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Area Human Resources
Applicability Memorial Healthcare System

E-15 Attendance and Punctuality

PURPOSE

This policy establishes guidelines and expectations for employees regarding attendance and timeliness when reporting to work. It also outlines the disciplinary action to be issued when tardiness or absenteeism becomes excessive or patterns emerge.

SCOPE

Memorial Healthcare System employees

POLICY GUIDELINES

Our employees are essential to the delivery of safe, high quality, patient- and family-centered care. Consistent with our Standards of Behavior, employees have the responsibility to report to work as scheduled and on time. Unplanned absences, late arrivals and early departures, and clock-in/out violations interfere with the effective delivery of patient care and efficient operations and must be kept to a minimum.

PROCEDURES

The following grid is designed to provide guidelines when addressing an employee's total number of Occurrences in a rolling twelve (12) month period, provided that the reason for an Occurrence is not protected leave under federal, state, or local law.

Number of Occurrences	Corrective Action
Three (3)	Level 1 Discipline: Written Warning
Five (5)	Level 2 Discipline: Final Warning
Seven (7)	Level 3 Discipline: Termination

Absences should be reviewed using Just Culture to ensure that employees who have made choices aligned with MHS organizational values are supported. Exceptions to this policy, however, should be made in consultation with Employee Relations.

All disciplinary actions for violation of this policy must be reviewed by Employee Relations prior to issuing to the employee.

Exempt Professionals: Exempt/salaried roles generally have a high degree of professional judgment that is required and as such attendance concerns have a direct impact and correlation to work performance. Employees Relations should be made aware of the exempt status of employees during the consultation process.

DEFINITIONS

Unplanned Absence: Absence that was not scheduled or approved in advance. Leaving work early by four (4) hours or more without prior approval may also be considered an unplanned absence. Each unplanned absence is considered one (1) Occurrence. Consecutive absences of up to three (3) days may be considered one (1) Occurrence.

Tardiness: Starting work one (1) minute after the scheduled start time or leaving work prior to the end of the shift. This includes being tardy to return from meal breaks. Each instance of tardiness is considered one-third (1/3) Occurrence.

Missed Punch/Designated Time clock: Failure to clock in/out on the designated time clock at the beginning and/or end of the shift. A missed punch may be considered one-third (1/3) Occurrence.

No-Call, No-Show: Unplanned absence in which the employee does not follow department notification procedures. Each no-call, no-show is considered two (2) Occurrences. Two (2) consecutive no-call, no-shows may be considered job abandonment (see below).

Failure to Respond While On-Call: Employees who are on-call and fail to respond within the required time frame have a significant negative impact on the ability of their unit to provide patient care. Each instance of failure to respond within the required timeframe while on-call may be considered two (2) occurrences.

Job Abandonment: Two (2) consecutive scheduled shifts of no-call, no-show may be considered job abandonment. The shifts do not need to be on consecutive days of the week. For instance, if an employee is only scheduled to work on Monday and Wednesday and is a no-call, no-show for both shifts, that may be considered job abandonment. Job abandonment may be interpreted as voluntary resignation by the employee.

Occurrence of Absence: An "Occurrence" is equal to:

- One (1) Unplanned Absence.
- Consecutive unplanned absences of up to three (3) days. In the event that an unplanned absence exceeds three (3) days, each three (3) day segment is considered one (1) occurrence.
- Three (3) instances of tardiness, leaving early, missed punches, or any other combination as provided in this policy.

Absences because of Family and Medical Leave Act (FMLA) Leave, approved Leaves of Absence (LOA), or other approved leaves or absences are not considered an Occurrence.

In accordance with Memorial's Just Culture commitment, absences resulting from an employee's decision that is in support of MHS organizational values are not considered an Occurrence.

Patterns of Absence: Employees who display a pattern of inability or failure to report for work may be subject to disciplinary action, regardless of their overall attendance record. For example, an employee who is regularly absent from work on Friday or on the day before or after a holiday may be viewed as displaying a pattern of absence. A pattern of absence exists when an employee's absences occur with a common factor (e.g., day of week, day before/after holiday/regular days off, etc.) at least three (3) times.

Absences on a date for which time off has previously been denied may be considered insubordination and result in disciplinary action, pursuant to MHS HR Policy E-01 Discipline.

Unsustained Improvement: In the event that an employee has repeated attendance/punctuality problems after having corrected such problems identified on an earlier disciplinary notice issued for violation of this policy, the Healthcare System may proceed with the disciplinary procedure it deems warranted in its sole discretion (written warning, final warning, discharge) without starting at any particular point in the process. The Employee Relations Director, or their designee, should be consulted before proceeding.

POLICY OWNER

Human Resources

If any of the statements contained in this policy conflict with any verbal statements or agreements made by any representatives of MHS, then the statements contained in this policy shall control the outcome of any such conflict.

Memorial reserves the right to modify this policy in whole or in part, at any time, at the discretion of the Healthcare System or as required by applicable law, regulation, or governing/accrediting body.

Employees who have questions regarding information contained in this policy should contact the Human Resources Department.

ONLINE LOCATION

All policies are subject to amendment. The most recent version of this policy can be accessed internally on the intranet: <https://mhs-system.policystat.com/>.

This Policy / Guideline / SOP is intended to provide Memorial health care professionals with guidelines for addressing the subject matter herein. This Policy / Guideline / SOP is not meant to be a substitute for the standard of care or to restrain professional judgment or opinion.

Approval Signatures

Step Description	Approver	Date
Policy Owner	Elizabeth Kang: Human Resources Compliance Manager	01/2025

Applicability

Memorial Healthcare System

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