

AMERICAN AIRLINES

ATTENDANCE and PERFORMANCE GUIDELINES

**FOR PASSENGER SERVICE EMPLOYEES
Represented by the CWA-IBT Association**

Effective September 12, 2016

I. INTRODUCTION

When we think about one of the keys to our success as a Customer Experience department, we often think about dependability. Getting aircraft out on time is certainly one aspect of that, but behind the scenes, it also means having our full team at work, performing at their best every day, for every flight.

Knowing what's expected and having a clear understanding of what success looks like are integral parts of performing at our best. That's why we have attendance and performance guidelines for our CWA-IBT-represented employees.

The attendance piece is an objective, straightforward point system with a rolling active 12-month look back period.

The performance piece also uses an active 12-month lookback, and allows for a review of each performance issue, the employee's work history and the opportunities for improvement.

These guidelines are just that - guidelines. They are not a contract of employment and may be to modified or removed at any time. If that's the case, we'll make sure employees are aware in advance.

Separation of Attendance and Performance

Attendance and performance are generally separate and distinct. The attendance guiding principles apply only to attendance issues, which will be managed separately from job performance issues. Expectations for employee conduct and performance will be managed under the performance guidelines. However, there may be times when an issue involves both sets of guidelines. An example would be arriving late and not clocking in. The late arrival falls under attendance while the failure to clock would be addressed under performance.

II. Application of Guidelines

The guidelines in this document apply only to those employees in the Passenger Service workgroup represented by the CWA-IBT Association who have completed their probationary period pursuant to the applicable collective bargaining agreement.

They replace US Airways' Commitment to Success Attendance and Performance Program and American's Attendance Management Policy (AMP) and Peak Performance through Commitment with respect to CWA-IBT-represented employees.

III. Definition of Terms

Absence(s) / Absent: Any time an employee does not report or remain at work as scheduled. All Absences are considered chargeable attendance occurrences for assignment of points except those expressly identified as authorized leaves (see below), or those for which discipline may not be issued under applicable law.

Active / Active Service: The period(s) in which the employee is actively working, or receiving pay. Active / Active service excludes time periods when the employee is removed from payroll (e.g. unpaid leave of absence).

Attendance Discussion(s) / Coaching: Either a discussion during which the employee is advised of the company's attendance / performance expectations and the employee's status under the guidelines OR a notice provided to the employee that apprises the employee of his/her status under the company's attendance / performance expectations.

Authorized Leave(s): When acceptable documentation is submitted to the company, authorized leaves include: adoption, bereavement, family medical leave (FMLA), jury duty, maternity, medical (paid and / or unpaid for 14 or more calendar days from start of Absence), military, occupational injury, paternity, personal, and union leave.

Chargeable Attendance Occurrence(s): Absences or late arrivals that are assessed a point value according to the guidelines. A sick absence occurrence starts on the first day of absence and ends when the employee returns to work. Sick absences are assessed points based on each occurrence. Non-sick absences and late arrivals to work are daily occurrences and points are assessed daily regardless of the duration.

Confirmation of Illness: When the company is in doubt of a bona fide sick claim and / or the occurrence is for five (5) or more sick days (paid and / or unpaid), the Company may request an employee to provide documentation to substantiate that claim.

Effective Period of Review Level / Discipline: The rolling twelve (12) month period of active service commencing on the date the most recent Level is issued to an employee.

Flex Late (for Airport, Premium Customer Services & Travel Center employees). Up to two (2) times per calendar year the employee may start his or her shift up to fifteen (15) minutes late. Time is not made up, or paid. Flex lates are not chargeable attendance occurrences under the attendance guidelines.

Late: When an employee arrives to work no more than two (2) hours after the employee's shift start time (includes scheduled shifts, overtime and shift swaps) or at a time authorized by management.

Late Notification (for an Absence): When an employee notifies the company of the employee's absence after one (1) hour prior to the employee's shift start time, but less than two (2) hours following the employee's scheduled start time.

Level(s): There are three (3) levels of progressive review / discipline which will be applied in instances of unsatisfactory attendance or performance: Level 1, Level 2 and Level 3. Level 3 is a "Final Warning." If attendance / performance problems continue after Level 3 (Final Warning), an employee may be terminated.

No Call / No Show: When an employee does not report to work and does not notify the company of the absence within two (2) hours following the employee's scheduled start time.

Point(s): Assessed for each chargeable attendance occurrence (absence or late) to the extent permitted by any applicable law and as described in the attendance guidelines.

Progressive Review Level / Discipline: When an employee fails to correct the employee's unsatisfactory attendance record or performance, the employee will be issued three (3) Levels of Progressive Review after which the employee may be terminated. Sometimes an employee's behavior or misconduct (performance) is sufficiently serious so that skipping levels, including moving directly to or termination, may be warranted.

Sick Leave Abuse: Utilization of sick leave, paid or unpaid, for any purpose other than an employee's personal illness or non-occupational injury (unless otherwise provided by law).

Sick Leave Pay: Pay protection for an absence when an employee is unable to report to work as scheduled due to the employee's own illness, notifies the company at least one (1) hour prior to the employee's scheduled start time, and the employee has accrued and available sick time.

Termination: Involuntary separation of employment.

IV. ATTENDANCE GUIDELINES

A. *Employee Responsibilities*

The company relies on its employees to report to work as scheduled. Employees are expected to report to work regularly and on time and remain in their assigned work area as necessary for the efficient performance of their work. We recognize that on occasion, illness or other compelling personal situations may require employees to be late or absent from work. Every employee has the responsibility to minimize absences to ensure dependable attendance. This includes: attending to personal obligations outside of work hours; not allowing minor indispositions or inconveniences to keep them away from work; allowing for variations in weather, traffic, or public transportation when commuting; not abusing sick leave; immediately notifying the company in the event of an absence; and following company procedures for securing authorized leaves of absence.

B. *Employee Obligations under the Attendance Guidelines*

When an employee is going to be absent, the employee must notify the company at least one hour prior to the start of the employee's shift each and every day unless directed otherwise. An employee who fails to do so may be subject to a progressive review level. The employee must *personally* call to report an absence unless the employee is physically unable to do so.

C. *Point Assessment*

The chart below identifies types of attendance occurrences and the number of points issued for each. The chart is not intended to be all-inclusive and cannot address all possible situations. Points issued may vary depending on individual circumstances.

Occurrence	Points Per Occurrence
Late	0.5 Point
Absence with notification at least one (1) hour prior to scheduled shift start	1.0 Point
Absence with notification between 59 minutes prior to and two (2) hours after scheduled shift start	1.5 Points
Absence associated with a communicated pattern (e.g. holiday, calendar, conjunctive)	2.0 Points
Absence for five (5) or more consecutive days without Company approved documentation	2.0 Points
No Call / No Show – either no notification or more than two (2) hours after scheduled shift start	2.5 Points
No Call / No Show for 3 consecutive scheduled work days	Termination

A sick absence that covers one or more consecutive scheduled work days is one (1) occurrence under the guidelines. For these absences, points are assessed per occurrence. A sick absence ends when the employee returns to work.

A non-sick absence and late arrival are daily occurrences and are assessed points on a daily basis.

D. Flex Late Guidelines for Airport, Premium Customer Services & Travel Center Employees

Employees may start their shift up to fifteen (15) minutes late up to two (2) times per calendar year. The time will not be made up, or paid. The two (2) Flex lates are not chargeable attendance occurrences under these guidelines.

E. Procedure

The company will track chargeable attendance occurrences and their cumulative point total over the previous 12-month period of active service starting from the first day of absence associated with the most recent attendance occurrence to determine if a progressive review level is warranted. Once a level has been issued, attendance is reviewed during the effective period of review level, which is 12 months of active service starting on the date a level is issued to the employee.

Examples of ways in which employees will be assigned points for attendance absences and lates follow. These are only examples and the list is not intended to be all inclusive:

- Calling in absent for a scheduled work day, including shift trades and overtime
- Reporting late for duty, including shift trades and overtime
- Leaving work before the end of shift
- Missing work assignment as a result of not having all required items

Authorized Leaves are not counted as points and are not subject to progressive review levels when acceptable documentation is submitted to the company. Authorized leaves include: adoption, bereavement, family medical leave (FMLA), jury duty, maternity, medical (paid and / or unpaid for 14 or more calendar days from start of absence), military, occupational injury, paternity, personal, and union leave.

F. Progressive Review Levels

The chart below outlines the guidelines for levels based on points assigned. The guidelines are not intended to be all-inclusive and cannot identify all possible situations. Levels issued for an infraction may vary from the stated guideline based on individual circumstances and/or applicable laws.

<u>Point Total</u>	<u>Progressive Review Levels</u>
Less than 4 Points within 12-month period of Active Service (prior to and including the 1 st date of last occurrence)	Coaching
4 Points within 12-month period of Active Service (prior to and including the 1 st date of last occurrence)	Level I
3 Points within the Level 1 Effective Period (12-month period of Active Service)	Level 2
2 Points within the Level II Effective Period (12-month period of Active Service)	Level 3
2 Points within the Level III Effective Period (12-month period of Active Service)	Termination

EXAMPLES

Example 1: Agent Jane calls out sick for 3 days beginning on September 27, 2016 and receives one (1) point. To determine whether this occurrence triggers a progressive review level, the supervisor / manager reviews the 12-month active service period prior to the occurrence. In this instance, the 12-month active service period is from September 28, 2015 through September 27, 2016. In the event Jane was on a five-month leave of absence during this 12-month period, the supervisor / manager would need to look back an additional five (5) months, totaling a seventeen (17) month period which would result in a 12-month active service period from April 28, 2015 through September 27, 2016. At this time, Jane's cumulative point total for the 12-month period of active service is three point five (3.5) points and therefore this occurrence does not trigger a level.

Example 2: Agent Jane calls out sick for one day and receives one (1) point on October 24, 2016. At this time, Jane's cumulative point total for the 12-month period of active service is four point five (4.5) points. Based on her cumulative point total, this attendance occurrence triggers a progressive review level. Her supervisor / manager issues her a level 1 on November 1, 2016. The effective period is from November 1, 2016 through October 31, 2017 assuming Jane remains Active (on payroll) from the date the level 1 is issued through October 31, 2017.

Example 3: Agent Jane is late for work on November 16, 2016 and receives a half a point (0.5) for this chargeable occurrence. At this time, Jane's cumulative point total for the effective period for the level 1 is half (0.5) a point, therefore this occurrence does not trigger an escalation in Level.

Example 4: On October 29, 2017 Jane calls absent for work due to personal reasons and advises the company 10 minutes before her shift start time. She receives one and one half (1.5) points for this chargeable occurrence since she was late in notifying the company of her Absence. On the following day, October 30, 2017, Jane calls absent for work again for personal reasons but this time advises the company an hour and a half before her shift start time. She receives one (1.0) point for this chargeable occurrence. At this time, Jane's cumulative point total for the effective period for the level 1 is three (3.0) points. This triggers the next level. Her supervisor / manager issues her a level 2 on November 8, 2017. The effective period for this level 2 is from November 8, 2017 through November 7, 2018, assuming Jane is active during this time period.

Example 5: On January 11, 2018, Jane does not come to work nor does she call in her absence. She receives two and one half (2.5) points for this chargeable no call / no show occurrence. Jane's cumulative point total for the effective period for the level 2 triggers an escalation to the next level. Her supervisor / manager issues her a level 3 on January 18, 2018. The effective period for this level 3 is from January 18, 2018 through January 17, 2019, assuming Jane is active during this time period.

Example 6: On January 17, 2019, since Jane has not had any chargeable attendance occurrences OR she has not accumulated two (2.0) or more points during the effective period for the level 3, the level 3 expires. Her supervisor / manager confirms she is no longer on a level for her attendance.

G. Verification of Sick Absence

Pursuant to the collective bargaining agreement, employees may be required to present confirmation of illness. The company reserves the right to require, when in doubt of a bona fide claim, acceptable documentation to confirm such sick claim. In the event the requested documentation is not supplied, or such documentation is incomplete or does not substantiate the employee's illness or injury, the absence may be considered sick leave abuse and the employee may be subject to a progressive review level up to and including termination.

The following are examples of when the company may be in doubt of a bona fide sick claim and require acceptable documentation. These are examples and not intended to be all inclusive.

- Absences while on a level under the attendance guidelines.
- Absence occurrences of 5 or more consecutive work days
- Absences within any of the following periods:
 - o December 20 through January 6
 - o Super Bowl Sunday through the Monday after
 - o The Friday preceding Easter through the Monday following Easter.
 - o Memorial Day weekend (including Memorial Day)
 - o July 1 through July 7
 - o Labor Day weekend (including Labor Day)
 - o October 31
 - o The Tuesday before Thanksgiving through the following Sunday
- An annual absence pattern
- Absences immediately preceding or following a vacation day, a day off or swap off
- When the employee is notified in advance of the requirement to provide confirmation of illness for future absences due to a suspicion of sick leave abuse

When documentation is required, as described above, for a non-FMLA qualifying occurrence, the employee must submit the documentation to the company on the first day the employee returns to work, if the company has advised the employee of this requirement in advance. If the company notifies the employee that documentation is required after the employee returns to work, the documentation must be submitted to the company within seven (7) calendar days of notification.

The required **sick verification** documentation is available on Jetnet and needs to be completed by the employee's healthcare provider and returned to the company's Absence and Return Center (ARC).

H. Sick Leave

Employees covered under the CWA-IBT Passenger Service contract may only use their sick leave for their own personal illness or injury, unless otherwise permitted by a contractual provision or mandated by law.

V. PERFORMANCE PROGRAM

A. Professional Conduct

Building the world's greatest airline means having all of our team members consistently do their part to ensure that we consistently provide exceptional service to our customers. Though the roles and responsibilities of each team member vary, one thing remains constant: we all need to be professional both in our behavior and performance.

Fundamentally, all employees should show commonsense, integrity, responsibility, initiative and good judgment at all times. That means being the best employee, which positively reflects on our company and colleagues. And, while we recognize that for most of us, these expectations are all we need to know. For those who prefer specifics, we have outlined specific expectations in our Professional Conduct Standards.

B. CWA-IBT Professional Conduct Standards

American Airlines employees are expected to demonstrate professional conduct that reflects commonsense, integrity, responsibility, initiative, efficiency and good judgment at all times. Employees should not act in a way that is detrimental to the welfare of, or reflects unfavorably on, the company or its employees. By way of example only, the following types of conduct are prohibited and may result in discipline up to and including termination:

- Misrepresentation of facts or falsification of records (including, for example, training records, employment applications, pay records, etc.) for any reason including to obtain travel passes, employee benefits, pay for the employee or a coworker, or other privileges.
- Submitting incorrect timesheets or other time records, or allowing incorrect timesheets or other time records to be submitted. Please note that this applies to both your own timesheets or time records, and those of others.
- Working unauthorized overtime (the company will pay employees for all time worked regardless of whether it was authorized, but working without authorization may be treated as a disciplinary matter).
- Intentional work slow-downs, encouraging work slow-downs, or intentional restriction of output, productivity or workmanship.
- Loafing, sleeping on the job, or "nesting."
- Insubordination, or willful refusal or failure to follow a direction from management or refusal to perform assigned work.
- Failure to report any injury, accident, dangerous, unsafe or hazardous situation or condition to a member of management as soon as possible, or failure to follow all posted and/or published safety rules or any other disregard for safety.
- Unauthorized use of property or information owned or maintained by the company, its employees, or vendors, including, as example only, information and data related to our customers and employees, equipment, and electronic assets.
- Selling goods or services to the company or other employees while at work or using company property, information or assets for personal gain.
- Soliciting, collecting, or accepting contributions from coworkers on company time without company authorization.

- Utilizing audio recording or video-taping equipment (for example, the use of camera / video features on cell phones or glasses) on company property or while on duty, except where such equipment is provided by the company and then only in performing duties assigned by the company, unless the company provides prior written approval.
- Certain criminal offenses, whether committed on duty or off duty.
- Any failure to follow TSA or FAA regulations, or any applicable security regulations.
- Pilferage, theft, or attempted theft.
- Violence, physical assault, or horseplay on company premises at any time or while on duty
- While at any company workplace, or performing duties on behalf of the company, using any weapons, firearms or explosive devices, or knowingly permitting another employee to possess or use the foregoing, unless authorized by the company.
- Failure to abide by the company's Equal Employment / Non-Harassment policy.
- Participation in any effort, including those offsite, that may constitute support of a potentially dangerous or disruptive effort against the airline and / or our employees.
- False or slanderous statements about the company, its employees, its vendors or patrons.
- Any violation of drug and alcohol policies.
- Use of inappropriate language.
- Gambling on company premises or while on duty.
- Failing to check in or off duty in the prescribed manner.
- Clocking in or out for others.
- Failure to safeguard corporate resources or property of others, including the destruction defacing or damaging of airport or company property.
- Assisting any person in gaining unauthorized entrance to, or exit from American Airlines facilities or offices, including airport property.
- Solicitation and / or acceptance of gratuities (tips) of any kind from customers, vendors or visitors, unless specifically approved by your manager and Human Resources.

The above list is not all-inclusive and cannot address all possible situations or every practice or principle related to honest and ethical conduct. Unprofessional conduct will be dealt with according to the seriousness of the offense, and violators will be subject to appropriate disciplinary action up to and including termination.

Generally, if conduct does not meet these expectations, your management team will work with you to address the issue through the use of a progressive counseling process. The process may include a non-disciplinary coaching discussion, a Level 1, Level 2, Level 3, or termination of employment. Some behavior, even if committed for the first time, may be serious enough standing alone to warrant termination or other discipline, even in the absence of prior discipline.

If you have any questions about the Professional Conduct Standards, please reach out to your supervisor / manager.

C. *Review of Facts and Action*

We will conduct a review of facts prior to the application of any discipline, including discharge. Depending upon the circumstances, an employee may be suspended while we gather the necessary details. And, the following may be considered as part of the review and in the determination of what discipline, if any, is warranted:

- The nature and seriousness of the offense
- The duration of the problem
- The number of attempts to counsel you regarding your previous performance infractions
- Your work history
- Your general behavior and willingness to improve

We will track performance over a 12-month period of active service (as defined in the attendance guidelines) leading up to the performance issue. Once a disciplinary step has been issued, the discipline will remain active for a period of 12 months of active service ("effective period"). If additional progressive discipline is necessary during that 12-month period, all discipline will remain effective until 12 months following the most recent step of the progressive discipline.

D. *EAP*

The Employee Assistance Program (EAP) is separate from one's professional conduct. If an employee has committed an offense warranting discipline, the discipline should be administered, even if the employee seeks assistance through the EAP. Though we encourage all employees to utilize the EAP's services, discipline is not to be waived solely because an employee is seeking help for an addiction or other problem.