

Current Status: *Active*

PolicyStat ID: 9506859



Indiana University Health

Origination: 6/30/2015  
Effective: 3/26/2021  
Last Approved: 3/26/2021  
Last Revised: 3/26/2021  
Next Review: 3/26/2023

Owner: *Megan Haymaker: Vice  
President-Human Resources  
Regional*

Area: *Human Resources*

Tags: *Education level 3*

Applicability: *All Sites*

## Values Based Attendance

### I. PURPOSE

In order to deliver on our IU Health promise to patients and families, it is expected that team members maintain acceptable standards of attendance. This policy provides for administering attendance standards within the organization in accordance with IU Health values of compassion, excellence, purpose, and team.

### II. SCOPE

All team members are covered under this policy upon hire. Hourly team members are addressed beginning in Policy Statement A. Salaried team members are addressed beginning in Policy Statement B.

### III. EXCEPTIONS

Regional Human Resources Vice President may grant exceptions on a case-by-case basis.

### IV. DEFINITIONS

**Attendance Guideline Program:** a system used to evaluate team member attendance.

**Attendance Instance:** a tardy, missed punch, unscheduled absence, or leaving early more than 2 hours without leader approval. All of which are equally weighted in value. Attendance instances can also be created for short or long meal periods, at the leaders discretion, by adding a comment in Kronos.

**Every 4 additional instances:** at the 8<sup>th</sup> attendance instance and thereafter every 4<sup>th</sup> instance, leaders are triggered to make decisions on appropriate actions to address team member's continued pattern of unreliable attendance.

**First 8 instances:** a series of 1-8 attendance instances within a 12-month rolling period. Upon accrual of 1 attendance instance, a record is maintained for the 12-month rolling period. Attendance instances do not expire until 12 months at midnight from the date of the first instance.

**Full-time:** a team member (with regularly scheduled hours) scheduled in Human Resources Information Systems (HRIS) to work 72 to 80 hours each pay period. Hours may be extended beyond the regular schedule. A .9 to 1.0 full-time equivalent (FTE) is benefits eligible.

**Hourly:** a position that is eligible for overtime compensation as defined by the Fair Labor Standards Act (FLSA). A team member holding a (nonexempt) hourly position paid by the hour and must record their time worked by clocking in and out. An hourly team member is entitled to overtime pay for hours worked in excess

of 40 per week.

**Job Abandonment:** absence without notification (no call/no show) for three (3) consecutive workdays. Refer to System *Corrective Action* policy, addressing gross misconduct.

**Measurement Period:** rolling 12 months that begins on the date of the first attendance instance and expires 12 months later at midnight for Step 1. After 8 instances in less than 12 months, the next measuring period is every 4 instances which occur in less than 6 months. All instances after 12 instances expire after 6 months of no instances from the last date of instance. Step 2

**Missed Punch:** an error in recording appropriate time (in-or-out), as defined by an hourly team members Kronos schedule.

**Part-time:** a team member (with regularly scheduled hours) scheduled to work 40 to less than 72 hours each pay period. Hours may be extended beyond the regular schedule. A .6 to .85 FTE is benefits eligible.

**Salaried:** a bona fide executive, administrative or professional position as defined by the Fair Labor Standards Act (FLSA) and is thereby exempt from the overtime provisions of the FLSA. Criteria that determine exempt status include salary tests, job duties and responsibilities.

**Tardy:** a period of time equal to or greater than 6 minutes after expected shift start time, whether at the beginning of assigned shift, and/or a scheduled overtime shift.

**Unscheduled Absence:** an absence not prearranged by leadership and team member at least the previous business day to authorize the team member not to report for work as assigned. This includes additional assigned shifts and overtime shifts.

## V. POLICY STATEMENTS

### A. *The following provisions apply to hourly team members.*

#### 1. General

- a. Individual departments will establish and communicate call-in procedures for unscheduled absences to meet departmental needs. These may include when an absence must be reported, to whom the absence must be reported, and whether the absence may be reported by someone other than the team member.
- b. Being absent 3 or more consecutive workdays without following department established call-in procedures for reporting an unscheduled absence is considered job abandonment - gross misconduct and may lead to involuntary termination for just cause under the *Corrective Action* policy. *Before termination, leaders will utilize values-based decision making and inquire if a well check should be issued, or if termination is appropriate.*
- c. Any absence-related misconduct such as failing to follow the department call in procedures for an unscheduled absence, failing to report to work after requested time off was denied, or misrepresenting the need for time off, etc., will be addressed as a performance issue under the *Corrective Action* policy. Disciplinary action may be taken up to and including termination of employment.
- d. Leaders will utilize values-based decision making to determine if team members should receive annual performance review increases if the team member has demonstrated a consistent pattern of unreliable attendance. Leaders keep in mind the values when determining if team members should transfer out of the department when demonstrating patterns of unreliable attendance.
- e. One attendance record is maintained throughout a team member's employment with IU Health. As a result, attendance records transfer with all team members should they decide to transfer

within the organization.

- f. All Involuntary terminations must be reviewed with Human Resources prior to termination.
- g. Team members are responsible for being aware of their own attendance record through the attestation process in Kronos and will have to attest to their time on a regular basis. Team members can view their own attendance instances and balance using the Attendance information widget in Kronos.
- h. In circumstances where the team member is terminated due to attendance, leaders will determine rehire eligibility on a case-by-case basis utilizing values-based decision making.
- i. Team members are expected to maintain adequate paid time off (PTO) hours for scheduled vacations, sick time, holidays, etc. (refer to the *Paid Time Off* policy). Time scheduled off for these reasons is to be paid from the team member's PTO bank if time is available. Team member requests for vacation, holiday, or personal time when insufficient accrued PTO exists may only be granted without pay at department management discretion. Departments may also address unscheduled absences not covered by adequately managed PTO as a performance issue under the *Corrective Action* policy.
- j. Repeated actions under the *Values Based Attendance Policy* are considered a performance issue and may result in termination under the *Corrective Action* policy.

**2. Attendance Guideline Program**

- a. The consecutive 12 month rolling measurement period begins from the date of the specific attendance instance and expires 12 rolling months later at midnight.
- b. Additional attendance instances during the measurement period will not be subject to formal action until they reach relevant excessive instances listed below. Once team member enters the attendance guideline program (at 8 instances), leaders will make a values-based decision to determine what action(s)/resources will help team members improve their attendance. If additional attendance instances are accrued (beyond the initial 8), for every 4 instances, leaders are triggered to make decisions on the appropriate action to take. Actions include social needs support, coaching conversations, attendance actions, schedule changes, and/or termination.

Step	Number of Instances	Action/Result	Comments
Step 1	0-7 instances	None	Based on conversation, leader may need or choose to issue an attendance action form. Consult Human Resources.
	8 instances	Leader determines action (Options to consider: Coaching conversation, attendance action form, up to and including termination)	
Step 2	12 instances	Leader determines action (Options to consider: Coaching conversation, attendance action form, up to and including termination)	Consultation with Human Resources
	16 instances		
	20 instances		

B. The following provisions apply to salaried team members only:



## 1. General

- a. Salaried team members are expected to work on average, 40 hours in a workweek (or the prorated number of hours for less than full-time status) and are paid on a salaried basis. Pay is based on performing the total job, not on the number of hours worked. Salaried team members frequently work extra hours customarily associated with professional responsibilities, with no expectation of overtime or compensatory time off. Salaried team members may be required to be at work at specific times or may have flexible scheduling to accommodate variations in workloads.
- b. Individual departments will establish attendance expectations for salaried team members. Substandard attendance will be documented as a job performance issue and managed under the *Corrective Action* policy.
- c. Salaried team members are expected to maintain adequate PTO hours for scheduled vacations, holidays, etc. (refer to the *Paid Time Off* policy). Time scheduled off for these reasons is to be paid from the team member's PTO bank if time is available.

## 2. Salaried Pay Guidelines:

- a. Salaried team members are to be paid based upon days worked not upon hours worked. This means that a record is not to be kept of any extra hours worked beyond a salaried team member's regular workday. It also means that a record is not to be kept of any hours that a salaried employee is short of his/her regular workday.
  - i. Individual departments will establish and communicate call-in procedures for unscheduled absences to meet departmental needs. These may include when an absence must be reported, to whom the absence must be reported, and whether the absence may be reported by someone other than the team member.
  - ii. Being absent 3 or more consecutive workdays without following department established call-in procedures for reporting an unscheduled absence is considered job abandonment - gross misconduct and may lead to involuntary termination for just cause under the *Corrective Action* policy. *Before termination, leaders will utilize values-based decision making and inquire if a well check should be issued, or if termination is appropriate.*
  - iii. Salaried team members are expected to work the number of hours required to "get the job done". Due to the nature of the work that most salaried team members perform, the number of hours required has some peaks and valleys associated with it.
  - iv. Leaders are prohibited from making partial day deductions from the pay of salaried team members with the exception of PTO and intermittent FMLA. If a salaried team member feels they have been paid improperly, he/she should contact their leader and or Human Resources.
- b. IU Health does not recognize "comp time" for salaried team members with routine supervisory or managerial responsibilities. Salaried team members are required to work hours beyond their regular workday to meet their job responsibilities. At the same time, they also have the latitude to work "short" workdays from time to time.
  - i. Salaried level team members are required to attend regular meetings and events during evenings and weekends with no compensatory time off.
  - ii. NWNP (Non-Worked, Non-Paid): Due to the Fair Labor Standards Act requirements, NWNP hours are not to be entered for salaried employees.

- iii. Travel: Salaried team members are not eligible to receive extra compensation for work-related travel time. The team member should be compensated for his/her regular workday when traveling during the week. Travel on weekend days will not be compensated in addition to the regular workweek.

**C. Qualified Exceptions (applies to all team members)**

1. Absences from work for a period of time for any of the following reasons are not considered instances:
  - a. Working from home when approved by leader.
  - b. Time off prearranged and approved within a department-specified time frame.
  - c. Absences related to the scope and eligibility provisions outlined under the *Family and Medical Leave (FML) and Domestic Partner Leave (DPL)* policy.
  - d. *Leave of Absence: Discretionary Policy* or Americans with Disabilities Act Amendment Act (ADAAA) leave prearranged and approved.
  - e. Injury or illness accepted by Worker's Compensation as job related.
  - f. *Bereavement Leave* as provided by policy.
  - g. *Jury/Court Duty* as provided by policy.
  - h. *Military/Nonmilitary Leave and Pay* as provided by policy.
  - i. Lack of work provided the team member is sent home or is informed not to report to work by department management.
  - j. Absences for approved organization business.
  - k. Suspension pending investigation.
  - l. Discretion during Emergency Weather Situations (applies to all team members). For further information, refer to the *Operational or Weather Emergency Pay Practices* policy.

## VI. PROCEDURES

- A. At the start of employment, departments are expected to review the *Values Based Attendance Policy* with new team members, in addition to any department specific provisions. Unless otherwise defined by the job description, regular attendance is an essential function of all IU Health positions.
- B. It is the team member's responsibility to notify department of any unscheduled absence, via department established call in procedures. Failure to do so is a performance issue and should be managed by the *Corrective Action* policy.
- C. Attendance records should be monitored by leadership at minimum once per pay period.
- D. All involuntary terminations must be reviewed by Human Resources before moving to termination.
- E. Tardiness is monitored by established guidelines. Tardy instances are equally weighted to any other attendance instance.
- F. Any signed attendance warning should be uploaded as a document of record in the Human Resource Information System.

## VII. CROSS REFERENCES

*Bereavement Leave*

*Corrective Action*

*Family and Medical Leave (FML) and Domestic Partner Leave (DPL)*

*Jury/Court Duty*

*Leave of Absence*

*Military/Nonmilitary Leave and Pay*

*Paid Time Off*

*Termination*

*Timekeeping (formerly Time Recording)*

## VIII. REFERENCES/CITATIONS

None

## IX. FORMS/APPENDICES

None

## X. APPROVAL BODY, IF APPLICABLE

None

### Attachments



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### Approval Signatures

Step Description	Approver	Date
Approver	Elizabeth Dunlap: Senior Vice President-Chief Human Resources Office [MH]	3/26/2021
Endorsing on Behalf of Oversight	Cynthia Baker: Program Manager	3/26/2021
Owner	Megan Haymaker: Vice President-Human Resources Regional	3/24/2021

## Applicability

ASC: Ball Outpatient Surgery Center (BOSC), ASC: Beltway Surgery Center-Penn Pkwy (BSC), ASC: Beltway Surgery Center-Spring Mill (SM), ASC: Eagle Highlands Surgery Center (EHSC), ASC: East Washington Surgery Center (EWSC), ASC: Glen Lehman Endoscopy Suite (GLES), ASC: Indiana Endoscopy Centers, LLC (IEC-A/IEC-DT), ASC: Indiana Hand to Shoulder Surgery Ctr (IHTSC), ASC: Meridian South Surgery Center (MSSC), ASC: Multi-Specialty Surgery Center (MSPC), ASC: ROC Surgery (ROCS), ASC: Saxony Surgery Center (SAXSC), ASC: Senate Street Surgery Center (SSSC), ASC: Surgery Center Fort Wayne, Arnett Clinic, LLC, Document Consensus, IU Health ACO, Inc., IU Health AHC, IU Health Arnett, IU Health Ball Memorial Hospital, IU Health Ball Memorial Physicians, IU Health Bedford, IU Health Blackford Hospital, IU Health Blackford Physicians, IU Health Bloomington Endoscopy Center, IU Health Bloomington Hospital, IU Health Foundation, IU Health Frankfort, IU Health Home Care, IU Health Hospice, IU Health Jay, IU Health North Hospital, IU Health Paoli Family & Internal Medicine, IU Health Paoli Hospital, IU Health Physicians, IU Health Plans, IU Health Southern Indiana Physicians, IU Health Tipton Hospital, IU Health Urgent Care, IU Health West Hospital, IU Health White Memorial Hospital

