	THE JOHNS HOPKINS HEALTH SYSTEM CORPORATION AND THE JOHNS HOPKINS HOSPITAL HUMAN RESOURCES POLICY and PROCEDURE MANUAL	Policy Number	HR601
		Effective Date	February 1, 2007
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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 the intent 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. Family and Medical Leave (FML) Policy should be considered 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" or "multiple consecutive shifts" whatever the reason, including a medically verified illness, subject to the exceptions below.

Events that are not considered an occurrence for 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 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 due to illness or injury and are instructed to leave the workplace, either by Occupational Health or by an Emergency Department physician.

Late means missing less than 50% of a shift from the beginning of their 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.

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

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EXPECTATIONS

Expectations of Employees:

1. Employees are expected to 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.

3. Employees who have not worked because of personal illness/injury for more than five (5) consecutive scheduled shifts should report to Occupational Health Service before returning to duty, including employee on FML. That office 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:

1. Notifying employees of what the rules are regarding expected attendance in advance and keeping accurate records of all disciplinary notices to employees
2. Maintaining the Negative Time and Overtime Report (see Appendix B) for all employees in the department, 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.
3. 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 ~~be~~ 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” is a critical rule violation and subject to disciplinary action up to and including immediate termination depending on the circumstances. (See Critical Rule Violation in the Discipline Policy)

Discipline for Occurrences of Absence –

Occurrences should be combined with incidents of lateness. For disciplinary action, two (2) incidents

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of lateness equal one (1) occurrence.


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

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 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 w/1-Day Suspension** (without pay for nonexempt employees only). If the employee accrues the requisite number of occurrences to equal another **Written Warning w/ Suspension** for attendance within 6 months of the **1st Suspension**, the employee will be **discharged**.
- If the employee incurs **eight (8)** occurrences within twelve (12) months or the accrual of a **2nd Suspension** within 6 months of the **1st Suspension**, the employee will be **discharged**.
- Disciplinary action issued for violating the Attendance Management Policy will be active for one (1) year from date of issue.

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, an up-to-date and accurate negative time record, and any other facts that may have a bearing on the employee's unsatisfactory attendance.

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NEGATIVE TIME AND OVERTIME REPORT FORM

The attendance record of each employee will be kept on the Negative Time and Overtime Report, using the codes on the front of the report. The reasons for absence and lateness should be documented on the reverse side of the report according to the instructions. (The Negative Time and Overtime Report Forms are to be retained by the department for seven (7) years for each employee.)

REFERENCES

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

SPONSOR

Vice President, Human Resources

REVIEW CYCLE

3 Years

APPROVAL



 Vice President, Human Resource

 Date