

July 25, 2008

Dear Colleague:

In January we announced a new Dispute Resolution, Attendance and Performance Management Agreement, which was the result of months of intensive work by representatives of AFA and the Company. We achieved an innovative system that allows us to resolve issues when and where they are happening. It includes attendance and performance management policies that are transparent, easily understood, and can be administered consistently and efficiently.

In February, you received an introduction and general overview of the agreement with a promise of more information prior to implementation. Now, in advance of the August 11 launch date, we are providing you with the attached comprehensive guide that explains these new processes in greater detail.

Because it is important that everyone fully understands these new policies and procedures, we encourage you to thoroughly read through the guide and carry it with you for reference as the need arises. You can also find a copy of the agreement posted on the AFA Web site and on SkyNet. If you have questions after you've read the guide please talk to a supervisor or AFA representative. Over the last three months, representatives of AFA and management have been in training classes in preparation for the transition and for supporting you with the new system.

The Company and AFA agreed the new program should support a positive step forward by clearing as much of the old system as possible. If you were affected by the section of the agreement that provides for the clearance of certain discipline records that were active as of the date of the Agreement (January 16, 2008), you will soon see that those entries have been removed from your work history. In addition, the agreement provides for a "conversion" of current active discipline. If you want to know how your record will be transitioned to the new program, please see a supervisor for assistance.

We are pleased to provide you with improvements to cumbersome processes that have been a source of frustration and confusion for all involved. But, this isn't just about fixing processes. It's about creating an environment in which you feel comfortable raising issues, confident that you can get them resolved in a timely manner, and certain you clearly understand all aspects of attendance and performance management. Through our collaborative work we can bring about better outcomes for everyone involved.

The new program represents a fundamental shift in how we'll resolve disputes moving forward. We look forward to your feedback as we undertake this new way of working together.

Sincerely,



Alex Marren, Senior Vice President
United Airlines Onboard Service



Greg Davidowitch, President
AFA-CWA United Master Executive Council

