

The purpose of this attachment is to serve as a guide in determining appropriate corrective/disciplinary action. As noted in policy, each individual case must be looked at on a case-by-case basis. Managers should review any questions or concerns with their Labor Relations Consultant.

1. Progressive corrective/disciplinary action for Excessive absenteeism **within a rolling 24 month period:**

- a. Use of more than 48 hours (prorated based on actual hours worked) of unplanned absences in a 6-month period, excluding allowable FMLA, Kin Care, CFRA, Workers' Compensation and disability hours, may result in a **letter of expectation**.
- b. After receiving a letter of expectation, use of more than 96 hours (prorated based on actual hours worked) of unplanned absence in a 12-month period, excluding allowable FMLA, Kin Care, CFRA, Workers' Compensation and disability hours, may result in a letter of warning.
- c. After receiving a letter of warning, use of more than 144 hours (prorated based on actual hours worked) of unplanned absence in 18 months, excluding allowable FMLA, Kin Care, CFRA, Workers' Compensation and disability hours, may result in a **suspension or temporary reduction in pay**.
- d. After receiving a suspension, use of more than 192 hours (prorated based on actual hours worked) of unplanned absence in 24 months, excluding allowable FMLA, Kin Care, CFRA, Workers' Compensation and disability hours, may result in a **letter of intent to dismiss**.

**Pro-rated Based on Actual Hours Worked**

	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%
<b>At 6 mo</b>	48 hrs	43 hrs	38 hrs	34 hrs	29 hrs	24 hrs	19 hrs	14hrs	10 hrs	5 hrs
<b>At 12 mo</b>	96 hrs	86 hrs	77 hrs	67 hrs	58 hrs	48 hrs	38 hrs	29hrs	19 hrs	10 hrs
<b>At 18 mo</b>	144hrs	130 hrs	115hrs	101 hrs	86 hrs	72 hrs	58 hrs	43hrs	29 hrs	14 hrs
<b>At 24 mo</b>	192hrs	173 hrs	154hrs	134 hrs	115 hrs	96 hrs	77 hrs	58hrs	38 hrs	19 hrs

2. Progressive corrective/disciplinary action for **Excessive tardiness within a 12 month period:**

- a. Three or more tardy occurrences in an 8-week period may result in a **letter of expectation**.
- b. If an employee has received a letter of expectation for tardiness **and has another two or more** tardy occurrences, a **letter of warning** may be given.
- c. If an employee has received a letter of warning for tardiness and has another two or more tardy occurrences, a **one day suspension or temporary reduction in pay may be given**.
- d. If an employee has received a letter of suspension for tardiness and has another two or more tardy occurrences; **letter of intent to dismiss** may be given.

3. Progressive corrective/disciplinary action for Missed or Failure to Sign-in or Sign-out of Kronos Timekeeping System. This includes the card key "swipe" machine, telephone or computer access.

- a. More than 2 missed or failure to sign-in or sign-out occurrences in a 4-week period may result in a letter of expectation.
- b. If an employee has received a letter of expectation for a missed or failure to sign-in or sign-out and has another two or more occurrences, a letter of warning may be given.
- c. If an employee has received a letter of warning for failure to sign-in or sign-out and has another two or more occurrences, a day suspension or temporary reduction in pay may be given.
- d. If an employee has received a letter of suspension for failure to sign-in or sign-out and has another two or more occurrences, a letter of intent to dismiss may be given.