Development of a strategy for the effective delivery of safety talks.
- **The parties will look for opportunities to develop reinforcement strategies and training around high risk tasks that build on the current START Card and PTA processes that are successful.**

HEALTH AND SAFETY TRAINING IMPROVEMENTS

The National Joint Committee on Health and Safety will begin meeting within 90 days of the effective date of this agreement to jointly determine the scope, design, delivery model and timing for development and completion of the above initiatives.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Joint Study of Health & Safety Performance

During the course of 2015 negotiations, the parties discussed health and safety performance at Vehicle Operation locations specifically Chicago Assembly, Kentucky Truck, and Kansas City Assembly Plants. It was agreed that a joint study will be conducted to determine opportunities to improve safety performance. Following the study, the parties will develop an action plan and implement accordingly.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: National Heat Stress Program

Heat Stress is an important issue affecting the health and safety of our employees. The parties reaffirm commitment to the National Heat Stress Program developed by the National Joint Committee on Health and Safety.

Further, this letter reaffirms the Letter of Understanding dated October 9, 1999 titled Company Heat Stress Program and provisions in Appendix S UAW-Ford Memorandum of Understanding for the Health and Safety of Employees regarding heat stress.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

PLANT VENTILATION

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Plant Ventilation

During these negotiations, the parties discussed employee working conditions during high heat periods and the importance of maximizing ventilation and air movement.

As a result of these discussions, each plant will establish a team comprised of appropriate engineering or maintenance personnel, the Plant Safety Engineer, the Unit Health and Safety Representative, and others as deemed necessary. This team will conduct a plant walk-through review to assure that ventilation and air movement equipment (excluding abandoned and obsolete equipment) is working and maintained and positioned properly, consistent with the present plant operations. From this review, an action list will be developed to address requirements. Included, but not limited in this walkthrough review, the team will ensure that:

- Air make-up units are properly functioning as designed;
- Cooling fans are operating and properly installed and positioned to maximize their effectiveness;
- Ventilation units and fans are cleaned; and
- Air filters are cleaned and/or replaced as appropriate.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

PRESSROOM POWER PRESS DIE BLOCK SAFETY

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Pressroom Power Press Die Block Safety

During the 2003 negotiations, the parties discussed concerns regarding safe procedures associated with power press die blocks. The Company's safety requirements detailed in Ford Motor Company Manufacturing Standards DR8 "Pressroom Safety Accessories" and DR8X "Pressroom Safety Accessories Design and Reference Data" pertain to power press die block safety procedures.

The Operations/Division will reinforce compliance with the above standards through the development of department specific GRASP area safety checklists. Further, the SHARP physical conditions floor audit will be modified to include safety die block compliance.

In addition to the above requirements, identification will be added to die blocks to indicate where they belong.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

Concur: Gerald D. Bantom

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Proactive Ergonomic Surveillance

During the course of these negotiations, the parties agree to continue to work on the reduction of ergonomic injuries. The following areas of focus will guide our activities:

- **Verifying and addressing ergonomic concerns during launch and rebalance activities**
- **Confirming the application and use of the latest ergonomic analysis tools**
- **Studying, confirming and verification of proper work/rest regiments**
- **Identification of appropriate ergonomic PPE where appropriate**

Current ergonomic surveillance tools as well as new training including 3DSSPP will continue to be utilized to identify and correct problem areas. Best practice sharing including the President's Health and Safety winners, and the NJCHS Best Practice SharePoint, will be identified and replicated where feasible. Cross functional work groups consisting of ergonomic representatives, industrial engineers, medical personnel, floor level leadership, health and safety professionals, corporate ergonomic engineers, and production operators will be leveraged as appropriate.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

PRODUCTION JOB SAFETY ANALYSIS

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Production Job Safety Analysis

During the 2003 negotiations, the parties discussed opportunities to improve the current production JSA process.

The parties agreed to meet as soon as practicable after the effective date of this agreement to discuss, pilot and implement the necessary process improvements.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

Concur: Gerald D. Bantom

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: PS & L Safety Representative

During 2015 negotiations, the Union expressed concerns regarding the number of allocated hours for the Parts Supply and Logistics Health & Safety/Ergonomics Representatives. These Representatives were new, part-time positions established during 2011 negotiations for Parts Supply and Logistics. At that time, the parties acknowledged the unique nature of the warehousing business. Training, roles and responsibilities for these positions would be created accordingly.

The parties acknowledge that the roles and responsibilities of the position need to evolve with a proactive focus on injury prevention. Consequently, the Joint safety parties agree to review the roles and responsibilities of the position to ensure that:

- All current roles and responsibilities have been accurately identified.**
- A primary focus will be on proactive injury prevention.**
- Sufficient hours are allocated to perform the roles and responsibilities of the position to achieve world-class safety performance.**

The PS&L Safety Council will initiate the review within ninety (90) days after ratification of the agreement.

This letter does not supersede the Letter of Understanding dated October 4, 2011 titled Health & Safety / Ergonomics –Parts Supply and Logistics Locations.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: PS & L Static Rack Inspection

During the course of the 2015 Negotiations, the parties discussed performing biannual static rack inspections at PS & L locations. This task will be cascaded via the automated preventive maintenance (PM) system as a safety PM. An annual single point lesson will be developed jointly and delivered to employees to promote the importance of maintaining safe rack systems and reporting damage on an on-going basis. Repairs will be completed in a timely manner.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

**REIMBURSEMENT FOR REPRESENTATION AT EXTERNAL
HEALTH AND SAFETY STANDARDS COMMITTEE MEETINGS**

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Reimbursement for Representation at External Health
and Safety Standards Committee Meetings

During the course of the 2007 negotiations, the parties discussed our mutual interest in ensuring that our input is considered by consensus standards organizations such as the American National Standards Institute (ANSI) and the National Fire Protection Association (NFPA) on health and safety related standards affecting the workplace. There may be opportunities for UAW-represented employees to participate on these committees. In the event a facility-based UAW employee is authorized to participate on an external standard committee, the UAW-Ford National Joint Committee on Health and Safety will reimburse the local facility for the wages of the employee to attend the meetings and reasonable travel expenses to participate in this standards activity.

Very truly yours,

BILL DIRKSEN
Executive Director
U.S. Labor Affairs

Concur: Bob King

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Safe Material Flow

The safe handling and storing of materials are vital to the overall efforts for a safe workplace. The following are some key items that must be considered in ensuring safe and proper material flow:

- Equipment**
- Training**
- Operating and storage space**
- Material flow planning/logistics**
- Pedestrian flow**
- Operational demands**
- Driver capabilities**

The NJCHS will continue to work with the PMHV core team to reduce and/or eliminate safety concerns regarding movement of material.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Safety Standards

During the 2015 negotiations, the parties discussed further opportunities to collaborate on company standards to leverage the strengths and input of the NJCHS. The following will ensure this collaboration is maximized.

- **Newly created or revised FAS08 standards will include a robust implementation plan which will be shared with the NJCHS prior to publication. The FAP 001 will be rewritten to define the requirements for this implementation plan.**
- **The NJCHS will continue to be given the opportunity to comment on new and major rewrites of the company's FAS08 safety standards.**
 - **When deviations to company standards are being considered, they will be reviewed in the existing joint forum prior to implementation. Examples include: PMHV core team, Combustion core team.**
- **Where available and applicable, external consensus standards will be referenced and utilized to ensure the highest level of protection for our employees. Company standards will be developed when higher levels of protection are required.**
- **The company will continue to use the Global Construction Specification 01100 and Global Service Contractor Safety Specification 01101, to ensure contractor activities follow applicable standards.**

SAFETY STANDARDS

- **The NJCHS will be notified by the jointly identified organizations of the intent to create or revise standards to assess and positively influence the impact on health, safety, and ergonomics.**

The Company will continue to work with the NJCHS to improve safety in our facilities and grow the effectiveness of the Joint partnership.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear **Mr. Settles**:

Subject: Administration of Appendix V – Rawsonville, Sterling
Axle and **Woodhaven Hot Metal Forming Plants**

During these negotiations, the parties discussed at length the significant global and domestic competitive pressures facing the Rawsonville and Sterling Axle Plants. The Parties recognized these unrelenting challenges with the 2005 UAW-Visteon-Ford, Visteon Restructuring Memorandum of Agreement. This Agreement resulted in the return of these plants to Ford Motor Company and retained the Visteon Supplemental Agreement through the term of the 2007 Collective Bargaining Agreement, including Supplemental Wages and Benefits, for future hires at this plant.

The parties also discussed the challenges affecting the future viability of the Woodhaven Stamping Plant, which will be renamed the Woodhaven Hot Metal Forming Plant. In order to achieve a favorable business case to source new work into the facility, it is necessary to realize a more competitive labor cost structure.

The parties addressed the need for these plants to remain competitive relative to wage rates and cost factors in line with their competitors. As a result of these discussions, the parties agree to the following:

- All provisions of the **2015** UAW-Ford Memorandum of Understanding entitled “UAW-Ford **In-Progression** Wage And Benefit Agreement”, also referred to as Appendix V, will apply to employees hired or rehired on or after the Effective Date of the Agreement at these plants with the following exceptions:
- **Newly hired In-Progression** employees will not be eligible to **apply and transfer to another facility until 6 months after they have reached the maximum rate.**

**ADMINISTRATION OF APPENDIX V – RAWSONVILLE,
STERLING AXLE AND WOODHAVEN HOT METAL FORMING PLANTS**

To further support the labor cost competitiveness of these locations, it is understood that an expeditious transformation to an In-Progression non-skilled workforce is desirable and will require various joint efforts. The parties agree to work together to maximize opportunities for the placement of Legacy non-skilled seniority employees at other Ford Motor Company locations. As such, Rawsonville, Sterling Axle and Woodhaven Hot Metal Forming Plant legacy non-skilled employees will be considered as surplus and will be included in all future voluntary preferential placement opportunities. Employees that have previously left these locations and transferred to a new location and those that will leave in the future will not have rights to return under the provisions of Appendix O or Article VIII, Section 1-(b).

We appreciate the collaborative effort between the UAW and Ford to work toward moving Rawsonville, Sterling Axle and Woodhaven Hot Metal Forming plants into more competitive positions in the marketplace.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: **In-Progression** Vehicle Voucher Program

During these negotiations, the parties discussed the importance of creating an atmosphere of Ford and Lincoln brand loyalty at the start of an employee's career with the Company.

As a result of these discussions, the Company agreed to offer to **In-Progression** employees a \$500 vehicle voucher toward the purchase of a new Ford or Lincoln brand vehicle. This Voucher Program will be effective January 1, 2016 and remain in effect throughout the term of the 2015 Ford-UAW Collective Bargaining Agreement. The purchase of the vehicle must be made within 12 months of the effective date of this Voucher Program or the employee's date of hire, whichever is later.

This **In-Progression** Vehicle Voucher Program will be an additional incentive to the A Plan Employee Vehicle Purchase Program.

The Company will determine the terms and conditions as well as the application process of this Voucher Program and will notify the Union of such prior to the effective date of the Voucher Program.

Very truly yours,

Bernie Swartout,
Director
Compensation & Benefits

Concur: Jimmy Settles

ACCESS TO AUTOMATED REPORTS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Access to Automated Reports

During these negotiations, the parties discussed the value of providing inquiry access, for selected International Union representatives assigned to the National Job Security Committee, to certain employment history and JSP report information currently maintained in Ford Motor Company information systems.

For the purposes of enhancing the discussions routinely conducted between the parties on these topics, the Company agreed to make available the following screens, or their equivalents, to National Job Security representatives who are specifically assigned to such activities:

- Employment history inquiry
- Manipulate employment history data to create customized reports
- JSP reports

Access to these screens will include data from all Company locations covered by the Ford-UAW Master Agreement. It is understood that such access will require the Union to keep information confidential.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**ENTERPRISE-WIDE OFFERING OF SPECIAL
RETIREMENT/ SEPARATION PROGRAMS**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Enterprise-Wide Offering of Special
Retirement/Separation Programs

This letter is to confirm the Company's interest in conducting an enterprise-wide offering of Special Retirement and Separation Programs for eligible and interested Ford UAW-represented hourly employees subsequent to the implementation of the **2015** Collective Bargaining Agreement. This offering will consist of the Special Retirement Incentive (SRI) and the Special Termination of Employment Program (STEP); both programs will provide gross (pre-tax) lump-sum incentive payments of **\$70,000** for eligible non-skilled and **select** eligible skilled trade employees. By mutual agreement, the parties will determine the timing of these offerings.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**FORD SENIORITY DATES FOR ENTRY LEVEL
EMPLOYEES FROM ACH AND FORD**

March 14, 2012

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Ford Seniority Dates for Entry Level
Employees from ACH and Ford

During the first quarter of 2012, the parties discussed offering Entry Level opportunities to non-skilled Long Term Supplemental employees from Ford facilities and ACH employees at ACH-LLC facilities to staff the open non-skilled manpower needs at Chicago Assembly and Louisville Assembly Plants only.

Given the short lead time for some of these offers, the parties recognize that releasing existing Ford or ACH employees in a strict order may not be possible due to operational issues at the releasing plant. As such, the parties agree that the inability to release an employee will not adversely affect the establishment of Ford seniority at the new location.

Accordingly, this letter serves to confirm the parties' mutual understanding and agreement that any Entry Level candidates who have their transfer timing delayed by Operational Management at their current location will receive a Ford Seniority Date as of the date they were originally scheduled to start employment as a Ford Entry Level employee at either Chicago Assembly or Louisville Assembly Plants. Employees who could not transfer due to any personal reasons will not be governed by this letter.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Future Staffing Issues – Zone 6, Missouri

During these negotiations, the parties discussed the unique circumstances regarding future staffing requirements in Zone 6, Missouri. Through joint efforts, the parties minimized the potential number of temporary surplus employees by allowing early voluntary transfer opportunities and increasing F-series production requirements.

The staffing requirements of 2012 and 2013 may be further complicated by the lag time between the balance out of the existing Escape and the launch of the new product. Where a sound business case exists, the parties agree to work together to minimize churning and relocating idled employees who may be required for near term openings in that zone.

Thus, the surplus Escape system employees will be placed on temporary layoff (TLO) rather than indefinite layoff (ILO) until they are required for either plant manpower needs or the launch of the new product in second quarter 2013 unless otherwise mutually agreed to.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**JOB SECURITY PROGRAM(S) —
APPEALS TO THE NATIONAL COMMITTEE**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program(s) — Appeals to the National
Committee

During these negotiations, the parties discussed procedural requirements for submission of unresolved local issues (Appendices M, N, O) to the National Committee. Open communication and information sharing are critical elements contributing to the success of the **Local Job Security, Operational Effectiveness and Sourcing Committee, or the LJSOESC**. Information or documentation used by either party to support or demonstrate their respective positions on the disputed issue(s) shall be made available, in a timely manner, to the other party prior to the matter being appealed to the National Committee. To assist in providing timely resolution of issues and responses to appeals, it is agreed that the local parties are required to follow these established procedures:

- The Local Job Security, Operational Effectiveness and Sourcing Committee (LSOESC) is obligated to review all complaints regarding the administration of the program.
- The Agreement provides that the national parties will limit their review of complaints to those raised, in writing, within 60 days of the subsequent monthly LJSOESC meeting date.
- Local management will provide its written position within ten (10) working days of receipt of a written appeal from the local union.
- The local union shall, within ten (10) working days of receipt of the Company position, give written notice that the matter will be appealed to the National Committee.

**JOB SECURITY PROGRAM(S) –
APPEALS TO THE NATIONAL COMMITTEE**

- Appeals should be jointly submitted and clearly state the position of both of the parties. The appeal must be signed by both chairpersons of the local LSOESC as an acknowledgement that the issue was discussed locally.
- Complaints received from only one side — Company or Union — are not considered joint appeals. These unilateral complaints may be returned to the sending party by their respective national staff for consideration by the other local party.
- Copies of completed appeals should be forwarded simultaneously to both the National Ford Department and Employment Security Programs, **Labor** Affairs Office.
- Appeals shall be promptly reviewed by the national parties. The local parties will be advised, in writing, within thirty (30) working days following disposition of the matter by the NJSOESC. The NJSOESC will also advise the parties if the national parties are unable to reach consensus.

Notwithstanding the above, disputes arising from indefinite layoff may be submitted within thirty (30) days of the monthly Local Job Security, Operational Effectiveness and Sourcing Committee (LJSOESC) meeting to the National Committee for review by the Vice President and Director of the UAW-Ford Department and Executive Director, Labor Affairs, Ford Motor Company. If unresolved, the dispute must be appealed to the umpire in accordance with Article VII, Section 9 of the Agreement within thirty (30) days of receipt of the appeal. The umpire's decision shall be final and binding on the parties and the umpire shall have the authority to enforce such decision.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program – Commitment to Training

During these negotiations, the parties discussed the potential training needs for UAW Job Security Representatives and Labor Supervisors regarding new Job Security related provisions of the 2015 Agreement. The parties agreed to jointly develop and provide such training as may be warranted, utilizing appropriate technology-based delivery mechanisms to do so in a cost-effective and expeditious manner. This training would be developed and provided during the course of the 2015 Agreement as deemed necessary and/or beneficial by the National Job Security, Operational Effectiveness, and Sourcing Committee (NJSOESC).

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**JOB SECURITY PROGRAM –
MECHANIZED DATA SYSTEM ENHANCEMENTS**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program – Mechanized Data System
Enhancements

During these negotiations, the Company and the Union discussed hourly employee status data necessary to support the administration of a successful Job Security Program. In particular, the parties noted that while accomplished and ongoing enhancements to the Program's mechanized data system have been beneficial, additional enhancements to address needs arising from 2015 Collective Bargaining Agreement provisions also may be warranted. Accordingly, the National Job Security, Operational Effectiveness, and Sourcing Committee (NJSOESC) may, by mutual agreement of that Committee's Company and Union representatives, explore the feasibility of undertaking further beneficial enhancements to the mechanized data system, as necessary, during the term of the 2015 Agreement. The parties recognize that issues such as cost, available technical resources, impact on current systems, involvement of local personnel, and confidentiality may affect the feasibility of implementing such enhancements.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**JOB SECURITY PROGRAM —
NJSOESC MONTHLY REVIEW MEETING**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program — NJSOESC Monthly Review
Meeting

During these negotiations the parties reaffirmed that job security can only be realized within a work environment which promotes operational effectiveness, continuous improvement, and competitiveness.

The National Job Security, Operational Effectiveness and Sourcing Committee (NJSOESC) will meet monthly to review the Job Security Program. The monthly meeting will include a review of the following topics: locations with employees on Indefinite Layoff and Temporary Layoff, operational requirements at Ford locations (including prior review of in-zone and out-of-zone opportunity postings), and entry level employee implementation.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**JOB SECURITY PROGRAM —
REPORTING OF SUB PROGRAM EXPENDITURES**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program — Reporting of SUB Program
Expenditures

During the course of these negotiations, the Union expressed interest in continuing to receive updated information relative to SUB Program expenditures incurred during the term of this Agreement. Accordingly, the Company will continue to provide monthly reports of SUB Program expenditures by each location to the UAW National Ford Department Job Security Department.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**JOB SECURITY PROGRAM — SKILLED TRADES EMPLOYEES'
REFUSAL FOR RETRAINING RESULTING IN LAYOFF**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program — Skilled Trades Employees'
Refusal for Retraining Resulting in Layoff

Pursuant to the Letter of Understanding, titled Job Security —
Apprentice Development and Journeyman/Reskilling, dated
October 4, 2011, it is understood where job placement opportunities
have been exhausted and placement on Indefinite Layoff is the only
remaining alternative, the National Joint Apprenticeship Committee
may direct retraining for the affected employees. If, under these
circumstances, retraining is offered and refused, these employees
will be laid off.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Job Security Program – UAW-Ford Job Security Web Site

During these negotiations, the parties discussed the need to update the UAW-Ford Job Security Web Site. The purpose of the web site is to enhance communication between the National Committee and Local Job Security, Operational Effectiveness and Sourcing Committees, provide updates to the locations quickly, and provide assistance with the Job Security Program. To this end, the parties agreed to the following:

- The contents of the web site are jointly managed, assessed, implemented and administered.
- Updating of the web site will be undertaken following ratification of the 2015 Agreement and completed as soon as practicable.
- Expenses associated with development and implementation of the web site will be paid from the Education, Development and Training Program funds.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

PLANT CLOSING AND SALE MORATORIUM

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Plant Closing and Sale Moratorium

During the **2015** bargaining, on many occasions, the Union expressed deep concern about the viability of plants and Parts, Supply and Logistics facilities, covered by the Ford-UAW Collective Bargaining Agreement. This will confirm that during the term of the new Collective Bargaining Agreement, which expires on **September 14, 2019**, the Company will not close, nor partially or wholly sell, spin off, split off, consolidate, or otherwise dispose of in any form, beyond those which have already been identified, any plant, asset or business unit of any type, constituting a bargaining unit under the Agreement.

In making this commitment, it is understood that conditions may arise that are beyond the control of the Company, e.g., an Act of God, **catastrophic circumstances, market related volume declines, or a significant economic crisis** that could make compliance with this commitment impossible. Should such conditions occur the Company will review both the conditions and their impact on a particular location with the Union and consistent with our past practice, the Company will attempt to redeploy employees to other locations and, if necessary, utilize the appropriate job security provisions identified in the Collective Bargaining Agreement.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**PREFERENTIAL HIRE FOR
AUTOMOTIVE COMPONENTS HOLDINGS, LLC (ACH)
HOURLY EMPLOYEES – FORD ENTRY LEVEL OPPORTUNITIES**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Preferential Hire for Automotive Components Holdings,
LLC (ACH) Hourly Employees – Ford Entry Level
Opportunities

Dear Mr. Settles:

Consistent with the parties' commitment to restructure ACH plants for sale or closure, this is to confirm our mutual understanding regarding preferential hiring of ACH hourly employees for Ford Entry Level opportunities.

Eligible Employees

Such preferential hiring shall be limited to ACH hourly employees on the active employment roll of ACH on the effective date of the 2011 UAW-Ford Master Agreement, with the exception of the displaced ACH hourly employees from the Indianapolis Plant, provided periods of separation do not exceed periods of employment.

Survey and Sign-up

Prior to Ford hiring new hire Entry Level employees, all eligible ACH employees will be surveyed once for placement on the preferential hiring list when either Entry Level openings in Ford locations occur or when the UAW and the Buyer of an ACH plant or business reach a Tentative Agreement on a new collective bargaining agreement.

Entry Level Openings in Ford Locations

Eligible employees on the preferential hiring list will be surveyed for opportunities within their home location zone and out of zone locations in accordance with the opportunity offer process

**PREFERENTIAL HIRE
FOR AUTOMOTIVE COMPONENTS HOLDINGS, LLC (ACH)
HOURLY EMPLOYEES — FORD ENTRY LEVEL OPPORTUNITIES**

outlined below using the administrative posting process. For the purposes of this letter, Zones 1 and 2 will be considered as one zone.

Point of Sale of an ACH Facility

When the UAW and the Buyer of an ACH plant reach a Tentative Agreement on a new collective bargaining agreement, eligible employees within the affected ACH plant will be offered the following options:

- Eligible employees may elect to accept an offer of employment with the Buyer and commence employment with the Buyer effective with the sale close date, or decline such offer of employment and elect to be placed on a preferential hire list for Ford Entry Level hiring in line with their ACH seniority date.
- Employees previously placed on a preferential hire list for Ford Entry Level hiring are not restricted from accepting an offer of employment with the Buyer but will be removed from the preferential hire list and excluded from further Entry Level hiring.
- Eligible employees who decline an offer of Buyer employment will be leased to the Buyer (if required by Buyer operations) for the term of a Transition Agreement entered into by and among the parties.
- ACH, Ford, and the UAW Ford Department will retain a signed record of the employee election. The employee will receive a copy of their election.
- Upon release from employment by the Buyer or ACH, pursuant to the terms of the Transition Agreement, an eligible employee who declined employment with the Buyer, will be placed on the preferential hire list for Ford Entry Level hiring.

Opportunity Offer Process

Eligible employees on the preferential hire list who decline or do not respond to an Out-of-Zone Entry Level opportunity offer will not be contacted for subsequent Out-of-Zone opportunities and will be removed from the Out-of-Zone list but will remain eligible for In-Zone Entry Level opportunities. Eligible employees on the preferential hire list who either decline or do not respond to an In-Zone Entry Level opportunity offer will not be contacted for

**PREFERENTIAL HIRE
FOR AUTOMOTIVE COMPONENTS HOLDINGS, LLC (ACH)
HOURLY EMPLOYEES – FORD ENTRY LEVEL OPPORTUNITIES**

subsequent opportunities and will be removed from the preferential hiring list and all further consideration. The National parties may agree to waive this provision in advance for openings known to be of a short-term duration.

Opportunities in Ford facilities will be offered in order of the employee's ACH seniority date, highest to lowest seniority order.

In order to ensure the efficiency of operations are maintained, the parties agree to work jointly regarding the placement of ACH hourly employees electing preferential hire as Entry Level candidates in Ford facilities with Entry Level openings.

Relocation assistance will not be provided in any of the above circumstances.

Eligible ACH hourly employees who elect to be placed on the preferential hire list for Ford Entry Level hiring will remain on the list through the term of the 2011 UAW-Ford Master Agreement unless removed for either declining or failing to respond to an opportunity offer or the length of their service whichever is greater.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

RECALL BYPASS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Recall Bypass

During the present negotiations, the parties discussed problems that arise when laid off seniority employees are recalled to their basic units to fill temporary job openings while they either are working at permanent jobs with outside employers or are participating in the UAW-Ford Education, Development and Training Program. The parties agreed, in such instances, that the employees would not be recalled, provided they have notified the Company in writing of their desire to be bypassed.

In this regard, solely for the purpose of calculating the period of continuous unemployment relative to breaking seniority pursuant to Article VIII, Section 5(6) of the Agreement, the period of time an employee otherwise would have worked except for being bypassed, beginning with the date such temporary work became available and ending on the date such temporary work was completed, will be excluded from the calculation.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Return To Basic Unit — Appendix O Administrative
Guidelines

During these negotiations, the parties discussed the need to align the current business environment with the cost of administering Appendix O, Return to Basic Unit. To this end, the parties emphasized the following:

- Return to Basic Unit Rights shall be defined as the following:
 - Employees eligible for Return to Basic Unit Rights are those employees who transfer under the terms of the 2011 **and 2015** Agreements.
 - Active Employees transferring to another in-zone facility on a voluntary basis for a permanent job opportunity shall terminate all seniority to any prior locations.
 - Employees transferring to another in-zone facility as a result of a mandatory placement action will maintain their Basic Unit rights.
 - Employees transferring to an out-of-zone facility who did not take the enhanced relocation option, shall maintain their Basic Unit rights.
 - **In-Progression employees will be eligible for Return to Basic Unit (RTBU) rights under Appendix O upon transferring to an out-of-zone location so long as they do not take the enhanced relocation moving allowance. Additionally, after four years of seniority; they will become eligible for in-zone RTBU rights under Appendix O.**
- Appendix O clearly states that each facility will maintain an applicant listing for use by the local parties. Local Job Security,

RETURN TO BASIC UNIT – APPENDIX O ADMINISTRATIVE GUIDELINES

Operational Effectiveness and Sourcing Committees (LJSOESC) should be monitoring Return Home activities.

- The local Hourly Personnel Office at sending locations should be notifying employees of their respective return home rights prior to an employee's departure.
- Prior to hiring, the Human Resources Office must review its RTBU list, and offer opportunities to eligible employees.
- Eligible employees (in-zone mandatory placement, or out-of-zone transfers) have a six-month waiting period before they can be offered a return home opportunity.
- In order to conduct proper Return to Basic Unit surveys, sending locations must develop a list of all employees who were preferentially placed from their location:
 - laid off,
 - employees with Article VIII, Section 1(b) rights.

Receiving locations must develop a list of employees being transferred into their location, complete with name, social security number, global ID, Ford Service Date, accession date and name of employees' basic unit. The list excludes employees moved under Enhanced Moving Allowance, (Article IX.,28(c)) the Special Transfer Incentive, and those who voluntarily transferred to a permanent job opportunity in-zone.

- Acceptance or refusal of Appendix O opportunities must be documented on the Return To Basic Unit Offer Confirmation Form and disseminated as indicated on the bottom of the form as soon as practicable.
- All forms are to be dated and accurate files maintained.
- Employees are to be provided copies of their applications and refusals.
- Employees on medical leave (less than 90 days) are active employees, and thus are eligible for Appendix O rights.
- If unique situations involving the six-month Return Home provision arise, the national parties may review those situations and, if appropriate, provide a deviation to the application of the six-month waiting period.

RETURN TO BASIC UNIT – APPENDIX O ADMINISTRATIVE GUIDELINES

- Return to Closed Area is administered by the Employment Security Programs Office.
- Questions concerning apprentices should be directed to the Joint National Apprenticeship Committee.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**RETURN TO BASIC UNIT AND 2011 PREFERENTIAL
PLACEMENT HIERARCHY CLARIFICATION**

March 13, 2012

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 18211

Dear Mr. Settles:

Subject: Return to Basic Unit and 2011 Preferential Placement
Hierarchy Clarification

This letter is to clarify the provisions of Appendix O in the 2011 CBA with respect to Return to Basic Unit (RTBU) eligible employees and the Preferential Placement Hierarchy.

The 2011 Collective Bargaining Agreement states that “Eligible employees are those active employees who have been assigned subsequent to October 24, 2011, to a plant other than their Basic Unit pursuant to the provisions of Appendix N, or other special placement programs.”

Accordingly, this letter serves to confirm the parties' mutual understanding and agreement that any remaining non-skilled or skilled employees who were eligible for the Return to Basic Unit provision at the expiration of the 2007 Collective Bargaining Agreement will be eligible for such consideration in Step 1 of the 2011 Preferential Placement Hierarchy. Should such eligible employees decline the opportunity to Return to their Basic Unit, they will be administered according to the provisions in Appendix N and O of the 2011 Collective Bargaining Agreement.

Furthermore, employees who transfer to a plant other than their Basic Unit will continue to be governed by the Return to Basic Unit provisions as outlined by the 2011 Preferential Placement Hierarchy.

Very Truly Yours,

Bill Dirksen,
Executive Director
U. S. Labor Affairs

Concur: Jimmy Settles

**SALINE, SANDUSKY, AND SHELDON ROAD –
ACH EMPLOYEES TRANSITION TO FORD UPON SALE OR CLOSURE**

April 13, 2012

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Saline, Sandusky, and Sheldon Road – ACH Employees
Transition to Ford upon Sale or Closure

This letter outlines the parties understanding regarding transition issues for ACH employees at Saline, Sandusky, and Sheldon Road who transition to Ford upon Sale or Closure.

- Unless specified otherwise, ACH employees who transition to Ford in accordance with this letter will be considered by Ford as a new hire Entry Level employee.
- ACH employees with an ACH seniority date prior to December 1, 2006 will be given a Ford Seniority Date of May 1, 2012 when they transition to Ford, regardless of the actual transition date.

ACH employees with an ACH seniority date within December 2006 will be given a Ford Seniority Date of May 2, 2012 when they transition to Ford, regardless of the actual transition date.

ACH employees with an ACH seniority date within January 2007 will be given a Ford Seniority Date of May 3, 2012 when they transition to Ford, regardless of the actual transition date.

ACH employees with an ACH seniority date subsequent to January 31, 2007 will be given a Ford Seniority Date of one day later as outlined in the attached schedule (Attachment A) when they transition to Ford, regardless of the actual transition date.

- ACH employees who transition to Ford will be paid the greater of \$15.78 an hour or a red-circled wage rate equivalent to their ACH hourly wage rate as of their actual transition date

**SALINE, SANDUSKY, AND SHELDON ROAD –
ACH EMPLOYEES TRANSITION TO FORD UPON SALE OR CLOSURE**

to Ford. Future increases will be governed by the four (4) year wage progression as outlined in Appendix V (Attachment B).

- ACH employees currently eligible for Health Care coverage by ACH will continue present Health Care coverage through ACH paid COBRA coverage until they grow into Ford coverage as outlined in Appendix V.
- ACH employees who transition to Ford will carry over any unused ACH vacation and excused hours. In addition, employees will establish their vacation eligibility date based upon the date they actually transition to Ford and not their Ford Seniority Date. Their vacation allotment on their first vacation eligibility date will be determined in accordance with Article IX, Section 24(c).

Note: The provisions of this letter only apply to Sheldon Road in the event of a sale agreement or closure announcement for that facility.

Very truly yours,

Martin J. Mulloy
Vice President,
Labor Affairs

Concur: Jimmy Settles

Attachment A

Attachment B

**SALINE, SANDUSKY, AND SHELDON ROAD –
ACH EMPLOYEES TRANSITION TO FORD UPON SALE OR CLOSURE**

Attachment A

ACH Seniority Date	Ford Seniority Date	ACH Seniority Date	Ford Seniority Date
Prior to 12/2006	05/01/12	05/2009	05/31/12
12/2006	05/02/12	06/2009	06/01/12
01/2007	05/03/12	07/2009	06/02/12
02/2007	05/04/12	08/2009	06/03/12
03/2007	05/05/12	09/2009	06/04/12
04/2007	05/06/12	10/2009	06/05/12
05/2007	05/07/12	11/2009	06/06/12
06/2007	05/08/12	12/2009	06/07/12
07/2007	05/09/12	01/2010	06/08/12
08/2007	05/10/12	02/2010	06/09/12
09/2007	05/11/12	03/2010	06/10/12
10/2007	05/12/12	04/2010	06/11/12
11/2007	05/13/12	05/2010	06/12/12
12/2007	05/14/12	06/2010	06/13/12
01/2008	05/15/12	07/2010	06/14/12
02/2008	05/16/12	08/2010	06/15/12
03/2008	05/17/12	09/2010	06/16/12
04/2008	05/18/12	10/2010	06/17/12
05/2008	05/19/12	11/2010	06/18/12
06/2008	05/20/12	12/2010	06/19/12
07/2008	05/21/12	01/2011	06/20/12
08/2008	05/22/12	02/2011	06/21/12
09/2008	05/23/12	03/2011	06/22/12
10/2008	05/24/12	04/2011	06/23/12
11/2008	05/25/12	05/2011	06/24/12
12/2008	05/26/12	06/2011	06/25/12
01/2009	05/27/12	07/2011	06/26/12
02/2009	05/28/12	08/2011	06/27/12
03/2009	05/29/12	09/2011	06/28/12
04/2009	05/30/12	10/1/2011- 10/24/2011	06/29/12

**SALINE, SANDUSKY, AND SHELDON ROAD –
 ACH EMPLOYEES TRANSITION TO FORD UPON SALE OR CLOSURE**

Attachment B

Example

ACH Wage	\$14.00		ACH Wage	\$16.50
Date of Transition	12/01/12		Date of Transition	12/01/12
12/01/12	\$15.78		12/01/12	\$16.50
12/01/13	\$16.66		12/01/13	\$16.66
12/01/14	\$17.53		12/01/14	\$17.53

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Skilled/Nonskilled - Dual Seniority

During these negotiations, it was agreed employees deemed to have basic skilled seniority at their original plant and basic non-skilled seniority at another plant (Letter of Understanding titled "Skilled/Nonskilled Seniority" dated October 14, 1984), will have each seniority date considered their basic seniority for purposes of applying Appendix O.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**SPECIAL CONVERSION FROM LONG TERM SUPPLEMENTAL (LTS)
TO IN-PROGRESSION**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Special Conversion from Long Term Supplemental
(LTS) to In-Progression**

During these negotiations, the parties discussed Long Term Supplemental (LTS) employees who were used at certain facilities in positions that would otherwise be filled with permanent employees.

As such, the parties agree that LTS employees at the following locations will be converted to In-Progression employees on the effective date of the 2015 Collective Bargaining Agreement:

- Dearborn Truck Plant**
- Flat Rock Assembly Plant**
- Kentucky Truck Plant**

The seniority date for employees converted to In-Progression in accordance with this letter will be the most recent date of hire, rehire, or reinstatement as an LTS employee.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Special Opportunity to Return to Zone of Hire

During these negotiations, the parties discussed a mutual goal of providing continued employment for our workforce and minimizing the numbers of employees impacted by layoff. The parties further discussed certain circumstances where employees have been faced with a difficult decision of accepting an opportunity in another zone, and the subsequent effect of that transition on their families.

Based on these discussions, and in an effort to address hardship concerns of employees who have a desire to return to their zone of hire, the parties have agreed to allow eligible employees to volunteer to be placed on a list that will be used to canvass for future openings that arise during the term of the 2015 UAW-Ford Master Agreement.

The basic principles and provisions will be as follows:

- A one-time thirty (30) day sign up period will be determined by the NJSOESC and will be held as soon as practicable after the ratification of the 2015 Collective Bargaining Agreement during which eligible employees may elect to be placed on a list for future openings in their zone of hire.
- Eligible employees include those employees who elected an out-of-zone opportunity since March 13, 2009, but prior to the conclusion of the sign up window described above. This includes legacy employees who elected the Enhanced or Modified Enhanced Moving Allowances, as well as former Ford temporary and ACH hourly employees who accepted a Ford Entry Level opportunity out-of-zone.

SPECIAL OPPORTUNITY TO RETURN TO ZONE OF HIRE

- **Employees from a closed plant in a zone where no locations remain will be considered for opportunities in the zone of their job assignment immediately following plant closure.**
- **Available opportunities will be offered to eligible employees on the list by zone as they arise after exhausting the hierarchy steps but prior to hiring from the street.**
- **Opportunities will be offered in order of the employee's Ford Service Date, highest to lowest seniority. Where two or more employees have the same Ford Service Date, the last four digits of the employee's Social Security Number will be used as a tiebreaker, with higher last four SSN digits deemed as indicative of greater seniority (e.g. 9999 shall have greater seniority than 0000). Skilled employees will be considered in seniority order based upon their Date of Entry, highest to lowest; in the event of a tie, the employee's Ford Service Date highest to lowest would be secondary, and if necessary, the last four digits of the employee's Social Security Number as described above would be the final tiebreaker.**
- **No additional Moving Allowance will be payable to employees who accept an opportunity under this special agreement.**
- **If the opportunity is accepted, the new location becomes the employee's new home (or Basic Unit) location.**
- **Upon transferring to the new location, seniority will be in accordance with the UAW-Ford Collective Bargaining Agreement, Article VIII, Section 1(c).**
- **Backfills at the sending location will be based on operational needs, and not subject to the Placement Hierarchy.**
- **Eligible employees who either decline or do not respond to the opportunity offer will not be contacted for subsequent opportunities under this special agreement and will be removed from the list.**

SPECIAL OPPORTUNITY TO RETURN TO ZONE OF HIRE

- **Eligibility of volunteers will be subject to review and validation by the NJSOESC.**

Due to the potential high numbers of volunteers from the same location that may be offered opportunities, exit timing may be staggered to minimize adverse operational impact.

The Grievance Procedure set forth in Article VII of the UAW-Ford Collective Bargaining Agreement has neither application nor jurisdiction over any matter relating to this Letter of Understanding. The parties affirm claims of violations may be resolved through the Appeal Procedure to the National Job Security, Operational Effectiveness and Sourcing Committee.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**UNDERSTANDING REGARDING PLACEMENT OF REMAINING
SURPLUS JANITORS AT THE RESEARCH AND ENGINEERING CENTER**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Understanding Regarding Placement of Remaining
Surplus Janitors at the Research and Engineering
Center**

During the 2015 negotiations the parties discussed the remaining surplus Janitors within Local 245 as a result of implementation of the 2007 “Housekeeping” Letter of Understanding at the Research and Engineering Center. The Janitor numbers have decreased through voluntary placement from eight-nine (89) on October 6, 2011 to the present seventeen (17).

The parties agree to continue to consider the remaining Janitors within Local 245 as surplus and include them in all future voluntary Preferential Placement opportunities until December 31, 2017. After that date, they will also be included in the mandatory in-zone steps of the Placement Hierarchy contained in Volume I, Appendix N of the Collective Bargaining Agreement.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

June 25, 2014

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Zone 4 Staffing Needs

The staffing needs in Zone 4, Northeast Ohio, have unique circumstances as volume ramps down at Ohio Assembly (OHAP) and Walton Hills Stamping (WHSP) while Cleveland Engine plans for future volume increases. As such, the parties have agreed to several items that will help ensure stability in the zone during this transition.

Surplus employees from either OHAP or WHSP that have been accepted on job postings shall be placed on temporary layoff (TLO) instead of indefinite layoff (ILO) as the volume ramps down in their location. In addition, since the actual transfer date may be further in the future than normal, the parties agree that until they are given a notice to report, surplus employees will still be eligible to apply for additional postings at the end of the normal hierarchy.

Additionally the Company has agreed to estimate the 2015 Cleveland needs and provide that posting to surplus OHAP and WHSP employees as soon as practicable in the third or fourth quarter of 2014. Skilled trade employees that have indicated their preference to be laid off as production will be eligible to apply for this posting. The parties agree that should business conditions change and the Cleveland volume not materialize, the advance posting will not be binding on either the Company or the employees.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

ATTENDANCE AT JOINTLY SPONSORED TRAINING PROGRAMS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Attendance at Jointly Sponsored Training Programs

Our workforce is well trained and poised to compete in the global marketplace. During these negotiations, the parties discussed their continued commitment to offer jointly developed training programs designed to reinforce the business principles required to reach our goal of becoming the world's leading consumer company for automotive products.

Both parties will demonstrate their continued support by ensuring that required joint training is received in a timely fashion. Additionally, it is recognized that both parties should make a good faith effort to ensure that training session attendance is a priority.

Any concerns regarding this issue may be raised by the Unit Chairperson with the Plant Manager and/or Human Resources Manager for resolution.

In addition, the Grievance Procedure set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over, any matter related to this joint program.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

DEPENDENT CARE ASSISTANCE PLAN

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Dependent Care Assistance Plan

Effective January 1, 2001, or as soon as practicable thereafter, an employee Dependent Care Assistance Plan (DCAP) will be established whereby active employees may make wage reductions and be reimbursed, on a pre-tax basis in an amount not to exceed their wage reductions, for Dependent Care Assistance Expenses as defined in Internal Revenue Code Section 129. Active employees are employees who are receiving pay during the month designated for the annual elections. Eligible employees may elect to participate in the DCAP on an annual basis and may enroll during the annual DCAP enrollment period by designating a specified amount up to \$5,000 annually from their pay, on a pre-tax basis. The designated amount will be deducted in equal increments over the course of the plan year of the election. Participating employees will be required to submit legitimate receipts for services described in Internal Revenue Code Section 129 to UNICARE Life and Health Insurance Company, or other administrative carrier(s) mutually agreed upon by the Company and the Union. Wage reduction amounts contributed to this DCAP in excess of receipts submitted for eligible child care will be forfeited as required by law.

This DCAP will be in compliance with the applicable provisions of the Internal Revenue Code and administered through the National Employee Services Center.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Educational Enrichment Courses

During the 2015 negotiations the parties discussed expanding the focus of Personal Development Assistance to include Educational Enrichment Courses. It was agreed that the primary emphasis of Personal Development Assistance will continue to be job and career-related courses; however, it was also acknowledged that there was potential benefit to employees and the Company that may be achieved by allowing employees to use part of the Personal Development Assistance allocation to take approved Educational Enrichment-related courses.

To this end, the parties agree that up to \$500 of the \$2,700.00 Personal Development Assistance may be used for Educational Enrichment Courses.

Upon conclusion of negotiations and prior to launch of this initiative, the UAW and Company representatives at the National Programs Center will develop a proposal for approval by the UAW-Ford Joint Governing Body that will include the types of eligible courses, provider requirements, and employee communication plan.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Employee Tuition Plans – Work-Related Death

During these negotiations, the parties discussed that providing tuition assistance (**eligible tuition, fees, and books**) for education is an important consideration for the surviving spouse and dependent child(ren) of an active employee who dies in a work-related incident. The parties agreed to extend additional educational assistance to these family members.

The spouse or dependent child(ren) of an employee who dies while on the active rolls, in a work-related incident, **or inactive rolls resulting from a work related incident**, will be entitled to utilize the remaining balance of the employee's tuition assistance eligibility, plus **four** additional years tuition assistance eligibility, for college or educational pursuits during a period equal to the length of the present Agreement following the date of the employee's death.

Very truly yours,

Jack Halverson,
Manager
Union Relations

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear **Mr. Settles:**

Subject: Health Promotion Programs

Prior to and during the 2007 negotiations, both the UAW and the Company had many difficult conversations regarding the suspension of certain Joint Programs. Recognizing the present business state, the Company understands the importance of wellness programming. In this regard, the Company agrees to offer specific programs to deal with the issues of weight management, stress management and smoking cessation. **During the 2015 negotiations the parties further agreed to offer programs dealing with mental health and substance use, violence prevention, and physical health.** Many health care providers offer such programs for their members as part of their medical plan. A committee comprised of representatives from the National ESSP Committee will explore and identify wellness programs available through present medical plans. Employees seeking to utilize such programs shall do so through their present medical plan.

In the interest of encouraging more healthful personal life styles among employees, the Company will provide a health promotion component when these programs are not available through the employees' existing healthcare plans. **The Company and the UAW will mutually agree to the process used to select any additional vendors/programs.**

This initiative provides active hourly-represented employees with the opportunity to access health awareness information and health promotion services.

Employees will pay no more than 20% of the approved program costs, regardless of their healthcare plan up to a maximum of \$40. The Company will be responsible for all costs in excess of this

HEALTH PROMOTION PROGRAMS

employee contribution (see Attachment A). The Company recognizes the Union's interest in vendor selection, and that will be considered in conjunction with following the Corporate Purchasing process.

In addition, it is the parties' intent that any programs, approaches or related services provided under the wellness programs are not to be construed as benefits or insurance programs.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: **Jimmy Settles**

Attachment

HEALTH PROMOTION PROGRAMS

ATTACHMENT A

Program	Program Cost	Employee Cost	Company Cost	Co-pay %
Weight Mgt	\$150	\$30	\$120	20%
Smoking Cessation	\$199	\$40	\$159	20%
Stress Mgt A	\$199	\$40	\$159	20%
Stress Mgt B	\$300	\$40	\$260	13%

Health Care Plan	Program	Program Cost	Employee Cost	Company Cost	Employee Co-Pay %
HMO	Weight Mgt	\$150	\$25	0	17%
PPO	Weight Mgt	\$150	\$30	\$120	20%

Health Care Plan	Program	Program Cost	Employee Cost	Company Cost	Employee Co-pay %
HMO	Smoking Cessation/ Stress Mgt	HMO pays entire cost	0	0	0
PPO	Smoking Cessation/ Stress Mgt	\$199	\$40	\$159	20%

The above table is provided as a directional example only of co-payments, and does not constitute the actual costs for all health care plans. **The examples do not include all types of programs that may be offered.**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Joint Education Initiative

During the 2015 negotiations the parties discussed various ideas to provide training and educational opportunities to active employees.

As a result of those discussions, the parties committed to develop and implement a mutually agreed upon curriculum that will be made available to regular active hourly employees. The parties agreed to commit up to eight (8) hours of training to each eligible hourly employee during the life of the 2015 National Agreement, to deliver the agreed upon curriculum.

The training is intended to provide an understanding of the history of organized labor and the competitive challenges faced by the Company, the Union and the country as a whole, with topics that may include:

- **Labor history of the UAW and Ford**
- **Competitive challenges facing the UAW and Ford**
- **New and innovative approaches to achieving workplace competitiveness**
- **Current state and trend in the auto industry**
- **Government and its impact on the auto industry**
- **Rising costs of healthcare**
- **Unionism in today's global environment**
- **Opportunities for labor and management to effectively interact**

JOINT EDUCATION INITIATIVE

- **UAW and Ford community action initiatives**
- **UAW and Ford “at a glance” including facts, structure and UAW made products**
- **Ford Product awareness**
- **Ford’s Manufacturing Process**

In accordance with the Joint Review Process Letter of Understanding, recommended proposals addressing the development, implementation and logistics of this curriculum will be submitted to the Joint Governing Body for review and approval.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Joint Programs Computers

In 1999 negotiations, the parties agreed to transition joint programs computers to the Company PC Renewal plan. (Joint programs PC renewal administration and guidelines are outlined in the attachment.)

During the **2015** negotiations, the parties agreed to continue joint programs participation in the Company PC Renewal plan. The parties further agreed that should the Company revise the PC Renewal plan and/or initiate additional plans related to computers, computer peripherals or other equipment, the parties will evaluate such plans and assess their application for use within the joint programs.

All cost associated with joint programs computers will continue to be supported by the Education, Development and Training fund. The Grievance Procedure set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over, any matter related to this letter.

Very truly yours,

JACK HALVERSON,
Manager
Union Relations

Concur: Jimmy Settles

Attachment

JOINT PROGRAMS COMPUTERS

ATTACHMENT

JOINT PROGRAMS PC RENEWAL ADMINISTRATION AND GUIDELINES

- Joint programs computers are provided to the following local positions for use in joint programs administration:
 - Local Union President
 - Building Chairperson
 - Benefits
 - Best-In-Class Quality
 - Employee Support Services
 - Employee Resource Coordinator
 - Health and Safety
 - Job Security/Production Standards
- The PC Renewal cycle is planned in intervals of 3 to 4 years.
- Joint programs activities requiring additional computers should address a request to the UAW Assistant Director and Ford Associate Director of the UAW-Ford National Program Center. Upon approval of the Joint Governing Body, arrangements will be made to supply the required number of computers.
- Users of joint programs computers must maintain the security of the Company's computer network and information systems. Improper or inappropriate use of joint programs computers is subject to discipline.
- All hardware and software must comply with the Company's standards and must be installed on Company property.
- Internet access may be available where there is a verifiable job-related need.

JOINT PROGRAMS REVIEW PROCESS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Joint Programs Review Process

Ford Motor Company and the UAW recognize the mutual benefits that have resulted from Joint Programs and reaffirm the need to continually identify opportunities to improve and ensure the future viability of these programs and activities. The parties pledge to continue providing the resources and direction necessary to assure that all employees receive training and development opportunities that have a positive effect on employee morale, enhance existing skills, and equip employees with new skills while strengthening the Company's ability to succeed in a highly competitive industry.

To demonstrate this continuing commitment, the parties agree that proposals may be submitted by either party to the Joint Governing Body for review and approval. This includes proposals for the development and implementation of new programs, expansion of existing programs, reinstatement, and/or elimination, consolidation, suspension, or other modifications to existing programs and activities funded through Joint Programs, in order to ensure the continuing viability of Joint Funds while addressing the dynamic needs of employees and the Company.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

JOINT WORK AND FAMILY INITIATIVE

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Joint Work and Family Initiative

During the 2007 negotiations, the parties recognized that working families face significant challenges in balancing their work and family obligations. The parties acknowledge that the needs of workers vary depending on a number of factors including demographics, geography, and shift patterns.

The parties agree to undertake an initiative to address the conflicts between work and family obligations and propose alternatives. To this end, the parties agree to establish a Joint Work-Family Committee (JWFC), consisting of an equal number of members representing the Union and the Company, as determined by the parties. The Committee's Union representatives will be appointed by the Vice President and Director, UAW-National Ford Department, and the Company's representatives will be appointed by the Vice President, Labor Affairs. The JWFC will be established no later than thirty (30) days after the effective date of the Collective Bargaining Agreement.

The JWFC will utilize internal resources to collect information including, but not limited to, demographic data, work and family needs assessments and a comprehensive review of existing UAW-Ford National and Local agreements to identify Ford benefits and policies relevant to the initiative.

After a comprehensive evaluation of the collected data, the JWFC will propose alternatives and methods of implementation to assist employees with their family needs, including a pilot program, or broader based implementation, if warranted. The JWFC will then submit its recommendations to the parties for review. This process will be completed within one (1) year after the effective date of the Collective Bargaining Agreement.

JOINT WORK AND FAMILY INITIATIVE

The parties recognize that the issues addressed by this initiative may be common to similar workplaces. It has been determined that the Union and Ford, Chrysler and General Motors all may benefit from joint exploration of these work-family issues. Therefore, the parties agree that to the extent feasible, the efforts to address work-family issues at each Company will be coordinated to take advantage of the additional opportunities created by a joint effort.

JACK HALVERSON, Director
Joint Education, Development
& Training and
National Programs Center
Labor Affairs

Concur: Bob King

LABOR STUDIES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Labor Studies

During the 2007 negotiations, the Union and Company agreed that eligible employees may use a portion of their Education and Training Assistance Plan allocation (which provides for the prepayment of tuition and approved fees up to certain dollar limits) for Joint Governing Body approved labor studies courses. These courses generally examine worker, workplace and Union related subjects. To qualify for reimbursement courses must meet the following criteria:

- The courses must be available to an accredited college or university general student body and listed in its official course catalog.
- Tuition costs and approved fees must be within the generally accepted fee structure for such course and be applicable to the accredited college or university general student body.
- Tuition costs and approved fees will be directly paid to the accredited college or university through the Education and Training Assistance Plan.

Participant attendance is voluntary, and is not considered hours of work or employment and not subject to Ford compensation.

The Grievance Procedure set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over, any matter relating to this letter.

Very truly yours,

JACK HALVERSON, Director
Joint Education, Development
& Training and
National Programs Center
Labor Affairs

Concur: Bob King

LEARNING CENTER COMPUTER ACCESS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Learning Center Computer Access

During the current negotiations the Union requested that all Learning Centers have access to the Internet. It was mutually agreed that Internet access will be provided for plant Learning Centers.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Local Training Funds

This confirms the understanding reached during these negotiations that current and expanded local training activities jointly agreed to by local unions and local management will continue to be funded by Local Training Funds.

The parties reaffirmed Local Training Funds are primarily established to improve our products, quality and competitiveness through improved working relationships and employee technical knowledge, including job skills development and training, interpersonal skills training, continuous improvement and “Best-In-Class” Quality training. It is understood that the cost of these joint programs, wages of the trainees, travel expenses and other training expenses may be chargeable against the Local Training Funds. While the funds are intended for the training of UAW bargaining unit employees, there may be situations where it will be natural for some salaried employees to receive the same training. Such training expenses of non-bargaining unit employees may be funded by Local Training Funds provided such handling is mutually agreeable with local unions and local management.

In addition, Local Training Funds will be used for joint endeavors in support of programs, projects and activities newly specified in this Agreement, or as subsequently agreed by the Joint Governing Body, as eligible for such funding. Job skills development and training expenses related to the Job Security Program will be provided by Local Training Funds.

Requests for authorization to expend Local Training Funds must be jointly approved by the local parties. In situations where mutual agreement regarding funding approval cannot be reached locally, either party may appeal the issue to the Joint Governing Body.

LOCAL TRAINING FUNDS

When the local parties authorize funds for continuous improvement or “Best-In-Class” Quality endeavors, they are to assure that these endeavors are consistent with the Senior Advisory Continuous Improvement Forum and/or the Quality Improvement Implementation Committee guidelines. When the parties authorize funds for permissible Job Security Program activities, they are to assure that such activities are consistent with National Job Security and Operational Effectiveness Program Committee guidelines.

The parties agreed it would be inappropriate to use Local Training Funds to train employees required to service newly introduced technology. However, use of Local Training Funds to provide subsequent general training of other employees on this equipment to broaden their skills is appropriate, when agreed by the local parties. Further, it was agreed, Local Training Funds should not be used for training of employees to implement a newly negotiated change in classifications, but use of Local Training Funds to freshen or update generally the skills of employees is appropriate. Local Training Funds may be used to pay wages of employees assigned to short-term local education and training related projects. Local Training Funds may not be used to establish special assignments or administrative positions unrelated to local education and training projects as specified in updated and revised guidelines.

In addition, certain expenditures require prior approval by the Joint Governing Body or its designees. These expenditures include: the purchase, construction or lease of any real property (land and buildings) – no matter what its value; the purchase or lease of items or services over \$10,000; the purchase of promotional items in excess of \$10 per person; and the payment of wages to an individual employee for assignment(s) in support of local education and training related projects that exceed 20 days in the aggregate within the calendar year.

Administrative guidelines and procedures concerning Local Training Funds will be updated and reissued, as required, by the Joint Governing Body following the conclusion of these negotiations.

The provisions for Local Training Funds do not limit in any way the right of either party to provide educational and training programs on the same, similar, or other subjects, as it may deem appropriate.

LOCAL TRAINING FUNDS

Finally, the Grievance Procedure set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over, any matter relating to the Local Training Funds.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

NEW EMPLOYEE ORIENTATION PROGRAM

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: New Employee Orientation Program

During 2011 negotiations the parties discussed the importance of providing orientation programs for both new employees and if necessary, experienced hires. It was agreed the joint parties will continue to develop and update the content and materials relating to the standardized template of New Employee Orientation topics and materials. Focus will be primarily on Joint Programs including health and safety, quality, continuous improvement, diversity, employee support services, education, and benefits.

It was also agreed to establish a joint task team at the National Programs Center in the first quarter of 2012, to explore means to internally manage and update training materials to be used for employee orientation.

Thus, the parties will ensure that all necessary and appropriate changes to joint activities and employee training are completed, implemented, and communicated to members of the National Ford Department, Labor Affairs, and the Manufacturing Training Governance Committee.

Very truly yours,

JACK HALVERSON, Manager
Union Relations

Concur: Jimmy Settles

ON-SITE PHYSICAL REHABILITATION

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: On-Site Physical Rehabilitation

During the 2007 negotiations, the parties discussed at length the value of providing on-site rehabilitation services and concerns about the on-site Physical Rehabilitation units as it pertains to treatment of non-occupational injuries to employees. The present contract with our supplier does not provide for non-occupational injury treatment. As a result of these discussions, the parties agree to establish a committee comprised of representatives from Employee Support Services, Clinical Operations/Workman's Compensation, UAW-Benefits, Ford Healthcare Management.

The Committee will evaluate the present fee-for-service arrangements and will explore the possibility of accommodating treatment of personal injuries while recognizing existing coverage under the individual employee's health care plan. The Committee will provide recommendations prior to the expiration of the current provider contract July 2008.

JACK HALVERSON, Director
Joint Education, Development
& Training and
National Programs Center
Labor Affairs

Concur: Bob King

RECOGNITION OF THE UAW CHAPLAINCY PROGRAM

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Recognition of the UAW Chaplaincy Program

During the 2015 negotiations the parties had discussions regarding the UAW Chaplaincy program in which the value and benefit of the various aspects of chaplaincy were identified and acknowledged. The Company and Union have supported Chaplains' attendance at the annual Chaplaincy Conference at Black Lake through the Local Nickel Fund.

In further recognition of these potential positive effects, the Company is amenable to consider requests from the UAW to: (1) inform and explain to local plant leadership the concept of chaplaincy, (2) identify the services chaplains provide, and (3) raise reasonable support requests on such topics as access and counseling space.

Lastly, the parties agree the Grievance Procedure set forth in Article VII of the Agreement has no application to, or jurisdiction over, any matter relating to the UAW Chaplaincy Program.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Retiree Tuition Assistance Plan

This will confirm the understanding reached during the present negotiations that a Retiree Tuition Assistance Plan (including Personal Development Assistance) for retired UAW-represented Ford employees shall be continued and funded under the Education, Development and Training Program. Retirees would be eligible, on a space available basis, to take classes approved on-site at the plant, local Union hall or other approved program delivery sites. The courses offered to retirees must be those that are available to the active work force.

In cases where both the Ford facility and the local Union hall are closed and no other UAW-Ford represented locations exist in the area, retirees would then be allowed to attend classes at a college or university approved by the National Programs Center. Also, in the event the retiree relocates and no local Ford facility or Union hall is available, the retiree would then be allowed to attend classes at approved colleges or universities.

The program provides up to **\$2,000** per calendar year per retiree for the prepayment of tuition and compulsory fees for approved courses. This includes approved courses leading to credits or degrees at approved educational institutions, or courses included in a special range of approved competency based courses, including non-credit and non-degree courses or activities.

The plan will be administered by the UAW-Ford National Programs Center. The National Programs Center has the authority and discretion to interpret the terms of the plan including, but not limited to, school and course approval, location of courses and program guidelines.

RETIREE TUITION ASSISTANCE PLAN

In addition, the Grievance Procedure set forth in Article VII of the Collective Bargaining Agreement has no application to or jurisdiction over any matter related to this joint program.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Return to Work from Substance Abuse-Related Medical
Leave – Illegal Drugs and Unauthorized Prescription
Drugs

During these negotiations, the Company and the Union discussed their firm commitment to helping employees who are affected by substance abuse problems. In particular, the parties reviewed circumstances pertaining to an employee returning to work from a substance abuse-related medical leave of absence who is still using illegal drugs or unauthorized prescription drugs.

The parties agreed that permitting such an employee to return to the workplace jeopardizes the employee's safety and the safety of fellow employees. It also hampers the ability of the Company and the Union to meet today's challenges, including the ability to achieve continuous improvement in quality, safety, customer satisfaction, and operating effectiveness.

To address this problem, the parties agreed:

- Drug testing will be included as part of physical examinations for each employee returning to work from a first* substance abuse-related medical leave for treatment of illegal drugs or unauthorized prescription drug use or dependency. For purposes of this letter, only medical leaves occurring after the effective date of the 1996 Agreement, September 30, 1996, will be considered.
- Drug testing will be conducted in accordance with established Company practice, and the reason for conducting the test and the test results will be strictly confidential and will be made known

* Employees will be required to complete Central Diagnostic and Referral Agency assessment and pass a drug test administered by the Company Medical Services before returning to work from a first medical leave for treatment of illegal drugs and/or unauthorized prescription drug use or dependency.

RETURN TO WORK FROM SUBSTANCE ABUSE-RELATED MEDICAL LEAVE – ILLEGAL DRUGS AND UNAUTHORIZED PRESCRIPTION DRUGS

only to the employee, the Central Diagnostic and Referral Agency, and Human Resources personnel having a business reason to know.

- An individual who tests positive for illegal drugs or unauthorized prescription drugs will not return to work from such a medical leave except under conditions set forth below:
 - To facilitate recovery, the employee will be referred to the Central Diagnostic and Referral Agency for assessment and/or follow-up.
 - Upon meeting the objectives of the prescribed course of treatment, if any, and presentation to the Company of acceptable written evidence of having completed assessment, and a negative drug test, the employee, if otherwise eligible, may return to work.
 - The employee will be subject to drug testing for the following twenty-four (24) months. (Such testing will be conducted no more frequently than six times in any twelve-month period.)
 - The decision as to when an employee must have such a drug test will be made by Medical Services/Human Resources, and will not be a supervisory determination.
 - If the employee subsequently tests positive for illegal drugs or unauthorized prescription drugs, (including positive return from medical leave tests, positive 24-month tests, and positive DOT required drug tests but excluding positive “for cause” drug tests), the employee will not be allowed to continue work and will be placed on medical leave.
 - Criteria for returning to work following this subsequent medical leave will be as described above.
- The Letter of Understanding, Employee Support Services Program, reads in part: “Employees with alcoholism, drug dependency, emotional or personal problems will be able to seek help voluntarily without having to be concerned that their employment status will be affected because they have sought help for such problems.” This provision notwithstanding:

RETURN TO WORK FROM SUBSTANCE ABUSE-RELATED MEDICAL LEAVE – ILLEGAL DRUGS AND UNAUTHORIZED PRESCRIPTION DRUGS

- Any employee who has three positive drug tests within any three-year period, including positive return from medical leave tests, positive 24-month tests, and positive DOT required tests, but excluding positive “for cause” drug tests, may return to work after the third positive test only if, in addition to meeting the criteria specified above, that employee agrees to a twelve-month waiver.
- This waiver will require the following:
 - (1) Drug testing during the period of the waiver.
 - (2) Termination upon a positive drug test result, including positive return from medical leave tests, positive 24-month tests, positive DOT tests, and positive “for cause” tests.
 - (3) No access to the Grievance Procedure to protest the reasonableness of any penalty, including discharge, as the result of a positive test for illegal drugs or unauthorized prescription drugs during the twelve-month period.
 - (4) Other terms and conditions of the waiver may be determined locally by the Company and the Union.
- During the 24-month testing period and/or the period of the 12-month waiver, all time off work due to layoff, medical leave or personal leave will extend the length of the 24-month testing period and/or the period of the 12-month waiver by an identical number of work days.
- An employee attempting to return to work from a medical leave for illegal drugs or unauthorized prescription drug use or dependency who incurs four consecutive positive drug test results will be terminated as a “Quit – Failure to Meet Conditions of Employment – Substance Abuse.”
- Any employee who refuses assessment, treatment, or testing in accordance with the provisions of this Letter of Understanding will be treated as though the employee had tested positive.

**RETURN TO WORK FROM SUBSTANCE ABUSE-RELATED MEDICAL
LEAVE – ILLEGAL DRUGS AND UNAUTHORIZED PRESCRIPTION DRUGS**

Employees affected by the above provisions would continue to be subject to the same standards of performance and conduct expected of any other employee.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ernest Lofton

**SUPERVISOR, COMMITTEEPERSON, TEAM LEADER, AND LABOR
RELATIONS REPRESENTATIVE EARLY INTERVENTION TRAINING**

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue

Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Supervisor, Committeeperson, **Team Leader**, and Labor
Relations Representative Early Intervention Training

During the 2007 negotiations, the Company and the Union discussed the importance of timely completion of Supervisor, Committeeperson, **Team Leader** and Labor Relations Representative Early Intervention training. The parties reaffirmed that early intervention by supervisors, committeepersons, **team leaders**, and/or labor relations representatives to assist employees in obtaining prompt, confidential EAP support is an important element in the recovery process. Early intervention is critical for helping employees understand how abuse of alcohol, drugs, and other personal concerns can lead to excessive absenteeism and declining job performance. All supervisors, committeepersons, **team leaders**, and labor relations representatives must be trained with the knowledge and skills to identify and assist employees in need.

An “Early Intervention Training Module” has been developed and will be a tool for local and broader use in periodic supervisor, committeeperson, **team leader**, and labor relations representative training, or other training opportunities as they present themselves (e.g., CBAT training).

In order to facilitate the completion of the Early Intervention Training Module, the Local Response Teams will be required to discuss and determine the most effective means of conducting the training at the local level. Upon this determination, the Employee

**SUPERVISOR, COMMITTEEPERSON, TEAM LEADER, AND LABOR
RELATIONS REPRESENTATIVE EARLY INTERVENTION TRAINING**

Support Services Program Representative will contact the National Employee Support Services Program Committee which will provide the appropriate support.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

**SUSPENSION OF CERTAIN ESSP OFFERINGS
THROUGH JOINT PROGRAMS**

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Suspension of Certain ESSP Offerings Through Joint
Programs

During the 2007 negotiations, there was much discussion about the suspension of certain Joint Programs. Recognizing the present business state, the Company understands the importance of fitness centers, rehabilitation centers, and health promotion programs. In this regard, the parties agree to include fitness centers, rehabilitation centers, and health promotion programs in the annual evaluation referenced in the Letter of Understanding, Joint Programs Study Committee, November 3, 2007.

JACK HALVERSON, Director
Joint Education, Development
& Training and
National Programs Center
Labor Affairs

Concur: Bob King

SUSPENSION OF CERTAIN JOINT PROGRAMS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Suspension of Certain Joint Programs

During the 2007 negotiations both the UAW and the Company had many difficult conversations regarding the suspension of certain Joint Programs. As we are all aware, the Company was working its way through some very serious financial challenges, which resulted in reduced revenue for the National Program Center, leaving it in an unsustainable financial condition. As such, it was necessary to implement certain changes during the first quarter of 2007 in order to ensure the continuing viability of Joint Funds.

To that end, during the 2011 negotiations the UAW and Company have agreed, at this time to continue those suspensions. However, the Joint Governing Body will review these programs in line with the Letter of Understanding, Joint Programs Review Process, October 4, 2011.

Very truly yours,

JACK HALVERSON, Manager
Union Relations

Concur: Jimmy Settles

THE PARTIES' UNDERSTANDING OF JOINT EFFORTS

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: The Parties' Understanding of Joint Efforts

During the current negotiations the Company and the UAW reaffirmed their commitment to the principles and objectives of UAW-Ford education and training efforts. These efforts have been undertaken by the parties to reinforce and improve the welfare and long-term job security of employees represented by the UAW, and concurrently improve Ford's competitiveness in a global economy. Through jointly sponsored programs, Ford and the UAW have established technological and process-oriented approaches to the education and utilization of human resources to meet ever-growing competitive challenges, and thereby strengthen the job security of UAW-represented employees.

The Company and the Union will continue to undertake joint efforts in the following areas to contribute to the well-being of the Company and its employees: advanced manufacturing technology development; National Programs Center programs; quality; job security and sourcing; employee support services; mutual growth; health and safety; employee involvement; and the Ford workforce and its role in providing high quality products. The endeavors of Company and Union representatives assigned to these efforts result in an array of programs that enhance the technical and process skills of the workforce. The Company and the Union recognize that a highly educated and skilled workforce is a critical factor in improving competitiveness, and therefore, in tempering the cyclical unemployment traditionally experienced in the automotive industry.

The parties have thoroughly examined the objectives and approaches of the efforts described above, and agree that use of the jointly administered funds of the Education, Development and Training Program (EDTP) to support these efforts is appropriate. EDTP funds shall be designated for the Program, the Center and its activities, or

THE PARTIES' UNDERSTANDING OF JOINT EFFORTS

such other purposes for the benefit of employees as may be agreed upon by the Co-Presidents of the Joint Governing Body.

We have also supported research projects or efforts by other training, educational or cultural institutions which will through education and exposure promote our goal of labor and management cooperation in the workplace.

The parties further agree that new programs and activities designed to enhance the welfare and job security of UAW-represented employees may be funded by the EDTP, when authorized by the Joint Governing Body, acting under the provisions of Appendix T to the Collective Bargaining Agreement (Memorandum of Understanding – National Programs Center; Education, Development and Training Program; and Technical Skills Program). Expenditures for such other purposes as may be agreed upon by the Co-Presidents of the Joint Governing Body may be authorized and approved by them or their designated representatives.

Very truly yours,

MARTIN J. MULLOY,
Executive Director
North American Labor Affairs

Concur: Gerald D. Bantom

TRAINING SCHEDULES

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Training Schedules

The parties agree that education and training of the UAW-represented work force is an essential element in achieving continuous improvement and is critical to the Company's competitiveness. The Union expressed concern during these negotiations that on occasion, at some locations, scheduled education and training activities were postponed, suspended or canceled. Rationale for schedule revisions included insufficient numbers of replacement personnel, lack of or reassignment of funding for training and for other business related reasons.

During 2003 negotiations, the parties reaffirmed the understanding that when education and training activities are postponed, suspended or canceled repeatedly, the local parties may jointly refer this matter to the Operations/Division Human Resources Business Operations Manager and the National Ford Department for consideration. It is understood, however, that on occasion it may be necessary to postpone, suspend or cancel scheduled training based on operating schedules.

Very truly yours,

HARVEY T. PROCTER, JR.,
Director
Joint Education, Development
& Training and
National Programs Center
Labor Affairs Staff

Concur: Gerald D. Bantom

**UAW-FORD COLLECTIVE BARGAINING AGREEMENT
TRAINING PROGRAM**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: UAW-Ford Collective Bargaining Agreement Training
Program

Following 1999 national negotiations, the parties jointly updated and implemented a Collective Bargaining Agreement Training (CBAT) Program that was well received by UAW and Ford representatives involved in Agreement administration. Participant evaluations clearly indicate support and a continued need for this type of training, which was a first in the history of labor-management relations.

During the **2015** negotiations, the parties agreed to update and continue the UAW-Ford Collective Bargaining Agreement Training program. The program will be made available to local Union Presidents, Building Chairpersons, Bargaining Committees, District Committeepersons, elected Alternate Committeepersons, elected Union officials responsible for CBA administration, Human Resources Managers, Labor Relations personnel and a select number of supervisors, as appropriate, that have not previously attended the training. A CBAT refresher program will be developed and targeted for delivery in **2016**. As part of the update, a new Agreement Guide shall be included and made available to prior participants of CBA training who continue to have contract administration responsibilities.

Funding for this training program, including development costs, travel, lodging and wages of participants, shall come from the existing Education, Development and Training Program funds. The

**UAW-FORD COLLECTIVE BARGAINING AGREEMENT
TRAINING PROGRAM**

Grievance Procedure set forth in Article VII of the Agreement has no application to, or jurisdiction over, any matter relating to this training program.

Very truly yours,

JACK HALVERSON, Manager
Union Relations

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

**Subject: UAW-Ford Community Engagement Scholarship for
Dependent Children**

During these negotiations, the parties discussed the importance of post-secondary education for college-aged dependent children of UAW-represented employees and the parties' commitment to investing, engaging and assisting the communities within which we live and work. In this regard, the Union and the Company agreed to offer the UAW-Ford Community Engagement Scholarship for dependent children of UAW represented employees based on the following parameters:

Eligibility:

Dependent children of active UAW-represented employees/members or member's spouse (or same sex domestic partner consistent with the Company's healthcare benefit eligibility criteria through December 31, 2016) who are pursuing post-secondary education (excluding graduate degree courses) at a Title IV eligible educational institution accredited by a governmental or nationally recognized agency. For this program a dependent is defined as:

- Children by birth, legal adoption, or legal guardianship.
- Unmarried dependent child(age 23 and under at the time of course enrollment).

Dependent child must reside with the member or be the member's legal responsibility.

Amount of Support:

The scholarship and reimbursement amount is limited to an annual maximum benefit award of \$1,500 per dependent for tuition and/or compulsory fees.

**UAW-FORD COMMUNITY ENGAGEMENT SCHOLARSHIP FOR
DEPENDENT CHILDREN**

Reimbursement Requirement/Process:

- Properly processed scholarship application completed and approved on myuawford.com including:
 - Verification of satisfactory completion of semester coursework with an average GPA of 2.0 or better, based on a 4.0 scale, for the courses for which reimbursement is being requested
 - Verification of dependency
 - Verification of payment
 - Documented completion of eight (8) community service volunteer hours by the dependent in the year reimbursement is requested

Administrative procedures:

Guidelines, administrative and operating procedures, will be approved by the Joint Governing Body (JGB), including but not limited to, reimbursement structure, required documentation, approved schools, and eligibility of nonprofit organizations for volunteer opportunities.

Funding:

Funding, including administrative costs, will be determined by the JGB.

Reimbursement payments under the UAW-Ford Community Engagement Scholarship Program for Dependent Children will be subject to applicable federal, state, and local tax provisions.

The Grievance procedure set forth in Article VII of the Collective Bargaining Agreement has no application to, or jurisdiction over, any matter related to this program.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: UAW-Ford Educational Initiative

During these negotiations, the parties discussed various ideas to provide training and educational opportunities to active employees.

The parties agreed to explore and evaluate training and communication initiatives that will educate employees about the Union and the Company, their labor history, their competitive challenges, and the global automotive industry in addition to other topics.

In accordance with the Joint Review Process Letter of Understanding, proposals and recommendations will be submitted to the Joint Governing Body for review and approval.

JACK HALVERSON, Manager
Union Relations

Concur: Jimmy Settles

**UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
– NATIONAL AND LOCAL**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: UAW-Ford Joint Diversity **and Inclusion** Committees –
National and Local

Diversity in the workplace continues to be an important and recurring topic throughout numerous discussions between the Company and the Union during the 2015 negotiations. Workplace diversity encompasses all of the many differences that define employees as unique and valuable individuals, including but not limited to culture, ethnicity, race, nationality, gender, **gender identity/expression**, age, abilities, disabilities, opinions, religion, beliefs, union affiliation, education, experience, military status, sexual orientation, marital status, and family status. Although the concept of diversity highlights our differences as individuals, the true value of workplace diversity is that such differences can create a whole that is more than the sum of its components – a group of individuals, whose collective strengths are derived from understanding, appreciating, and capitalizing on their particular personal attributes.

The parties share a vision of diversity **and inclusion** in the workplace: an environment that promotes a culture, which encourages every individual to contribute fully to the success of their workplace while achieving maximum personal fulfillment. The contributions – actual as well as potential – of all employees, regardless of differences, must be recognized, tapped, and appreciated. Such a harmonious environment will foster positive working relationships among all employees, thus allowing UAW-Ford people to succeed to the best of their abilities. Ultimately, this will result in a stronger Ford Motor Company, in turn leading to greater job security. But fundamentally, and perhaps most importantly, diversity **and inclusion** is a matter of respect for the other human beings with whom we spend a significant portion of our

UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
- NATIONAL AND LOCAL

lives – our co-workers. Union and Company leadership alike embrace this vision.

For many years the Company and Union, in their respective fields, have been leaders in adopting and effectuating policies against sexual harassment and discrimination as well as harassment and discrimination because of ethnicity, race, nationality, gender, **gender identity/expression**, age, disabilities, religion, union affiliation, sexual orientation, marital status, and family status. To this end, the parties have continued in their Agreement an “Equal Application of Agreement” provision that both ensures adherence to that principle in all aspects of employment at Ford Motor Company and provides the Grievance Procedure for the resolution of alleged violations of that principle.

In addition, the parties recognize the desirability of increased communication and cooperative efforts for the following purposes:

- To encourage employees and grievance representatives to use the contractual Grievance Procedure as the exclusive method for prompt resolution of all claims of denied equal application rights;
- To determine the cause of such claims, arising or recurring;
- To maintain liaison with appropriate federal and state civil and human rights agencies;
- To increase understanding and seek solutions to mutual problems;
- To promote and encourage use of the Grievance Procedure in order to avoid multiplicity of litigation in many forums simultaneously, which is frequently time consuming, contradictory and hence, nonproductive to relieving employee problems;
- To relieve tensions in the areas of equal application, diversity and sexual harassment; and
- To exchange information, expertise and advice.

Accordingly, the parties agree to UAW-Ford National discussions on Joint Diversity **and Inclusion** and to continue the UAW-Ford

**UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
– NATIONAL AND LOCAL**

National Joint Diversity **and Inclusion** Committee, and the UAW-Ford Local Joint Diversity **and Inclusion** Committees.

National Joint Diversity **and Inclusion** Committee:

The UAW-Ford National Joint Diversity **and Inclusion** Committee will consist of four (4) members, two (2) representatives identified by the UAW-Ford Department and two (2) members identified by the Company. The UAW-Ford National Joint Diversity **and Inclusion** Committee will meet during jointly agreed to meetings or joint program events between the UAW-Ford Department and Corporate Labor Affairs. Its functions shall be the following:

- Review and discuss, (1) ways and means of encouraging employees and grievance representatives to use the Grievance Procedure as the exclusive contractual method to resolve claims of denial of equal application rights and (2) general matters concerning the subject of sexual harassment.
- Conduct or arrange, as appropriate, for investigations and/or studies into claims of denied equal application rights and discrimination problems and tensions in an attempt to prevent such problems from arising or recurring.
- Maintain liaison with appropriate federal and state agencies.
- Maintain liaison with Corporate Personnel Relations and Equal Employment Planning Office and the UAW Civil and Human Rights Department.
- Advise and counsel UAW-Ford Local Joint Diversity **and Inclusion** Committees.
- Develop and provide training for UAW-Ford Local Joint Diversity **and Inclusion** Committee members.
- Review, discuss and recommend ways and means to facilitate awareness of equal application, diversity and sexual harassment issues.
- **Discuss ways to implement and support the Employee Resource Groups (ERGs) and their activities at all locations.**

**UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
– NATIONAL AND LOCAL**

- Design, develop and implement training programs and other strategies to increase employee awareness of and promote constructive dialogue regarding diversity **and inclusion**. These programs and strategies will address sexual harassment, diversity and equal application issues. It is envisioned that these programs and strategies will be comprehensive, including hourly and salaried employees as appropriate (e.g., supervisors, superintendents, human resources representatives, and plant management).
- Oversight of delivery of diversity **and inclusion** strategies implemented at all UAW-represented Ford locations.
- The committee will be encouraged to attend both the UAW Civil Rights Conference and the Ford Diversity **and Inclusion** Conference.
- UAW-Ford joint funds will be a source of support for these initiatives.

Local Joint Diversity **and Inclusion** Committee:

At each plant or facility that the Collective Bargaining Agreement covers, a UAW-Ford Local Joint Diversity **and Inclusion** Committee will be established consisting of **eight (8)** members, **five (5)** representatives of the Local Union and three (3) representatives of the Company. The **five (5)** representatives of the Local Union shall consist of the Local Union President, or designee, the Local Chairperson of the Unit Committee, **the remaining three (3) should consist of** Local Union members with diversity responsibilities or expertise. The three (3) representatives of the Company shall be the Plant Manager, or designee, and a Company official at the plant, active in the Company's equal employment opportunity program and another member(s) designated by the Company Plant Manager. Local Joint Diversity **and Inclusion** Committees will meet on a **monthly** basis, (**quarterly for PS&L locations**), or as frequently as is mutually deemed desirable or necessary and its functions shall be the following:

- Recommend to the UAW-Ford National Joint Diversity **and Inclusion** Committee ways and means of promoting use of

**UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
– NATIONAL AND LOCAL**

the Grievance Procedure as the exclusive contractual method for resolving claims of denial of equal application rights.

- Monitor progress of implementation of diversity **and inclusion** strategies and training, including new hire and experienced hire orientation, report to the UAW-Ford National Joint Diversity **and Inclusion** Committee, requesting assistance, as appropriate.
- **Identify proactive training opportunities for the Local membership and leadership and recommend training that will promote a respectful workplace.**
- Offer suggestions to the UAW-Ford National Joint Diversity **and Inclusion** Committee and **Local Management** on ways to facilitate awareness and greater understanding of equal application and diversity issues.
- Suggest guidelines for Union and Company representatives, active in the Grievance Procedure in the proper and prompt handling of grievances alleging such claims and consider whether other means of handling allegations of sexual harassment should be used.
- Recommend to the UAW-Ford National Joint Diversity **and Inclusion** Committee, means for determining the cause of claims of denied equal application rights and discrimination problems and tensions in the plant.
- Comply with all procedures as established by the UAW-Ford National Joint Diversity **and Inclusion** Committee.
- Submit minutes of meetings and all other related data to the UAW-Ford National Joint Diversity **and Inclusion** Committee **monthly**.
- The UAW-Ford Local Joint Diversity **and Inclusion** Committee will be **strongly** encouraged to attend both the UAW Civil Rights Conference, and **the Annual UAW-Ford Diversity and Inclusion** Conference. **Additionally, the Local Diversity and Inclusion Members may request consideration for attendance at other Diversity training**

**UAW-FORD JOINT DIVERSITY AND INCLUSION COMMITTEES
– NATIONAL AND LOCAL**

events not to exceed one (1) per calendar year. Approval and funding to be reviewed by the National Diversity and Inclusion Committee.

Members of the UAW-Ford Local Joint Diversity **and Inclusion** Committees will receive pay for approved time spent planning for and attending scheduled meetings, **developing and implementing work plans for Diversity related initiatives/events, and submit progress reports and/or meeting minutes monthly to the UAW-Ford National Diversity and Inclusion Committee.**

The UAW-Ford Local Joint Diversity **and Inclusion** Committees may meet with the Local Diversity Councils to discuss diversity issues of mutual concern.

The parties continue to recognize their legal and moral responsibility for assuring that all Ford Motor Company employees have equal employment opportunities and freedom from discrimination as set forth in Article X, Section 9 of the Collective Bargaining Agreement. Consequently, the function of the Local Joint Diversity **and Inclusion** Committees shall be advisory, consultative, and cooperative. While the Company and the Union will welcome the recommendations the Committees may make, the Committees may not commit either party to a specific course of action. However, the Union agrees that it will discourage its members from bypassing the Grievance Procedure with respect to any claim or complaint against the Company, which may be made the subject of a grievance under the contract.

Very truly yours,

**Bill Dirksen,
Vice President
Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

**UAW-FORD JOINT EQUALITY AND DIVERSITY COMMITTEES
– NATIONAL AND LOCAL**

**Mr. Jimmy Settles
Vice President and Director
UAW National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: UAW-Ford Joint Equality and Diversity Committees-
National and Local**

During the 2015 negotiations the parties agree to change the name of the Joint Equality and Diversity Committees-National and Local as shown below to reflect the current industry standard for the naming of committees related to diversity and inclusion initiatives.

**From: UAW-Ford Joint Equality and Diversity Committees –
National and Local**

**To: UAW-Ford Joint Diversity and Inclusion Committees –
National and Local**

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Advanced Manufacturing Engineering

During these negotiations, the Union expressed concern regarding the future direction of Advanced Manufacturing Engineering, and its relationship to negotiations regarding job security for UAW-represented Ford employees. The Company is committed to the maintenance of a strong and stable manufacturing and assembly presence in the U.S. and the employment levels required to support that presence. The Company believes that Advanced Manufacturing Engineering, with the UAW as a full participant, is an essential ingredient in our mutual effort to assure Ford's presence as a major U.S. employer and vehicle producer. This letter confirms the understanding of the parties regarding: (1) the intent and objectives of the Advanced Manufacturing Engineering effort; (2) the process used by people in Advanced Manufacturing Engineering; and (3) the role of the UAW's National Ford Department in future Advanced Manufacturing Engineering efforts.

The role of Advanced Manufacturing Engineering is development of superior methods to design and build Ford products, and to use Ford resources, facilities, and people in the best manner possible in that effort. It is intended that Advanced Manufacturing Engineering promote continuous improvement in every element of Ford's business. The Company believes this effort holds great promise for helping meet the Company's two-pronged approach for continued success—being the “best-in-class” quality producer of vehicles for every measure of customer satisfaction, and being fully competitive with every major vehicle producer in the world. Success in Advanced Manufacturing Engineering will help assure long-term job security.

The Advanced Manufacturing Engineering activity includes people representing the Company's major functions. They are assigned to specific projects that focus attention on product, component, process,

ADVANCED MANUFACTURING ENGINEERING

and manufacturing issues, and their efforts are intended to cut across traditional organization lines to develop approaches that prevent problems rather than detect problems. The Company is convinced that UAW participation on Advanced Manufacturing Engineering projects will contribute to its success-especially as Advanced Manufacturing Engineering develops long-term actions that affect Ford employees.

The UAW-Advanced Manufacturing Engineering Representatives have been appointed by the Vice President and Director of the National Ford Department. Their participation in specific Advanced Manufacturing Engineering assignments includes: review of Design for Assembly projects and product tear-downs, system reviews on present designs, feasibility reviews on proposed projects, review of training designed for UAW- represented hourly employees, and Advanced Concept Vehicle evaluation for assembly and functional feasibility.

From time to time, it may be appropriate to seek the participation of UAW represented hourly employees on Advanced Manufacturing Engineering assignments. With Local Management's agreement to participate, the specific project, role, length of assignment and selection criteria of these employees will be determined by the Advanced Manufacturing Engineering Management in consultation with the UAW-Advanced Manufacturing Engineering Representatives. Within these criteria, the local parties will jointly select the participants.

Very truly yours,

DENNIS J. CIRBES, Director
U. S. Union Affairs Office
Labor Affairs

Concur: Ron Gettelfinger

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: New Business Development

To seek to enhance employment opportunities, the joint New Business Development Group will be continued for the term of the 1999 Ford-UAW National Agreement. The Group will consist of equal numbers of Company and Union representatives with multi-disciplinary backgrounds. Company representatives will be appointed by the Vice President, Human Resources and Union representatives will be appointed by the Vice President and Director, National Ford Department. Appointed representatives may be part time or full time.

It will be the responsibility of the New Business Development Group to promote sound and profitable business or integration opportunities having the potential to provide employment. The Group will make recommendations to the Company and the Union for concept approval, and will request new business funding from the Company for business opportunities deemed to be consistent with maximizing employment growth objectives of the Program. The projects to be considered should utilize existing facilities where appropriate, and contribute to the welfare of Ford and its employees. In addition, it will be the responsibility of the Group to perform the following related functions.

- Develop and implement an organizational structure in consultation with the Vice President, Human Resources and the Vice President and Director, National Ford Department.
- Communicate to division and local Management and to regional and Local Union representatives the full scope of this new business concept.
- Review and study the feasibility of proposals submitted in writing by the local party(ies) regarding entry into new business ventures.

NEW BUSINESS DEVELOPMENT

- Initiate studies necessary for a complete examination of proposed new business ventures.
- Examine each feature of the total business opportunity.
- Report, in writing, to the local parties its findings and recommendations regarding a proposed new business venture within an appropriate time frame.
- Develop means of encouraging the entire organization, hourly and salaried, to participate in bringing new competitive business into the Company and creating new jobs.

As an indication of its continued commitment to employment enhancement through integration and business diversification, the Company will make available up to \$30 million of funding to provide for this Program during the term of the 1999 Agreement. However, should the New Business Development Group recommend new business funding in excess of that amount, the Company agrees to review such requests in accordance with the guidelines of this Letter of Understanding. These funds will be available for investment in new business ventures including, as appropriate, the establishment of separate corporate organizational structures.

Investment funds will be released on an “as required” basis. Only those ventures receiving concept approval and initial funding prior to the expiration of the 1999 Agreement will be considered as firm commitments by the Company. Reporting fund expenditures will be the responsibility of the New Business Development Group.

Operating expenses attendant to the activities of persons assigned by the Company and the Union to the New Business Development Group will be provided from the Education, Development and Training Program Fund upon approval of the Executive Director – Labor Affairs and the Vice President and Director, UAW National Ford Department or their designees.

Contingent upon the business climate and market proximity, we have agreed to pay particular attention to communities affected by the loss of Ford-UAW employment opportunities. Accordingly, any newly created business venture developed through the efforts of the New Business Development Group will be expected to provide opportunities for employees, with preferential consideration given to UAW-represented employees laid off from or working at Company

NEW BUSINESS DEVELOPMENT

facilities. Therefore, to the extent permitted by law, the Company or other employer will recognize the UAW as the representative of the hourly employees working at businesses developed through the New Business Development Group for the purpose of collective bargaining. In this regard, the parties recognize the need to consider innovative approaches to labor relations, including the negotiation of new collective bargaining agreements as an alternative to this Agreement, for each venture.

The New Business Development Group will report periodically to senior Ford Motor Company Management and the International Union UAW on their progress in identifying and developing viable opportunities for employment growth.

It is understood that the Company's discussion with the Union will require the Union to keep information confidential until the Company consents to its release. It is also understood that matters arising hereunder are not subject to the Grievance Procedure.

Very truly yours,

DENNIS J. CIRBES, Director
U. S. Union Affairs Office
Labor Affairs

Concur: Ron Gettelfinger

PRODUCT DEVELOPMENT AND TRANSFORMATION

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Product Development and Transformation

During these negotiations, the parties discussed various issues related to product development and product transformation. Both the Company and the Union recognize that future jobs depend on, among other things, continuing investments in product development. Shifting markets, changing consumer tastes, new governmental regulations, international harmonization of such requirements, and a host of other factors have a direct impact on vehicle development and manufacturing. The products manufactured and services delivered must meet evolving customer preferences and demands at a competitive price.

The Company fully understands the Union's concerns relative to investment in new products and services, and that such investments, while absolutely necessary, may not alone guarantee good future jobs. Within the Company's decision-making criteria, when a competitive business case exists, the Company will invest in these new technologies (e.g., Hybrid Vehicles, Alternative Fuels, etc) and their major parts and components in UAW-represented Ford facilities. New products require additional skills, spur changes in labor demand, and entail new sourcing decisions. The parties acknowledge that involving the Union at the early stages of the Global Product Development System (GPDS) cycle is key to attaining job security while meeting the global challenges of improved quality, speed to market, product innovation, and lowering total costs. To that end, the Company has been, and continues to be, fully committed to working with the Union to seek and, identify appropriate jointly developed technical training programs that will match new skill requirements with evolving technologies, products and services, along with the implementation of new programs to cushion unavoidable dislocative effects of rapid product

PRODUCT DEVELOPMENT AND TRANSFORMATION

transformation and development. The Company recognizes that working together will help preserve and grow good paying jobs for all current and future UAW-represented employees at Ford Motor Company.

In preceding Agreements and during these negotiations, the parties have recognized the importance of the Union's role and involvement in the GPDS cycle and product transformation through provisions, such as the Memorandum of Understanding - Sourcing (Appendix P), which provide a mechanism for early Union involvement in the Company's plans to proceed with a new or redesigned vehicle. To that end, it is understood and reaffirmed that early during the GPDS cycle, matters such as sourcing patterns, possible changes in assembly, sub-assembly, stamping, powertrain and other component sourcing patterns, possible insourcing opportunities, and technology which may impact UAW-represented hourly employees will be reviewed with the National Ford Department in accordance with the provisions of the Memorandum of Understanding - Sourcing (Appendix P). Such early and up front involvement will allow the Union to continue to be provided with information about current and anticipated major product developments/ product transformations that are having, are expected to have, or could potentially have an effect on employment levels such as projected changes in the major components for motor vehicles (e.g., shift to new propulsion technology and energy storage devices), in materials (e.g., increased use of plastics and/or aluminum in body panels, shift to aluminum castings), in assembly and design (e.g., for easier assembly/manufacturing methods and for disassembly for recycling purposes).

Further, the Union's early involvement during the GPDS process allows for discussions relative to issues such as the impact of a traditional gas-fueled internal combustion engine vehicle, and, for example, the comparable electric, hybrid electric, fuel cell, or dedicated and flexible alternative-liquid fuel vehicle with respect to major components, materials, and assembly methods. In each case, the Company will indicate the extent to which changes in specifications will be handled through the revamping of existing UAW-represented operations, by means of technology residing in other divisions of the Company or by outside sourcing arrangements.

PRODUCT DEVELOPMENT AND TRANSFORMATION

Finally, it is recognized that the Memorandum of Understanding - Sourcing (Appendix P) provides an avenue for discussions as early as practicable in the GPDS cycle relative to projected production volume of new materials, components, and products, and the potential impact, if any, on UAW-represented hourly jobs.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Bob King

REVIEW OF NEW TECHNOLOGY

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Review of New Technology

During the course of the 1999 Negotiations, the parties discussed travel outside the United States for UAW represented employees involved in new technology reviews. Such travel requires advance notification by the local joint parties to the NJCHS and will include: (1) plant location, (2) purpose of the visit, (3) name and function of individuals attending the review, (4) planned date of review and (5) city and country of review.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

**ACCESS TO WAREHOUSE MANAGEMENT SYSTEM
– PARTS SUPPLY & LOGISTICS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles

Subject: Access to Warehouse Management System – Parts
Supply & Logistics

The dissemination of computerized warehouse performance data is an important element in developing a common understanding of opportunities in our facilities. The issues of confidentiality and system security are essential considerations. Chairperson and Quality Representative access to “read only” Warehouse Management Systems data will be standardized across all Parts Supply and Logistics locations and relevant to the duties of each position. Requests for additional data access may be raised by National Ford Department, UAW to Parts, Supply and Logistics Management for consideration.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**APPLICATION OF SHIPPING LABELS
- PARTS DISTRIBUTION CENTERS**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Application of Shipping Labels – Parts Distribution
Centers

During 1999 negotiations, the parties discussed the duplicative work performed by both Company and carrier employees of applying shipping labels to outgoing parts on Parts Distribution Center shipping docks.

The Company advised the Union that as part of the Ford Customer Service Division's ongoing efforts to improve customer service, a study is underway to determine the feasibility of implementing an automated parts tracking system for emergency parts orders.

We anticipate that this will result in a new shipping label, that would meet the needs of both the carrier and the Company. When implemented, the common label will be applied by UAW-represented employees of the Company and should result in an efficient ordering system.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

JOB ASSIGNMENTS (PARTS DEPOTS)

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Job Assignments (Parts Depots)

It is the policy of the Company to give particular consideration to the older employees in each of the Company's parts depots in making regular job assignments within their classification.

Management will be guided by factors such as physical requirements and location of work in carrying out this policy. It is not intended to give an employee another job merely because he would prefer it for subjective reasons. In addition, management is responsible for advising the union representative of any changes in job assignments. In the event the union representative is unavailable, this information should be provided after the representative becomes available.

This expression of policy should not be interpreted as establishing the principle of job preference within a classification, nor does it give any employee a right to protest his job assignment in the Grievance Procedure except as such assignment may be in violation of the terms of the Collective Bargaining Agreement.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

**MAINTENANCE GENERAL PLANT SKILLED
– PARTS SUPPLY AND LOGISTICS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Maintenance General Plant Skilled – Parts Supply and
Logistics

During the 2011 negotiations the parties discussed the importance of fully engaging the workforce and addressing the productivity of all employees. It is recognized that building maintenance requirements vary on a daily basis which may contribute to the under-utilization of employees in the Maintenance General Plant Skilled Classification. As such, the parties agreed that the Maintenance General Plant Skilled classification will be administered at Parts Supply and Logistics (PS&L) locations as follows:

- A representative from PS&L Engineering Services, the UAW National Ford Department, as well as others designated by PS&L and NFD, will identify core tasks frequently performed by employees classified as Maintenance General Plant Skilled at PS&L Locations. Discussions will begin within 30 days of the effective date of the agreement. Cost effective training will be provided to employees, where required, to enable them to perform the core tasks. Additional tasks may be performed at individual locations based on the cost, experience and qualifications of existing Maintenance General Plant Skilled employees at that location.
- Maintenance General Plant Skilled employees will be utilized on non-skilled job assignments when there are no required maintenance tasks available as referenced above.
- Maintenance General Plant Skilled employees will be eligible to work overtime on non-skilled work as defined by the local parties.

MAINTENANCE GENERAL PLANT SKILLED

- PARTS SUPPLY AND LOGISTICS

Concerns with the utilization of the Maintenance General Plant Skilled classification should be discussed locally between the UAW Chairperson and the Building Manager or their designees for resolution. Unresolved issues will be referred to National Ford Department, Labor Affairs and Operations Management.

This agreement supersedes all related local agreements and practices.

Very Truly Yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

MATERIAL FLOW PROCESS – PARTS SUPPLY & LOGISTICS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Material Flow Process – Parts Supply & Logistics

The parties discussed the importance of having an established process to manage material flow within the network. Under continuous improvement, the parties recognize that the process may change from time to time and that the process is the responsibility of management. When significant change is considered, prior to implementation, the process will be reviewed with the UAW-Ford Department Servicing Representative for input and consideration by management prior to its implementation. In addition, prior to implementation the Company agrees to meet with the Unit Chairperson and Plant Manager to review the new process and obtain constructive input for potential modification.

Locally, the Unit Chairperson and the Building Manager will jointly facilitate the implementation and utilization of the new process. The local parties will engage in open, candid dialogue to ensure the process is implemented effectively, fairly and consistently, to seek opportunities to improve the process, to coordinate process improvements, and to resolve other issues that may arise. Following implementation, the new process and results should be a standing agenda item in the appropriate existing joint forum.

At the Division level, operations management also will hold regular ongoing meetings with the UAW-Ford Department Servicing Representative to review the application and results of the process within FCSD. These meetings will focus on resolving open issues, identifying opportunities, and monitoring improvements to the new process.

The Company affirms any process will not be used to establish production standards or be used for disciplinary actions. Rather, this process is recognized as a tool to effectively manage work flow and promote the long-term health and viability of the business.

MATERIAL FLOW PROCESS – PARTS SUPPLY & LOGISTICS

The parties agree to monitor work group operating metrics and enable group discussion about improving business operations.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**MEDICAL PROCEDURES
- PARTS DISTRIBUTION CENTER**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Medical Procedures-Parts Distribution Centers

During the recent negotiations, the parties discussed medical procedures in effect in the Parts Distribution Centers.

The Company will review with the local union a plan identifying the individual(s) responsible for providing access to an emergency first aid facility, in addition to assuring that Company designated personnel have received Red Cross or equivalent emergency first aid training.

In addition, local management will review with the local union the service delivered by clinics that provide non-emergency medical treatment to Parts Distribution Center employees. It is the objective of the Company to only utilize facilities that provide quality service for our employees.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office

**NEW TECHNOLOGY-
PARTS SUPPLY & LOGISTICS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: New Technology – Parts Supply and Logistics

The Company and the Union discussed the utilization of technology as it relates to Parts Supply and Logistics. The Company informed the Union that advancements in new technology will allow operations to update the warehouse management systems periodically

As utilized in a warehouse, these systems are one of the enablers for improved processes and customer service. The Company affirms that warehouse management systems are not designed to establish production standards or be used for disciplinary action.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**NON-SKILLED CLASSIFICATION
– PARTS SUPPLY & LOGISTICS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Non-Skilled Classification – Parts Supply & Logistics

During these negotiations, the parties discussed the variability across the network relating to the classification and rate structure for generally similar tasks. A more consistent alignment of classifications to the work performed will contribute to greater flexibility.

Accordingly, the parties agree to a new classification and rate structure at PS&L locations as outlined below:

- PS&L locations with less than 150 employees; within 30 days subsequent to the effective date of the 2011 Master Agreement, the local parties will establish, as the negotiated classification and rate schedule for their location, one of the two classification and rate schedules for non-skilled, non-Entry Level employees listed below.

Schedule 1

<u>Classification</u>	<u>Rate</u>
Parts Order Processor (P.O.P.)	\$28.515
Parts Order Processor (P.O.P.) Leader	\$28.680

Schedule 2

<u>Classification</u>	<u>Rate</u>
Warehouse Specialist	\$28.680

- The local parties will promptly notify the National Ford Department and Labor Affairs of the classification and rate schedule selected. All other non-skilled and non-Entry Level classifications and rates will be deleted.
- While transitioning to the new classification and rate structure, the Company will continue to practice sound employee

**NON-SKILLED CLASSIFICATION
- PARTS SUPPLY & LOGISTICS**

relations when assigning work, and will be guided by such factors as: the nature of the job, skills and abilities of the individual employee, previous training, physical requirements of the job, location of the work, and the personal requests of individual employees. Job assignments will not be made in an arbitrary or punitive manner.

- The parties agree that no significant change to job assignments will occur within the first ninety (90) days following the effective date of the 2011 Master Agreement at locations where the local parties select a new classification and rate schedule. During that period, the local parties will review job assignments to determine if adjustments are necessary to establish the right flexibility to ensure operational efficiency and fairness to employees.
- If the local parties are unable to resolve an issue concerning the implementation of the new classification and rate schedule, their issue may be directed to the National Ford Department and Labor Affairs for resolution.

Very Truly Yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

PARTS DEPOT PROBLEMS

October 18, 1967

Mr. Ken Bannon, Director
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Parts Depot Problems

During the course of our negotiations the Union made several complaints concerning the Company's policy in the shipping and receiving activities. The attached communications set forth the Company's current operating instructions to the field regarding *Correction of Errors in Outbound Shipments, Enforcement of Yellow-Line Rule in Parts Depots and Parts Depot Checking Procedure-Receiving Area*. The instructions are intended to eliminate misunderstandings which may exist at the operating level and to prevent actions which may give rise to claims of violation of the rights of included employees under the Collective Bargaining Agreement.

Very truly yours,

SIDNEY F. MCKENNA, Director
Labor Affairs Office
Labor Relations Staff

Attachments

CORRECTION OF ERRORS IN OUTBOUND SHIPMENTS

ATTACHMENT

October 18, 1967

To: All Depot Managers

Subject: Correction of Errors in Outbound Shipments

In the current negotiations it has been complained by the Union that excluded plant guards and foremen are performing the work of included employees after the normal quitting time for included employees. Specifically, it has been charged that plant guards and foremen are locating stock and transporting it out the shipping dock to correct errors discovered when a shipment is being loaded.

I wish to reiterate prior instructions which forbid the performance of such work by excluded employees. When there is a shortage in an order, it will be shipped short unless an included employee is available to locate the missing item. An overage in an order will be set aside for return to stock by an included employee.

Operating Management will undertake appropriate action to insure compliance with the above.

D. F. STEARNS
Depot Operations Manager

ENFORCEMENT OF YELLOW LINE RULE IN PARTS DEPOT

ATTACHMENT

October 18, 1967

To: All Depot Managers

Subject: Enforcement of Yellow Line Rule in Parts Depots

In the current negotiations it has been brought to the Company's attention that truck drivers delivering or picking up shipments at Company parts depots do not always stay behind the yellow line. There has been no change in the Company rule which requires that outside truck drivers must not cross the yellow line except with the permission of the plant guard on duty or dock supervisor for use of restroom facilities. This rule will be enforced. In this connection steps will be taken to assure that signs are conspicuously placed in the dock area so that truck drivers fully understand the Company's rule.

D. F. STEARNS

Depot Operations Manager

PARTS DEPOT CHECKING PROCEDURE – RECEIVING AREA

ATTACHMENT

October 18, 1967

To: All Depot Managers

Subject: Parts Depot Checking Procedure – Receiving Area

In the current negotiations the Union has complained that Plant Protection employees are performing accuracy checking in the receiving area at the parts depot.

It has been pointed out by the Company that checking performed by Plant Protection employees, whether in the shipping area or in the receiving area, is for security purposes only. Under the currently revised procedure for the receiving area, spot checks of carton contents are to be performed simultaneously by Plant Protection and an included employee. If an accuracy error is discovered during a spot check it is to be handled by the included employee.

The above checks do not preclude the Company's right to have Plant Protection perform duplicatory checks or to examine stock at any time in any area for the purpose of investigating suspicious circumstances. Plant Protection will continue, without change, to carry on other security measures.

D. F. STEARNS

Depot Operations Manager

PARTS DISCOUNT PROGRAM

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Parts Discount Program

This letter will confirm the Company's decision to continue to offer a parts discount program for eligible employees and retirees.

In extending this program, it is understood and agreed that the Company may at any time, unilaterally, modify, change or withdraw such plan and that it has no obligation to bargain with the Union concerning its intention to do so.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

SHIPPING PROCEDURES IN PARTS DISTRIBUTION CENTERS

October 5, 1976

Mr. Ken Bannon, Vice President
Director-Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Shipping Procedures in Parts Distribution Centers

During the current negotiations the parties discussed the performance of work on the shipping dock at the Parts Distribution Centers by employees of cartage companies.

In these discussions, it was explained that, since the October 1, 1961 Tail Gate Check letter describing shipping procedures in the PDCs, operational and physical changes have occurred as a result of increased dealer and distributor volume. These changes, however, have not infringed on work performed by included employees, nor have they expanded the outside truck driver job requirements. Furthermore, the Company assured the Union that outbound merchandise would continue to be loaded in accordance with those procedures and applicable tariff regulations. In the event further operational or physical changes to the shipping dock are contemplated, the Company will review such changes in advance with the local union.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Director
Labor Relations Planning Office

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Starting Times – Parts Supply & Logistics

During the present negotiations, the subject of multiple starting times within the Company's Parts Supply & Logistics facilities was discussed.

The number of starting times reflect the sequential, interdependent nature of the functions being performed at each center, which are required to maintain a balanced flow of material and meet fixed carrier departure schedules. In fact, starting times are customer driven and supportive of our mutual goal of improving quality through improved order processing timing, reduction in errors, better fill rates and more user friendly documents.

The Company is cognizant of the Union's concern relating to this matter and will commit that when contemplating changes in starting times, local management will hold advanced discussions with local union representatives regarding the reasons for assigning particular starting times. Where the Union expresses concern regarding the number of starting times and it is determined that changes can be accomplished consistent with the requirements discussed in this letter, appropriate action will be taken.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

SUPPLIER DIRECT SHIP PARTS – PARTS SUPPLY AND LOGISTICS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Supplier Direct Ship Parts – Parts Supply and Logistics

During the current negotiations, the Union confirmed their ongoing interest regarding the in-sourcing of parts shipped directly to customers from suppliers (SDS). The Company stated that a variety of criteria are used to determine which parts are shipped SDS, including, but not limited to, total distribution cost, hazardous-material status, inventory requirements and customer demand.

To this end, the Company and Union commit to continue to analyze SDS suppliers, consistent with the aforementioned criteria, to identify potential growth opportunities. Given the nature of the service-parts business, the potential impact on customer satisfaction and the unique marketing requirements of certain commodities will also be considered. If it is established that certain work can be performed competitively, judged by the above criteria, barring unique or unforeseen circumstances, the Company will bring the work in house.

Additionally, to facilitate ongoing, candid and effective communication regarding SDS, regular discussions will be held with the National Ford Department on the subject.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

TAILGATE CHECK

October 1, 1961

Mr. E. Prato, Chairman
National Ford Negotiating Committee
International Union, UAW
8000 East Jefferson
Detroit 14, Michigan

Dear Mr. Prato:

Subject: Tailgate Check

Attached for your information is an Outline of Principal Changes Planned in Parts Depot Arrangements and Shipping Procedures which the Company intends to utilize at this time in the Ford Division Parts Depots in substitution for the present "tailgate" check. Included in the changes are:

1. Pre-checks of the cartons and bulk stock items to be performed simultaneously by Plant Protection and an included employee when they are performed.
2. Spot checks to be performed simultaneously by Plant Protection and an included employee when they are performed.

The above checks do not preclude the Company's right to have Plant Protection examine stock at any time in any area for the purpose of investigating suspicious circumstances.

The hourly employees who are regularly assigned to checking functions under the operating procedures described in the attachment will be classified as Shipping Checkers.

The Company anticipates that the revised procedures will require some period of time to install. As rapidly as plans and procedures can be made for a particular depot, the Company plans to put them into effect with a target date of January 1, 1962 for installation in all depots.

Very truly yours,

SIDNEY F. MCKENNA, Manager
Labor Relations Administration
Department B

cc: Mr. Robert Kirby
Mr. Stanley Rowe

Attachment

OUTLINE OF PRINCIPAL CHANGES PLANNED IN PARTS DEPOT ARRANGEMENTS AND SHIPPING PROCEDURES

- I. The revised operating procedures in the shipping dock area will call for a few physical changes and/or rearrangements at some or all depot locations in order to achieve a uniform application of the principles involved in new procedures. Examples of the changes include:
- . . . At some locations, provision is to be made for racks, cribbing, shelves or similar storage facilities adjacent to the restricted tailgate area on the shipping dock to accommodate dealer "will-call" orders awaiting pick-up.
 - . . . At locations where such identifications are not now utilized, dollies or hand-pushed trucks used in the order consolidation or shipping dock area are to be equipped with permanent identification (probably numbers and provision for additional changeable markings for truck line name and/or dealer name) to permit ready identification of orders on the shipping dock.
 - . . . At a few locations where not already done, a specific restricted area on the shipping dock will be designated-an area in which completed orders are marshalled for shipment and in which truck drivers operate in fulfilling their responsibilities under tariff provisions to load outbound merchandise.
 - . . . At some locations, rearrangements of cribbing, racks or erection of barriers, etc. may be required to facilitate the flow or control of traffic in the shipping dock area.
- II. The currently used "tailgate" check performed by Plant Protection on "will-call" and on outbound freight shipment via common or contract carrier (checking number of cartons and bulk stock items against shipping documents as merchandise is being loaded) is to be discontinued. Substituted for the check at the tailgate will be a system of pre-checking, described later,

under which the accuracy checking functions by hourly personnel and the security checking functions of Plant Protection will be performed simultaneously.

- III. The currently used carton-content checks performed exclusively by Plant Protection personnel (opening and examining, for security reasons, of items in cartonized bin stock awaiting shipment) is to be discontinued.

Substituted therefore will be a combination check for accuracy and security performed simultaneously by an hourly employee and a Plant Protection employee.

- IV. A general description of revised procedures for outbound shipments:

Outbound via common or contract carrier:

1. A Plant Protection employee and an hourly employee would be stationed in the consolidation areas where bin and bulk stock is consolidated into completed orders. Together, the Shipping Checker and the Plant Protection man would check simultaneously orders for accuracy and security.
2. An order, completed and pre-checked, thus will have been consolidated on a dolly (or dollies) properly identified by a number and/or truck line symbol. This dolly is then pushed by an hourly employee from the consolidation area to a proper location in the restricted area of the shipping dock (or immediately adjacent to the restricted area when traffic conditions require a temporary holding area). No further checking would be required at the tailgate and, the truck driver (or "lumper" where appropriate) would merely be directed to Dolly X and/or Y in the restricted area and told that this was the shipment for him to load.

Outbound via dealer "will call":

The procedure for "will call" orders would be approximately the same as for freight shipments except that after the order has been consolidated on a dolly and pre-checked, similar to (a) and (b) above, the "will call order" would be moved by an hourly employee into the "will call" area of the shipping dock and,

TAILGATE CHECK

where appropriate, placed into spaces in shelves or racks or cribbing, etc.-probably marked with the dealer's name-located in the "will call" area of the shipping dock. In the case of larger amounts of bulk stock, the identified dolly, or dollies, of bulk stock would be moved by an hourly employee from the nearby bulk stock marshalling area to a position in proximity to the dealer "will call" area.

When the "will call" driver arrives, he would be directed to his order by Plant Protection. The driver would load his material.

General —

1. A Plant Protection person (other than the one assigned to the pre-checking activity in the consolidation area) will be on duty on the Shipping Dock area to perform such functions as:
 - ... Maintain general surveillance on the shipping dock and assure that packages in pre-checked orders are not removed or switched by unauthorized persons.
 - ... Maintain control over all drivers coming to the shipping dock area, direct incoming drivers to their dollies (or dealer "will call" racks) in the restricted area and provide them with shipping documents against which the drivers check their own shipments as they load.
 - ... Refer, and refer only, to a supervisor any claim made by truck drivers that they are short cartons or bulk items covered by shipping documents-shortages discovered by the driver (or "lumper") himself. Likewise, refer to a supervisor any claims of shortage or inaccuracies discovered by a "will call" driver. Corrections on the above discrepancies will be made by included employees.
 - ... Request, through a supervisor, the opening of aisles or the handling of other stock movement problems which might be required to facilitate an orderly flow of traffic on the shipping dock.
2. Since (a) all pre-checking operations (b) all piece-count checking operations are to be performed simultaneously by an hourly employee and a Plant Protection employee, it is proper for the Company to keep records of, and initiate action to

TAILGATE CHECK

correct, any discrepancies discovered. Records of a non-security nature, i.e. discrepancies, overages, shortages or inaccuracies, will be recorded by included personnel.

3. In any instances that Plant Protection alone examines stock for security purposes, no record will be made and no action will be initiated to correct discrepancies of an accuracy character. Where security discrepancies are encountered, the Plant Protection man would be required to report same on Form 2509.

**USE OF PALLET JACKS ON PARTS DISTRIBUTION CENTER SHIPPING
DOCKS BY CONTRACT CARRIER PERSONNEL**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Use of Pallet Jacks on Parts Distribution Center Shipping
Docks by Contract Carrier Personnel

During these negotiations, the parties discussed the use of any pallet jacks by contract carriers on the shipping docks at some Parts Distribution Centers. Both parties recognized that the issue is complex because of the varied local practices and the need to deliver parts efficiently to our customers.

In recognition of these concerns, the Company agreed that the current practice of contract carriers using pallet jacks will be restricted to those Parts Distribution Centers where the practice presently exists. In the interim, the practice will not be expanded to the remaining Parts Distribution Centers.

In those Parts Distribution Centers where contract carriers presently use pallet jacks, the local parties will discuss how best to eliminate the practice in shipping dock areas. Both employee needs and customer service should be considered. Failing to reach a local understanding on this issue within 120 days of the effective date of the Master Agreement, the local parties may refer the issue to the UAW, National Ford Department and the Human Resources Business Operations, Ford Customer Service Division for resolution.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Concur: Ron Gettelfinger

**WAREHOUSE MANAGEMENT SYSTEM
– PARTS SUPPLY & LOGISTICS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Warehouse Management System – Parts Supply &
Logistics

During the current negotiations, the Union expressed concern that computer systems would be used to establish work standards and gather data for purposes of disciplinary action.

It was pointed out that a warehouse management system is an enabler for improving processes and customer service. Such a system is to facilitate order consolidation, mechanize the recording of material movements and accomplish more efficient direction of warehouse functions. Related work assignments are currently based on the free effort concept consistent with the fair day's work for a fair day's pay principle referred to in Article V, Section 1 of the Collective Bargaining Agreement. The information accumulated and generated by any system will not be used to establish production standards or be used for disciplinary action.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Warehouse Work Competitiveness

During 2015 negotiations the parties discussed Parts Supply and Logistics (PS&L) competitive position versus the warehousing industry. The Company expressed concerns that without adjusting labor costs for its business model, it would be increasingly difficult to attract and retain business.

Accordingly, this letter serves to confirm the parties' mutual understanding and agreement:

- **The provisions of Appendices N and O of the 2015 UAW-Ford Collective Bargaining Agreement (Memorandum of Understanding, Preferential Placement Arrangements and Memorandum of Understanding, Return to Basic Unit, respectively) shall be administered for PS&L facilities with the following modifications:**
 - o **Job openings at PS&L facilities will be filled by:**
 1. **Employees on the In-Plant Recall List including those employees currently eligible for Return to Basic Unit**
 2. **New Hire**
 - o **PS&L non-skilled legacy and New Traditional employees will be considered as surplus concurrent with the effective date of this agreement and will be included in future voluntary preferential placement opportunities.**
 - o **Employees that transfer from PS&L facilities after the effective date of this agreement will not have the right to return to PS&L facilities under the**

WAREHOUSE WORK COMPETITIVENESS
provisions of Appendix O or Article VIII, Section
1-(b).

- o **Employees that as of the effective date of this agreement currently have Return to Basic Unit rights to a PS&L facility covered by this agreement, will retain those rights through the expiration of the 2015 Collective Bargaining Agreement.**

Based on this agreement, the Company agrees to begin the process to in-source 50-100 jobs associated with Ford Motor Company related 3rd Party logistic providers.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**WORK ASSIGNMENTS IN PARTS DISTRIBUTION CENTERS
AND PARTS DEPOTS**

October 5, 1976

Mr. Bannon, Vice President
Director-Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Work Assignments in Parts Distribution Centers and
Parts Depots

During the current negotiations, the Union alleged that, in certain Parts Distribution Centers and Tractor Supply Depots, Management quotes to some employees the average number of line items picked and that this data is then used as established production standards.

Operations in the Parts Distribution Centers and Tractor Supply Depots are not covered by production standards nor is it the Company's intent to use the above referenced data as established production standards. Instead, work assignments at these locations are currently based on the free effort concept consistent with the fair day's work for a fair day's pay principle referred to in Article V, Section 1, of the parties' Agreement.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Director
Labor Relations Planning Office

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Best-In-Class Quality Program

During the **2015** negotiations the Company and the Union renewed their commitment to the Best-In-Class Quality Program. **The parties reaffirmed their recognition that continuous improvement in the quality of the Company's products and services to meet customer needs and values is essential to securing Ford's long term success in the global marketplace.** Both parties agreed that all employees want to produce and deliver high quality products consistently to our customers. Anything short of full commitment will result in failure.

To achieve world-class quality improvement, all Ford Motor Company employees must be engaged in quality processes and problem solving techniques.

This letter confirms the commitment of both parties to support the Global Quality Improvement Process empowering all employees to be quality advocates and enabling continuous improvement **every day** in the quality of our products.

Very truly yours,

**John Fleming,
Executive Vice President
Global Manufacturing and
Labor Affairs**

COMMUNICATION OF QUALITY PROCESS CHANGES

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Communication of Quality Process Changes

During the 2011 negotiations the parties discussed the communication of quality process changes to the hourly workforce. The Company recognizes that a commitment to notify the workforce of authorized deviations from established quality processes is important to continue to drive overall product quality excellence in each of our facilities. Toward that end, the Company will communicate such changes to the Local Unit Quality Representative enabling them to communicate quality process changes directly to the workforce.

Following the conclusion of these negotiations, the National Quality Committee will work with the Global Current Model Steering Team to make the following amendments to the procedures listed below:

- Global Inspection Process, VOPQUG-228 — include the Local Unit Quality Representative in the “Tip Level Escalation Matrix” and the “Inspection Station Operator Reaction Plan”.
- Current Model Manage-The-Change, VOPQUG-057 — include the Local Unit Quality Representative as a participant in the plant MTC Committee.

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

**MANUFACTURING OPERATIONS QUALITY OPERATING SYSTEM
(QOS) SUPPORT PROCESS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Manufacturing Operations Quality Operating System
(QOS) Support Process

During the 2011 negotiations, the Company and the Union discussed their commitment to the QOS Support Process. Manufacturing Operations (Powertrain, Assembly, Stamping) will continue to deploy the QOS Support Process as defined in the May 22, 2001 letter from Ron Gettelfinger and Roman Krygier for the term of this agreement. During these discussions, the parties recognized the contribution of the manufacturing QOS Coordinators to Ford Motor Company's quality improvement.

The National Quality Committee will review the roles and responsibilities of the QOS Coordinators to ensure alignment with the Global Quality Improvement Process and foster improved communication and support to the Local Quality Committee co-chairs and plant employees. The National Quality Committee will also develop and communicate to each location a comprehensive QOS Support Process Information Package. The annual Local Quality Committee Charter review process will continue to ensure that all UAW and Company Leadership stay abreast of the QOS Support Process, its Guidelines, and the QOS Coordinators roles and responsibilities.

Staffing levels to support this process may vary, based on customer demand, production volumes and schedules, shift patterns, and general business conditions.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Quality Procedures for Third Party Suppliers
Providing Repair Services**

During the 2015 negotiations, the Union raised concerns regarding the Company's use of third party suppliers, vendors and others to perform repair services on UAW-Ford vehicles. Specifically, the union raised concerns regarding the quality and reliability of work performed by such entities.

The Company reaffirmed that all third party entities are responsible for their quality performance. The Company utilizes preferred suppliers with a proven track record. Engineering reviews the repair specifications and quality standards with the preferred supplier as a part of the statement of work to ensure proper execution.

Given the framework established by Appendix Q and various letters of understanding set forth in the Collective Bargaining Agreement; the parties agree to the following:

- 1) When the Company determines the need for a third party to provide repair services to augment manufacturing's capacity to release units in a timely manner, local management will provide advanced notification and engage in meaningful discussion with the local union regarding the purpose, scope and expected duration of the work to be performed by the third party company, and review the impact on quality.**
- 2) If the Union has concerns regarding the quality performance of a third party supplier or vendor, the parties will arrange to meet locally to review quality performance and progress of the work being performed.**

**QUALITY PROCEDURES FOR THIRD PARTY SUPPLIERS
PROVIDING REPAIR SERVICES**

- 3) If resolution is not reached, the Local Union Quality Representative may surface the issue to the UAW-Ford National Quality Committee who shall immediately work with the appropriate Purchasing participant for discussion and resolution.**
- 4) If the UAW-Ford National Quality Committee is unable to reach resolution, the matter shall be immediately submitted to the UAW Director of the National Ford Department and the Company's Director of Labor Affairs for discussion and resolution.**
- 5) This letter does not supersede any existing local quality policies regarding third party suppliers, vendors and others who perform repair services on UAW-Ford vehicles.**

Very truly yours,

**Stacey Allerton,
Director U.S. Labor Affairs**

QUALITY SYSTEMS ACCESS AND DATA REQUEST

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Quality Systems Access **and Data Request**

As part of the settlement of the **2015 UAW-Ford** National Agreement, the Local Unit Quality Representatives will be granted access to the following quality data bases:

- ISO 9000/14000 (as part of the Divisional Quality web sites)
- AWS (Analytical Warranty Systems)
- Corporate Quality Website, including FAPs (Ford Automotive Procedures) and BSAQ (Balanced Single Agenda for Quality)
- Consumer Driven 6 Sigma
- Divisional Quality Web sites
- All in-plant quality data bases at their location
- **Launch Schedule, Manufacturing Production Schedule and Build Mix (if applicable) at their respective facility.**

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

**ADDITIONAL HEALTH AND SAFETY REPRESENTATIVES
FOR THREE CREW OPERATIONS**

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Additional Health and Safety Representatives for Three
Crew Operations

During 2007 negotiations, the parties discussed at length the Union's ability to deliver critical support and representation in the area of Health and Safety for manufacturing facilities that utilize a Three Crew Operating Pattern.

In recognition of this concern, the Company agrees to provide an additional Health and Safety Representative for manufacturing facilities who operate under a Three Crew arrangement. This incremental representative will not be allocated to facilities that have made prior agreements to provide health and safety coverage for their Three Crew Operating Pattern. The parties also recognize that if the manufacturing operation reverts back to a Traditional Operating Pattern, the additional Health and Safety Representative(s) Positions would be eliminated.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

**ADDITIONAL HEALTH AND SAFETY REPRESENTATIVE FOR THREE
SHIFT PRODUCTION OPERATING PATTERN AT ASSEMBLY PLANTS**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Additional Health and Safety Representative for Three
Shift Production Operating Pattern at Assembly Plants

During 2011 negotiations, the parties discussed at length the Union's ability to deliver critical support and representation in the area of Health and Safety for car and truck assembly plants that utilize a Three Shift production operating pattern.

In recognition of this concern, the Company agrees to provide one additional Health and Safety Representative for car and truck assembly plants that operate Final Assembly operations on a Three Shift production pattern. This representative will be over and above the contractual allotment and will be appointed by the Vice President and Director, National Ford Department. The parties also recognize that if the assembly plant discontinues the Three Shift production operating pattern, the additional Health and Safety Representative position would be eliminated.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

ADMINISTRATION OF REPRESENTATION OVERTIME
RELATIVE TO VARYING OPERATING PATTERNS

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: **Administration of Representation Overtime
Relative to Varying Operating Patterns**

During 2015 negotiations, the parties discussed the Union's concern about providing elected **and appointed** representation on a Saturday, Sunday and/or holiday when employees on a shift are scheduled to work an alternative work schedule (AWS) and employees are scheduled to work overtime. **The parties discussed the method used to calculate the amount of overtime for elected and appointed representatives. It was agreed the method should reflect the total amount of overtime as generated under the CBA.**

The parties agreed when less than 125 AWS employees are scheduled to work on a shift, the number of employees on the AWS will be added to the number of employees scheduled to work overtime to determine elected **and appointed** representation pursuant to Article VI, Section 13(b)(3). Representatives authorized to work as a result of this letter may work up to 8 hours per shift.

In units with less than 1,000 employees assigned to AWS pattern(s), weekend and holiday allocation of elected representation for patterns with base schedules greater than eight hours will be administered as follows:

- **When at least 50 AWS employees are scheduled to work on a weekend/holiday shift, and when there is a time period without elected representation for such AWS employees, additional hours will be generated for such weekend shift up to the base scheduled hours of the AWS employees working that shift pursuant to Art VI, Section 13(b)(3).**

**ADMINISTRATION OF REPRESENTATION OVERTIME
RELATIVE TO VARYING OPERATING PATTERNS**

Further, certain Alternative Work Schedules have base schedules that include regular days of work that are greater than ten hours. It is agreed that the eleventh and twelfth hours worked by such employees will be included in the calculation to determine overtime for elected and appointed representatives.

Implementation will be effective within 45 days of the effective date of the Agreement.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

APPOINTED REPRESENTATION AT CERTAIN ASSEMBLY PLANTS

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Appointed Representation at Certain Assembly Plants

During present negotiations, the Union expressed concern about providing adequate appointed representation in certain situations. Accordingly, the Company and Union agree that special provisions will apply at Kansas City Assembly, Kentucky Truck Plant, and Lorain Assembly on weekend situations when one assembly system is operating while the other assembly system is not operating.

Consistent with Article VI, Section 13 (b)(3), Appointed representatives will be allocated the average amount of overtime as that to which elected representatives, excluding the chairperson, are entitled for Saturdays, Sundays, and holidays. However, when only one system is operating at these locations, the weekend overtime allocation for appointed representatives will be supplemented, as described below, to provide assurance that one representative from each appointed function is scheduled to work per day.

The supplement will be determined by subtracting the formula amount from forty-eight (48) hours (determined by multiplying 6 representatives by 8 hours). These supplemented hours must only be used by properly appointed representatives, and the hours are not to be "banked".

APPOINTED REPRESENTATION AT CERTAIN ASSEMBLY PLANTS

The appointed functions include Benefits, Employee Support Services Program, Health & Safety, Quality, Employee Resource Coordinators, and Production Standards, GEN, and Sourcing. The parties recognize that nothing in this Letter of Understanding modifies the remaining provisions of Article VI and related provisions.

Very truly yours,

Phillip A. Dubensky, Director
U. S. Union Affairs Office
Labor Affairs

Concur: Ernest Lofton

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Employee Resource Coordinator

The role of the Employee Resource Coordinator (ERC) is to support continuous improvement processes by serving as a resource person to work groups and various other local joint efforts.

Employee Resources Coordinator: Position Characteristics

- Hourly ERC positions are not part of the negotiated representation structure.
- ERC positions are jointly authorized by the Local Continuous Improvement Forum (LCIF) as identified in Appendix J. The LCIF will identify specific performance expectations. The ERC is appointed or removed by the Vice President and Director of the UAW Ford Department. No ERC shall function as such until the Company has been advised of such appointment.
- The person appointed to the position must have a strong belief in and commitment to continuous improvement. They must:
 - Relate effectively with Union and Management representatives at all levels;
 - Possess knowledge of facility operations and personnel resources;
 - Demonstrate effective communication skills; and
 - Readily acquire appropriate organizational, interpersonal, presentation, and problem-solving skills/techniques.
- The ERC may be required to adjust their work schedule to accomplish the functions of the position.

EMPLOYEE RESOURCE COORDINATOR

- The professional development of the local ERC will continue and focus on continuous improvement processes and work group/team implementation.
- ERCs will be required to take selected core training courses. Failure to complete such training could result in their removal from the ERC position by the National Ford Department. When all required training is completed, a certificate will be issued by the National Continuous Improvement Forum (NCIF) demonstrating that the ERC is fully qualified.
- Attendance at joint programs conferences for ERCs will require the approval of the LCIF Co-Chairs.
- Employees removed from ERC positions will return in line with their seniority to their classification.
- Overtime for full-time ERCs will be determined in the same manner as for the full-time Health and Safety, Benefits, ESSP Representatives, and Quality Representatives.
- Hourly ERCs shall be entitled to receive consideration for promotional or non-promotional opportunities under the provisions of Article IV, Section 2(a) or (b) of this Agreement, except promotional opportunities to apprenticeable Appendix F classifications. Local arrangements permitting promotions within apprenticeable Appendix F classifications are permitted.
- During periods of temporary layoff as defined by Article VIII, Section 21, Unit ERCs will be considered as unit Committeepersons, and their entitlement to be on Company time will be determined in accordance with the provisions of Article VI, Section 13(d).
- ERCs will remain in their respective Units while on Company time.

Employee Resource Coordinator: Deployment

Each Unit of 600 or more employees may have one full-time ERC who shall be appointed by the Vice President and Director of the UAW Ford Department.

EMPLOYEE RESOURCE COORDINATOR

Units with more than one Employee Resource Coordinator will be reduced to one ERC. The reduction of incumbent ERCs at these Units will be achieved through attrition. It is understood that when an incumbent surplus ERC departs the position from these Units, there will not be a replacement.

Deviations to ERC deployment may be requested by the local parties with supporting rationale such as team and operating complexities (i.e. size, structure, and maturity) to the National Continuous Improvement Forum (NCIF). The NCIF will review and, where appropriate, submit the request to the National Ford Department and Labor Affairs for consideration.

Employee Resource Coordinators: Roles and Responsibilities

When performing position responsibilities, ERCs will work jointly with and receive direction and guidance from the LCIF. Additionally, the LCIF will ensure the key roles and responsibilities are performed as outlined. ERCs may be utilized as a resource for any process or program that fits the needs of that Unit, including work group training, train-the-trainer and various other local joint committees.

The duties of ERCs may be revised, expanded, or contracted as determined by the LCIF. Typical duties will include, but are not limited to:

- Assuring there is good communication about participative processes, decision-making, teamwork, and other joint efforts among Management, Local Union leadership and the workforce.
- Assisting in conducting, administering, and evaluating local training programs focusing on employee participation, the operation of work groups, and other joint continuous improvement efforts.
- Working with work groups/teams to deliver all safety, quality, delivery, cost, people, maintenance and environmental business metrics.
- Facilitating communications among and within work groups and other members of the workforce, assuring work groups/teams have the necessary information to deliver all business metrics.

EMPLOYEE RESOURCE COORDINATOR

- Providing necessary coaching and mentoring to employees, work groups/teams, and Union and Management Leadership to create a more participative work culture.
- Fostering “systems thinking” by developing communications networks with Employee Resource Coordinators and others in customer facilities, supplier facilities, and other Company facilities producing similar products.
- Serving as a resource to work groups/teams in the problem resolution process.
- Communicating with the NCIF, LCIF, and the Local Union leadership, about projects and activities, and providing mandatory quarterly status reports on progress, problems encountered, and other relevant matters.
- Administering the Local New Employee Orientation program.
- Facilitate and prepare the agenda for the LCIF and other local joint meetings as requested.
- Training responsibilities as deemed necessary by the Local Continuous Improvement Forum.

The NCIF will investigate best practices with regard to roles and responsibilities for ERCs. These best practices will be incorporated into existing ERC roles and responsibilities and will be cascaded to the Local Continuous Improvement Forum (LCIF) for review and implementation.

Very Truly Yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

ESSP REPRESENTATIVES AND RESPONSIBILITIES RELATED TO EDTP

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: ESSP Representatives and Responsibilities Related to
EDTP

During the 2011 negotiations the parties reaffirmed their commitment to the Education Development and Training Program. As we move forward in the 21st Century the parties understand that we must partner to improve our skills and technical competencies to support each plant's capabilities related to leadership, team building and communication.

The parties agreed that, effective immediately, the ESSP Representatives responsibilities also will include supporting the Education Development and Training Program.

Jack Halverson, Manager
Union Relations

Concur: Jimmy Settles

FCSD BENEFITS REPRESENTATION

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: FCSD Benefits Representation

During the course of the 2007 negotiations, the parties looked for competitive solutions to address the benefits representation issues at FCSD Distribution Centers. Because of the complex issues and significant training requirements required to be a successful benefits representative it was agreed that a single UAW Benefits Representative, appointed by the Vice President and Director of the UAW-Ford Department, will serve as such for all FCSD locations except those with full-time benefit representation.

This representative will be entitled to function in this position for up to 50 hours per week. This position is not authorized to work weekends or holidays. It is further agreed that this representative will not be impacted by temporary layoffs at any one facility. Because of the complexities associated with this position, temporary replacements for this position are not authorized and benefit issues, during periods of absence for this representative, will be handled through the National Employee Services Center. A Toll Free Phone Number will be established and distributed to all FCSD facilities to provide access to this representative. This number will be exclusively for FCSD UAW employees. This representative will be given access to all information presently provided to benefits representatives.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

**LETTER OF UNDERSTANDING DEALING
WITH REPRESENTATION OVERTIME**

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Letter of Understanding Dealing with Representation
Overtime

This will confirm the parties understanding reached in the 1993 negotiations that the provisions of Article VI, Section 12(c), 13(b) and (e) of the new Agreement supersede and supplant other agreements to the contrary, including the following letters of understanding:

- Overtime Provisions Applicable to Full- and Part-Time Representatives (Hanlon to Yokich, September 17, 1987).
- Overtime and TLO Provisions Applicable to Chairperson in Units of 125 to 150 employees (Middlekauff to Bannon, October 4, 1979).
- Overtime Entitlement-Unit Health and Safety Representatives and Unit Benefit Plans Representatives (Hanlon to Forchione, August 2, 1977).

Very truly yours,

JAMES D. SHANNON, Director
Union Affairs Office
Employee Relations Staff

Concur: Ernest Lofton

**LETTERS OF UNDERSTANDING
DEALING WITH REPRESENTATION**

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Letters of Understanding Dealing with Representation

In order to improve the organization of various letters of understanding, the parties agreed to remove from the published Letters of Understanding, Volume IV, the letters listed below dealing with representation. The parties also agreed that such letters continue in effect.

- Additional Health and Safety Representatives dated October 31, 1973
- Duties of Full-Time Chairperson During Temporary Layoffs dated October 4, 1979
- Limitation on the Addition of a Health and Safety Representative and Benefit Representative for Units Between 600 and 1,000 Employees Already Having Such Representation dated October 4, 1979
- Grievance Procedure - First Stage dated October 14, 1984

Very truly yours,

W. JAMES FISH, Director
Forward Plans and Employment
Programs Office
Employee Relations Staff

Concur: Ernest Lofton

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Local Quality Representative

Consistent with Appendix Q to the Collective Bargaining Agreement, the UAW-Ford Memorandum of Understanding on the "Best-in-Class" Quality Program, this letter will confirm the Company's willingness to recognize one Quality Representative in each unit. When the regular Quality Representative is absent from the plant attending seminars, training sessions, or conferences sponsored by the UAW-Ford National Quality Committee, or is on his or her own time during periods when he or she is entitled to act as a representative, the Company will recognize an alternate Quality Representative. Such representatives and alternates will be appointed by the National Ford Department Director, taking into consideration qualified candidates recommended by the Local Union.

The parties recognize the desirability of selecting qualified candidates having knowledge and experience with plant quality processes and systems. It also is recognized that such candidates should have a strong interest in quality and must be able to: (1) work effectively with Union and Management representatives as well as other employees; (2) communicate clearly, both orally and in writing; and (3) readily acquire the organizational, interpersonal and other skills necessary for the position.

The National Ford Department Director shall advise the Company's Human Resources Staff in writing of the names of the appointed Quality Representatives and alternates and the unit to which each is assigned. No individual will function as such until the Company has been so advised.

In units of 600 or more employees, the local Quality Representative shall be fulltime; in smaller units the local Quality Representative shall be part-time as needed by mutual agreement locally.

LOCAL QUALITY REPRESENTATIVE

The functions and responsibilities of the Quality Representative are limited to matters pertaining to the UAW-Ford “Best-in-Class” Quality Program Memorandum of Understanding, including the following:

- Participating on the local joint quality committee or otherwise working with Company representatives designated by Management to handle joint quality initiatives.
- Coordinating the resolution of local quality committee matters and reporting the results to the co-chairs of the local quality committee between scheduled meetings.
- Assisting in the resolution of product quality related concerns utilizing the Quality Concern Resolution Process.
- Participating in the development and implementation of local strategies to achieve plant quality performance objectives, including Q1, Quality Systems Recertification, ISO/QS 9000, TQE efforts and customer satisfaction.
- Assisting in the preparation of quality performance information and related material to be shared with UAW-represented employees to enhance their understanding and support of plant quality initiatives.
- Assisting in job-related quality education and training efforts, including encouraging participation and making recommendations concerning such efforts.
- Maintaining communication with the UAW-Ford National Quality Committee, including the submission of monthly reports relating pertinent quality information and any significant quality issues, and attending meetings as required by the UAW-Ford National Quality Committee.
- Performing other functions associated with joint quality initiatives as may be required from time to time by mutual agreement of the Company and the Union.

Newly appointed Unit Quality Representatives and alternates will be required to enroll in and complete prescribed orientation, education and training programs deemed necessary by the parties to qualify them to perform their functions properly.

LOCAL QUALITY REPRESENTATIVE

The UAW-Ford National Quality Committee will continue to conduct at the UAW-Ford National Education, Development and Training Center, a one-week orientation, education and training program for newly appointed Unit Quality

Representatives; an abridged version of this program for alternate representatives has been developed by the National Quality Committee. In addition, this Committee also will consider with the operations, divisions and plants future ongoing education and training needs and develop programs to meet those needs as required. Topics to be covered in the initial and ongoing education and training will include:

- UAW-Ford “Best-In-Class” Quality Program, including structure and functions.
- Briefings on related matters and concepts, including such things as Ford Mission, Values, and Guiding Principles; Q1; Quality Systems Recertification; ISO/QS 9000; TOE; etc.
- Quality measurements and problem solving, interpersonal and other skills.

Present and newly appointed Quality Representatives will be required to enroll in and be certified to a level of competence in an education curriculum which satisfies the disciplines of a quality professional. This curriculum and appropriate competency criteria will be developed by the UAW-Ford National Quality Committee.

Full-time Quality Representatives will have the same obligations as other special union representatives as described in Article VI, Sections 8, 9 and 10 of the Agreement. Additionally, they will be covered by the provisions of Article VI, Section 14 of the Agreement.

Overtime for full-time Quality Representatives will be determined in the same manner as for the full-time Unit Health and Safety, Benefits, or Employee Assistance Plan representative in those units having such representatives; however, overtime worked will be for local quality matters only.

It is understood that this 1996 letter of understanding replaces and supplants the November 29, 1988, February 7, 1989, and October 7, 1990 letters of understanding on Local Quality Liaison positions and is not to be construed as adding an additional representative beyond

LOCAL QUALITY REPRESENTATIVE

the appointments made pursuant to these understandings. It further is understood that the assignment arrangements set forth in the February 7, 1989 understanding for the National and Detroit Parts Distribution Centers will continue to apply for Quality Representation coverage purposes.

Very truly yours,

James Tucker, Jr., Director
Joint Programs
Labor Affairs

Concur: Ernest Lofton

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Local Union Presidents

During the current negotiations the parties discussed the duties of the Local Union President in certain units. The Union agreed that the president's function is not typically one of grievance administration or representation, but pointed out there are certain administrative functions related to the parties' joint activities and National Agreement which can be performed by the Local Union President as its chief executive officer.

The parties further discussed and recognized the increase in Company and joint activities and the important role of Local Union Presidents in improving and advancing those activities for the mutual benefit of the Company and its employees. Local Union Presidents perform many such activities at the behest of the Company. For example, Local Union Presidents may be asked to provide significant leadership and participation contributing towards enhancing the Company's relationship with the community and its consumers (e.g. Key Contact Program, Governmental Relations, automotive and related shows and exhibits, Voluntary Blood Donor Program) and towards enhancing the Company's competitive position and the strength of its workforce (e.g. Continuous Improvement Meetings, Mutual Growth Forums, Equal Application Committees and Health and Safety Meetings).

Accordingly, the Company agreed that in units of 500 or more employees where the Local Union President is an employee and is not the Chairperson, such president will be paid his/her regular straight-time rate for up to forty (40) hours per week Monday through Friday, and up to ten (10) additional hours at time and one-half premium pay per week, Monday through Friday, excluding holidays, so long as employees in the Unit are scheduled to work on the Local

LOCAL UNION PRESIDENTS

Union President's shift for such hours on such days, to perform such functions and related other activities.

Such president is required to remain in the plant during regular working hours, except that he/she will be permitted to leave the plant and will be paid his/her regular rate for up to six (6) hours per day Monday through Friday to perform legitimate administrative functions. The President will notify management when leaving and returning to the plant during working hours.

Time verification procedures will be utilized to document entitlement to payments, including any premiums, for hours worked by Local Union Presidents.

Any problems associated with the implementation or administration of this letter will be reviewed by the U.S. Union Affairs Office, Labor Affairs Staff with the UAW National Ford Department.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Concur: Ron Gettelfinger

PRODUCTION STANDARDS REPRESENTATIVE

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Production Standards Representative

This is to confirm the Company's willingness to recognize a Production Standards Representative in each car and truck assembly plant, except for the Pilot Plant. These representatives will be over and above the contractual allotment and will be appointed by the National Ford Department Director.

The functions of the Production Standards Representatives are limited to matters pertaining to Article IV, Section 4 of this Agreement and all related Letters of Understanding on the subject. The Production Standards Representatives will:

- Interact with supervisors of hourly employees, industrial engineering representatives, other Union representatives and production operators to investigate and resolve production standards complaints or disputes pursuant to Article VII, Section 23(a)(1).
- Participate in the review of work assignments in accordance with the Procedure for Review of Work Assignment Letter of Understanding dated December 7, 1970.

Such representative will have the same duty to remain in the unit, report to the supervisor, and be on Company time as other special Union representatives as described in Article VI, Sections 8, 9, and 10. Additionally, they will be covered by the provisions of Article VI, Section 14 of the Agreement.

PRODUCTION STANDARDS REPRESENTATIVE

It is understood that this additional representative will not be added at those assembly plants already having a Production Standards Representative over and above the contractual allotment.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Representation

During these negotiations, the parties discussed the number, type and responsibilities of representatives in local bargaining units. The parties agreed that the duties and responsibilities of contract and joint programs administration have increased substantially-both in terms of complexity and importance. The parties are committed to working together in a spirit of cooperation to maintain and improve the effectiveness of the joint programs as well as the administration of the various other provisions of the UAW-Ford Agreement. Therefore, in an effort to address these matters, the Company and the Union have agreed to provide additional full-time representatives, some of which will be elected and some appointed as specified by the National Ford Department, in accordance with the following schedule:

<u>Unit Population</u>	<u>Number of Additional Representatives</u>
8500-9999	8
7000-8499	7
5500-6999	6
4,000 - 5499	5
2,500 - 3,999	4
1,000 - 2,499	3
600 - 999	2
100 - 599	1

These representatives will be incremental to the regular and special allocation otherwise provided for in Article VI of the Agreement and related letters of understanding. Changes in the population resulting in adjustments to the representation structure will be covered by Article VI, Section 7 of the Agreement.

REPRESENTATION

The appointed representatives, if any, will be assigned to Benefits, Health and Safety, Quality and/or Employee Support Services as determined by the local union, and subject to approval by the Director of the National Ford Department.

These appointed representatives will have the same functions and obligations as other special Union representatives as described in Article VI, Sections 8, 9 and 10 of the Agreement and letters of understanding and memorandums specific to their assigned positions. Additionally, they will be covered by the provisions of Article VI, Section 14 of the Agreement.

The additional elected representatives, if any, shall function in accordance with and be governed by all relevant provisions of the Agreement pertaining to their assignments.

Problems related to the local implementation of the provisions of this letter may be referred by either party to the UAW, National Ford Department and **Labor** Affairs for resolution.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

REPRESENTATION ADJUSTMENT FOR RESTRUCTURING

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Representation Adjustment for Restructuring

During the course of 2007 negotiations, the parties discussed the impact that the Company's restructuring is having on the Union's ability to deliver critical support and representation for its membership. This issue is particularly acute in the areas of Benefits, Health & Safety and elected representation.

The Union emphasized the impact this issue is having at manufacturing Units whose population has or will drop below the 600-employee threshold, whereby full-time appointed representatives would be reduced in accordance with the provisions of Article VI of the Collective Bargaining Agreement (CBA). In recognition of these concerns, the Company agrees to allow bargaining Units whose population has fallen below 600 employees, but remains above 399 employees the right to combine their two part-time elected committeepersons into one full-time position. Additionally, these same Units have the authorization to retain one of their representatives that normally would have been reduced when the employee threshold fell below 600 employees. This position will be authorized and recognized upon request from the local union. The Units, with population between 400 and 599 employees, that elect to retain one of their representatives, as authorized by this letter, will be required to eliminate all of their Employee Resource Coordinators through attrition. This agreement is not applicable to Units that have local agreements to provide incremental representation.

Any Unit impacted by this letter may also choose to realign their authorized appointed representation to better serve the membership's needs, e.g., a full-time Job Security Representative could be converted to an equivalent full-time Appointed Representative. It is understood that any conversion would require written notification to Labor Affairs Staff and appointment of the candidate by the Vice

REPRESENTATION ADJUSTMENT FOR RESTRUCTURING

President and Director of the UAW, National Ford Department.

It was also recognized that future market conditions could result in some of the identified Units increasing their population above the minimum threshold for appointed representatives. If any of the designated Units increase their respective population above the 600-employee threshold, this provision will no longer be applicable and the rules and timing governing the addition of Union representatives outlined in Article VI of the CBA will apply. Conversely, should the represented population fall below 400 employees, the retained representative would be removed in accordance with the rules established in Article VI of the CBA. Prior to implementation of this agreement, the representation structure of each Unit with population between 400 and 599 employees should be at the authorized level.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

**REPRESENTATION FOR FCSD LOCATIONS
WITH POPULATIONS LESS THAN 150**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Representation for FCSD Locations with Populations
Less Than 150

During the course of these negotiations, the parties discussed various union concerns about representation at FCSD locations with populations less than 150.

The new language in Article VI, Section 3(a) and (b) resolves those issues. Further, the parties recognize that FCSD locations are excluded from the provisions of the Letter of Understanding entitled; "Representation," dated October 7, 1990, from Jack Hall to Ernest Lofton until the population reaches 150. Should the population of a FCSD location reach 150, the provisions of the aforementioned letter will apply.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

Concur: Gerald D. Bantom

STRATEGIC INVOLVEMENT REPRESENTATIVES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Strategic Involvement Representatives

During the course of the 2007 negotiations the parties discussed at length the changing dynamics of our business. One area of particular focus during these negotiations was in the area of strategic involvement of UAW-represented employees. The parties agreed that we could jointly benefit from more up front involvement on a broad range of issues including: Health and Safety, Quality, Sourcing, Skilled Trades Utilization, and Supplier Support Initiatives.

In recognition of these mutual interests the parties agreed to create 8 positions that will be assigned to support these efforts. The parties have agreed that these positions will be assigned accordingly: three (3) Future Product Sourcing (as referenced in the 2007 L.O.U. Sourcing – UAW Future Product Sourcing Alignment); three (3) Skilled Trades Development and Restructuring (as referenced in the 2007 L.O.U. entitled Skilled Trades Governance); and two (2) for Special Supplier Support Initiatives—to improve supplier productivity/costs, quality, Health and Safety and Workplace Culture issues.

They will perform services for the Company by acting as liaisons between the organization they service and the Union, as well as perform services for both parties by reviewing and reporting on program strategies that have a direct impact on the products we build and programs that impact their fellow employees. These positions will be funded by the UAW – Ford Joint Programs and will be selected by the Vice President and Director UAW, National Ford Department.

STRATEGIC INVOLVEMENT REPRESENTATIVES

These positions will be reviewed again during the 2011 negotiations to ensure the need for continuation and/or proper alignment.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

UNION REPRESENTATIVES' OVERTIME

January 11, 1995

Mr. Gerald Bantom
Administrative Assistant to
Vice President Ernest Lofton
UAW, National Ford Department
Solidarity House
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Union Representatives' Overtime

Article VI, Section 13(b) of the Collective Bargaining Agreement describes the process for determining the weekly allocation of overtime hours for union representatives. It provides that the local chairperson be notified by the Company of the overtime allocation and that the chairperson establish the daily work schedule for the unit committee.

This will confirm the parties' understanding that these provisions contemplate that insofar as practical such overtime opportunities would be rotated by the chairperson among the representatives, depending upon their specific representation functions and the representation requirements in the unit, with the objective of equalization within reasonable limits over a period of time (e.g., quarterly or semi-annually).

In this regard, complaints that representative overtime opportunities are not being fairly distributed may be brought to the attention of the UAW National Ford Department and the U.S. Union Affairs Office, Ford Automotive Operations, Employee Relations, for review and resolution as the national parties deem appropriate.

Very truly yours,

P. A. DUBENSKY, Director
U.S. Union Affairs Office
Ford Automotive Operations
Employee Relations

Concur: Gerald Bantom

EMPLOYEE TRANSFERS – ARTICLE VIII, SECTION 34

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Employee Transfers – Article VIII, Section 34

During these negotiations the parties discussed transfers among locations that involve hourly employees whose seniority is administered under the provisions of Article VIII, Section 34. Accumulation of Seniority – Supervisors. The Company agrees that each receiving location will review the employment records of such employees to ensure Article VIII, Section 34 is applied appropriately.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

SALE OF OPERATIONS

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Sale of Operations

During these negotiations, the Union requested the Company to agree that any sale of an operation on an ongoing basis would require the buyer to assume the 2015 Collective Bargaining Agreement. We agree to do so in the case of any such sale during the term of the 2015 Collective Bargaining Agreement.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

TRANSFER OF OPERATIONS

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Transfer of Operations

During these negotiations the parties discussed situations in which the Company offered employees the opportunity to transfer with their operation pursuant to Article VIII, Section 24(b) of the Agreement.

The parties recognized there were occasions when the number of employees determined by the Company to be eligible to transfer exceeded the number of eligible employees electing to transfer. Further, the parties understand that, in such situations, the Company will offer other qualified employees at the releasing location the opportunity to transfer with the operations. Such employees who are offered and accept transfers with the operations will have their seniority determined at the new plant in accordance with Article VIII, Section 24(b).

Very truly yours,

W. JAMES FISH, Director
Forward Plans and Employment
Programs Office
Employee Relations Staff

Concur: Ernest Lofton

EXTENSION OF SENIORITY RECALL RIGHTS

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Extension of Seniority Recall Rights

This will confirm the parties' understanding that, notwithstanding the provisions of Article VIII, Section 5(6) of the Collective Bargaining Agreement, laid-off employees who had not broken seniority as of the effective date shall retain their seniority recall rights through the term of the new Agreement.

Very truly yours,

SUSAN C. NUTSON, Director
Labor Affairs Planning
Labor Affairs

Concur: Gerald D. Bantom

REHIRE PROVISIONS FOR CERTAIN EMPLOYEES

October 14, 1984

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Rehire Provisions for Certain Employees

This will confirm the parties' understanding that, the provisions of Article VIII to the contrary notwithstanding, laid off employees having one or more years of seniority at the time of layoff, who, pursuant to Article VIII, Section 5(7), either have broken seniority during the term of the 1979 or 1982 Collective Bargaining Agreement and subsequently are rehired during the term of this Agreement, shall, upon completion of their probationary period, receive additional seniority credit equivalent to that acquired as of the last day of work prior to breaking seniority for the purpose only of determining wage, COLA and vacation entitlements provided in Article IX of the Agreement.

Additionally, such employee shall be paid a hiring-in rate determined by Article IX, Section 2(d) Hiring-In Rates of the Agreement between the Company and the Union dated October 4, 1979 or Article IX, Section 2(b) of the 1982 Agreement between the Company and Union dated February 13, 1982 based on the number of weeks of employment completed prior to the last day worked before breaking seniority.

It is further understood that vacation eligibility and entitlement shall be determined in accordance with Article IX, Sections 24 and 25(a) and (b) of the new Agreement, but using the new Company seniority date to determine "years of seniority" beginning with the vacation eligibility date (June 1 or December 1, as determined by the new

REHIRE PROVISIONS FOR CERTAIN EMPLOYEES

Company seniority date) immediately following attainment of seniority after rehire.

Very truly yours,

JOHN M. SLOSAR, Director
Union Affairs Office
Labor Relations Staff

RETENTION OF SENIORITY RECALL RIGHTS

October 14, 1984

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Retention of Seniority Recall Rights

During the recently concluded negotiations the Union expressed to the Company its concern about the retention of seniority recall rights of an employee who is recalled from seniority layoff and is unable to work because of injury or illness.

The Company informed the Union that, administratively, it intends to continue changing the employment status of such employee from seniority layoff to medical layoff. At the same time, the Company advised the Union of its intention, beginning with the Effective Date, to determine when the seniority of such employee would be broken pursuant to either continuing seniority protection under the terms of Article VIII, Section 5(7), or commencing seniority protection under the terms of Article VIII, Section 30. Further, that at the date of medical layoff, his seniority protection would be governed by that Article and Section providing the longer period of protection.

The parties recognize that nothing in this Letter of Understanding modifies the employee's obligation to return to work as soon as he is able to do so, nor does it affect his obligation to justify all time lost due to medical reasons.

Very truly yours,

JOHN M. SLOSAR, Director
Union Affairs Office
Labor Relations Staff

SENIORITY IMBALANCES

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Seniority Imbalances

Throughout the recent negotiations, there was a great deal of discussion regarding seniority as a form of job protection. The Union expressed particular concern for higher seniority employees who are on layoff while lower seniority employees in the same unit are working as a result of the normal application, in a reduction in force, of the seniority provisions of the Collective Bargaining Agreement.

During those discussions, the Company pointed out the complexity, the disruption to the plant, the problem of replacing employees on critical jobs as well as the extremely high costs inherent in attempting to completely level within a unit such seniority imbalances. All are major concerns to the Company. However, while the Company is concerned about containing costs and maintaining quality, it also recognizes the importance of seniority as a form of job protection and the Union's desire to eliminate seniority imbalances.

Accordingly, in plants where seniority imbalances may from time to time exist and the local union so requests, the local parties shall adopt procedures to eliminate the imbalances within 30 days. It is recognized it is in the mutual interest of the parties to ensure quality of operations is maintained and there may be occasions when the lack of a qualified more senior employee for an operation will not permit correcting a seniority imbalance within the prescribed period. Accordingly, it is further agreed the local parties are empowered to adopt mutually acceptable arrangements to accommodate this circumstance.

SENIORITY IMBALANCES

Nothing in this letter of understanding is meant to preclude the Company from exercising its options under Article VIII, Section 27 of the Collective Bargaining Agreement.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Labor Relations Staff

Concur: Stephen P. Yokich

INVESTMENT IN MEXICO

February 23, 2009

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Investment in Mexico

During these discussions, the parties held extensive conversations about ensuring the competitiveness and long-term viability of the Company and the long-term viability of the Union. The parties also discussed and the Company committed to maintaining a strong manufacturing presence in the U.S., protecting jobs for UAW members. The parties agreed that effective February 23, 2009, prior to the Company making any additional product commitments in Mexico, discussions regarding these investment plans would be held with the UAW in advance of any final decision being made. The Company recognizes the Union's desire to propose alternatives.

Very truly yours,

JOE HINRICHS
Group Vice President
Global Manufacturing and
Labor Affairs

February 23, 2009

Bob King
Vice President and Director
UAW-Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Seat Supplier Issues

During these discussions the Union expressed its concern that, under certain circumstances, the Company's cost targets for seat suppliers may create an unintended imbalance between the labor cost components of a fully competitive bid and other elements comprising the bid. In this regard, the Company committed to the Union that a fully fringed wage rate of \$35 per hour is an appropriate target rate for a fully competitive bid to the Company during the term of the Agreement.

The parties acknowledge that there are many ways in which a seat supplier and its Union can achieve a labor cost structure that enables the supplier to provide a competitive bid to the Company. The Union assured the Company that in circumstances where it represents employees of a Company supplier, it explores a variety of means to obtain a competitive fully fringed labor rate, including such things as wage grow-ins and collaborative efforts to reduce waste and direct to indirect labor ratios.

Very truly yours,

JOE HINRICHS
Group Vice President
Global Manufacturing and
Labor Affairs

Concur: Bob King

SOURCING – ACCESS TO PRODUCT DEVELOPMENT

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Sourcing – Access to Product Development

During the course of these negotiations, discussions took place concerning the role of the Product Development activity, particularly with respect to the sourcing process.

To address the Union's concern in this regard, the Company will provide an orientation meeting with senior Ford Product Development management within 60 days of the Effective Date of the Agreement. The purpose of the meeting will be to identify employees within the Product Development organization who will serve as contacts in their area of expertise with the National Ford Department. An organization chart showing areas of responsibility for Vehicle Line Directors, Chief Program Engineers, Product Managers, and other key personnel will be presented and updated on an annual basis.

In addition, in order to develop a more effective communication process, the Company will arrange annual meetings between senior Product Development management and UAW National Ford Department sourcing representatives to review information related to vehicle product plans, major program milestone dates, vehicle program objectives, plant loading, and supplier sourcing concerns. Between these annual meetings, major changes to vehicle product plans affecting UAW-Ford plants will be communicated to the UAW National Ford Department.

Very truly yours,

MARTIN J. MULLOY,
Executive Director
North American Labor Affairs

Concur: Gerald D. Bantom

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Sourcing – Administrative Procedures

During these negotiations, the parties discussed at great length the necessity for simplifying and reaffirming the administration of the Memorandum of Understanding – Sourcing (Appendix P). The parties recognized that a simplified process, with clearly defined responsibilities, is essential to the proper administration of the Memorandum.

It is also agreed that concerns relative to proper administration may be raised by either party for discussion. Modifications may be made by mutual agreement between the parties during the term of the Agreement, as then-present circumstances require.

Very truly yours,

ROBERT H. MARCIN, Executive Director
Labor Affairs
Human Resources

Concur: Ron Gettelfinger

SOURCING – COMMUNICATION MEETINGS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Sourcing – Communication Meetings

During these negotiations, the parties discussed the Union's request for regular access to the Purchasing organization to better understand present and future product program sourcing patterns, manufacturing processes, related decisions and aligned business framework strategies.

To this end, the Company agreed that it would schedule weekly meetings between the Vice President and Director of the UAW National Ford Department and the Vice President of Labor Affairs. On request, the Executive Director, Global Vehicle and Powertrain Operations Purchasing, Supplier Diversity Development and Supplier Risk Management will participate in these meetings for the purpose of discussing sourcing and supplier-related issues.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

Note: This letter replaces Sourcing – Access to Purchasing, September 15, 2003

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Sourcing – Consolidated Letter of Understanding

The following sourcing related understandings reflect various concerns raised by the Union during 1999 negotiations and Company responses to them as indicated below:

Associations

The Union expressed interest in the Company's association with certain other automotive companies which assemble vehicles sold by Ford Motor Company, or design and source vehicles built at Ford assembly plants. The parties acknowledge these associations have resulted in additional Ford-U.S. jobs but that sourcing authority rests with these companies.

Nonetheless, the Company will meet with representatives of the UAW National Ford Department upon request, to review and discuss these products and the effects they may have on UAW-represented hourly employees of the Company. When appropriate, other automotive companies may be invited to participate in such meetings.

Coordination of Sourcing Evaluations

The Union described difficulties being experienced by local job security representatives when they attempt to investigate and evaluate notices of proposed sourcing actions.

The Company acknowledges and commits that these matters should be viewed as a high priority by both parties. Therefore, in order to facilitate the sourcing evaluation process and respond to the Union's concerns, the Company will assign coordination responsibility and authority to the facility's Labor Relations Supervisor or the Plant Manager's designee. Such responsibilities may include identifying

SOURCING – CONSOLIDATED LETTER OF UNDERSTANDING

the appropriate management personnel to respond to Union inquiries on a timely basis, and the scheduling of meetings, as required.

At those facilities without Labor Relations Supervisors, the Company has assigned this coordination responsibility to the Human Resources Manager.

Make/Buy Issues

The Union emphasized the need to be involved upstream in the sourcing decision-making process and the importance of good communication regarding these matters at the local and national levels.

The Company pointed out a number of examples where the existing process provides such input and communication. Program Overviews, written notice to the Union advising of market tests, and opportunities for the Union to submit counterproposals are but a few examples.

The Company reaffirms that the plants and/or divisions will discuss and review all sourcing matters including make/buy issues in existing forums that the parties deem appropriate.

Prototype Sourcing

The Union requested a more effective communication process with respect to the sourcing of prototypes, which the Union believes would result in greater job security for its members.

In an effort to address these concerns and improve the sourcing notification process to the local union, this will confirm the Company's willingness to meet quarterly. Such meetings will be convened, at the request of the local Chairperson (Local 245, Local 931), to discuss the status of current and planned prototype builds and any circumstance(s) that may have an effect on that status.

SOURCING – CONSOLIDATED LETTER OF UNDERSTANDING

Attendees at these meetings may include, as appropriate, local management and union representatives from the New Model Programs Development Center, Engine Manufacturing Development Operations, international representatives of the National Ford Department, and management representatives from Vehicle Operations, Research and Engineering and Labor Affairs.

Very truly yours,

ROBERT H. MARCIN,
Executive Director
Labor Affairs
Human Resources

Concur: Ron Gettelfinger

Note: This letter replaces the following letters:

- Associations, September 16, 1996
- Coordination of Sourcing Evaluations, September 16, 1996
- Make/Buy Issues, September 16, 1996
- Prototype Sourcing, September 16, 1996

SOURCING – CREDIT FOR FACILITY EFFICIENCIES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Sourcing – Credit for Facility Efficiencies

During these negotiations, the parties discussed the issue of reflecting jointly identified efficiencies in the cost analysis associated with the sourcing of components/operations at a facility.

This letter confirms that such cost efficiencies agreed to by the parties, e.g., Competitive Operating Agreements and Continuous Improvement actions, that are directly tied to the component/operation within the facility and have a commitment as well as a requisite implementation plan that meet agreed-upon timing, will be taken into account by the Company when determining the business case of the component/operation under review.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Sourcing – Independent Consultant

During these negotiations, the parties discussed the issue of having an independent consultant participate in reviewing financial information developed by joint Company activities and contained in the Standardized Financial Form that accompanies outsourcing notifications related to cost.

To that end, it is hereby agreed that, when required, the parties will jointly select an independent accounting firm that will be contracted to provide a consultant. The consultant will be responsible for reviewing all financial data contained in the Standardized Financial Form and expressing opinions related to the validity of the information. The consultant may be utilized at any time from the issuance of the Request for Quotation until the end of the sourcing notification process.

The parties recognized that hiring a consultant would be on an exception basis, and paying all expenses related to his/her professional fees would be subject to the approval of the Joint Governing Body of the National Programs Center for each occasion.

Very truly yours,

MARTIN J. MULLOY,
Executive Director
North American Labor Affairs

Concur: Gerald D. Bantom

SOURCING – STANDARDIZED FINANCIAL FORM

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Sourcing – Standardized Financial Form

During these negotiations, the Union expressed its concern about not being provided adequate and relevant financial information to understand fully the rationale supporting outsourcing decisions affecting plants covered by the Ford-UAW Collective Bargaining Agreement.

This is to advise you that the Company will continue to provide a standardized financial form which will provide relevant information, such as per unit variable and incremental costs; Time Adjusted Rate of Return, i.e. TARR; associated Job Security Program (JSP) costs; an investment summary; and explain calculations of pertinent data (such as material usage, labor content and cash flow).

In using this financial form the Company intends to work with the UAW National Ford Department's Sourcing activity. The form will reflect information helpful in understanding such proposals as well as appropriate consideration of related costs in the financial evaluation, both with and without the sourcing action.

Modifications to the form may be made by mutual agreement between the parties during the term of the Agreement as required.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

**SOURCING – UPDATES TO COMPANY
RETURN ON INVESTMENT RATES**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Sourcing – Updates to Company Return on Investment
Rates

During these negotiations, the parties discussed the Union's claim of fluctuating or inconsistent return-on-investment rates used by the Company when determining investment priorities.

Accordingly, the Company agreed that a senior member of Finance management will meet on request with the Vice President and Director of the UAW National Ford Department, or his designee, to discuss financial issues that impact sourcing. Included in such meeting will be a discussion of the established Time Adjusted Rate of Return (TARR) hurdle rate that the Company agrees to keep consistent throughout the Company for cost-related sourcing actions.

It is understood that the TARR hurdle rate may change based upon prevailing business conditions. In such case, the Company will notify the Union in advance and discuss the change prior to it being implemented.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

SUPPLIER SELECTION POLICY

October 9, 1999

Stephen P. Yokich, President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Supplier Selection Policy

This letter is pursuant to your inquiry regarding Ford Motor Company's policy on supplier selection.

The Company's decision to select or remove a particular supplier is based on numerous criteria, applied in conformance with legal requirements. It is definitely not Ford Motor Company's policy or practice to remove a product from a supplier because that supplier's employees have chosen to join the UAW.

As you know, Ford has a positive and constructive relationship with the UAW, and we encourage our suppliers to strive for similarly constructive relationships with representatives of their employees.

Ford also notes that many of our suppliers have recognized the UAW based on a showing of majority support among the employees by means of a "card check" certified by a neutral third party. While use of such a procedure is entirely up to the individual supplier, Ford does not in any way discourage our suppliers from using such peaceful means of determining employee sentiment.

Should you have any questions with respect to this matter, please call.

Very truly yours,

C. E. MAZZORIN, Group VP
Purchasing & Ford of Mexico
Purchasing

**ADMINISTRATION OF TEMPORARY
PART-TIME EMPLOYEE AGREEMENT**

October 5, 1976

Mr. Ken Bannon, Vice President
Director-Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Administration of Temporary Part-Time Employee
Agreement

In current negotiations the Union alleged that the agreement governing the use of temporary part-time employees had been misused in certain plants.

This letter will confirm the understanding reached that if the local union feels there are problems concerning the administration of the Temporary Part-Time Employee Agreement, the Plant Manager and Industrial Relations Manager will meet with the Unit Chairman, at his request, at a mutually agreeable time in an attempt to resolve the matter.

Very truly yours,

SIDNEY F. McKENNA
Vice President
Labor Relations

**INSURANCE COVERAGE FOR TEMPORARY PART-TIME EMPLOYEES
AND THE AFFECTS OF MOVING BETWEEN TEMPORARY PART-TIME
AND TEMPORARY FULL-TIME STATUS**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Insurance Coverage for Temporary Part-Time Employees
and the Affects of Moving Between Temporary Part-
Time and Temporary Full-Time Status

During these negotiations the parties expressed mutual interest in assuring Temporary Part-Time employee eligibility for health care coverage was not adversely affected by movement between Temporary Part-Time and Temporary Full-Time status.

It was agree that Temporary Part-Time employees who are laid off or voluntarily quit exclusively for the purposes of moving to Temporary Full-Time status or vice versa will not have their service date be subject to recalculation for purposes of health care coverage as cited in Appendix K.ll(A&B) and 12. Upon ratification of the Agreement, the parties will meet to establish appropriate guidelines.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Concur: Ron Gettelfinger

LOCAL TPT COORDINATOR

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Local TPT Coordinator

During the course of negotiations, the Union alleged that temporary part-time employees, in some locations, were being utilized improperly.

As a further action to minimizing the possibility of this occurring, each location using temporary part-time employees will designate a coordinator in the employment office to administer the assignment and utilization of temporary part-time employees. The local union will be informed of the name of the coordinator. He will provide to the Union on a regular basis the number of temporary part-time employees utilized at the plant.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

**NOTIFICATION OF INTENT TO HIRE
TEMPORARY PART-TIME (TPT) AND TEMPORARY EMPLOYEES**

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Notification of Intent to Hire Temporary Part-Time
(TPT) Employees

During these negotiations, the parties discussed problems that have arisen at certain locations with respect to hiring and scheduling of Temporary Part-Time (TPT) employees (employees normally scheduled to work any **three** days per week as provided for in Appendix K).

A procedure for notifying the National Ford Department when TPTs are to be hired has been established:

- Following notification to the Local Union, the Division Labor Relations Office will be responsible for notifying the respective National Ford Department Servicing Representative and a Job Security and Sourcing Representative, in advance of hiring TPTs.
- As part of the notification process, the National Ford Department will be advised of the operational need for TPTs, the number of TPTs required, and the expected length of the assignment.
- Requests for Temporary Part-Time employees shall be **approved by** the National Parties.

**NOTIFICATION OF INTENT TO HIRE
TEMPORARY PART-TIME (TPT) AND TEMPORARY EMPLOYEES**

The Company reaffirmed that these TPT employees are not to be employed to avoid hiring to fill permanent positions. The Company will suspend the use of TPT employees in accordance with this agreement at any location where the National Parties determine the location is using these TPT employees to avoid hiring to fill permanent positions.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

TPT EXPERIENCE NOT CONSIDERED FOR PROMOTIONS

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: TPT Experience Not Considered for Promotions

During recent negotiations, the Union expressed concern about full-time employees being granted promotional preference because of job experience gained while a temporary part-time employee. This will confirm our understanding that should a temporary part-time employee become a full-time employee, the job experience gained on any temporary assignment shall not be considered toward a promotional opportunity.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

2015 UAW-FORD COLLECTIVE BARGAINING AGREEMENT
WAGE INCREASES

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: 2015 UAW-Ford Collective Bargaining Agreement
Wage Increases**

During the extended bargaining of these negotiations, the parties agreed the wage rate increases designated as occurring on the effective date of this Agreement will be paid retroactively for all hours worked on and after September 15, 2015, and will be issued as soon as practicable but no later than pay ending December 20, 2015.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Alternative Work Schedules – Jury Duty

During the course of these negotiations, the parties discussed the difficulties arising from employees assigned to alternative work schedules (AWS) serving jury duty on a regular work day which is preceded or followed by a regularly scheduled afternoon or midnight shift. The Union expressed a concern with employees working either the previous regular work day shift into the morning of the scheduled jury duty day or the next regular work day afternoon shift immediately following the jury duty day.

The parties agreed that AWS employees serving jury duty, with proper advance notification to supervision, are eligible for one paid jury duty day for the day immediately preceding the scheduled jury duty day only if it is a regular work day for the employee's schedule. This paid jury duty day will be coded and paid up to the regular base schedule hours in accordance with Volume 1, Appendix W of the Collective Bargaining Agreement.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Back Up Time

During the course of the 2015 negotiations the Union voiced concerns regarding instances where employees have their start time modified resulting in an employee working over **their base daily schedule**, on a non-continuous basis, within a twenty four hour period.

The parties acknowledge there are occasions where it is necessary to make these modifications to meet operational requirements and at times the modifications are made at the request of the employee and/or Union and the request is granted by the Company.

However, notwithstanding the provisions of Article IX, Section 7, it is agreed time and one-half will be paid for time worked over **their base daily schedule** in the twenty-three hour period, on a non-continuous basis, when an employee completes one shift and returns to work at the request of the Company and performs additional work within the twenty-three hour period beginning with the start of their prior shift. Time worked between the twenty-third hour and twenty-fourth hour of this period will not be paid at a premium unless a premium is earned through other provisions of the contract.

Very truly yours,

Bruce Hettle,
Vice President
North America Manufacturing

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Call-in Pay – Alternative Work Schedules

During these negotiations, the parties discussed employees on Alternative Work Schedules (AWS) called in to work or permitted to come to work without having been properly notified that there will be no work.

It was agreed that employees regularly assigned to such AWS shall receive a minimum of fifty percent of their base daily schedule at the employee's regular hourly rate (e.g. 5 hours for a 10 hour shift, 6 hours for a 12 hour shift and so forth), except in case of labor disputes or other conditions beyond the control of the local Management.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

CLARIFICATION OF HOLIDAY PAY ELIGIBILITY POLICY

February 13, 1982

Mr. Dan Forchione
Administrative Assistant to Donald F. Ephlin
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Forchione:

Subject: Clarification of Holiday Pay Eligibility Policy

This is to confirm Company policy to not use an employee's absence from a properly scheduled work assignment on one holiday to disqualify that employee, if otherwise eligible, for holiday pay for an adjacent holiday under the eligibility rule provided in Article IX, Section 22(a)(3), of the Ford-UAW Collective Bargaining Agreement, i.e., ". . . must have worked the last scheduled working day prior to and the next scheduled working day after . . ." For example, when both "Thanksgiving" and "the day after Thanksgiving" are properly scheduled days of work for an otherwise eligible employee, absence on either day will not serve to disqualify the employee from receiving holiday pay for the remaining day.

You were also advised that the above policy has no effect on other administrative policy or contractual provisions related to holidays.

Very truly yours,

JOHN E. REESE, Director
Union Affairs Office
Labor Relations Staff

COMPETITIVENESS BONUS

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Competitiveness Bonus

Ford recognizes the significant contributions its hourly UAW-represented employees have made to the improvements in business performance over recent years. In order to encourage and reward the ongoing commitment to competitiveness, the Company and the Union have agreed to meet at the conclusion of these negotiations and mutually agree to identify metric(s) that both parties believe best recognize the efforts of hourly UAW-represented employees.

Upon achievement of those metrics established between the parties, qualifying, eligible employees, as defined below, will receive a payment in accordance with the following table:

Recognition

<u>Eligibility Date</u>	<u>Amount</u>	<u>Payable During Week Ending</u>
November 15, 2015	\$250	December 13, 2015
November 15, 2016	\$250	December 11, 2016
November 15, 2017	\$250	December 10, 2017
November 15, 2018	\$250	December 9, 2018

Qualifying, eligible employees are seniority employees on the active employment roll as of the Recognition **Eligibility Date**.

An employee who retires during the eligibility year and who, but for such retirement, would have had seniority as of the designated eligibility date, will qualify for a Competitiveness Bonus if otherwise eligible.

COMPETITIVENESS BONUS

An employee who dies during the Competitiveness Award eligibility year, if otherwise eligible, will have a payment made to their estate, or, if permitted by local law, to the next of kin.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

CONSIDERATION OF SPECIAL SEPERATION PROGRAMS

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Consideration of Special Separation Programs

During these negotiations the Company and Union discussed various special separation programs to provide incentives for employees who are not yet eligible for a thirty-and-out retirement benefit due to a break in service. The parties recognize that these employees may be unable to accept special separation or retirement programs because of lower pension credited service.

The parties jointly reviewed and evaluated various new programs that could provide sufficient financial incentives to motivate these employees to retire including the partial fill in of missing credited service. After considerable analysis and discussion it was determined that the Company could not commit to the implementation of these programs at this time for various reasons including cost.

Should the need to further develop programs to create opportunities for employees to retire, credited service fill in programs may be considered depending on the business needs in the future.

Very truly yours,

LEE MEZZA, Director
Employee Benefits
Human Resources

Concur: Bob King

**DAILY OVERTIME PREMIUM FOR HOURS
IN EXCESS OF 24 CONSECUTIVE HOURS**

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Daily Overtime Premium for Hours In Excess of 24
Consecutive Hours

During the current negotiations, the subject of an employee working for a continuous period of more than twenty-four (24) consecutive hours where the employee is ineligible for daily overtime premium for the hours worked in excess of the twenty-four (24) continuous hours was discussed by the Company and the Union.

Hereinafter, in such case where an employee may work for a continuous period of more than twenty-four (24) consecutive hours, those hours in excess of the twenty-four (24) consecutive hours will be paid at the time and one-half premium, unless such hours would otherwise be paid at a higher premium pursuant to the provisions of Article IX, Sections 11 through 14 of the Collective Bargaining Agreement.

Any such hours (in excess of twenty-four (24) consecutive hours) for which the time and one-half premium has been paid pursuant to this memorandum shall be included in determining whether any premium payment shall be made for any other hour or part thereof.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

DIRECT DEPOSIT OF HOURLY EMPLOYEES' NET PAYCHECKS

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Direct Deposit of Hourly Employees' Net Paychecks

Unless otherwise restricted by applicable state regulations, all payments to employees will be direct deposited to the bank or financial institution the employee designates. Employees not electing direct deposit will **receive** their pay **through an electronic payroll service**.

Electronic payroll system is an alternate method of delivery of employees' net pay. With electronic payroll service, employees not enrolled in direct deposit have their net pay loaded on to a money network card. Employees will have access to their funds through fee-free checking and cash withdrawal at designated locations nationwide and through direct consumer-to-merchant purchases with the money network card.

The transition from mailing paychecks to the employees' address of record, to the initiation of the electronic payroll service is planned to occur during 2016. The union will be promptly advised if the transition plans require revision.

Paystubs will be available for employees to view and/or print via the internet and computers or kiosks will be available locally for this purpose.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

EXCUSED ABSENCE ALLOWANCE - UAW HOURLY EMPLOYEES

February 25, 1977

Director and Managers,
Industrial Relations Office, NAAO
Division Industrial Relations Managers
Division Personnel and Organization Managers
Persons Designated by the Above

Subject: Excused Absence Allowance - UAW Hourly Employees

The eligibility requirements, pay provisions, procedures and general rules as set forth below are to be used in the administration of Article IX, Section 25(c), Excused Absence Allowance.

Eligibility Requirements

1. Absences because of personal illness or other personal reasons must be excused by the employee's supervisor for an absence payment to be made.
2. In the case of personal illness, detailed proof will usually not be required when the employee's absences are no more frequent than what could be reasonably expected of the normal employee. However, if an employee's attendance record is such that there is good reason to doubt the validity of a particular absence, a request for an excused absence payment may be denied unless the absence is substantiated by convincing proof.
3. In the case of other personal reasons, requests for excused absence payments should be made in advance when the employee is reasonably able to do so. When the employee is not excused in advance and there is good reason to doubt the justification for failure to have been excused in advance, a request for an excused absence payment may be denied.
4. Notwithstanding No. 3 above, requests for excused absence payments for other personal reasons shall be granted provided that: (a) the employee makes a written request on a form supplied by the Company at least one week in advance of the requested day; (b) there will be no adverse impact on operations (and if more than one employee desires the same day off, this will be taken into consideration when determining operational impact); and (c) if more employees, working for the same immediate supervisor, request the same day off than can be

EXCUSED ABSENCE ALLOWANCE - UAW HOURLY EMPLOYEES

accommodated, the first employee(s) submitting a written request shall be granted the day off.

5. Notwithstanding Nos. 2 and 3 above, supervision should, in considering requests for excused absence payments for the day immediately prior to, or following a holiday(s), be guided by criteria now used to determine holiday pay eligibility when employees are absent on these days; that is:
 - (a) Absences because of claimed illness must be medically substantiated before an excused absence payment is made.
 - (b) Absences because of other personal reasons ordinarily must have been excused in advance.
6. Inasmuch as Saturdays and Sundays are not normally considered part of the vacation period, excused absence payments may not be made for these days when an employee is absent from scheduled work, except that, in the case of a seven-day operations employee, an excused absence payment may be made when Saturday or Sunday is part of the employee's 40-hour scheduled workweek.
7. In scheduling portions of the 40 Excused Absence Allowance hours as additional vacation, such time must be added to other scheduled vacation time and not scheduled as separate days or parts thereof. For example, a primary use of these 40 hours will be to enable an employee with 60 or 100 hours of regular vacation eligibility to round out a half-week period. Depending on production and vacation scheduling requirements, these hours may also be used as extra vacation in other ways as well-again, so long as they are added to other vacation time.
8. For purposes of Paragraph (3) of Section 25(c), "additional scheduled vacation time" shall be the scheduled number of hours that exceed the total amount of other vacation hours for which an employee is eligible. For example, an employee with 100 hours of vacation eligibility (60 regular hours and 40 additional hours) who is scheduled for a continuous vacation period of two weeks (80 hours) would have 20 hours of the scheduled vacation period applied against the 40 hours available under Section 25(c). If, on the other hand, an employee is scheduled for 60 hours of vacation, none of these hours would

EXCUSED ABSENCE ALLOWANCE - UAW HOURLY EMPLOYEES

be charged to the 40 Excused Absence Allowance hours because they do not exceed the total amount of regular vacation time to which the employee is entitled.

9. An employee whose vacation allowance is reduced as a result of not being on the active employment roll 32 weeks or more, or because of accumulating more than 35 unexcused days of absence in the preceding vacation period prior to the employee's eligibility date, may use only 20 hours of the reduced vacation allowance to pay for excused absence because of personal illness or other personal reasons. For example, an employee whose vacation allowance is reduced from 140 hours to 70 hours as a result of not being on the active roll at least 32 weeks, may use only 20 of the 70 hours' vacation allowance for excused absence payments.
10. The Company's right to schedule vacation does not extend to the 40 hours provided for under Section 25(c) unless the employee elects to use such hours as additional vacation. An employee does not have to schedule these hours as vacation. However, once all or a portion of these hours have been requested as additional vacation and are so scheduled, the employee may not revoke this designation without Company approval for the purpose of using such hours for excused absence payments.
11. The Company's right to deny vacation and instead pay in lieu of vacation, as provided for in Article IX, Section 25(d), does not apply to the 40 hours available under the Vacation Plan as excused absence payments for personal illness or other personal reasons. These hours may be taken by the employee for such purposes so long as the time off is excused and the employee meets the other eligibility requirements described above.

Pay Provisions

1. An excused absence payment shall be paid on the same basis as regular vacation, i.e., at the employee's basic hourly rate, inclusive of shift premium but exclusive of all other premiums, on the date such period begins. For an employee working under incentive plans, the hourly rate to be used instead of basic hourly rate shall be the employee's average straight-time hourly

EXCUSED ABSENCE ALLOWANCE - UAW HOURLY EMPLOYEES

earnings, including incentive earnings and shift premium, but excluding all other premiums, for the last four pay periods worked immediately preceding the week prior to the week in which the excused absence or vacation commences.

2. If by the last day of any vacation period, an eligible employee has not received a vacation, including unused Excused Absence Allowance hours, the employee shall be paid a lump sum as vacation pay in lieu of vacation, the sum to be computed as the amount to which the employee would be entitled if the vacation were to begin on the last day of the vacation period.
3. Hours for which excused absence payments are made shall not be considered as time worked for purposes of determining overtime premiums.

Procedures

1. The employee should make application for an excused absence payment for personal illness or other personal reasons on revised Form 2611 (Vacation/Excused Absence Pay Request).
2. When completed, Form 2611 should be distributed by the supervisors as follows:

Original-Payroll

Duplicate-Timekeeping

Triplicate-Supervision-Plant Office

Quadruplicate-Employee

The "Supervision-Plant Office" copy should be used for two main purposes: (1) to maintain a current record of each employee's hours of vacation/excused absence allowance; and (2) to record excused absence days as such on individual employee absenteeism records maintained at many locations. For this latter purpose, if such records are maintained by the Plant Employment activity, arrangements should be made with the Timekeeping activity to obtain a regular report of employees receiving excused absence payments.

3. Regardless of whether an excused absence payment is made for a particular day(s) of absence because of personal illness or other personal reasons, such time will continue to be recorded

EXCUSED ABSENCE ALLOWANCE - UAW HOURLY EMPLOYEES

as absent time on the supervisor's Daily Report of Time in the same manner as heretofore.

General Rules

1. In order to qualify for holiday pay, the employee must work the scheduled working days prior to and following the holiday(s) in the same workweek or, in the case of the Christmas holiday period, regardless of workweek, even though a day of excused absence intervenes between the holiday(s) and such scheduled day.
2. Hours for which an employee receives an excused absence payment shall be used in computing future service credits under the Retirement Plan.
3. Any week, or part thereof, in which an employee is absent and receives an excused absence payment shall be counted for accruing SUB credit units.
4. A day for which an excused absence payment has been made will be excluded insofar as the 35-day absence count in computing vacation entitlement is concerned.

Any questions regarding this communication should be directed through organizational channels to the Wage Administration Section, Wage and Employment Practices Department.

W. G. MCGRUTHER, Manager
Wage and Employment
Practices Department

FEDERAL INCOME TAX WITHHOLDING

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Federal Income Tax Withholding

This will describe the methods to be used by Payroll Services in regard to withholding of Federal income tax from employee's wages attributable to grievance awards, vacation pay and pay in lieu of vacation from employee's wages.

Grievance awards in excess of \$500.00, but involving periods less than one calendar year, will be treated as supplemental wages and income tax withholding will be calculated using the Federal income tax regulations regarding supplemental earnings.

Likewise, pay in lieu of vacation also will be treated as supplemental wages and income tax withholding will be withheld using the Federal income tax regulations regarding supplemental earnings.

It should be noted that the tax withholding referenced above only covers the Federal withholding amount. An amount for FICA taxes and state or local income taxes, where applicable, will be in addition to the amount withheld for Federal income tax.

Grievance awards which are less than \$500.00, will be aggregated with the regular payroll and the income tax withholding will be calculated on the total amount.

If a grievance award is made for a period of more than one calendar year, the income tax withholding will be calculated as if the payment were for a single annual period. Thus, in such situations, Payroll Services will use the annual percentage table to calculate the income tax withholding for such awards. This method would be the same as considering the award as having been paid equally over the preceding 52 weeks.

For vacation payments made for time away from work, such payments will continue to be treated as a regular wage payment; i.e.,

FEDERAL INCOME TAX WITHHOLDING

income tax withholding will be calculated as if the vacation payment represented a regular weekly wage payment.

The above methods are dictated by Federal Income Tax Regulations. Therefore, any change or amendment to such Regulations will, of necessity, have to be reviewed for compliance with the above changes.

Formal procedures to effect these changes are being communicated to Payroll Services by separate letter, with instructions to make these changes as soon as practical.

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

GRIEVANCE BACK PAY AWARDS

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Grievance Back Pay Awards

This letter will serve to consolidate and confirm the present and past understandings agreed to by the parties with regard to grievance back pay awards.

- During the course of national negotiations, the Union expressed concern over alleged delays involved in the receipt of grievance back pay awards. This is to advise you that all plant Labor Relations Offices have been directed to insure the appropriate Past Period Adjustment TWOS task or Grievance Payment Authorization Forms, when required, are prepared concurrent with the dispositioning of the grievance involved. Upon request, a copy of the TWOS Past Period Adjustment Report of grievance payment data transmitted to payroll or a copy of the Grievance Payment Authorization Form will be provided to the Building Chairperson or a Unit Committeeperson at the time the grievance dispositions are presented to the Union.

Also upon request, the grievance payment portion of the Hourly Payroll Adjustment Report will be provided to indicate issuance of the back pay award to the employee.

- Article VII, Section 24(b) provides that back pay awards will be paid within thirty days of such award except where the work involved makes it impractical. Although the Company is not aware of any problems or abuses with regard to the administration of this provision, the Company reaffirmed to the Union it is in the parties' mutual interest that back pay awards be paid in conformity with this provision.

Should problems develop with the administration of this provision at specific Company locations and upon request by the local union,

GRIEVANCE BACK PAY AWARDS

appropriate representatives from the National Ford Department may meet with representatives from Labor Affairs to discuss the problem in an attempt to formulate corrective action.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

Concur: Ernest Lofton

HOLIDAY HOURS CONVERSION OPTION

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Holiday Hours Conversion Option

During the current negotiations, the parties discussed the dual receipt of eligible holiday and vacation pay by an employee when a full week (40 hours) of vacation is taken in which a holiday(s) occurs.

Notwithstanding the provision of Article IX, Section 22(f), this will confirm our understanding that when a holiday(s) as defined in Article IX, Section 22(a), excluding those holidays comprising the Christmas holiday period, occurs during a full week of approved vacation, an employee may elect to convert the holiday(s) hours for which he is eligible to equivalent hours of excused absence allowance to be scheduled under the terms of Article IX, Section 25(c). Such converted hours will be in addition to those excused absence allowance hours for which he is otherwise eligible.

It further is understood that to be eligible for this conversion, an employee must make his election to convert in writing using a locally provided form during the second week prior to the start of the approved vacation period during which such holiday(s) occurs.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

HOLIDAY PAY AS PART OF DISCIPLINARY PENALTY

February 13, 1982

Mr. Donald F. Ephlin, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Ephlin:

Subject: Holiday Pay as Part of Disciplinary Penalty

This confirms our understanding regarding the situation where the duration of an impending disciplinary layoff would encompass or abut a holiday.

Loss of holiday pay will not be included as part of the disciplinary penalty assessed. However, to be eligible for such holiday pay, the employee must meet the holiday pay eligibility provisions of Article IX, Section 22 of the Collective Bargaining Agreement, except the requirement of otherwise being scheduled to work on such day, had it not been observed a holiday.

Nothing herein shall be deemed to alter the Company's rights under Article IV, Section 3 of the Collective Bargaining Agreement as it involves imposing discipline.

Very truly yours,

JOHN E. REESE, Director
Union Affairs Office
Labor Relations Staff

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Moving Allowance Modifications

During negotiations the parties discussed language contained in Volume I, Article IX, Section 28 of the 2011 UAW-Ford Collective Bargaining Agreement that required modification to comply with Section 409A of the Internal Revenue Code of 1986, as amended.

The required changes were agreed to effective December 31, 2012. In order to provide a greater understanding for hourly employees who may receive moving allowance benefits, the parties agreed to incorporate the attached letter of understanding into the 2015 UAW-Ford Letters of Understanding.

Very truly yours,

**Bernie Swartout,
Director Compensation & Benefits**

Concur: Jimmy Settles

Attachment I

MOVING ALLOWANCE MODIFICATIONS

December 18, 2012

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Moving Allowance Modifications

This letter will confirm the parties' agreement to modifications to the Moving Allowance language contained in Volume I, Article IX, Section 28 of the 2011 Collective Bargaining Agreement to incorporate changes required by Section 409A of the Internal Revenue Code of 1986, as amended:

For purposes of providing Moving Allowances:

- "Transfer Date" means the effective date of transfer to the plant to which the employee is being relocated.
- An employee may submit an Application for Option 1 – Enhanced Relocation or Option 2 – Modified Enhanced Relocation up to 6 months after the employee's Transfer Date, but in no event later than December 31st of the calendar year in which the Transfer Date occurred.
- Payment of the Relocation Allowance shall be made as soon as reasonably practicable after submission of an Option 1 or Option 2 application, but in no event later than the March 15th following the end of the calendar year in which the Transfer Date occurred.
- Payment of any additional Relocation Allowances shall be made on or as soon as reasonably practicable after the Transfer Date or anniversary of the Transfer Date, as applicable.

The parties agree that these modifications shall be effective as of December 31, 2012.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

OVERTIME

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Overtime

During the 1990 negotiations, the parties discussed both the Union's and the Company's concerns about the scheduling of overtime work.

On the one hand, the Company recognized the legitimacy of the Union's concern that production not be scheduled on a sustained basis on overtime rather than recalling laid off employees or hiring new employees. On the other hand, the Union recognized that the scheduling of overtime serves an essential purpose in many situations in order to meet temporary or seasonal increases in sales, at new model start-up, and to make up for production lost due to factors beyond the parties' control, such as interruptions in the supply of parts. Also, the parties recognize the need for overtime on vital tooling and maintenance projects which often must be accomplished quickly on tight time schedules in order to avoid interruptions or delays in production and layoffs of production employees.

As a result of these discussions, the parties agreed to establish a procedure for regularly reviewing overtime work schedules. This review will be accomplished between representatives of the Company and the National Ford Department, International Union, UAW and will be designed to focus on those plants and facilities that establish a pattern of high overtime scheduling on a sustained basis. The review is intended to assure that overtime work is not scheduled at a plant on an ongoing basis in cases where there are practical and economical alternatives. The alternatives to overtime considered by the parties may include manpower increases, innovative shift arrangements, or improvements or additions to the plant's equipment which could eliminate a bottleneck; or the parties may conclude that the reasons for the overtime are temporary or unavoidable and that there are no practical or economical alternatives.

OVERTIME

The purpose of this review procedure is to assure a timely and thorough review of overtime work schedules and provide for a balanced consideration of the interests of both parties.

Very truly yours,

JACK HALL, Executive Director
Labor Relations and
Employee Development
Employee Relations Staff

Concur: Ernest Lofton

OVERTIME SCHEDULING

October 14, 1984

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Overtime Scheduling

During the current negotiations the Union has expressed concern over the overtime schedules being worked in various plants while there are employees on indefinite layoff from those plants. The Company recognizes that extensive overtime schedules are a condition that is disconcerting and perplexing to persons on indefinite layoff who view the overtime as depriving them of work they otherwise might perform.

The parties also recognize that vehicle manufacture and assembly is a highly integrated process and that overtime work is an inherent, unavoidable element of the process. However, to assure that avoidable overtime work may be identified, local management will meet with the local union to examine existing and proposed overtime schedules and consider the feasibility of modifying those schedules by the recall of laid off seniority employees from that plant. As an ongoing objective, the parties pledged their joint efforts to reduce scheduled overtime by up to two hours. It is agreed that such efforts must recognize the need to achieve required levels of production in a manner which maintains the quality of the product, the competitiveness of the operation, the demands of the marketplace and the job security of employees.

If the local union at a plant where employees are on layoff believes that plant is working avoidable overtime, it may refer the matter to the National Ford Department for discussion with representatives of the appropriate operating Division.

Very truly yours,

JOHN M. SLOSAR, Director
Union Affairs Office
Labor Relations Staff

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Pay Adjustments

During these negotiations, the parties discussed the issue of pay adjustments. While the Company believes most supervisors exercise necessary care when handling issues pertaining to pay, we acknowledge that when an employee is overpaid or underpaid the resulting pay adjustment can have a negative impact on employee morale. Therefore, the Company wants to stress that prompt correction of pay shortages is a top priority for supervisors.

The Company will place a renewed emphasis on properly paying employees and take the following actions to eliminate the occurrence of pay adjustments:

- The Company regularly will provide metrics to the local Controller's Office regarding pay adjustments requested from the location. The Controller's Office will review these metrics with local operations management to identify recurring issues and trends and to correct practices contributing to pay shortages and overages. The Human Resources Manager will meet with the Plant Manager and local Chairperson quarterly to ensure pay issues including instances of repeated incorrect pay submission are being addressed promptly.
- The Union also raised a concern regarding pay shortages involving employees who work an unusually high number of hours on any particular day(s), have the hours input by the supervisor(s), and then adjusted by Central Timekeeping Office(CTO). This infrequent situation occurs when verification was not received from the location that hours input were actually worked and not the result of an incorrect input of hours. To address this concern, each manufacturing location will designate a local single point of contact(SPOC), and a back up contact, who will review those situations where

PAY ADJUSTMENTS

a supervisor inputs daily hours to be paid that are greater than an amount of daily hours that a typical employee works at that location. A list will be provided to CTO, no later than 10:00 AM on Monday, identifying instances where a supervisor inputted hours to be paid that exceeded this threshold amount in error. CTO will make adjustments based upon this list. Human Resources will notify the local Chairperson of the SPOC for their location.

- The Company will develop Single Point Lessons (SPLs) regarding pay adjustment prevention, **pay adjustments (in the event of a pay shortage)**. These SPLs will be shared with all personnel who input hours to pay employees **on a periodic basis**. The Company also will develop a separate SPL for supervisors of employees who work Alternate Work Schedules to emphasize the importance of properly inputting hours worked on Sunday in order to enter payroll processing the following Monday.
- A key factor to reduce and/or eliminate pay shortages is timely posting and employee review of the Daily Report Of Time (DROT). Posting the DROT allows employees to review in advance the number of hours they are to be paid for the week, notify their supervisor of any incorrect pay situations, and allow for the pay to be corrected prior to payroll being closed. The local Human Resources department will investigate promptly complaints that DROTs are not available for employee review.

The parties also discussed instances where employees have received pay that was identified later as an overpayment and deducted from a subsequent check without providing advance notification to the employee. The Company reaffirms the importance of providing advance notice in accordance with Article IX, Section 17 in these situations.

PAY ADJUSTMENTS

Local pay adjustment issues may be raised by the local Chairperson with the local Human Resources Department for resolution. Unresolved local issues may be referred to the National parties for further review.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

PAY SHORTAGES

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Pay Shortages

This letter serves to confirm our understanding concerning the procedure for correcting pay shortages in excess of four (4) hours. Upon employee request, pay shortages may be processed either as a separate payment or as part of the regular payroll tax process. The payment will be prepared with the employees normal deductions and processed via direct deposit or pay card.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

PAYMENT OF SHIFT PREMIUM DURING IN-PLANT TRAINING

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Payment of Shift Premium During In-Plant Training

During these negotiations, the parties agreed that notwithstanding the provisions of Article IX, Section 6 of the Agreement, if employees are required to attend in-plant training to upgrade their skills in their classification on a shift other than they would normally work, such employees will be paid the shift premium normally paid for their regularly assigned shift during the period they are attending such training.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

**PAYROLL DEDUCTION AND SPECIAL INTEREST RATES
- FORD MOTOR CREDIT COMPANY CONTRACTS**

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Payroll Deduction and Special Interest Rate - Ford Motor
Credit Company Contracts

This is to advise you that effective April 1, 1988, active hourly employees will be permitted to repay loans to Ford Motor Credit Company through payroll deductions.

Further, the special or preferred interest rate currently available through Ford Credit and participating dealers also shall be made available to hourly employees and retirees effective April 1, 1988.

In extending the special interest rate, it is understood and agreed that the Company may at any time unilaterally modify, change or withdraw this feature and that it shall have no obligation to bargain concerning its intention to do so.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

PAYROLL MATTERS - VACATION PAY-IN-ADVANCE

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Payroll Matters - Vacation Pay-In-Advance

During these negotiations the parties discussed the process regarding Vacation Pay-In-Advance.

The Company will continue to authorize vacation pay in advance for a scheduled vacation consisting of an entire work week or more.

In order to receive vacation pay in advance, employees must make the request, in writing, using a locally provided form (i.e. Form 2611) to their supervisor for advance vacation pay no later than ten days before the start of the vacation.

It is the responsibility of the supervisor to promptly enter the vacation pay-in-advance request in the Timekeeping and Work Order System (TWOS) to ensure timely submission. Employees will receive a copy of the H-308, Vacation Pay Request indicating the employee's scheduled vacation start date and vacation hours requested.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

PAYROLL MEETING

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Payroll Meeting

During these negotiations, the Union voiced concerns about certain hourly payroll matters. The Company reassured the Union that it places as much importance on the proper payment of its employees as does the Union. In an effort to address employees' concerns, designated representatives from Payroll Services, the National Ford Department and the U.S. Union Affairs Office will meet at mutually agreeable times to address issues of mutual concern regarding hourly payroll administration. Such issues may include, but are not limited to:

- Monthly Union and SUB dues deducted from employee's paycheck;
- The number of weeks of employment an employee has completed printed on employee's paycheck for those employees covered by Article IX, Section 2 (c) Hiring-In Rates;
- Year-to-date totals for deductions printed on each employee's paycheck;
- Paycheck distribution methods during holiday periods; and
- Expansion of direct deposit program for hourly employees.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

RATE DISPUTES INVOLVING HOURLY CLASSIFICATIONS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Rate Disputes Involving Hourly Classifications

During the course of these negotiations, the parties discussed the proper process for resolving rate disputes involving hourly classifications. The parties agreed that the grievance procedure is the proper avenue to address those issues. Disputes for rates on new jobs are properly filed through the special procedure of Article VII, Section 23, all other rate disputes are properly filed through the regular grievance procedure of Article VII. The parties reaffirm their commitment to expeditiously resolve rate disputes and recognize the relevant provisions of the grievance procedure, when administered properly, allows for timely processing of grievances.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

**SAME-SEX DOMESTIC PARTNERS – FAMILY AND MEDICAL
LEAVE ACT (FMLA) AND BEREAVEMENT PAY**

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Same-Sex Domestic Partners – Family and Medical
Leave Act (FMLA) and Bereavement Pay**

The parties agree requests from hourly employees for FMLA leaves or bereavement pay for same-sex domestic partners will continue to be administered in the same manner as requests for FMLA leaves or bereavement pay involving an employee's spouse so long as the request is made in the transition period same-sex domestic partners maintain benefit coverage as defined in the November 5, 2015 Letter of Understanding titled "Transition of Same-Sex Domestic Partner Benefits".

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**SEPARATE CHECKS FOR
VACATION AND GRIEVANCE AWARD PAYMENTS**

September 11, 1976

Mr. J. F. Haeni, Manager
Hourly Payroll Services Department
General Services

Subject: Separate Checks for Vacation and Grievance Award
Payments

This is to advise you of our understanding with the UAW-National Ford Department during 1976 national negotiations regarding the issuance of separate paychecks in the following instances:

- Vacation payments for vacation time taken off, when the payment is for 40 or more hours.
- Pay in lieu of vacation payments of 40 or more hours during the vacation year or for any amount at the end of the vacation eligibility period. However, when the pay in lieu payment is made in connection with a payment for vacation time taken off, only one check will be issued.
- Grievance awards in excess of \$100.

The above changes will become effective on December 1, 1976.

R. B. BIERMANN, Supervisor
Wage Administration Section
Wage & Labor Affairs Planning
Dept.

SEVEN-DAY STARTING TIMES

October 17, 1967

Mr. Nelson W. Samp, Assistant Director
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Samp:

Subject: Seven-Day Starting Times

Pursuant to our understanding reached in current negotiations, the following principles shall be applicable with respect to Paragraphs 1 and 2 of Article IX, Section 13 of the new Collective Bargaining Agreement:

1. A day shall be the 24-hour period commencing with the starting time of the No. 1 (midnight) shift.
2. All hours of a continuous period of work of less than two full shifts (16 hours) that begin one day and end the next day shall be considered as having been worked on the No. 3 (afternoon) shift if the employee's starting time is prior to 7 p.m., and shall be considered as having been worked on the No. 1 (midnight) shift if the employee's starting time is at or after 7 p.m.
3. When an employee works a full (8 hours) No. 3 (afternoon) shift schedule and is held over and works a full (8 hours) No. 1 (midnight) shift schedule, the second full shift of eight hours shall be considered a separate day of work.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Manager
Wage & Manpower Planning
Department
Labor Relations Staff

**SHORT-TERM MILITARY DUTY PAY
- PERSONAL LEAVE DURING VACATION SHUTDOWN PERIOD**

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Short-Term Military Duty Pay-Personal Leave During
Vacation Shutdown Period

During the current negotiations, the parties discussed situations where an employee is required to perform annual military training duty during all or part of a plant vacation shutdown. In such situations, the employee receives vacation pay for which he is eligible, unreduced by military earnings.

During these discussions, the Company indicated its intention to make available to employees who would otherwise have been eligible to receive short-term military duty pay (except that for such vacation shutdown period they were not scheduled to work), a personal leave of absence of such duration not to exceed the employee's vacation entitlement, or the period of annual military training duty, whichever is lesser. Such personal leave of absence must be taken within the employee's current vacation eligibility period and will be issued upon presentation of evidence of having performed military training duty, pursuant to the provisions of Article VIII, Section 29(a) of the Collective Bargaining Agreement.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

**TEMPORARY ASSIGNMENT TO ANOTHER LOCATION
- COMPENSATION FOR TRAVEL TIME**

September 16, 1996

Operations/Division Human Resources Managers
Operations/Division Labor Relations Managers
Plant and Parts Distribution Center Human Resources Managers
Persons Designated by the Above

Subject: Temporary Assignment to Another Location -
Compensation For Travel Time

Increased instances of travel by hourly employees which are attributable to work and/or training assignments have given rise to numerous questions regarding payment for the travel time associated with such assignments. Compensation for travel time in these situations is addressed in Article IX, Section 16 of the Collective Bargaining Agreement. In addition, these payments are subject to the provisions of the Fair Labor Standards Act and various Interpretive Bulletins issued by the Federal Wage and Hour Administration, U. S. Department of Labor. This letter will summarize these current interpretations and outline guidelines for the administration of travel time payments.

Paragraph (2) of Article IX, Section 16 states that when an employee is required by the Company to spend a portion of the time during which the employee normally is scheduled to work in traveling to or from the plant the employee is temporarily assigned, the employee shall be compensated for such portion as if it were time worked. This means, for example, that a day shift employee whose normal schedule is from 7:00 a.m. to 3:30 p.m. would be eligible for travel pay on any of the seven days of the week, including holidays, if the travel occurs during those hours. Conversely, a third shift employee whose normal schedule is from 3:30 p.m. to 12 midnight would not be eligible for travel pay if he traveled on any day prior to 3:30 p.m. Although these criteria are consistent with current interpretations of the Fair Labor Standards Act, their application often results in disparate treatment of hourly employees depending upon the individual travel circumstances involved.

For this reason, the following guidelines have been established to provide equitable and consistent treatment of all hourly employees engaged in Company-directed travel:

**TEMPORARY ASSIGNMENT TO ANOTHER LOCATION
- COMPENSATION FOR TRAVEL TIME**

- When employees travel to another city on the day prior to a temporary training or work assignment, regardless of the assignment's duration, they are to be paid for all such travel time at their regular hourly rate including appropriate premiums as follows:
 - Air Travel: Travel time begins at the scheduled flight departure time until the actual arrival at the airport, plus actual ground travel, up to two (2) hours, to the destination, for example, hotel/motel, seminar, or work location, etc.
 - Driving personal or Company Vehicle: Travel time begins at the time the employee leaves home until arrival at the destination, for example, hotel/motel, seminar or work location, etc., if not more than 300 miles. If the destination is over 300 miles, the employee will be paid the air travel time as prescribed above.
- Assuming that the return trip occurs outside of the normal work hours on the last day of the temporary assignment, employees are to be paid such travel hours at the regular hourly rate, including appropriate premium as follows:
 - Air Travel: Travel time begins at the scheduled flight departure time until the actual arrival at the airport, plus the actual ground travel to the employee's home, up to two (2) hours.
 - Driving Personal or Company Vehicle: Travel time begins at the time the employee leaves the temporary training, assignment, seminar, or work location until arrival at the employee's home if not more than 300 miles. If the destination is over 300 miles, the employee will be paid the air travel time as prescribed above.
- These temporary assignments, particularly for training events, are held during day shift hours.
- In the event there are extenuating circumstances concerning a particular travel situation, the plant Human Resources Manager may approve additional travel time after concurrence from the Arbitration and Wage Administration Section, Labor Affairs.

**TEMPORARY ASSIGNMENT TO ANOTHER LOCATION
- COMPENSATION FOR TRAVEL TIME**

- Travel time for special one-day assignments to another city is compensable even though it may be outside of the employee's normal workhours. On such occasion, however, the normal travel time from the employee's home to the regular work location should be deducted when computing travel pay. Total remaining travel time is to be paid at the applicable overtime rate to the extent the combined travel and training/work hours exceed eight (8).
- Travel time for temporary one-day assignments within the same zone (as defined for purposes of Preferential Placement) as the employee's home location is not considered compensable work time.
- When commercial travel is provided and the employee elects to use private transportation, travel compensation, if applicable, is based on the commercial travel time that would have been required.
- When commercial travel arrangements are provided outside of normal work hours and an employee elects to travel during normal work hours through personal preference (traveling for example, on Saturday morning rather than Friday evening), travel time is not paid.

It should be noted, that for days spent performing work or attending training sessions where travel considerations outside of normal hours are not involved, employees should be paid the greater of eight (8) hours or the actual hours spent in the session(s). Overtime premium payments should be paid for hours over eight (8) in a day.

These guidelines have been concurred in by the Office of the General Counsel and questions on this issue are to be directed to the Arbitration and Wage Administration Section, Labor Affairs.

Very truly yours,

Harry E. Jones, Director
Negotiations Planning Office
Labor Affairs

**TWIN CITIES ASSEMBLY PLANT
- RANGER ASSEMBLY EXTENSION**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Twin Cities Assembly Plant – Ranger Assembly
Extension

During these negotiations, at the Union's suggestion, the Company examined the business case for extending assembly of the current Ranger at the Twin Cities Assembly Plant through December 31, 2011. During these discussions, the Parties agreed to the following provisions associated with this product extension:

1. Temporary employees will continue to be assigned to support production at the facility through December 31, 2011. Temporary employees classified as "Super TPT" (classification code 58-0-0050) will be administered in accordance with the terms of Appendix K from the contract that was effective on November 19, 2007.
2. In the event that temporary employees continue to be assigned to the plant beyond this date, the Parties have agreed to convert these employees to permanent status.
3. After December 31, 2011, temporary employees at Twin Cities Assembly Plant will be provided preferential consideration after Step 9 of the Placement Hierarchy for available full time openings at other U.S. Ford facilities under the terms of the 2011 National Agreement. It is also understood that only one employment offer will be made to displaced Twin Cities Assembly Plant temporary employees and those who decline or do not respond to such offer will not be contacted nor be eligible for subsequent opportunities. Temporary employees transferring to another facility will be ineligible for Moving Allowance Benefits.

**TWIN CITIES ASSEMBLY PLANT
- RANGER ASSEMBLY EXTENSION**

4. Employees who accepted a separation package and subsequently returned to work as a temporary employee at the Twin Cities Assembly Plant are not eligible for the provisions of this agreement.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Up Front Lump Sum Payment

During the present negotiations, the parties agreed to provide an up front lump sum payment of **\$8,500** to each eligible employee in return for the membership ratification thereof.

Eligible employees are defined as those who are represented by the Union and whose status with the Company on the effective date of this Agreement is one of the following:

- Active **full-time** employees
- LTS employees converted to **In-Progression** as a result of this agreement
- **A seniority employee affected by a reduction in force who is actively at work as a temporary employee.**
- On temporary lay-off
- On leave pursuant to Family and Medical Leave Act
- On leave of absence beginning not earlier than ninety (90) days prior to the date of this agreement.
- **Employees on Indefinite Layoff (ILO) excluding those employees coded "VC".**

The parties additionally agreed to provide a lump sum payment of \$2,000 to active employees classified as "Long Term Supplemental (LTS) Employee" or "Temporary Part-Time (TPT) Employee" who have worked at least ninety (90) days prior to the effective date of the Agreement who are represented by the Union.

UP FRONT LUMP SUM PAYMENT

The payments resulting from this letter will be made in the second pay period following receipt by the Company of written notification of ratification of this Agreement.

In addition, should the UAW-Ford Department raise any questions of equity in application regarding specific employees, the Company agrees to meet with the Union on such cases to review the facts.

Very truly yours,

**Bernie Swartout,
Director
Compensation & Benefits**

Concur: Jimmy Settles

VACATION ELIGIBILITY - AAI SERVICES EMPLOYEES

July 28, 1997

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, MI 48214

Subject: Vacation Eligibility - AAI Services Employees

Dear Mr. Lofton:

This letter is to confirm the parties agreement that Active AAI Employees who transferred to AAI Services on the Transition Date (March 24, 1997) shall have June 1 or December 1 vacation eligibility based upon their date of hire at AAI and consistent with the UAW-Ford CBA.

It also is understood that the vacation allowance will be adjusted for 1997 for those AAI Services Employees who were initially assigned December 1 eligibility and are reassigned June 1 eligibility. The adjustment shall be based on the amount of vacation each employee used from January 1, 1997 and the amount of vacation to which each employee is entitled based on June 1, 1997 eligibility. Any issues resulting from these adjustments shall be resolved by the Transition Team established in the Transition Agreement dated February 28, 1997.

Very truly yours,

ROBERT H. MARCIN, Director
U. S. Union Affairs Office

Concur: Ernest Lofton

**VACATION ELIGIBILITY -
ABSENCE EXCLUDED FROM THE 35-DAY ABSENCE TEST**

September 16, 1996

Operations/Division Labor Relations Managers
Plant and Parts Distribution Center Human Resources Managers
Persons Designated by the Above

Subject: Vacation Eligibility — Absence Excluded From the 35-
Day Absence Test

During 1996 negotiations, the parties discussed certain employee absences that will be excluded from the 35-day absence test for determining vacation eligibility.

The Company informed the Union that an employee's absence will not be counted in computing the 35-day absence test in the following circumstance: when the employee is excused from work after reporting, because management is seeking volunteers to leave work for the remainder of that day and/or not to report on subsequent days because the workforce is sufficient to meet requirements (supervisors apply the absence code "G" to these absences).

Direct question about this communication to the Wage Administration Section, Labor Affairs.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Vacation Pay-In-Lieu

During the 2011 negotiations the parties discussed the provisions of the 2009 modifications to the collective bargaining agreement that restricted the receipt of vacation pay-in-lieu payments. It is agreed the 2009 modifications to the collective bargaining agreement pertaining to the receipt of vacation pay-in-lieu payments is eliminated and the pay-in-lieu provisions of Article IX, Section 26 are reinstated.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

VACATION SCHEDULING

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Vacation Scheduling

Article IX, Section 25(b) of the Collective Bargaining Agreement recognizes the importance of providing vacation time off in a manner that maintains efficiency of operations while giving due consideration to the desires of employees. It also provides that in the event a plant is scheduled for a vacation shutdown, the Union will be notified by April 1 as to the specific shutdown period and which employees have been selected to work during such shutdown.

The duration of the shutdown will be not more than two weeks. Exceptions to this limitation can be made only by mutual agreement between the local management and the local union involved.

This will confirm that should the Company determine after April 1 that an employee scheduled to work during the shutdown is no longer needed, if the employee does not desire to be on vacation during the shutdown period, he/she will be placed on layoff during that period.

Very truly yours,

THOMAS M. BROWN, Director
Union Affairs Office
Employee Relations Staff

Concur: Ernest Lofton

Note: This letter replaces the following letters:

- Vacation Scheduling, September 17, 1987
- Vacation Shutdown Limitation, February 13, 1982

**WORK-DAY PRECEDING VACATION SHUTDOWN
AND SELECTED HOLIDAYS**

November 5, 2015

Mr. Jimmy Settles

Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Work-day Preceding Vacation Shutdown and Selected
Holidays

During these negotiations, the Union stressed the importance of work life balance to employees. Both the Company and the Union also discussed the importance of utilizing capacity to the fullest extent to meet customer demand.

In recognition of the interests of the Company and the Union it was agreed that the Company's last scheduled work day preceding Good Friday, the Vacation Shutdown, Thanksgiving Day and the Christmas Holiday Period, the Company will schedule a maximum of 8 hours per shift (AWS facilities will schedule a maximum 10 hours per shift). The local parties retain the option of maintaining the overtime schedule if mutually agreed upon.

Further it was agreed that the local parties will meet in advance to identify a plan (including voluntary overtime opportunities) to make-up lost work prior to when the restricted day occurs. It was noted that this incremental overtime could in some instances exceed: 10 hours in Assembly Plants, 10.7 hours in AWS facilities, **10.5 hours for C Crew**, 9 hours in Manufacturing Operations and Parts Distribution Centers.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

**WORKING ON A HOLIDAY/EXCUSED
ABSENCE ALLOWANCE CONVERSION OPTION**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. **Settles**:

Subject: Working On A Holiday/Excused Absence Allowance
Conversion Option

During these negotiations, the parties agreed that employees who work on a designated holiday, and are otherwise eligible for holiday pay, may request that hours **equivalent to the eligible holiday pay received** be credited to their Excused Absence Allowance, in lieu of receiving Holiday Pay.

To provide sufficient time for administration, the employees must submit their request in writing no later than the Friday of the week in which the holiday(s) occur.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

**1-800 TELEPHONE NUMBERS FOR
UAW BENEFIT PLANS REPRESENTATIVES**

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: 1-800 Telephone Numbers for UAW Benefit Plans
Representatives

During these negotiations, the Union requested 1-800 telephone numbers for the UAW Benefit Plans Representatives at Ford Motor Company facilities.

The Company agreed, that upon written request by the Local Chairperson to the Plant Human Resources Manager, it would install one (1) 1-800 telephone number in the Plant Union offices for the UAW Benefit Plans Representative. It is understood that the 1-800 telephone number is intended for the purpose of conducting benefits-related business with active and retired Ford Motor Company employees. At all times, the Company reserves the right to periodically audit use and to immediately remove the service upon awareness of inappropriate usage.

Very truly yours,

MARTIN J. MULLOY,
Executive Director
North American Labor Affairs

Concur: Gerald D. Bantom

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: 4 Crew 2 Shift Schedule Alteration

During these negotiations, the parties discussed alternative regularly scheduled days to the Appendix W, Article 3, Four Crew, Two Shift Agreement.

It was agreed that the local parties may jointly agree to alter the work schedule to move a scheduled work day to another more convenient period, provided they do not result in a decrease in productivity or capacity or increase in costs.

These modified patterns will continue to follow the pay practices as specified in Appendix W.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

A AND X VEHICLE PURCHASE PLANS

November 03, 2007

To: Plant and Depot Human Resources Managers
UAW Local Presidents
Unit Chairpersons

Cc: Plant and Depot Managers

Subject: A and X Vehicle Purchase Plans

During the course of the 2007 negotiations, the Union and the Company discussed, on a number of occasions, the importance of the A and X-Plans to both the employees and to the Ford Motor Company. This letter will reaffirm that the usage of the A and X Vehicle Purchase Plans affords our employees the best possible vehicle discount. The parties consistently agreed that our employees are the best ambassadors for the sale of Ford, Lincoln and Mercury vehicles.

During our previous discussions, attention focused on the opportunity that Company and Union leadership have to encourage our employees to utilize their full allotment of A and X-Plan PINs. To that end, the parties agreed to develop promotional messages addressed to all employees stressing the importance of seeking out potential customers, especially those driving competitive products. In addition the parties also developed programs that would recognize employees who use their full A and X-Plan allotment within the constraints of Policy Letter A-109. There are many creative ways to encourage our employees to use their PINs while at the same time remaining within the provisions of the program and Company policy. Beyond these local programs, the national parties agree to investigate potential joint marketing programs and explore incentive options for retirees who utilize their full complement of A or X plan PINs.

As you know, the Company often gives favorable consideration to extending additional PINs to those employees who have used their full allotment. With this in mind, you are encouraged to develop a local communication reminding employees that they can submit a request for additional PIN numbers, after having used their full yearly allotment. In order to prevent abuse, the management and control of the approval process are handled centrally at Vehicle Programs and approval may be obtained by calling 1-800-348-7709.

A AND X VEHICLE PURCHASE PLANS

Determination of eligibility to participate in the A and X-Plans is at the sole discretion of the Company. (Details on program rules, including eligibility (e.g., active full-time hourly employees; hourly retirees; surviving spouses; TPT's; hourly employees on layoff, for the first 12 months of the layoff; hourly employees taking a separation package; members of the immediate family of the above; etc) can be found on the A/X/Z Plan administration web page: www.axz.ford.com). Violation of any of the Plan provisions outlined in the New Vehicle Purchase Plan policy will result in disciplinary action and the privilege to participate may be withdrawn or suspended as a result. The Company reserves the right to unilaterally modify or discontinue the Plans at any time.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

October 30, 1984

Division Industrial Relations Managers
Division Hourly Personnel and
Labor Relations Managers
Plant Industrial Relations Managers

Subject: Administration of Article VIII, Section 5(4)

The purpose of this communication is to provide instructions relating to the Company's administration of Article VIII, Section 5(4) of the Agreement.

The second paragraph of Article VIII, Section 5(4) provides that a notice to report is not to be sent where a medical leave has been issued to cover an employee's disability for a specific extended period of time based upon: (1) a physical examination by the plant physician, or (2) medical evidence which is acceptable to the plant physician.

Medical leaves issued under the above circumstances also have been considered subject to the third paragraph of Article VIII, Section 5(4) which permits the Company to cancel medical leaves in unusual situations such as suspected abuse of the Company's medical leave procedure.

During 1984 negotiations, the parties spent considerable time discussing circumstances under which medical leaves are cancelled by the Company. As a result of these discussions, the Company informed the Union that where a medical leave is issued under the terms and conditions specified in the second paragraph of Article VIII, Section 5(4) a notice to report will not be sent simply on the basis of suspected abuse.

Accordingly, it is the Company's intent not to send a notice to report where a medical leave has been issued for a specific period of time based upon: (1) a physical examination by the plant physician, or (2) medical evidence which is acceptable to the plant physician, unless such medical leave was obtained or continues under false pretenses.

In order to ensure compliance with these instructions, please advise plant Hourly Personnel and Labor Relations personnel responsible for sending notices to revise their local procedures.

ADMINISTRATION OF ARTICLE VIII SECTION 5(4)

The Union has been advised of this change in the administration of Article VIII, Section 5(4).

Any questions concerning this communication should be directed to the Arbitration Section, Arbitration and Wage Administration Department, Labor Relations Staff.

PETER S. WRIGHT
Arbitration and Wage
Administration Manager

ADMINISTRATION OF ARTICLE VIII, SECTION 27

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Administration of Article VIII, Section 27

During the recent negotiations, the parties discussed the application of the provisions of Article VIII, Section 27.

The attached revised administrative letter* sets forth the Company's instructions to the Human Resources activities advising judicious application of the Company's discretion and not to invoke the provision to retain employees when a disparity in seniority of more than two years exists.

Very truly yours,

PHILLIP A. DUBENSKY, Director
U. S. Union Affairs Office
Labor Affairs

Attachment

ADMINISTRATION OF ARTICLE VIII, SECTION 27

ATTACHMENT

September 16, 1996

Operations/Division Hourly Personnel
and Labor Relations Managers
Plant and Parts Distribution Center Human Resources Managers

Subject: Administration of Article VIII, Section 27

This letter pertains to retaining, out-of-line of seniority, employees incapacitated by work-related injuries or compensable occupational disease. Article VIII, Section 27 of the Agreement, provides for such action at the discretion of the Company.

During the present and past negotiations, the parties spent considerable time discussing circumstances under which the Company exercised the discretion provided by Article VIII, Section 27. Although we are not aware of any abuse in connection with the administration of these provisions, the Union was informed that we will avoid wide disparities in seniority when retaining employees out-of-line of seniority pursuant to the provisions of Article VIII, Section 27.

Accordingly, you are requested to review the applicable Agreement provisions with all personnel responsible for implementation of these provisions. In doing so, you should advise judicious application of the Company's discretion to exempt such employees from the seniority provisions of the Agreement.

Specifically, seniority should be taken into consideration when retaining these employees. When a disparity in seniority of more than two years exists, do not invoke Article VIII, Section 27. Consultation with the local Union in advance of any implementation of Article VIII, Section 27, is required by the Agreement.

Any questions regarding this subject should be directed to the Arbitration Activity, Labor Affairs.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

ADVANCING OR DELAYING THE LUNCH TIME OF EMPLOYEES

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Advancing or Delaying the Lunch Time of Employees

During the present negotiations, the Company and Union discussed the subject of advancing or delaying the lunch time of employees.

The parties reaffirm the provisions of Article X, Section 6 concerning the advancing or delaying of employees' lunch period.

Difficulties with this issue should be addressed by the Unit Chairperson and Human Resources Manager. Upon request of either party, the matter may be referred to the National Ford Department and Labor Affairs.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

ALIGNED BUSINESS FRAMEWORK STRATEGIES

February 23, 2009

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Aligned Business Framework Strategies

During these negotiations the parties discussed the importance of the Aligned Business Framework that fosters long-term relationships and closer collaboration with suppliers in order to drive mutual profitability and technology advancement. Consistent with Aligned Business Framework principles that include extended sourcing, improved commonality, early supplier involvement in the product development process, competitive cost structures, and leading-edge technologies the Company intends to partner with the Union to leverage these same business requirements.

To further align our mutual interests of ensuring the Company's competitiveness the parties have agreed that the Vice President and Director of UAW, National Ford Department, Vice President of Labor Affairs, and the Purchasing Executive Directors will meet quarterly to discuss the Aligned Business Framework and commodity business strategies.

The intent of these meetings will be to strengthen further the partnership between the Union, the Company, and our key suppliers.

Very truly yours,

BILL DIRKSEN
Executive Director
U.S. Labor Affairs

Concur: Bob King

ALTERNATIVE WORK SCHEDULES – CHRISTMAS,
NEW YEAR'S HOLIDAY, AND VACATION SHUTDOWN PERIOD

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Alternative Work Schedules – Christmas, New Year's
Holiday, and Vacation Shutdown Period**

During these negotiations the parties discussed the impact of Alternative Work Schedules during the Christmas Holiday period as it relates to the production portion of an Alternative Work Schedule.

It was agreed that in situations during the contract period where regularly scheduled work days for a production crew falls on the final weekend of the holiday period, those days will not be scheduled for production. However, the parties agreed that the production lost from not working those days will be recovered, through the use of overtime or other means, within the next quarter. The overtime utilized to recover the production loss will not diminish the number of mandatory weekend shifts.

Further, holiday pay for the full week of holidays between Christmas and New Year's, and holiday pay during the July 4th vacation shutdown period will be considered compensable toward the AWS base schedule and will count toward all overtime calculations for hours worked on the aforementioned Saturday and Sunday.

It is further agreed that in cases of emergency, including, but not limited to, breakdowns, parts shortage, power shortages, strike, fire, tornado, or flood, this agreement may be suspended at the discretion of Management.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

ALTERNATIVE WORK SCHEDULES - DISCIPLINARY ACTIONS

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Alternate Work Schedules – Disciplinary Actions

During these negotiations the parties discussed Alternate Work Schedules and their impact regarding the application of progressive disciplinary action. Certain Alternative Work Schedules have a base weekly schedule consisting of three scheduled days of work per week. Thus, a Three Day disciplinary layoff and a One Week disciplinary layoff assessed an employee on such schedule results in the same amount of lost time from the base weekly schedule. Therefore, when the Company assesses a disciplinary layoff of three days to an employee assigned to this work schedule, the penalty will be two scheduled work days from the base schedule rather than three scheduled work days.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Alternative Work Schedules - Shift Bumping

During these negotiations, the parties discussed the difficulties that arise when an individual moves from an afternoon/midnight shift/crew to a day shift/crew schedule as a result of a shift bump.

It was agreed that in such an instance, the employee would be afforded the opportunity, at the discretion of the local parties, to work a different scheduled day in the current week to make up for the transition.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

AMERICANS WITH DISABILITIES ACT OF 1990 (ADA)

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Americans with Disabilities Act of 1990 (ADA)

During 1993 negotiations the parties discussed their respective obligations with respect to the Americans with Disabilities Act of 1990 (ADA). The Collective Bargaining Agreement contains language committing the parties not to discriminate against employees with disabilities.

The Company is willing to work with the Union to ensure both parties can carry out their respective obligations under ADA. The UAW-Ford National Joint Equality and Diversity Committee provides a forum in which the parties can exchange views and information in this regard as well as on other matters relative to maintaining a nondiscriminatory workplace.

Very truly yours,

JOE W. LAYMON,
Vice President
Corporate Human Resources
Human Resources

Concur: Gerald D. Bantom

APPLICATION OF STATISTICAL TECHNIQUES

September 17, 1987

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Application of Statistical Techniques

During the course of 1987 negotiations the parties discussed the issues concerning the application of statistical problem resolution techniques (generally known as "Management-by-Facts") to monitor processes and operations in car and truck assembly plants. It is recognized that utilization of such techniques contributes to continuous improvement in product quality and process reliability which are of mutual benefit to the parties. At the same time, the Union expressed concern about the process used by local management to select bargaining unit employees assigned full-time to the "Management-by-Facts" program and the appropriateness of their wage rates based on the tasks performed.

The Company is sensitive to the concerns expressed by the Union on this subject. Accordingly, it is agreed that within forty-five (45) days of the Effective Date of the new agreement a representative of the Company's Wage Administration Section and a representative of the National Ford Department will review the tasks performed by such employees. Thereafter, the appropriate representatives of the Company's Employee Relations Staff and the National Ford Department will meet to resolve the issues related to (1) whether or not the assignment to employees of certain statistical problem resolution techniques requires an adjustment to their wage rate and, if adjustment is necessary, what wage rate is appropriate and (2) the selection process of the employees assigned such tasks.

Very truly yours,

ARTHUR W. HANLON, Director
Union Affairs Office
Employee Relations Staff

Concur: Stephen P. Yokich

AUTO ALLIANCE INTERNATIONAL (AAI) EMPLOYEES

October 1, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Auto Alliance International (AAI) Employees

This is to confirm our discussions concerning the Company's proposal to bring AAI hourly employees under the terms of the 1996 UAW-Ford Master Agreement.

It is the Company's present intention that the AAI hourly employees will become employees of a Ford Motor Company subsidiary whose sole purpose will be to supply labor to AAI or its successor company. In that event, any subject to appropriate ratification by AAI hourly employees, such employees would be covered under the terms of the 1996 UAW-Ford Master Agreement and any new local agreement. We plan to complete the restructuring process and the transfer of employees on or about January 1, 1997.

Prior to such event, it is understood that the Union, the Company and AAI will agree how to effect an orderly transition between the present AAI collective bargaining agreement and the 1996 UAW-Ford Master Agreement as to the subject matters covered thereunder.

Very truly yours,

THOMAS M. BROWN,
Executive Director
Labor Affairs
Human Resources

Concur: Ernest Lofton

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: A/X/Z Vehicle Discount Plan Data Access

During 2007 negotiations the parties had numerous discussions pertaining to hourly employees' utilization of the A/X/Z vehicle discount plans.

To assist in furthering these marketing efforts, as well as to help forestall any abuse, the Vehicle Programs Manager and/or their designee shall provide the Vice President and Director UAW-Ford Department and/or their designee who has pre-existing access to corporate system read only access to the A/X and Z Plan Ambassador Program website. In addition, starting February 2008, a monthly report which details hourly employee and hourly retiree program usage consisting of employee name; location; A-plan used and remaining; X-plan used and remaining; name of buyer; vehicle purchased; and dealer making sale. The parties agree that this data is to be used exclusively for supporting the utilization of the vehicle purchase programs and will take all steps necessary to protect the confidentiality of the information within all corporate data management and privacy procedures.

Determination of eligibility to participate in the A and X-Plans is at the sole discretion of the Company. (Details on program rules, including eligibility can be found on the A/X/Z Plan administration web page: www.axz.ford.com). Violation of any of the Plan provisions outlined in the New Vehicle Purchase Plan policy will result in disciplinary action and the privilege to participate may be withdrawn or suspended as a result. The Company reserves the right to unilaterally modify or discontinue the Plans at any time.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: AWS Implementation – Payroll Systems

During these negotiations, the parties discussed the difficulties that arise when Alternative Work Schedules are implemented without the appropriate payroll and timekeeping systems in place to support the pattern.

The parties discussed the phased implementation of a more advanced timekeeping system that will allow the Company to more easily program current and new operating patterns. The system is intended to allow for a smoother transition and accurate timekeeping process to provide improved payroll processing services. Until such time, the Company will continue to be required to complete these processes, in some cases, through manual methods.

It is the intent of the Company to make every reasonable effort to minimize pay discrepancies as a result.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Bereavement Application

This letter will serve to confirm the understandings reached in previous negotiations and the current negotiations concerning the application of the bereavement pay provisions of Article IX, Section 19 of the Collective Bargaining Agreement, in the following instances:

- An employee who is notified of the death of an immediate family member and meets the eligibility criteria for bereavement pay during a week(s) in which the employee is on a previously scheduled and approved vacation, may request equivalent hours of excused absence allowance for each day (8 hours) up to three (3) (or five (5) in the case of the death of an employee's current spouse, parent, child, stepchild, or in the case of multiple deaths of members of the employee's immediate family), total in lieu of bereavement pay for which the employee otherwise would be eligible, except for the employee's non-work status during such vacation week(s). Such requested hours will be in addition to those excused absence allowance hours for which the employee otherwise is eligible and are to be scheduled under the terms of Article IX, Section 25(c) of the Agreement.
- An employee who, in conjunction with approved absence due to bereavement, requests limited additional time off for the disposition of financial, administrative or legal matters associated with the death of an immediate family member as defined in Article IX, Section 19 of the Agreement, should be given consideration for additional time off (up to two (2) days) as unpaid personal time or excused absence allowance. It is further understood that the request must be in advance

BEREAVEMENT APPLICATION

and the time off, itself, should not negatively impact operations.

- Employees will be eligible for bereavement pay in cases where the body of an immediate family member, as defined in Article IX, Section 19 of the Agreement, is cremated, provided the employee attends a bona fide memorial service at a funeral home or a place of worship in the same community at the time of cremation.
- When an employee's immediate family member who resides in a country overseas dies, the employee will be eligible for bereavement pay in accordance with the provisions of Article IX, Section 19 of the Agreement, provided the employee furnishes local Management with documentation reflecting that the employee attended a bona fide memorial service held at a funeral home or an acknowledged place of worship within ten (10) calendar days of the date of death in the overseas location.
- Representatives of the UAW National Ford Department and representatives of Labor Affairs may discuss the disqualification of certain employees from bereavement pay due to the unique circumstances associated with the death of an immediate family member to determine on a case-by-case basis the possibility of providing bereavement pay to those otherwise ineligible employees.
- In cases where an employee's spouse of five (5) years or longer predeceases an immediate parent of that spouse, and provided the employee has not remarried, the employee will be eligible for bereavement payment pursuant to the provisions of Article IX, Section 19 of the Agreement, in the event of the death of a parent of that former spouse.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

Concur: Ron Gettelfinger

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

October 4, 2011

Operations/Division Labor Relations Managers
Plant and Parts Distribution Center Human Resources Managers
Persons Designated by the Above

Subject: Bereavement Pay for UAW-Represented Hourly
Employees

The purpose of this communication is to review the eligibility requirements, pay provisions, procedures and general Company rules concerning Article IX, Section 19, Bereavement Pay, of the 2011 Ford-UAW Collective Bargaining Agreement.

Eligibility Requirements

1. An employee hired or rehired on or after the effective date of the 2011 Ford-UAW Collective Bargaining Agreement must have acquired seniority to be eligible for bereavement pay.
2. The deceased must be in the employee's immediate family which will be limited to the following members:
 - Current Spouse-The legal husband or wife of an employee. An employee's divorced spouse is excluded.
 - Parent-The mother or father of an employee, either by birth and/or by legal adoption.
 - Stepfather-The husband of one's mother by a subsequent marriage.
 - Stepmother-The wife of one's father by a subsequent marriage.
 - Grandparent-The legal mother or father of an employee's parent.
 - Great-Grandparent-The legal mother or father of an employee's grandparent.
 - Parent of Current Spouse-The mother-in-law or father-in-law of an employee. The parent(s) of a divorced spouse is excluded from consideration.
 - Stepfather-in-law-The husband, by a subsequent marriage, of the mother of one's wife or husband.

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

- Stepmother-in-law-The wife, by a subsequent marriage of the father of one's wife or husband.
 - Grandparent of Current Spouse-The legal mother or father of an employee's current spouse's parent.
 - Great Grandparent of Current Spouse—The legal mother or father of an employee's current spouse's grandparent.
 - Child-The legal son or daughter of an employee, either by birth or by adoption.
 - Stepchild-The child of one's wife or husband by a former marriage.
 - Grandchild-The legal child, either by birth or by adoption, of an employee's legal son or daughter, either by birth or by adoption.
 - Brother or Sister-The relationship that is established by having the same parents or one parent in common by birth or by legal adoption.
 - Stepbrother or Stepsister-A son or daughter of one's stepparent by a former marriage.
3. The employee must make written application and, upon request, present substantiating evidence of their relationship to the deceased and of attendance at the funeral. Acceptable evidence of relationship to the deceased may be in the form of a published obituary or church notice or record that lists the employee as a member of the immediate family, a copy of the death certificate or a birth certificate. Also, a statement from the employee's supervisor or another member of management who may have personal knowledge of the employee's relationship to the deceased would be sufficient to establish this fact.

The employee's statement of attendance at the funeral normally will be accepted; but, where abuse is suspected, substantiating evidence such as a statement from the funeral director may be requested. Further, in cases where the body of a member of an otherwise eligible employee's immediate family is cremated and a bona fide memorial service is held at a funeral home or a place of worship in the same community area at the time of cremation,

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

attendance at the memorial service will satisfy the requirement of attending the funeral.

In administering this phase of the provision, plant personnel should keep in mind that it is not the Company's intention to impose an unnecessary or unreasonable burden of proof upon the employee, but simply to insure that this provision is not abused. Put another way, it will not be the requirement in each case to secure massive, airtight proof; but the facts should be sufficiently established to assure that misapplication or abuse does not occur. A greater degree of control will be necessary in the case of covered steprelatives and grandparents to assure that misapplication or abuse does not occur.

4. An employee may be eligible to receive bereavement pay more than once in any calendar year; however, in the case of simultaneous deaths in an employee's immediate family, or deaths occurring within the same three-day period or five-day period in the case of the death of an employee's present spouse, parent, child, stepchild, or in the case of multiple deaths of members of the employee's immediate family, only one bereavement payment will be made for any one day. For example, if the death of an employee's grandparents should occur on the same day, one day or two days apart, the employee would be eligible for five days of bereavement pay.

Pay Provisions

1. The employee will receive pay in accordance with Article IX, Section 19 for up to three (3) regularly scheduled days of work during the three (3) days (excluding Saturdays and Sundays, and regular days off in the case of seven-day operations) or five (5) regularly scheduled days of work, in the case of the death of an employee's present spouse, parent, child, stepchild, or in the case of multiple deaths of members of the employee's immediate family, (excluding Saturdays and Sundays, and regular days off in the case of seven-day operations) following the death. As a matter of policy, holidays are also excluded. Days an employee is not regularly scheduled to work because the employee is on vacation, on layoff or on leave of absence are not excluded; however, an employee who is granted a personal leave of absence expressly because of the illness of a

BEREAVEMENT PAY FOR UAW-REPRESENTED HOURLY EMPLOYEES

member of their immediate family who subsequently dies during the stated period of the leave will be eligible for bereavement pay. (See attachment for various scheduling examples.)

2. For purposes of determining days for which bereavement pay will be provided, the bereavement period will begin on the first full day of absence following death. Thus, it may begin on the day of death if the employee has performed no work that day; or, if the employee has performed work, it may begin the following day.
3. Bereavement payment will be made to eligible employees for any three regularly scheduled days (excluding holidays and Saturdays and Sundays and regular days off in case of seven-day operations) or five regularly scheduled days in the case of the death of an employee's present spouse, parent, child, stepchild, or in the case of multiple deaths of other members of the employee's immediate family, not necessarily consecutive, up to the two (2) regularly scheduled days of work or four (4) regularly scheduled days of work, in the case of the death of an employee's current spouse, parent, child, stepchild, or in the case of multiple deaths of other members of the employee's immediate family, following the date of the funeral or service. To cite an example for an employee who works a traditional ("5 by 8") work schedule, if the death occurs on Sunday and the funeral is held on the Friday of the following week (12 calendar days later), an employee would be eligible for any three days or five days in the case of the death of an employee's current spouse, parent, child, stepchild, or in the case of multiple deaths of other members of the employee's immediate family of absence from regularly scheduled work occurring the Monday after death through the Tuesday post funeral or service, or the Thursday post funeral or service in the case of the death of an employee's current spouse, parent, child, stepchild, or in the case of multiple deaths of other members of the employee's immediate family. The intent of this language is to provide an employee who is eligible to receive bereavement pay the opportunity to take the appropriate bereavement allotment (3 or 5 days depending on the relationship, or in the case of multiple deaths of other members of the employee's immediate family)

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

at the employee's discretion, provided one of the regularly scheduled days includes the funeral or service. If the employee elects to use the two (2) regularly scheduled days of work or four (4) regularly scheduled days of work , in the case of the death of an employee's current spouse, parent, child, stepchild, or in the case of multiple deaths of other members of the employee's immediate family, post funeral or service, the days must be consecutive.

In addition, if in the opinion of local management travel considerations in attending a funeral are involved, up to two calendar days immediately following the funeral may be considered as part of the three or five day bereavement pay eligibility period, provided such days are within the employee's regular five day workweek and the employee is scheduled to work such days. Calendar days for this purpose include holidays and Saturdays and Sundays (Sundays and Mondays for Tuesday through Saturday #1 shift employees) or regular days off in the case of seven day employees. For example, where a funeral is held on Friday and local management determines two days' return travel time is required for a five day Monday through Friday employee, Saturday and Sunday would be the calendar days immediately following the funeral and, as they are not within the regular five day workweek, bereavement payment would not be made for these two days. On the other hand, for a seven day employee who is scheduled to work on Saturday and Sunday as part of the forty hour workweek, such days could be considered for bereavement payment.

4. Payment may not exceed eight hours per day and will be at the employee's regular straight-time hourly rate on the last day worked (or in the case of incentive employees the employee's average straight-time hourly earnings including incentive earnings for the last four pay periods worked immediately preceding the week prior to the week in which the absence commences) including shift premium and seven-day operations bonus, where applicable, but excluding overtime and any other premiums.
5. Paid absence time because of bereavement will not be counted as hours worked for purposes of overtime.

BEREAVEMENT PAY FOR UAW-REPRESENTED HOURLY EMPLOYEES

Procedure

1. The employee should make application at the Hourly Employment activity on Form 618 (Application for Bereavement Pay).
2. Form 618 should then be returned to the Hourly Employment activity for additional verification if deemed appropriate or necessary, and for authorization of payment.
3. When verification has been made, the Hourly Employment activity should complete Form 618, after insuring the accuracy of the dates shown, by listing the total number of hours payable and the rate of pay for which bereavement payment should be made. In the case of employees under incentive plans, write in "Inc." in the space provided for rate of pay. After the authorizing signature of the Labor Relations supervisor has been obtained, Form 618 should be distributed as follows:
 - (a) Original-retained by the Hourly Employment activity to be filed in the employee's Hourly Personnel Jacket (Form 46)
 - (b) Duplicate-Payroll
 - (c) Triplicate-Supervisor

General Rules

Holiday Pay

An otherwise eligible employee must work the last scheduled working day prior to, and the next scheduled working day following a holiday in the same workweek to qualify for holiday pay, even though a bereavement day intervenes between the holiday and such scheduled day. For example, when the holiday falls on Wednesday and days for which the employee receives bereavement pay are Monday, Tuesday and Thursday, the employee must work on Friday (the next scheduled working day following the holiday) in order to qualify for holiday pay.

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

Vacation

The day(s) an employee receives bereavement pay will not be counted as day(s) of absence in computing hours of vacation entitlement.

Retirement

For each hour the employee receives bereavement pay from the Company, the employee will be given credit in computing future service credits under the retirement plan.

SUB

If the 1987 SUB Plan is reactivated, any week or part thereof in which an employee is absent and receives bereavement pay will be counted for accruing SUB credit units.

Daily Report of Time

Days of absence because of a death in the immediate family, even though the employee may be eligible for bereavement pay for these days, will continue to be recorded as absent time on the supervisor's Daily Report of Time in the same manner as heretofore.

Any questions regarding this communication should be directed through organizational channels to the Arbitration and Wage Administration Section.

JOHN WRIGHT, Manager
Arbitration and Wage Administration

Attachment

APPLICATION OF BEREAVEMENT PAY

Example

1. The first day of absence because of death in the immediate family occurs on Friday. The days for which the employee becomes eligible for bereavement pay are Friday and the following Monday and Tuesday (also Wednesday and Thursday if death of spouse, parent, child, stepchild or in the case of multiple deaths of members of the employee's immediate family).
2. The first day of absence occurs on Monday. The employee is not scheduled to work on Wednesday because it is a holiday. Eligible days of bereavement are Monday, Tuesday and Thursday (also Friday and Monday if death of spouse, parent, child, stepchild or in the case of multiple deaths of members of the employee's immediate family).
3. An employee is on scheduled vacation Monday through Friday. A death in the employee's immediate family occurs on Tuesday. The employee is not entitled to bereavement pay because in the three-day period immediately following the death the employee was not scheduled to work (but eligible for the following Monday and Tuesday if death of spouse, parent, child, stepchild or in the case of multiple deaths of members of the employee's immediate family). However, if in the above example death occurred on Thursday, the employee becomes eligible for bereavement pay on the following Monday and Tuesday if otherwise scheduled to work (also Wednesday and Thursday if death of spouse, parent, child, stepchild or in the case of multiple deaths of members of the employee's immediate family). Employees who meet the eligibility criteria for bereavement pay during a week in which the employee is on previously scheduled and approved vacation may request equivalent hours of excused absence allowance in accordance with the Letter of Understanding dated October 9, 1999 titled "Bereavement Application".

**BEREAVEMENT PAY FOR
UAW-REPRESENTED HOURLY EMPLOYEES**

4. Friday is a day of temporary layoff. The employee is absent beginning Wednesday because of a death in the employee's immediate family. In this case the employee is eligible for only two days of bereavement pay (or four days if death of spouse, parent, child, stepchild or in the case of multiple deaths of members of the employee's immediate family) because the employee was not scheduled to work on the third day immediately following the death.
5. An employee is on a Medical Leave of Absence during which time a death occurs in the employee's immediate family. This employee is ineligible for bereavement pay because the employee was not regularly scheduled to work in the three-day period immediately following death because of such leave.

BUSINESS LEADERSHIP INITIATIVE (BLI) CLARIFICATION

October 9, 1999

Mr. David A. Curson
Administrative Assistant to Ron Gettelfinger
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Curson:

Subject: Business Leadership Initiative (BLI) Clarification

During the course of recent National Negotiations with the UAW, the parties discussed issues regarding the implementation of Business Leadership Initiative (BLI) at some locations, particularly as it impacts the assignment of work and the scheduling of skilled trades employees. The Union is concerned that some locations have misunderstood the intent of BLI, resulting in arbitrary overtime restrictions, changes in preventative maintenance programs, and sourcing of project work to outside contractors.

Operating management has clarified that BLI is not intended to set a "blanket" limit on overtime contrary to good business sense. While opportunities to improve the efficiency or effectiveness of preventative maintenance should be pursued, such initiatives are not intended to prohibit the assignment of skilled work to skilled trades that they normally and customarily perform.

Concerns in this area not resolved at the local level should be referred to the Company's Labor Affairs Office.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Concur: David A. Curson

CHANGES TO MEDICAL POLICIES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Changes to Medical Policies

During 2007 negotiations the parties had numerous discussions pertaining to how the Company addresses changes to Company medical policies, including the Family Medical Leave Act (FMLA) and the Union's request for notification of any anticipated changes to those guidelines.

The Company advised the Union that corporate medical guidelines will be applied appropriately at all locations and that when changes to Medical Policies, FMLA Guidelines, or Workers Compensation practices are made they will be communicated prior to implementation, as appropriate, to the National Ford Department and the Hourly Employees affected by the change(s).

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

CHANGING STARTING TIMES

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Changing Starting Times

During the current negotiations, the Company and the Union discussed the subject of changing starting times.

As indicated, starting times are established to accommodate the interdependent and sequential nature of assembly, manufacturing, and support operations, to maintain a balanced flow of parts and materials through various operations, and to adapt to changing operating conditions. Because of these and other factors, changes in starting times are inevitable to provide for the efficient utilization of manpower and the achievement of operating requirements.

However, based upon the Union's expressed concern, local management will establish a process within 60 days after the effective date to provide the local Union advance notice, and the reason, when permanent changes to departmental starting times are contemplated.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

Concur: Ernest Lofton

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Christmas - New Year's Holiday Period

This is to confirm our understanding concerning the Christmas holiday periods provided under our **2015** National Agreement.

The new agreement is intended to continue the concept of an unbroken Christmas Holiday Period from the day before Christmas through New Year's Day (inclusive); a period that encompasses two weekends. Accordingly, the Christmas Holiday Period will contain two weekends and **seven** holidays in the first year, two weekends and **six** holidays in the second year, two weekends and **six** holidays in the third year, and two weekends and **seven** holidays in the fourth year.

Very truly yours,

Stacy Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

CLARIFICATION - ARTICLE VIII, SECTION 31

September 20, 1958

International Union, United Automobile,
Aircraft and Agricultural Implement
Workers of America, UAW
8000 East Jefferson
Detroit, Michigan

Dear Sirs:

Subject: Clarification - Article VIII, Section 31

With respect to the three-day written advance notice requirement as provided for under Article VIII, Section 31 of the Agreement, it is recognized that such notice requirement may, under certain unusual circumstances be impossible to fulfill.

Therefore, if upon occasion, advance notice of three working days is impossible, that requirement shall be lessened by local Plant Management, provided, however, that the purpose of the Leave is expressly for normal Union business.

Very truly yours,

FORD MOTOR COMPANY
MALCOLM L. DENISE
General Industrial Relations
Manager
Labor Relations

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Communications

During 2011 negotiations, the parties discussed issues of recognizing UAW members for their involvement in activities that promote UAW/Ford both inside Ford Motor Company as well as the community at large. The parties discussed our common interest in fostering employee communications which are complimentary to both the Company's and the Union's respective communications processes. In support of this, the Company and the Union agree to continue to explore methods and opportunities to work together regarding employee communications. Furthermore, it was agreed that internal plant communications with articles that feature an hourly employee from the plant will include the UAW wheel logo.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

**Subject: Communications and UAW Ford Digital Media
Department**

In 2011 the Company and the Union mutually agreed to explore methods to improve communications. The parties discussed their common interest in fostering employee communications, which are complimentary to both the Company and Union's respective communications processes.

Communication in the workplace is an important tool used to not only educate and enlighten our workforce, but also highlights our community initiatives and joint interests.

In support of this, the UAW-Ford National Programs Center established the Digital Media and Communications Department. By establishing the department, successful methods have been developed using print and web based mediums to recognize, inspire and showcase the accomplishments of both the hourly and salaried employees in the community.

The Company and the Union agree to continue to support and further explore methods and opportunities to strengthen employee communications. They also agree to continue to recognize UAW-Ford employees for their involvement in activities that promote UAW-Ford both inside Ford Motor Company as well as the community at large.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Community Initiatives and Outreach

In partnership with the UAW, Ford remains committed to developing and implementing programs which will benefit people in the communities where we have operations.

Through its philanthropic arm, Ford Motor Company Fund, the Company has contributed millions of dollars to programs that support youth education, automotive safety, and community development. In the Detroit-area alone, Ford has awarded close to half a million dollars in scholarships to students including those in schools with unacceptably high drop-out rates. To support the immediate needs of individuals adversely affected by the local economy, Ford Fund has invested millions to organizations like Detroit Rescue Mission, which feeds and renovates homes for displaced individuals and families and Focus Hope, which provides vital job training and retraining services for workers in the Southeast Michigan area. Through our Operation Goodwill initiatives, Ford partners with dealers and manufacturing plants in cities like Louisville, Chicago, and Kansas City to implement community programs specific to the needs of that area. Many of these programs are enhanced by the volunteer efforts of our employees to provide critical needs. Where possible, through the use of Ford Motor Company funding, these programs include the partnership and efforts of UAW members.

Ford will advise the UAW of our outreach efforts in order to engage in opportunities for mutual participation. As it relates to the Legal Services Plan accrual balance at the end of the contract term, the Company and the Union agree to work together to distribute these

COMMUNITY INITIATIVES AND OUTREACH

funds to support similar charitable initiatives and organizations as described in the Letter of Understanding on Legal Services Plan – Procedures and Funding until Plan Termination dated October 4, 2011.

Very truly yours,

MARTIN J. MULLOY,
Vice President
Labor Affairs

Concur: Jimmy Settles

**COMPLIANCE WITH THE FAMILY
AND MEDICAL LEAVE ACT OF 1993**

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Compliance with the Family and Medical Leave Act of
1993

During these negotiations, the parties discussed the Family and Medical Leave Act (FMLA) of 1993. The Company assured the Union that it will continue to comply with the provisions of the FMLA.

As part of its compliance, the Company has established a new category of unpaid leave called "FMLA Leave." In some instances, FMLA Leaves will be concurrent with leaves of absence covered by Article VIII, Sections 29 and 30, of the Collective Bargaining Agreement. Accordingly, in those cases where the employee is eligible for leave under the Ford-UAW Collective Bargaining Agreement and the leave also qualifies under the FMLA, the Company intends to comply with the requirements of the FMLA as well as the separate provisions of the Collective Bargaining Agreement regarding covered leaves of absence.

Pursuant to the Company's present plan for compliance with the FMLA, the Company's rights under the Act have been modified to:

- Provide that an employee on FMLA Leave will continue to accumulate seniority in the same manner as the employee also would be eligible under Article VIII, Section 29 or 30, as appropriate;
- Permit but not require employees to substitute vacation and/or excused absence allowance for unpaid FMLA Leave;
- Provide that employees who are married to each other will be each entitled to a maximum of 12 weeks of qualifying leave under the Act;
- Provide that, when a third opinion is necessary under the medical certification and dispute resolution sections of the

**COMPLIANCE WITH THE FAMILY
AND MEDICAL LEAVE ACT OF 1993**

FMLA, the neutral provider will be selected jointly by the Company and the Union from a list, provided by the appropriate local or state professional medical association, of board-certified specialists in the field of medicine in which the point of controversy exists;

- Continue Company-paid Group Life, Accidental Death and Dismemberment, and Disability Insurance during all FMLA Leaves that are not also Ford-UAW Medical Leaves as if such leaves were Ford-UAW Personal Leaves of Absence.

In addition, the Company's plan for compliance would:

- Beginning with the Effective Date of this Agreement, not automatically designate and apply absence time that is compensated under the Accident and Sickness Insurance provisions of the Group Life and Disability Insurance Program against an eligible employee's FMLA entitlement unless requested by the employee;
- Continue to use, initially, a calendar year as the 12-month period of the leave entitlement;
- Continue to require repayment of the cost of health care coverage provided during the leave from employees who fail to return from FMLA Leave to the extent permitted by law.

As the Department of Labor issues regulations regarding this Act, the Company may make changes in its compliance plans to reflect changes in regulations and/or subsequent court decisions and the gaining of additional administrative experience but without reducing leaves provided by the Collective Bargaining Agreement.

Problems related to the implementation of this letter may be discussed by representatives of the UAW, National Ford Department, and the Company's Labor Affairs.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

Concur: Ron Gettelfinger

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Computer Access

During prior and present negotiations, the parties discussed providing union representatives access to information necessary for the proper representation of employees. In addition, the parties discussed the privacy issues associated with corporate computer systems and the responsibility associated with the access to that data.

The parties previously agreed that Unit Committee persons will be given access to Umpire Opinions, the Collective Bargaining Agreement, Letters of Understanding, and the creation of the Grievance Forms through computers accessible to committee persons in in-plant union offices.

The parties also previously agreed that the following union representatives will be given read-only access to the following **timekeeping system tasks**:

- Local Union Presidents, Local Unit Chairpersons, Local Bargaining Committee Representatives, Local Benefits Representatives, and Local ESSP Representatives:
 - H121, view Estimated Overtime Hours Week-To-Date
 - H129, view Hours to be Paid
 - H445, view Vacation/Paid Personal Hours Available
 - H279, View Week-To-Date Hours Worked/Absent
 - H432, view Employee Disciplinary Information
 - H160, view Absence History by Employee.
- Committee persons through a computer accessible in in-plant Union offices:
 - H160, view Absence History by Employee
 - H432, view Employee Disciplinary Information
 - H279, view Week-To-Date Hours Worked/Absent

COMPUTER ACCESS

Local Unit Chairpersons, Local Bargaining Committee Representatives, Local Unit Committee-persons, **and ESSP Representatives** will be given read-only access to the Attendance Tracking System (ATS).

The Union agrees that the data provided are to be used exclusively for the purpose of administering the Collective Bargaining Agreement and will take all the necessary steps to protect confidentiality of the information within all corporate data management and privacy procedures. Any violations of this provision will be handled as appropriate, this may include access restriction and/or discipline up to and including termination.

In response to the parties' shared concerns over safeguarding employees data, the Company instituted a system for assigning random ID numbers to all employees; eliminated the usage of social security numbers as an identifier of an employee's record; and remains committed to ensuring that proper safeguards are established and maintained.

The parties further agreed that upon request from the Local Plant Chairperson, the Local HR department will provide the local Union with an alpha and classification listing of all employees on the active employment roll. In addition, the Local HR department will provide the Local Union Chairperson a copy of the J381, Overtime Hours by Plant Unit Report printout upon request.

Excluding incremental computers, upon approval of the Joint Governing Body, all costs related to hardware, software, installation, maintenance, user training, program/security administration and development or modification of information systems will be paid from the Education, Development and Training Program funds.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Computer Access to Change Passwords

During the course of the 2011 negotiations, the Union and the Company discussed at length the need for employees to be able to change their passwords from the internet when accessing their paystubs online while not exclusively utilizing the Ford P-Synch system from a work computer. It was agreed that the Company would provide employees the ability to change their passwords via the internet from any computer. **A single point lesson will be available at a plant Labor Relations office and/or kiosk.**

The responsibility of maintaining the confidentiality of passwords will continue to be the sole responsibility of the employee.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Computer Systems Access for UAW Representatives

During the course of these negotiations, the parties discussed the importance of certain International Union representatives having access to certain Corporate databases containing information pertinent to the accomplishment of their responsibilities.

The Company recognizes the potential for efficiencies that may be gained by expanding certain access to different Corporate data systems. At the same time, it must be recognized that the widespread availability of e-mail and the public Internet, increases the possibilities for the misuse or improper control of the Company's proprietary information. As such, the Company must ensure that access is limited to those individuals with a demonstrated business need related to primary job functions. Furthermore, to protect the Company's intellectual properties, the handling of such data must comply with security policies and procedures, and regulations governing the public disclosure of this information. To meet these standards it is essential that the Company database business owner has reviewed and approved any access. Inappropriate access or misuse of data related to the Ford Motor Company can lead to potential unauthorized disclosure of data, which could cause reputational damage, compromise the competitive position of the Ford Motor Company, create potential violations of consumer privacy protection, and could result in financial harm to the Company.

It is understood that access will only be granted to specific Corporate systems on the basis of demonstrated business relevance. Prior to the granting of any such access, the parties discussed and agree to develop a mutually acceptable indemnification provision from the UAW to the Company.

COMPUTER SYSTEMS ACCESS FOR UAW REPRESENTATIVES

In all instances, the granting of access will conform to the Company's Corporate Information Management Policy (Policy Letter Number 20), which includes, but is not limited to, proper information management and retention standards. At all times, the Company reserves the right to periodically reevaluate access, audit usage, and to remove access rights immediately upon awareness of inappropriate access and/or usage. Furthermore, should access be granted, UAW representatives must comply with regulations governing the public disclosure of the Company's proprietary information. Additionally, representatives must recognize the need to protect and limit the Company's exposure and potential liabilities that may result from the improper, inaccurate, or inconsistent use of information.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

CONCERN – DIFFERENCES OF OPINION BETWEEN PHYSICIANS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Concern-Differences of Opinion Between Physicians

During these negotiations, the Union raised a concern about the impartiality of the procedure by which differences of opinion between an employee's personal physician and the Company's plant physician are resolved by referring the employee to an outside consultant for examination. This will confirm that the Company is committed to assuring that the present referral procedure continues to resolve differences in medical opinions in a fair and equitable manner.

In order to address the concern of the Union, the Company's commitment will be communicated to the appropriate Human Resources personnel at each Company location. In addition, any outside consultant used will be advised of the procedure and the importance of rendering an impartial recommendation.

In the event a Local Union believes that it experiences unusual problems in this regard, the matter may first be referred to the local Human Resources Department. If necessary, the matter can then be referred to the appropriate divisional and National Ford Department representatives which may then raise it with the Company's Labor Affairs for resolution.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Continued Commitment to Community Service

Community outreach has been a strong tradition with both the United Auto Workers and Ford Motor Company throughout the years. For more than a century, Ford has been committed to improving the world in which we work and live. Since its inception, the United Auto Workers union has been steadfast in improving the lives of the workforce and serves as a leader in the ongoing struggle to secure economic and social justice for all people. Working jointly, UAW and Ford identify innovative solutions to community concerns using a coordinated and strategic approach.

In the 2015 National Negotiations the Company and the Union discussed the importance of the community service department and our common interests in pursuing additional programs including but not limited to General Community Outreach, Disaster Relief, Education Initiatives, Veterans Outreach as well as assisting the homeless and disabled in the community. To date, UAW-Ford has had multiple successful community outreach campaigns such as the Boxes of Love program, which provides holiday dinners for the less fortunate and the Ramp Program, which provides greater mobility for the disabled.

CONTINUED COMMITMENT TO COMMUNITY SERVICE

Together, UAW and Ford Motor Company maintain common interest and a social responsibility by giving back and contributing to the development and improvement of the communities in which we work and live.

Very truly yours,

**Jack Halverson,
Manager
Union Relations**

Concur: Jimmy Settles

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Corporate Governance

During the 2007 Negotiations, the Company and the Union held extensive discussions over the Company's current business state and the future direction of both the Company and the global auto industry. The Union expressed concern regarding critical Company decisions. The parties recognize there are many common interests in the issues the Company is facing. To that end, the parties agree to have the Vice President and Director of the UAW-Ford Department and/or a designee as a member of the Manufacturing Operating Committee (MFG OCM) chaired by the Vice President of Manufacturing.

The parties agree to review and evaluate these forums at the request of either party.

Very truly yours,

MARTIN J. MULLOY,
Vice President
Labor Affairs

Concur: Bob King

**DEFINITION OF BARGAINING UNIT AT
RESEARCH AND ENGINEERING CENTER**

September 25, 1964

Mr. Ken Bannon, Director
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Definition of Bargaining Unit at Research and
Engineering Center

Discussion in the current national negotiations with the UAW have highlighted the desirability of a definition of the Bargaining Unit as it presently exists at the Research and Engineering Center, consistent with the general provisions of Article I, Section 1 of the Agreement.

Therefore, in supplementation of Article I, Section 1 of the Agreement, as applied to the Research and Engineering Center, a joint committee of Company and Union representatives shall be established. This committee shall be composed of four Company representatives, one of whom shall be from the Central Labor Relations Staff, and four Union representatives, one of whom shall be from the National Ford Department. Meetings will commence as soon as is practicable following the completion of negotiations and at such time thereafter as agreed to by the parties.

It shall be the function of the committee to discuss and explore work assignment practices at the Center in order to formulate guidelines for the assignment of included employees. It will not be an objective of the committee to alter, either enlarging or diminishing, the composition of the Bargaining Unit. And nothing in this letter is intended to preclude the Umpire from ruling on included-excluded disputes in grievances appealed to the Fourth Stage of the Grievance Procedure by the Union pursuant to the Agreement.

The Company reiterates that it has no intention of altering the composition of the Bargaining Unit by reassigning work to excluded employees that has been performed traditionally and exclusively by employees represented by the UAW at the Center. The Company will continue to abide by Umpire decisions, or letters of understanding, or other criteria that have been recognized in the past pertaining to such work assignment practices.

**DEFINITION OF BARGAINING UNIT AT
RESEARCH AND ENGINEERING CENTER**

In order to assist the committee in the achievement of its objective, the regular Umpire, at the request of the parties, shall be designated as Chairman of the committee and shall attend and participate in the discussions of the committee. It shall be the Umpire's function, and his authority shall be limited to, guiding the discussions and offering advice and counsel to the committee. The Umpire shall have no authority to render decisions on any matter in dispute before the committee. All decisions shall be made by mutual agreement of the parties.

Your concurrence in the above may be indicated by signing the duplicate of this letter and returning it to this office.

Very truly yours,

MALCOLM L. DENISE
Vice President
Labor Relations

Concur: Ken Bannon

DISASTER RELIEF

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Disaster Relief

During these negotiations, the parties discussed the importance of Ford employees and UAW members participating in relief operations in the event of local community disasters, to the extent individuals are qualified and certified as to their expertise. Locally, the parties have provided assistance, equipment, and volunteers to disaster relief operations.

This letter confirms that the Company at the local level will continue to support those agencies involved in disaster relief assistance. In order to emphasize our commitment, the Company will attempt to grant employees, properly certified and qualified in disaster relief assistance, a personal leave of absence (Article VIII, Section 29), to participate in disaster relief operations of an authorized agency upon request of such agency and the local Union, provided there is no adverse impact on the operations involved.

Any issues or concerns that may arise concerning the local handling of this matter may be brought to the UAW, National Ford Department and Labor Affairs of the Company.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Discount Programs Communication

During the course of negotiations the parties discussed the availability of discount programs for hourly employees. The parties further discussed the need for an improved communications strategy to be developed.

Within 90 days of ratification of the 2015 Agreement, the parties will develop an efficient strategy to communicate information regarding all discount programs available to the hourly workforce.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

**EFFECT OF BEREAVEMENT PAY ABSENCE
ON MEMORANDUM OF UNDERSTANDING ON OVERTIME**

October 31, 1973

Division Industrial Relations Managers
Division Personnel and Organization Managers
Persons Designated by the Above

Subject: Effect of Bereavement Pay Absence On Memorandum of
Understanding on Overtime

Paragraphs two through five of the Memorandum of Understanding on overtime require that an employee not be absent from work for any reason during the preceding week as a prerequisite for him to decline overtime work on certain Saturdays and Sundays.

Absences for which an employee receives Bereavement Pay shall not be construed as a disqualifying absence under the provisions of the Memorandum of Understanding.

SIDNEY F. McKENNA, Director
Labor Affairs Office
Labor Relations Staff

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Employee Information

The Company shall furnish to the National Ford Department each February and August during the term of the Collective Bargaining Agreement the following information on all employees covered by the Agreement on the active employment rolls of the Company:

- Social Security Number
- Name
- Address
- Accounting Location Code
- Department Number
- Skilled Code
- Birth Date
- Ford Service Date
- Plant Seniority Date
- Incentive Status

The following data will be furnished in a like manner on all retirees under the Ford-UAW Retirement Plan:

- Social Security Number
- Name
- Address
- Accounting Location Code
- Birth Date

The Union will take adequate measures to insure that such information is treated in a confidential manner and is disclosed only to those Union officials whose duties require this information.

The Company shall also furnish the following information to the Local Unions:

EMPLOYEE INFORMATION

Union Dues Deduction Reporting

- (1) The Company will provide the President and the Financial Secretary of local unions with information concerning the following hourly personnel activity: accessions; terminations; transfers to hourly from salary; and transfers to salary from hourly. Such information will be provided on a weekly basis, as soon as practicable after the end of each respective week, unless such information is presently being provided on a more frequent basis.
- (2) The Company will advise the Local Union Financial Secretaries of the identity and former location of rehired and reinstated employees who were at a different location and in a different Local Union when last employed by the Company. Additionally, the Financial Secretaries of Local Unions may contact the local Human Resources Manager or designated representative to obtain the reason for employee absences when monthly dues were not deducted in a given month.
- (3) With respect to Union Dues Deductions: (1) the Company will include a code indicating the reason for absences in the record furnished the Financial Secretaries of Local Unions concerning those employees for whom no deductions are made; and, (2) the Company will **continue to furnish in a format compatible with local union software** all regular dues deduction, initiation fee, and SUB dues deduction data on a semi-monthly basis, to any Local Union which requests that this method be used.
- (4) The Company will remit all sums deducted from pay to the Financial Secretaries of the Local Unions pursuant to Article III, Section 6, using the present method or via electronic transfer to the Local Unions financial institution. It is understood that the Financial Secretaries of the Local Unions will notify the Company of their desire to have deductions electronically transferred. This change will be effective within ninety (90) days following notification to the Company. If electronic transfer is selected, the payment will be made within two (2) to three (3) days after the first pay period in each month.

EMPLOYEE INFORMATION

Additionally, this also confirms our understanding about the Company providing the local Union the birth date of employees on the record of dues deduction.

The local Union will receive and retain birth date information in confidence and will disclose it only to those officials of the Union whose duties require them to have such information.

Representatives of Labor Affairs will work with representatives from the National Ford Department to **mutually agree and jointly** identify a **secure manner** for transmitting, in accordance with legal requirements and limitations, the information in a **mutually agreeable** format for the local Financial Secretaries' data processing requirements in order to maintain the utility of the information given to Financial Secretaries concerning weekly updates of personal data on members whose status or information has changed.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

EMPLOYEES CALLED TO DUTY WITH RESERVE FORCES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Employees Called to Duty with Reserve Forces

Ford Motor Company recognizes that our employees are an essential element of the Reserve Forces of the United States. Presently, when such employees are called to long-term active duty, they will be released for such duty.

During these negotiations, the Company and Union discussed the personal hardships employees may face when called to active duty, particularly on short notice. The Company assured the Union it will give full consideration to requests from Reservists for time off needed to take care of personal affairs when they are called to long-term active duty.

The Company further assured the Union it will also give full consideration to requests from third shift employees for time off on the Friday shift immediately preceding weekend military duty with a Saturday morning report date provided the employee provides advance notice.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Equality of Sacrifice

During 2007 negotiations the parties had numerous discussions pertaining to the principle of "Equality of Sacrifice" and the Company's management principle of "One Company, One Plan". The Union also expressed concern that the salaried workforce contribute equally to those wage and benefit adjustments necessary to achieve mutual growth and job security.

The Company is committed to both of these principles and recognized that all employees should share in the contributions necessary during this difficult period. While the Company does not negotiate the wages and benefits for non-represented employees, it has assured the Union that sacrifices by the UAW-represented employees are reflected in the pay and benefit practices of all non-represented employees.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

FAMILY DAY "R" CODE BALANCE

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Family Day "R" Code Balance

During these negotiations, the parties discussed the need for employees to be able to view their Family Day ("R" code) balance. It was agreed that a summary of Family Day hours available/taken will be added to the paystub for hourly employees.

If an employee's eligible hours change as a result of moving to a different work schedule, the hours available shall be adjusted accordingly.

Questions regarding Family Day hours or adjustments should be directed to local Labor Relations.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Family Days

During these negotiations, the parties recognized those unique needs that may arise within an employee's family. It was agreed that eligible employees shall receive up to two Family Days during the term of this agreement as follows:

- Employees with seniority or who attain seniority on or before December 31, 2015 shall receive two (2) Family Days on January 1, 2016.
- Employees who attain seniority on or after January 1, 2016 through December 31, 2017 shall receive two (2) Family Days on the first day of the month following the date they attain seniority.
- Employees who attain seniority on or after January 1, 2018 through the expiration date of the agreement shall receive one (1) Family Day on the first day of the month following the date they attain seniority.

Employees returning to the hourly rolls, will be entitled to Family Days as outlined above.

Eligible employees will request a Family Day at least forty-eight (48) hours in advance, and supervisors are encouraged to release employees provided there will be no adverse impact on the operations.

FAMILY DAYS

Eligible employees will be paid up to eight (8) hours **or if on an Alternative Work Schedule, the appropriate straight time hours they would have normally worked** for each Family Day taken. Pay will be computed in the same manner as specified in Article IX, Section 24 (i) of the Collective Bargaining Agreement. There will be no pay in lieu for unused Family Days.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Ford Extended Service Plans

This letter will confirm the Company's decision to continue an employee/retiree discount on Ford Extended Service Plans purchased for personal vehicles at Ford or Lincoln dealerships.

In extending this program, it is understood and agreed that the Company may at any time, unilaterally, modify, change or withdraw such plan and that it has no obligation to bargain with the Union concerning its intention to do so.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

FORD TRANSFORMATIONAL COUNCIL

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Ford Transformational Council

It is agreed that the Vice President UAW-National Ford Department will serve on the Ford Motor Company Transformational Council.

Very truly yours,

JOE W. LAYMON,
Group Vice President
Human Resources and Labor Affairs

Concur: Bob King

GENDER NEUTRALITY

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Gender Neutrality

During these negotiations, the parties discussed at length the importance of gender equality.

The parties acknowledge that all terms in this agreement are gender neutral and shall apply to either sex.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

HOUSEKEEPING

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Housekeeping

During 2007 negotiations, the parties held extensive discussions regarding the unprecedented competitive pressures that have required the parties to focus on the performance of housekeeping functions and their impact on Ford's overall competitiveness. It was recognized that these housekeeping functions detract from the overall competitive position of the Company and must be addressed. Therefore, the parties have agreed to exit the following functions in their entirety, as expeditiously as possible, but no later than January 2009:

- Cardboard Disposal/Trash Handling
- Environmental Cleaning
- Janitorial/Laborers; all functions performed
- Power Sweeper Operators
- Roads, Grounds Maintenance, and Snow Removal*
- Booth Cleaning
- Chip Handlers/Foundry Cleanup

The local parties will develop and implement redeployment plans for impacted employees that may include transfer to other operations within the existing plant, transfer to another location, normal attrition and/or a targeted Special Attrition Program as this work is being transitioned.

In the event issues exist that the local parties are unable to resolve, either party may refer the matter to the National Parties for resolution.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

* excludes Michigan Proving Grounds

IMPROVED COMMUNICATIONS - PLANT TOOLING

October 9, 1999

Mr. David A. Curson
Administrative Assistant to Ron Gettelfinger
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Curson:

Subject: Improved Communications - Plant Tooling

During these negotiations, the Union expressed the need to improve communications regarding plant tooling purchased at the Division level in Vehicle Operations for installation at the plant. After numerous discussions, it was agreed that the parties would meet with Vehicle Operations Human Resources Department to improve communications in this area.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Concur: David A. Curson

November 5, 2015

Bill Dirksen,
Vice President
Labor Affairs
Ford Motor Company
The American Road
Dearborn, Michigan 48126

Re: Indemnity Clause

Dear Mr. Dirksen:

This letter is to confirm our understanding and agreement reached today that the Union shall indemnify and hold harmless the Company for any sums paid by the Company to any person or persons (1) as a result of any final order or judgment of any court or administrative agency in favor of such person, or (2) with the consent of the Union as to any other claim, but only when, in either case, the claim for said sum arises out of action taken by the Company in accordance with the provisions of Article II or Article III of the Collective Bargaining Agreement between Ford Motor Company and the Union entered into today, or in reliance on any list, notice or assignment furnished by the Union to the Company under any such provisions, or by the Company or Trustee of the Ford-UAW Supplemental Unemployment Benefit Plan Fund in connection with the deduction of Union dues from regular Supplemental Unemployment Benefits.

Sincerely yours,

MR. JIMMY SETTLES
Vice President and Director
UAW, National Ford Department

INFORMATION SHARING

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Information Sharing

To enhance communications, the Company will appoint a Purchasing Liaison as a single point of contact for Labor Affairs and the UAW National Ford Department to support Joint Insourcing meetings and periodic Purchasing related inquiries.

In addition, the Company has agreed to provide the International Union a master file of commodities and associated information. The master file of commodities will include:

- **Parent Supplier Name**
- **Manufacturing Supplier Name**
- **Supplier Location**
- **Commodity**
- **Ford Receiving Plant**
- **Volume**

Specific cancellation costs and supplier expiration dates will be provided as soon as practicable, no later than 30 days from the request. Upon mutual agreement, studies and associated business cases will be provided in the Joint Insourcing meetings. Modifications to the data provided may be made by mutual agreement during the term of the Agreement.

The parties have also agreed should any issues arise regarding this letter of understanding, those issues will be discussed and resolved by the Company and the UAW, National Ford Department.

Very truly yours,

Stacey Allerton,
Director
U.S. Labor Affairs

Concur: Jimmy Settles

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Introduction of New Timekeeping System

During 2015 negotiations, the parties discussed the importance of accuracy in all hourly pay matters and the need to have an effective timekeeping system and process to support proper pay practices and ensure employees are properly paid for all time worked. Both parties expressed concerns related to minimizing pay adjustments and streamlining the existing timekeeping procedures.

Pursuant to these discussions, the Company will implement a new timekeeping system and process on a pilot basis at select facilities during the first half of 2016. It is anticipated the new timekeeping system and process will be implemented at all facilities prior to year end 2017.

The new timekeeping system will address a number of mutual concerns regarding the accurate and timely payment of compensable hours for employees. Among the advantages expected upon full implementation of the new system are:

- Employee pay will be recorded in one (1) minute increments**
- The number of pay shortages will decrease.**
- Timekeeping procedures will be simplified and streamlined**
- The security of the timekeeping system will be improved through the use of up to date technology.**
- Kiosks will provide employees with an enhanced range of options such as the ability to electronically review how much they have been paid for each day, request vacation and/or excused absence allowance days and other pay**

INTRODUCTION OF NEW TIMEKEEPING SYSTEM

related matters. As part of the implementation of kiosks, plans will be put into place to provide employees training necessary for them to be able to take full advantage of all of the features and information provided by the use of these kiosks. Process coaches will be provided job aids and trained to deliver on-going kiosk training to employees.

Contractual provisions regarding providing access to certain tasks under the present TWOS system will continue at locations utilizing TWOS. When a location migrates to the new timekeeping system comparable access to similar tasks will be provided through the new timekeeping system.

The Company will take appropriate steps to ensure employees are not disadvantaged in the unlikely event there is a technical issue with the equipment used to support the new timekeeping system.

The Company will provide the UAW National Ford Department and local union leadership advance notice pertaining to sites selected for the pilot applications and probable future launch sites. During the course of implementation, periodic updates will be communicated to the union regarding project status, and ensure that an appropriate forum will be established to address any issues or concerns that may arise.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Jury Duty Pay

This will confirm understandings reached in previous negotiations concerning the eligibility requirements for jury duty pay:

1. An employee is eligible only if summoned or subpoenaed. However, in locations where a summons or subpoena system is not followed by the court authorities, the plant management and local union involved will be expected to develop a suitable alternative as proof that the employee was required to perform jury duty.
2. Where an employee is selected to serve on a jury and reports for service but is not required to serve, the employee is eligible for payment. If the employee performs jury duty for only part of a day (or loses part of a day in reporting for jury service even though not required to serve) and thus loses wages, the employee is eligible for jury duty payment.
3. It will not be necessary for an employee to complete jury duty service before applying for jury duty pay from the Company. Where necessary arrangements can be made with the appropriate jury commission, an eligible employee may request to be paid on a weekly basis, provided the employee submits weekly to the Company evidence from the respective court of the days served for which a specified daily jury duty fee will subsequently be received.

Very truly yours,

W. JAMES FISH, Director
Forward Plans and Employment
Programs Office
Employee Relations Staff

Concur: Ernest Lofton

Note: This letter replaces the following letters:

- Jury Duty Pay Eligibility, September, 1958
- Jury Duty Pay, December 1, 1964

**LOCAL COMMUNICATIONS REGARDING
HANDLING DEFECTIVE OR DAMAGED MATERIAL**

September 15, 2003

Mr. Gerald Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Local Communications Regarding Handling Defective or
Damaged Material

Following the effective date of this agreement, all Ford facilities will communicate and reinforce local and corporate procedures for properly containing and disposing of defective or damaged materials.

The process to accomplish this objective will be as follows:

- Facility managers will review subject procedures with members of local management to include floor supervisors
- The Local UAW-Ford Quality Committees will use effective methods to communicate and reinforce the subject procedures to the entire workforce (e.g. single point lessons, employee communication meetings, work group meetings, State of the Facility meetings, local training sessions, etc.)

Detailed instructions for the subject communications process will be provided by the UAW-Ford National Quality Committee.

Very truly yours,

TIM P. HARTMANN, Director
Union Relations
Labor Affairs

LOCAL MEDICAL REVIEW

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Local Medical Review

During these negotiations, the parties discussed the sensitivity of medical issues including local medical facilities and the confidentiality of employee medical records. The parties agree that an employee's medical records are private and should be treated as such.

Any concerns regarding the local medical facility may be raised by the local chairperson with the local Human Resources Manager.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

LUNCH AND RELIEF PRACTICES

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Lunch and Relief Practices

During these negotiations, the parties discussed at length the lunch and relief practices for hourly employees. Specifically, the Union expressed a concern with certain locations continually asking employees to work through their designated lunch and/or relief periods.

On occasion, there are abnormal, unusual, or even emergency situations that require the Company to exercise this option. However, the Company acknowledges this is not a preferred practice, and is in agreement that employees should normally take their breaks at designated times.

In response to the Union's concerns, the Company agrees that complaints of this practice being abused at a specific location may be brought to the attention of the Division Human Resources Office and the National Ford Department, where the problem will be resolved.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

LUNCH PERIODS

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Lunch Periods

During these negotiations the Union expressed concern that some assembly plants occasionally work employees through lunch.

The Company reaffirms the provisions of Article X, Section 6 of the Collective Bargaining Agreement. However, to maintain production requirements some employees may on occasion work rather than take a lunch. The Company agrees this will not be done without the employee's consent.

This provision is not intended to prohibit the Company from altering an employee's scheduled lunch period, pursuant to the provisions of Article X, Section 6(b).

Any concerns regarding this issue may be raised by the unit Chairperson with the Production Manager and/or Human Resources Manager for resolution.

Very truly yours,

PHILLIP A. DUBENSKY, Director
U. S. Union Affairs Office
Labor Affairs

LUNCH PERIODS

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Lunch Periods

During 2015 bargaining, the Union raised concerns relative to the Company requiring employees to work through their lunch periods in the operations of certain stamping and manufacturing plants.

Pursuant to the National Agreement and applicable Local Agreements, the parties acknowledge that certain operations may require some degree of flexibility in the timing of lunch periods to achieve customer volume requirements.

To that end, the parties agree that in such operations, an employee released for lunch will not be required to work during lunch unless it is with the employee's consent, and the consented time will be compensated accordingly.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

MAJOR PLANT REARRANGEMENTS - LOCAL AGREEMENTS

December 7, 1970

Mr. Ken Bannon, Vice President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Major Plant Rearrangements-Local Agreements

During the course of the present negotiations, the International Union raised the potential problem of major plant rearrangement and its possible impact on local agreements covering bargaining unit employees.

The Union specifically expressed concern over the impact such major rearrangements could have on local overtime, shift preference and occupational group agreements.

Where there are such major changes in facilities, both parties agree that it is in their mutual interest to review the potential impact on local agreements with the objective of minimizing misunderstandings and reducing or eliminating possible disputes as far in advance of the event as practicable. Accordingly, the Company will discuss such situations with the National Ford Department as far in advance as practicable.

Very truly yours,

SIDNEY F. McKENNA, Director
Labor Affairs Office
Labor Relations Staff

**MEDICAL TREATMENT TIME OUTSIDE
EMPLOYEES' NORMAL WORKING HOURS**

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Medical Treatment Time Outside Employees' Normal
Working Hours

During 1993 bargaining, the Union expressed concern that, in some locations, employees who suffer compensable work injuries are being scheduled, on occasion, by the plant medical facility for medical treatment outside their normal working hours.

Subsequent to negotiations, plant medical facilities will be advised to make every reasonable effort to schedule employees' recurring medical appointments with due regard for the convenience of such employees. In regard to these scheduling issues, plant medical facilities should consider not only the employee's convenience but also the availability of treatment facilities and medical specialists, as well as the exigencies of plant operations.

The parties agreed that, in those instances in which the Local Union believes that appropriate consideration has not been made by the local medical facility in scheduling such appointments, the matter may be brought to the attention of the location's Employee Relations Manager for resolution.

Very truly yours,

LAWRENCE E. PERCZAK,
Director
Forward Planning Office
Employee Relations Staff

MILITARY APPRECIATION PROGRAM

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Military Appreciation Program

During these negotiations the parties discussed the desire to provide recognition to the people who serve in the military. The Military Appreciation Program, which provides a cash bonus towards the purchase or lease of a new Ford vehicle to active military personnel, was identified as one way to help provide this recognition. Details on program rules, including eligibility, can be found on the web at www.fordspecialoffer.com/military.

Determination of eligibility to participate in the Military Appreciation Program is at the sole discretion of the Company. The Company reserves the right to unilaterally modify or discontinue the Program at any time.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

MULTIPLE STARTING TIMES

October 5, 1976

Mr. Ken Bannon, Vice President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Multiple Starting Times

During the current negotiations, the subject of multiple starting times at various locations was discussed by the Company and the Union.

As was indicated during these discussions, the number of starting times at individual Company locations is predicated primarily upon the interdependent and sequential nature of the various assembly, manufacturing, and related supportive operations. Similarly, warehousing operations also require various starting times to maintain a balanced flow of parts and material. Additionally, it was noted that various operating conditions along with the necessity for proper utilization of facilities, as well as such cost implications as overtime, are factors which must be considered in making determinations with respect to various starting times. Accordingly, starting times are established to accommodate these various needs and to provide for the efficient utilization of manpower to ensure achievement of operating requirements.

However, cognizant of the Union's expressed concern relating to this topic, local management will discuss with local union representatives the reasons for assigning particular starting times, and where it is determined that the number of starting times can be reduced consistent with the requirements referred to above, the Company will take appropriate action.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Director
Labor Relations Planning Office

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Neutrality

We have had previous discussion with you regarding the Union's efforts to organize non-represented hourly employees elsewhere in Ford Motor Company. The commitments in this letter cover all hourly employees in all facilities operated in the U.S. by Ford Motor Company, or any affiliate or subsidiary of Ford Motor Company.

Ford Motor Company on behalf of itself and its subsidiaries and affiliates, also agrees not to enter into any joint venture, sale of assets, stock sale or other transaction or business combination regarding U.S. manufacturing operations unless it has discussed with the purchaser or resulting entity the benefits of voluntarily adopting this Agreement.

Ford and its subsidiaries and affiliates respect their employees' rights regarding union representation. Ford has a positive and constructive relationship with the UAW as well as its many other unions. Ford and its subsidiaries and affiliates are committed that they will remain neutral during a UAW organizing campaign directed at hourly employees in facilities of Ford and its affiliates or subsidiaries. Ford also recognizes that employees are permitted to express their views and opinions regarding union representation, provided their actions are lawful and conducted in accordance with Company lawful policies.

Ford, on behalf of itself and its subsidiaries and affiliates, agrees to recognize the UAW as the bargaining representative of hourly employees in an appropriate unit the Union seeks to represent, upon a showing, pursuant to a card check conducted by a third party, that a majority of such employees have expressed their desire to be represented by the Union.

NEUTRALITY

Ford, on behalf of itself and its subsidiaries and affiliates, agrees not to take any retaliatory actions against any of its employees, or any facility, based upon a decision of the employees to join a Union. Ford also agrees that, upon request by the Union, it will send a copy of the attached letter to the hourly employees at any U.S. facilities of Ford or any of its subsidiaries or affiliates the Union seeks to represent. We will provide the UAW with an opportunity to address such employees during a meeting to be conducted on the facilities premises during working time.

Within 30 days of the effective date of the National Agreement, Ford Motor Company will provide the UAW with a list of all U.S. manufacturing facilities operated by Ford or any of its subsidiaries or affiliates, including the location, nature of work performed, union status, and number of employees.

Further, Ford and its subsidiaries and affiliates will, if requested by the Union, give the Union limited access to such employees in non-work areas, during non-work time provided such access is not disruptive to the operations of the facility. In addition, we will provide the union, upon request, with a list of such employees, their home addresses and job classifications.

Ford and the Union agree that employees are best able to make decisions on representation when the decision is based on accurate information as opposed to inaccurate or misleading information. Ford, on behalf of itself and its U.S. subsidiaries and affiliates, agrees no agent of Ford Motor Company or any such subsidiary or affiliate will comment in a negative manner about the Union.

In the event the Union is aware of any actions by Ford or a U.S. Ford affiliate or subsidiary or its agents that are viewed as anti-union, or if the Union has a concern that Ford or its subsidiaries or affiliates, or their agents, are acting in a manner that is inconsistent with this letter, the issue may be presented by the National Parties directly to the Umpire on an expedited basis in accordance with the procedures outlined in Article VII, Section 9 of the National Agreement.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

Attachment

ATTACHMENT

COMPANY LETTERHEAD

To:
(Appropriate Corporation) Employees

From:
(Appropriate Corporation Officer)

Subject: Employee Rights Regarding Union Representation

_____ recognizes that employees have the right to support Union representation. The Company respects these rights. The management of _____ has further agreed to accept the Ford Motor Company policy of neutrality during a UAW organizing campaign.

We also recognize that it is in our mutual interest for [Company] to respect a decision by its employees who wish to seek union representation.

For these reasons, we have agreed that, if a majority of our employees in an appropriate unit sign authorization cards indicating a desire for union representation, we will recognize the union chosen by our employees pursuant to the Neutrality Letter. We will also undertake efforts to build a constructive relationship with that representative.

All employees are permitted to exercise free speech and expression to support Union representation, provided their actions are lawful and conducted in accordance with _____ policies. I can assure you that there will be no negative consequences for employees who exercise their rights to support Union representation.

We would like to establish a positive relationship with the UAW so that we do not have division in our plants that would in any way divert our focus from our mutual goals. We respect the UAW and they respect us.

NON-PROMOTIONAL JOB TRANSFERS

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Non Promotional Job Transfers

During the 1993 negotiations the parties discussed the various options for filling secondary job openings resulting from non promotional job transfers pursuant to Article IV, Section 2(b). This will confirm the understanding that the manner in which such openings are filled through the option of promotion will be a matter subject to local discussion in conjunction with local job posting arrangements.

Very truly yours,

JAMES D. SHANNON, Director
Union Affairs Office
Employee Relations Staff

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Overtime Notification

During these negotiations, the parties discussed the difficulties that arise in employee's personal lives when they are not notified of pre-scheduled mandatory weekend shifts/crews. The Company will make every reasonable effort to notify employees seven days in advance of mandatory weekend shifts/crews with the understanding that there may be situations that arise in which the notification may be delayed. The Company will be exempt from this notification as it relates to Appendix H, Part A, Section 7 as well as the last month of the respective quarter.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

PLACEMENT OF MEDICALLY RESTRICTED EMPLOYEES

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Placement of Medically Restricted Employees

During 1993 negotiations, the parties discussed issues relating to seniority employees with medical restrictions whose placement is not covered by Article VIII, Section 27, of the Collective Bargaining Agreement.

It was recognized that the local parties should work together to ensure that reasonable efforts are made to place medically restricted employees on work which they can perform in accordance with their seniority and applicable provisions of the Collective Bargaining Agreement. In addition, the medically restricted employee is expected to show an active, continuing interest in being placed in the workforce. Placement options may include appropriate vacant jobs and displacement of lower seniority employees occupying jobs which the medically restricted employee can perform.

It is understood that appropriate personnel from either the National Ford Department or the Employee Relations Staff of the Company may contact the other party in situations where problems have developed concerning these obligations at specific Company locations.

Very truly yours,

LAWRENCE E. PERCZAK,
Director
Forward Planning Office
Employee Relations Staff

Concur: Ernest Lofton

October 14, 1984

Mr. Stephen P. Yokich
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Yokich:

Subject: Plant Closing Provisions

As discussed during the current negotiations, this will confirm that during the term of the new Collective Bargaining Agreement, in the event a full, permanent closing of any plant, parts distribution center or depot, tractor supply depot or other individual facility or group of facilities constituting a unit under Article VI, Section 1 of the Agreement would be required, the following provisions shall apply:

1. Advance Notice

When possible, the Company shall provide the National Ford Department advance notice of the closing at least six months prior to the date of cessation of production operations.

Following such notification, the National Ford Department shall have the right to discuss the closing decision with the Company and the Company shall consider information (including suggested alternative courses of action) the Union may supply having a bearing on the decision, provided such information is submitted within thirty days of the date of notice.

These notice provisions shall not limit the Company's right to: make and effect the final closing decision; determine the manner in which the closing is to be effected (including the timing and sequence of curtailment of operations and the reduction of employees, consistent with seniority provisions of the Agreement); curtail operations earlier or extend the phase-out period after initial notice in the event of compelling business reasons.

In the event the Company decides that the closing cannot be averted, Company representatives shall meet with National Ford Department and local union representatives to review the

PLANT CLOSING PROVISIONS

manner in which the closing shall be effected, including the application of the succeeding provisions of this letter.

2. Local Employee Counseling and Outplacement Assistance Programs

The Company shall provide employee counseling and outplacement assistance programs. The method of operation of such programs shall be determined by the Company with due consideration given to the timing of the closing, the manner in which it shall be handled, and the nature of operations and number of employees to be affected.

Local management shall review plans for employee counseling and outplacement assistance programs with the local union and consider its recommendations and opportunities for its participation as appropriate.

Counseling sessions shall be conducted for affected employees concerning income security, retirement, insurance and related benefits program entitlements, as well as placement opportunities.

The Company shall endeavor to make arrangements and otherwise cooperate with the State Employment Security Commission, other appropriate public or private employment agencies and area employers to seek job opportunities for displaced employees. Examples of activities that might be undertaken as appropriate would include:

- (a) Contact with such agencies, employers, or organizations to publicize descriptions of the types and various classifications of employees to be laid off (including the timing of their anticipated availability) with requests that they be given employment consideration;
- (b) Arrangements for on-site recruiting and interviews by area employers, including formal job fairs (as warranted by external placement opportunities and interest among area employers and as consistent with plant operations requirements and efficiency); or

PLANT CLOSING PROVISIONS

- (c) Solicitation of lists of job opportunities from outside employers with posting or distribution of copies of these lists to interested employees.

The Company shall provide assistance in the preparation of resumes and offer related job search counseling, consistent with external placement opportunities and interest of affected employees.

For a plant having a full-time Benefits Plan Representative, or other full-time representative functioning as such, the plant population requirement for such representative shall be waived to permit retention full-time until the conclusion of the plant phase-out or such other time as may be mutually agreed between the Company's Labor Relations Staff and the National Ford Department.

3. Placement Opportunities

Consistent with the provisions of the Protected Employee Program and for situations not covered by the provisions of Article VIII, Section 24 of the Collective Bargaining Agreement or a specific transfer agreement pursuant thereto, seniority employees laid off as a result of the closing who cannot exercise their seniority in any other unit may apply for preferential placement.

Except as might be provided otherwise by mutual agreement between the Company's Labor Relations Staff and the National Ford Department to cover a particular closing, the implementation of these placement provisions shall be subject to understandings between the Company and the Union covering preferential placement arrangements in effect during the term of the new Agreement.

Very truly yours,

ERNEST J. SAVOIE, Director
Labor Relations Planning and
Employment Office Labor Relations
Staff

Concur: Stephen P. Yokich

POW/MIA FLAGS

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: POW/MIA Flags

During the current negotiations, the Union requested that Ford facilities fly POW/MIA flags. As discussed, flying of flags at Ford locations is a matter of Company policy administered by the Corporate Identity Office.

In view of the special sensitivity associated with Vietnam era MIA and POW issues, the Company indicated a willingness to consider exceptions to its normal policy on flags when so requested by a Local Union. These exceptions may include: individual special requests, special days recognized by the U.S. government to honor or remember POWs or MIAs, or other appropriate holidays such as Memorial Day and Veterans Day.

It is understood that this matter is one of Corporate Identity Policy and if revisions to the policy are made, the Union will be notified.

Very truly yours,

PHILLIP A. DUBENSKY, Director
U. S. Union Affairs Office
Labor Affairs

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Prescription Safety Glasses

Under certain conditions the Company will furnish prescription safety glasses to employees. This communication outlines the conditions.

Employees who work on a job or in an area where eye protection is a Company requirement, and who need corrective lenses will be provided prescription safety glasses. ANSI approved, thinner, light weight polycarbonate lenses (including single vision, bifocal, and trifocal) and a frame from 8 available frames will be offered at no cost to employees. The total costs of prescription eyewear will be shared as follows:

- a. The cost of eye examination and fitting will be borne by the employee.
- b. All other costs toward the initial pair of safety glasses, including frames as approved by Occupational Health and Safety, grinding of lenses, and so forth, will be borne by the Company.

Damaged prescription safety glasses shall be replaced without cost to the employee in those instances where the damage is attributable to the employment and beyond the control of the employee. The employee will be responsible for costs of replacement in those cases where the damage is not attributable to his employment or is within the employee's control.

Covered lenses for safety glasses required because of a medically necessary change in prescription will be made available to the employee at Company expense.

Procedures necessary to effect the above policy will be established by Occupational Health and Safety.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

**PRIVACY - CONFIDENTIALITY OF
PERSONAL DATA AND INFORMATION**

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Privacy - Confidentiality of Personal Data and
Information

During these negotiations, the Union raised a number of concerns regarding the subject of personal privacy. The discussions centered on the collection and dissemination of personal data concerning employees and/or their conduct in the workplace.

The Company reassured that it places as much importance on the confidentiality of such information as does the Union. In this regard, the Company will continue to protect and respect the confidential nature of all personal information. Both the Company and the Union agreed that the collection and dissemination of all such data must be related to the legitimate needs of the business or as required by any local, state or federal law, regulation, or court order.

Very truly yours,

ERNEST J. SAVOIE, Director
Employee Development Office
Employee Relations Staff

Concur: Ernest Lofton

**PRODUCTION STANDARDS INFORMATION
ON DISPUTED JOBS TO DISTRICT COMMITTEEPERSON**

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Production Standards Information on Disputed Jobs to
District Committeeperson

This will confirm the understanding reached in the 1979 negotiations with respect to the Company's plans for furnishing standards information on disputed jobs in other than car and truck assembly plants.

In plants other than car and truck assembly plants, the work elements on a job for which a production standard has been placed in effect, and that standard is in dispute, will be furnished without undue delay in writing to the District Committeeperson upon request. It is mutually recognized that there will be occasions when due to production acceleration, volume of production standards disputes filed, etc., the information requested by the committeeperson cannot be furnished as promptly as under normal circumstances.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

PROMOTIONS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Promotions

During the current negotiations, the Union expressed concern with the application of Article IV, Section 2(a) of the Collective Bargaining Agreement. The Union specifically expressed concern over the use of disciplinary and attendance records in determining the merit of candidates, rather than awarding the promotion to the employee having the greatest seniority.

The Company advised the Union that retaining the ability to promote the most qualified candidates for promotional openings is essential to its commitment to make quality products and to maintain efficient operations. The Company assured the Union that, in evaluating disciplinary and attendance records in determining merit for promotional opportunities, the exercise of good judgement is essential. In evaluating the records of two employees bidding for a promotion, if the records are to be the deciding factor, there must be a meaningful difference between them. Among the factors to be considered when evaluating a meaningful difference, is the amount of time elapsed since an employee's last disciplinary action. If a meaningful difference between the records of the two employees is not readily distinguishable, the employee having the greater seniority shall receive the promotion. Any complaint regarding this provision of the agreement, including clarification of meaningful difference, may be raised by the local union with local management for resolution.

If an ongoing concern regarding the application of these provisions arises at a particular location, the issue may be referred to the Division Human Resources Office and the National Ford Department for resolution.

PROMOTIONS

The Company advised the Union that, after the Effective Date of the new Collective Bargaining Agreement, the contents of this letter will be reviewed with local management to assure uniform application of these commitments.

Very truly yours,

DENNIS J. CIRBES, Director
U. S. Union Affairs
Labor Affairs

**REAFFIRMATION OF COMPANY PRACTICE
RECOGNIZING THE UAW AT NEW PLANTS**

October 4, 1979

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Reaffirmation of Company Practice Recognizing the
UAW at New Plants

During the current negotiations, the Union expressed a desire for confirmation of the Company's long-standing practice and of the continuation of that practice regarding the recognition of the Union as the exclusive collective bargaining representative for production and maintenance employees at new Company plants and parts distribution centers and for the extension of the Ford-UAW Collective Bargaining Agreement to such new facilities.

During the past 20 years, the Company has followed a practice of extending the Ford-UAW Collective Bargaining Agreement to apply to production and maintenance employees at new Company plants and distribution centers upon the conclusion of mutually satisfactory arrangements to invoke the transfer of operations provisions of Article VIII, Section 24(b). Representative of such mutually satisfactory arrangements are those which were recently developed for the new Batavia, Ohio, transmission plant.

This is to confirm that the Company intends to continue its long-standing practice during the term of the new Agreement.

Very truly yours,

SIDNEY F. McKENNA
Vice President
Labor Relations

Concur: Ken Bannon

REASSIGNMENT OF EMPLOYEES

September 17, 1964

Mr. Ken Bannon, Director
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Reassignment of Employees

During our current negotiations, the Union has asserted that on occasion a foreman will reassign an employee to another job within his classification either for punitive reasons or as "retaliation" for having filed a grievance or other similar actions.

Although we are not aware of any actual case in which reassignments based on either of these grounds has occurred, this is to advise you that reassignments for such reasons are not sanctioned by the Company policy.

This statement of policy is not intended to limit in any way the foreman's right of assignment to promote orderly and efficient operations. Nor is anything in this statement intended to recognize any principle of job preference within a classification or to confer on an employee any right to protest his job assignment in the grievance procedure, except as such assignment may be in violation of the terms of the Collective Bargaining Agreement.

Very truly yours,

MALCOLM L. DENISE
Vice President
Labor Relations

RECYCLING PROGRAMS

September 15, 1993

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Recycling Programs

During these negotiations the parties discussed the Company Policy and Directives relative to Vehicle Recycling and Waste Minimization Program. Both of these Directives affirm the Company's commitment to natural resource conservation and the protection of the environment.

Vehicle recyclability and the use of recycled materials are an increasingly integral part of the Company's vehicle program planning and development process. The Company's goal is to facilitate recycling of our products through such means as material selection, assembly techniques and manufacturing processes. We also encourage recycling by purchasing recycled materials.

The Company continues to be a strong supporter of recycling programs and has implemented numerous recycling initiatives at its locations. Ford is also active in recycling initiatives in the various communities in which it operates. Ford has sponsored and actively participated with employees in many community projects to increase the awareness of environmental issues and to promote ways of establishing recycling as a way of life. The involvement of Ford employees in these projects has been well received and is a major reason for their success.

The Company will continue to encourage and support recycling efforts of local communities, Local Unions, and employees, consistent with Company policy, which will support the protection and the conservation of the environment, both at the corporate level as well as the local level.

Very truly yours,

JACK HALL
Vice President
Employee Relations

**REFERRAL - DIFFERENCES OF OPINION
BETWEEN PERSONAL AND PLANT PHYSICIANS**

September 30, 1961

Mr. Ken Bannon, Director
National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Referral - Differences of Opinion Between Personal and
Plant Physician

For your information, attached is a copy of a Topic "Referral-
Difference of Opinion Between Personal and Plant Physician" which
is included in the Company Medical Guide.

This explains the Company procedure followed when there is a
difference of opinion between a personal and plant physician.

Very truly yours,

MALCOLM L. DENISE
Vice President
Labor Relations

Attachment

**REFERRAL-DIFFERENCE OF OPINION
BETWEEN PERSONAL AND PLANT
PHYSICIANS**

Where there is a difference of opinion between the employee's personal physician and the plant physician regarding the employee's physical status, it is the plant physician's responsibility to resolve these differences in a fair and equitable manner. This difference of opinion may be at the time an individual is returning to work following sick leave, at the time of initiating a sick leave or at the time of job assignment.

The disagreement may not always involve the question of the employee's fitness to work but more frequently involves the question of the individual's capacity to perform a certain type of work. It may, on occasion, involve the question of disability of the employee.

In most instances this can be resolved by discussing the problem with the employee's personal physician. In some cases broad recommendations are made by the individual's personal physician without full knowledge of the work demands on a specific job assignment. A discussion of the case in question between the personal physician and the plant physician will usually settle any points of disagreement because usually the physicians will agree on the clinical findings of the patient but the personal physician may not have adequate knowledge of the job requirements. The plant physician may review with the personal physician those factors which he considers when placing physical restrictions or limitations on the individual.

These factors are: (1) a condition which may limit his ability to perform his work, (2) a condition which may be aggravated by certain types of work, or (3) a condition which may create a hazard to himself or the safety of others. In such cases, work restrictions or limitations must be established.

When the point in question cannot be resolved by discussion between the two physicians, the plant physician should refer the employee to a consultant for examination and impartial recommendation at Company expense. The plant physician should preferably use a

**REFERRAL - DIFFERENCES OF OPINION
BETWEEN PERSONAL AND PLANT PHYSICAL**

board-certified specialist in the field of medicine in which the point of controversy exists. For example: an eye case should be referred to an ophthalmologist, a back case to an orthopedist, a heart case to a cardiologist or specialist in internal medicine. The job demands should be thoroughly described to the consultant at the time of referral. The plant physician should follow the recommendation of the consultant.

September 15, 1961

RELIEF PERSONS DURING LUNCH PERIOD

December 7, 1970

Mr. Ken Bannon, Vice President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Relief Persons During Lunch Period

During the current negotiations the Union has raised some questions regarding the schedules for relief men in the car and truck assembly plants.

It is the policy of the Company that the relief men in the car and truck assembly plants are not required to take personal relief during the lunch period of the employees they relieve except in emergency situations.

Very truly yours,

SIDNEY F. McKENNA, Director
Labor Affairs Office
Labor Relations Staff

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Relief Practices

During these negotiations, the parties discussed at length the relief practices for hourly employees. Specifically, the Union expressed concern that occasionally hourly employees who receive relief pursuant to Article IV, Section 4(a) of the Collective Bargaining Agreement, were asked to work through their relief.

This letter will confirm the Company's commitment that employees affected by the above provision will not be asked to work through their personal relief except in emergency situations. Any complaint regarding this issue may be raised by the unit Chairperson with the Production Manager and/or Human Resources Manager for resolution.

Very truly yours,

PHILLIP A. DUBENSKY, Director
U. S. Union Affairs Office
Labor Affairs

RENEWAL LICENSE FEES - NON-APPENDIX F EMPLOYEES

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Renewal License Fees - Non-Appendix F Employees

During these negotiations, the Company and the Union discussed the cost burden on certain non-Appendix F (i.e., not skilled trades) employees regarding governmentally required licenses.

The Company agreed to the practice of reimbursing such employees for the payment of renewal fees for licenses required by federal, state or local ordinances in order to perform their specific jobs. Further, it is understood that the Company will not reimburse these employees for the cost of initial licenses required as a condition of employment or to qualify for a promotional opportunity. Additionally, during the term of this Agreement, in those situations wherein a new federal, state or local ordinance is introduced which requires certain non-Appendix F employees to become certified or recertified to continue performing work which those employees have normally and historically performed, the parties will meet to discuss and resolve issues associated with the procurement and renewal of such licenses.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

REPLACEMENT OF EMPLOYEE BADGES

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Replacement of Employee Badges

During these negotiations, the parties discussed the obligation of the Company and the employee regarding safeguarding employee identification badges.

This letter will confirm our understanding that the employee has an obligation to take reasonable care of his/her identification badge, to safeguard it against theft, loss, or damage and to report a lost or stolen badge to plant security personnel immediately. The Company will not charge an employee a fee to replace a lost, stolen, or damaged badge, provided it is the result of circumstances beyond the employee's control. For security purposes, when a replacement badge is issued, the previous badge will be rendered inoperable.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs
Labor Affairs

RESCHEDULING OF #1 SHIFT TUESDAY-SATURDAY EMPLOYEES

October 5, 1976

Mr. Ken Bannon, Vice President
Director-National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Rescheduling of #1 Shift Tuesday-Saturday Employees

This confirms our understanding regarding employees currently assigned to a No. 1 Shift Tuesday through Saturday schedule who by mutual local agreement under Article IX, Section 10 of the 1976 Collective Bargaining Agreement are rescheduled on a No. 1 Shift Monday through Friday basis. Such employees shall not be eligible for Sunday premium for hours they are required to work as part of their Monday through Friday schedule when such work starts on a Sunday and continues into Monday. No. 1 Shift employees required to work Saturday regularly as a result of such rescheduling will be exempt from the Saturday overtime provision of the Memorandum of Understanding on Voluntary Overtime.

Very truly yours,

ROBERT M. MIDDLEKAUFF,
Director
Labor Relations Planning Office

Concur: Ken Bannon

REVIEW OF PERSONNEL RECORDS

October 4, 1979

Mr. Ken Bannon, Vice President
Director - National Ford Department
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Review of Personnel Records

During the current negotiations, the Union expressed concern regarding the rights of employees working outside the State of Michigan to review their personnel records. The right of employees to inspect their own personnel files was afforded employees in Michigan in accordance with the 1978 Michigan Employee Right To Know Act.

This will confirm that the right to review individual personnel records, established by the above-mentioned Michigan law, has been extended as a matter of policy to Ford Motor Company employees throughout the United States.

With respect to medical records, employees upon written request may see and obtain a copy of their medical record during nonworking hours, except in the rare circumstance in which the Company physician believes that medical reasons make it advisable that the employee's private physician determine what information should be given the employee and how best to do it. Examples of such situations are psychiatric illness, cancer or prognosis of terminal illness. In cases where the Company physician will provide an employee with a copy of the record, the Company physician may state a preference for either explaining the record to the employee or having the employee authorize release of the record to the personal physician. However, if the employee still wants a copy, it will be provided, except in the circumstances described above.

Very truly yours,

ROBERT M. MIDDLEKAUFF
Executive Director
Labor Relations Staff

REVISING HOURLY PAYROLL ADJUSTMENT REPORT

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Revising Hourly Payroll Adjustment Report

This confirms our discussion about the grievance payment portion of the Hourly Payroll Adjustment Report.

The Company will revise the Hourly Payroll Adjustment Report to include the grievance number and grievance code that appears on the TWOS Past Period Adjustment Report and to separate work hours and premium hours from miscellaneous hours.

Very truly yours,

HARRY E. JONES, Director
Negotiations Planning Office
Labor Affairs

Concur: Ernest Lofton

SATURDAY EXCUSED ABSENCE ALLOWANCE REQUESTS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Saturday Excused Absence Allowance Requests

During these negotiations, the Union expressed concern regarding employees not being provided the opportunity to request payment of Excused Absence Allowance entitlement when the employee is pre-excused by management from working a scheduled Saturday overtime shift.

The parties recognized the need to run production operations efficiently and agreed that excessive absenteeism adversely impacts the Company in terms of product quality, operating costs, efficiency of operations and employee morale and places an unfair burden on those employees who regularly work as scheduled.

The parties agreed that an employee who is scheduled to work a Saturday overtime shift and who, in advance of that Saturday shift, is pre-excused by management from working such shift, may receive payment of Excused Absence Allowance for such pre-excused shift, only at the employee's request.

If such request is granted, an eligible employee will be paid for eight (8) hours (or the balance of unused Excused Absence Allowance hours if the balance is less than eight (8) hours) at the employee's straight time base hourly rate inclusive of applicable cost-of-living allowance and shift premium but exclusive of overtime premium.

Very truly yours,

ROBERT W. CLARK, Director
Labor Affairs Planning
Labor Affairs

**SENDING OF ARTICLE VIII, SECTION 5(4) NOTICES
- EXPIRED MEDICAL LEAVES OF ABSENCE**

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Sending of Article VIII, Section 5(4) Notices - Expired
Medical Leaves of Absence

This is to advise you of the Company policy concerning the sending of Article VIII, Section 5(4) Notices to certain employees.

- The following procedures will be followed in sending Article VIII, 5(4) notices to employees, at the time of the expiration of a Conditional Medical Leave of Absence, which has been initially issued for, or extended to, the maximum duration of ninety (90) days because Company procedures require the removal of the employees from the active employment roll:
 - Notify employees of the expiration of the ninety (90) day leave period and request information as to their status by sending the attached form letter (Attachment I).
 - Send the letter at least ten (10) working days (excluding Saturdays, Sundays, and holidays) prior to sending an Article VIII, 5(4) notice.
 - Consult with the plant physician concerning the employee's medical status prior to sending the letter to any employee.
 - Do not send Article VIII, 5(4) notices in cases when the plant physician has personal knowledge or sufficient medical evidence to determine that the employee's absence will exceed ninety (90) days.
- The following procedures will be followed prior to sending Article VIII, Section 5(4) notices to an employee removed from the active employment roll as Medical Leave of Absence Expired because the employee's absence for medical reasons exceeded the maximum duration of ninety (90) days:
 - Use the attached form letter (Attachment II) to specify the employee's employment status and to request information as to the present status of the employee's illness or disability.

**SENDING OF ARTICLE VIII, SECTION 5(4) NOTICES
- EXPIRED MEDICAL LEAVES OF ABSENCE**

- Send the letter at least ten (10) working days (excluding Saturdays, Sundays, and holidays) prior to sending an Article VIII-5(4) notice.
- Consult the plant physician with respect to the employee's medical status prior to sending the form letter to the employee.
- Send the form letter to the employee by regular mail if, in the plant physician's opinion, the employee should be capable of returning to work.
- If the employee does not respond to the form letter within ten (10) working days (excluding Saturdays, Sundays, and holidays), an Article VIII-5(4) notice may be sent by certified mail with return receipt.
- Do not send an Article VIII-5(4) notice in cases when the plant physician has personal knowledge or sufficient medical evidence to determine that the employee's continued absence is justified medically.

These procedures are to be followed prior to sending an Article VIII-5(4) notice on each occasion when, in the plant physician's opinion, the employee on Medical Leave of Absence Expired status should be able to return to work.

- The removal of employees from the active employment roll and their placement on the inactive employment roll, after the expiration of the ninety-day leave period, does not obviate their responsibility to return to work as soon as medically possible with satisfactory medical evidence to justify the entire period of their absence.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

Attachments

Note: This letter replaces the following letters:

- Sending of Article VIII, Section 5(4) Notices - Expired Medical Leaves of Absence, September 15, 1993
- Sending of Notice-Expired Medical Leaves, October 5, 1976
- Article VIII, Section 5(4) - Notice to Report, October 7, 1990

**SENDING OF ARTICLE VIII, SECTION 5(4) NOTICES
- EXPIRED MEDICAL LEAVES OF ABSENCE**

ATTACHMENT I

Dear _____ ,

The records of the _____ Plant indicate that your 90 day Medical Leave of Absence will expire on_____. According to Company administrative procedures, if you are not able to return to work by _____ , you will be removed from the active employment roll, and you will be carried on the Company's inactive employment roll. This administrative procedure will not in any way affect your seniority or your benefits as long as you respond to Company notices when required and provide us, upon your return to work, with satisfactory medical evidence to justify your absence.

We would at this time, however, appreciate being advised of the current status of your illness (or disability). This can be done by; (1) reporting in person to the Plant Physician for an examination; (2) by mailing to the Company the enclosed form which should be filled out by your personal physician; or (3) by telephoning the employment office at_____and advising the Company of your condition. If you phone, be sure to request a call-in code number.

We sincerely hope that you experience an early recovery and will soon be returning to work.

**SENDING OF ARTICLE VIII, SECTION 5(4) NOTICES
- EXPIRED MEDICAL LEAVES OF ABSENCE**

ATTACHMENT II

Dear _____ ,

The records of the _____ Plant indicate that your ninety-day Medical Leave of Absence expired on _____ and according to Company administrative procedures, you were removed from the Company's active employment roll and have been carried on the Company's inactive employment roll.

We would at this time appreciate being advised of the current status of your illness (or disability). This can be done by (1) reporting in person to the plant physician for an examination; (2) mailing to the Company the enclosed form which should be filled out by your personal physician; or (3) by telephoning the employment office at _____ and advising the Company of your condition. If you phone, be sure to request a call-in code number.

You are reminded of the necessity when you return to work to provide us with satisfactory evidence to justify your absence.

We sincerely hope that you experience an early recovery and will soon be returning to work.

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Severe Weather Communication

During these negotiations, the parties discussed the importance of emergency preparedness and proactive communication regarding severe weather, particularly in the winter months. The Company and Union reviewed the process for Act of God determinations and affirmed their commitment to ensuring that employees understand the policies and procedures when severe and unusual weather occurs at their location.

The parties agreed to establish an annual communication process for all locations between company and union officials regarding the Act of God Determination process. Furthermore, the parties agreed that employee communication regarding severe weather procedures will be jointly developed and disseminated annually to each plant location by the first Monday in November. The local parties will use the normal local communication process to provide this information to all employees no later than the third Monday in November.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

September 15, 2003

Mr. Gerald D. Bantom
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bantom:

Subject: Sexual Harassment

Ford Motor Company has a long-standing concern about fair and equal treatment of employees. Harassment of any individual in the work environment because of race, religion, color, age, sex, sexual orientation, union activity, national origin, disability or veteran status is considered contrary to the spirit and intent of the Company's non-discrimination policies.

Statement

Sexual harassment violates Ford's long-standing policy against discrimination on the basis of sex. Sexual harassment in the workplace is also illegal. Ford's policy to prohibit the occurrence of sexual harassment is based on concern for the individual as well as good business judgment.

Definition

For the purpose of determining whether a particular act or course of conduct constitutes sexual harassment under this policy, the following definition will be used:

Sexual harassment includes unwanted conduct of a sexual nature that unreasonably interferes with an individual's work environment, including but not limited to the following: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made a term or condition of an individual's employment; or
- Submission to or rejection of such conduct is used as the basis for employment decisions, or

SEXUAL HARASSMENT

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment.

Procedure

Employees, business partners, and visitors who come in contact with Ford employees and who in good faith believe that they have been subjected to or witnessed unlawful sexual harassment activity or behavior by a Ford employee, Ford business partner, or visitor are encouraged to promptly report this occurrence. Individuals wishing to make the company or union aware of unlawful conduct may notify:

- Immediate management
- Local Union officials
- Local Human Resources office
- UAW-Ford Local Joint Equality and Diversity Committee
- Personnel Relations and Equal Employment Planning Office at Ford World Headquarters

Employees covered by the Collective Bargaining Agreement may utilize mechanisms provided under the terms and provisions of the Agreement. Sexual harassment complaints/grievances shall be processed expeditiously and confidentially and another Supervisor will hear any grievance when the Supervisor in the regular grievance chain is the alleged harasser.

Sexual harassment complaints will be investigated in a lawful, timely and impartial manner. Confidentiality will be maintained throughout the investigation process and information will be shared only on a need-to-know basis. Because of the sensitivity of sexual harassment issues, all investigations will be designed to protect the privacy and reputation of all individuals concerned. Ford will take appropriate steps to assure that a person who in good faith reports complaints about, or participates in the investigation of, a sexual harassment allegation, will not be subject to retaliation. Ford will also take appropriate steps to assure that a person against whom such an allegation is made is treated fairly.

SEXUAL HARASSMENT

Ford is firmly committed to providing a work environment free of harassment and will not tolerate harassment of any kind. Violations will result in appropriate corrective action. Appropriate discipline, up to and including discharge, may be imposed.

Ford and the UAW are in agreement that complaints of harassment should be dealt with promptly and fairly under the existing internal procedure as provided in this letter and attachment and under Article X Section 9 of the National Agreement and the Letter entitled "UAW-Ford Joint Equality and Diversity Committees - National and Local."

Further, the parties have agreed to provide training for the UAW-Ford Joint Equality and Diversity Committee as specified under a separate Letter to this Agreement entitled "UAW-Ford Joint Equality and Diversity Committee Training ". Such training will include the use of jointly-approved educational programs and materials to train Union representatives (including members of the Civil Rights Committee), employees, and management in recognizing, preventing, and responding to sexual harassment.

Very truly yours,

JOE W. LAYMON,
Vice President
Corporate Human Resources

Concur: Gerald D. Bantom

Attachment

SEXUAL HARASSMENT

ATTACHMENT

Sexual Harassment Complaint Investigation Process

Complaints of sexual harassment originate via many different avenues, i.e. an employee to Management, an employee to a Union Representative, from either a Management or Union Representative directly, or anonymously. Accordingly, immediately upon any member of Management becoming aware of an allegation of sexual harassment when a Bargaining Unit employee is either the accused or the complainant, the following process is to be followed:

The involved facility Human Resources Manager (or designee) must be advised of the allegation of sexual harassment. They, in turn, will immediately contact the Local Union Chairperson (or designee) to make them aware of the allegation. In cases where a complaint is received from an anonymous source, the aforementioned parties will, before commencing with an investigation, confirm with the employee who is allegedly harassed that he or she, in fact feels sexually harassed. The local Human Resources Manager is also responsible for notification to the appropriate operation Labor Relations Office as well as the Personnel Relations and Equal Employment Planning Office of the sexual harassment complaint. The Local Union Chairperson is responsible for notification to appropriate Regional and National Ford personnel of the sexual harassment complaint.

The involved Human Resources Manager (or designee) will advise the accused party at the appropriate time of the investigation and, accordingly, they could be placed “on notice” of potential disciplinary action, and that any act(s) of retaliation will not be tolerated. Dependent on the circumstances of the individual case, the Human Resources Manager may deem it prudent to suspend the accused individual(s) until the investigation is concluded.

Absent extenuating circumstances, an Investigation Team will be formed within five (5) working days of receipt of an allegation of sexual harassment. The Investigation Team will include at least one (1) but not to exceed two (2) representative(s) from the Local Union which may include members of the local Civil Rights Committee and an equal number of management representatives. Recognizing the desirability of an investigative team made up an equal number

of males and females, wherever possible, each facility will attempt to structure the team accordingly. Local facilities are encouraged to confer with the Personnel Relations and Equal Employment Planning Office for any guidance that may be required. The Personnel Relations and Equal Employment Planning Office may elect to name a representative to serve as an additional member of the Investigative Team. In conjunction with Personnel Relations and Equal Employment Planning Office presence, the National Ford Department may elect to also name an additional representative to the Team. Also, where the Personnel Relations and Equal Employment Planning Office is not part of the investigation, the local Human Resources Manager will, upon completion of such investigation, forward to that activity a confidential copy of the file. Investigations of sexual harassment are to be conducted in as expeditious a manner as possible.

During interviews conducted in conjunction with a sexual harassment complaint, only members of the Investigative Team and the interviewee will be present. If the interviewed employee is a bargaining unit employee, he or she can have a Union Representative present during the interview.

As part of the investigation, attempts will be made to obtain signed statements from all parties, including the complainant, accused, and witnesses where applicable. In cases where disciplinary action results, copies of all documentation and notes relied on as the basis for such action will be provided to the Union and Management Investigators. All individuals involved in the handling of sexual harassment complaints, from the original receipt of such complaint through the entire investigative process are required, to the extent possible, to maintain confidentiality of any information obtained or prepared during the process. No copies of information obtained or prepared by the Investigative Team will be provided to any employee unless required by law to do so.

Once the investigation has been concluded, the local Management, i.e., Human Resources Manager and facility operating head, shall review the facts with management team members and determine the appropriate action to be taken. The Union team member will have no role in this determination and will make no recommendations regarding disciplinary action. In cases, however, where the Personnel

SEXUAL HARASSMENT

Relations and Equal Employment Planning Office participated on the Investigative Team, the investigation results will be reviewed for final disposition by designees from:

- Personnel Relations and Equal Employment Planning Office
- Operations Labor Relations Office
- Union Affairs Office

Note: The Office of the General Counsel will upon request provide advice and counsel.

Actions taken in sexual harassment cases will be reported by the local Human Resources Manager to his or her respective Operations Labor Relations Office, as well as the Personnel Relations and Equal Employment Planning Office. Or in the case where Personnel Relations and Equal Employment Planning Office participated, final disposition shall be reported to the local Human Resources manager by his or her Operations Labor Relations Office. In all cases, the complainant is to be advised when the case is “closed”. Such actions shall be monitored to ensure closure to all allegations is accomplished and corporate wide consistency relative to actions taken is maintained. Any discipline assessed shall be handled in accordance with established principles of employee discipline. Appropriate discipline, up to and including discharge, may be imposed.

While the foregoing is an attempt to put in place guidelines which will allow the local facilities to investigate and dispose of the majority of sexual harassment complaints, it is recognized there may be circumstances that require investigations to be handled in an alternate manner. Regardless of the investigative process that is followed, the parties commit to ensure all complaints are taken seriously, that an objective and thorough investigation consistent with Company policies and applicable Collective Bargaining Agreements is conducted, and that fair and equitable action results. Furthermore, it is agreed that training in investigating sexual harassment complaints will be provided to appropriate union representatives, management personnel, and members of local investigation teams.

SEXUAL HARASSMENT

The Company bears the ultimate responsibility for the enforcement of laws and corporate policy which prohibits sexual harassment. Sexual harassment is something that cannot be tolerated by management or the Union. Accordingly, the Company and National Ford Department of the International Union, UAW are committed to ensuring investigations of sexual harassment are to be conducted in the spirit of determining the truth and subsequent sharing of all available pertinent information between the parties. The Union's involvement in no way precludes it from grieving any resultant disciplinary action, since the assessment of such discipline would remain the sole discretion of Management

SEXUAL HARASSMENT COUNSELING FOR NEW HIRES

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Sexual Harassment Counseling for New Hires

During these negotiations, the parties discussed providing counseling to employees with less than eight (8) months of service who allege that they have been sexually harassed. To that end, the Company has agreed to create a special counseling program to address this concern, which will begin during the first quarter, 2000.

Criteria for participation are the following:

- A formal complaint alleging sexual harassment must be filed with the corporation.
- A joint UAW-Company investigation of the complaint must have begun.
- The employee must request counseling services.

The employee may then go to the Central Diagnostic Referral Agency under the Employee Support Services Program for an assessment and/or a referral to an approved treatment program. Under the provisions of this program, employees will be eligible for up to the same number of counseling sessions as provided by the regular corporate mental health benefit. Costs for such services will be paid through Joint Programs and will terminate at the time the employee qualifies for regular corporate benefits.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

Concur: Ron Gettelfinger

SUMMARY TRACKING FOR NON FULL-TIME EMPLOYEES

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue

Dear Mr. Settles:

Subject: Summary Tracking for Non Full-Time Employees

During these negotiations, the Union requested, for purposes of fairness and transparency about the use of non full-time employees, that the Company continue to provide a complete summary of all such employees.

The summary will include the employee's full name, date of placement on the active roll, and the reason such employee is needed.

The parties agreed the summary shall be presented at **the** weekly **NFD/Labor Affairs Manpower** meeting.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

SUPPLIER CORPORATE CITIZENSHIP

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Supplier Corporate Citizenship

During these negotiations, the UAW stated its interest in having the Company continue to recognize the importance of using suppliers which are good corporate citizens and which can be relied upon for quality products and reliable delivery. The UAW further pointed out that the Company's selection of and relationship with suppliers have a significant bearing on its relationship with the Union. In this regard, the Union stressed repeatedly the importance of the Company's use of high-quality, reliable suppliers which maintain good, fair and equitable relations with their employees.

The Company fully understands the Union's concerns in these matters, because quality products, uninterrupted delivery and good corporate citizenship — by the Company and its suppliers — contribute significantly to the Company's success in the marketplace, and all of these factors have a direct bearing on the job and income security of UAW members.

The Company agrees that its relationship with the Union is of paramount importance to the Company's long-term success. The Company has told its suppliers and the business community in the past of the positive aspects of its relationship with the UAW and will continue to do so in the future. The Company therefore has no interest in embarking on a purchasing strategy that would detract from that relationship.

Correspondingly, the Union has, from time to time, expressed to the Company its concern about certain aspects of the Company's relationship with particular suppliers in the area of quality, continuity of supply, and overall performance as a supplier including the maintenance of good relations by the supplier with its employees. The Union recognizes that the Company has expressed its views and made suggestions to its suppliers as a result of the Union's concerns, all within the bounds of applicable legal principles.

SUPPLIER CORPORATE CITIZENSHIP

The parties recognize that instances in which these matters arise are inherently dependent upon the particular facts that are present in each situation and plan to continue to deal with these matters on a case-by-case basis as they have in the past, and in compliance with applicable laws.

In particular, the Company will continue to urge its suppliers to treat their employees in a good, fair and equitable manner, to provide them wages and benefits competitive within their industry, to provide a safe workplace and to avoid conduct which violates national or state labor and employment laws. In addition, the Company will, in a manner which is in compliance with applicable laws, notify suppliers of the importance the Company places on harmonious relationships between suppliers, their employees and any union that may represent them.

Ford will certainly not take retaliatory action, such as canceling or refusing to renew contracts with a supplier based on a decision of that supplier's employees to join a labor union.

In addition, the Company will send each of its current suppliers two letters, in the form attached hereto (the "Letters") within 60 days after the effective date of the National Agreement. The Company will also send the Letter to any particular supplier identified by the Union, within 14 days, at the Union's request. The Company will also distribute the Letter, and communicate Ford's position as reflected in the Letter, to its suppliers in manners to be mutually agreed. The Company will also ensure that the Letter is provided to each new supplier within 14 days after reaching agreement regarding a new contract to supply parts, services or other items to the Company.

Any concerns regarding the application of this letter may be raised with the Executive Director of Ford N.A. Labor Affairs.

Very truly yours,

MARTIN J. MULLOY,
Vice President
Labor Affairs

Concur: Bob King

Attachments

FORM LETTER TO BE SENT TO SUPPLIERS

This letter will set forth the views of Ford Motor Company with respect to unionization of employees of its suppliers. This letter is not meant to suggest or imply that Ford will not do business with a supplier unless the suppliers' employees are represented by a union.

Ford Motor Company recognizes that it is in the mutual interest of employers and their employees for the employer to fully respect the right of employees to seek representation by a union. The Company does not in any sense reject collective bargaining for employees of our suppliers. We do not discourage employees of our suppliers from forming or joining unions to bargain collectively with their employer.

Ford Motor Company does not require, or encourage, our suppliers to resist organizing efforts by their employees to form or join labor unions.

Ford Motor Company has a positive and constructive relationship with the UAW as well as the other labor organizations that represent our employees. In our experience, it has also been very helpful to deal with efforts by our employees to form or join unions in a constructive and positive manner. We respect the UAW and the UAW respects us.

Ford Motor Company will certainly not take retaliatory action, such as canceling or refusing to renew contracts with suppliers, based on a decision of that supplier's employees to join a labor union.

It may be appropriate for you to share this letter in its entirety with your employees so that they are accurately informed of Ford's position on this matter.

Thank you for your consideration.

cc: Vice President and Director – UAW, National Ford Department

ATTACHMENT

SUPPLIER SELECTION POLICY

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

This letter is pursuant to your inquiry regarding Ford Motor Company's policy on supplier selection.

The Company's decision to select or remove a particular supplier is based on numerous criteria, applied in conformance with legal requirements. It is definitely not Ford Motor Company's policy or practice to remove a product from a supplier because that supplier's employees have chosen to join the UAW.

As you know, Ford has a positive and constructive relationship with the UAW, and we encourage our suppliers to strive for similarly constructive relationships with representatives of their employees.

Ford also notes that many of our suppliers have recognized the UAW based on a showing of majority support among the employees by means of a "card check" certified by a neutral third party. While use of such procedure is entirely up to the individual supplier, Ford does not in any way discourage our suppliers from using such peaceful means of determining employee sentiment.

Should you have any questions with respect to this matter, please call.

Very Truly Yours,

[Vice President for Purchasing]

TOBACCO SMOKING IN THE WORKPLACE

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: Tobacco Smoking in the Workplace

During these negotiations, the parties discussed at length concerns regarding tobacco smoking in the workplace, including second-hand smoke. The Company informed the Union that it will continue to comply with all locally established guidelines as well as all applicable local, state and federal laws, ordinances, and regulations regarding tobacco smoking in the workplace.

In the event that concerns arise regarding tobacco smoking in the workplace, and such issue cannot be resolved locally, then the issue may be elevated to the UAW-Ford Department and Corporate Labor Affairs.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

**TRANSITION ASSISTANCE - MILITARY LEAVES ISSUED
IN ACCORDANCE WITH ARTICLE VIII, SECTION 33**

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Transition Assistance – Military Leaves Issued in
Accordance with Article VIII, Section 33

During these negotiations the parties discussed circumstances when employees serve in the Armed Forces of the United States. We acknowledge these employees provide great service to our country and communities and, at times, they perform this service under dangerous conditions. We all stand together to thank these employees for their service.

The parties discussed the difficulties faced in the transition between active employment and military service. The parties will develop a transition package to assist them in this transition. The following process will be managed at the local level:

Prior to Start of Leave

The location's Chairperson will be notified when a military leave is issued in accordance with Article VIII, Section 33. Local Union and Company personnel will attempt to meet with the employee prior to the start of the military leave to review the transition package and answer questions the employee may have regarding their employment status while on leave.

Return from Active Duty

At least two weeks prior to the expiration of the leave, local Union and Company officials from the facility where the employee last worked will send a letter to the employee's address of record. The letter will outline the steps the employee should follow in order to return to active employment at that facility.

The local parties will establish a procedure to inform employees returning from military leave of in-plant or promotional transfers that the employee may or could have applied for had they not been on a military leave of absence. The national parties recognize that any

**TRANSITION ASSISTANCE - MILITARY LEAVES ISSUED
IN ACCORDANCE WITH ARTICLE VIII, SECTION 33**

local procedure established to address these unique situations could result in the displacement of another employee in the impacted work group.

In addition, upon their return to work employees may notify Management of their desire to review Appendix N transfer opportunities that became available while they were on military leave. In the event that an Appendix N transfer opportunity would have been available to the employee while on military leave, the employee will be transferred, seniority permitting, in accordance with the appropriate contractual provisions as soon as practicable.

We agree this transition process is intended solely to provide assistance to the employee and does not relieve the employee of any obligation under the applicable laws of the United States to establish and maintain employment reinstatement rights. Therefore, failure through oversight by either the Union or Company to complete any steps of the transition process will not be the basis for any claim.

Very truly yours,

Bill Dirksen,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: UAW Flags

During the current negotiations, the Union requested that all Ford Motor Company facilities, where employees are represented by the UAW, fly the UAW flag. As discussed, flying of flags at Ford Motor Company is a matter of Company policy.

In view of the historical ties between the UAW and Ford Motor Company, the Company indicated a willingness to change its policy on flags to meet the Union's request.

It is agreed that all Ford Motor Company facilities, where employees are represented by the UAW, will make the necessary arrangements to fly the UAW flag. UAW flags will be provided to each Ford Motor Company facility by the Local Union President or Unit Chairperson.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

**UAW-FORD JOINT EQUALITY AND
DIVERSITY COMMITTEE TRAINING**

September 15, 2003

Mr. Charles Hoskins
Administrative Assistant
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Hoskins:

Subject: UAW-Ford Joint Equality and Diversity Committee
Training

During the current negotiations, the Company and the Union agreed to update Equal Application training within the term of the Agreement. The training will be updated to include diversity and sexual harassment awareness and will be delivered to all Union representatives, appropriate management personnel and hourly employees. Equal Application and diversity training will be included in the New Hire Orientation Program. Such training will be designed with appropriate input from the local committees.

The purpose of the training will be to assist the UAW-Ford Local Joint Equality and Diversity Committees in carrying out their assigned responsibilities in order to improve their effectiveness and to make all employees aware of the Equal Application Provision of the Agreement.

Very truly yours,

RICK E. POYNTER, Director
U.S. Union Affairs
Labor Affairs

November 3, 2007

Mr. Bob King
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: UAW-Ford Merchandise

During the course of these negotiations, the parties discussed the pride that employees have for both the UAW and Ford Motor Company, and the value of making products with UAW-Ford logos available for employees to purchase and display. To that end, the Company will encourage the World Headquarters Company Store to make a limited supply of UAW-Ford logo products made in the U.S.A. available for purchase to employees and visitors.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Bob King

February 23, 2009

Bob King
Vice President and Director
UAW-Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. King:

Subject: UAW Partnership

During the course of these discussions and the challenging times from which they result, the UAW and the Ford Motor Company have worked together to achieve dramatic changes in our collective bargaining agreement for the betterment of our employees, our business and our customers. For decades we have taken great pride in the stability and maturity of the Company's relationship with the UAW and, in these difficult times, we have collectively faced the most challenging and complex conditions in the history of our industry. While the decisions and changes we have addressed have been painful for all involved, we recognize that the gravity of the issues we have addressed and the speed with which we have done so is simply unprecedented in labor-management relations. Moreover, we have reflected on the fact such changes have been possible under such difficult conditions without resort to adversarial tactics or industrial conflict and with great dedication to the interests of the valued men and women producing and buying our products. It is clear to us this would not have been possible at this critical moment in our history without the strong partnership we have forged with the UAW.

With the same focus and creativity with which we have faced these present challenges, we have used these discussions to explore ways in which our relationship and partnership can be used to address the challenges facing those with whom the Company does business. In this context, we are fully aware of the incalculable benefits we have harnessed in these discussions from the experience, knowledge and expertise of the UAW and its ability to focus the collective will of thousands of dedicated Ford employees. We are also acutely aware of the tremendous achievements in quality, workplace safety, and pride in our products made possible by the collective dedication of the men and women of the UAW.

We have agreed that we have yet to harness the full potential of this relationship throughout our value chain and are resolved to find ways to do so. To this end, the Company has informed the Union that it carefully considers and values its business relationships with UAW-represented suppliers. The Company will jointly host an annual workshop with the UAW's National Ford Department, exclusively for UAW-represented suppliers. These workshops will enable suppliers with the opportunity to provide input and ideas to Ford's Purchasing and Operations functions in order to further the relationship and maximize competitiveness.

The Company agrees that at the request of the Vice President and Director of the UAW's National Ford Department a meeting will be scheduled with select leading suppliers. In addition, the Vice President and Director of the UAW's National Ford Department is invited to speak at the Company's annual Top 100 Global Supplier Conference. The 2009 conference is scheduled on or about June 22.

It is understood and agreed that no third parties are intended to have any benefits or rights pursuant to this letter. Any dispute regarding the application or interpretation of this commitment between Ford and the UAW may only be raised between the National Ford Department and the Vice President of Labor Affairs for resolution.

Very truly yours,

JOE HINRICHS
Group Vice President
Global Manufacturing and Labor
Affairs

Concur: Bob King

UNION HALL ELECTRONIC MAIL SYSTEM ACCESS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit Michigan 48214

Subject: Union Hall Electronic Mail System Access

During these negotiations, the Union requested access to Ford's electronic mail system from local union halls to allow the Union to conduct representation functions for those employees who they represent. The Company and Union discussed security, access, financial and legal issues surrounding such request at length and recognized the sensitivity of each.

In response, the Company agreed to the following:

- Upon request, each local union hall will give access to Ford's electronic mail system to Union representatives recognized in the Agreement to allow them to carry out their representation functions recognized in this Agreement;
- Such access will be provided as soon as is practicable following receipt of the Union's request; and
- The Company will only provide such computer resources as are necessary for such access and all costs for such resources will be the sole responsibility of the Union.

The Company retains the sole discretion to modify, delete or terminate these provisions without the requirement to negotiate with the Union. In such instances, the Company will provide notice to the Union of any changes it makes.

Very truly yours,

DENNIS J CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Unique Business Challenges – Parts Supply & Logistics

During these negotiations the parties discussed Ford Customer Service Division's parts distribution network; the value of the service parts business; and the unique competitive climate in which they operate. The parties also discussed the overall performance of the network and the variability in performance between facilities and the impact on safety, quality and productivity. In recognition of these issues, the parties agreed that:

- A positive relationship is based on mutual respect and open constructive communication. Therefore, Management and UAW National Ford Department will continue to look for opportunities to improve the culture and relationships in the parts distribution facilities including a focus on respect, constructive interactions and behaviors.
- The parties will continue to regularly collaborate to identify and adopt the best practices within the network to improve overall performance related to safety, quality and productivity. Opportunities to address available capacity will be pursued following discussion amongst Operations, the National Ford Department and Labor Affairs.
- The UAW Servicing Representative, Regional Operations Managers and Labor Affairs agree to discuss the interests expressed by the Union to assess the potential application of self-directed work teams. Based on the results of the assessment, the parties may agree to consider a pilot.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

Concur: Jimmy Settles

**U.S. ARMED FORCES RESERVES,
UNITED NATIONS OR NATIONAL GUARD MISSIONS ABROAD**

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: U.S. Armed Forces Reserves, United Nations or National
Guard Missions Abroad

Ford Motor Company recognizes that some bargaining unit employees are an essential element of the U.S. Armed Forces Reserves or National Guard. During recent missions abroad in Iraq and Afghanistan and past United Nations and NATO missions abroad in Bosnia and Kosovo, the Company provided liberalized Company pay and benefit programs continuation to full-time seniority hourly employees who were members of the U.S. Armed Forces Reserves or National Guard and who were called to and performed long-term active duty in support of such missions.

This will confirm the Company's intent to continue the liberalized Company pay and benefit programs provided under Operation Noble Eagle for periods of ongoing conflict in Iraq and Afghanistan during the term of the **2015** Collective Bargaining Agreement. The Company also confirms their intent to review other ongoing conflict situations that occur during the **2015** Collective Bargaining Agreement on a case by case basis to determine if providing liberalized Company pay and benefit programs continuation would be appropriate.

Very truly yours,

**Stacey Allerton,
Director
U.S. Labor Affairs**

USE OF COMPUTER GENERATED INFORMATION

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Attached is an administrative letter which will be distributed to all managers at Ford's Parts Distribution Centers. It designates that any discussion of computer generated information with employees should be approached in a professional manner.

Very truly yours,

DENNIS J. CIRBES, Director
U.S. Union Affairs Office
Labor Affairs

Attachment

USE OF COMPUTER GENERATED INFORMATION

ATTACHMENT

October 9, 1999

To: PDC Managers

Subject: Use of computer Generated Information

In discussions with the Union, the utilization of computer generated information was raised. The Union expressed concerns that this computer generated information is being negatively communicated to employees by their supervisors.

We, as management, must remember that this information provides us with an opportunity to evaluate the status of our operational requirements as well as our obligations to our customers.

The hourly workforce is an integral part of our team. Therefore, any discussion of computer generated information should be conducted in a professional manner designed to elicit positive communication with the employee.

Please ensure all supervisors are aware of their obligations regarding the proper use of computer generated information.

J.S. OAKLAND
Manager, Distribution Operations
Parts Supply and Logistics
Ford Customer Service Division

September 16, 1996

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Vehicle Purchase Plan

This letter will confirm the provisions of the Vehicle Purchase Plan. The provisions of the plan include the purchase of four (4) current model cars and trucks during the calendar year for eligible participants. Eligibility for the New Vehicle Purchase Plan includes full-time hourly employees, retirees, and surviving spouses who are receiving benefits under the Ford-UAW Retirement Plan. Also included are surviving spouses of employees who died while actively employed regardless of pension or marital status. As long as the surviving spouse is alive, the children also remain eligible. Surviving spouse participants must prove relationship to verify eligibility.

The Company will notify the National Ford Department of changes to the Vehicle Plan which affect UAW represented employees. It is understood and agreed the Company may at any time unilaterally modify, change, or withdraw such plans and it shall have no obligation to bargain with the Union concerning its intention to do so.

Very truly yours,

PHILLIP A. DUBENSKY, Director
U. S. Union Affairs Office
Labor Affairs

Note: This letter replaces: New Vehicle Purchase Plan - September 15, 1993;
New Vehicle Purchase Plan Modifications - October 7, 1990; and,
Extension of Company's New Vehicle Purchase Plan to Hourly Employees,
Retirees and Surviving Spouses - July 15, 1982.

VEHICLE SERVICE CONCERN RESOLUTION PROCESS

October 9, 1999

Mr. Ron Gettelfinger
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Gettelfinger:

Subject: Vehicle Service Concern Resolution Process

Consistent with Appendix Q to the Collective Bargaining Agreement, this letter will address the matter of vehicle concerns.

The parties have agreed to establish a Vehicle Service Concern Resolution Process to provide for review and resolution of employee vehicle concerns at Company locations where no dealer panel process exists.

In those instances, a designated Vehicle Service Concern person(s) at each location, who will be selected by the co-chairs of the UAW-Ford local quality committee, will explain the resolution process to the employee with the vehicle concern. The resolution process steps are as follows:

- The employee will talk to the dealership service writer. If the problem is not resolved,
- The employee should ask to see the service manager. If still unsatisfied,
- The employee should contact the dealer principal or, in large dealerships, the general manager. If still unsatisfied,
- The employee should recontact the designated Vehicle Service Concern person(s) at the location who may contact the dealership at their option.
- If the problem remains unsolved, the employee will contact the Ford Customer Assistance Center and explain the issue:

Ford Motor Company
Customer Assistance Center
16800 Executive Plaza Drive
P.O. Box 6248
Dearborn, MI. 48121
e-mail @ www.ownerconnection.com
(800)392-3673
(800)232-5852 (for hearing impaired)

VEHICLE SERVICE CONCERN RESOLUTION PROCESS

- If still not satisfied, the Vehicle Service Concern person (s) will refer the concern to the FCSD special liaison for impartial review and disposition.
- The Vehicle Service Concern Resolution Process will be implemented at each applicable location as soon as possible, no later than 120 days from the date of this letter.

Very truly yours,

JAMES TUCKER, JR., Director
Joint Programs
Labor Affairs

VOLUNTARY BLOOD DONOR PROGRAM

October 7, 1990

Mr. Ernest Lofton
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Lofton:

Subject: Voluntary Blood Donor Program

During the present negotiations, the parties reaffirmed their support of voluntary employee blood donor programs administered in cooperation with the American Red Cross and other blood collection agencies with similar standards and facilities.

Most Company locations participate in blood donor programs. Company locations are encouraged to continue their participation or, if a location does not presently participate, to give their full support and cooperation to the establishment of a voluntary blood donor program.

Very truly yours,

JACK HALL, Executive Director
Labor Relations and Employee
Development
Employee Relations Staff

Note: This letter replaces the following letter:

- Voluntary Blood Donor Program, December 7, 1970

November 5, 2015

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Voluntary Political Contributions

During the **2015** negotiations, the parties agreed that the Agreement pertaining to Voluntary Political Contributions (“V-CAP”) from active and retired UAW-represented Ford employees, dated December 4, 1981, will continue as modified in this letter:

- The International UAW will continue to provide the Ford Motor Company Payroll Services with a monthly file of active UAW-represented employees electing V-CAP deductions from their paycheck. The Company will forward the amount deducted, and a corresponding data file to the International Union.
- For retiree and surviving spouse deductions, the paying agent of the Ford-UAW Retirement Plan shall be authorized by the Board of Administration of the Retirement Plan, during the life of the Collective Bargaining Agreement, to deduct such UAW V-CAP contributions and forward them to the Treasurer of V-CAP.
- For retiree and surviving spouse deductions, the paying agent of the Ford-UAW Retirement Plan will be authorized by the retiree or surviving spouse to deduct UAW V-CAP contributions from the retiree or surviving spouse pension check.
- The data necessary to deduct V-CAP from retirees and surviving spouses, who elect to have such a deduction from their pension checks, will be sent by the International UAW to the paying agent of the Pension Plan, using the existing file format, following the receipt of proper authorization from the retiree or surviving spouse so that the appropriate deduction can be made. Once the data is confirmed, the exact amount of money deducted will be wired to V-CAP, c/o the International Union in a timely manner.

VOLUNTARY POLITICAL CONTRIBUTIONS

- The Union will retain exclusive responsibility for soliciting employees', retirees' and surviving spouses' participation, including expenses and compliance with the Federal Election Campaign Act.
- V-CAP deductions from retiree and surviving spouse pension checks will be on a voluntary basis that can be revoked by the retiree or surviving spouse at any time.
- V-CAP contributions are subject to all applicable State and Federal laws and regulations including, but not limited to, Treasury Regulation 1.401(a)-13. Deductions for V-CAP will be subordinate to all other deductions permitted or authorized by law if total deductions exceed legal limitations.

The Union will indemnify and hold harmless the Company from any and all liability or claims arising from any claims or administrative errors resulting from the deductions provided for in this Agreement.

The Union acknowledges it has no enforceable right in, or to any Ford-UAW Retirement Plan benefit payment or portion thereof (except to the extent of dues actually deducted pursuant to the terms of the arrangement).

As a part of the economic settlement of these negotiations, the Company will assume the actual costs of general administration over the life of the **2015** Agreement.

With respect to this Agreement, the parties acted in reliance upon FECA Advisory Opinion 1981-39. This Agreement is being entered into as part of the economic settlement with the Union. In entering this Agreement, the Company reserved its right to unilaterally, following discussion with the Union, terminate its Agreement to bear the ongoing administrative costs of processing V-CAP deductions and contributions upon discovery or the issuance of any decision, opinion, regulation, or statute by an agency, court or legislature that would call into question the lawfulness of the Company's assumption of these costs.

Very truly yours,

Bernie Swartout,
Director
Compensation & Benefits

Concur: Jimmy Settles

VOLUNTEER ACTIVITIES

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Volunteer Activities

During these negotiations, the parties discussed our common interest in supporting the communities where we operate, our long history of working together in charitable endeavors and the culture of volunteerism which is continuously demonstrated by UAW Members/Ford Employees. We also recognize the valuable talents and energies that UAW Members bring to their communities.

To support these community outreach efforts, UAW Members will be granted access to register and log their volunteer activities through the Ford Model Teams computer system. This system will now have a code to specifically identify UAW Member volunteer efforts and hours. The parties will jointly develop a plan for implementation.

The Company and the Union agree to continue to explore additional methods and opportunities to work together in support of community outreach.

Very truly yours,

BILL DIRKSEN,
Executive Director
U.S. Labor Affairs

WASH-UP TIME - FOUNDRIES

December 7, 1970

Mr. Ken Bannon, Vice President
International Union, UAW
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Bannon:

Subject: Wash-up Time - Foundries

This will confirm the understanding reached during 1970 negotiations that employees in the Dearborn Iron, Specialty and Cleveland Foundries who are currently on operations for which tag relief is provided, and who work before and after the lunch period, will be paid for three (3) minutes of their regular 30-minute lunch period at their straight-time rate of pay. This understanding is on the basis that such time shall not be considered as time worked.

Very truly yours,

SIDNEY F. McKENNA, Director
Labor Affairs Office
Labor Relations Staff

WEEKLY PAY STATEMENT

October 4, 2011

Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Mr. Settles:

Subject: Weekly Pay Statement

During these negotiations, the Company agreed the weekly pay statement would continue to reflect child support and alimony year-to-date deductions and the year-to-date TESPHE pre-tax contributions for those employees electing to participate in the plan.

Very truly yours,

BILL DIRKSEN, Director
U.S. Union Affairs
Labor Affairs

Note: This letter replaces the following letter:

“Reflection of Year-To-Date TESPHE Contributions on Hourly Pay Check Stubs, September 17, 1987

November 5, 2015

**Mr. Jimmy Settles
Vice President and Director
UAW, National Ford Department
8000 East Jefferson Avenue
Detroit, Michigan 48214**

Dear Mr. Settles:

Subject: Woodhaven Hot Metal Forming Plant

During these negotiations the parties discussed the complexities of bringing new work into the Woodhaven Hot Metal Forming Plant while maintaining traditional metal stamping work. This letter confirms that it is not the intent of the Company to place In-Progression production employees at the Woodhaven Hot Metal Forming Plant on the traditional metal stamping work.

**Stacey Allerton,
Director
U.S. Labor Affairs**

Concur: Jimmy Settles

**National Ford Department Staff
2015 Negotiations**

**Jimmy Settles
Vice President and Director
UAW Ford, Aerospace, Chaplaincy and Insurance**

Greg Drudi	Roy Escandon	Angelique Peterson-
Don Godfrey	Jeffrey Faber	Mayberry
Darryl Nolen	Brett Fox	Gregory Poet
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Tracy Ausen	Raenell Glenn	Michael Robison
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Matthew Barnett	Ruth Golden	Angelo Sacino
Monica Bass	Jane Granger	Les Shaw
David Berry	Andre Green	Michael Shoemaker
Carlo Bishop	Joe Gucciardo	Casandra Shortridge
Shawn Campbell	Dan Huddleston	Larry Shrader
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Sean Coughlin	Jerry Lawson	Tony Vultaggio
Chris Crump	John McCollum	Deneen Whitaker
Ronda Danielson	Lisa Mayberry	Mike Whited
Rocky Di Iacovo	Armando Medel	Mark Williams
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