

## AVPF Attendance Expectations

In accordance with our core values and strategic goals, we strive to maintain a productive work environment. The Office of the Associate Vice President of Finance expects employees to be reliable and punctual in reporting for scheduled work. Excessive absenteeism and tardiness result in a burden on other employees and on the organization's overall operations.

Employees who are unable to be at work on time or fail to report or remain at work are considered absent, whether the lost time is avoidable or unavoidable. There are two categories of absences:

1) **Planned Absences** include:

- holidays
- scheduled vacation time
- jury duty
- military service
- leaves of absence
- Family and Medical Leave Act (FMLA) absence
- season days
- scheduled tardiness
- scheduled absence from the work area including extended lunch or rest periods
- scheduled sick time, including time off for preventive medical or dental care

2) **Unplanned Absences** include:

- no call-no show
- unscheduled tardiness
- unscheduled absence from the work area, including extended lunch or rest periods
- unscheduled sick time, including time off for illness/injury and time off for family care

Unexcused absences include certain unplanned absences such as no call-no show, unscheduled tardiness, unscheduled absence from the work area, including extended lunch or rest periods, and undocumented illness/injury when documentation is required. Per the University of Michigan's Standard Practice Guide 201.12, unexcused absences are considered misconduct and are cause for disciplinary action up to and including termination of employment.

Whenever possible, time off is to be approved in advance by the supervisor. In most cases, one (1) week of advanced notice is sufficient. However, the amount of advance notice may vary by department depending on operational and staffing needs. In departments where the required amount of advance notice exceeds one (1) week, supervisors are responsible for communicating the requirement to affected staff. Supervisors may approve requests for time off with less than one (1) week of advance notice at their discretion. Supervisors must gain approval from the next higher supervisor when granting excused time off without pay for extenuating circumstances.

Supervisors are responsible for scheduling employee absences in a manner that balances the operational and service delivery needs of the department with the time off preferences of staff members. The department reserves the right to deny time off requests that may have an adverse affect on operations or cancel previously approved time off requests if unexpected circumstances arise that require the staff member's attendance at work.

In the event of illness or emergency preventing the staff member from requesting time off in advance, he/she must notify the supervisor no later than the regularly scheduled start time to explain the need for unplanned time off. In such cases, the supervisor will assess the need and urgency for unplanned time off in relation to staffing needs and either approve the time off or direct the staff member to report for work.

In the event of illness or emergency preventing the staff member from reporting to work for periods exceeding one (1) day, the staff member is expected to contact the supervisor each day of absence no later than the start of the shift. A supervisor may require a physician's statement when unplanned absences due to illness or family care last for three (3) or more consecutive days. Those staff members who do not adhere to these expectations or who are directed to report for work and fail to do so will not be paid and may be subject to disciplinary action.

According to the Family and Medical Leave Act, ***“an employer may not use the taking of FMLA leave as a negative factor in employment actions, such as promotions or disciplinary actions; nor can the FMLA leave be counted under ‘no fault’ attendance policies.”*** Guidelines for managing FMLA qualifying absences can be found at <http://www.umich.edu/~avpf/support/fmla.pdf> or <http://www.umich.edu/~hrra/empserv/deptinfo/fmla.htm>.

Progressive discipline is used to address unplanned employee attendance concerns adversely affecting the department operations. The frequency and pattern of unplanned absences are taken into consideration. Facts and circumstances which may lead to progressive discipline include, but are not limited to:

- a recurring situation leading to an unplanned absences with no steps seen toward resolution
- a pattern of unplanned absences due to vague complaint of illness or injury
- a pattern of unplanned absences before or after planned absences or holidays
- a pattern of unplanned absences occurring the same day of the week or month
- an unplanned absence when requested time off was not approved

The progressive discipline process typically involves:

- The supervisor counseling the employee about his/her employment obligation of regular attendance and the impact poor attendance may have on their ability to perform their assigned duties. During this verbal warning, the employee is informed that a physician's statement for each absence due to illness may be required if attendance does not improve. The counseling session is intended to create greater employee awareness that s/he has been absent or tardy frequently enough to draw attention and to make certain that the employee understands the attendance expectations and the consequences of violation. The coaching session should be documented in the supervisor's file.
- If attendance does not improve over time, the supervisor requires the employee, in writing, to verify all future absences due to illness or Family Care Time Off with a physician's statement. Other unplanned absences may also require proof. This written communication is provided to the employee by the supervisor serving to notify the employee that s/he is in violation of the attendance expectations for employment and additional unplanned absences may result in further disciplinary action up to and including termination.
- Supervisors may require the employee, in writing, to have a general health evaluation by a physician. (**NOTE:** Include Health Care Provider Report, MedRel052301, located at <http://www.umich.edu/~hrra/hrris/forms/MedRel.pdf>.) Consultation with your HR Administrator is necessary. He/she will confer with the AVPF HR Office and Employee Relations for coordinated management of the situation. If the physician's statement

indicates that the employee is unable to work, the employee's absence should be recorded as sick time. Contact your HR Administrator so he/she can consult with the AVPF HR Office and Work~Connections to determine the appropriate course of action. Next steps may include placing the employee on extended sick leave or on an unpaid medical leave of absence until such time as their medical problem can be corrected and regular attendance can be expected.

Supervisors are responsible for addressing attendance concerns in their coaching and feedback sessions and as part of the Summary Performance Evaluation. Immediate counseling should begin if the attendance concern requires progressive discipline. Regardless of the reason, if a staff member's unplanned absences are frequent enough to adversely affect department operations and prevent the staff member from meeting his/her obligation to regular and reasonable attendance, corrective action up to and including termination of employment may be taken. Supervisors are responsible for using the tool of progressive discipline in a manner consistent with the attendance expectations described in this document.

If the duration of an unplanned absence is excessive, contact your [HR Administrator](#) to determine if additional processes should be followed.