

To: All Spirit Airlines Flight Attendants

From: Susan M. Manfredi  
Senior Director of Inflight

Date: July 22, 2009

Subject: Spirit Airlines Inflight Service Performance Management Policy for Non-Probationary and Probationary Flight Attendants

Individual employee behaviors greatly impact the reputation of an organization, the ability to run a streamlined operation and fellow employees. At times, excessive use of sick leave, reliability issues such as late sign ins or no shows result in rescheduling other Flight Attendants in an effort to avoid cancellation or flight delays. Other times, these same behaviors may result in delayed or cancelled flights causing a loss of flight time for fellow crew members and / or rescheduling Spirit Airline's customers on another airline. Performance issues involving policy violations may result in a lack of regulatory compliance or customer service failures. This may also result in a loss of revenue and customer loyalty which is necessary for our airline to survive and thrive in today's economy.

Many of you have expressed concern that there is some confusion about our current policy and/or do not know how to locate a copy. In an effort to reduce this confusion we are introducing a new Performance Management Policy for Inflight. The majority of the information in this policy is similar to the previous policy however there have also been some modifications. These include:

- The introduction of a documented coaching. A coaching session will be considered non-disciplinary in nature and will be used to discuss techniques to improve performance.
- Disciplinary steps will no longer be "rolled back" when infractions drop off. They will remain active for twelve (12) months of active service provided no additional infractions occur.
- A change in policy for reporting to Recurrent Training with a non-current Flight Attendant Manual.

The purpose of this document is to notify all non-probationary and probationary Flight Attendants of Spirit Airline's Inflight Service Performance Management Policy (hereinafter "Inflight Policy") and to provide basic information regarding Spirit Airline's expectations as it relates to all areas of performance. These areas include but are not limited to attendance and reliability, job and work performance and Company policy. Please be advised that each Flight Attendant is responsible for understanding and adhering to this Inflight Policy, in addition to policies as outlined in the "Spirit Airlines Employee Handbook". All Spirit employees are required to read the Spirit Airlines Employee Handbook and review this document which is located on the Spirit Airlines website on the Employee Self Service (ESS) System. The Inflight Service Performance Management Policy is also located on the Flight Operations Crew Documents website, accessible via RA.

It is strongly recommended that you review and familiarize yourself with this revised Inflight Policy which will be effective August 5, 2009. You will be required to acknowledge receipt of this Inflight Policy and return it to an Inflight Supervisor no later than August 5, 2009. A signature acknowledging receipt and review of the Inflight Policy is required and your signature does not indicate whether you approve of the policy.

If you have any questions or require clarification regarding items contained in this document please contact an Inflight Supervisor.

Thank you for taking the time to review this document.

## **Inflight Performance Management Policy**

### **Attendance/Reliability Track Definitions**

#### **Absent Without Leave (AWOL):**

An unauthorized absence of two (2) days, two (2) No Shows, or two (2) days of Unable to Contact without notifying Crew Scheduling or an Inflight Supervisor will indicate job abandonment and will be deemed a voluntary resignation.

#### **Causing a Flight Delay**

A Flight Attendant who causes a flight delay without sufficient justification.

#### **Emergency Leave**

In the case of life threatening emergency or death, emergency trip drops may be granted at the discretion of the Director of Inflight

Generally, a Flight Attendant who is granted a trip drop due to an emergency will be required to provide documentation of the emergency.

The Flight Attendant must provide documentation to substantiate the emergency to an Inflight Supervisor within seven (7) days following the emergency leave request. No disciplinary progression will take place if the documentation is provided within the required time frame.

If the required documentation is not provided within seven (7) days, the absence will be converted to an "Emergency– No documentation provided" and the absence will be viewed in the same manner as a sick call.

#### **Failure to Follow Proper Notification Procedures for an Absence pending FMLA approval**

Each Flight Attendant is responsible for monitoring his/her line and knowing when their next scheduled trip is. If a Flight Attendant applies for FMLA/I-FMLA and it is pending approval he/she is required to follow proper procedures for notifying Crew Scheduling that he/she will not be reporting for the trip. If a Flight Attendant fails to follow proper notification procedures, the Flight Attendant will receive a 1<sup>st</sup> Step or appropriate progression due to his/her failure to follow policy even though the trip may still be covered as a FMLA qualifying absence.

#### **Failure to Report**

Failure to Report occurs when a Flight Attendant notifies Crew Scheduling or his/her Inflight Supervisor that he/she will be unable to report for a trip less than two (2) hours before the required report time.

#### **Family and Medical Leave (FMLA and I-FMLA) Procedures**

A Flight Attendant is required to notify Crew Scheduling if he/she will be absent from work and will be applying for an FMLA/I-FMLA qualifying event in the same manner that he/she would call out sick. A Flight Attendant is required to contact Aetna (1-800-552-5506) within three (3) days of the absence for which the Flight Attendant is seeking to be covered under FMLA/I-FMLA. The Flight Attendant is also required to contact his/her Inflight Supervisor at the onset of the absence to advise the Inflight Supervisor that he/she will be applying for FMLA.

If a Flight Attendant has a condition that is covered as an I-FMLA qualifying absence he/she will only be paid for those day(s) for which the event is covered. Any unflown part of the trip which cannot or is not flown by the FA and operates on days not covered by FMLA will NOT be pay protected. Example, if a Flight Attendant has a 4-day trip and he/she is covered by I-FMLA for the first day, he/she will be required to work the remaining days of the trip provided Crew Scheduling is able to put the Flight Attendant back on his/her trip based on the routing of the aircraft through the FA's base. If Crew Scheduling is able to do this and the Flight Attendant does

not take the trip it will be considered an accountable absence and dealt with within the progressive discipline system.

Please refer to the Spirit Airlines Employee Handbook which is located on the Spirit Airlines website on the Employee Self Service (ESS) System for additional information regarding FMLA and I-FMLA Procedures.

#### **Late Boarding the Aircraft / Late to the Gate**

A Flight Attendant who boards the aircraft late or arrives at the gate late less than forty five minutes (:45) prior to scheduled departure

#### **Late Report**

A Flight Attendant is considered late if he/she checks-in six minutes (:06) after the designated report time for trips.

If a Flight Attendant does not report within fifteen minutes (:15) of scheduled report time, he/she will be considered a no-show.

#### **Late for Training**

A Flight Attendant is considered late for training if they are in excess of ten minutes (:10) late. He/she will not be allowed to enter class and will be scheduled for the next available training class.

#### **Late Sick Call**

An illness/injury for a Flight Attendant or Flight Attendant's child that is reported to Crew Scheduling less than two (2) -hours prior to scheduled report time.

#### **Leaves of Absence**

A Flight Attendant will be provided time off to attend to the obligations listed below and the time off will not be counted for the purposes of progression within the disciplinary system provided he/she presents the required documentation supporting the leave request in advance. The Flight Attendant will be required to provide notice to his/her Inflight Supervisor as soon as he/she receives notice of the need for the leave. Such notice must be provided no less than twenty-four (24) hours prior to the scheduled report time for the affected trip or reserve assignment. This requirement may be waived if there are extenuating circumstances which prevent the Flight Attendant from providing the required notice.

Jury Duty

Union Business

Military Leave

#### **No Show / No Call**

More than fifteen minutes (:15) later than report time regardless of whether the Flight Attendant is reassigned to Ready Reserve, another trip or remains on his/her original trip.

Failure to report for scheduled trip or reserve assignment and does not provide notice at least two (2) hours in advance of scheduled report time.

#### **Unable to Contact / Unavailable**

Unable to contact while on reserve, or during scheduled ground time or irregular operations which results in a flight delay.

#### **Late Reserve**

A Flight Attendant is required to report to the airport within two (2) hours of being called out. If a Flight Attendant is called out for a trip and it takes him/her greater than two-hours to report he/she will be charged with a late reserve.

**No Show for Training**

Failure to report for scheduled training.

**Not Checked-In**

A Flight Attendant who reports to the airport but fails to check-in will be charged with failing to check in.

**On-the-Job Injury**

A Flight Attendant who is injured on the job must report his/her injury to an Inflight Supervisor on the day of the injury, as soon as practicably possible. Required paperwork must be completed upon return to base. Flight Attendants will not be issued discipline as a result of a legitimate on-the-job injury.

**Sick Call**

An illness/injury for an Flight Attendant or Flight Attendant's child that is reported to Crew Scheduling or approved Spirit Airlines Management at least two (2) hours prior to Departure. This excludes on-the-job injuries or FMLA-qualifying absences.

**Sick on Line**

An illness/injury for a Flight Attendant or Flight Attendant's child that is reported to Crew Scheduling after the Flight Attendant has reported for duty. This excludes on-the-job injuries or FMLA-qualifying absences.

**Sick When Assigned or Reassigned**

This occurs when a Reserve/Ready Reserve or Reassigned Flight Attendant places a sick call due to an illness/injury for him/herself or child which is unrelated to Workers' Comp for the Flight Attendant upon being notified by Crew Scheduling of a trip assignment or reassignment.

**Progressive Discipline**

In accordance with Spirit Airlines' progressive disciplinary process, a violation of rules/regulations will be documented using the appropriate step-letter. The consideration of previous infractions past a rolling twelve (12) -month period will depend upon the type and frequency of infractions, and the Flight Attendant's overall employment and performance record.

Spirit Airlines reserves the right to deviate from the normal progression through the disciplinary process due to undocumented patterns of occurrences (e.g., occurrences before/after employee's days off, before, during or after weekends, vacations or holidays as well as suspected abuse, etc.), severity of the infraction or infractions not listed within this document that are included in the Spirit Airlines Employee Handbook which is located on the Spirit Airlines website on the Employee Self Service (ESS) System.

Depending on the nature and severity of the infraction the Company may accelerate the progression of the disciplinary steps up to, and including immediate termination.

**Progressive Disciplinary Steps**

- 1<sup>st</sup> Step – Initial Warning
- 2<sup>nd</sup> Step – Written Warning
- 3<sup>rd</sup> Step – Final Written Warning
- 4<sup>th</sup> Step – Termination

**\* Documented Coaching – Verbal/Written Coaching**

Depending on the type of infraction and the factual circumstances, the Company may make a determination to forego discipline and may choose instead to meet and discuss a specific non-compliance issue with a Flight Attendant. Feedback will be given at this meeting and techniques

will be discussed to prevent similar situations from occurring in the future. The details of this meeting will be recorded in the form of a Documented Coaching and will not be considered disciplinary in nature but will be retained in the Flight Attendant's record for a period of twelve (12) months of active service. It is important to note that this is not a required step in the progression of discipline. This Documented Coaching may be referred to for the purposes of progression.

### **Application Process**

Occurrences will "drop off" twelve months from the date of the occurrence. This means that the occurrence will no longer be considered when evaluating the Flight Attendant's overall Attendance/Reliability record.

Any written or disciplinary documentation which is issued in conjunction with an occurrence or infraction will be maintained in the Flight Attendant's file and subject to progression under the progressive disciplinary policy for a period of twelve (12) months of active service. Upon the completion of this twelve (12) months of active service, the disciplinary documentation will expire and will not be considered when evaluating the Flight Attendant's overall Attendance/Reliability record **provided no additional infractions have occurred within the twelve (12) months of active service.**

*Example:*

January 3, 2009	first sick call
March 5, 2009	second sick call
April 9, 2009	third sick call
May 19, 2009	fourth sick call
	<b>1<sup>st</sup> Step issued (in effect through May 18, 2010)</b>
July 5, 2009	fifth sick call
	<b>2<sup>nd</sup> Step issued (in effect through July 4, 2010)</b>
November 19, 2009	no show
	<b>1<sup>st</sup> Step in effect through November 18, 2010</b>
	<b>2<sup>nd</sup> Step in effect through November 18, 2010</b>
	<b>Final Written Warning in effect through November 18, 2010</b>
January 2, 2010	first sick call drops off
	<b>1<sup>st</sup> Step in effect through November 18, 2010</b>
	<b>2<sup>nd</sup> Step in effect through November 18, 2010</b>
	<b>Final Written Warning in effect through November 18, 2010</b>
February 10, 2010	Late report
	<b>Termination</b>

### **Attendance/Reliability Track Progression**

Each of the infractions listed below will result in the issuance of a 1<sup>st</sup> Step or progression to the next step within the progressive disciplinary system.

#### **Sick Call (4<sup>th</sup> call in a 12-month period)**

**Sick Call (Any additional sick calls above four calls in a twelve (12) month period, e.g., 5<sup>th</sup>, 6<sup>th</sup>, etc will result in progression to the next appropriate step)**

**Sick on Line**

**Late Sick Call**

**Sick When Assigned or Reassigned**

**Late Boarding the Aircraft / Late to the Gate**

**Causing a Flight Delay**

**Failure to Report**

**Failure to Follow Proper Notification Procedures for an Absence pending FMLA approval**

**No Show**

**No Call**

**Unavailable**

**Unable to Contact**

**Late Reserve**

**No Show for Training**

**\* Late Report / Late for Training (2 occurrences within a 12-month period)**

**\* Not Checked-In (2 occurrences within a 12-month period)**

\* 2 occurrences of either of the following within a twelve (12) -month period : Late Report/Late for Training or Not Checked-In will result in a 1<sup>st</sup> Step or progression to the next step within the progressive disciplinary system.

**Policy for No Show / No Call / Unavailable / Unable to Contact / Late Reserve**

A No Show, No Call, Unavailable, Unable to Contact or Late Reserve is considered to be much more egregious than the offenses previously discussed for a multitude of reasons. The primary reason is the potential impact to the integrity of the everyday operation. While each occurrence will result in the issuance of a 1<sup>st</sup> step, or progression to the next step within the progressive disciplinary system, no more than three (3) occurrences of any of the above combinations within a twelve (12) -month period will be allowed for Non-Probationary Flight Attendants. These standards will apply regardless of the Flight Attendant's current disciplinary status.

The following disciplinary progression for any of the above within a twelve (12) -month period for Non-Probationary Flight Attendants is as follows:

- 1<sup>st</sup> Occurrence      1<sup>st</sup> Step
- 2<sup>nd</sup> Occurrence      Final Written Warning
- 3<sup>rd</sup> Occurrence      Termination

### **Probationary Flight Attendants**

- One (1) No Show / No Call / Unavailable / Unable to Contact / Late Reserve is considered excessive. The second (2<sup>nd</sup>) incident of a No Show / No Call / Unavailable / Unable to Contact / Late Reserve during the probationary period is grounds for termination, regardless of the Flight Attendant's currently disciplinary status.
- Two (2) occurrences within the Attendance / Reliability Track during the probationary period is the maximum allowed for probationary Flight Attendants. Each instance will be documented as progressive disciplinary action and the third (3<sup>rd</sup>) occurrence within the Attendance / Reliability Track during the probationary period is grounds for termination.

The disciplinary progression for any of the above within a twelve (12)-month period for Probationary Flight Attendants is as follows:

- 1<sup>st</sup> Occurrence      Final Written Warning
- 2<sup>nd</sup> Occurrence      Termination

### **Job / Work Performance Track Definitions**

#### **Appearance/Uniform standards**

Flight Attendants are responsible for adhering to Company guidelines for both appearance and uniform standards as detailed in the Flight Attendant Manual.

#### **Blogging, unauthorized use of Spirit Airlines Name or photos on a public site:**

Making public statements while in uniform or in a manner that would identify Spirit Airlines, participating in blogging sessions regarding Spirit Airlines or knowingly appearing in videos on any public sites such as Facebook, YouTube, etc while wearing any insignias, uniforms, etc which represent Spirit Airlines is prohibited unless prior approval is obtained from Human Resources.

#### **Check in from an unauthorized location:**

Each Flight Attendant must physically check in on a Company Computer in the Flight Attendant's Base Crew Lounge unless Inflight Management directs the Flight Attendant to check in using alternate means. Checking in from any other location without Inflight Management authorization will be grounds for immediate termination.

#### **Crew Conflict / Fighting:**

Each Spirit Airlines Flight Attendant is expected to work with other employees and resolve any conflicts in a non-combative manner. Crew conflicts, threats of violence or physical fighting with other employees or customers are unacceptable and the Flight Attendant(s) involved will be subject to immediate termination.

#### **Customer/Crew Complaint**

Complaints received from customers or fellow crew members will be thoroughly investigated. Flight Attendants will be required to submit reports in response to complaints which have been received. Depending on the facts and circumstances, Flight Attendants may receive a Notice of Investigation and may be disciplined (up to and including termination) if the investigation reveals that such misconduct occurred.

#### **FAA Violation / Safety Violation**

Flight Attendants are responsible for safety and compliance with regulatory requirements at all times. It is the Flight Attendant's responsibility to adhere to all FAR's and to create a safe work environment. Failure to do so will result in disciplinary action, up to and including termination.

**Failure to Follow Onboard Credit Card Reader (CCR) Policy**

An onboard CCR discrepancy occurs when one or more of the following takes place:

- Any flight segment not being entered in the CCR
- Not signing into the FA sign-in report on the primary CCR
- Not scanning/entering the opening and/or closing seals for any cart
- Not entering the opening inventory
- Any reported inventory for a flight showing missing product

All Flight Attendants on a crew will be responsible for ensuring all procedures are followed and will be held accountable for discrepancies.

Any known discrepancies must be documented by using the on-line Irregularity Incident Reporting System.

**Failure to Maintain a Current Phone Number and Address on File**

A Flight Attendant is required to maintain a current phone number and address on file with the Company. Flight Attendants are responsible for updating their contact information such as address, phone number, banking information, etc. in ESS (<https://spiritair.intersourcing.com>) and also by contacting Crew Scheduling.

**Failure to Pass Recurrent Training**

Any Flight Attendant who fails Recurrent Training on their first attempt will be placed on inactive unpaid status and scheduled for the next available Recurrent Training Class.

Failure to successfully pass the second scheduled Recurrent Training Class will result in the FA being placed on inactive unpaid status, scheduled for an NOI and subject to termination.

**Failure to Perform Required Duties (regulatory and non-regulatory)**

Flight Attendants are required to perform the duties outlined in the Flight Attendant Manual including but not limited to pre-flight checks, distribution of Spirit MasterCard, required regulatory and marketing announcements, Unaccompanied Minor procedures and being responsible for hotel charges when checking out. It is the Flight Attendant's responsibility to read and comply with the standards and duties expressed in the Flight Attendant Manual.

**Failure to Properly Assess if a Customer Appears to be Intoxicated**

Flight Attendants are responsible for following the guidelines for properly assessing customer's behaviors during all aspects of flight and must follow the guidelines outlined in the Flight Attendant Manual when assessing behaviors.

**Failure to Report with All Accountable Items**

If a Flight Attendant fails to report with a required item including Company ID, flashlight, passport and/or current Flight Attendant Manual and he/she is unable to secure that item prior to scheduled departure he/she may be removed from the trip.

**Failure to Secure Positive Identification (ID)**

Flight Attendants are responsible for securing positive ID from customers who are deplaned for unruly behavior or giving the appearance of being intoxicated as outlined in the Flight Attendant Manual.

**Failure to submit required/requested reports within specified time period**

Each Flight Attendant is responsible for completing an Irregularity Incident Report, through our on-line system, for irregularities such as passenger removal, catering discrepancy, other unusual situations or when required by Inflight Management. Ideally reports should be completed immediately upon arrival to base or at a layover hotel. Reports must be submitted to and received by the base within twenty-four (24) hours of completion of each Flight Attendant's trip.



Although faxed reports are no longer accepted, Inflight will accept them if there is an extenuating circumstance that prevents a Flight Attendant from submitting them on-line. The Flight Attendant will be required to provide the reason for the fax submission.

**Falsification of documentation or Company records:**

Examples of these types of infractions include, but are not limited to:

- Failure to accurately report onboard sales
- Falsifying company reports or records
- Providing false documentation to substantiate the need for a leave of absence, e.g., Doctor's note, jury summons, obituary notice
- Providing false or inaccurate information during an investigative meeting

Any violation including falsification of documentation or Company records will be a terminable offense.

**Falsification of Family Emergency**

The majority of reported Family Emergencies are legitimate. Rarely, there are cases where the reported emergency did not exist. Any Flight Attendant who claims to have a Family Emergency where one did not exist will be subject to termination.

**Harassment:**

Harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based upon a person's sex, color, race, religion, national origin, age, disability, sexual orientation or any other protected status. Harassment may occur in the work place or in other work-related settings such as business trips, court appearance and business-related social events.

**Insubordination:**

Failure to comply with instructions of a member of Inflight or Company management

**Misuse of Company Technology:**

The misuse of Spirit Airlines email is prohibited. Using RA to voice personal, religious or political opinions is unauthorized and will be grounds for termination.

**Misuse or Abuse of Sick Leave:**

Sick leave is intended for the illness or injury of the Flight Attendant or Flight Attendant's child. Sick leave may not be used for any other purposes.

Sick call subsequent to the denial of a request to drop, trade, or use float vacation will warrant investigation. If medical documentation substantiating the absence is requested and the Flight Attendant is unable to provide this documentation it will be grounds for termination.

**Non-Current Flight Attendant Manual**

If a Flight Attendant's Manual is found non-current during a random FAM check he/she will be subject to disciplinary action. This will not apply if a Flight Attendant approaches an Inflight Supervisor or Instructor for assistance in ensuring that his/her FAM is current.

**Non-revenue pass travel:**

A Flight Attendant is prohibited from non-revenue pass travel during a time period for which he/she calls in assigned to reserve duty, calls out sick, is on a Workers' Comp absence or FMLA absence. Note that an Inflight Supervisor may approve pass travel during a portion of that time period, on a case-by-case basis. Non-revenue pass travel by Flight Attendants who are on sick leave, a Workers' Comp absence or FMLA absence will result in discipline including termination.

**Reporting to Recurrent Training without a Current Flight Attendant Manual**

Flight Attendants are required to report to Recurrent Training with a Current Flight Attendant Manual.

The Recurrent Training Room will open thirty minutes (:30) prior to the start of Recurrent Training. Instructors will be available to conduct FAM checks prior to the start of class. Revisions and Bulletins will be available in the event a Flight Attendant's Manual is not current. If a Flight Attendant is unable to get his/her FAM current prior to the start of class he/she will have the option of purchasing a FAM.

If a Flight Attendant's Manual is not current at the start of the first day of Recurrent Training it will be considered a Recurrent Training Failure.

Any Flight Attendant who fails Recurrent Training on their first attempt will be placed on inactive unpaid status and scheduled for the next available Recurrent Training Class.

Failure to successfully pass the second scheduled Recurrent Training Class will result in the FA being placed on inactive unpaid status, scheduled for an NOI and subject to termination.

**Sleeping / Giving the appearance of sleeping while on duty (does not include acting as a Deadheading Crew Member)**

Sleeping or giving the appearance of sleeping while on duty is strictly prohibited and will result in termination.

This does not include those crew members who are deadheading or traveling as non-revenue passengers. It is recommended that Flight Attendants remove their wings, any logo items or those items of clothing which identify themselves as flight crew members when deadheading if they want to sleep to avoid confusion among the customers.

**Theft**

Each of the following will result in termination:

- The unauthorized possession, removal, or use of Company property or the property of fellow employees or customers.
- Removal of onboard sales products from the aircraft

**Trip Refusal:**

Refusal to take a trip for any reason when assigned by the Company will result in a Final Warning.

**Unnecessary Removal of Customer(s) from the Aircraft**

Flight Attendants are responsible for knowing and administering proper defusing techniques when dealing with our customers to avoid unnecessary removal of customers from the aircraft as outlined in the Flight Attendant Manual.

**Violation of Company/Federal drug and alcohol regulations:**

Violation of Company/Federal drug and alcohol regulations is a terminable offense. Please refer to the Spirit Airlines Employee Handbook which is located on the Spirit Airlines website on the Employee Self Service (ESS) System for additional information regarding FMLA and I-FMLA Procedures.

**Progressive Discipline for Job / Work Performance**

In accordance with Spirit Airlines' progressive disciplinary process, a violation of rules/regulations will be documented using the appropriate step-letter. The consideration of previous infractions past a rolling twelve (12) - month period will depend upon the type and frequency of infractions, and the Flight Attendant's overall employment and performance record.

Spirit Airlines reserves the right to deviate from the normal progression through the disciplinary process due to the nature and/or severity of the infraction (e.g., FAR and/or policy violations, customer complaints, etc), not listed within this document that are included in the "Spirit Airlines Employee Handbook".

Depending on the nature and severity of the infraction the Company may accelerate the progression of the disciplinary steps to include immediate termination.

### **Progressive Disciplinary Steps**

- 1<sup>st</sup> Step – Initial Warning
- 2<sup>nd</sup> Step – Written Warning
- 3<sup>rd</sup> Step – Final Written Warning
- 4<sup>th</sup> Step – Termination

#### **\* Documented Coaching – Verbal/Written Coaching**

Depending on the type of infraction and the factual circumstances, the Company may make a determination to forego discipline and may choose instead to meet and discuss a specific non-compliance issue with a Flight Attendant. Feedback will be given at this meeting and techniques will be discussed to prevent similar situations from occurring in the future. The details of this meeting will be recorded in the form of a Documented Coaching and will not be considered disciplinary in nature but will be retained in the Flight Attendant record for a period of 12 months of active service. It is important to note that this is not a required step in the progression of discipline. This Documented Coaching may be referred to for the purposes of progression.

### **Application Process**

Occurrences will "drop off" twelve months from the date of the occurrence. This means that the occurrence will no longer be considered when evaluating the Flight Attendant's overall Job/Work Performance Record.

Any written or disciplinary documentation which is issued in conjunction with an occurrence or infraction will be maintained in the Flight Attendant's file and subject to progression under the progressive disciplinary policy for a period of twelve (12) months of active service. Upon the completion of this twelve (12) months of active service, the disciplinary documentation will expire and will not be considered when evaluating the Flight Attendant's overall Job/Work Performance Record **provided no additional infractions have occurred within the twelve (12) months of active service.**

### **Job / Work Performance Track – Progressive Discipline**

Effective August 1, 2009, the Job / Work Performance and Policy categories will be combined into a Job / Work Performance category. For those Flight Attendants who have discipline on file in one or more of the following categories: Job/ Work Performance or Policy, if another occurrence takes place discipline will be issued based on the highest step in the three categories.

Note that if a Flight Attendant has a Final Warning on record in either Job/Work Performance or Policy that step will be repeated.

*Example #1:*

#### ***Job/Work Performance***

*January 3, 2009                      FAM not updated                      Step 1  
1<sup>st</sup> Step in effect through January 2, 2010*

May 3, 2009      *Liquor procedures not followed    Step 2*  
**2<sup>nd</sup> Step in effect through May 2, 2010**

**Policy**

April 12, 2009      *Failure to pay hotel charges      Step 1*  
**1<sup>st</sup> Step in effect through April 11, 2010**

**Job/Work Performance**

August 12, 2009      *Liquor procedures not followed    Final Warning*  
**1<sup>st</sup> Step in effect through August 11, 2010**  
**2<sup>nd</sup> Step in effect through August 11, 2010**  
**Final Written Warning in effect through August 11, 2010**

Example #2:

**Job/Work Performance**

January 15, 2009      *FAM not Updated      Step 1*  
April 9, 2009      *Liquor Procedures not followed    Step 2*  
May 5, 2009      *Customer Complaint      Final Warning*

**Job/Work Performance**

August 19, 2009      *Failure to pay Hotel Charges      Final Warning*  
**1<sup>st</sup> Step in effect through August 18, 2010**  
**2<sup>nd</sup> Step in effect through August 18, 2010**  
**Final Written Warning in effect through August 18, 2010**

**Job / Work Performance Progression**

Each of the infractions defined in the Job / Work Performance Definitions which are listed below will result in the issuance of a 1<sup>st</sup> Step or progression to the next step within the progressive disciplinary system unless circumstances warrant deviation from the progressive disciplinary steps or as otherwise stated within this policy

**Appearance/Uniform standards (2 occurrences within a 12-month period)**

**Blogging, unauthorized use of Spirit Airlines Name or photos on a public site**

**Customer/Crew Complaint**

**FAA Violation / Safety Violation**

**Failure to Follow Onboard CCR Policy**

Effective September 1, 2009 – September 30, 2009, the progression for Failure to Follow Onboard CCR Policy is:

- Three (3) or more of the discrepancies listed in the definitions for Onboard CCR policy on one (1) flight will be documented.
- A documented coaching will be issued for three (3) flights in which there were three (3) or more of the discrepancies listed in the definitions for Onboard CCR policy on one flight.
- Three (3) or more coachings for failure to follow the onboard CCR policy will result in a 1<sup>st</sup> Step of progression to the next step within the progressive disciplinary system.

Effective October 1, 2009, the progression for Failure to Follow Onboard CCR Policy is:

- Any one (1) of the discrepancies listed in the definitions for Onboard CCR policy on one (1) flight will be documented.
- A documented coaching will be issued for three (3) flights in which there were one (1) or more of the discrepancies listed in the definitions for Onboard CCR policy on one (1) flight.
- Three (3) or more coachings for failure to follow the onboard CCR policy will result in a 1<sup>st</sup> Step of progression to the next step within the progressive disciplinary system.

**Failure to Maintain a Current Phone Number and Address on File**

**Failure to Perform Required Duties (regulatory and non-regulatory)**

**Failure to Report with All Accountable Items**

**Failure to Secure Positive Identification (ID)**

**Failure to Submit Required/Requested Reports within Specified Time Period**

**Non-Current Flight Attendant Manual**

**Reporting to Recurrent Training without a Current Flight Attendant Manual**

**Unnecessary Removal of Customer(s) from the Aircraft**

**Probationary Flight Attendants**

- Two (2) occurrences within the Job / Work Performance Track during the probationary period is the maximum allowed for probationary Flight Attendants. Each instance will be documented as progressive disciplinary action and the third (3<sup>rd</sup>) occurrence within the Job / Work Performance during the probationary period is grounds for termination.



**Spirit Airlines**  
**Inflight Service Performance Management Policy**  
**For**  
**Non-Probationary and Probationary Flight Attendants**

I, \_\_\_\_\_, have received  
and read a copy of the Spirit Airlines Inflight Service Performance Management  
Policy for Non-Probationary and Probationary Flight Attendants.

\_\_\_\_\_  
Flight Attendant Signature

\_\_\_\_\_  
Employee Number

\_\_\_\_\_  
Date