

## **ABSENCE MANAGEMENT GUIDELINES**

An essential function of each employee's job is to maintain punctual and regular attendance. Employees are expected to report to work as scheduled, on time and prepared to work. Employees are also expected to remain at work for their entire work schedule, unless authorized to leave by management. Any tardiness or absence causes problems for fellow employees and supervision.

These guidelines have been developed to assure managers are comfortable and competent in their role of managing absenteeism and to provide consistency in the application of these guidelines in order to maintain an orderly and efficient operation of the department.

### **The Responsibilities of the Supervisor**

- Ensure that all employees within your area of accountability are fully aware of these guidelines
- Be the first point of contact or identify a designee when an employee calls in an absence
- Maintain appropriated detailed, accurate and up-to-date absence records for staff (e.g. date, reason for absence and if scheduled or unscheduled)
- Identify any patterns or trends of absence which cause concern
- Contact Labor/Employee Relations at extension 3498 for discussion and review of records prior to imposing any disciplinary action

### **Definitions**

Scheduled Absences – Any absence where the employee has received **prior** approval for time off. These absences do **not** result in action towards disciplinary action. Examples include but are not limited to the following:

- Vacation time
- Holidays
- Bereavement time
- Pre-scheduled sick time such as doctors' appointments, therapy appointments, etc.
- Personal time
- Jury duty
- Workers compensation time off
- Family Medical leave time off

Unscheduled Absences - Any absence from work which is not requested and approved by management in advance. Unscheduled absences have an adverse impact on the efficient and daily operation of a department.

Tardiness – Any occasion that an employee is not at their assigned work area and ready to work at the start of their regularly scheduled shift.

Excessive Absenteeism – Unscheduled absences (which may include tardies) totaling ten (10) or more in the most recent twelve (12) month period shall generally be viewed as excessive and may result in disciplinary action

### **Things to consider when monitoring attendance**

- Unless you are able to note otherwise, all sick days should be listed as non-scheduled
- Any days that are approved and/or documented FMLA should be noted (these cannot be used for disciplinary action purposes)
- If an employee is out of sick days, calls in an absence, and you pay them vacation or personal time (so they won't be shorted pay), list that day as a vacation or personal "unscheduled day"
- Any sick days pre-approved in advance should be listed as "scheduled" sick days
- Discuss the previous year's attendance during the employee's annual performance review. The data should support a Needs Improvement Rating for Dependability OR it should support your acknowledgement of how good the attendance is
- When unscheduled absences reach ten (10) in a twelve month period (or in a shorter period than that) , contact Labor/Employee Relations for a consultation on next steps. Action should not be administered without that consultative discussion.

**Don't expect everyone to change overnight, but do expect change-----  
"absenteeism is controllable"**