



## Policies and Procedures # 9

---

### Subject: Attendance

Department: All Department  
Approved By: Steve Williamson

Approved/Amended On: 7/1/11  
Effective Date: 7/1/11

This policy/procedure supersedes all other policies/procedures of the same subject.

---

#### POLICY:

Regular attendance is an essential job function of every position. It is important and expected in order to ensure our continued ability to provide consistent, quality patient-focused health care and business services. EMSA recognizes that employees will be absent from the workplace on occasion; however, excessive absence from work has a negative impact on the Organization and the employee's ability to perform successfully.

#### PROCEDURE:

If an employee is unable to report to work, then EMSA requires the employee to contact his/her supervisor or manager or his/her designee each day prior to the start of the work day or shift (unless the employee is on a previously approved leave of absence). In the case of an emergency (e.g., auto accident, etc.), an employee must make a reasonable effort to contact his/her supervisor or manager as soon as possible. EMSA reserves the right to verify the nature of the emergency.

Violation of attendance policies may result in disciplinary action, up to and including termination.

ABSENCE - An absence is a failure to report to work for a scheduled workday or shift. Supervisors/Managers will track and should document all absences. For purposes of this policy, the following are not considered absences but must be documented: Approved leaves of absence including, but not limited to,

FMLA leave; approved bereavement leave; absences due to work-related injuries/illnesses; jury duty; and other approved leaves of absence.

Comment [11]: Bullet Point list?

1. Excessive Absenteeism - Excessive absenteeism is defined as four (4) separate occasions of absence in the designated 12-month period. **Consecutive days of absence (e.g., Monday through Wednesday) will constitute one occasion of absence**; however, separate absences (e.g., Monday and Friday of the same week) will constitute two (2) separate occasions of absence for purposes of this policy, except as noted in Absent Without Notice section below. The 12-month period is a rolling 12-month period measured backward from each date an employee is absent. Excessive absenteeism will result in disciplinary action, up to and including termination.

2. Notwithstanding any provision to the contrary, Absences that indicate a discernible pattern occurring three (3) or more times will constitute a violation of this policy. These successive absences will also subject the employee to disciplinary action, up to and including termination. Undesirable patterns may include, but are not limited to, the following:

- A. Regular absences occurring immediately before or after scheduled days off (e.g., vacations, holidays, weekends);
- B. Weekend or holiday absences during which work is scheduled;
- C. Regular absences occurring the day after pay day; and
- D. Coming into work, but leaving prior to the end of the work day or shift.

3. Successive incidents occurring after discipline for absenteeism will also subject the employee to further disciplinary action, up to and including termination.

Counseling and Disciplinary Steps for Excessive Absenteeism - Employees whose absences are considered excessive or reflect an undesirable pattern are subject to disciplinary action, up to and including termination. As an at-will employer, EMSA is free to end the employment relationship with or without cause. Possible disciplinary steps are listed below; EMSA reserves the right to take any action at any step (including termination) that EMSA, in its sole discretion, feels is appropriate to the conduct; therefore, the following is a guideline only.

- A. Step 1: Verbal counseling - If the employee accumulates four (4) separate occasions of absence in the designated 12-month period or establishes an undesirable pattern, the supervisor/manager will:
  - a) Verbally counsel the employee,
  - b) Promptly document and complete the Attendance Report Form, noting all dates of absence, and
  - c) File the form into the employee's personnel record.
- B. Step 2: Counseling and written counseling - If the employee after receiving the verbal counseling accumulates a fifth absence within the designated 12-month period or sustains an undesirable pattern, the supervisor/manager will:
  - a) Issue a written counseling using the Attendance Report Form,
  - b) Document the reasons leading up to the counseling on the form,
  - c) Warn the employee that any further occurrences of absenteeism may result in further disciplinary action, up to and including termination, and
  - d) Forward the Attendance Report Form to the employee personnel file.
- C. Step 3: Final written counseling - If the employee, after receiving a written counseling, accumulates a sixth absence in the designated 12-month period or continues to sustain an undesirable pattern, the supervisor/manager will:
  - a) Issue a final written counseling using the Attendance Report Form,
  - b) Inform the employee that any further occurrences of absenteeism may result in termination,
  - c) Document all facts leading up to the final written counseling on the form, and

d) Send the final written counseling to the employee's personnel

D. Step 4: Termination - If an employee, after receiving a final written counseling, accumulates a seventh occasion of absence in the designated 12-month period or has sustained an undesirable pattern, the supervisor/manager will:

- a) Determine the means by which the employee will be advised of the termination,
- b) Prepare the termination documentation using the Attendance Report Form, including all reasons for the termination,
- c) Meet with the employee to review the situation and all reasons for termination,
- d) Give employee a copy of the Attendance Report Form and file the original the employee's personnel file.

Note: Managers/Directors should contact legal when counseling an employee for excessive absenteeism to ensure that legal requirements have been satisfied.

For progressive discipline purposes, the patterns of excessive absenteeism or abuse are considered cleared and no longer "current" if no additional steps are required within the 6-month period subsequent to the last disciplinary step taken. However, all documentation is a part of the employee's permanent personnel record.

ABSENT WITHOUT NOTICE ("NO SHOW-NO CALL") - All employees are required to be at their work areas at the commencement of their workday or shift. Employees must follow established procedures, which will be communicated to the employee by his/her supervisor or manager, regarding timely notification of inability to report at the beginning of a scheduled work period. Each work day or shift missed where there is a failure to call or follow notification procedures will constitute a separate violation under this policy:

1. A violation of the "no show-no call" policy may subject the employee to a final written counseling.
2. Two such occurrences in the designated 12-month period may subject the employee to termination.

TARDINESS - Tardiness is the failure to report at the starting time of the workday or shift or reporting back to work late from meal periods. Supervisors/Managers should document all incidents of tardiness.

For purposes of this policy, the following is not considered tardiness but must be documented: Approved leaves of absence, including but not limited to, FMLA leaves (all employees are not eligible for FMLA); approved bereavement leaves; absences due to work-related injuries/illnesses; jury duty; and other approved leaves of absence.

Comment [12]: Bullet point list?

Excessive tardiness - Excessive tardiness is defined as four (4) separate incidents of tardiness in the most recent 90-day period. Each occurrence of tardiness will constitute a separate incident for the purposes of this policy.

1. Incidents of tardiness which indicate a discernible pattern occurring three (3) or more times will constitute a violation of this policy. Undesirable patterns may include, but are not limited to, regular tardiness on certain days of each week (e.g., Monday or Friday).
2. Successive incidents occurring after discipline for tardiness will also subject the employee to further disciplinary action.

Counseling and Disciplinary Steps for Excessive Tardiness - Employees whose tardiness is considered excessive or reflect an undesirable pattern are subject to disciplinary action, up to and including termination. As an at-will employer, EMSA is free to end the employment relationship with or without cause. Possible disciplinary steps are listed below; EMSA reserves the right to take any action at any step (including termination) that EMSA, in its sole discretion, feels is appropriate to the conduct; therefore, the following is a guideline only.

- A. Step 1: Verbal counseling - If the employee accumulates four (4) separate incidents of tardiness within the most recent 90-day period or establishes an undesirable pattern, the supervisor/manager will:
  - a) Verbally counsel the employee,
  - b) Promptly document and complete the Attendance Report Form, noting all dates of tardiness, and
  - c) Forward the form to the employee's personnel record.
- B. Step 2: Counseling and written counseling - If the employee after receiving the verbal counseling, accumulates a fifth incident of tardiness within the designated 12 month period or sustains an undesirable pattern, the supervisor/manager will:
  - a) Issue a written counseling using the Attendance Report Form,
  - b) Document all events leading up to the counseling on the form,
  - c) Warn the employee that any further occurrences of tardiness may result in further disciplinary action, up to and including termination, and
  - d) Forward the Attendance Report Form to Human Resources for the employee's personnel record.
- C. Step 3: Final written counseling - If the employee, after receiving a written counseling, accumulates a sixth incident of tardiness within the designated 12 month period or continues to sustain an undesirable pattern, the supervisor/manager will:
  - a) Issue a final written counseling using the Attendance Report Form,
  - b) Inform the employee that any further occurrences of tardiness may result in termination,
  - c) Document all facts leading up to the final written counseling on the form, and
  - d) Send the final written counseling to Human Resources for the employee's personnel record.
- D. Step 4: Termination - If the employee, after receiving a final Written counseling, accumulates a seventh incident of tardiness within the designated 12 month period or has sustained an undesirable pattern, the supervisor/manager will:
  - a) Determine the means by which the employee will be advised of the termination,

- b) Prepare the termination documentation using the Attendance Report Form, including all reasons for the termination,
- c) Meet with the employee to review the situation and all reasons for termination,
- d) Give employee a copy of the Attendance Report Form and file the original in the employee's file.

Note: Managers/Directors should contact Legal when counseling an employee for excessive tardiness, to ensure that legal requirements have been satisfied.

LEAVING WITHOUT PERMISSION - "Leaving without permission" is defined as leaving the premises or the assigned work area during work hours without the permission or knowledge of a supervisor/manager.

1. Assigned duties that cause an employee to leave the work area are excluded and are not considered "leaving without permission".
2. Leaving without permission is considered a serious offense which could jeopardize the safety, health or welfare of others; therefore, this offense is subject to a written counseling or other disciplinary action as deemed appropriate, up to and including termination.

WORKING FROM HOME – This policy ~~is still does~~ applies to those that work from home.

1. Staff is required to work at least their minimum required number of hours each week, unless scheduled time off and approved prior to the week. Failure to work the minimum required number of hours may subject the employee to discipline, up to and including termination.
  - i. Example: Staff becomes ill on Tuesday and works part of Saturday and works 36 hours, this will be an absence, as the required 40 hours was not worked, and time was off was not scheduled and approved prior to the occurrence.
  - ii. Example: Staff calls in for Monday and Tuesday and works the rest of the week, this is one absence.
  - iii. Example: Staff calls in on Monday for an illness, works until Friday, then calls in again on Friday, this is 2 absences.