	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	July 1, 2011
	<u>Subject</u> Attendance Management	Page	1 of 5
		Supersedes	July 1, 2010

POLICY

The Johns Hopkins Health System Corporation (JHHSC) and The Johns Hopkins Hospital (JHH) are committed to establishing and maintaining work schedules on a fair and consistent basis and providing opportunities for the employee and manager to jointly manage attendance. The purpose of this policy is to define expectations with respect to tracking employees' time, attendance at work, and managing employees' attendance to meet the scheduling and business needs of the department.

Employees' work schedules should be established and maintained on a fair and equitable basis, and in a way that assures quality patient care, health of the employee, and the safe and efficient operation of the organization. The provisions of Family and Medical Leave (FML) Policy should be reviewed if the employee is absent from work and disciplinary action is being considered.

This policy is a tool for use in managing attendance of all employees. Standardization and consistency are necessary, but good judgment and discretion are also vital to the success of the program. While the techniques and tools should be consistent, the treatment of people must continue on an individual basis.


DEFINITIONS

Absence means not present or 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. Any absence may be chargeable under this policy for disciplinary action purposes.

Occurrence means the absence for "a scheduled shift." whatever the reason, including a medically verified illness, subject to the exceptions below. Absence for multiple consecutive shifts, for the same event may be regarded as a single occurrence.

Events that are not considered an occurrence under this policy are:

1. Leaves of absence covered by Family and Medical Leave Act, provided that (See FML Policy) Medical certification is provided within fifteen (15) calendar days of the first date of absence. FML leave may be denied and considered "chargeable" as an occurrence for disciplinary action when medical certification is not submitted in a timely manner.
2. Authorized bereavement leaves, military leave and civic responsibility leave
3. Other leaves of absence or time off approved by employee's department head such as vacation, attendance at seminars, workshops, etc. Time off covered by Worker's Compensation Policy is not chargeable under this policy for disciplinary action purposes.
4. Employees who have been found to present an infection control or safety risk (as defined by Hospital Epidemiology and Infection Control) due to illness or injury and are instructed to leave the workplace, either by Occupational Health or by an Emergency Department physician.

	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	July 1, 2011
	<u>Subject</u> Attendance Management	Page	2 of 5
		Supersedes	July 1, 2010

Double Occurrence means the absence for “a scheduled shift” or “multiple consecutive shifts” adjacent to a holiday or scheduled vacation day. A Double Occurrence may be reduced to a regular occurrence if medical documentation is provided to substantiate the need for the absence adjacent to the holiday or scheduled vacation day.

EXAMPLES

SCHEDULED PTO/VACATION/HOLIDAY	UNSCHEDULED ABSENCE		OUTCOME
Tu, Wed, Th	Absence 1 day adjacent – Mon <i>or</i> Fri	=	Double occurrence for Mon <i>or</i> Fri
Tu, Wed, Th	Adjacent absences – Mon <i>and</i> Fri	=	Double occurrence for Mon Double occurrence for Fri (4 total)
Wed, Th, Fri	Absence Tues	=	Double occurrence
Wed, Th, Fri	Absence on Mon <i>and</i> Tues	=	Double occurrence

Late means missing less than 50% of a shift from the beginning of the start time. There is no grace period recognized by JHHSC/JHH policy for lateness. For the purposes of this policy, two (2) incidents of lateness = 1 occurrence.

Early departure means missing less than 50% of a shift prior to the end of the shift. For the purposes of this policy, two (2) incidents of early departure = 1 occurrence.


Rolling Twelve (12) Month Period will be considered by beginning with the most recent occurrence and counting twelve (12) consecutive months backwards.

EXPECTATIONS

Expectations of Employees:

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 notify the appropriate supervisor according to department procedures when he or she will be absent due to illness or other unexpected reasons, including FML. The notification can be no later than one (1) hour before the start of the day shift and two (2) hours before the start of the evening or night shift, unless proper excuse is presented for his or her inability to call. Failure to comply with departmental procedures may be cause for denial of PTO/sick pay and administration of disciplinary action.

Note: Employees on intermittent FML must comply with departmental notification procedures.

	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	July 1, 2011
<u>Subject</u> Attendance Management		Page	3 of 5
		Supersedes	July 1, 2010

- Employees who have not worked because of personal illness/injury for more than five (5) consecutive scheduled shifts or one calendar week, whichever is less, should report to Occupational Health Service (OHS) before returning to duty, including employees on FML. OHS has the responsibility to evaluate the medical ability of the employee to return to work and issue a Return to Work Slip to the employee for the supervisor.

Expectations of Managers:

Managers at all levels are responsible for maintaining optimal attendance and the resolution of absenteeism. Each manager, to reduce occurrences and maintain good attendance in his or her department, is responsible for:

- Communicating expectations concerning attendance to employees in advance and keeping accurate records of all disciplinary notices to employees.
- Establishing such controls as they deem necessary to carry out this policy, monitoring those expectations outlined above, and assuring adequate employee counseling and/or discipline when warranted.
- Developing and maintaining work schedules to meet the needs of the department or unit while ensuring that the needs of the employee and work duties are balanced.


DISCIPLINE

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 illustrated below.

“No Call/No Show” - Three (3) consecutive shifts of “no call/no show” will result in the employee being deemed to have resigned without notice. (Contact the Office of HR Consulting for letter template.)

GENERAL GUIDELINES:

- Occurrences and lateness are monitored on a rolling twelve (12) month period.
- After **three (3)** occurrences within twelve (12) months, the employee will be issued a pre-disciplinary **counseling** (not counted as discipline).
- After **five (5)** occurrences within twelve (12) months, the employee will be issued discipline in the form of a **Written Reprimand**. If the employee accrues the requisite number of occurrences to equal another **Written Reprimand** for attendance within 6 months of the first **Written Reprimand**, the employee will **progress to a Written Warning**.

	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	July 1, 2011
	<u>Subject</u> Attendance Management	Page	4 of 5
		Supersedes	July 1, 2010

4. If the employee incurs **seven (7)** occurrences within twelve (12) months, the employee will be issued the next level of discipline in the form of a **Written Warning**. If the employee accrues the requisite number of occurrences to equal another **Written Warning** for attendance *within 6 months* of the first **Written Warning**, the employee will be **discharged**.
5. If the employee incurs **eight (8)** occurrences within twelve (12) months or the accrual of a second **Written Warning** *within 6 months* of the first **Written Warning**, the employee will be **discharged**.
6. Disciplinary action issued for violating the Attendance Management Policy will be active for one (1) year from date of issue.

Multiple Disciplines

For any combination of discipline within six months, disciplinary action will be taken in the following manner:

PREVIOUS ACTION	+	NEXT DISCIPLINE	=	OUTCOME
Written Reprimand	+	Written Reprimand within 6 months of the first Written Reprimand	=	Written Warning
Written Warning	+	Written Warning within 6 months of the first Written Warning	=	Discharge

DOCUMENTATION


Attendance documentation is the responsibility of the supervisor and is vital to attendance management. An employee's record should contain details of any counseling discussions with the employee about attendance, copies of all disciplinary action taken, and any other facts that may have a bearing on the employee's unsatisfactory attendance.

TIME AND OVERTIME REPORTING

Accurate time records will be maintained in the applicable timekeeping system, e.g. Kronos, Lawson.

REFERENCES

Family & Medical Leave Policy (FML), Occupational Illness Policy, Paid Time Off Policy, Fair Labor Standards Act.

	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	July 1, 2011
	<u>Subject</u> Attendance Management	Page	5 of 5
		Supersedes	July 1, 2010

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Vice President, Human Resources

REVIEW CYCLE

3 Years

APPROVAL



Vice President, Human Resources

07/01/2011

Date