

environment and mind set of continuous improvement and work rule flexibility must be achieved.

The major elements of skilled trades work rule flexibility include movement to a core work focus, reduced classifications, overlapping work assignments, thus minimizing lines of demarcation, and the elimination of uncompetitive past practices. During their negotiations, the Local Parties have addressed these work rule flexibility issues. The focus going forward must be on successful implementation at the plant level. To support local implementation, the CLC shall evaluate progress at least annually and shall provide resources to assist whenever necessary. Additionally, the Local Parties are encouraged to share "best practice" information regarding implementation and CLC evaluations will similarly be used for this purpose. One such best practice is the use of alternative work schedules for maintenance crews that allow work schedules of 40 hours that include Saturday and Sunday work for straight time pay which may be considered. The Parties are encouraged to consider such approaches to reducing cost and maximizing operational flexibility.

Additionally, to support the above objectives, it is understood that overlapping and incidental work assignments must no longer limit trades capabilities, but rather provide an opportunity to utilize these skills to broaden the expertise of skilled trades. Existing work rules and practices that are necessary to protect the safety of associates and the efficiency of operation in today's competitive environment will be carried forward. Therefore, lines of demarcation between trades will be minimized. Furthermore, the work assignments of production associates will incorporate certain maintenance tasks that can be safely assigned with the implementation of standardized work pursuant to the AAM Manufacturing System.

AAM and the UAW's joint goal is to provide a work environment that best utilizes our skilled trades workforce to their optimum potential. Additionally, AAM will continue to rely on our skilled trades workforce and focus their efforts, innovation and abilities on maintaining and improving our core work products and processes. With regard to potential subcontracting decisions, the Local Parties have committed to use a Competitive Analysis process that comprehensively addresses opportunities for additional work and skilled trades utilization.

Further, the Parties share a mutual desire to have the most competitive, highly trained and flexible skilled trades workforce in the industry and, therefore, support each plants' efforts to transition the skilled trades classification structure of up to four (4) classifications: Electrical Technician, Mechanical Technician, Toolmaker/Tool and Die and Facilities Technician. In support of these skilled trades classifications, the AAM-UAW Skilled Trades and Apprentice Committee will develop appropriate apprentice training schedules.

The Corporate Leadership Council (CLC) will review and monitor the Local Parties efforts to improve skilled trades work rule flexibility, focus on products and processes core to AAM, and train their skilled trades workforce in the new classifications. These reviews will be ongoing and will be a topic of discussion at all CLC meetings. In

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