

Peak performance through commitment (PPC)

These guidelines apply to regular domestic U.S. team members under a TWU collective bargaining agreement and the Legacy AA Tower Planners or Weight and Balance Planners. Internationally based team members should refer to the policies for their region.

Peak Performance through Commitment (PPC) is a program that fosters ongoing communication between Managers and team members. It encourages Managers to regularly recognize outstanding performance and to work together with team members to address and correct performance issues fairly

It is TWU team members and members of the Legacy AA Tower Planners or Weight and Balance Planners workgroup's responsibility to know the Company's Rules of Conduct and performance standards for their job, and to consistently meet or exceed those standards. In the event that the team member's performance does not measure up to the Company's expectations, the Manager will work with the team member to identify the problem and outline steps to correct it.

For the few team members whose performance does not respond to regular coaching and counseling, the following steps advise them that continued performance problems have serious consequences, ultimately leading to termination:

- **First Advisory** - For team members with problem performance or conduct who do not respond to coaching and counseling
- **Second Advisory** - For team members whose performance fails to respond to initial corrective steps.
- **Career Decision Advisory** - For team members whose problem performance or conduct warrants termination. They are given a paid Career Decision Day away from work to consider their future and continued employment with American Airlines.
- **Final Advisory** - For team members whose problem performance or conduct requires termination, or those who have failed to honor the Letter of Commitment signed after their Career Decision Day.

Note that steps can sometimes be skipped, in instances where the nature of the conduct is very serious.

A manager's role is to:

- Teach, coach, develop, and counsel the team members who report to you.
- Recognize and encourage positive behavior or performance.
- Identify and correct minor issues before they become major ones.
- Handle minor or occasional substandard performance by verbal counseling. For example, if a team member's passenger contact is substandard today, but his or her past record is good, an oral reminder is adequate.
- Maintain a Discussion Record (CR1) for each team member. This record should include any record of discussions held with your team member, such as, commendations, recognition of Company anniversaries, discussions regarding job accommodations, violations of American Airlines Company policy, disregard of instructions or procedures, and unacceptable job performance or conduct.
- Fully investigate the more serious infractions immediately to determine all the facts and document findings on the CR1.

Peak performance through commitment (PPC)

- Review the team member's personnel file and any CR1(s) to get a complete picture of previous job performance and behavior history - before deciding on any action.

After the discussion with the team member:

- A paper Discussion Record (CR1) is signed by the team member and placed in the personnel file.
- If an Electronic Discussion Record (CR1) was used, place the signed record in the team member's personnel file and provide a copy to the team member..
- A team member may request to attach a copy of written remarks to their paper CR1.

Issuing advisories

When coaching and counseling does not correct performance problems or unsatisfactory conduct, you should proceed to a written advisory. Consult a People Business Partner if you need assistance.

When preparing an advisory, refer to the sample advisory letters, and be sure the advisory includes:

- Team member's name, job title, and personnel number. A specific notation describing in which advisory stage the team member is being placed (such as, First Advisory, Second Advisory, Career Decision Day, etc.)
- Specific description of the incident or performance problem, including the date, time, and location
- Statements of the violation or a description of the performance standard that was not met
- Plan of action, including objectives and clearly defined responsibilities for the emp
- A specific notation of any active advisory stages in the team member's file
- A warning about what happens next if problem performance or conduct is not corrected

Next, conduct the meetings(s) required under the provisions of the applicable collective bargaining agreement or American Airlines policy:

- Schedule the advisory session with the team member.
- Summarize the advisory discussion on the team member's Discussion Record (CR1)
- Give the advisory to the team member (certified mail, return receipt requested - it is also recommended that you mail a copy via U.S. mail, to ensure receipt).

The contents of the performance advisory should be summarized briefly on the CR1. The original letter is given to the team member and a copy is included in the team member's personnel file for two (2) years. Also forward copies to you People Business Partner.

Career decision day advisory

The Career Decision Day Advisory offers the team member a final opportunity to commit to correcting his or her performance problem. The opportunity comes in the form of a day off for the team member with pay, called a "Career Decision Day", to consider his or her future and continued employment with American Airlines.

The Career Decision Day (CDD) reflects American's commitment to a positive system that treats team members fairly. However, the CDD should not be considered as just another disciplinary step. It gives the

Peak performance through commitment (PPC)

team member the opportunity to evaluate his or her personal standards, and a final chance to turn failure into success.

The manager should schedule a Career Decision Day Advisory session with the team member to discuss the issue, and then give the team member the following day off.

An team member is given three (3) options to consider on the Career Decision Day:

- Option 1 - The team member makes a commitment to meet all Company standards and continue his or her employment with American Airlines. He or she signs a Letter of Commitment prepared by the manager.
- Option 2 - The team member signs an agreement not to exercise his or her grievance procedure rights, or bring other action against the Company, and the Company allows the team member to resign with the transition benefits outlined in the Career Decision Day letter.
- Option 3 - The team member declines options 1 and 2, and is terminated, while retaining the ability to file a grievance or an appeal.

After the team member has signed the Letter of Commitment, the Peak Performance through Commitment (PPC) process continues. The manager must complete the Discussion Record (CR1), monitor the individual's performance, provide positive feedback for progress noted, and continue the coaching and counseling sessions. If the team member fails to correct his or her performance or conduct, proceed to the Final Advisory.

Investigation of performance or conduct

The purpose of conducting an investigation is to assist you in gathering facts necessary to evaluate the situation and to reach a consistent and fair decision. Since PPC relies heavily on a joint understanding between the manager and the team member, the facts must be correct. The following will assist with an investigation.

During the investigation, managers should:

- Conduct the investigation as quickly as possible.
- Obtain written statements from witnesses and team members.
- Keep accurate and unbiased notes of all aspects of the issue.
- Offer the team members representation according to the appropriate Collective Bargaining Agreement (CBA), or allow team members who are not represented by a CBA a peer witness to be present (a peer witness acts as a silent attendee with the same job title and performs the same job function as the grievant).
- Keep a written record of the investigation.

Include the following questions during the investigation:

- What happened?
- Who was involved?
- When did it happen? (times, dates)
- Why did it happen?
- Where did it happen?
- Are there any mitigating circumstances?
- Is the offense governed by American Airlines policy or procedure, current labor agreements, or Federal Aviation Administration (FAA) regulations?
- Was the incident a malicious act, the result of negligence, or accidental?
- How serious is the violation or performance problem?

Peak performance through commitment (PPC)

- Does the team member acknowledge poor performance or admit to the infraction?
- What is the team member's overall past record?
- How has the Company responded to similar past situations involving team members with essentially the same records?