

Lifespan System-Wide Policy

Subject:
Attendance and Tardiness

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Human Resources: 5.9

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Human Resources

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Approved By:

(Executive)

I. Purpose:

To establish and maintain uniform attendance expectations for all employees to ensure safe staffing and efficient operations.

II. Eligibility:

All full and part-time regular employees, both exempt and non-exempt. Where this policy may conflict with any bargaining unit contract provisions, those contract provisions will supersede the policy.

III. Policy:

Attendance and punctuality are important aspects of job performance. Supervisors will consider employee attendance and punctuality when making recommendations for promotions, salary increases and transfers. Frequent unscheduled absences can adversely affect patient care, significantly impair the operation of a department, reduce productivity, decrease morale, and diminish an employee's effectiveness. It is also recognized and understood that employees reporting to work when they are experiencing illnesses that negatively impact productivity and/or job performance, is not in the best interests of patient care or a safe and healthy work environment. This policy balances both the interests of employees and patients.

Tardiness

Tardiness is recorded when the employee is not at the assigned work location and prepared to start working at the beginning of the scheduled work period.

Excused Absences

Excused absences are those which are approved in advance by the supervisor, such

as but not limited to jury duty, bereavement leave, military leave, approved vacation, leave under Lifespan's Leave of Absence (LOA) policy, leave approved under the Reasonable Accommodations policy and leave that has been approved as accepted under the Workers' Compensation program.

Medical and other personal appointments are expected to be made during non-scheduled work time. In the event an employee is unable to schedule a medical or personal appointment during non-scheduled work time, this time off will not be counted as an unexcused/unplanned absence if the time is pre-approved by the Supervisor. Such pre-approved excused absences related to appointments are at the discretion of the manager and can reasonably be expected to occur only a few times per year. Employees may be requested to provide a physician's note or appointment documentation such as an appointment card to verify any medical appointment.

Unexcused/Unplanned Absences

An unexcused/unplanned absence occurs when an employee is not at his/her place of work as scheduled or expected without making prior arrangements with his/her supervisor to be absent.

Unexcused/unplanned absences are the number of separate days of an absence. Each day of an absence is considered a separate occurrence under this policy unless such absent days are attached to an authorized leave of absence or valid worker compensation claim. For example, an employee is out sick from work for three (3) consecutive days. Each of those days will be counted as an unexcused/unplanned sick absence under the policy. Progressive discipline steps according to the Table of Occurrences may be skipped as a result of consecutive absences. However, if the employee continues to be out sick and reaches the FML threshold and has applied for and receives approval for a leave of absence under law or contract, those three (3) sick days are not counted as unexcused/unplanned absences under this policy.

In a rolling 12-month period, the number of unexcused/unplanned absences or instances of tardiness for a full time 40-hour employee should equal no more than seven (7). The rolling 12-month period begins with the employee's first occurrence of an unexcused/unplanned absence or instance of tardiness within that rolling 12-month period. For example, an employee who works five 8-hour days per week should have no more than seven (7) unexcused/unplanned absences or instances of tardiness per rolling 12-month period. Employees who have worked the entire previous calendar year and who have a schedule of less than 40 hours per week will be allotted a prorated amount of unexcused/unplanned absences and instances of tardiness based on the employee's average amount of worked hours.

Average amount of worked hours is defined as follows:

- For employees who have worked the entire previous calendar year, their average work week for the preceding calendar year up to 40 hours will be used to calculate their average amount of worked hours.

- For Example: a 20-hour employee who has worked an average of 30-hours per week for the previous calendar year will be allotted 75% of 7 unexcused/unplanned absences and instances of tardiness which equals 5.25 rounded to 5 unexcused/unplanned absences and instances of tardiness. Progressive discipline will therefore begin at 6 unexcused/unplanned absences and instances of tardiness.
- For employees who have not worked for the entire previous calendar year, the employee's scheduled hours will be used to prorate the amount of unexcused/unplanned absences and tardy days.
 - For Example: a 20-hour employee will be allotted 50% of 7 unexcused/unplanned absences and instances of tardiness which equals 3.5 rounded to 4 unexcused/unplanned absences and instances of tardiness. Progressive discipline will therefore begin at 5 unexcused/unplanned absences and instances of tardiness.

In addition:

- The organization recognizes that an employee may suffer an unavoidable illness due to influenza or other medical condition. Therefore, if an employee incurs an absence of 2 to 5 consecutive days due to illness in a rolling 12-month period, the absence will be counted as a single occurrence of an unexcused /unplanned absence. All subsequent 2-5 day occurrences will count as individual occurrences. In the instance of consecutive absences greater than five (5) days, please consult the Lifespan LOA policy for guidance.
- An unexcused/unplanned absence includes whenever an employee is at work but fails to complete at least 50% of his/her assigned work schedule that day.
- An unexcused/unplanned absence occurring on a day on which a day off request has been denied will count as two (2) separate occurrences.
- In the event an employee has an unexcused/unplanned absence on a weekend shift, the employee may be scheduled to work a corresponding shift on a weekend over the subsequent three-months in accordance with unit/program staffing needs. The unexcused/unplanned absence occurring on a weekend will count as two (2) separate occurrences (Weekend only employees are not subject to this provision).
- Employees who fail to call out within one (1) hour of the start of their shift will be considered a No Call No Show and will count as one (1) occurrence and one (1) No Call No Show occurrence.
- Employees will also be considered to have "problematic/actionable" absenteeism and/or tardiness when they begin to develop patterns of absenteeism and/or tardiness that interfere with their ability to perform their job or adversely affect the operation of their department, regardless of the total frequency of occurrence. For example, the employee repeatedly has absences immediately before or after approved vacation, before or after a holiday, or frequently reports to work

late or leaves early. Employees who demonstrate patterns of absenteeism and/or tardiness as outlined in this paragraph will be subject to counseling and/or corrective action, up to and including termination of employment separate and apart from the corrective/disciplinary action set forth below in the Table of Occurrence.

Employees who have separate sick banks will be paid from their sick banks for sick absences occurring under this policy. In the event an employee has no sick time in his/her bank, s/he will receive no pay for that absence. Neither vacation time nor holiday time may be used for unexcused/unplanned absences occurring under this policy.

Employees who have earned time will be paid for sick absences from their available earned time banks. Such use of earned time should be documented in WorkBrain by the manager as "ETU" to allow for subsequent tracking.

**Table of Occurrence – based on a 40-hour per week employee
 To be used in a rolling 12-month period**

| Unexcused/Unplanned Absenteeism | Tardiness | Corrective Action |
|--|-----------|--------------------------------------|
| <p>Limits for Absences and Tardiness: Threshold of absences and instances of tardiness, which triggers actions on the Table of Occurrence, varies based on employee's work schedule (e.g. FT employee working 40 hours per week would have 7 absences or 7 instances of tardiness before corrective action). Please note, the first occurrence of absence of 2-5 consecutive days is treated as 1 occurrence.</p> | | |
| 8 | 8 | Documented verbal counseling |
| 9 | 9 | Written corrective action plan |
| 10 | 10 | Final written corrective action plan |
| 11 | 11 | Termination of employment |

Concerning *patterns* of absenteeism and/or absences are also subject to corrective action up to and including termination separate and apart from the framework set forth in the above Table of Occurrence.

IV. Procedure:

A. Employee Responsibility:

1. Employees must demonstrate a conscious and dedicated effort to be punctually at work on scheduled days, and to cooperate with other team members to reasonably accommodate one another's requests for schedule changes and time off.
2. Absences must be reported daily to the supervisor or designee at least one (1) hour prior to the start of a day shift, two (2) hours prior to evening, night, and weekend shifts or in accordance with department requirements. Messages left with a co-worker and voice mail or text messages to the supervisor are not acceptable forms of notification unless specifically approved by the supervisor. A late arrival must be reported to the manager or the supervisor.
3. In cases of absences lasting less than one (1) week the supervisor or designee has discretion in setting how often he or she wants the employee to call in. In cases of hospitalization or extended illnesses beyond one (1) week, the employee must keep Employee and Occupational Health Services (EOHS) and/or his/her supervisor aware of the projected length of absence and plans to return to work.
4. If based on a medical reason, absences of three (3) or more consecutive days, or absences before or after a holiday or approved vacation, or on a scheduled holiday shift must be validated by providing EOHS with documentation from a health care provider. Such documentation may be required for less time if requested by the manager or supervisor, typically when there is reason to suspect abuse of the attendance policy or evidence of a concerning pattern of absenteeism.
5. Employees who have an unexcused/unplanned absence on a holiday will be paid from their accrued benefit time, but will not receive holiday pay or an alternate day off.
6. Regarding situations which may warrant consideration as excused absences, employees must be proactive and discuss any special circumstances with his/her manager or supervisor as much in advance as the situation allows.
7. In general, these expectations apply to exempt as well as non-exempt employees.

B. Management Responsibility

1. Inform team members of the requirements and expectations pursuant to this policy. Establish and communicate procedures for reporting absences, delayed start times and requests for time off.
2. Regularly review employee attendance and punctuality and notify employee if his/her attendance and/or punctuality are unsatisfactory.
3. Review all the circumstances regarding an absence or instance of tardiness such as but not limited to, frequency of absences and tardiness and prior work history; utilize the Counseling & Corrective Action policy as appropriate to the circumstances; and, take needed corrective actions if the employee does not meet attendance expectations and obtain appropriate documentation and/or approval for

the absence.

4. Inform employees to give their provider certification required by this policy directly to EOHS. In the event an employee gives the provider certification to the manager, forward it to EOHS and do not keep an original or copy of the document. These documents are kept in confidential files in EOHS.
5. Obtain an advance review by human resources of all written corrective action plans and upon execution, forward copies to human resources. Managers are required to consult with human resources prior to terminating an employee.