



## **ATTENDANCE AND PERFORMANCE GUIDELINES**

**Passenger Service Team Members  
Represented by the CWA/IBT Association**

## **Draft -5 final**

### **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 U.S.-based passenger service employees represented by the CWA-IBT Association (including Puerto Rico). The attendance piece is an objective, straightforward point system with a rolling active 12-month lookback period.

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

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

## **I. APPLICATION OF GUIDELINES**

The guidelines in this document apply only to those team members in the passenger service work group who have completed their probationary period pursuant to the applicable collective bargaining agreement.

Passenger service includes the following groups: The airport Customer Service group (CSC, CSA), Customer Assistance group (CAR), Premium Customer Service group (PCSC, LPCSR, PCSR), the Travel Center group (TCR), Reservations group (OBR, HBR). This policy applies to all groups unless noted otherwise.

## **II. ATTENDANCE GUIDELINES**

### **A. Team Member Responsibilities**

The company relies on its team members to report to work as scheduled. Team members 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 team members to be late or absent from work. Every team member 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, immediately notifying the company in the event of an absence; and following company procedures for securing authorized leaves of absence.

When documentation is required, i.e. FMLA, it is the team member's responsibility to ensure their health care provider submits the required paperwork to and has been received by the company.

Passenger service team members may only use their sick time for their own personal illness or injury, unless otherwise permitted by a contractual provision or law.

## **B. Team Member Obligations under the Attendance Guidelines**

When a team member is going to be absent, the team member must notify the company at least one (1) hour prior to the start of the team member's shift each and every day unless directed otherwise. A team member who fails to do so may be subject to additional points and/or progressive review level.

The team member must personally report an absence in accordance with their local procedure unless the team member is physically unable to do so or applicable law provides otherwise. The team member should include shifts or hours of absence including scheduled shifts, swaps and overtime.

A sick absence that covers one (1) 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 team member returns to work.

Any requested documentation must be submitted within seven (7) days of notification. Each team member must check with their attendance admin or manager within seven (7) days of returning to work to review attendance. Failure to comply could be considered a performance issue.

## **C. Travel While Absent or on Leave of Absence**

**Absent:** Generally speaking, you are not allowed to use team member travel privileges if you are absent from work. If you are unable to report for work as scheduled due to illness or any other reason, including intermittent family leave for yourself or other, are on an unauthorized absence, or withheld from service, utilizing team member travel privileges are not permitted. Using travel privileges while absent may result in suspension or revocation of your travel privileges or discipline up to and including termination. Please see the [Travel Guide](#) for details.

**Leave of Absence:** Some leaves allow travel for yourself and eligible travelers, while others do not. Please see the [Travel Guide](#) for details. Violation of this policy may include disciplinary action up to and including termination.

## **D. Substantiation of Sick Absence**

Pursuant to the collective bargaining agreement and as permitted by applicable law, team members 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. When documentation is required for a non-FMLA qualifying occurrence, the team member must submit the documentation to ARC within seven (7) calendar days of notification. Example of documentation includes a doctor's note on verifiable letterhead.

## **E. Identified Absence Patterns**

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 such as a doctor's note, to confirm such sick claim.

In the event the requested documentation is not supplied, or is incomplete or does not substantiate their 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 documentation. These are examples and not intended to be all inclusive. Once an absence pattern has been identified, the occurrence is two (2) points unless acceptable documentation has been provided to the manager. A pattern could include absences for all or any part of a scheduled shift.

- Absence while on an progressive level for attendance
- A weekly/monthly absence pattern (i.e. every Saturday)
- Absences immediately preceding or following a vacation day, a day off or swap off
- Repeated absences for partial and/or doubles shifts
- Holiday or Critical Operation periods:
  - Super Bowl Sunday through the Monday after
  - The Friday preceding Easter through the Monday following Easter.
  - Memorial Day weekend (including Memorial Day)
  - July 1 through July 7
  - Labor Day weekend (including Labor Day)
  - The Tuesday before Thanksgiving through the following Sunday
  - December 22 through January 3
  - Mandatory Overtime

## **F. Procedure**

The company will track chargeable attendance occurrences and their cumulative point total over the previous twelve (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 team member. Authorized leaves are not counted as points and are not subject to progressive review levels when acceptable documentation is submitted to the company. The company does not require documentation when prohibited by law.

The following are examples of conduct that may result in the company assessing points for attendance absences and late occurrences. These are only examples and the list is not intended to be all inclusive:

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

## **G. Point Assessment**

The chart below identifies types of attendance occurrences and the number of points issued for each. A non-sick absence and late arrival are daily occurrences and are assessed points on a daily basis.

The chart is not intended to be all-inclusive and cannot address all possible situations. Points issued may vary depending on individual circumstances. No points will be assessed for an absence protected by law.

### Points Assessment per Occurrence

Occurrence	Points
<ul style="list-style-type: none"> <li>Late Arrival to Work - 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.</li> </ul>	0.5 Point
<ul style="list-style-type: none"> <li>Sick absence of 1-5 consecutive sick days</li> <li>Absence with Notification at least one (1) hour prior to scheduled shift start - Ex: shift start 10:00, need to call by 9:00</li> <li>Notification of absence 59 mins or less is an additional point (absence point plus late notification point for 2.0 point total)</li> <li>Unauthorized Absence- points accrue daily</li> </ul>	1.0 Point
<ul style="list-style-type: none"> <li>Absence associated with an identified absence pattern</li> <li>Sick absence of 6 or more consecutive sick days</li> </ul>	2.0 Points
<b>No Call / No Show</b> <ul style="list-style-type: none"> <li>When a team member does not notify the company of absence or late arrival, includes OT, swaps and split shifts</li> <li>When an employee arrives 2 hours after their shift starts without management authorization.</li> </ul>	2.5 Points
No call/No show - three (3) or more consecutive scheduled work days	Termination

### H. 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.

Point Total	Coaching/Level
Less than 4 Points within 12-month period of Active Service (prior to and including the 1st date of last occurrence)	Coaching
4 Points within 12-month period of Active Service (prior to and including the 1st date of last occurrence)	Level 1
3 Points within the Level I 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



## I. Flex Late Guidelines:

**Airport, Premium Customer Services & Travel Center Team Members:** 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. Flexes will be used (coded) first. Once flexes are exhausted, all late arrivals will be coded appropriately.

**Reservations:** Reservations representatives are limited to a maximum of thirteen (13) flexes per calendar quarter. Once the maximum is reached, a reservations representative will be prohibited from flexing for the duration of the quarter. 15 minute flex is allowed up to 15-30 minutes after the original start of a shift. The reservations representative must make up the 15-30 minutes at the end of the shift. If a reservations representative signs out before the end of the adjusted flex shift, it could be considered an occurrence coded as reporting late (RL). The only exception to this is for those reservations representative whose shift ends at the same time that the office closes. For closing shifts, the 30 minutes will be added to the start of the shift on the next day being worked. A Rep may not flex a shift if there is any type of training or team meeting scheduled at the beginning of their shift. A reservations representative may not flex a shift if it is more than 30 minutes after the start of their scheduled shift. Normal attendance policy will apply.

## III. DEFINITION OF TERMS

**Absence(s)/Absent:** Any time a team member 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 team member is actively working, or receiving pay. Active/Active Service excludes time periods when the team member is on an authorized leave approved by the company.

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

**Authorized Leave(s):** All leaves of absence included in collective bargaining agreement, once approved, do not accrue points. These leaves will be administered in accordance with company policy. Upon request, required documentation substantiating the need for such leave, will be required. FMLA will run concurrent where noted.

**Chargeable Attendance Occurrence(s):** Absences, late arrivals or early departures 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 team member returns to work. Sick absences are assessed points based on each occurrence. Sick time or unapproved Medical leaves, except those protected by law, will count towards a team member's point total. 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, the company may require a team member to provide documentation to substantiate that claim absent applicable law otherwise.

**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 a team member.

**Flex Late:** Flex lates are not chargeable attendance occurrences under the attendance guidelines. See guidelines for specific workgroups.

**Late Arrival to work:** When a team member arrives to work up to two (2) hours after their scheduled start time including overtime and shift swaps or after a time authorized by management. When a team member leaves early without management authorization.

**Late Notification for an Absence:** When a team member notifies the company of their absence outside the guidelines. Team members who are calling in absent must notify the company at least 1 hour prior to shift start. Notification of absence 59 minutes or less, an additional point will be added to the absence point. This point applies daily for absences more than 1 day. Ex: absent 1-5 days, 1 point, called in 10 minutes before shift 1 day, add 1 point for total of 2 points.

**Level(s):** There are three (3) levels of progressive review / discipline which will be applied in instances of unsatisfactory attendance or performance.

**No Call / No Show:** When a team member does not report to work (includes OT, swaps, or split shifts), or does not notify the company of a late arrival within two (2) hours following the team member'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 a team member fails to correct their unsatisfactory attendance or performance, the team member may be issued one of three (3) Levels of Progressive Review after which the employee may be terminated. Sometimes a team member's behavior or misconduct (performance) is sufficiently serious so that skipping levels, including moving directly to or termination, may be warranted.

**Sick Abuse:** Utilization of sick time, paid or unpaid, for any purpose other than a team member's personal illness or non-occupational injury (unless otherwise provided by law).

**Sick Pay:** Pay protection as set forth in the collective bargaining agreement for an absence when a team member is unable to report to work as scheduled due to the team member's own illness, notifies the company at least one hour prior to the team member's scheduled start time, and the team member has accrued and available sick time. Sick Pay may be available under applicable state or local law and the criteria of those laws will dictate when Sick Pay is available.

**Termination:** Involuntary separation of employment.

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## 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 team members should show common sense, integrity, responsibility, initiative and good judgment at all times. That means being the best team member, 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. Professional Conduct Standards for Passenger Service Employees**

American Airlines team members are expected to demonstrate professional conduct that reflects commonsense, integrity, responsibility, initiative, efficiency and good judgment at all times. Team members should not act in a way that is detrimental to the welfare of, or reflects unfavorably on, the company or its team members. 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, benefits, compensation for the team member 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 team members 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 team members, or vendors, including, as example only, information and data related to our customers and team members, equipment, and electronic assets.
- Selling goods or services to the company or other team members 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 team member 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 team members.
- False or slanderous statements about the company, its team members, 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.
- Using employee travel privileges while absent or on a leave of absence unless authorized or allowed by travel policy or manager.

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, a team member 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 a team member has committed an offense warranting discipline, the discipline should be administered, even if the team member seeks assistance through the EAP.