



Effective October 1, 2016

## **Purpose**

To establish the expectation that all staff regularly be available to perform their job commitments in order to provide high levels of customer service and to remain competitive with other service providers; to provide a uniform process for attendance review, employee support, and if necessary, corrective action that is consistent with applicable state and federal law, university policies, and bargaining agreements. Regular and consistent attendance is considered an important performance standard. Attendance records will be kept, and attendance-related problems will be addressed consistently through the corrective action process.

## **Definitions**

<b>Term</b>	<b>Definition</b>
Exempt staff members	Staff members who are exempt from the Fair Labor Standards Act overtime provisions. They are not required to record their time worked and they are paid on a monthly basis.
Non-exempt staff members	Staff members who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act. They are required to record their time worked by completing a timesheet or clocking/badging in and out and are paid on a biweekly basis.
Occurrence	An occurrence is defined as one episode of illness resulting in an absence of one hour or more and may span more than one consecutively scheduled day. If a staff member is sick for several days in a row with the same illness, that is considered one occurrence. An absence of 3 consecutive days or more may require a doctor's note.
Pre-scheduled Sick Leave	As defined in Article 40.8(D) of the collective bargaining agreement for CWA employees. For all other employees, pre-scheduled sick leave includes medical, dental, or optical examination or treatment of the employee or the employee's immediate family member (as defined in University Policy 6.27) provided an electronic sick leave request indicating the general nature of the appointment is submitted and approved by the employee's supervisor at least 48 hours in advance of the appointment. Time off for the appointment is not to exceed four (4) hours per occurrence unless otherwise required by the health-care provider or needed for reasonable travel time, in which case time off is not to exceed eight (8) hours.
Tardiness	Not being present in the department and available for work as determined by department schedules. Start times are to be determined and communicated by department management based on operational need and may include core working hours for exempt staff members.
Time change requests	Submission of a Time Change Request or Time Clock Adjustment form for reasons of staff non-compliance with expected clocking in or badging procedures..

## **Overall Expectations**

### **1. Nonexempt staff members**

Staff members are expected to report to work at the beginning of their scheduled shift (on time), and leave and return from meals and breaks as scheduled. Staff members are expected to be working during the time they are scheduled.

- a. Documenting time worked. Staff members have the primary responsibility to record their time accurately, reflecting regularly scheduled time and overtime, to ensure compliance with the FLSA. This includes accurately clocking or badging in and out, or recording work time on a departmental timesheet, and submitting appropriate requests for leave in accordance with established protocol. Failure to do so may result in an error in pay.

Staff members are expected to report to their work location in appropriate attire by the start of their scheduled shift.

- b. Meal periods. The appropriate length of the meal period is defined by each department and will be automatically deducted from the total hours per day. Employees must comply with any additional requirements outlined by their supervisor and/or contained in shop rules regarding adjusting the time of their meal period and/or working through the meal period.

District 3 only. If a staff member is approved to work through his or her meal period, he or she must complete a Time Change Request form indicating the change or reflect it on his or her departmental timesheet. If a staff member is leaving work for a previously scheduled appointment during his or her meal period and the time away from work will extend beyond his or her normally scheduled meal period, his or her manager may require that he or she use vacation, sick leave, or unpaid time, as appropriate.

- c. Breaks. Breaks for bargaining unit employees will be scheduled in accordance with the collective bargaining agreement. For non-bargaining unit employees, departments may provide breaks (defined as 15 minutes or less) based on operational need. Meal periods and breaks should not be added to the beginning or end of a shift, unless otherwise approved by department management.
- d. Variation in the number of scheduled hours (or working less than standard hours). Staff members are expected to be scheduled and work their standard number of hours. Any variation in the number of hours worked less than an employee's standard number of hours requires a request for leave with appropriate time requested (e.g., vacation, sick leave usage, unpaid leave, jury/court time, education/conferences) and must be approved according to departmental procedures.

### **2. Exempt staff members**

It is the responsibility of the exempt staff member to follow direction from management on start and end times in order to maintain regular and consistent attendance.

### **3. Nonexempt and exempt staff members**

- a. Staff members who clock or badge in and out. Staff members who clock or badge in and out will be assigned a home time clock or badge reader typically closest to their work location. Clocking



in or badging on a clock/reader other than the one assigned requires supervisory or department director approval and, for District 3 employees, requires notification to Human Resources Payroll.

Clock or Badge-in time will be no sooner than six minutes before the scheduled start time. Clock or badge-out time will be no later than six minutes after the end of the shift.

Clocking or Badging in and out is not to occur outside the designated times unless the staff member has prior authorization from his or her manager/supervisor to be in an overtime status. Failure to clock or badge in or out must be reported immediately to the supervisor via a Time Change Request form.

Any situations that arise during a work shift (e.g., failure to clock or badge in, no lunch taken, lost ID badge) requiring the staff member's time to be edited, should be accompanied with a Time Change Request form (edit slip). This form should be filled out by the staff member and should note the date, type/time of edit, and reason for the edit. The request to have time edited should be approved by the supervisor/manager (or their designee) at the time of the occurrence. A copy of the signed form should be returned to the staff member.

For staff members who do not clock or badge in and out, time worked should coincide with approved schedules and/or approved overtime, and be reflected on their departmental timesheet if required.

- b. Reporting an unplanned absence. To provide adequate coverage, staff members are expected to call in before their start time. In District 3, employees are required to call in at least three (3) hours before their start time. Other departments may require more or less advance notice. Staff members are expected to call in to the appropriate contact name and phone number, as determined and communicated by department management. Documentation regarding benefit or unpaid time should be turned in with the Request for Leave form according to departmental procedures.

### **Procedure - Attendance Review**

Managers and supervisors should review employee attendance records on an ongoing basis. Supervisors can request that Human Resources run an attendance report for any employee who may be demonstrating attendance problems or for all employees at set intervals throughout the year, such as at mid-point or annual performance reviews. It is a key responsibility of managers and supervisors to identify developing attendance problems, work with employees, and when necessary take appropriate corrective action.

Managers and supervisors are encouraged to counsel or issue a formal record of coaching as staff members approach the limits outlined below.

Any of the issues listed below within a rolling 6-month period will result in an attendance review, and staff members may be subject to appropriate corrective action (up to and including termination).

Category	Limit
Job Abandonment	Three (3) consecutively scheduled days in a no-call/no-show status.
No Call/No Show	One (1) occurrence of failing to report to work as scheduled or failing to call in within the required time.
Occurrences	Using forty (40) hours or more of sick leave, leave without pay, vacation in lieu of sick leave, or any combination of these, or having four (4) or more occurrences. Pre-scheduled leave, Family Medical Leave (FML), Paid Parental Leave and sick leave used as bereavement time will not be counted as an occurrence for corrective action purposes.
Tardiness	Clocking or badging in late, or arriving after your scheduled start time eight (8) or more times.
Time Clock Adjustment Forms	For staff members who clock or badge in & out. Submitting a Time Clock Adjustment form eight (8) times for reasons of staff non-compliance with expected clocking in or badging procedures.
Other	Exhibiting a pattern exceeding acceptable attendance standards within the rolling 6-month time period, or issues that have a significant negative impact to the department, such as frequently having unscheduled absences in conjunction with a holiday, vacation day, weekend or scheduled day off, unfavorable work assignments, suspension or other approved leave, or multiple issues within the above categories.

Once a staff member has reached a threshold as defined above, or multiple issues within the above categories, an attendance review will occur, and a manager may pursue the next step in the corrective action process. Managers of exempt staff may utilize action plans as part of the corrective action process when attendance reaches the limits outlined above, as long as it is in consultation with Administration and Planning Human Resources.

Steps in the corrective action process may be eliminated in the case of a major infraction, such as job abandonment.

### **Managing Attendance Problems**

**Problem-Solving and Support** – Supervisors should notify/coach employees (and, where applicable, work with union stewards) when they display the above types of attendance problems, patterns, or rates and are trending toward violation of the attendance policy. This provides an opportunity for the employee to disclose any personal issues or workplace barriers that may be contributing to attendance problems and allows the supervisor, steward, and/or departmental Human Resource professional to advise the employee on actions they might take to resolve their problem. Document coaching in writing. Give a copy to the employee and send a copy to Human Resources. Once an employee has been put on notice or has active corrective action for attendance, continued notice/coaching is not necessary if he/she continues to demonstrate attendance problems, and corrective action (or further corrective action) could result.

**Referral** – An employee who is absent for three or more consecutive shifts or has a recurring condition should be referred by his/her supervisor to the Human Resource Generalist for possible eligibility for Family and Medical Leave. If the employee discloses problems of a personal nature or the supervisor believes the employee may be having personal problems that are impacting performance or attendance,

the supervisor (and union steward, where applicable) should refer the employee to the Ohio State Employee Assistance Program.

### **Responsibilities**

<b>Position or Office</b>	<b>Responsibility</b>
Staff member	<ol style="list-style-type: none"><li>1. Maintain regular and consistent attendance.</li><li>2. Accurately record time as required in order to ensure accuracy of payroll records (nonexempt staff members).</li><li>3. Know and understand department-specific procedures regarding start times, breaks, meal periods and reporting unplanned absences.</li><li>4. Communicate with manager regarding time-off needs and submit leave request forms in accordance with area specific procedures.</li></ol>
Manager	<ol style="list-style-type: none"><li>1. Clearly communicate to all staff members area-specific procedures regarding start times, breaks, meal periods and reporting unplanned absences.</li><li>2. Monitor and maintain attendance records as necessary.</li><li>3. Administer corrective action consistently, and as appropriate, in consultation with Human Resources.</li><li>4. Provide formal coaching to staff members who are approaching limits (see the Attendance Review section of this policy).</li><li>5. Accurately reflect attendance in the performance-management process.</li></ol>
Human Resources	<ol style="list-style-type: none"><li>1. Work with managers and staff members to effectively manage attendance.</li><li>2. Provide training to managers.</li><li>3. Communicate policy updates to staff members and managers.</li><li>4. Run reports as requested.</li></ol>



Effective through September 30, 2016

## **Purpose**

To establish the expectation that all staff regularly be available to perform their job commitments in order to provide high levels of customer service and to remain competitive with other service providers; to provide a uniform process for attendance review, employee support, and if necessary, corrective action that is consistent with applicable state and federal law, university policies, and bargaining agreements.

## **Definitions**

Unscheduled Absence - Use of sick leave, vacation in lieu of sick leave, or leave without pay for a workday or partial workday, clocking in or arriving after the scheduled start time, or clocking out or leaving before the scheduled end time.

Pre-scheduled Sick Leave – As defined in Article 40.8(D) of the collective bargaining agreement for CWA employees.

For all other employees, pre-scheduled sick leave includes medical, dental, or optical examination or treatment of the employee or the employee's immediate family member (as defined in University Policy 6.27) provided an electronic sick leave request indicating the general nature of the appointment is submitted and approved by the employee's supervisor at least 48 hours in advance of the appointment. Time off for an appointment is not to exceed four (4) hours per occurrence unless otherwise required by the health-care provider or needed for reasonable travel time, in which case time off is not to exceed eight (8) hours.

## **Policy Details**

Managers and supervisors in Facilities Operation and Development will review employee attendance records. It is a key responsibility of managers and supervisors to identify developing attendance problems, work with employees and when necessary take appropriate corrective action.

## **Guidelines**

Attendance patterns or rates triggering review (or further corrective action in cases where an employee has active corrective action for attendance):

1. Unscheduled absences totaling 21 or more hours or 3 or more unscheduled absences from a workday or partial workday in the preceding 4-month period, or approaching 64 hours or 8 unscheduled absences from a workday or partial workday in the preceding 12-month period, excluding approved Family and Medical Leave, pre-scheduled sick leave, work-related injury leave, and/or bereavement leave.
2. A pattern or rate of absence that appears abusive. Examples include but are not limited to unscheduled absences in conjunction with a holiday, weekend, or suspension; unscheduled absences in conjunction with an approved vacation or leave; unscheduled absences coinciding with a particular work assignment; using sick leave as fast as it is accumulated.
3. Improper notification or failure to notify the department of absence.



## **Managing Attendance Problems**

**Problem-Solving and Support** – Supervisors should notify/coach employees (and, where applicable, work with union stewards) when they display the above types of attendance patterns or rates. This provides an opportunity for the employee to disclose any personal issues or workplace barriers that may be contributing to attendance problems and allows the supervisor, steward, and/or departmental Human Resource professional to advise the employee on actions they might take to resolve their problem. Coaching should be documented in writing and a copy given to the employee. A copy should be sent to Employee and Labor Relations. Once an employee has been put on notice or has active corrective action for attendance, continued notice/coaching is not necessary if he/she continues to demonstrate attendance problems, and corrective action (or further corrective action) could result as outlined below.

**Referral** – An employee who is absent for three or more consecutive shifts, or has a recurring condition, should be referred by his/her supervisor to the Human Resource specialist for possible eligibility for Family and Medical Leave. If the employee discloses problems of a personal nature, or the supervisor believes the employee may be having personal problems that are impacting performance or attendance, the supervisor (and union steward, where applicable) should refer the employee to the Ohio State Employee Assistance Program.

**Corrective Action** - After employee notification and coaching, the supervisor will continue to monitor the employee's attendance. Employees who reach unscheduled absences totaling 64 or more hours in a 12-month period or 8 or more unscheduled absences from a workday or partial workday in a 12-month period (excluding approved Family and Medical Leave, pre-scheduled sick leave, work-related injury leave, and/or bereavement leave) may be subject to corrective action. An employee who has active corrective action for attendance may be subject to further corrective action if he/she displays the attendance trends, patterns, or rates outlined under the "Guidelines" section above. In such cases, a supervisor does not need to notify or coach an employee about his/her attendance prior to taking further corrective action, nor does the employee need to reach the 64 hour or 8 unscheduled absences to be subject to further corrective action. **Corrective action for bargaining unit employees will follow the progression described in Article 11 of the current OSU-CWA Agreement. Corrective action for non-bargaining classified Civil Service employees is set forth in Chapter 79 of Rules for the Classified Civil Service ([hr.osu.edu/ccsrules/ccs79.pdf](http://hr.osu.edu/ccsrules/ccs79.pdf)). Corrective action for other employees can be initiated in consultation with Administrative & Planning HR Shared Services.**