	THE JOHNS HOPKINS HOME CARE GROUP HUMAN RESOURCES POLICY MANUAL	<i>Policy Number</i>	IV-100
		<i>Effective Date</i>	04/01/2009
	<i>Subject:</i> ATTENDANCE MANAGEMENT	Revised	09/25/2009
		Supersedes:	Absenteeism & Tardiness

POLICY

Johns Hopkins Home Care Group (JHHCG) is committed to helping managers, supervisors, and employees manage attendance. Each employee's consistent attendance is essential to providing high-quality patient care and to assuring the safe and efficient operation of the organization. The purpose of the attendance management policy is to do the following: (a) minimize unscheduled absences; (b) prevent disruptions to scheduling and staffing patterns; (c) improve operational planning; (d) increase employee morale; (e) set requirements for monitoring time and attendance; and (f) establish a program for managing attendance fairly and consistently.

DEFINITIONS

Absence means not in attendance for a scheduled shift and/or missing 50% or more of a scheduled shift. An absence is not viewed as either approved or unapproved. An absence may be chargeable under this policy for disciplinary action purposes.

Late means missing less than 50% of a shift starting with the beginning of the scheduled start time. JHHCG does not recognize a grace period for lateness.


Early departure means missing less than 50% of a shift starting with the ending or departure time of the scheduled shift.

Occurrence means the absence for "a scheduled shift" or "multiple consecutive shifts" whatever the reason, including a medically verified illness, subject to the exceptions below. For the purposes of this policy, two (2) incidents of lateness and/or early departure equals one (1) occurrence.

NOTIFICATION REQUIREMENT FOR UNSCHEDULED ABSENCES

Employees must schedule absences in advance, unless they are unable to do so under the circumstances (e.g., an emergency). Employees who are sick or unable to report to work for other unexpected reasons must notify their immediate supervisor. The notification requirement applies to all employees, including those on FML who are scheduled to work.

Notification should occur at least one (1) hour before the start of the work schedule. Due to operational needs, a department's procedure may dictate that an employee call in more

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than (1) one hour in advance. If an employee cannot reach his or her supervisor, the employee may leave a message on the supervisor's voice mail or with another contact specified by departmental notification procedures. Employees on Intermittent FML must comply with departmental notification procedures.


Notification should occur each day of absence, unless the employee has been granted an authorized leave of absence (please see Leave of Absence Policy #II-107, in which case different notification procedures apply. If an employee fails to provide proper notification, the employee will not be paid for the time not worked. An employee may also be subject to discipline for failing to follow the notification procedure. Proper notification is not considered scheduling in advance and will not avoid an occurrence for the absence. An unscheduled absence may result in discipline.

DISCIPLINE

If an employee has excessive occurrences of absenteeism/, lateness, or early departure, the employee will be subject to disciplinary action, up to and including termination. Incidents should be combined to determine the number of Occurrences. To determine if disciplinary action is warranted, a Rolling Twelve (12) Month Period will be used to review occurrences. The Rolling Twelve (12) Month Period is determined by identifying the most recent occurrence and counting twelve (12) consecutive months backwards. Before a WRITTEN REPRIMAND is issued, the employee will receive pre-disciplinary counseling regarding scheduled time missed and the responsibility to be present for the entire work shift. If the employee continues to accumulate time missed, disciplinary action will be issued as shown below:

<u>NUMBER OF OCCURRENCES</u>	<u>DISCIPLINARY ACTION TO BE ISSUED</u>
Three (3) occurrences within 12 months.	Documented counseling * Counseling is not disciplinary action
Five (5) occurrences within 12 months.	Written Warning
Seven (7) occurrences within 12 months.	1-Day Suspension
Eight (8) occurrences within 12 months or accrual of 2 nd Suspension within 6 months of first Suspension	Discharge

Because JHHCG recognizes that emergencies or other unexpected events occur, the organization provides a grace period of three occurrences within 12 months before a pre-

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disciplinary counseling session may be held. Two additional occurrences are required before disciplinary action may be taken.

Failure to provide proper notification (“no call/no show”) for three (3) consecutive shifts is considered job abandonment and is a critical rule violation subject to disciplinary action, up to and including immediate termination, depending on the circumstances (see Employee Handbook’s Work Rules and Regulations).

The following are not considered occurrences under this policy:

- (a) Family and medical leave approved under policy number II-103, subject to the notification requirements discussed above;
- (b) Scheduled vacation or authorized sick leave;
- (c) Authorized bereavement leave, military leave; or civic responsibility leave;
- (d) Other authorized leaves of absence.


DOCUMENTATION

Attendance documentation is the responsibility of the manager and is vital to attendance management. An employee’s records should contain details of any counseling discussions with the employee about attendance, copies of all disciplinary action taken, up-to-date and accurate negative time records, and any other facts that may have a bearing on the employee’s unsatisfactory attendance. Documentation should be signed, dated and retained by the department indefinitely.

The manager will record negative time in Kronos using the appropriate pay codes.

EMPLOYEE’S RESPONSIBILITIES

1. Employees are expected to be on time, dressed appropriately and ready for work at their work location, according to department schedules.
2. Employees are expected to schedule absences in advance, unless the employee is not able to do so under the circumstances.
3. Notification should occur each day of absence, unless the employee has been granted an authorized leave of absence, in which case different notification procedures apply.

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4. Employees on Intermittent FML must comply with departmental notification procedures.
5. Employees who have been absent for a contagious illness or out of work for three (3) consecutive days or more due to illness, injury, or FML, must report to Occupational Health Services. Occupational Health Services will issue a Return to Work Slip to an employee who has been cleared for duty.

MANAGER'S RESPONSIBILITIES

1. All managers are responsible for managing and monitoring attendance, absenteeism, lateness, early departures and occurrences.
2. Managers will notify employees of the rules regarding expected attendance and departmental notification procedures in advance and keep accurate records of all disciplinary notice to employees.
3. Managers will consistently monitor negative time for all employees in the department, establish controls as they deem necessary to carry out this policy, reinforce expectations, counsel employees, and/or discipline when warranted.
4. Managers will develop and maintain work schedules to meet the needs of the department while ensuring that the employee's needs and work duties are balanced.

REFERENCES

Family & Medical Leave Policy (FML), Fair Labor Standards Act, Maryland Flexible Leave Act, Sick Leave Policy SPONSOR
 Director of Human Resources

REVIEW CYCLE

3 years