



Policy & Procedures Manual

Prepared by:
Ground Handling Department
Revision 9
February 2019

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Table of Contents

Section 1	4
Remarks from Departmental Management	4
Section 2	5
Manual Sign-out.....	5
Section 3	7
Scope and Relationship to Company Employee Manual.....	7
Section 4	8
Safety	8
Section 5	10
Training	10
Section 6	12
Dependability.....	12
Section 7	15
Tracking of Hours Worked	15
Section 8	16
Work Rules	16
Section 9	27
Corrective Action	27
Section 10	33
Shift Trades	33
Section 11	34
Advancement	34
Section 12	35
Job Posting and Applying for Positions.....	35
Section 13	36
Uniform and Image Standards.....	36
Section 14	45
Equipment Operation	45
Section 15	46
Employee Expense Statements.....	46
Section 16	48
Usage of Company Telephone and Communications Equipment.....	48
Section 17	49
Security	49
Section 18	50
The Customer.....	50
Section 19	51
Non-revenue travel.....	51
Section 20	52
Relocation	52

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 21 **54**
 Limited Duty Policy 54

Section 22 **56**
 Zero Tolerance Program 56

Section 23 **58**
 Harassment Complaint Guidelines 58

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 1 Remarks from Departmental Management

Dear Fellow Ground Handling Employee:

Whether you are a new hire or a long-term employee, we believe this manual will serve as a tool to enable you to better understand the workings and expectations of the Piedmont Ground Handling Department.

Our goal is to be a profitable company that provides meaningful employment and a desirable product that is competitive in the marketplace. To accomplish this goal, we need to demonstrate fiscal responsibility; consistent consideration of our employees' needs and ensure that our customers and our flights are handled in a safe and courteous fashion on a daily basis. It is our hope that you will work safely, be challenged by your job and enjoy serving our customers as we work together toward our common goal.

The management group at your location, which may include Customer Service Supervisors, Customer Service Shift & Unit Managers, Duty Managers, Department Managers, General Manager or Hub Director, stands ready to assist and lead you in this endeavor. We invite you to review the contents of this manual to clarify any questions you may have regarding our department.

Thank you for choosing to be a part of our company and department. We hope your employment experience with us is safe and enjoyable.

Eric Morgan – Senior Vice President
Ground Handling

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 2 Manual Sign-out

Dear Fellow Ground Handling Employee:

We are pleased to provide you a copy of the Piedmont Ground Handling Employee Manual. This is yours to keep while you are employed.

Over the next 14-days, please read and acquaint yourself with the contents of the manual.

After you have read the manual, please complete the attached Confirmation Sheet and return it to your supervisor. Should you have any questions concerning its content, please ask your supervisor or manager for clarification. Please mark your calendars to make sure you remember to turn yours in!

Please read and familiarize yourself with the manual and all subsequent revisions. It contains the policies that govern our daily operations and interaction with one another.

We hope that this manual will be beneficial to you. We have developed it for you to answer questions that may arise concerning our policies and procedures. You are a valuable member of our team and we hope you find it helpful.

Sincerely,

Eric Morgan – Senior Vice President
Ground Handling

**PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL**

PIEDMONT GROUND HANDLING

CONFIRMATION OF MANUAL RECEIPT AND UNDERSTANDING

IMPORTANT:

Please complete and return this signature page to your manager/supervisor within 30-days of receipt. Copies are available at each station for your review, personal copies are available upon request, or the manual may also be found at <https://regionaltraining.aa.com>.

By my signature below I am confirming that I have received, read and understand the Piedmont Ground Handling Policies & Procedures Manual. I acknowledge the provisions of the section on SAFETY and promise to abide by any and all safety procedures pertinent to my particular job.

Employee Signature:	Date:
Print Name:	Employee ID:

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 3

Scope and Relationship to Company Employee Manual

The purpose of this manual is to provide a ready reference guide for policy and procedures for employees of the Ground Handling Department. This manual is designed to be used in conjunction with the Piedmont Airlines Employee Manual and the CWA contract. The company reserves the right to make revisions or additions to this manual in the normal conduct of business. As you review the Table of Contents of both manuals, you will notice that there are issues contained in the company handbook, which are not addressed, in the departmental manual. This is true because those items not included address general policy, which may be applicable to other company employees. Policies addressed in the Piedmont Airlines Employee Handbook, which are not included in the Ground Handling Department Policy & Procedures Manual, are applicable to the employees of the Ground Handling Department.

When Customer Service Agents are seeking an answer to a question, the CWA contract should be consulted first, and then the Piedmont Ground Handling Department Policy & Procedures Manual should be consulted. Any employee with suggestions as to how this manual can be enhanced should channel suggestions through their local station management who will forward them to their Director.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 4 Safety

Safety is the number one goal of the Ground Handling Department. The safety of customers, employees, aircraft, ground equipment and facilities must be placed ahead of all other considerations. Employees must never violate a safety rule in order to get the job done faster.

To do their job safely employees must receive proper documented training and be able to demonstrate proficiency. Once an employee has completed training and has demonstrated proficiency it is the responsibility of the employee to perform their job functions and complete all work in strict compliance with the standards taught during training. It is incumbent upon each employee to not become complacent and deviate from training standards. Complacency is one of the key contributors to ramp accidents.

To prevent accidents, injuries or damage to aircraft or equipment employees must monitor the condition of any equipment that they are using. Any equipment that is not operating properly must not be used and the situation should be reported promptly to management.

If a procedure cannot be completed safely it should not be attempted. Each employee is expected to report to management any situation or condition, which they feel to be unsafe.

To ensure a safe workplace for all employees, violations of safety rules must not be tolerated. Employees who observe a fellow employee attempting to violate safety rules should take action to stop the unsafe act by immediately discussing the situation with the employee, or by immediately reporting the situation to management.

The loss of situational awareness can be deadly. Experienced employees in the airline industry have been seriously injured or killed by aircraft propellers and ground equipment when they failed to pay strict attention to what they were doing.

In addition, all employees should be aware of any signs that a co-worker's health or other condition is affecting or may affect the co-worker's ability to do their job safely. Persons in distress may not realize that their judgments are affected. The co-worker may need to be immediately escorted to a safe location. If one is unsure what to do, contact a supervisor or manager immediately.

Employees approaching an aircraft must make certain that all propeller or jet engine motion has ceased prior to approaching the front or rear of an aircraft engine. The area behind an aircraft engine can be hazardous due to prop blast or jet blast. Serious injury or death can occur if an employee is hit by a moving propeller or sucked in by a jet engine intake.

Each Customer Service Agent working on the ramp is expected to wear hearing protection whenever aircraft engine or other noisy conditions exist. Hearing protection devices are initially provided by the company and should be safeguarded against loss. Should you lose your hearing protection devices, you are responsible for replacing it.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 4 Safety

Employees who engage in unsafe acts, horseplay, violate safety rules, damage an aircraft or equipment will be subject to disciplinary action up to and including termination of employment.

The ability of an aircraft to take off, fly and land safely depends on many things. One of the most important is providing the flight crew with an absolutely accurate location and count of passengers, bags, cargo and any other items that are loaded on the aircraft. The CLR is the document that is used to report this information to the flight crew. Employees who complete and sign the CLR must make certain that all information is accurately reported. Employees must never knowingly allow an aircraft to take off if inaccurate information is discovered. If an error is discovered, immediate steps must be taken to contact the flight crew prior to take off. If contact cannot be made at your station contact dispatch immediately.

Employees are required to demonstrate a commitment to safety by knowing, obeying and following all safety rules and procedures.

Compliance with the Safety Rules is important for the safety of our employees, our customers and for the prevention of aircraft ground damage.

Piedmont has been working with the FAA to establish a company-wide Safety Management System (SMS). SMS provides the framework for a more organized approach to managing all associated risks with airline customer service, maintenance, and flight operations.

Piedmont's SMS thrives on data to discover issues and identify areas for improvement. You can provide data by submitting reports through the Piedmont Safety Reporting System at <http://pdsafety.com>. If you notice unsafe acts, unsafe conditions, hazards, deficiencies, or anything that concerns you, report it through the Safety Reporting System. Also, if you have ideas to improve the safety of your work environment, the operation or any processes, let Safety know.

Piedmont maintains several avenues to notify you on company information including the employee website at <https://mypiedmont.aa.com>. Information is disseminated to ensure you are aware of safety critical information, informed as to why safety actions have been taken and understand why safety procedures are introduced or changed. Please ensure you are staying connected and receiving this information.

To contact the Safety Department:
Safety website: <http://pdsafety.com>
Safety Hotline: 800-955-5927
or visit the Piedmont employee website:
<https://mypiedmont.aa.com>

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 5 Training

The overall success of the Ground Handling Department is dependent upon how well each employee performs their job responsibilities. In order to do their jobs well, employees must be properly trained. Departmental policy states that no employee will perform any function until they have received proper training, which has been documented in their training file. Each General Manager is tasked with the responsibility of ensuring that each employee receives properly documented training and becomes increasingly proficient in the performance of his job responsibilities. To that end, departmental policy states that as soon as possible arrangements will be made for each newly hired Customer Service Agent to attend the New Hire classes, which are available.

Each General Manager is required to contact the Training Department to enroll employees in New Hire training classes.

Probationary employees are required to maintain passing grade averages for each class of 85% or higher. If at any point during the training (Ramp, New Hire, etc.), it is determined that the customer service agent will not pass the class, then the employment of that individual will be terminated. A non-probationary employee who fails a first attempt at training will be given a second training attempt. If the employee does not successfully complete the second attempt at required training, he may return to his previous position, if qualified. If there is no such position for which the employee is qualified, his continued employment is at the Company's discretion.

NOTE: Anyone caught cheating on any required training will be subject to disciplinary action up to and including termination of employment.

Compensation While in Training: Hourly employees attending out of base training will be compensated at their normal straight time rate for the number of training hours scheduled for that particular training session. The following are not considered time for which the employee would be compensated: off duty time, ground transit times to/from the training location/hotel/airport and time in the hotel. Travel time will be considered as compensated time and calculated as follows: Scheduled flying time, on the manager approved route plus one hour each way. The one hour added on includes 45 minutes for check in and 15 minutes for baggage claim. Hours over 40 per week will be compensated at an overtime rate.

Pass Arrangements: Only the General Manager, Shift Manager or Supervisor will make space positive reservations for employees attending training classes. The itinerary is to begin and end in the employee's domicile city. Travel must be via the most direct routes available.

Hotel Accommodations while in Training: Hotel accommodations while in training are for employees only. Non participants in the training class will not be allowed to reside in the room while the employee attends the training course.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 5 Training

Dress Code and Behavior While at Training: As representatives of the company, customer service employees who attend training are expected to act professionally in class, after class, during the evening and overnight. The company has invested significant funds in enabling employees to attend these training opportunities. Accordingly, proper behavior and dress is a requirement. Improper behavior is prohibited, as it reflects poorly on the company and has a negative effect on agent alertness in the training sessions. Remember that training classes are provided for learning, not socializing. Training class dress code is outlined in the Pre-course workbook.

Employees attending training are required to report early or on time at the beginning of class, when returning from breaks and from lunch. Employees late for class are subject to the policies and procedures included in the dependability section of this manual just as they are when reporting for work at their station.

Advance Preparation for Training: Proper preparation for training classes is critical to an agent's success. In the case of New Hire training, each employee will be provided in advance, a workbook. A test on the contents of these workbooks will be given on the first day of training. NOTE: New hire employees are encouraged to obtain a workbook from their Supervisor or General Manager well in advance of their class attendance and to bring that workbook with him when traveling to training.

Agent Involvement: Each customer service agent is expected to assertively pursue his training. Until such time as the agent is fully trained in all areas, the agent will be expected to utilize all time on duty to enhance his job knowledge through Learning Path courses or through studying workbooks and manuals. Questions or concerns regarding training should be addressed immediately to the Supervisor, Shift Manager, or General Manager.

As stated in Section 1 of this manual, it is our hope that each employee will obtain job satisfaction and fulfillment through proper training and outstanding job performance.

Required Learning Hub Training: On a quarterly basis, each Customer Service Agent shall be required to successfully complete a number of Learning Hub Training Courses. To be considered complete, the courses must be taken during the quarter in which they are assigned (with the exception of new hire employees or employees returning from leave of absence) and the agent must achieve the minimum passing score. Agents who fail to "complete" the courses will be subject to corrective action. Employees are required to check their Learning Hub accounts twice a month (first and fifteenth) to be sure they are up to date on their Learning Hub training.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 6 Dependability

Each employee of the Customer Service Department is expected to be at work on time every day he/she is scheduled. By necessity, station staffing levels are planned and budgeted based on all employees reporting for work whenever they are scheduled to do so. Since station staffing levels cannot take into account agents who are absent or late, customer service, on-time performance and safety can be affected negatively when fewer people must carry out the station's overall workload. In order to meet our service and profit goals, our flights must consistently operate on time. In order for this to occur, each employee scheduled to work a shift must arrive at work early enough to be at his position ready to work when the shift begins. It is a good idea to plan to arrive 10 or 15 minutes before the beginning of your shift. Although you are not paid for this time, it is a good insurance policy against tardiness and extra stress when you are trying to beat the clock.

Each General Manager will establish a local procedure for notifying management that you will be either late or out sick. Employees who clock in on time, but are not present at their assigned work position before the beginning of their shift, will be subject to corrective action separate from any counseling for dependability. Agents who fail to clock in will be considered tardy unless their arrival was witnessed by a supervisor.

Falsifying time records or any other method of misleading the company in regard to time worked is grounds for dismissal. Employees must "clock out" any time they go to the employee parking lot or enter a vehicle which is not on the AOA unless they are on specific company business as authorized by management. Employees are prohibited from temporarily parking their car in front of the terminal, "clocking in" and then returning to their car to park it. Each General Manager shall be responsible for defining the work area.

An absence is defined as missing all or part of a scheduled shift. Punctuality is defined as arriving at work "ON TIME" based on the start time of the shift as specified on the work schedule or any shift trade agreement. "ON TIME" is defined as "clocking in" at or before the start time of the shift as measured by the station's timekeeping device. A Dependability Event is defined as incurring an absence and/or not being punctual.

For annual evaluation purposes, the employee's score is based on the number of dependability infractions that occur during the evaluation period.

For corrective action purposes, employees who are late to work or absent are subject to coaching or discipline for each event based on their performance within a 12-month floating window. All time lost from scheduled work, including absences supported by medical certifications and paid sick absences will be recorded regardless of the reason¹. Points are active on a 12-month floating window. Active levels drop when the point value drops.

For corrective action purposes, dependability is evaluated on a 12-month floating window. The dependability policy is a no fault policy. Each event is counted with a point value regardless of the reason for the event except as noted below.

¹ Exceptions will include approved FML Absences, approved Leave of Absences, and any exceptions by law.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 6 Dependability

A Dependability Event is defined and assessed as follows:

Infraction	Points	Details
Late	1 point	Arrive 14min or less after scheduled start time without authorization (proper notification made as indicated below)
Very Late	2 points	Arrive 15min and up to 2hrs after scheduled start time without authorization (proper notification made as indicated below)
Absence	3 points	Absent for shift or leaving prior to scheduled end time without authorization. Arrive 2hrs or more after shift start time without authorization (proper notification made as indicated below)
Absence (consecutive) ²	Add 1 point	Add 1 point for each consecutive absence after initial absence
<u>No Call-Late Show</u> : Failure to call within 30 min after the start of the shift and work remainder of shift	5 points	<u>Coaching Session Required</u>
<u>No Call-No Show</u> : Failure to call within 30 min after shift start time and failure to show for shift	12 points	<u>Coaching Session Required</u>

²A consecutive absence is an absence on consecutive shifts scheduled with no shifts traded-off in between. An absence after a traded-off shift begins with the absence 3 point value. Approved PTO and VTO do not break the pattern.

Notification for an absence: must be made 60 minutes prior to the shift start time or subject to disciplinary action.

Notification for a tardy: must be made as soon as possible and within 30 minutes after the shift start time.

Guidelines for Coaching and Corrective Action Levels:

12 month floating window	
Level	Points
Coaching Session	22 points
Level I	24 points
Level II	26 points
Level III	28 points
Termination	30 points

Probation Window*		
Level	Points	Consequences
Probation Coaching	2 points	
Probation Level I	3 points	
Probation Level II	5 points	Probation Extension 90 days
Probation Level III	7 points	
Probation Termination	9 points or 1 No Call-No Show	

Points incurred during the Probation window remain active on a 12-month floating window following probation and will be assessed based on the regular dependability level progression (above left) after completion of the probationary window.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 6 Dependability

If an employee incurs a No Call Late Show (5 points) or No Call No Show (12 points), which results in a total of 22 points or more, the employee will be coached based on the appropriate corrective action level that applies to the point total, up to and including termination.

Based on a case-by-case review of the circumstances, management may choose to repeat a Level.

Leave of Absence: An absence of seven (7) or more consecutive days is considered a Leave of Absence and supporting medical documentation is required. If the supporting medical documentation is not received within the Station guidelines, the absences will be assessed per the Dependability program and disciplinary action may be taken. Every Leave of Absence requires supporting documentation.

Section 7

Tracking of Hours Worked

Minimum hour requirements

An employee who is called to report to work on their day off will receive a minimum of 4 hours of pay.

The normal work week for full time employees will consist of forty (40) hours and for part time varied hours depending on operational needs. An employee may be released from work when flight schedules are cancelled or changed for any reason.

Full-time employees are expected to average thirty-two (32) hours to maintain full-time status. If an employee does not maintain these hours over a three month period, the Manager will address the issue individually with the employee. The employee will be given a three month period to increase his hours. If the employee fails to maintain the necessary number of average hours, the employee will be required to bid on a part-time line at the next bid. The employee will be prohibited from bidding on a full-time line for twelve (12) months.

Part-time employees will be required to work fifty percent (50%) of their scheduled hours. Part-time employees who fail to meet this minimum hour standard will not be permitted to trade.

There are certain local conditions which would exempt the employee from being considered non-compliant with this requirement such as:

- Part time converting to full time during the time period
- Out for extended leave due to FMLA, medical, military, personal, or OJI
- Approved time off, such as Vacation, VTO or early shift leaves
- New hires who were hired within the quarterly reporting period that could not achieve the minimum hours due to their date of hire

If none of the above conditions are met, when the review of the quarterly report is completed, the employee will be considered as non-compliant and further steps will be taken as outlined above.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

In addition to the work rules and standards of personal conduct outlined in the company employee handbook, the Ground Handling Department has developed additional rules applicable to our employees. These rules are important to getting the job done safely, efficiently and economically, while maintaining good working relationships between employees and ensuring our passengers receive only the finest customer service. Many of these work rules are explained in the various sections of the Ground Handling Policies and Procedures Manual and are repeated here to emphasize their importance.

The work rules below have been included to ensure that each employee clearly understands that there are certain unacceptable actions or activities, which are harmful to the welfare of the company, its employees and its customers. Each employee is required to follow all rules and company policies as listed in the Piedmont Airlines Employee Handbook and the Piedmont Ground Handling Policies and Procedures Manual. This list is not all-inclusive. Any action, behavior, or activity that compromises safety or harms the company, its passengers, or its employees, is prohibited. Failure to abide by and follow this general rule or the following work rules will subject the employee to corrective counseling, discipline, or termination of employment. If an investigation reveals that an employee has committed a serious infraction, the employee will be subject to immediate termination.

It is hoped that by openly communicating the "do's and don'ts", each employee will clearly understand what is expected of them and be able to succeed and enjoy their employment with Piedmont Airlines, Inc. The work rules are sorted into General Rules, Safety and Security, Customer Interaction, Integrity, Expertise and Prohibitions.

GENERAL WORK RULES AND STATION ROUTINES

There are a number of responsibilities, requirements and rules each employee must adhere to everyday. The following are some examples of those rules. This list serves as an example and is not all-inclusive.

All employees MUST act within company guidelines to provide safe, courteous and efficient service to our customers and fellow employees. A key factor in accomplishing this is the fulfillment of the employee's responsibility for making themselves aware of their work schedule and reporting for work on time. This will enable them to be at their workstation ready to work at the starting time of their shift. Customer Service Agents are required to personally clock in on the officially approved timekeeping device in use at the station.

Being on time is key to starting your day right. Once you are on the clock you must perform to the peak of your abilities and within the parameters of the station's work rules. Consequently, refusing or failing to follow instructions or perform designated work is prohibited. Loafing, sleeping on the job or failing to provide 100% effort in order to get the job done as quickly and safely as possible is prohibited. Finally, careless or inefficient performance of duties, including failure to maintain proper standards of workmanship or productivity is prohibited.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

The proper use of privileges and the application of common sense require employees to conduct themselves in a manner that adds to rather than detracts from the efficient operation of the station. For example, employees signing up for overtime or wishing to trade into a position should be qualified to work that position (the General Manager will determine this qualification). Employees are expected to maintain appropriate licenses and qualifications as the loss or suspension of any license or other qualification necessary to perform assigned duties can be significantly detrimental to the best interest of Piedmont Airlines, Inc. and/or fellow employees.

From the common sense perspective the following are obvious requirements. An employee must not leave the work area without permission from management or leave the station before the end of a shift without permission from management. Customer Service Agents are required to remain on company premises and to work their ENTIRE shift unless they receive specific permission from management to leave the premises or leave early. In order to maintain a nurturing work environment each employee must maintain a professional, positive and supportive relationship with all direct and indirect co-workers during all daily interactions.

A good worker cannot do good work without the proper tools. It is incumbent upon the employee to report all equipment malfunctions (such as: computers, ticket/bag tag printers and hard copy printers, tugs, bag carts, etc.) to their supervisor promptly. The key to success is on time performance. It is not an over statement to say on-time performance is critical to the survival of our company. Each Customer Service Agent is expected to work diligently toward ensuring that each originating flight and all subsequent flights depart on time and in a safe manner. When processing flights be alert to flight operations, i.e. irregular ops and assist in the handling of connections, oversold and irate customers. When boarding the flight collect customers flight coupons, verify the number of coupons collected and ensure the tickets are safely forwarded to the appropriate collection point.

A successful Customer Service Agent will go above and beyond knowing not just the basics but also the detail of our product such as servicing customers with disabilities and the AAdvantage Miles Program. Knowing more than the basics highlights you as competent and professional.

Another key aspect of your job is handling situations other than direct customer contact. These jobs can range from arranging for the delivery of mishandled baggage to the customer while evaluating and choosing the best delivery option to minimize delivery cost for the company to receiving, processing, securing and making available for pick-up all PPS consignments. Some of the non-daily assignments can require doing certain functions on an occasional basis such as loading and unloading air cargo vehicles.

Other examples of these occasional assignments can include the receipt and processing of U.S. Mail shipments in accordance with U.S. Postal Service regulations and company policy. The completion and

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

maintenance of air cargo records and files as required by federal and company regulations or working with American Airlines/American Eagle Cargo Sales personnel to promote American Airlines cargo service to shippers and freight forwarders.

In order to promote teamwork and share expertise you may be required to assist new employees with on-the-job training as requested by a Customer Service Supervisor (CSS) or General Manager. These requirements may vary by station but you must complete all tasks as necessary or as directed by a Customer Service Supervisor or General Manager.

Not all-necessary customer service work is glamorous. For example, Customer Service Agents are expected to perform the following tasks: lavatory servicing, lavatory cleaning, RON cleaning, trash removal, bodily fluids clean-up, lavatory cart refilling, deicer refilling and deicing (including driving the equipment or spraying deicing fluid from the top of a tower or from the bucket).

The employee should be aware some stations have requirements that other stations do not. For example, when local circumstances require, Customer Service Agents shall participate in Weather Training and become certified weather observers after which they will perform hourly and special weather observations as necessary.

Finally, the company wants the employee to be an active player in the operation of the station. It is key that the entire station team be informed and participates in station decisions. In order to assure this, management may find it necessary to require employee's attendance at a meeting of all station employees. When this is necessary the manager will post the date well in advance and indicate that the meeting is mandatory. Individuals on vacation are excused from mandatory station meetings. All other employees must advise local management of any conflicts. It shall be up to the General Manager to determine whether or not the employee will be excused from the meeting. Any employee, who fails to show up for the meeting, who did not advise management of a previous conflict and receive permission of management not to attend, shall be subject to corrective action.

SAFETY AND SECURITY

Providing a safe and secure environment for yourself, your fellow employees and our customers is your top priority. Any negligent action that may result in injury to self or others, or damage to company property or property of others entrusted to the company or property of fellow employees is strictly prohibited.

Some basic rules: all employees shall wear hearing protection when working on an active ramp or in a high noise area. Each employee will exercise extreme care in the avoidance of aircraft propellers or jet intakes. Any damage to equipment, the facility, or to an aircraft will be reported immediately.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

You are the key player in assuring a safe flight. Extreme accuracy will be utilized by each employee in the preparation of the CLR aircraft load worksheet and in the counting of customer bags and the determination of cargo and co-mat weight. You must always give the flight crew accurate loading or deicing data, verified passenger counts and any ground security items for each flight departure.

You are an integral part of airport security. Challenge unauthorized or unknown individuals not displaying appropriate identification in non-public areas. Report the presence of such persons to management personnel, law enforcement officers, or airport authorities immediately. Observe all TSA, FAA, company and airport security/emergency/safety procedures at all times.

The ramp equipment is YOUR equipment. Check ground equipment/jet way/any other specialized equipment you use daily to determine that it is in workable condition. Operate manual and/or automatic transmission equipped tugs, tractors, belt loaders, vans, or other assigned equipment safely. Ensure that any carts or other equipment being towed do not get closer to the aircraft than permitted distances. Operate Ground Power Units (GPU's), lavatory carts, air start bottles and potable water units in accordance with safety requirements.

Use proper hand signals with day or night wands to greet arriving aircraft and guide aircraft to parking place. In similar fashion, provide proper signals to aircraft prior to departure. After the arriving aircraft has completely stopped, securely place chocks on front wheels. In like fashion, remove chocks from departing aircraft when directed to do so by the pilot.

After the aircraft engine is stopped and the propeller has ceased to spin, secure the "prop tether" propeller blade if required. Prior to aircraft departure, remove the "prop tether" and stow it. If applicable, assist Flight Attendants with closing the aircraft door after receiving the signal to close the door. Load, stow and secure baggage/cargo in accordance with the limits published for the aircraft. Exercise caution for your personal safety and that of co-workers in lifting baggage up to or down from the aircraft.

Use safe operational procedures for each flight arrival and departure. Be sure you are in place to operate equipment prior to the aircraft's arrival. This will ensure the quick, safe deplanement of our customers. Ensure continued safe operation of ground equipment by completing recurrent training programs.

Ensure the safe shipment of cargo by reviewing the Dangerous Goods Program and the AOSSP. Secure and protect all air cargo shipments, especially high value and in bond items. Use American Airlines' "unknown shipper" procedures.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

CUSTOMER INTERACTION

After safety our number one priority is providing a service to our customers' which encourages their repeat business. You should always be courteous and helpful to customers, visitors and company employees. Always greet customers in a warm, sincere and friendly manner. Serve customers with a smile. Remember to adhere to American's Customer Service Plan."

When first encountering a customer make good eye contact during the course of the service. Address the customer by name, such as Mr. Smith, Ms. Smith, or Mrs. Smith throughout the service. Add personal comments or service to all transactions when it is possible and appropriate. Do not rush through the service transaction unnecessarily, which could make our customers feel like they are being hurried, but do provide timely service. Advise customers of all necessary flight information such as seat number, flight number, gate number, connections, etc. Advise customers of the status of their flight (on time, delays, etc.) at the time they are checked-in.

Remember this may be the first time this customer has flown. Avoid use of airline terms (jargon) in communicating with customers. Give concise directions to customers, as needed. Sincerely apologize to our/your customer for any delays or inconvenience they experience.

When dealing with awkward situations that were caused by the customer (such as excess baggage or carry-on, customer's late arrival at the airport) handle them as discreetly as possible, but politely and firmly resolve the problem, with a minimum of inconvenience to the customer. Provide assistance to customers as needed (elderly, customers with disabilities, unaccompanied travelers, families with young children). Remember; always adhere to the guidelines set forward in American's Customer Service Plan.

During periods of irregular operation, inform customers of flight delays every 15 minutes. Update flight delay information every 10 or 15 minutes or whenever new information is available.

At all times, clearly and slowly announce all flight arrivals, boarding announcements and departure announcements as outlined in the Customer Service Manual. Provide assistance to customers as needed (elderly, customers with disabilities and families with young children).

Assist and pre-board any unaccompanied children, customers with disabilities, or any customers with special boarding requirements (e.g., aisle chairs, passenger lift devices, wheelchairs, etc.). For safety sake, unaccompanied children should not be announced in the pre-board briefing. Help all customers with pre-flight and connecting flight assistance, especially the following customer types:

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

- Unaccompanied minor
- Customers with disabilities
- Blind/deaf
- Elderly/non-ambulatory
- Non-English speaking
- First time flyers

Show concern and care when assisting elderly, customers with disabilities, or unaccompanied children. Question the passengers as to how they would like to be assisted. Strive to make the customers feel safe, welcomed and in caring hands. Coordinate lengthy layovers for connecting customers needing assistance in the following manner:

- Alert agents at the departure gate of the customer's location.
- Enter any requested assistance information into the computer as to the location of the customer and their assistance requirements.
- Provide necessary amenities.
 - Never leave special-assist customers unattended.

Assist in boarding customers with special boarding needs. Be safe; use proper lifting techniques when assisting customers with disabilities to avoid injury to you or to the customer.

Assist deplaning customers requiring help to connecting flights or to the baggage claim area.

Actively greet all deplaning customers with a warm statement such as "Good morning/afternoon/evening, welcome to_____." Provide connecting customers with the appropriate gate information and other directions as necessary.

Demonstrate sympathetic and professional behavior when carefully questioning customers about baggage problems. Authorize interim expenses for customers inconvenienced by mishandled or damaged baggage as outlined in the Customer Service Manual or QIK. Attempt to resolve interim and damaged baggage claims locally by means of a cash settlement within authorized limits. Contact customers with delayed baggage on a regular basis to keep them informed of their baggage recovery status. Record details of all customer contacts in the "remarks" section of the baggage claim record.

Remember we want every customer to fly with us again.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

EXPERTISE

A successful employee is one who has mastered all aspects of his job. In order to accomplish this, the employee needs to learn and apply many different and technically challenging subjects. The following are some examples.

In order to successfully assist customers the employee must master gate and ticketing skills. Among the necessary ticketing skills are American Airlines/American Eagle accepted forms of payment, ticketing restrictions, refund rules and non-revenue ticket issuance. In order to assist our frequent flyers, the agent needs to know and use standby boarding policies, including Executive Platinum/Platinum/Gold/AAdvantage Miles procedures as outlined in the Customer Service Manual.

It is equally important to know and utilize proper gate procedures. In the rare circumstance when our computers fail, the agent must know and use gate fallback procedures, formats and the manual profiling system.

General industry and work knowledge is vital. The employee needs to know each aircraft type, its seat configuration and the location of choice seats/unaccompanied minor seats in order to execute the boarding process and handle exceptional situations such as briefing customers assigned to seats in the emergency exit of their rights and responsibilities.

Knowledge of specific rules and regulations such as non-revenue customer boarding procedures, baggage acceptance procedures, fare rules and tariffs and carry on procedures is vital. When checking bags the agent should accept and check baggage to the customer's final destination; ensure all baggage have proper identification and is within American Airlines/American Eagle outlined policies for baggage acceptance. The employee should finish by recapping the number and destination of all checked baggage to the customer.

For both safety and comfort purposes the agent should know, enforce and inform customers of the American Airlines/American Eagle carry-on luggage policy. Check and tag any baggage brought to the gate that the customer may have not checked previously or ensure that a valet tag is placed on all carry-on bags that will not fit inside the cabin.

Baggage and cargo service is one of the most technical aspects of the agent's job. Consequently, the employee must maintain a working knowledge of the computerized Net Tracer System. This includes tracing and locating misplaced or mishandled baggage, PPS, and company material by the use of QIK / Net Tracer message queues and lists. When the bag is located, the agent must arrange for the delivery of mishandled baggage to the customer. If applicable the agent will authorize interim expenses for customers inconvenienced by mishandled or damaged baggage as outlined in the Customer Service Manual or QIK. If possible, attempt to resolve interim and damaged baggage claims locally by means of a cash settlement

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

within authorized limits. After satisfying the customer, the employee needs to know and execute all of the appropriate record keeping functions and the Found Article Report as applicable. All of this can only be accomplished if the employee maintains an awareness of the Baggage Service Office's claim processing practices and procedures.

All employees should be aware of operational functions as well as customer processing functions. For example, you need to know and carry out operations functions such as field condition reporting, entering FLIFO, pulling and reading weather sequences, updating FID screens, performing air to ground radio communication, completing and filing of FAA and company forms according to local procedures. You should be able to accumulate information on planned load and coordinate preparation of and/or prepare the load worksheet as well as have the ability to understand and properly disseminate the flight release.

When dealing with customers with disabilities you should ensure that all requests are in the appropriate customer's reservation to ensure their needs are met. You should know the airport facilities and if applicable know the proper and safe use of electric carts, if carts are used to coordinate customer assistance.

When handling unaccompanied children complete and use the Unaccompanied Minor Form. **Never** leave a child in American Eagle's custody unattended. Be sure to know and correctly complete all special assistance forms as required. After successfully assisting the child, maintain all special assistance forms and documents as required.

In many stations we deal with cargo. The agent should know the proper acceptance and processing procedures for shipment and consignment of all PPS and air cargo. This includes knowing the proper procedures for shipping/screening cargo for unknown shippers. Make sure you are familiar with Cargo Account Profiles (CAP) and be able to distinguish if the customer is a known or unknown shipper. When dealing with a customer know and complete all air express, air freight, PPS and co-mat shipment paperwork/forms accurately; know and provide customers with information concerning the acceptance of cargo at all times; and know and use Auto-rate for all cargo shipments whenever applicable.

Be particularly aware of domestic/international shipping requirements for high value, perishable, live animal, human remains and all other shipments as necessary. Know the different aircraft dimensions for the acceptance and handling of all size shipments. Know and follow all applicable cargo embargoes. Understand and follow the handling procedures/paperwork of shipments involving U.S. Customs. Finally, prepare customer bills, collect funds, prepare bank deposits and complete cargo sales reports as outlined by company policy.

When working on the ramp, be sure you are properly trained and signed off on all aspects. This is especially important when performing all facets of aircraft deicing and the refilling of deicing equipment. As a final note the possession of a valid driver's license is a condition of employment.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 8 Work Rules

INTEGRITY

Each employee of the department is expected to act with honesty and integrity in all matters. We consider this to be part of each employee's job description. Honesty and integrity play a critical role in our continued profitability, safety and our ability to provide quality customer service. Ultimately, our long-term job security depends on these factors, which form the basis of our corporate reputation. Although this list is by no means all-inclusive, here are some examples of dishonest acts, which would subject an employee to disciplinary action up to and including termination and/or prosecution.

1. Dishonesty, misrepresentation of facts or falsification of records, reports or computer entries (including employment application) are prohibited.
2. Unauthorized possession, removal or use of company property; property entrusted by others to the company or property of fellow employees.
3. Misrepresentation in obtaining employee benefits or privileges.
4. Any threat, attempt or act of sabotage, or any action constituting a criminal offense, whether committed on or off duty will be grounds for dismissal and, where the facts warrant, prosecution to the fullest extent of the law.
5. Failing to report a known unsafe or illegal situation.
6. Unauthorized opening or reading of confidential co-mat, correspondence, files, or letters not addressed to the employee.
7. The theft, unauthorized use, removal or negligent use of any property, i.e., tools, equipment, personal property, records, or confidential information of other employees of the company.
8. Unauthorized shipment of any items on a American Airlines/American Eagle aircraft in any form including but not limited to co-mat, air freight, air express, PPS, expedite or unaccompanied checked baggage.
9. Altering or falsification of time records or clocking in or out another employee.
10. Theft or embezzlement of company funds.
11. Falsifying tickets, forms, reports, training records and any other company document.

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 8
Work Rules

12. Improper waiving of a fare rule or issuing / reissuing a ticket at an unauthorized reduced rate for a customer, family member, friend, or for personal gain. This would include the sale of a companion pass.
13. Fraudulent issuance of an accountable document including but not limited to (a ticket, boarding pass, travel voucher, refund draft, special service ticket, miscellaneous charge order, flight interruption manifest, excess baggage ticket, etc.).
14. Accepting payment (cash or credit) from a customer for any purpose without providing the customer with the proper ticket, receipt or other procedurally required document.
15. Misrepresentation of the facts to a supervisor or any member of management.

PROHIBITED ACTIVITIES

Certain activities are unacceptable in any business environment. Consequently violation of any of the following rules could result in severe disciplinary action or termination.

1. Horseplay or loud quarreling on company premises.
2. Using threatening or abusive language or intimidation.
3. Coercing or interfering with other employees or their work.
4. Any negligent action resulting in injury to self or others, or damage to company property or property of others entrusted to the company or property of fellow employees.
5. Fighting or any act of violence on company premises.
6. Participating in a felonious act.
7. Disruptive conduct while on duty or while on company property.
8. Insubordination or refusal to follow instructions.
9. Destruction or defacement of either company property or facilities or equipment located on company property.
10. Violation of security regulations.

Section 8

Work Rules

11. Unauthorized possession of firearms or other dangerous weapons on company property.
12. Possession, selling, distribution, use of or being under the influence of drugs or other controlled substances unless prescribed by a physician while on duty or on company property.
13. Consumption of, use of, or being under the influence of alcoholic beverages while on duty.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 9 Corrective Action

It is the policy of Piedmont Airlines, Inc. to provide a uniform and consistent procedure for administering corrective action for infractions of company rules and less than satisfactory work performance. The sole purpose of corrective action is to “correct,” not to punish.

Corrective Action may range from timely Level I Corrective Action for minor offenses to Level II Corrective Action for more serious offenses to Level III Corrective Action for very serious offenses (which serves as a final warning and may or may not include a suspension). Ultimately the employee is subject to termination for flagrant or repeated infractions of rules.

NOTE: Corrective Action may not be feasible in every situation. The appropriate action to be taken in dealing with performance deficiency, behavior problems or violation of company policies and procedures must at all times be left to the discretion of Piedmont Management.

Guidelines for corrective action are described on the following pages.

The employment relationship is based on the prevention of performance problems through a system that calls for clarifying expectations, encouragement, advice and reward. The system normally focuses on problem handling only after an employee’s behavior/performance has continued to be below expectations despite efforts to clarify and advise.

The objective of corrective action is to preserve the work relationship, not to end it. Ending it is simply an unhappy result when an employee has failed to live up to his agreement or perform his job satisfactorily and/or adhere to the business principles and social conduct necessary to the continuation of a friendly, cooperative and effective work group.

Probationary Employees:

Occasionally, despite the best efforts of the company, a probationary employee will be unable or unwilling to meet the standards set forth in the company and departmental manuals. Probationary employees who fall into this category or demonstrate unsatisfactory performance will be subject to discharge. When a deficiency or problem area is identified, management will make a determination as to the extent of corrective action to be utilized to correct the deficiency. Management may skip steps when dealing with probationary employees that would have otherwise been taken with non-probationary employees and in some instances, decide if it would be in the best interest of the company for the individual to be terminated.

New Hire Probationary employees can use the grievance program but not to appeal disciplinary issues.

The following steps are representative of the procedure normally to be followed for the handling of routine non-probationary employee performance problems.

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 9

Corrective Action

Overview:

In carrying out the Customer Service Department Employee Corrective Action process, management may make a determination as to which of the following levels of corrective action is appropriate based on the infraction and the employees previous performance.

Level I	-	Corrective Action
Level II	-	Corrective Action
Level III	-	Corrective Action: Final Warning (may include suspension)
Level IV	-	Termination of Employment

Each of the above levels of corrective action will be documented on a "**CUSTOMER SERVICES DEPARTMENT EMPLOYEE CORRECTIVE ACTION FORM**".

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

CUSTOMER SERVICE DEPARTMENT EMPLOYEE CORRECTIVE ACTION FORM

SECTION 1: EMPLOYEE INFORMATION

EMPLOYEE NAME:	EMPLOYEE #:	DATE:
STATION:	DEPT:	DATE OF HIRE:

SECTION 2: CURRENT INFRACTION

Level:	Date of Infraction:
--------	---------------------

SECTION 3: SUMMARY OF CORRECTIVE ACTION FOR THE PREVIOUS 12-MONTHS

DATE SERVED	INFRACTION LEVEL	CORRECTIVE ACTION

SECTION 4: CORRECTIVE ACTION TAKEN

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

COACHING - CORRECTIVE ACTION			
LEVEL I - CORRECTIVE ACTION: FORMAL WARNING			
LEVEL II - CORRECTIVE ACTION: 2 ND FORMAL WARNING			
LEVEL III - CORRECTIVE ACTION: FINAL WARNING (may include suspension)			
SUSPENSION	# OF DAYS:	INDEFINITE:	
SUSPENSION START DATE:		SUSPENSION END DATE:	
TERMINATION			

SECTION 5: EMPLOYEE COMMENTS

SECTION 6: FOLLOW-UP DISCUSSION COMMENTS

FOLLOW UP DISCUSSION SCHEDULED	DATE:	TIME:

SECTION 7: MANAGEMENT INDICATION OF FUTURE CONSEQUENCES

I READ AND UNDERSTAND THE ABOVE REPORT

Employee Signature:	Date:
Manager Signature:	Date:

DISTRIBUTION: General Manager/Hub Director (for level III and above only)/Employee Personnel File/Human Resources-MDT

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 9 Corrective Action

- Section 1 Documents the employee's name, employee number, date, station, department and date of hire.
- Section 2 Documents the date and the details of the current infraction.
- Section 3 Documents a 12-month floating summary of any corrective action taken with the employee.
- Section 4 Documents specific level of corrective action management has determined to be appropriate for the particular infraction detailed in Section 2.
- Section 5 Provides space for employee comments regarding the specific infraction and corrective action taken.
- Section 6 Utilized where appropriate to schedule a follow-up discussion as well as to document any comments associated with the follow-up discussion.
- Section 7 Used by management to document the future consequences that the employee can expect if a particular infraction is repeated. This section also provides a space for the employee's signature indicating that they have read and understand the corrective action. If an employee refuses to sign, a note will simply be made on the corrective action form.

Distribution:

Once the employee has added their signature in the space provided, management will distribute as follows: Employee/General Manager/Station Employee Personnel File/Station's Director (for level III and above only)/Human Resources MDT.

APPLICATION OF THE VARIOUS LEVELS OF CORRECTIVE ACTION:

Level I Corrective Action:

Level I Corrective Action is the first level of written corrective action and serves as a documented warning to the employee that they need to make the necessary changes or take the action required to correct the specified problem or behavior. Failure to correct the problem or behavior specified in the Level I Corrective Action and/or non-compliance with other company policies and procedures, shall subject the employee to more severe corrective action up to and including termination of employment.

Level II Corrective Action:

Level II Corrective Action is the second level of written corrective action and normally follows Level I Corrective Action. Level II Corrective Action serves as a documented warning to the employee that he must

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 9 Corrective Action

make the necessary changes, or take the action required, to correct the specified problem or behavior. Failure to correct the problem or behavior specified in the Level II Corrective Action and/or non-compliance with other company policies and procedures shall subject the employee to more severe corrective action up to and including termination of employment.

Level III Corrective Action: (Final Warning)

Level III Corrective Action is the third level of written corrective action and normally follows Level II Corrective Action. Based on a careful review of the circumstances by management, Level III Corrective Action may or may not include a suspension without pay. Regardless of whether or not the Level III Corrective Action includes a suspension, the employee is being put on notice that his job is in jeopardy. Failure to correct the problem or behavior specified in the Level III Corrective Action or non-compliance with other company policies and procedures shall subject the employee to additional corrective action up to and including termination.

All Level III Corrective Actions shall be reviewed with the Director, except when the employee's conduct justifies immediate suspension for cause, pending investigation. In those cases, local management will take the appropriate action and notify their Director.

When a suspension is issued, the Supervisor shall inform the employee of the days on which the employee is suspended without pay. The employee will be advised that non-revenue travel is prohibited during periods of disciplinary suspension.

Termination: Termination is the final step in the disciplinary process. This step is generally taken after an employee has failed to improve in response to coaching and previous corrective action. It may however be taken as an immediate step if the infraction is so severe that the company believes termination is warranted.

NOTE: Management reserves the right to skip any of the steps listed above based on the seriousness of the infraction.

Recourse: An agent may appeal disciplinary action by following the Grievance Process as outlined CWA Agreement.

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 10
Shift Trades

Shift trading is under the complete control and authority of each local manager. Routinely, shift trading will be governed by the following rules:

1. Qualifications permitting, employees will be permitted to trade shifts with each other.
2. A shift trade must be requested with reasonable advance notice on the appropriate form or method and approved by the manager or the designee. Approval for shift trades will not be unreasonably withheld.
3. Each employee will be responsible for his own attendance on the date and times of the approved trade.
4. The number of shift trades that an agent may work is not limited except that each employee must have at least one (1) day off in every seven (7) consecutive days and no employee may work more than three (3) consecutive full time equivalent shifts in a row.
5. Shift trades between full-time and part-time agents are permitted.
6. Permanent shift trades, partial shift trades, one way shift trades, and multiple shift trades are subject to management approval.
7. FT employees are expected to average thirty-two (32) hours to maintain full-time status. If an employee does not maintain these hours over a three month period, the Manager will address the issue individually with the employee. The employee will be given a three month period to increase his hours. If the employee fails to maintain the necessary number of average hours, the employee will be required to bid on a part-time line at the next bid. The employee will be prohibited from bidding on a full-time line for twelve (12) months.
8. A shift trade between a supervisor and an agent is permitted subject to manager approval. If the trade is allowed, no pay adjustment will be made.
9. No overtime will be paid as a result of a shift trade. The Company may deny any trade request if granting the request would require the Company to pay overtime to either or both employees under applicable law.
10. Violations of the shift trade policy may result in the loss of shift trade privileges.

Section 11

Advancement

Opportunities in Management: Our department policy is to, whenever possible, promote from within. Through our Leadership Development Programs, we are grooming supervisors to become potential managers. Similarly, we invite agents who are seeking advancement to communicate this interest to their local General Manager who will discuss with them how they go about becoming qualified for a supervisory position. In spite of our best efforts, there occasionally will be times when there is no supervisory or management candidate ready or willing to accept a new position. At these times, we may be forced to select someone from outside the company. We owe it to each employee of our department to ensure that we select the very best candidates available to fill the management positions of Customer Service Supervisor, Shift Manager, Duty Manager, Department Manager, and General Manager. We hope you will take up the challenge and work towards becoming a member of management at Piedmont Airlines, Inc.

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 12

Job Posting and Applying for Positions

To access current job posting information, please go to the following website:
<http://www.jobs.net/piedmont/en-us>.

Minimum Length of Service Requirement Prior to Transfer: Ground Handling Employees who have transferred to a new location/classification must remain in the city to which they transferred for a period of at least six months. Management reserves the right to make exceptions to this policy on a case-by-case basis when it is in the best interest of the company to do so.

Commitment to Transfer: Once the transfer request has been accepted by the employee and the agreed upon start date has been established the employee must report for duty at their new station on the agreed upon date or they will be subject to corrective action up to and including termination of employment.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 13 Uniform and Image Standards

Introduction

AA has provided Uniform and Image Standard manuals, which are designed to help you present a professional and consistent public image aligned with the American Airlines brand. (Manuals are posted on the Webref website.)

The standard of excellence that American employees project as a group has the power to affect customer impressions of our brand. As an employee, you are “American Airlines” to the traveling public and your actions, appearance, and professionalism can positively impact how a customer feels about you, your role, and our Company.

If you feel there reasons you are unable to meet the Uniform and Image Standards, please contact your Manager or Human Resources. Religious, ADA, and other accommodations may be available pursuant to Company policy and applicable law.

Uniform Purpose

Your employee uniform makes you easily identifiable as representatives of American Airlines and ambassadors of our brand. Adherence to image and uniform standards is required when reporting to work.

Piedmont Ground Handling Uniform Purchase / Replacement Policy

Each employee who has completed one year of continuous employment shall receive a \$325 credit², on the first day of their anniversary month, to be used to purchase new uniform pieces. A portion of this credit, \$100 will be paid to the employee for the purchase of gloves and shoes. The credit will carry over from year-to-year up to a maximum of \$425 and will be replenished on the first day of the anniversary month each calendar year.

1. The Company will provide each new employee with two (2) uniform tops, two (2) uniform bottoms, and a jacket appropriate to the location and position. New hire employees will be responsible for purchasing additional uniform pieces above the Company paid allotment, unless otherwise defined by applicable state or local laws. New hire employees must order the complete basic uniform within thirty (30) days of completing their new hire training class.
2. Orders are made directly with the vendor by the employee.
3. Any charges over the Piedmont uniform allowance will be the responsibility of the employee. Certain credit cards are acceptable for payment.
4. All merchandise will be shipped directly to the employee.
5. Taxes and shipping charges will be charged against the allowance.

² Employees in California, Colorado, and New Hampshire receive this upon DOH based on state law where employers must supply the uniform.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

6. It is the employee's responsibility to rectify any uniform problems (i.e., defective pieces or incorrectly shipped orders). This must be handled directly with the Vendor. Piedmont Ground Handling will not be responsible for exchanges.

Section 13

Uniform and Image Standards

7. Any temporary or new-hire employee may wear generic items of a style and color as directed by Station Management until the approved uniform is received.
8. In the event an employee has a company-provided item stolen while on duty, the following steps should be taken:
 - a. Within 24 hours of check-out time, the employee must notify a member of Management in writing that a Company issued item was stolen.
 - b. The company will promptly replace such stolen items as set forth in the written notice at no cost to the employee, providing negligence did not contribute to the theft.

Uniform Balance

Employee's uniform balance is shown on their pay stub. This balance will increase or decrease depending on purchases, credits and the amount being deducted per pay. Detailed Uniform transactions may be viewed on the Piedmont Website at <https://mypiedmont.aa.com> under the Uniforms section of the site. Please reference the Piedmont Website for balance information in lieu of the uniform vendor website for the most accurate information, since uniforms are paid by invoice totals from all uniform vendors in this one convenient location.

Upon resignation or termination, any remaining balance for the employee's standard uniform will become immediately due and payable. The remaining balance may be deducted from the employee's final paycheck.

Special Orders

Winter wear

3-in-1 parkas, coveralls, and knit beanies are available for employees working in the ramp work area for purchase through the Aramark website. BTW employees are authorized to wear the Piedmont-branded parka and Cross-functional employees are authorized to wear the American Airlines-branded parkas. Any charges over the Piedmont uniform allowance will be the responsibility of the employee. Certain credit cards are acceptable for payment.

Rain Wear

Each local manager will make a determination as to whether rain wear and/or rubber boots will be available on a common-use or individually-assigned basis. AA-approved CFJ supplied rain wear is ANSI standard. A safety vest is not required to be worn over the rain wear, unless the local airport policy requires it.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

The company will purchase common-use items; individually-assigned items will be purchased by the employee using the Piedmont uniform allowance and navigating to the CFJ website (see Piedmont

Section 13

Uniform and Image Standards

website – Uniforms for details). Any costs above the allotment will be the responsibility of the employee. It is suggested that the employee place their name discreetly inside any individually assigned rain wear.

Safety Equipment

The company will make available to employees safety equipment such as hearing protection, safety vests, lav suits, and knee pads. Probationary employees are required to wear orange vests. Employees who are no longer probationary will wear lime vests. Managers will wear lime vests with blue piping and their titles identified accordingly. Supervisors will wear lime vests with red piping and their titles identified accordingly. Replacements will be done on an as-needed basis as determined by station management.

Hearing Protection

Hearing protection devices are initially provided by the company and should be safeguarded against loss. Music Player-style headsets are not an approved form of hearing protection. The use of personal radios, tablets, music players and cellular phones is prohibited on the ramp.

Eye/Face Protection

1. Personnel required to handle chemicals, compressed gasses, or toxic/corrosive materials must use company-issued or approved goggles or face shields.
2. Eye/face protection is required during lavatory servicing.

Hand Protection:

1. Employee supplied gloves, such as winter gloves, must be approved by Station Management.
2. During lavatory servicing and other chemical handling, Company supplied chemically-resistant gloves must be used. Gloves must be kept in good condition, and discarded upon becoming worn out or ineffective.

100% Cotton Uniforms

1. Employees will need to obtain a written note from their doctor and submit to station Uniform Coordinator or General Manager.
 - a) Station will provide written/email notification confirming the employee's cotton uniform requirement and place in the file.
 - b) Station Uniform Coordinator or General Manager will coordinate the 100% cotton uniform order with the Vendor.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 13

Uniform and Image Standards

Size not listed when ordering

Contact TwinHill Customer Service Representative at the number provided on the TwinHill website under header “Contact Us”.

Maternity

Maternity uniforms may be borrowed from the company based on the Maternity Loan Program, with restrictions on alterations and promptness of returning borrowed items.

New maternity pieces are also available through TwinHill using your uniform allotment. Any costs above the allotment will be the responsibility of the employee. Local management must approve all maternity uniforms.

Religious Accommodations

Employees are expected to be in compliance at all times with the Uniform and Appearance Expectations outlined above. However, Piedmont, in accordance with its Non-Discrimination and Anti-Harassment Policy as well as its commitment to equal employment opportunities and workforce diversity, will consider accommodation requests from employees who have sincerely held religious beliefs or practices that preclude compliance with these guidelines; unless an undue hardship is created or a safety risk is posed.

1. Employees who have a sincerely held religious belief or practice should complete and submit a “Request for Accommodation” form to their Manager or General Manager.
2. The request will be forwarded to Human Resources for consideration. The request must provide sufficient detail so that a determination to approve or deny the request can be made.
3. The Human Resources Manager in consultation with the General Manager and Station Management will render a decision usually within ten (10) business days of receiving the request.
4. Upon final disposition, the Human Resources Manager will submit the Accommodation Request form to the General Manager for file retention.

It is important to note that Piedmont will review and consider accommodation requests that are based on sincerely held religious beliefs and practices as opposed to those based on cultural practices and norms.

Uniform Repairs

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

For complimentary minor repairs (i.e. button needs sewn on, small hole or tear repair), visit your local Men's Wearhouse. If a garments needs to be replaced due to work-related incident, contact local station Uniform Coordinator or General Manager.

Section 13 Uniform and Image Standards

For a more comprehensive guide to Uniform and Image standards, please refer to the AA Customer Service Uniform Image Standards manual and AA Cross-Functional Uniform Image Standards manual posted on Webref (<http://webref.aa.com>). The BTW Uniform Image Standards can be found below.

Below the Wing Uniform Image Standards

The total appearance of the uniformed employee conveys the image of American Airlines to the public. This image is based on the grooming and the conduct of the individual employee. A customer makes an immediate judgment of how he/she will be served based on the appearance of the employee. A well groomed, professional appearance will help create a positive perception.

The Company's continued success depends on the favorable impression created by employees who wear a uniform. Additionally the uniform will create a sense of pride in the employee who wears it.

All below the wing uniformed personnel must adhere to the rules for wearing a Company uniform and personal grooming.

Personnel will wear the approved uniform at all times when on duty. Individual variations or additions to the uniform are not permitted. No part of the uniform may be worn for off duty activities. When in uniform, all appearance regulations will be observed. Personnel who do not maintain the established uniform and appearance standards may be subject to corrective action.

Company issued safety glasses, safety vests and hearing protection must be worn when required.

No deviations from this policy can be made locally without prior approval by the Company uniform committee.

Pants

- The pants must not be altered to change the line of the pants and should not drag on the ground
- A black belt may be worn with the pants and through the belt loops
- Pants must be worn at waist level

Shorts

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

- The shorts may **not** be worn rolled up
- A black belt may be worn with the pants and through the belt loops
- Black or white socks may be worn with the uniform shorts or pants
- Multicolored or patterned socks are **not** permitted

Section 13

Uniform and Image Standards

Shirts

- All buttons must be buttoned with the exception of top button
- The collar must be worn down
- No monograms are permitted
- Shirts must be worn tucked in to pants/shorts
- Only Company approved uniform t-shirts are allowed

Hats

Only company approved hats purchased through the uniform supplier are acceptable. Hats may not be worn backwards or sideways.

Winter Outerwear

Company approved winter outerwear will be worn as the outermost garment under the safety vest while on duty with the uniform.

Shoes

- Employees must wear sturdy shoes or boots in solid black or brown. Construction and hiking boots are acceptable. Two tone shoes are not permitted.
- Suede, nubuck or patterned leather is also not permitted.
- No open toe or heel types allowed and no open or partially opened-heel clogs.
- Shoes or boots must be properly laced and secured. The laces must be the same color as the shoe.
- Employees with medical issues must select a shoe which meets the medical needs of the employee.

Pins

- Length of service pins
- Company awarded pins
- Promotional company pins

Jewelry

Male and Female

The following items may be worn:

- A wristwatch that is simple and professional is recommended.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 13 Uniform and Image Standards

- Rings may be worn not to exceed two on each hand. A wedding and engagement ring when worn on the same finger count as one ring.
- One gold or silver bracelet or band may be worn. The total width of the bracelet may **not** exceed 1 inch.
- Rubber charity bracelets may be worn
- One pair of matching studs may be worn, one on each lobe. Hoop earrings cannot exceed ½ inch in circumference.
- Ramp agents must not have visible offensive tattoos or extreme piercings while on duty. (As determined by Station Management).

Holiday Accessories

All holiday accessories must meet current Uniform and Image Standards and must be in keeping with a professional business style. Holiday accessories are limited to the below.

- A holiday pin
- Earrings which comply with the earring regulations
- A holiday hat or festive headband
- Holiday socks

Below the wing agents may wear holiday accessories on the dates specified below:

- Valentine's Day February 14
- St. Patrick's Day March 17
- Independence Day July 4
- Halloween October 31
- Veteran's Day November 11
- Thanksgiving Holiday Weekend (Wednesday prior to Thanksgiving Day to the following Sunday)
- Winter Holiday Season runs December 15th through January 2nd

Halloween Costumes

Below the wing employees are invited to wear costumes on October 31st.

All costumes must be in good taste, modest, and non-threatening.

For safety and security reasons:

- Make sure your costume fits. Excess fabric could cause accidents or injury.

Section 13

Uniform and Image Standards

- Capes are not allowed since they could get caught in the bag belt, jetbridge or airplane door.
- Wear shoes that fit properly.
- No masks or face painting that covers the entire face
- No radical costumes and/or weapon accessories

Sporting Event Exception

- Team shirts or jerseys during sporting events may be worn only by stations whose team participates in the actual championship game, such as The World Series, Superbowl, etc. (no playoff games). Management will advise of such exceptions.

Hair

- Hair must be styled so that it does not require frequent handling or fall into the face when bending over.
- For safety reasons hair below the top of the shoulders must be pulled back and up.
- For below the wing agents who do not have direct contact with the customer, all extreme hair styles or colors will be reviewed by Management on a case by case basis. For those with customer contact, extreme or unnatural hair colors are not permitted.
- If a wig or hair piece is worn, it must be natural looking. Wig and/or hairpiece styles will meet all criteria for hairstyles and length.

Facial Hair

- Sideburns, mustaches, beards and goatees should be neatly trimmed, conservatively styled when in uniform, with a clean shaven neck.
- Facial hair must be maintained in a clean, neat and well groomed condition.

Personal Hygiene

Employees must attend to personal cleanliness to prevent perspiration and body odors.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 14 Equipment Operation

Ground equipment must be driven and maintained with care, to ensure the well-being of the employees operating the equipment as well as our passengers. No one is to operate a piece of equipment, under any circumstances, until the employee has been trained on the equipment and the training file has been updated to reflect the training. A ground equipment accident has the potential of causing bodily harm, loss of life and significant damage to our ground equipment and aircraft. Remember damaged aircraft that cannot produce revenue when they are out of service for structural repair adversely affects the financial strength of our company.

The Customer Service Department wishes to employ only individuals who maintain a good driving record. Employees who have had their license suspended or revoked are subject to suspension or discharge based on a case-by-case review of the facts, since they are unable to carry out all facets of the customer service agent job description. The company may request a current copy of an employee's driving record at any time. Should the record be unsatisfactory, the employee will be subject to disciplinary action or termination.

Any employee who is involved in or becomes aware of an accident involving ground equipment or aircraft is required to immediately notify his supervisor. In order to protect the lives of our customers and employees, it is critical that any and all damage be reported at once. The airworthiness of an aircraft can be affected by even a small dent or scratch, due to airflow or possible damage to equipment, cables, or structure beneath the skin of the aircraft.

When an accident occurs, a detailed investigation will be conducted. Based on a case-by-case review of the circumstances, a determination will be made as to who is responsible and whether the accident was due to equipment failure, improper procedures, improper actions, excessive speed, or carelessness. When it is determined that a non-probationary employee is responsible for an accident, that employee will be subject to disciplinary action up to and including termination of employment. Probationary employees are subject to termination based on a case-by-case review of the circumstances.

IMPORTANT NOTE: Company policy requires that any individual involved in an accident with company equipment and/or aircraft is required to take a drug/alcohol urinalysis screening to be accomplished immediately after the accident. It will be the responsibility of the Supervisor, Shift Manager, Unit Manager, or General Manager on duty to ensure that this procedure is immediately accomplished.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 15 Employee Expense Statements

TRAINING EXPENSE STATEMENTS

The American Regional Training Department will disburse meal per diem for all employees that attend out of base Customer Service Training in CLT,PHL, or PHX. The employee will be given \$30 per day. Receipts for per diem will not be required. If for any reason the employee is unable to complete the class in its entirety, he will be responsible for returning the unused portion of the expense to his instructor (i.e. left on day 4 of a 5-day class, employee must return \$25.). Any amount that is not returned will be taken from the employee's next paycheck.

“Suggested” Budget Guidelines based on \$30.00 per day for 5 days (\$150.00):

1. Breakfast \$5.00 tips included
 2. Lunch \$10.00 tips included
 3. Dinner \$15.00 tips included
- Any amount spent over \$30.00 per day or \$150 per week will not be reimbursed.
 - Although the authorized amount may be spent for any purpose, it is highly recommended that training attendees use the funds for well-balanced meals.

Due to time constraints in various classes, such as CRO, Deicing, GSC, ICM, Leadership classes, Safety and Compliance and any additional one-day classes that may be added, the training department will not have time to disburse meal per diem. Upon return from class, the employee will need to obtain a per diem form from their manager. The General Manager will submit for approval and payment. The form must be submitted within 30-days of the class. For training conducted in locations other than CLT or PHL, the employee will also need to obtain form from their manager.

PIEDMONT AIRLINES BUSINESS EXPENSE REPORT

The Ground Handling Department utilizes the Piedmont Airlines Business Expense Report to reconcile expenses that an employee may incur while on company business (NOT TRAINING). Examples include baggage delivery, temporary duty at another station, attending business meetings, etc. The rules and regulations regarding the usage of the employee expense statement are retained on file at each station. For the purpose of this manual, it is important that each employee is familiar with the following rules and guidelines.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 15 Employee Expense Statements

SUBMISSION DEADLINE:

Employees are expected to enter information on the **PIEDMONT AIRLINES BUSINESS EXPENSE REPORT** on a daily basis while they are away on company business. By the time they return to their base, the expense report should be completed and immediately submitted to their General Manager. The maximum time allowed for submitting a completed expense report is 30-days.

RECEIPTS:

An itemized receipt is **required** in order to receive reimbursement for any and all expenditures. To protect the employee and company, in the event an expense statement is lost in company mail, each employee should retain a copy of the employee expense report along with copies of all the receipts for their records.

ALL RECEIPTS ARE TO BE ORGANIZED AND TAPED ON A BLANK 8 1/2 BY 11 SHEET OF PAPER. It is helpful if the receipts are organized chronologically on the sheet. Receipts with notations on both sides should be affixed by a single piece of tape at the top to facilitate reading the back of the receipt. The pages holding these receipts should be securely stapled to the upper left corner of the Expense Report.

ALLOWANCE:

Managers, supervisors and agents traveling on company business, i.e., meetings, seminars, or temporary duty shall be reimbursed up to a maximum of \$50.00 per single day for meals and tips provided receipts are submitted. For two or more consecutive days, the total amount of reimbursement may not exceed the total number of consecutive days times \$50.00. Example: Five full consecutive days: Maximum Allowance = \$250.00. **Note: This allowance does not apply to employees attending training.**

USE OF PERSONAL VEHICLE:

For business use of a personal vehicle: \$0.50 cents a mile.

TIPS:

Tips and gratuities should not normally exceed 20% of the meal cost.

ACCURACY AND HONESTY:

Accuracy and attention to detail are very important in completing employee expense statements.

Employees submitting fictitious receipts or in any way abusing the expense policy will be subject to disciplinary action, up to and including termination.

Section 16

Usage of Company Telephone and Communications Equipment

When utilizing company telephones, two-way radios, air to ground radios, the QIK/SABRE computer system and any other communications equipment each employee is required to comply with the following:

1. All communications are to be carried out professionally and efficiently utilizing professional verbiage.
2. The use of profanity or inappropriate slang is prohibited.

TELEPHONES: Telephones are to be answered by providing the following information at a minimum: American Airlines, your station, your name and any additional information that may be appropriate.

PERSONAL CALLS:

- * Making long distance personal calls on the dialnet or regular lines is prohibited.
- * Personal use of the company telephone lines and personal cellular phones or other communication equipment is discouraged for both incoming and outgoing calls. Unauthorized use of personal communications equipment keeps employees away from their job functions.

Abuse of the telephone, either making or receiving personal calls will subject the employee to disciplinary action up to and including termination. Agents needing to make long distance personal calls should use a pay phone.

QIK MESSAGES:

- * The sending of personal, false, misleading or inaccurate messages on the QIK operating computer system is prohibited.

Personal Social Media Use Guidelines: Social media communities (such as Twitter and Facebook) are fundamentally changing the way we work and communicate in both our personal and professional lives. This new communications model is a powerful way our Company and employees to participate in conversations that are taking place about American Airlines/Piedmont and our operations. However, if you participate in any public online discussions about our Company, it is important that you do this on your own time and on your own personal computer or mobile phone. We also ask that you observe the guidelines for the use of social media which is outlined in the **Piedmont Employee Handbook**, under the section of **Information and Technology Security**.

Section 17

Security

Federal Aviation Regulations require that we observe many security rules and regulations. Failure of any employee to follow these regulations carefully can subject the company to thousands of dollars in fines as well as potentially dangerous conditions. Employees who intentionally or negligently violate these regulations will be subject to disciplinary action by the company and possible fines (LOI) from the TSA. Please make certain that you understand the rules and regulations, which coincide with the particular work area to which you are assigned.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 18 **The Customer**

Everyone has heard the expression "The Customer is Always Right." This famous quote should be used as a guideline for the way we treat our customers. Our customers are "the boss." We owe our company's survival and our own paychecks to the patronage of our customers. We must do whatever it takes to provide them with a quality product as stated in Section 1 of this manual.

All employees of the Ground Handling Department are expected to greet customers with a friendly greeting when they approach the ticket counter/gate. Employees are to smile at all times and use the customer's name at least once during the transaction. Inquisitive customers are to be treated with patience, respect, even in the middle of a stressful condition. When customers are misinformed, they are not to be lectured. The customer must always feel as though we care about his specific situation and/or problem. No matter what the situation, the customers should never be lied to or misinformed with the intent of reducing their possible reaction. If our company mistreats a customer either through an irregular operation, delayed bag, denied boarding, etc., the customers should receive an explanation and an apology.

The intent of the Ground Handling Department is to have all customer relations problems resolved at the station level whenever possible. An irate customer should never be allowed to leave the counter without an attempt being made to reconcile the problem. If the agent does his best but is unable to resolve the customer's concerns, then the Customer Service Supervisor should be given the opportunity to resolve the issue. If the supervisor fails, then the General Manager should be involved. Irate customers should never be referred to American Airlines Consumer Affairs until every allowable action has been taken to satisfy the customer.

Rude, thoughtless, unconcerned, or unprofessional treatment of customers will not be tolerated. The importance of providing our customers with outstanding service cannot be over-emphasized.

Occasionally, a customer may make an employee the brunt or focal point of verbal abuse. The experienced agent does not react by retaliation, silence, or sarcasm, but realizes the customer is upset about their circumstance and is just venting their frustration. By not taking their comments personally, the agent can focus their attention on helping the customer.

In dealing with our customers all employees will adhere to the American Airlines Customer Service Manual. Failure to follow those policies will result in corrective action being taken.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 19 Non-revenue travel

Each employee is encouraged to take advantage of the superb travel benefits available as described in the company travel manual. In addition to the information and rules provided in the company handbook and travel manual, there are several things each Ground Handling Department employee needs to know. Used wisely, your travel privileges are a precious asset. Please treat them as such.

1. Before traveling, you, your family and your guest(s) traveling on companion tickets should always check the current non-revenue dress code requirement for the particular class of service.
2. When planning travel each employee must make certain that they are able to return with enough time to report on time for their next scheduled shift.
3. Each Ground Handling Department employee needs to be particularly polite and cheerful, when traveling non-revenue since they are representing the company. An employee who is asked to give up their seat must do so quietly and in a good-natured fashion.
4. Do not "talk shop" within the hearing of revenue passengers.
5. Do not confront employees or their supervisors if rudeness or a problem is encountered. Make a note of the individual's name if you can get it diplomatically and file a report with your supervisor when you return to work.
6. Never book or allow anyone else to book "space positive" reservations to assist you in non-revenue travel unless you are authorized to travel space positive, company business. Booking or blocking seats for you or anyone else to make it easier or possible to travel non-revenue is considered theft and will subject the employee to termination.

Some suggestions for planning travel:

1. Carefully check the loads on the flights you wish to take, particularly the ones you wish to return on.
2. It is not a good idea to take the last flight to get back to work. If this flight should cancel or fill up at the last minute, you will have no back-up flight to return on and will likely miss your shift. Employees who fail to report to work because they are "stuck" and unable to get home, are subject to disciplinary action. To minimize the consequences, anyone who finds themselves in this position should immediately contact their General Manager or in his absence, a supervisor.

NOTE: For more information regarding non-revenue travel, please refer to the Employee Travel section located on the website at <https://mypiedmont.aa.com>.

PIEDMONT GROUND HANDLING
POLICY AND PROCEDURES MANUAL

Section 20
Relocation

When an employee is selected for promotion to Supervisor or above in another city, the relocation benefits below will apply.

RELOCATION BENEFIT:

1. Actual expense of moving, limited to an amount agreed upon with the successful candidate, for movement of household effects, packing, unpacking, shipping, drayage and insurance.

The company has the right to control the method of shipment provided it is accomplished in a reasonable period of time.

2. Reimbursement for the relocation of two (2) personal vehicles provided the vehicles are currently registered in the employee's or spouse's name (long term leases to the employee or spouse will also be acceptable). The expense reimbursement rate shall be .50 cents per mile for all Customer Service Agents or whatever the rate is in accordance with company policy at the time of the move.
3. Paid time off for moving from one half day to three days depending on distance at a formula of 400 land miles per day.
4. Meal expenses while en route (up to \$25.00 per day each for employee and spouse and \$12.50 per day each for children.)

NOTE:

Reasonable lodging expenses for the employee and family en route to the new domicile based on a formula of 400 land miles per day and for up to three days following arrival at the new domicile or until arrival of household effects, whichever comes first. Hotel receipts and an expense report are required.

5. Upon request, the employee will be provided with documentation to assist in terminating a lease, if necessary. In the event these efforts are not successful, a broken lease penalty will be paid by the company, not to exceed one month's rent.
6. The company may pay a Relocation Allowance to each employee who is entitled to company paid expenses to defray relocation costs. The employee should submit a separate expense statement after they have relocated to their new domicile in order to receive this allowance. NOTE: Expenses associated with preliminary visits to the new domicile are not reimbursable however, the allowance for relocation may be utilized as the employee chooses.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 20 Relocation

7. Actual relocation of household goods and submission of expenses should be accomplished within 6 months of date of hire or transfer.

TAX IMPACT OF RELOCATION: Please be aware of the fact that moving expenses and other related reimbursements will be reported to the IRS on your W-2 as compensation. This may affect your tax burden, payment, or refund. Some examples of those items are:

TAXABLE RELOCATION EXPENSES –

- Mileage for transporting a vehicle in excess of IRS limit - (\$26.5 cents per mile for 2014)
- All Meals – House hunting trips, temporary living meals, and relocation meals
- Expenses related to sale of former home
- Expenses related to entering into or breaking a lease
- Expenses related to pre- move house hunting trips
- Security deposits (including any given up due to the move)
- Storage charges except for those incurred in transit
- Temporary living expenses after arrival at new job location

NON TAXABLE RELOCATION EXPENSES –

- Cost of relocating household goods –
 - Expenses paid directly to moving company for relocating household goods
 - Expenses related to rental of moving truck (includes fuel charges for truck)
 - Expenses related to packing of household goods
 - Cost of storage of household goods while in transit (for up to 30 consecutive days after household goods are removed from former residence)
- Mileage for transporting a vehicle up to IRS limit – (\$23.5 cents per mile for 2014)
- Lodging while traveling to new home
- Parking and tolls while in transit to new home
- Costs related to connecting or disconnecting utilities required
- In- transit storage charges
- Travel expenses for family members from former residence to new residence (limited to one trip only per family member) – (does not include meal- all meals are taxable)

SIX-MONTH COMMITMENT: Customer Service Agents who have transferred to a new location must remain in the city to which they transferred for a period of at least 6-months. Management reserves the right to make exceptions to this policy on a case by case basis when it is in the best interest of the company to do so.

PIEDMONT GROUND HANDLING POLICY AND PROCEDURES MANUAL

Section 21 Limited Duty Policy

Customer Service Agents (CSA) with Piedmont Airlines are required to work multiple functions requiring a variety of physical and mental tasks in the completion of their job. Some of these tasks are helpful or desirable while others are essential (to productive work). The Customer Service Agent - Essential Job Functions (listed below) represent a minimum requirement for a CSA to stay on active duty. If a CSA is unable to perform the essential job functions required by the scheduled assignment, it is necessary for the employee to take one of the following actions as is desired by the employee and approved by management until such a time as the employee is able to perform the essential job functions:

1. Take time off as sick time.
 2. Take time off as vacation time.
 3. Take time off without pay.
 4. Take a leave of absence.
- Management may require a CSA to provide medical validation of their inability to perform the essential job functions before time off from work is approved.
 - Management may require a CSA to provide medical validation of their ability to perform the essential job functions before they return to work.
 - A CSA who will be unable to perform the essential job functions for multiple, scheduled assignments may be required to take a leave of absence.

Essential Job Functions:

1. Ability to check-in, board, deplane and assist passengers (including special assistance passengers); perform required computer/QIK transactions; load and unload checked and carry-on baggage and cargo; marshal aircraft, service aircraft; and be proficient in the application of systems and procedures.
2. Ability to attend work on a regular, consistent and timely basis in accordance with established policy and the work schedule.
3. Ability to interrelate with the public in a positive and friendly manner.
4. Ability to drive, operate and/or utilize required equipment, machines and vehicles, including deicers, lavatory carts, ground power units, tugs, belt-loaders, bag carts.

Section 21

Limited Duty Policy

NOTE: Management must take action as is appropriate with this policy when an employee's inability to perform the essential job functions:

- Requires that two employees complete the assignment on a regular basis.
- Would require a redefining of the assignment to allow them to perform it.

The essential functions of Customer Service Supervisors and Shift Managers include 1-4 mentioned previously and:

- Ability to supervise and train employees to perform the essential functions of a Customer Service Agent.
- Ability to manage and supervise employees and the overall operation of the station.

Section 22

Zero Tolerance Program

Piedmont values its employees and clearly recognizes that all employees have a right to work in an environment free of discrimination.

Nondiscrimination in the Workplace Policy

Piedmont prohibits discrimination or harassment in the workplace on the basis of race, color, religion, gender, national origin, age, disability or other legally protected characteristics. The use of epithets, symbols, derogatory comments, remarks or jokes which are based upon race, color, religion, gender, national origin, age, disability, or any other legally protected characteristics is strictly prohibited. This includes the use of code names assigned to work areas that denigrate or disparage any member of a minority racial or ethnic group. Discriminatory or harassing conduct in any form (speech, writing, gestures, pictures, drawings, cartoons, etc.) will not be tolerated at Piedmont. Violation of Piedmont's non-discrimination policy may result in disciplinary action, up to and including immediate dismissal.

Sexual Harassment Policy

Sexual harassment is inappropriate, offensive and unlawful and will not be tolerated by Piedmont. Unwelcome sexual advances, requests for sexual favors and other offensive verbal or physical conduct of a sexual nature constitute sexual harassment when such conduct:

- 1. Interferes with an individual's work performance;**
- 2. Creates a hostile, offensive or intimidating working environment; or**
- 3. Is used as a basis for employment decisions affecting an individual who is the target of or subjected to such conduct.**

Sexual Harassment may include:

- unwelcome verbal behavior such as comments, suggestions, jokes or derogatory remarks based on sex;
- unwelcome physical behavior such as pats, squeezes, brushing against someone's body or impeding or blocking normal work or movement;
- posting or distributing of sexually suggestive or derogatory materials such as jokes, pictures, cartoons, or drawings (even at one's workstation);
- unwanted sexual or personal advances;
- pressure for sexual favors; and
- basing employment decisions (such as employee's performance evaluations, work assignments or advancement) upon the employee's submission to sexually harassing behavior in the workplace.

Any sexual harassing conduct in the workplace, whether physical or verbal, committed by any employee is prohibited and such conduct may result in disciplinary action up to and including immediate dismissal.

Section 22

Zero Tolerance Program

Filing a Complaint

Any employee who is subjected to discrimination or sexual harassment is urged to bring the issue promptly to the attention of their Department Vice President or the Director of Human Resources. If the employee prefers, a complaint can be filed with:

Piedmont Airlines
Human Resources Department
SBY or MDT

To speak to a Human Resources representative, call (410) 742-3478 or (717) 948-5410.

Piedmont takes all complaints very seriously. All complaints and investigations will be treated in confidence, to the extent possible and will be investigated thoroughly and promptly. Retaliation against employees filing complaints of discrimination or sexual harassment or for assisting in the investigation of a complaint is unlawful and is strictly prohibited by Piedmont.

Section 23

Harassment Complaint Guidelines

Piedmont Airlines, Inc. has always and will continue to recruit, hire, transfer, train and make all other employment decisions without regard to race, color, religion, sex, age, origin, ancestry, handicap, disability, veteran status or any other legally protected characteristic. In addition, Piedmont is committed to maintaining a work environment that is free from all forms of unlawful intimidation and harassment, including sexual harassment.

Unlawful harassment is conduct, whether verbal, physical, or visual that denigrates or shows hostility toward an individual because of his or her race, color, religion, gender, national origin, ancestry, age, disability, or other legally protected characteristic, and that is so severe or pervasive that it creates, in the view of a reasonable person, an intimidating, hostile, or offensive working environment. Harassment may include, but is not necessarily limited to, epithets, slurs, jokes or other verbal or physical conduct relating to an individual's race, color, religion, gender, national origin, age, disability or other legally protected characteristic.

While all referenced types of harassment are prohibited, sexual harassment deserves special reference. Harassment because of sex is prohibited both in opposite and same sex situations, regardless of the sexual preference of the individuals involved. Sexual harassment can consist of unwelcome sexual advances, requests for sexual favors and/or other verbal or physical conduct of a sexual nature that creates an offensive or hostile work atmosphere in the eyes of a reasonable person, that affects pay or benefits or that interferes with an individual's work performance.

It is our policy that all personnel should work in an environment free from unlawful discrimination and harassment. Accordingly, Piedmont states emphatically that it does not and will not permit employees (or vendors and other non-employees who have reason to be on Piedmont's premises or who otherwise have dealings with our employees) to engage in unlawful discriminatory practices, including sexual harassment, or harassment based on race, color, religion, national origin, ancestry, age, disability or any other legally protected characteristics. Any form of unlawful harassment is strictly prohibited and will not be tolerated.

If an employee believes that a supervisor, co-worker, member of management, vendor or any other individual has acted inconsistently with this policy, they are to contact his manager and, orally or in writing, state the specific details of the harassing behavior. If the employee is not comfortable with contacting his manager, he should report the behavior directly to the Vice President of the Ground Handling Department or the Director of Human Resources.

Piedmont will listen to all reasonable complaints, promptly investigate these complaints with due regard for confidentiality, and, if appropriate, impose upon the offending employee sanctions meant to end any offensive behavior. Sanctions imposed for a substantiated claim of sexual harassment or other form of harassment will depend upon the facts and circumstances of the incident. Minor first offenses may lead to written reprimands and/or time off without pay. Major or multiple offenses can result in the discharge of the offender.

Section 23

Harassment Complaint Guidelines

Piedmont's system for resolving complaints is available to employees without fear of retaliation. An employee who believes retaliation has resulted from reporting of a complaint of discrimination, sexual harassment or other harassment should immediately report this belief to the individuals above or directly to the President.

Please do not assume that Piedmont is aware of your problem. Instead, bring your complaints and concerns to our attention so that we may resolve them. If you have any questions concerning this policy, please contact our Human Resources Department.