

# **Flight Attendant Attendance & Performance Program**

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# Flight Attendant Attendance & Performance Program

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# Flight Attendant Attendance & Performance Program

## Program Overview

The Attendance and Performance Program, which comprises two categories:

Attendance/Dependability and Performance, outlines principles designed to enable flight attendants to demonstrate commitment to their overall performance at the highest levels. The Program is designed to create awareness of the Company's expectations and encourage communication while building on a positive relationship between the flight attendant and his or her manager.

Flight attendants who maintain acceptable overall performance raise the standards of the entire organization. Should a flight attendant fail to meet the standards outlined in the Program, those issues will be addressed accordingly with a goal of avoiding the same or similar behavior in the future.

### **Company Expectations**

It is the flight attendant's responsibility as an employee to comply with the Company's [Rules of Conduct](#) and performance standards for his/her job, and to consistently meet or exceed those standards. In the event the performance does not meet the Company's expectations, the manager will identify the problem and work with the flight attendant to outline the steps to correct it.

The Company has general expectations of all employees to:

- Maintain reasonable health standards and take precautions against illness
- Prevent minor indispositions or inconveniences that keep employees away from work
- Make every effort to live and work safely. Observe safety rules and practice safety both on and off the job.
- Allow for variations in weather, traffic, or public transportation when commuting
- Attend to personal business outside of times of the employee's scheduled working hours

These basic approaches benefit our employees as well as the Company.

**The Program is not a contract of employment. The Company reserves the right to modify or revoke the Program at its discretion.**

# Flight Attendant Attendance & Performance Program

## Categories

### Categories

The Program includes two categories: Attendance/Dependability and Performance. A flight attendant may be progressed in each category (separately) up to and including termination.

### Discussion

When concerns initially arise regarding a flight attendant's Dependability and Performance record, the Flight Service Manager may schedule a meeting to discuss the flight attendant's record and expectations to resolve the concerns. The discussion is considered a counseling session and not discipline.

### Levels of Corrective Action

The expectation of every employee is that he or she be reliable and perform to the highest standards. In cases in which the employee fails to meet the standards, the manager may issue corrective action. Levels of corrective action are outlined below:

### Attendance

Attendance/Dependability
Level One
Level Two
Final Warning
Termination

**Note:** The levels of discipline for Attendance/Dependability will be issued in progression (i.e. levels cannot be skipped for a single occurrence).

### Performance

Performance
First Advisory
Second Advisory
Final Warning
Termination

## Flight Attendant Attendance & Performance Program

**Note:** The levels of discipline for Performance will normally be issued in progression; however, **a step, or multiple steps, in the progression may be skipped** depending upon the severity of the event. Similarly, any single event may trigger corrective action up to and including termination.

### Rolling Active Period

All events and corrective action will be based on a rolling active twelve-month period.

- A flight attendant is considered inactive if he/she is on an unpaid leave (with the exception of a Voluntary Leave of Absence) for sixteen (16) or more days
- An event will remain on the flight attendant's record from the date of the event for the next twelve (12) months during which the flight attendant is active
  - During inactive time, any event (in any category) is paused for the time inactive
- Discipline will remain on the flight attendant's record from the date the discipline is issued for the next twelve (12) months during which the flight attendant is active
  - During inactive time, any discipline (in any category) is paused for the time inactive
- Upon a flight attendant's request any derogatory letters that did not result in discipline shall be removed from a flight attendant's file after twelve (12) active months from the date the derogatory letter was placed in her/his file
- Disciplinary letters will remain in a flight attendant's file up to one year from the date of issuance. Any expired disciplinary letter will be removed upon request. However, a disciplinary letter will not be removed if the flight attendant has been issued another disciplinary letter for the same or similar conduct before the expiration of the prior disciplinary letter. Once a document has been removed or the applicable time period above has elapsed without a recurrence of the same or similar conduct, the document may not serve as a basis for any employment action, including any disciplinary action, taken with respect to the flight attendant.

# Flight Attendant Attendance & Performance Program

## Attendance/Dependability

### Dependability Chargeable Events in a Rolling Active Twelve (12) Months

#### One (1) Point Events

- Sick Paid/Unpaid (SK/US) of 1-6 days\*
- Late Reports (RL/LR) more than the 1 contractual allowance
- Points *may be* assessed for Personal Days (PO) beyond the 2 contractual allowances if POs are abused (e.g., seeking POs repeatedly or for questionable reasons).

#### Two (2) Point Events

- Sick Paid/Unpaid (SK/US) of +7 days\*
- Late Notification of Absence/Sick on Contact
- Missed Trip, including No Show/No Call, Unable to Contact, Failure to Acknowledge, Commuter Missed Trip more than the contractual 3 allowances

\*One (1) point added if sick during a critical period (unless the sick is a result of a medical leave of absence (LP/LU) approved prior to the bidding period for the critical period month). Non-point generating POs are also exempt from this additional critical period point.

Note: If a flight attendant goes out on a continuous medical leave for an FMLA qualifying condition and the flight attendant applies and is granted FMLA leave, the flight attendant will not be charged attendance points for the duration of the leave even if the flight attendant's single, continuous absence from work extends beyond the FMLA entitlement. In order for the single, continuous absence to be a non-chargeable event beyond FMLA entitlement, all absences must be a result of the same underlying medical condition from the initial FMLA absence, and the continuing medical leave must be substantiated and approved through the Absence & Return Center.

There may be other exceptions to occurrence points based on applicable policies and laws. See the "Resources" section below.

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## **Dependability Non-Chargeable Events in a Rolling Active Twelve (12) Months**

### **Zero (0) Point Events**

- Commuter Missed Trip – first 3 in a rolling 12 months will be excused\*\*
- Personal Days – 2 allowed in a rolling 12 months\*\* (points may be assessed if the Personal Days are abused, such as seeking POs repeatedly or for questionable reasons)
- Late Report – 1 allowed in a rolling active 12 months\*\*

\*\* Contractual

### **\*Critical Period**

The critical period is defined as any operational assignment (flight assignment, reserve day, or duty day) that occurs on dates during the following periods:

- July 1 through July 7
- Thanksgiving - the Wednesday prior through the Sunday after Thanksgiving
- December 22 through January 3

### **\*\* Dependability Contract Provisions**

#### **Commuter Policy- Section 37.I.4**

The first three (3) Unable to Commute incidents of the nature described in Paragraph I.3 will not be treated as dependability infractions so long as the flight attendant provides the required supporting documentation from the Reservations system to his/her Flight Service Manager within seven (7) days of the Unable to Commute incident(s).

#### **Personal Day Policy- Section 25.L.2.a & b**

The Personal Day Policy allows two (2) Personal Days per rolling twelve (12) month period to be used only in the event of an unexpected emergency. A flight attendant may request Personal Days by making a verbal request to Crew Schedule with a follow-up call to his/her Flight Service Manager. The Company's decision to award Personal Days will be based on coverage.

#### **First Late Check-In- Section 37.M**

The first late check-in within a rolling active twelve (12) month period will not count for disciplinary purposes.

#### **Sick Notification – Section 9.B.2**

A Flight Attendant who is unable to report for duty for twenty-one (21) or more consecutive days following the origination of a sick call will be required to notify her/his Flight Service Manager. The Company may require a Flight Attendant who is unable to report for duty for twenty-one (21) or more consecutive days to present medical documentation.

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Flight attendants must submit a sick verification form to Absence Management to verify the absence. You can find this form on the Flight Service webpage on the FA Service Center tab.

## Levels of Corrective Action

Attendance/Dependability
Base Level
Level One (Conference Strongly Encouraged)
Level Two (Conference Strongly Encouraged)
Final Warning (Conference Required)
Termination (Conference Required)

The levels of discipline will be issued in progression. Levels will not be skipped for a single occurrence. Corrective action will be issued and, depending on the level of discipline and/or the flight attendant's desire, a strongly encouraged or required conference may follow. During conference exceptions can be made.

- Base Level - the flight attendant is on no level of corrective action
- Level One - 4 points; corrective action may be issued, meeting is strongly encouraged, and to be scheduled by flight attendant if desired
- Level Two - 7 points; corrective action may be issued, meeting is strongly encouraged, and to be scheduled by flight attendant if desired
- Final Warning - 9 points; corrective action may be issued, a meeting is required and the flight attendant is responsible for scheduling the meeting within ten days of issuance of the final warning.
- Termination - 11 points; could result in termination, meeting is required

As a reminder, points incurred under the attendance policy, even points incurred after corrective action is issued but before any conferences have been held, may be considered for further corrective action. Additionally, all flight attendants are strongly encouraged to discuss any issues/concerns with their Attendance Flight Service Manager at any time, and need not wait until a level of corrective action is issued. . These conversations can be helpful for discovering available resources or discussing potential mitigation of points..

## Incentive Credit (Reward Bank)

Flight attendants that work all operational assignments (sequences, airport standby assignments, Reserve Availability Periods ("RAPs"), and special assignments) and have no absences or removals (e.g., Sick, FMLA, Jury Duty, Military, Personal, Bereavement, etc.), including pre-planned absences and removals, on days during a critical period accrue one (1) incentive credit that will reduce a future point-generating dependability event. Employees may earn up to three (3) incentive credits per year. Incentive credits are unlimited and do not expire.



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## **Multiple Event Point Scenarios**

No single event will be charged more than 3 points.

If a LR and a TM happen on the same day, but the flight attendant operates a trip that same day, only the LR will apply. If no trip is flown, only the TM will apply.

A flight attendant may only be charged points for separate events for the same trip on the same day in the following two scenarios:

Example 1. LR and SK – When a flight attendant receives a LR beyond the one (1) contractual allowance and SK is used on the same day, points will apply for both events. This would result in two (2) points for an occurrence of six (6) or fewer days and three (3) points for an occurrence of seven (7) or more days.

Example 2. LR and PO – When a flight attendant receives a LR beyond the one (1) contractual allowance and also a PO in excess of the contractual allotment of two (2) per year is used on the same day, points may apply for both events if it is determined that the flight attendant abused the PO privilege (e.g. requesting POs repeatedly or for questionable reasons). This could result in two (2) points.

## **Reserve Report Time**

A reserve flight attendant is obligated to report to their assignment within 2:00 hours (3:00 hours for co-terminal bases) from the time the flight attendant speaks to Crew Scheduling. When contacted by Crew Scheduling, a flight attendant has fifteen (15) minutes to respond to Crew Scheduling either by returning the call to Crew Scheduling or electronically acknowledging an assignment. Flight attendants are obligated to work the assignment regardless of whether they choose to wait the full fifteen (15) minutes after Crew Scheduling contact. If the flight attendant responds outside the RAP window, the flight attendant remains responsible for the assignment. Flight attendants who Crew Scheduling is unable to contact will be assessed a TM. Flight attendants are responsible for accepting any assignment when Crew Scheduling calls the flight attendant within the RAP period.

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## Performance

### Professional Conduct and Performance Chargeable Events

Flight attendants are expected to comply with the American Airlines Rules of Conduct and the Standards of Business Conduct. In addition, the following types of conduct are prohibited and may result in discipline up to and including termination:

- Complaint Letters Regarding Flight Attendant Performance
- Non-Compliant Image/Uniform Regulations
- Non-Compliant Policies
- Non-Compliant E-Manual
- Responsible for Delay
- Late for Boarding
- Safety/FAR/FAA/TSA violation
- Slide Deployment
- Violation of Rules of Conduct
- Failure to Maintain Required Items
- Reserve Not Positioned for Duty (Reserve out of Base)
- Failure to Follow Directive
- Missed Assignment (training, online lessons)
- 40 Hour Obligation (Section 9.D.1.a) – To take effect no earlier than January 2021, following a review by the Company and notification to APFA.

**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, the management team will work with the flight attendant to address the issue through the use of a progressive counseling process. The process may include a non-disciplinary coaching discussion, a First Advisory, Second Advisory, Final Warning, 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 a flight attendant has any questions about the Professional Conduct Standards, please reach out to your Flight Service Manager.

# Flight Attendant Attendance & Performance Program

## Levels of Corrective Action

Performance
First Advisory
Second Advisory
Final Warning
Termination

## Review of Facts and Action

The management team will coordinate a review and dialogue of facts and circumstances prior to the application of any level of discipline. During this process, an employee may be suspended while his or her manager gathers 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 the flight attendant regarding previous performance infractions
- Work history
- General behavior and willingness to improve

The management team will track performance over a 12-month period of active service 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. 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.

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## Resources

### **APFA Representation**

The flight attendant has the right to APFA representation during any discussion of an event or corrective action. It is the flight attendant's responsibility to request APFA presence.

### **Employee Assistance Program**

The Employee Assistance Program (EAP) is a confidential program that can help team members find solutions to personal challenges. If you would like to reach out to EAP, you may contact the Company's EAP representative at 800-363-7190 or APFA's EAP representative at 817-540-0108, ext. 8701.

### **Family and Medical Leave Act or Other Protected Leaves**

Absences due to illnesses or injuries that qualify under the Family and Medical Leave Act (FMLA) or other federal, state or local law governing medical leaves will not be counted against a flight attendant's Dependability record. In addition, if a flight attendant goes out on a continuous medical leave for an FMLA qualifying condition and the flight attendant applies and is granted FMLA leave, the flight attendant will not be charged attendance points for the duration of the leave even if the flight attendant's single, continuous absence from work extends beyond the FMLA entitlement.

Similarly, a flight attendant may qualify for time off as a reasonable accommodation due to a disability under the Americans with Disabilities Act (ADA), state or local law.

Medical documentation within the guidelines of the FMLA, the ADA, state and local law, and the JCBA may be required.

Flight attendants may contact the Absence and Return Center (ARC) for additional information and assistance on leaves of absence. Flight attendants may also review the **FMLA Policy** and the **ADA Reasonable Accommodation Policy** on Jetnet. Similarly, absences protected under other state, local or federal laws will not be counted against a flight attendant's attendance record if the flight attendant complies with the requirements of the applicable statute or rule under state or federal law and Company policy as required.

Flight attendants are expected to communicate with their Flight Service Manager regarding a return to work, as appropriate.

If a flight attendant believes he/she has been mistakenly subject to disciplinary action for an absence that is legally protected, the flight attendant should discuss the matter with his or her Flight Service Manager as soon as possible.

# Flight Attendant Attendance & Performance Program

## Definitions

- **Absence(s) / Absent:** Any time a flight attendant does not report or remain at work as scheduled. All absences are considered chargeable dependability events for assessment of points except those expressly identified as authorized leaves not subject to assessment of points, or those for which discipline may not be issued under applicable law<sup>1</sup>, or the collective bargaining agreement.
- **Chargeable Dependability Event(s):** Absences, late reports and other related events that are assessed a point value according to the program. Absences that are assessed a point value are sick absences (paid and unpaid), No Call/No Shows, Late Reports (at origination), and Missed Trips. A Personal Day (PO) in excess of the two (2) contractually allowed in a twelve-month period may also be a chargeable, in the event of abuse, or excessive or questionable use. A sick absence event starts on the first day of absence and ends when the employee returns to work, including flying status, company business and union business. Sick absences are assessed points based on the duration of each event.
- **Commuter Missed Trip (X1):** When a flight attendant does not work an operational assignment as a result of commuting in to base. By contractual allowance, the first three Commuter Missed Trips in a rolling twelve-month period will not be assessed points when a flight attendant provides the required supporting documentation from the reservations system to his/her Flight Service Manager. Flight attendants must supply such documentation within seven (7) days of the Commuter Missed Trip incident(s). Commuter Missed Trips are assessed 2 points for each operational assignment that is missed as a result of commuting.
- **Critical Period:** July 1 – July 7, the Wednesday immediately preceding Thanksgiving Day through the first Sunday after Thanksgiving, and December 22 – January 3 of each year are defined as critical periods. Absences from any flight assignments, reserve days or duty day assignments that occur on any day of a critical period receive one additional point under the dependability program (note exceptions above).
- **Failure to Acknowledge (TM):** When a flight attendant does not acknowledge a ROTA sequence or standby by 2230 HBT, or does not acknowledge an assignment at the commencement of a reserve assignment period. Flight attendants who fail to acknowledge will be assessed 2 points.
- **Late Notification of Absence** is defined as a flight attendant who calls out sick less

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<sup>1</sup> Examples include, but are not limited to, the Family and Medical Leave Act, the OSH Act of 1970, Section 11(c), the Wendell H. Ford Aviation Investment and Reform Act for the 21<sup>st</sup> Century and state workers' compensation laws.

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than 2 hours from departure at base and 3 hours from departure at a co-terminal city. Late notification of absence will count as 2 points.

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- **Missed Trip (TM):** A code in Flight Operating System that denotes the following dependability events: No Call/No Show, Unable to Contact, Failure to Acknowledge, Commuter Missed Trip. Missed Trips are daily events. Flight attendants will be assessed 2 points for each Missed Trip event.
- **No Call/No Show (TM):** When a flight attendant does not check in for an assignment within ten (10) minutes after scheduled report time. In such cases, the flight attendant will be considered a No Call/No Show and Crew Scheduling may replace that flight attendant with another crewmember. Flight attendants who are coded as a No Call/No Show will be assessed 2 points. If a flight attendant reports to work after ten minutes of the schedule report time and the flight attendant operates another flight that day (at Crew Scheduling discretion), the flight attendant will be assessed 1 point for the LR event.
- **Personal Day (PO):** Days off that are requested due to an unexpected emergency. The Personal Day Policy allows two (2) Personal Days per rolling twelve (12) month period to be used only in the event of an unexpected emergency. A flight attendant may request Personal Days by making a verbal request to Crew Scheduling with a follow-up call to his/her Flight Service Manager. The Company's decision to award Personal Days will be based on coverage. If coverage doesn't allow for a Personal Day, the flight attendant will be referred to their FSM. At this point the decision to grant the Personal Day will be determined by the FSM regardless of coverage. For Personal Days in excess of the two (2) contractually allowed, points may be assessed if the use of Personal Days is abused, such as using repeatedly beyond the contractual allotment or using for questionable reasons.
- **Point(s):** Assessed for each chargeable dependability event to the extent permitted by any applicable law and as described in the dependability program.
- **Reserve Out of Base / Reserve Not Positioned for Duty:** When a reserve flight attendant is not able to fulfill an assignment, e.g., fly a sequence or complete a standby obligation, because s/he is unable to report within the 2 hour (3 hour for co-terminals) call out time.
- **Rolling Active Period Level / Advisory / Discipline:** The rolling twelve (12) month period of active service commencing on the date the most recent Level or Advisory is issued to a flight attendant.
- **Sick on Contact:** When a reserve flight attendant reports unavailable for work as sick when contacted by Crew Scheduling for an operational assignment. A flight attendant who is sick on contact will be assessed 2 points for the event. A reserve is expected to

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report sick prior to the commencement of his/her RAP. A lineholder on the Unsuccessful Bidders List must remove him/herself prior to assignment if he/she is no longer available to the company.

- **Sick Paid (SK)** is defined as one sick paid occurrence or a series of paid sick days incurred prior to returning to work including flying status, company business or APFA business. Sick paid or a Medical Leave of Absence (including Short Term Disability) that is 1 to 6 days will be considered 1 point. A sick absence that is 7 or more days will be counted as 2 points. A sick absence that falls in the critical period, will count as 1 extra point. Any absence that is recoded to Family Leave of Absence will not be a chargeable point absence.
- **Sick Unpaid (US)** is defined as one sick occurrence that is unpaid, or a series of unpaid sick days incurred prior to returning to work including flying status, company business or APFA business. Sick paid or a Medical Leave of Absence (including Short Term Disability) that is 1 to 6 days will be considered 1 point. A sick absence that is 7 or more days will be counted as 2 points. A sick absence that falls in the critical period, will count as 1 extra point. Any absence that is recoded to Family Leave of Absence will not be a chargeable point absence.
- **Leave Paid (LP)** is defined as an ARC approved paid medical leave of absence. Points assessed for LP following the same logic as a SK/US. However, should a medical leave of absence (LP/LU) be approved prior to the bidding period for the critical period month, an additional point will not be assessed for touching that critical period.
- **Leave Unpaid (LU)** is defined as an ARC approved unpaid medical leave of absence. Points assessed for LP following the same logic as a SK/US. However, should a medical leave of absence (LP/LU) be approved prior to the bidding period for the critical period month, an additional point will not be assessed for touching that critical period.
- **Unable to Contact (TM):** When a flight attendant on reserve duty does not respond to a call from Crew Scheduling within fifteen (15) minutes of the initial call, either by returning the call to Crew Scheduling or electronically acknowledging an assignment. Flight attendants who Crew Scheduling is unable to contact will be assessed 2 points. If the flight attendant operates a trip that same day, the flight attendant will only be charged 1 point for a Late Report (LR).