

HARRIS HEALTH SYSTEM

POLICY AND REGULATIONS MANUAL

Policy No: 6.13
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Effective Date: 01/25/07
Board Motion No: 07.1-69
Last Date of Review: 04/09/2019
Due for Review: 04/09/2022

TITLE: ATTENDANCE POLICY

PURPOSE: To provide the framework for monitoring, tracking, and managing of Harris Health System Employee attendance.

POLICY STATEMENT:

Timely and regular attendance is an expectation of performance for all Harris Health System (Harris Health) Employees. Employees must report to work on time and as scheduled.

POLICY ELABORATIONS:

Regular attendance and punctuality are essential to the continued operations of Harris Health.

Chronic tardiness or absenteeism shall be actionable under this policy and may affect an Employee's focal point review score or result in termination.

Employees will be held accountable for adhering to their assigned work schedules to ensure adequate staffing and to meet expected productivity standards throughout the organization.

I. DEFINITIONS:

- A. **ACCEPTABLE SUBSTITUTION:** When an Employee has obtained prior approval from his or her direct supervisor and is authorized to arrange for another Employee in the same department, same job, and at the same or appropriate skill level (*e.g.* nurse) to work his or her regularly scheduled shift in advance of an absence. An acceptable substitution **MAY NOT** be filled by the use of Registry or Supplemental staff. (See 6.12 Harris Health Employment Policy).
- B. **ATTENDANCE INFRACTION:** Actions that may result in a violation of Harris Health's Attendance policy that occurs when an Employee fails to report to work for a scheduled shift. Full Absences, Partial Absences, and/or Tardies may constitute an Attendance Infraction. Time off due to bereavement leave (See Harris Health Policy 6.25 Bereavement Leave), jury duty (See Harris Health Policy 6.23 Jury Duty and Other Legal Proceedings), family medical leave (Harris Health Policy 6.29 Family Leave of Absence), military leave (Harris Health 6.26 Policy Military Leave), leave associated with a disability-related accommodation (Harris Health Policy 6.44 Reasonable Accommodation Policy) and worker's

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compensation injuries (Harris Health Policy 6.34 Worker's Compensation) shall not be considered Attendance Infractions or Occurrences for purposes of this policy.

- C. **CALL-IN PROCEDURE:** Department procedures, guidelines, or directives that establish the provisions for acceptable advance notification requirements for an Absence or Tardy event under this policy (e.g., acceptable notice method and minimum advance notice period).
- D. **EXEMPT STATUS EMPLOYEES:** Individuals who meet the applicable tests established by the Department of Labor under the Fair Labor Standards Act (FLSA) and are exempt from overtime pay.
- E. **FULL ABSENCE:** Missing an entire scheduled shift or workday without prior authorization from his or her direct supervisor or designee.
- F. **MISSED PUNCH:** Failure to badge-in at the start of the shift; or the start/end of a lunch break. For the purposes of this policy, a Missed Punch will be processed as a Tardy.
- G. **NON-EXEMPT EMPLOYEES:** Individuals who are paid on an hourly basis and who will be paid overtime for productive hours worked over forty (40) hours as required by FLSA.
- H. **OCCURRENCE:** Each single workday or portion of a workday that an Employee is scheduled to work, but fails to report to work as assigned/scheduled. Each Occurrence shall be documented as a Full Absence, Unauthorized Absence, Tardy, or Missed Punch as defined in this policy.
- I. **PARTIAL ABSENCE:** When an Employee works less than seventy-five percent (75%) of a scheduled shift.
- J. **PATTERN OF ATTENDANCE:** For the purposes of this policy, shall include, but is not limited, to Unscheduled and Partial Absences occurring:
 - 1. Generally before or after a scheduled day off;

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2. On, before, or after a Harris Health recognized holiday;
 3. On the same day of the work week;
 4. On a scheduled weekend shift; or
 5. When an Occurrence falls off due to the rolling twelve (12)-month cycle.
- K. **REGISTRY STATUS EMPLOYEE:** Applicants hired to work as needed. (See Harris Health Policy 6.12 Employment Policy.)
- L. **ROLLING CALENDAR YEAR:** Any given day plus the succeeding three hundred sixty-four (364) days. For the purposes of this policy, a rolling calendar year shall be used in determining the number of occurrences within the most recent twelve (12) months and the corresponding corrective action to be taken.
- M. **SUPPLEMENTAL EMPLOYEE:** Harris Health staff member, who is hired without a set schedule; paid a premium rate in lieu of benefits according to hours and shift commitment. (See Harris Health Policy 6.12 Employment Policy.)
- N. **TARDY:** Reporting to work or returning from lunch break eight (8) or more minutes after scheduled or within the period authorized for any other break during a shift.
- O. **UNAUTHORIZED ABSENCE:** Failure of the Employee to notify and receive the prior approval from his or her direct supervisor/designee, in accordance with this policy and applicable existing department procedures for not working some or all of a scheduled shift, which includes:
1. Leaving work prior to the end of a scheduled shift without notifying the direct supervisor/designee;
 2. “No Call, No Show”, failing to follow the department’s Call-In/Advanced Notification Procedures; or
 3. Failing to report to work for scheduled shift(s) after a Leave or Paid Time Off request has been denied for the dates that the employee requested off.
- P. **VERIFIABLE EMERGENCY:** An unexpected or unanticipated Occurrence that is beyond the Employee’s control, *e.g.*, hospitalization, emergency surgery, treatment at an emergency room or urgent care center, or the Employee’s involvement in a

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traffic collision. Verifiable Emergencies shall not be considered Attendance Infractions or Occurrences if the Employee notifies the supervisor of the emergency as soon as possible and the emergency is verified.

- Q. **WORK STATION:** The department, office, cubicle, or area, which the Employee will be, performing his or her job.

II. GENERAL ATTENDANCE REQUIREMENTS:

A. Non-Exempt Employees shall:

1. Report to work as scheduled;
2. Request time off in accordance with their Department's Procedure and prior to the publication of the next schedule;
3. Be at their Work Stations at the start of the shift;
4. Badge-in at their Work Station. (Employees who are required by an approved Department Guideline or procedure to clock-in using a time clock, must badge-in at the time clock closest to their Work Station);
5. Take the authorized time for meal periods and breaks;
6. Remain at the Work Station for the entire shift, unless excused by their supervisor or unless he or she is on an authorized break;
7. Work their assigned shift and badge-out as scheduled, unless requested to work a longer shift by their supervisor; and
8. Notify their direct supervisor/designee with as much advance notice as possible and in accordance with the department's notification procedure when he or she cannot work as scheduled.

B. Exempt Employees shall:

1. Report to work as scheduled;
2. Work a minimum of forty (40) hours per week and at times that aligns with patient care and their department's operational needs;
3. Notify their direct supervisor/designee with as much advance notice as possible and in accordance with the department's notification procedure when he or she cannot work as scheduled. If an Exempt Employee does not work a minimum forty (40) hours during a scheduled work week, he

or she must use paid time off (PTO) as outlined in Harris Health Policy 6.03 Paid Time Off (PTO).

III. CORRECTIVE ACTIONS/RESPONSIBILITIES:

A. Employees shall be responsible for:

1. Following the Call-In Procedure established in their Department
2. Providing at least two (2) hours advance notice in the absence of a specific Call –In Procedure.
3. Notifying his or her direct supervisor/designee every day that he or she is scheduled and are unable to work even if the days are consecutive and the reason for the unscheduled absence remains the same. Failure to do so may result in the absence being considered “Unauthorized”. The exception is if an Employee is on an approved continuous leave authorized by Harris Health’s policies.
4. Refraining from establishing Patterns of Attendance (as defined in this policy)In the event it is determined that there is an established Pattern of Attendance (i.e., a pattern of unscheduled absences occurring on scheduled weekend shifts; a supervisor may initiate corrective action sooner than this policy prescribes. (Management is expected to exercise good judgment, consider the overall record of the Employee, review whether or not a pattern(s) exists, and evaluate the situation on a case-by-case basis.)
5. Reporting to their workstation according to their assigned work schedule. (The seven (7) minute rounding is a time keeping method only and should not be abused. Habitual use of the seven (7) minute rounding period when reporting to work or returning from a break or meal can be considered a pattern and may be actionable under this policy.)

B. Supervisors shall be responsible for:

1. Monitoring the Attendance of his or her direct reports regularly and addressing any unsatisfactory attendance in a timely and consistent manner.

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2. Educating Employees on the Attendance Policy, attendance expectations, and applicable department procedures related to attendance;
 3. Providing Employees with written department procedures and or changes or updates made to the procedures;
 4. Advising Employees of their expected work schedules and break periods and any changes within a reasonable time; and
 5. Ensuring consistency throughout the work unit/department when monitoring and addressing unacceptable attendance with Employees.
- C. Departments may develop department guidelines to document established Call in Procedures, call out notice requirements supporting this policy, and department staffing needs. All departmental guidelines and procedures must be approved by the Director of HR Organizational Services.
- D. For corrective action purposes, Full and Partial Absences shall be managed separately from Tardies and Missed Punches.
- E. Full and Partial Absence Infractions shall count as Occurrences as follows:
1. A maximum of three (3) consecutive Full Absences shall count as one (1) Occurrence;
 2. After three (3) consecutive Full Absences, each additional consecutive Full Absence shall count as one (1) separate Occurrence.
 3. Employees who call in excessively for consecutive shifts; are not on an approved leave, and absences have not been excused by management, may have their corrective action accelerated in accordance with the Full and Partial Absence Table.
 4. A Partial Absence shall count as one half (0.5) Occurrence.
- F. Each tardy shall count as one (1) Occurrence.
- G. Excessive Attendance Infractions that result in three (3) final written warnings of any type or combination (Unscheduled Absences, Tardies, or Unauthorized Absences) within any rolling twelve (12)-month period shall be grounds for termination.

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H. A supervisor must consult with Human Resources prior to terminating an Employee for Attendance.

REFERENCES/BIBLIOGRAPHY:

Family Medical Leave Act

Uniformed Services Employment and Reemployment Act

Harris Health System Policy and Procedures 6.25 Bereavement Leave Policy

Harris Health System Policy and Procedures 6.23 Jury Duty and other Legal Proceeding

Harris Health System Policy and Procedures 6.15 Employee Supervision and Time Records Policy

Harris Health System Policy and Procedures 6.21 Payment of Wages Policy

Harris Health System Policy and Procedures 6.14 Scheduling Paid Time Off

OFFICE OF PRIMARY RESPONSIBILITY:

Harris Health System Senior Vice President of Human Resources

REVIEW/REVISION HISTORY:

Effective Date	Version# (If Applicable)	Review or Revision Date (Indicate Reviewed or Revised)	Reviewed or Approved by: (If Board of Managers Approved, include Board Motion#)
06/1/2006	1.0		Board of Managers (No. 03.4-219)
	2.0	Reviewed 01/09/2007	HCHD Policy Review Committee
01/25/2007			Board of Managers (No. 07.1-69)
	3.0	Revised 2/4/2008	Vice President of Human Resources
	4.0	Approved 3/4/2008	HCHD Policy Review Committee
	5.0	Revised/Approved 5/10/2011	Operations Policy Committee
	6.0	Revised/Approved 6/11/2013	Operations Policy Committee
	7.0	Revised/Approved 9/8/2015	Operations Policy Committee
01/1/2016		Approved 10/29/2016	Board of Managers
	8.0	Revised/Approved 04/09/2019	Structure and Organizational Standards Committee

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APPENDIX A CORRECTIVE ACTION TABLES

The following tables are designed to provide guidelines when addressing the total number of occurrences in a rolling twelve (12) month period, provided that the reason for an occurrence is not protected under Family Medical Leave Act (FMLA) or Americans with Disability Act. (ADA).

Full and Partial Absences:

FULL-TIME EMPLOYEES		PART-TIME/PRN EMPLOYEES	
Occurrences	CORRECTIVE ACTION	Occurrences	Corrective Action
5	Documented Verbal	2	Documented Verbal
6	1st Written Counseling	3	1st Written Counseling
7	2nd Written Counseling	4	2nd Written Counseling
8	Final Written Counseling	5	Final Written Counseling
9	Termination	6	Termination

Tardies/Missed Punches

(FULL-TIME EMPLOYEES)		(PART-TIME/PRN EMPLOYEES)	
OCCURRENCES	CORRECTIVE ACTION	OCCURRENCES	CORRECTIVE ACTION
5	Documented Verbal	5	Documented Verbal
6	1st Written Counseling	6	1st Written Counseling
7	2nd Written Counseling	7	2nd Written Counseling
8	Final Written Counseling	8	Final Written Counseling
9	Termination	9	Termination

Unauthorized Absences

FULL-TIME, PART-TIME, PRN	
OCCURRENCES	CORRECTIVE ACTION
1	1st Written Counseling
2	Final Written Counseling
3	Termination

In the event it is determined that there is an established Pattern of Attendance (i.e., a pattern of unscheduled absences occurring on scheduled weekend shifts); a supervisor may initiate corrective action sooner than this policy prescribes.

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New Hires within the first ninety (90) days of the onboarding period of employment with Attendance Infractions will be addressed as follows:

FULL ABSENCES (NEW HIRE)		TARDIES (NEW HIRE)	
1 st Occurrence	Documented Verbal	2 nd Occurrence	Documented Verbal
2 nd Occurrence	Written Counseling	4 th Occurrence	Written Counseling
3 rd Occurrence	Termination	5 th Occurrence	Termination

UNAUTHORIZED ABSENCES (NEW HIRE)	
1 st Occurrence	Final Counseling
2 nd Occurrence	Termination

A new hire that remains employed after 90 days will have his/her existing occurrences recalculated under the normal schedule and future occurrences will be tracked according the applicable table(s).