

Policy / Procedure :

Attendance

KEY TERMS: Attendance, Absences, Absenteeism, Unscheduled Absence, Tardy, Tardiness

I. PURPOSE:

The daily contributions of each employee are essential to supporting the health of those we serve and the unity of our Carilion Clinic Team. The delivery of patient care is our highest priority. While our expectation is that employees be at their assigned work location and ready to work as scheduled, we recognize that, at times, there may be legitimate and unavoidable employee absences. The purpose of this policy is to ensure that we meet our commitments to our patients, customers and each other.

II. SCOPE/FACILITY/DEPARTMENT(S):

This policy applies to all employees on Carilion payroll excluding physicians, vice presidents and senior leadership.

III. POLICY STATEMENT(S)

This policy outlines attendance expectations and procedures.

IV. PROCEDURE:

Employee Expectations:

Employees are expected to:

- Be at their assigned work location and ready to work as scheduled;
- Request approval for *planned or anticipated absences* in advance;
- Give adequate notice to allow their manager to plan for and/or cover unscheduled absences.

Management Expectations:

Managers may, according to business need, set departmental attendance expectations including, but not limited to:

- Defining the scheduling process and setting schedules;
- Defining “Tardy” for the purpose of departmental tracking of attendance;
- Defining the departmental process for requesting time off;
- Approving or not approving requested time off based on departmental staffing needs;

- Determining if an unplanned absence is to be counted as scheduled or unscheduled when unforeseen or emergent circumstances arise.

While these processes may vary between departments based on business need any exception made should be administered consistently within the department for all individuals who are similarly situated.

Other Expectations:

- When an absence is planned or anticipated, the employee is expected to request approval from the manager or manager's designee as far in advance as possible. Requesting or obtaining approval from anyone other than the manager or designee does not constitute approval.
- In the event of absences or tardies that cannot be predicted or avoided due to an emergency or sudden illness, the manager or designee must be notified as soon as possible and as defined by departmental standards. Failure to meet departmental specific call-in processes may result in disciplinary action.
- Employees arriving to work late without having notified their manager or designee may be subject to disciplinary action.
- Employees who leave work early without notifying their manager or designee may be subject to disciplinary action up to and including separation from employment.
- Employees who are absent for three (3) or more consecutive scheduled shifts without meeting the departmental specific call in process; may be considered to have voluntarily resigned. In such cases the employee may be separated and will not be eligible for payment of accrued Paid Time Off per Carilion's Paid Time Off policy.
- Managers should report suspected misuse of Family and Medical Leave Act (FMLA) to the Leave Management Team for evaluation.
- A shift missed due to a personal need, illness, or injury, with or without a note from Physician, may still be an unscheduled absence.

Procedures:

- General attendance expectations as outlined in this policy are communicated to newly hired employees and in the Employee Guide. Departmental specific attendance expectations are communicated in departmental orientation.
- In the event that an absence is related to illness or injury for which the employee does not have authorized FMLA protection:

Managers may require evaluation for fitness for duty through Employee Health prior to the employee's return to work if the manager questions the employee's ability to meet

the Physical Requirements of their position. (See *Carilion's Work With Non-Work Related Illness, Injury or Disability policy*.)

Managers should require evaluation for fitness for duty through Employee Health if an employee has missed four (4) or more consecutive scheduled shifts per Carilion's Work With Non-Work Related Illness, Injury or Disability Policy.

Tracking of Unscheduled Absences

Under normal circumstances, unscheduled absences are tracked over a performance appraisal year.

Full-Shift Absences

- A single shift or workday missed counts as one (1) unscheduled absence.
- Consecutive shifts missed **for different reasons** each count as one (1) unscheduled absence.
- Consecutive shifts missed **for the same reason** each count as $\frac{1}{2}$ unscheduled absence.
- If non-consecutive shifts are missed for the same reason, the manager may apply one of the two procedures above depending on the circumstances and length of time between missed shifts.

Tardies

- Each set of three (3) tardies in a calendar month will be counted as one unscheduled absence.

Partial Shift Absences

- When an employee works less than 75% of his or her scheduled or assigned shift the absence counts as $\frac{1}{2}$ an unscheduled absence.
- A partial shift absence followed by the employee missing the next scheduled shift for the same reason will count as one unscheduled absence. Each consecutive shift missed for the same reason thereafter will count as $\frac{1}{2}$ an unscheduled absence.

Failure to Return From Leaves of Absence

- Employees failing to return to work after exhausting all available and approved protections under FMLA, Worker's Compensation, American's with Disabilities Act or Personal Leave will accrue unscheduled absences according to the guidelines above. Such employees may be separated from employment immediately following the expiration of approved leaves if there is no expectation of return to work in a reasonable time frame.

Disciplinary Process for Attendance or Tardiness:

Unscheduled Absence (UA) Total	Disciplinary Action
0 -3	No action required – verbal discussion encouraged
4 or More	Documented PID* with stated improvement expectations
6 or More	Written Warning if prior step completed and the employee has accrued at least 1 additional UA or more
7 or More	Final Warning if prior step completed and the employee has accrued at least 1 additional UA or more
8 or More	Separation if prior step completed and the employee has accrued at least 1 additional UA or more

**PID – Performance Improvement Discussion*

These guidelines may be accelerated based on patterns of tardiness or absence, documented performance issues and/or documented behavioral issues.

When an employee reaches the point of receiving formal discipline for attendance the level of written disciplinary action given may be advanced when the employee has an active disciplinary action, even if the existing disciplinary action is for a reason other than attendance.

If you have questions about specific situations, contact Human Resources.

Patterns of Tardiness or Absence:

Managers who identify a developing pattern of tardiness or absence should discuss his or her expectations for attendance with the employee. Continuation of the identified pattern of absence or tardiness may result in disciplinary action.

Examples of a Pattern of Absence or Tardiness

- Three (3) out of five (5) consecutive 30 day periods in which the employee accrued three (3) or more tardies;
- Multiple tardies on a specific shift;
- Multiple tardies on the same day of the week.
- Two (2) Friday absences in a calendar month in two (2) consecutive months;
- Absence on the Monday following payday on five (5) occasions in a six (6) month period;
- 5 instances in a 30 day period of arriving to work after the scheduled start time or leaving before the scheduled end time where the absence does not meet the definition of Tardy;

- **3 or more** instances of leaving early in a three (3) month period resulting in working less than scheduled shift, but more than 75% of shift.

Situations That Are Not Unscheduled Absences:

The following are not unscheduled absences included in attendance tracking:

- Absences approved in advance
 - The first 180 days of absence due to qualifying workers' compensation injuries or illness
 - Absences qualifying for protection under the FMLA or other approved leaves of absence - unless available leave balance has been exhausted
 - Absences protected by law
- 1.

V. OTHER ISSUES / CONCERNS:

1. If an employee fails to return property prior to the last day of employment the manager is to assess the need to have locks or other security measures changed. Failure to return property, keys, security access cards and other items may be cause for legal action against the employee, including the cost of replacement of the items and/or modification of security measures.
2. Managers processing separations are to use the available reference, the "Separation Checklist for Managers," for guidance on key activities including encouraging employees separating voluntarily to participate in the exit survey, collecting Carilion property and cancelling access to clinical and computer systems.
3. Employees who separate from employment, apply for open positions and who are rehired within one year of separation will be reinstated with their original PTO accrual date. However, PTO balances will not be restored after payout has occurred.
4. Employees are oriented to this policy during Orientation and as needed.

VI. DEFINITIONS:

Scheduled Absence – Any absence from a scheduled shift or day of work which is approved in advance and in accordance to the departmental specific process for requesting time off or any absence that is otherwise protected by Carilion policy or federal or state law.

Kronos codes for scheduled absences:

- A. "Scheduled PTO"
- B. "Excused" when no PTO is available.

Unscheduled Absence – Any absence from a scheduled shift or day of work which is not approved in advance, per the departmental specific process for requesting time off and is not

otherwise protected by Carilion policy or federal or state law.

Kronos codes for unscheduled absences:

- A. "Unscheduled PTO"
- B. "Unexcused" when no PTO is available.

Notice - Advance notification of an unplanned or unscheduled absence. Requirements for meeting notice expectations are defined by individual departments based on business need.

Performance Appraisal Year – The 12 month period considered for annual performance evaluations. For most departments of Carilion the performance appraisal year is October 1st through September 30th.

Tardy – Any instance of arriving late or leaving early as defined by the department, including lunch and other breaks, that has not been previously approved and/or is not otherwise protected by Carilion policy or federal or state law.

Partial Shift Absence - A Partial Shift absence occurs when an employee works less than 75% of his or her scheduled or assigned shift, and the absence has not been previously approved and/or is not otherwise protected by a Carilion policy or federal or state law.

VII. REFERENCES:

PTO Policy
Attendance – Emergency Weather Conditions Policy

VIII. APPENDICES:

N/A

IX. APPROVALS: This P&P is a Systemwide Policy. Change can only be made with the approval of the appropriate committee below.

Facility	Dept. / Committee	Name / Title	Date
System	Human Resources	Paul Hudgins, Senior VP and CHRO	09/2023