



HUMAN RESOURCES

MEDICAL CENTER HUMAN RESOURCES POLICY NO. 704

- A. SUBJECT: Attendance
- B. EFFECTIVE DATE: July 1, 2011 (R)
- C. POLICY:

The Medical Center must be adequately staffed in order to meet patient care needs. This policy is designed to provide clear guidelines for employees to follow in planning their time off and also to assist supervisors in addressing situations in which the frequency of employee absence exceeds the standard for the Medical Center.

In order for individual departments to meet their unique patient care and operational requirements, each department or division shall create an Attendance Policy Addendum. This Addendum must be in writing and communicated to all staff.

This attendance policy is applicable to full-time, part-time and flex staff members who have successfully completed their probationary period. While Medical Center management, Unit-Based or Medical Center Pool, temporary and contract employees are held to attendance standards, they are not subject to the formal progressive counseling process described in this policy.

D. DEFINITIONS:

1. Attendance Policy Addendum – A document developed by each department/division based on staffing needs, the amount of advance notice required for an absence to be considered scheduled and the proper notification required for an unscheduled absence. The Addendum shall also define what is considered a Tardy by the department. In this Policy, the Attendance Policy Addendum shall be referred to as the “department’s Addendum”.
2. Scheduled Absence - An absence from work in which the employee has notified the supervisor, or designee, in advance and obtained approval to be away from or late to work. Scheduled absences are pre-planned with the supervisor, or designee, negotiating the least impact to the work area and in compliance with the department’s Addendum.
3. Unscheduled Absence – An absence from work in which the employee does not report for or remain at work without advance supervisory approval, but with proper notification to the supervisor, or designee.
4. Tardy – A failure to report promptly, ready to work, at the scheduled start times (e.g. beginning of shift, after a break or meal period) as established by each department in the Attendance Policy Addendum.
5. No Call/ No Show – An absence from work in which the employee has failed to report or provide notification to the supervisor, or designee, of an unscheduled absence as required by the department’s Addendum. No Call/No Show absences will not be compensated.

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6. Advance Notice - Sufficient time for the supervisor, or designee, to plan coverage for the employee's absence. Advance notice shall be defined in the department's Addendum.
7. Proper Notification - Minimum notice to the supervisor, or designee, when an unplanned event will result in time away from the work place during scheduled hours. Proper notification shall be defined in the department's Addendum.
8. Occurrence - An unscheduled absence for one scheduled workday (or portion thereof), or an unscheduled absence for two consecutive workdays due to the same event, or an unscheduled absence for more than two consecutive workdays, supported by appropriate documentation, due to the same personal or family health condition, or the death of an immediate family member.
9. Immediate Family Member – For the purpose of absences due to a death a) parents, including step-parents, in-laws and in loco parentis (a person who stood in place of parent); b) spouse; c) children, including step-children, foster children, sons-in-law, daughters-in-law; d) siblings, including step-siblings, brothers-in-law and sisters-in-law; e) grandparents and grandchildren; f) any person living in the employee's household.
10. Certified Family Medical Leave - Leave that meets the criteria established by the Family Medical Leave Act (FMLA). This type of leave is typically due to the birth or adoption of a child, or an employee's or immediate family member's serious health condition requiring hospitalization, or a condition requiring continuing treatment or supervision by a healthcare provider for more than three consecutive calendar days. Medical documentation in accordance with FMLA guidelines will be required in these instances. ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)) NOTE: Family Medical Leave is administered on a rolling calendar year.
11. Medical Leave – An approved leave of absence provided to employees who need to take time off from work duties due to their personal illness or disability. This type of leave applies to employees who are not eligible for leave under the Family Medical Leave Act (FMLA) or who have exhausted their rights under FMLA. ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#))
12. Rolling Calendar Year – On any given day, that day and the 364 calendar days which precede that day.

E. PROCEDURE

1. Communication of Attendance Policy and Department Addendum

Department managers are expected to develop a department Addendum using the template provided (See Addendum template). In addition, department managers are expected to communicate and educate staff employees regarding the Medical Center policy related to Attendance and the specific department Addendum upon hire, transfer to the department, and during the informal and formal counseling process.

2. Reporting Absences

Employees shall inform their supervisor, or designee, of an absence in accordance with the department's Addendum.

When an employee notifies his/her supervisor, or designee, of an absence that is health related and involves hospitalization or is expected to last for more than three days, the supervisor shall assess the situation for applicability of Family Medical Leave or Medical Leave. If applicable, the supervisor shall instruct the employee to contact Human Resources and obtain required

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FMLA paperwork to certify the leave of absence. ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#))

Employees are required to call in each day of the absence, or according to their department's Addendum, unless other arrangements have been made with the supervisor, or designee.

3. Counting and Tracking Occurrences and Tardies

It is the responsibility of the supervisor to gather and maintain documentation related to unscheduled absence occurrences. This documentation shall be made available to the employee upon their request.

An unscheduled absence for one scheduled workday (or portion thereof), or an unscheduled absence for two consecutive workdays due to the same event, or an unscheduled absence for more than two consecutive workdays, supported by appropriate documentation, due to the same personal or family health condition, or the death of an immediate family member shall be counted as one absence occurrence. Unscheduled absences for consecutive scheduled work days caused by different events shall be counted as separate occurrences.

Unscheduled absences due to medical reasons which last for more than three consecutive scheduled work days shall require the supervisor to contact Human Resources to consider offering the employee Family Medical Leave ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)) or Medical Leave ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)).

An absence due to the death of an immediate family member ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)), an approved worker's compensation injury or illness ([See Medical Center Human Resources Policy No. 512, "Workers' Compensation"](#)), a certified Family Medical Leave absence ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)), an approved Medical Leave of Absence ([See Medical Center Human Resources Policy No. 600 "Leaves of Absence"](#)), or an approved absence under the Emergency Event Declarations policy ([See Medical Center Human Resources Policy No. 510, "Emergency Event Declarations"](#)) shall not be counted as an occurrence under this policy. In addition, an absence that meets infectious disease criteria as set forth by Employee Health and/or Infection Control, and is approved as an exception to the unscheduled absence occurrence count by Employee Health shall not be counted as an occurrence under this policy.

If an employee has an unexpected absence from work and with supervisory approval is able to arrange for adequate coverage of their shift he/she will not incur an unscheduled absence occurrence if the following criteria are met:

- Employee arranges for coverage with a qualified co-worker
- Work unit FTE staffing plan is maintained
- Coverage does not result in an overtime expenditure or impact department's budget

4. Progressive Performance Counseling Process

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The Medical Center progressive counseling process will be implemented when the frequency of occurrences and/or tardies exceeds the standard for the Medical Center. ([See Medical Center Human Resources Policy No. 701, "Employee Standards of Performance"](#))

Occurrences and tardies are counted in a twelve-month calendar year period. Upon reaching the 6th occurrence or tardy in a calendar year an informal counseling session shall take place to explore the cause of the absenteeism and develop plans to avoid any further unscheduled absences/tardies. Additional occurrences or tardies will result in progressive performance counseling as outlined in the chart below.

All occurrences and tardies from the previous calendar year shall expire at the conclusion of the current calendar year if the employee has not been formally counseled (formal counseling or performance warning).

If at any time an employee completes ninety days without incurring any additional unscheduled absence the total number of occurrences for that calendar year will decrease by one. If at any time an employee completes ninety days without incurring any additional tardy the total number of tardies for that calendar year will decrease by one.

Unscheduled Absence Occurrence	Tardy	Progressive Counseling Step
6 th	6 th	Informal Counseling
7 th	7 th	Formal Performance Improvement Counseling
8 th	8 th	Performance Warning
9 th	9 th	Termination of Employment

Prior to taking any formal disciplinary step (any discipline other than informal counseling) the supervisor must meet with the employee and conduct a predetermination meeting. This meeting allows the supervisor to review the facts and give the employee the opportunity to respond to the issues or explain any mitigating circumstances. Documentation of the predetermination meeting shall be maintained by the supervisor.

Employees who have established a pattern of absences or call out behaviors (such as consistently missing the same day each week, repeatedly failing to clock transactions in Time & Labor, displaying a pattern of absence occurrences or tardies at the end of a calendar year, repeatedly incurring an occurrence once an occurrence has expired, or displaying frequent absenteeism on weekends, holidays, shift rotations or the day before or after scheduled time off) may trigger disciplinary action even though previous infractions have expired.

If an employee has been clearly denied requested time off and is absent on the requested day, the employee must show medical certification for need for the absence. Medical Certification must be specific as to date of the absence and be submitted to the employee's supervisor

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within three workdays of the date of the absence. If sufficient medical documentation is not shown, formal disciplinary action (Performance Warning) will be administered. In the event that the reason for the absence is due to an existing Family and Medical Leave certified condition, the employee will have to show specific certification separate from the Family and Medical Leave certification within three days of the absence.

When counseling employees, the supervisor should discuss the reasons for absence and/or tardiness. If employees are experiencing personal concerns which contribute to unscheduled absence occurrences and tardiness, employees may be referred to the Faculty and Employee Assistance Program (FEAP) or Human Resources. Both of these offices are available for confidential counseling services which may assist employees.

5. No Call/No Show Absences

A No Call/No Show is considered serious misconduct. The first instance of a No Call/No Show shall result in a performance warning. The second separate offense in a rolling calendar year may result in termination of employment with no additional disciplinary steps. Any No Call/No Show lasting three consecutive work days is considered job abandonment and shall result in immediate termination of employment.

If the employee has already begun the formal disciplinary process for attendance when a No Call/No Show occurs, the disciplinary process shall be accelerated to termination of employment.

Supervisors may consider extenuating circumstances when determining discipline for a No Call/No Show (for instance, if the employee is in a serious accident and is hospitalized) and have the right to exercise discretion in such cases.

6. Return to Duty

Employees returning to work following an absence due to illness may be required to provide a doctor's certificate releasing the employee to return to work. Employees returning to work from an approved FML absence are required to provide a doctor's certificate prior to returning to work.

7. Emergency Events

For absences related to Emergency Events, see [Medical Center Human Resources Policy No. 510, "Emergency Event Declarations"](#).

SIGNATURE:



R. Edward Howell, CEO, UVA Medical Center

6/22/11

DATE:

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Approved October 1998

Revised January 2000, April 2001, December 2004, July 2005, March 2006, December 2006,
June 2008, December 2010, June 2011

Approved by Chief Human Resources Officer

Approved by Medical Center Administration