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## Purpose

To establish the expectation that all staff regularly be available to perform their job commitments in order to provide high levels of customer service and to remain competitive with other service providers; to provide clarity and a uniform process for attendance review, employee support, compliance, and if necessary, coaching or corrective action that is consistent with applicable state and federal laws, university policies, and bargaining agreements.

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## Policy

Regular and consistent attendance is considered an important performance standard for all employees, managers, and supervisors in Administration and Planning units. Members of the leadership teams regularly will review employee attendance records. It is a key responsibility of managers and supervisors to identify developing attendance problems, to work with employees, and when necessary take appropriate action.

It is expected that employees will accumulate Sick Leave to the extent possible to serve as “insurance” in the event of serious illness or injury.

This policy does not apply to FOD employees, as there is an active FOD Attendance Policy.

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## Definitions

**Bargaining Unit Non-Exempt Staff Members** - Staff members whose titles are included in the OSU/Communication Workers of American (CWA), Fraternal Order of Police Capital City Lodge No. 9, and Fraternal Order of Police Ohio Labor Council (covering Public Safety Dispatchers) agreements and who are not exempt from overtime under the provisions of the Fair Labor Standard Act (FLSA). These employees are paid on a biweekly basis.

**Non-Bargaining Non-Exempt Staff Members** - Staff members who are not exempt from overtime under the provisions of the FLSA and who are not members of any bargaining unit. These employees are paid on a biweekly basis.

**Exempt Staff Members** - Staff members who are exempt from overtime under the provisions of the FLSA.

**Employees** - All employees, sometimes referred to as staff members.

**FTE** - Full-Time Equivalent. All employees are defined as a percentage of the time they work. A 100% FTE position is a full-time, 40-hour/week position.

**Occurrence or Instance** - When an employee is not present at work for any part of a scheduled shift. Each shift or partial shift missed is considered an occurrence.

**Unscheduled Leave** - Unscheduled leave is an unexpected leave. This includes Sick Leave, Leave Without Pay, and Vacation in lieu of Sick Leave. The types of unscheduled leave are

Absences, Early-Outs, and Incidents of Tardiness. Each one is considered an occurrence. See Guidelines for additional details.

**Tardiness** - Tardiness occurs when an employee is not present and ready for work in the assigned work area as determined by the start time of the employee schedule but arrives late. This may apply to **exempt** employees as defined by their area manager.

**Absence** - An absence occurs when an employee is not present for a scheduled shift.

**Early Out** - An early out occurs when an employee leaves before the end of the scheduled shift, with or without explicit approval, resulting in the use of leave without pay and/or sick leave. An early out occurs when an employee clocks out three (3) minutes before their scheduled end time.

**Late Call** - A late call occurs when an employee does not comply with proper area call-in procedures for unscheduled leave as determined by the work unit and/or by the bargaining unit agreement.

**No Call/No Show** - No call/no show occurs when an employee fails to report to work as scheduled and fails to call in, or any employee who fails to call in during the first four hours of a shift. This results in an occurrence and non-compliance with call-in procedures.

**Flexible Work Arrangements** - A flexible work arrangement is an approved arrangement that allows a staff member to work a non-traditional schedule and/or to carry out work in a non-traditional way (e.g., telework).

**Time Clock Adjustment Form** - A time clock adjustment form is used to request and approve manual modifications to an employee's timesheet in the Kronos timekeeping system. There are times when an employee may be required to submit a form (unavailability of a time clock or web clock because of location of work, Kronos system is down, etc.) that would be considered complying with procedures and/or area guidelines. Examples of noncompliance are but not limited to failure to clock in/out, failure to request leave in a timely manner, etc.

## **Overall Expectations**

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### Reporting to Work

All non-exempt staff are expected to report to their work location at the beginning of their scheduled shift/start time on time, and to leave and return from meals and breaks as scheduled. All staff are expected to be working during the time they are scheduled to work. Non-exempt staff who do not have specific scheduled breaks and lunches are expected to coordinate breaks and lunches daily to ensure appropriate operational coverage and to abide by that schedule.

Exempt staff members are expected to work a minimum of 40 hours per week and may be required to work more than 40 hours per week to fulfill the responsibilities of their position. Exempt staff members are expected to work the hours necessary to complete their work and to follow directions from management regarding the hours they should work to maintain regular and consistent attendance. If an exempt staff member believes their position responsibilities require excessive hours, they should discuss this with their manager. Exempt staff is required to record their leave time via the appropriate Ohio State leave form or process.



### Documenting Time Worked

Non-exempt staff members have the primary responsibility to record their time worked and time off work through the Kronos or eTime timekeeping system and to follow set procedures to ensure compliance with the FLSA. This includes accurately clocking in and out each work day using either the Kronos or eTime time clock or web clock, completing and submitting appropriate leave requests through the Online Electronic Leave Request in Kronos or eLeave, or recording time adjustments on the Time Clock Adjustment form. Failure to comply may result in a delay in proper pay.

Non-exempt staff members who clock-in and -out are assigned to the time clock or PC within their assigned area. Clocking in or out at a time clock or PC other than the one assigned requires manager approval and notification before clocking in or out.

Clock-in time will be NO SOONER than six minutes before the scheduled start time (unless approved by management) with no effect on pay. For corrective action purposes, any clock-in time past three minutes of the scheduled start time will be considered tardy.

Non-exempt staff are expected to clock-out at the end of their scheduled shift. Employees may clock out no more than 6 minutes after their scheduled end time with no effect on pay. For corrective action purposes, any clock out time before scheduled shift end time will be considered an Early Out.

Situations that require an edit of the Kronos timesheet require completion (with signature and date) of a Time Clock Adjustment form. Examples requiring completion of this form include failure to clock in or out, or missing a scheduled lunch break. This form also is required if an employee takes an approved leave and did not complete an electronic leave request for those areas utilizing the Online Electronic Leave Request. The completed, signed form should be submitted to the manager so the manual edit can be made to Kronos. The request to have time edited should be approved by the supervisor/manager (or their designee) when the situation occurs.

Exempt staff members are expected to work or use approved paid or unpaid leave each week to meet the hours associated with their FTE. Requests for paid or unpaid leave must be submitted to the manager through eLeave. Some employees may be approved for a flexible work arrangement that may include a teleworking agreement or some other work schedule. In these cases, it is expected that both the work and the schedule is managed directly by the immediate supervisor and that A&P Human Resources is aware of such agreements. Exempt Staff members may be required to work in excess of 40 hours to fulfill position responsibilities. Additional details regarding exempt staff are outlined in Ohio State policy 6.1

### Tardiness - Non-Exempt Staff

Employees are expected to be on the job at the start of their work shift.

An instance of tardy occurs when clock in is later than 3 minutes of scheduled start time. Any employee who uses or Kronos or web clock to record their time is allotted a total of nine (9) tardy occurrences in any six-month period before corrective action is taken upon the tenth occurrence. Staff are to monitor their tardiness in order to not reach the ten total instances.



Any staff who demonstrates a pattern of tardiness will be issued corrective action.

Please Note: Public Safety defines the number of tardy occurrences as four (4), as tardiness directly impacts their ability to maintain safety and security standards.

### Tardiness - Exempt Staff

Employees are expected to be on the job at the start of their work day. Where flexible work arrangements exist, managers and employees are to ensure clear understanding of working schedule requirements.

Any demonstrated abuse of said expectations is subject to counseling and corrective action.

### Reporting Unscheduled Leave

Non-exempt staff are expected to comply with department call-in requirements. Staff members are expected to call in to the appropriate contact as determined by their work area. Employees are required to indicate a reason for the absence at the time of call-in (following contract guidelines) and on the appropriate leave form.

If it is necessary for a bargaining unit staff member to miss work, they are expected to call in as soon as possible but no less than two (2) hours before the start of the scheduled shift. See CWA Article 40.5A, FOP Contract, and UniPrint Guidelines for Non-Exempt Bargaining unit staff.

Exempt staff members are expected to comply with department call-in requirements. If it is necessary for an exempt staff member to miss work, they are expected to notify their direct supervisor as soon as possible via telephone or email before the start of the work day.

Employees are required to indicate a reason for the absence at the time of call-in and on the appropriate leave forms and/or on the Time Clock Adjustment form.

### Variations in Scheduled Hours

All non-exempt staff members are expected to work or use approved paid or unpaid leave each week to meet the hours associated with their FTE Requests for paid or unpaid leave must be submitted to the manager through the appropriate leave forms.

### Discipline Guidelines

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Unacceptable attendance and leave usage are subject to the university and/or applicable bargaining unit corrective action procedures. Managers and supervisors will be required to counsel/coach and document appropriately as a staff member approaches the limits outlined below, but supervisors should make every effort to talk with their employees well before these limits occur so that the coaching/counseling session is



not the first notice that a problem exists. Supervisors should work in conjunction with their unit Human Resources as soon as possible issues are identified.

### Counseling/Coaching

Objectives of counseling/coaching sessions are to:

- Create an opportunity for discussion between the employee and supervisor.
- Inform the employee that he/she is approaching the occurrence parameters of the attendance policy.
- Identify potential mitigating circumstances regarding employee absences.
- Identify potential Family Medical Leave (FML) situations and counsel on appropriate steps needed to qualify.

Action beyond or in place of a counseling/coaching session could occur when:

- Discipline for other violations is imminent and coaching may not be possible before the discipline taking place.
- Mitigating circumstances exist for an employee who otherwise has a long pattern of compliance with the policy.

### Corrective Action Guidelines

Coaching/counseling and further corrective action will be used consistently with the guidelines shown below. Occurrences will be viewed on a 6-month rolling calendar when possible. Occurrences for the reasons listed are considered on a cumulative basis for corrective action.

Prescheduled sick leave as defined in section 40.8 D of the CWA agreement will not be included when determining coaching/counseling or further corrective action for non-exempt bargaining unit staff (CWA only).

Attendance will be reviewed every six months at a minimum. Employees who are in corrective action will be subject to ongoing frequent monitoring.

1. No Call/No Show - One (1) occurrence of failing to report to work as scheduled and failing to follow established call in procedures will make the employee subject to initial or further corrective action.
2. Unscheduled Leave (any combination of absence, early out or tardiness) - Fifty-five (55) hours of unscheduled leave during the rolling 6-month period will make the employee subject to corrective action, provided that coaching/counseling by their manager occurred. Once an employee has entered into the corrective action process, more frequent attendance checks will occur. Please note: Fifty-five hours is the standard to be used throughout Administration and Planning units. It is set at this rate because the expectation is that staff will not use more leave time than they accrue, with 55 hours being slightly less than the accrual rate.
3. Time Clock Adjustment Forms - Four (4) or more occurrences of time clock adjustments resulting from non-compliance with expected clocking in/out procedures will make the employee subject to coaching/counseling by their manager. Twelve (12) or more such occurrences will make the employee subject to initial or further corrective action.
4. Job Abandonment - Three (3) consecutive scheduled work days in a no call/no show status will make the employee subject to corrective action up to and including termination.
5. Tardiness - Ten (10) occurrences of clocking in 3 minutes after scheduled start time (4 occurrences



for Public Safety staff).

6. Other - Coaching/Counseling and further corrective action may be utilized if an employee exhibits a pattern of attendance below acceptable attendance standards within the review period. Unacceptable patterns include unexcused absence in conjunction with a holiday, a vacation day, a bereavement leave, scheduled days off (weekend), unfavorable work assignments, failure to clock-in/out at the beginning or end of a shift, or excessive tardiness within a focused period of time.

Supervisors have the flexibility to determine individual circumstances when determining whether to move forward with corrective action. It is expected that patterns that exceed the 55-hour standard will be discussed with the employee in a counseling/coaching session, with the goal being to decrease the amount of hours used within the 6-month period. Continued unacceptable attendance patterns will be subject to corrective action. Managers also have the right to change or adjust flexible work arrangements without notice, if such arrangements are creating productivity issues or affect the operations of the area.

## **Managing Attendance Problems**

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### Problem-Solving and Support

Supervisors and union stewards (where applicable) should work together to counsel employees who display the above types of attendance patterns. Where noted above, those “triggers” of attendance problems will be subject to documented coaching with the manager before corrective action. The manager should address the problem with the employee at the first available opportunity, either after the quarterly review or after observing the problem and verifying it.

### Referral

If the employee’s reasons for absences or frequency of absences indicate the possible presence of a family medical leave condition, the manager should advise the employee of possible eligibility for Family and Medical Leave. To determine eligibility, the employee should be referred to the A&P Leave Administrator. If approved for FML, all applicable time off work should be documented as FML in eLeave or the Kronos system via the appropriate leave form and is not subject to the corrective action process.

If the employee discloses problems of a personal nature, the supervisor (and union steward, if applicable) should refer the employee to the University Faculty and Staff Assistance Program and/or their respective A&P Human Resources unit.

An employee may have mitigating circumstances he/she wants their supervisors and managers to consider before taking corrective action. Supervisors are encouraged to consult on these situations with the employee, A&P Human Resources (and the appropriate union steward, if applicable).

### Types of Leave Not Considered for Corrective Action Purposes

Any approved FML, bereavement, work-related injury, CWA prescheduled sick leave, vacation, and university business will not be counted as absences for corrective action purposes.



### Denial of Sick Leave

Denial of sick leave for **non-bargaining, non-exempt employees** should be done in consultation with the respective AP Human Resources unit. Time that is denied can be considered in the corrective action process. Time that is approved cannot be considered for the corrective action process. Employees may utilize the LWP (Leave Without Pay) time type in eLeave and Kronos. The manager may deny the request for leave and code LWP, Disapproved if the manager chooses.

### Caveats

This attendance policy may be impacted when the procedures of university policy 6.17 - Disaster Preparedness and University State of Emergency go into effect. These impacts will be reviewed on a situation-by-situation basis.

### Resources

- CWA Contract 2009-2012
- University policy 6.10
- University policy 6.15
- University policy 6.17
- UniPrint Policies & Procedures
- Transportation & Parking Policies and Procedures
- Administration and Planning Policies and Procedures
- Fraternal Order of Police Capital City Lodge No. 9
- Fraternal Order of Police Ohio Labor Council Inc.