

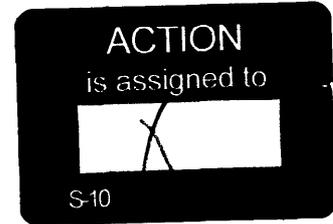
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August 23, 2001

*Coverman*

Docket OST-

2001-10387

Mr. Norman Y. Mineta  
Secretary of Transportation  
U.S. Department of Transportation  
400 Seventh Street, S.W.  
PL - 401  
Washington, D.C. 20590

Dear Mr. Secretary:

As a recently retired TWA employee, I read with great interest where American Airlines is presently in the process of asking the U.S. government to approve anti-trust immunity that would lead to a code sharing alliance between American and British Airways.

In a recent communication to all American employees, Mr. Don Carty, President and CEO of American, stated that such an alliance would be in the public interest by allowing the two carriers to coordinate pricing and scheduling. Clearly such an alliance would certainly be in American's interest. It would be tantamount to price fixing! As a matter of public interest, however, I fail to see how reducing price competition any further would provide any economies for the traveling public. Nonetheless, American will, no doubt, attempt to present a very persuasive case for approval, making all necessary promises to the congress and the DOT.

In my brief exposure to American's corporate culture I have learned to my distress that American is very adept at maintaining two corporate personas, one public, the other internal. The public personality is well versed at public relations and presenting a harmonious, obliging face to the world. The internal culture is more combative with its employees and manipulate of its agreements and obligations. No better example of this split corporate personality is the treatment of TWA retirees. American's corporate attitude and conduct towards TWA's retirees can be best described as contemptuous. At virtually every turn, American has essentially refused any contact with the retirees except through their attorneys. All contact with TWA's or American's managers to ascertain information regarding the valuation of retiree benefits has been expressly forbidden by American Airlines. When Mr. Carty appeared before Senator John McCain's committee on February 2, 2001, he was all smiles and conciliation touting the benefits to the public and all employee groups especially the TWA employees and retirees. As a TWA retiree I was initially pleased at what I heard. However, the public promises made in February have not been realized in the spirit in which they were made and certainly in which they are being implemented.

Given the historically troubled labor relations at American, it is problematic that American will be able to successfully integrate TWA's active work force into its ranks without the labor strife that has disrupted the nations air commerce in the recent past. Before any consideration be given to American's British Air code sharing proposal, I suggest it would be in the public interest to advise American that first they clean up their labor relations, live up to their promises, before they are allowed to engage in any "foreign adventures".

Respectfully,

A handwritten signature in cursive script that reads "Fred Arenas".

Fred G. Arenas

MR. & MRS. F.G. ARENAS, JR.  
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