

 YALE-NEW HAVEN HOSPITAL		HUMAN RESOURCES POLICY	
Title:	TIME & ATTENDANCE	Manual Code:	B:6
Reviewed:		Revised:	03/01/2013, 10/31/2004, 07/01/2002

I. POLICY

Yale-New Haven Hospital is committed to providing quality care and service to patients. Our around-the clock operation necessitates that employees maintain good attendance and punctuality so patients and their families can receive the care and attention they deserve. In recognizing the relationship of good attendance to good job performance, this policy is designed with these objectives in mind:

- Encourage employees to strive for good attendance and punctuality, with appropriate recognition for employees who achieve this goal.
- Encourage both supervisors and their employees to collaborate in striking a balance between time off from work and time spent at work to meet the operational needs of the Hospital.
- Create an effective and equitable method to discourage excessive absenteeism, encouraging employees with chronic absenteeism to seek other alternatives to correct the problem so that disciplinary action becomes a secondary rather than primary resort.

II. ADMINISTRATIVE GUIDELINES

The Employee Relations Department is responsible for interpreting the administration of this policy, as used by the departments. The Employee Relations Department will also monitor the overall effectiveness and constant application of the policy to ensure consistency and fairness for employees covered by the policy. As with all policies, this policy shall be applied at all times subject to applicable federal, state, and local laws and regulations.

III. SCOPE

All regular full and part-time employees are covered by this policy. Work schedules are at the discretion of the individual departments and are based on operational needs. Attendance records (KRONOS) will be reviewed periodically, taking into consideration job responsibilities, work schedule, productivity, and any other relevant factors in evaluating employee attendance and punctuality. Temporary and casual status employees are not covered by this policy and must meet the work requirements as set forth by their individual departments for attendance. Temporary and casual assignments are at the discretion of the manager or supervisor.

IV. DEFINITIONS

Unscheduled Absence: Any absence of a full work shift or more not covered by the Family/Medical leave or disability plans as unforeseeable leave time, and without prior approval by the employee's department. Also included are any overtime assignments, on-call schedules, extra shifts or "switches" the employee has committed to in advance.

Tardy/Late: Arrival to work of 3 or more minutes beyond the scheduled start time. Lateness also includes when an employee returns late from a scheduled break or meal period without prior departmental approval.

The department may permit employees who arrive late the option of making up the time for payroll purposes by extending the work day if operations permit. However, the lateness will still be counted towards the points accumulation under the policy. Departments with flexible start times are expected to adhere to the guidelines set forth in their individual policies.

Missed Swipe: A missed swipe occurs when an employee fails to record arrival or departure time on the appropriate KRONOS badge reader. Each supervisor will inform their employees of the appropriate KRONOS reader to use for daily swiping.

Early Departure: An unscheduled early departure from work. This does not include early departures where the employee has completed their work and permission is granted by the supervisor.

Failure to Notify/Report: An absence from work where the employee does not notify the employer according to departmental call-in procedures. This includes occasions where the employee is contacted after failure to report for the shift and reports at a later time.

V. POINTS SYSTEM

The Hospital has adopted a point system to aid in the understanding and application of this policy. The point system assigns numerical values to various types of absences and policy violations. This system accounts for any combination of absences that take place over the course of a rolling 12-month look back period. An "absence" occurs when an employee misses one *or more* consecutive scheduled work days for a single reason (i.e., flu, family illness, hospitalization). Five (5) points will be assessed for each "unscheduled" absence. An unscheduled absence occurs when the employee's supervisor/department has not approved the absence in advance.

Employees are also expected to report for work on time. Tardiness for employees will be reviewed and points assessed for each day of work the employee does not report as scheduled. The employee will be given three (3) points for arriving 3 or more minutes or more beyond their scheduled start time. Five (5) points will be assessed for absences of one (1) or more consecutive work shifts.

Absence	Points	Explanation
3 or more minutes	3	Tardy/Late
1-5 consecutive work shifts	5	Unscheduled absence

Employees must provide documentation to their supervisor supporting unanticipated absences or leaves of 3 or more consecutive days no later than the 5th day of absence. Employees who fail to provide supporting documentation within this timeframe may be subject to disciplinary action, up to and including termination. This documentation is addition to the requirement for employees to obtain medical clearance from their outside provider and OHS/OHP before returning to work after an extended absence of (3) or more days (Reference Policy F2: Occupational Health Policies for Employees).

In addition to the noted absences above, the following violations will also result in point accumulation as noted:

Policy Violation	Points
Missed Swipe	3
Unscheduled Early Departure	3

The following are the steps of the disciplinary process:

Points Accumulated	Progressive Discipline Step
30 (within a 1-year period)	Verbal Warning
40 (includes prior points accumulation)	Written Warning
50 (includes prior points accumulation)	Final Warning
60 (cumulative total)	Discharge

All warnings remain open for one year. However, if an employee is able to maintain perfect attendance (no points accumulation) for a period of 6 months, all active attendance related disciplinary actions will be closed in our HRIS system. The supervisor must make this request to Employee Relations to verify there were no additional points during the 6-month period and to authorize the disciplinary action to be closed.

Note: The length of time a warning is in effect will be extended by any period of authorized leave.

VI. PATTERNS OF ABSENTEEISM

If an employee demonstrates abusive absenteeism, either through a pattern of absenteeism or through other suspicious circumstances including, but not limited to, any of the following, he/she may be subject to corrective action independent of the schedule for corrective action set forth above:

Unscheduled absences in conjunction with:

1. scheduled days off
2. holidays
3. weekends
4. same days of the week
5. pay day

6. the days immediately following corrective action
7. having a "time off" request denied
8. any other suspicious circumstance as determined by a department supervisor.

VII. PROGRESSIVE DISCIPLINE

Except in circumstances where an employee fails to report to work and does not notify the supervisor of their absence (see section VIII), supervisors should endeavor to follow the progressive discipline policy as defined in the Employee Conduct and Discipline Policy (B:8) for application of this policy. Unless circumstances warrant to the contrary, supervisors should have regular discussions with employees in between any steps of discipline either to signal a growing concern or to commend an employee for improvement.

In each step of the progressive disciplinary process, employees should be encouraged to contact the Employee and Family Resources program (EFR) if there are underlying problems affecting their attendance. In addition to a referral to the EFR program, employees whose absences may qualify (e.g., for the serious health condition of the employee or covered family member) for Family/Medical leave should be encouraged to apply for Family/Medical leave through our plan administrator for leaves taken under the Family and Medical Leave Act.

VIII. FAILURE TO NOTIFY/REPORT

In the event that an employee fails to report to work without notifying the employer, the corrective action listed below should generally be taken, except where a supervisor determines that a single violation is serious enough to warrant skipping steps and imposing greater corrective action, such as instances where an employee's disciplinary history warrants expedited corrective action; or there are extenuating circumstances which warrant lesser or no corrective action being imposed. Each failure to notify will result in the acceleration of the disciplinary process as follows:

- 1st violation - Written Warning
- 2nd violation (within 12 months of the prior violation) - Final Written Warning
- 3rd violation (within 12 months of the prior violation) - Termination

If an employee fails to notify the employer of their absence for 3 or more consecutive days, they will be considered to have voluntarily resigned from their position due to job abandonment.

VIII. STANDARD FOR EVALUATING ATTENDANCE AND PUNCTUALITY ON AN EMPLOYEE'S ANNUAL PERFORMANCE REVIEW (12-MONTH PERIOD)

An employee's attendance and punctuality record should be reflected on the annual Performance Review in the Success Factors section under Personally Effective and Accountable. An employee with a written warning should be rated as "not demonstrated" in this category.