2016 ERC Absence Management Practices Survey

January 2017

ERC
Where Great Workplaces Start.

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About ERC

ERC is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.yourERC.com.

Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in November and December of 2016, on practices related to attendance and unscheduled absence. This survey was co-sponsored by CareWorks, a provider of Absence Management and FMLA Administration services. The survey reports trends in:
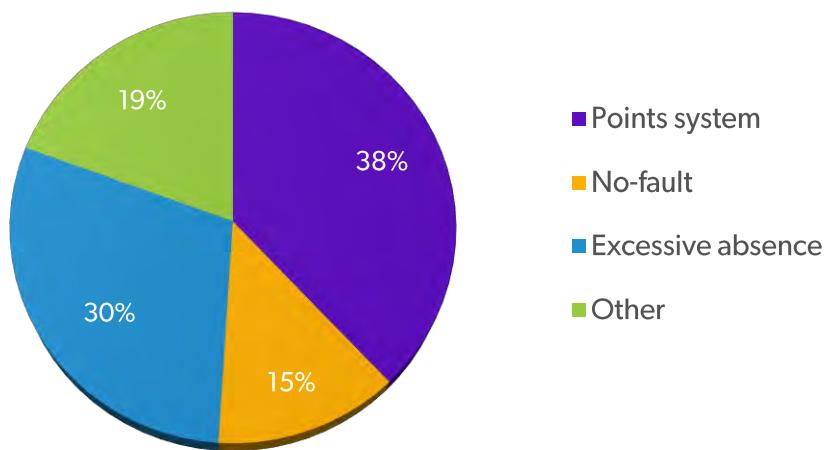
- Attendance
- Scheduled Absence
- Unscheduled Absence

All ERC members were invited to participate in the survey in November via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on December 9. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 108 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability. Open-ended comments throughout the report are reported verbatim.

This report shows several frequencies and response distributions. Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options. In some cases, breakouts are not included due to quantity of data or insufficient sample.

Attendance

Figure 1 | Percentage of organizations that have the following attendance policies

A points system is used most often among manufacturing organizations and those with over 500 employees. Meanwhile, non-manufacturing organizations seem to favor an excessive absence attendance policy. A handful of organizations report having no formal attendance policy. Other policies cited include the following:

- Communication based between staff and management
- Combination of all of the above which also include an attendance bonus for good attendance performance
- Guided by union contract
- We allow flexibility in schedules for most positions; if excessive absence, focus would be on performance and whether the employee was getting their work done.
- We currently do not have a traditional attendance policy. Employees earn time and are allowed to use it
- Paid Time Off allocated annually used for sick and vacation time
- For exempt employees we don't have a system. For NE the company provides PTO days
- No points or any other 'punishment'
- We apply a points system to hourly staff, with no formal policy in place for salaried employees
- We have Paid Time Off that is accrued but then is used in any absence - sickness, appointments, vacation
- Points system for hourly employees, salary must use PTO for anything except sick days which are unlimited and paid
- Policy is loosely defined. Non-exempt employees must use time and attendance software. Absence or tardiness without proper notification to the supervisor may result in disciplinary action.
- We have policies which address each type of attendance problem and have an outlined set of disciplinary steps within the policy.
- PTO is granted, no reason need be provided, once exhausted discipline may and probably will occur

Figure 2 | Percentage of organizations that have different attendance policies for exempt and non-exempt employees
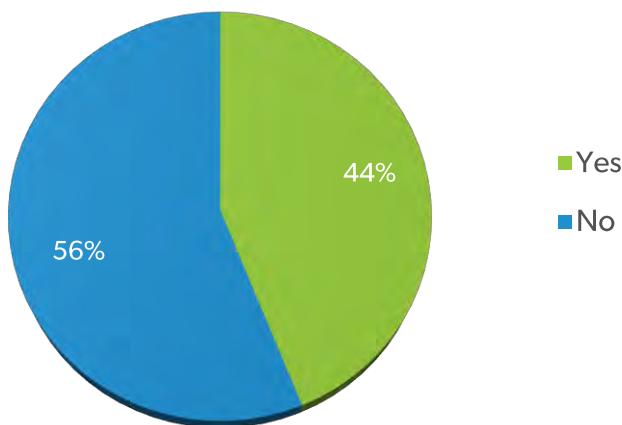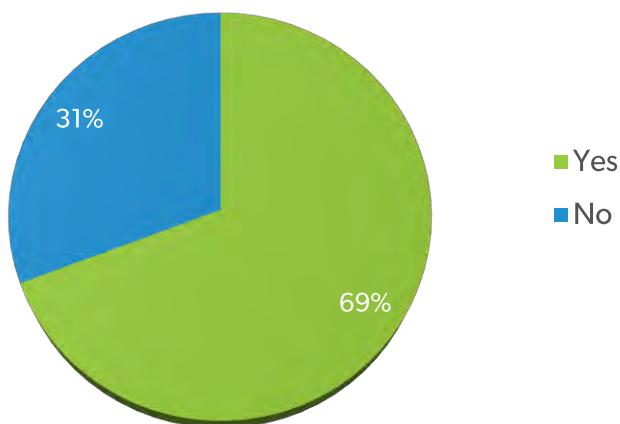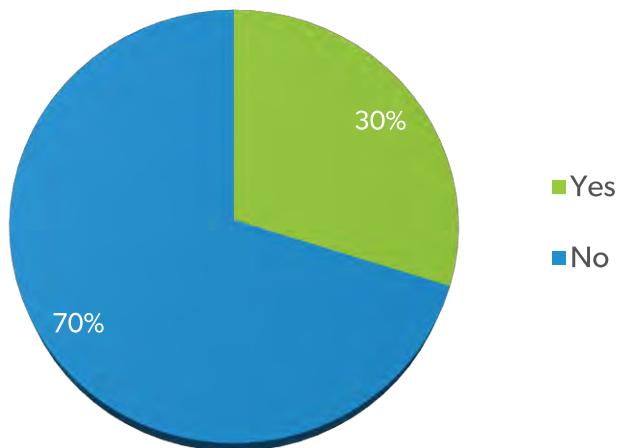
Figure 3 | Percentage of organizations that treat all attendance violations the same
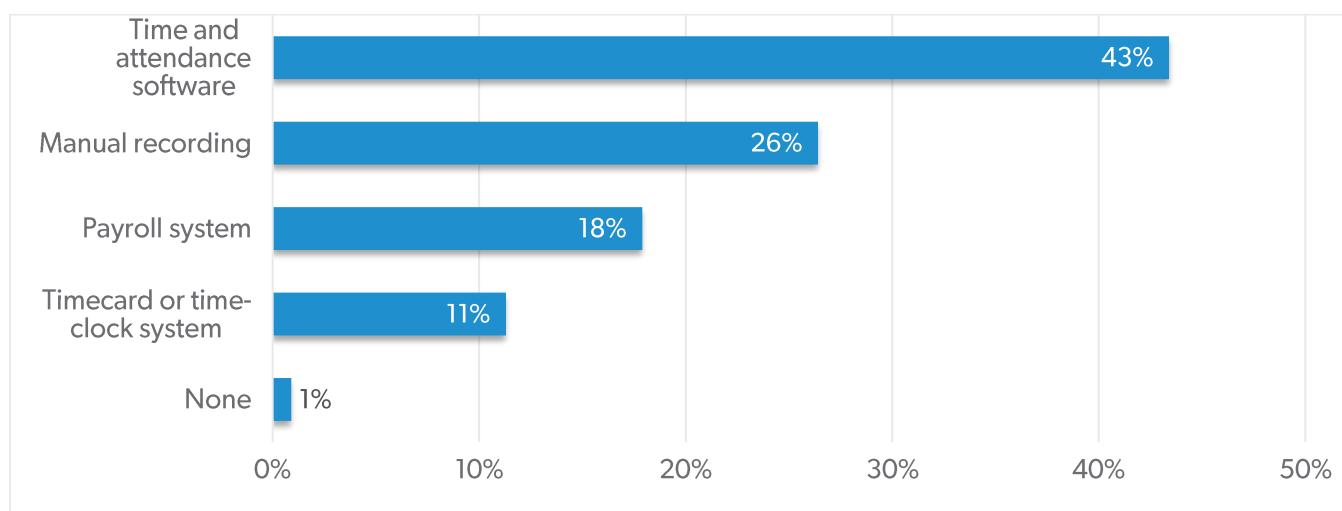
Among the 31% of participants who do not treat all attendance violations the same, case-by-case consideration is most often given to varying absence situations. Exceptions are most commonly considered at the discretion of management, and patterns of absence are said to be taken into account. Employee exempt status is considered, particularly among exempt employees whose schedules are typically more flexible. Organizations also report that sick days used from a PTO bank and approved and documented leaves (which include doctor notes and proof of accidents) are not treated the same as other attendance violations. Additional exceptions include medical and family emergencies, inclement weather, FMLA/ADA leave, bereavement, jury duty, and military reserves.

Figure 4 | Percentage of organizations that treat repeated absences on Mondays, Fridays, or right after holidays differently

The majority of employers (43%) track attendance using time and attendance software such as Kronos. Manually recording using attendance logs and Excel spreadsheets is the second most popular method, with just over a quarter of participants reporting using this method. Eighteen percent (18%) of employers report using a payroll system for monitoring attendance (i.e. Paychex or ADP). Finally, timecard or time-clock systems are used by 11% of organizations.

Figure 5 | Percentage of organizations using the following attendance-tracking systems

The majority of employers (93%) report that they do not benchmark monthly absences against other organizations. A small percentage of employers (6%) use other methods to benchmark absences. These other methods include benchmarking against the company's history, ERC data, and comparing to available, not yet determined data. Finally, only 1% of employers report using BNA reports to benchmark their monthly absence data.

Figure 6 | Percentage of organizations that benchmark monthly absences against the following sources
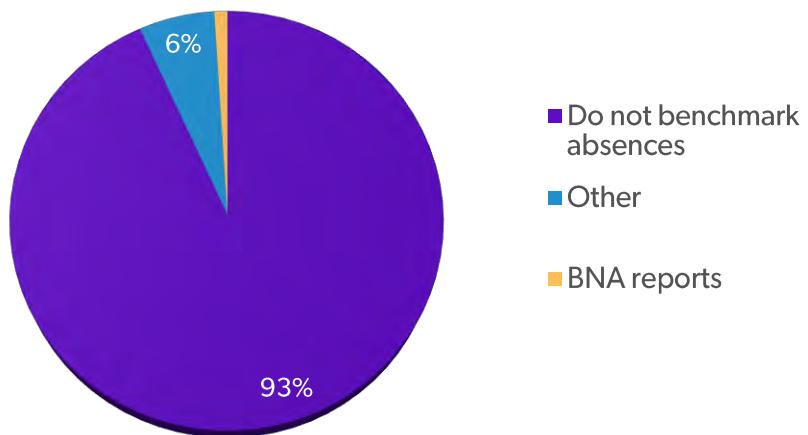
Figure 7 | Number of unscheduled absences acceptable within a given period of time
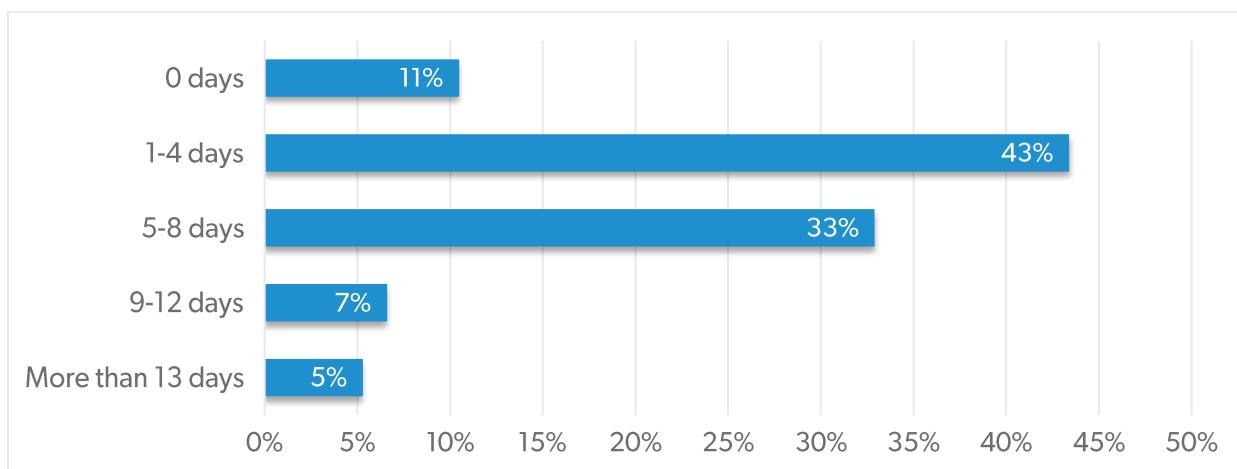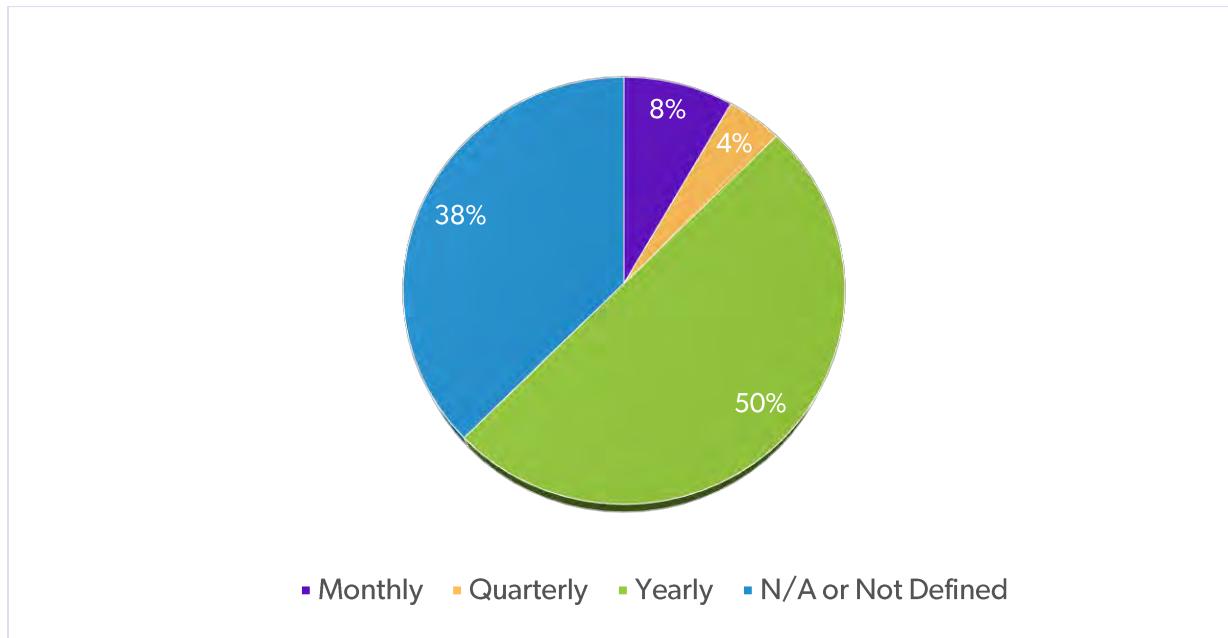
Figure 7a | "Given period of time" used to track unscheduled absences

The most common number of acceptable instances of tardiness reported by participants is 1-4 instances in a given period of time (44%). The definition of "given period of time" varies from organization to organization, as highlighted in Figure 8a below. A large proportion (59%) of organizations do not define this given period of time.

Figure 8 | Percent of organizations that consider the following number of instances of tardiness as acceptable within a given period of time
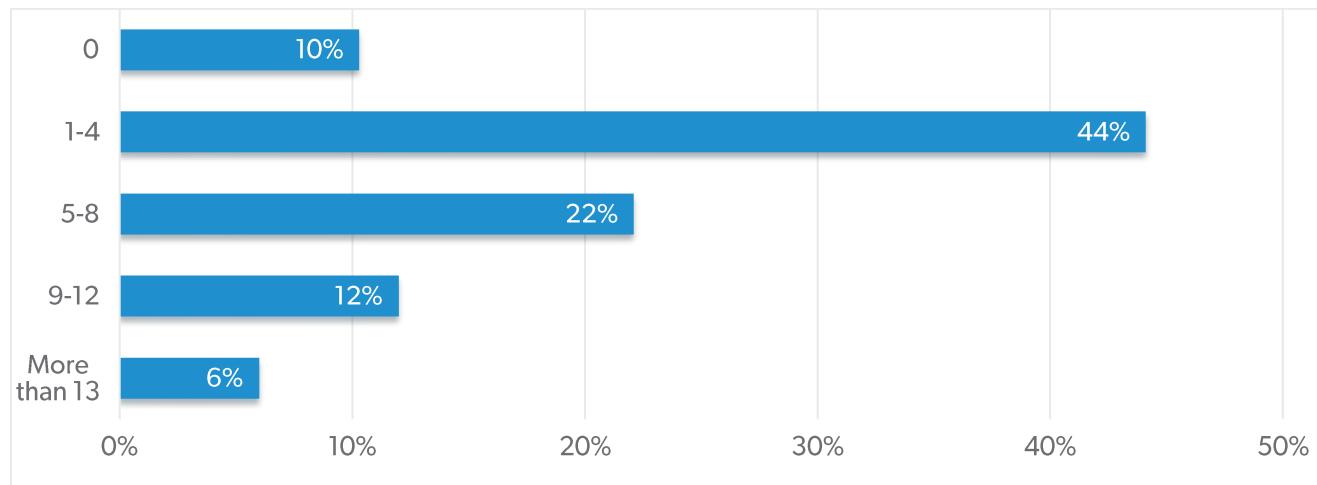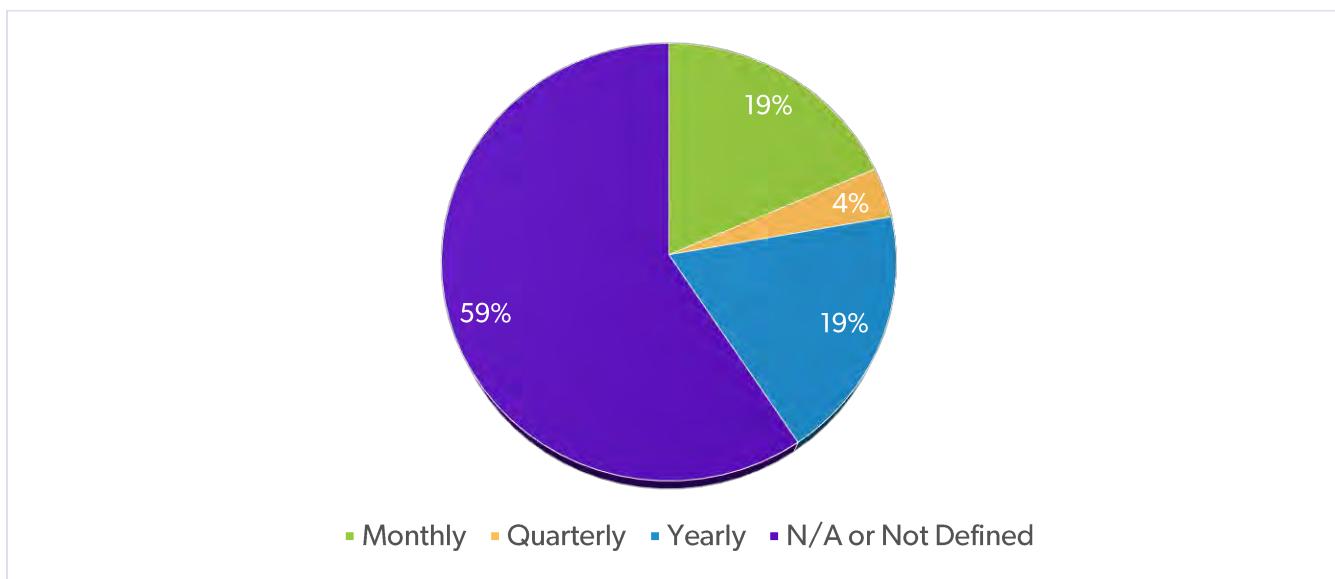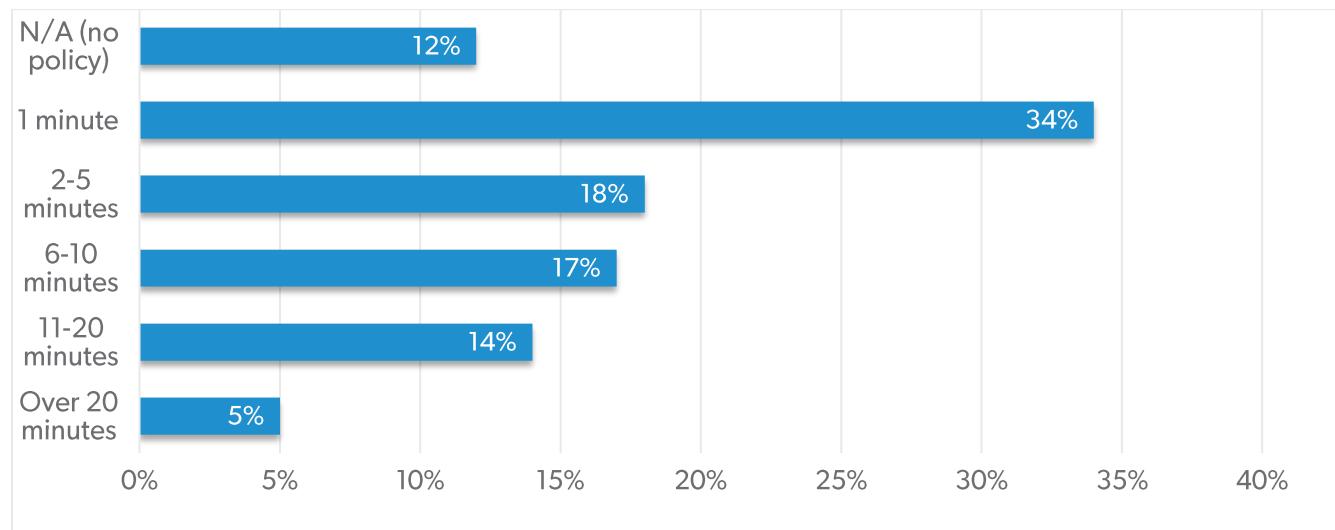
Figure 8a | "Given period of time" used to track instances of tardiness

More organizations consider being even a minute late as an instance of tardiness (34%), with non-manufacturing (23%) and non-profit (28%) organizations being more lenient with this than manufacturing organizations (46%). Among all participating organizations, the average time constituting being late is 9.5 minutes.

Figure 9 | Percentage of organizations using the following ranges of time to constitute being late or tardy
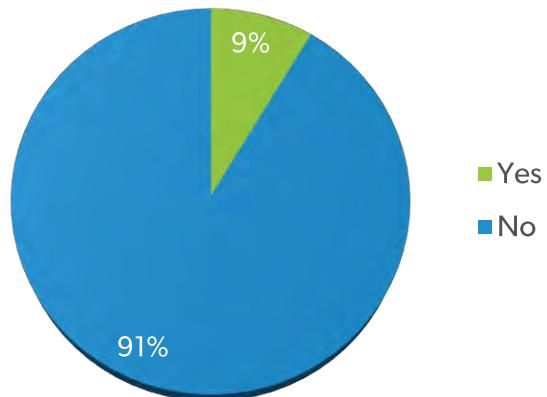
A variety of characterizations were provided by organizations to define "excessive absence." Some organizations do not define excessive absence at all, while others make case-by-case considerations. A variation in responses were also provided for the number of days and number of points that constitute excessive absence, as organizations have differing criteria. The following verbatim responses were provided:

Figure 10 | Definitions of "Excessive Absence"

- All are treated the same
- Undefined
- Using more than allotted
- Case by case – relationship to performance
- More than 5 in 6 months
- Over 3 lates in a year
- Over 4
- >9
- 7 uses
- More than 4 in a 6 month period
- Unexcused absences greater than 6 per year
- More than 21 points
- Accumulate 5 points in a 1 year period.
- 3 or more within 30 days
- Management defines
- Exceeding 5/yr
- <97%
- Accumulation of points
- Our policy states 'The definition of excessive absenteeism depends on the particular circumstances of each case.'
- Overuse
- >10/yr.
- Up to allotted days
- Outside of allowed points
- 8 or more attendance charges
- 3

- Accumulate 15 points
- 3+ days unexcused in a month or patterned absences
- Greater than 48 hours per year
- Over 5
- 3 in 6 months, up from there
- Up to 12 points
- Beyond PTO
- 3 unscheduled absences in a 90 day period
- 7+
- 8 or more occurrences
- Reaching 7 points a second time
- 13 days
- 80 or more attendance points in under 12 months
- Greater than 3 unexcused absences within 90 days
- Subjective
- Unscheduled time off above 4 days
- Pattern of abuse or absence beyond PTO allotment
- 6+ in 12 months starts the discipline process
- More than 6 days unscheduled absence in a rolling 12 month period
- Utilizes more than the # of sick days they have (5 each year plus any (up to 5) carried over from previous year.
- 5 for a rolling 12 month period
- Once PTO allotment is exhausted you are excessive
- Do not define
- 12 absences constitutes termination
- 3 unplanned absences or tardies in a 3 month period

A majority of participating organizations (91%) do not record employee absentee rates. Of the remaining 9% that do calculate absenteeism rates, an average absentee rate of 2.8% is reported.
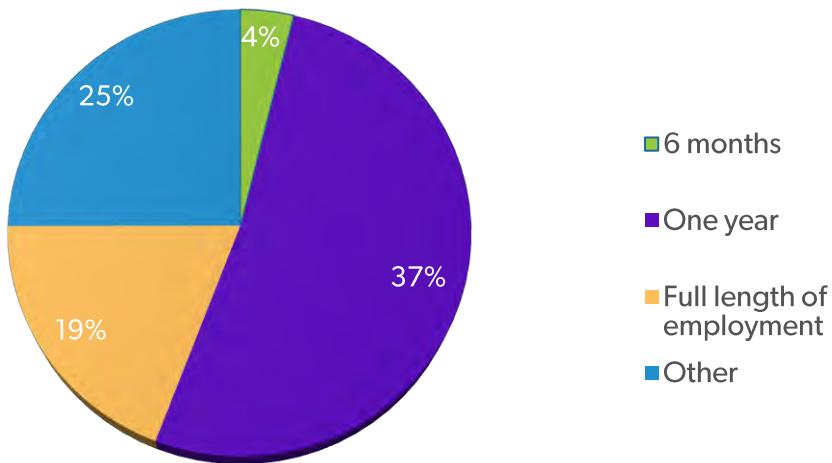
Figure 11 | Percentage of organizations that record employees' absentee rates

9%

91%

- Yes
- No

Nineteen percent of employers report that absences remain on employees' records for their full length of employment at the organization. A greater number of participants (37%) indicate that employees' absences remain on their record for one year. Only four percent of organizations report using a 6-month period. A quarter of employers use alternate spans of time, most commonly being a rolling 12-month period. Other responses include:

- 1 Quarter
- 6 months in rolling time frame but discipline remains 1 year
- Renews each calendar year
- January 1 thru December 31. Record is clean starting each January 1
- 1/2 point is removed for every month of perfect attendance
- 45 days without an occurrence = 1 point loss
- No set limit
- Perfect attendance in the following month, removes 1/2 a point per month.
- 3 rolling months
- Occurrences counted for rolling one year, but records kept for length of employment
- While points will fall off the record, the history remains for the full length of employment.
- 1 year unless there was an issue of abuse which was performance managed, in which case it will be monitored for an additional year
- The point rolls off on its anniversary date
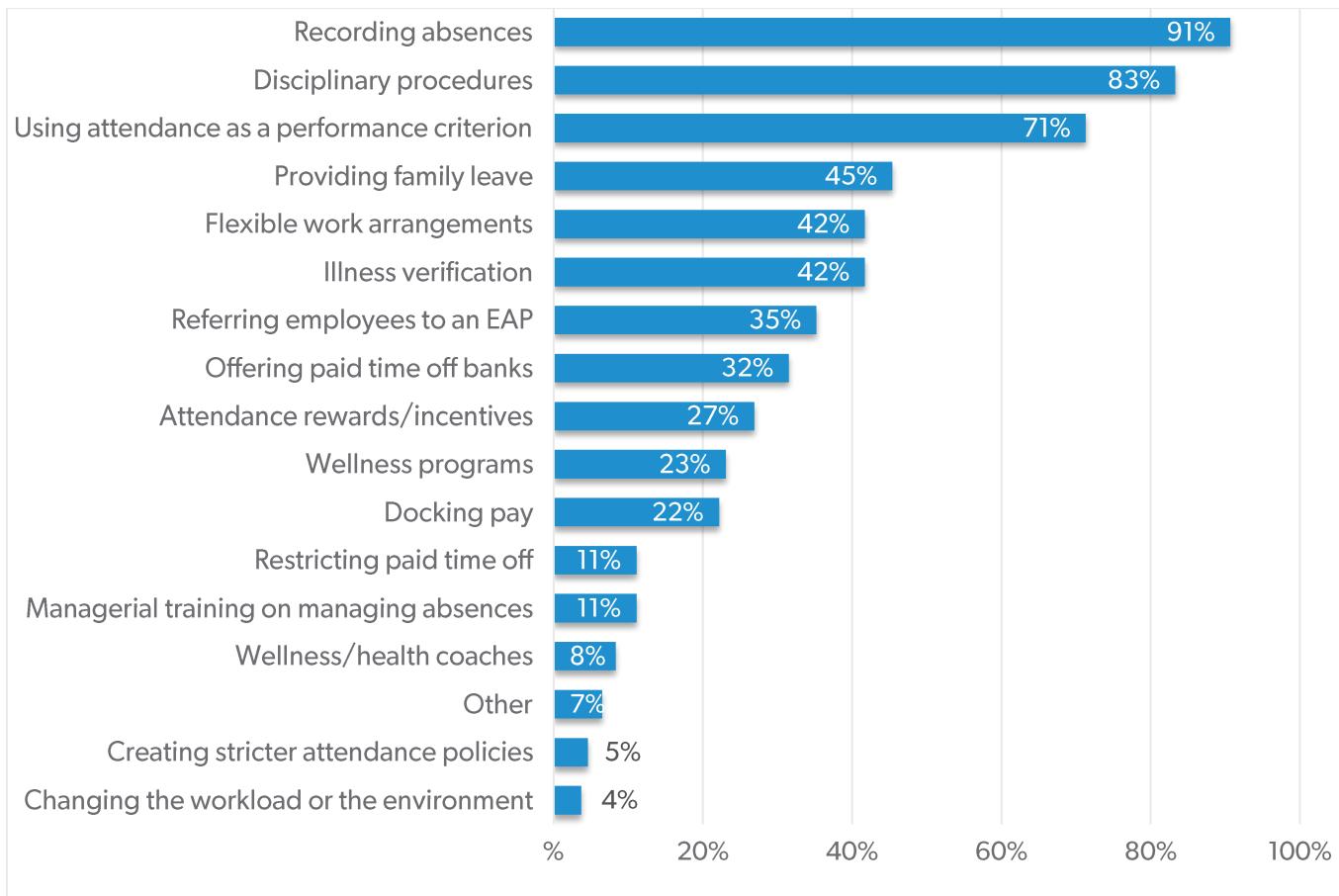
Figure 12 | Percentage of organizations that keep employees' absences on their records for the following spans of time

Many absence management methods are used by organizations. Among the participants, recording of absences is the most commonly used method to control issues of unexcused absence (91% of employers). This method is followed by disciplinary procedures (83%) and using attendance as a performance criterion (71%). Changing the workload or work environment, creating stricter attendance policies, and hiring wellness or health coaches are the least utilized methods.

Figure 13 | Percentage of organizations that utilize the following methods to manage or control absence

Method	Percentage
Recording absences	91%
Disciplinary procedures	83%
Using attendance as a performance criterion	71%
Providing family leave	45%
Flexible work arrangements	42%
Illness verification	42%
Referring employees to an EAP	35%
Offering paid time off banks	32%
Attendance rewards/incentives	27%
Wellness programs	23%
Docking pay	22%
Restricting paid time off	11%
Managerial training on managing absences	11%
Wellness/health coaches	8%
Other	7%
Creating stricter attendance policies	5%
Changing the workload or the environment	4%

Other responses include:
- We try to find out the cause and if we can help by changing schedules if available we will on a temporary basis. We have referred employees to our EAP too. We try to do the best we can to help them but sometimes circumstances will not allow us to.
- Will reduce employees hours from 45 to 40 for excessive absence
- STD/LTD
- Unpaid Leave of Absence
- None at this time
- Coaching employees. If an employee is showing signs of abuse, HR will meet with the employee and coach them regarding their usage of time and how to better manage so that discipline does not eventually have to be used.
- Sick personal requests (the same as vacation requests) are entered in to Synergy (will be ADP starting in January).

Scheduled Absence

The majority of employers (64%) describe their paid-time off benefit/plan as a standard vacation, holiday, personal leave, and sick-leave plan. Thirty-two percent of organizations use a paid time-off plan, where employees can draw from a paid-time off bank regardless of the reason for the absence. This type of plan is used most commonly by non-manufacturing organizations (50%). No organizations report using a modified paid time-off plan. Other types of plans reported include the following:

- Standard plan with management earning additional PTO days
- Vacation and holiday
- Vacation, holiday, sick leave (salaried non-exempt employees)
- Paid time off, sick time, holiday

Figure 14 | Paid time-off benefit/plans offered to employees by organizations

- Standard vacation, holiday, personal leave, sick-leave plan
- Paid time-off plan
- Other

Most organizations (84%) report providing short-term disability benefits to their employees, and most commonly they are provided for up to 26 weeks and up to 60% of employees' pay.

Figure 15 | Percentage of organizations that offer short-term disability benefits
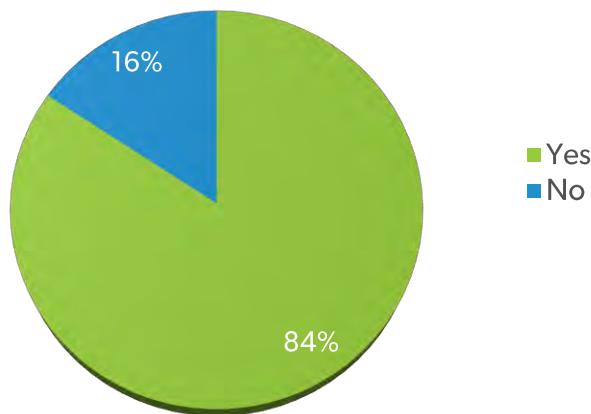
Figure 15a | Lengths of time that organization provide short-term disability benefits
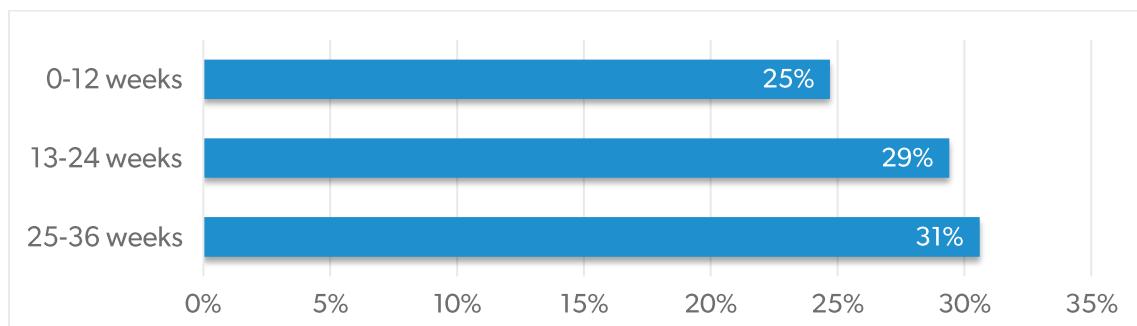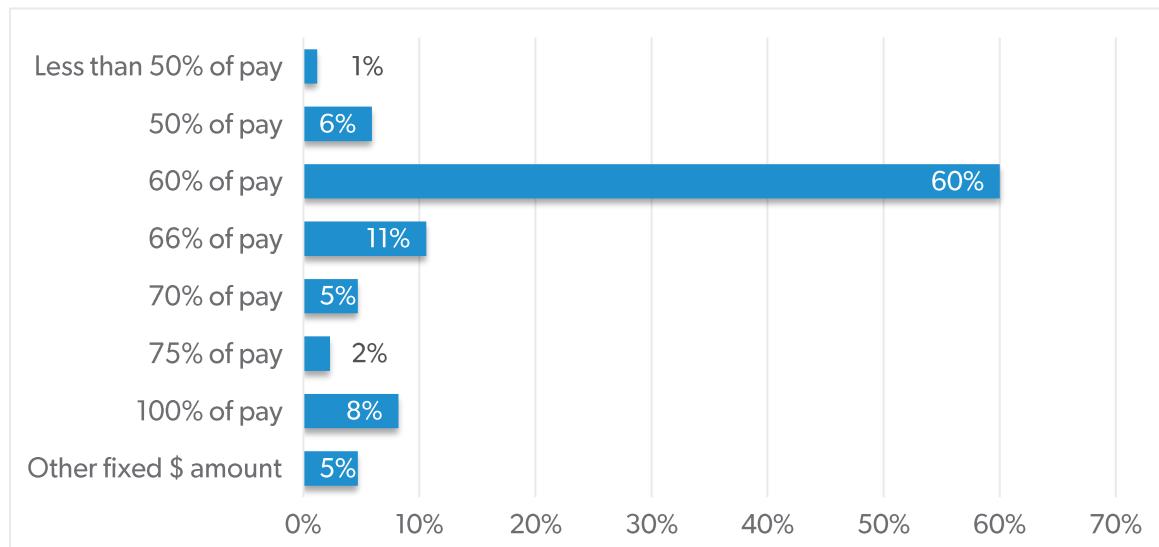
Figure 15b | Percentage of pay that organizations provide for short-term disability benefits

Nearly 3/4th of participating organizations offer long-term disability benefits to their employees. Once again, most employers (84%) offer up to 60% of an employee's pay, and this is most commonly offered for the entire duration of disability up to age 65. The largest proportion of employers (33%) cite that an employee can be on long term disability anywhere between 1 and 3 months before they are terminated from the organization.

Figure 16 | Percentage of organizations that offer long-term disability benefits
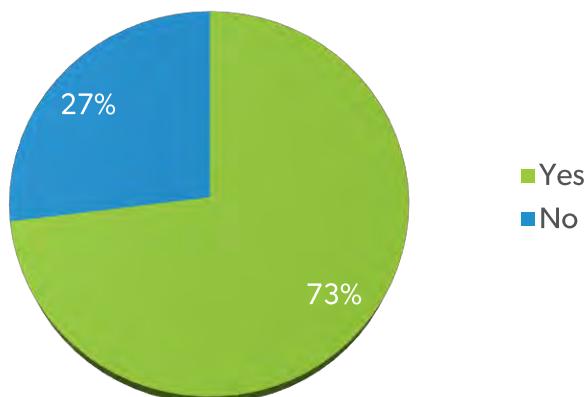
Figure 16a | Lengths of time for which organizations provide long-term disability benefits
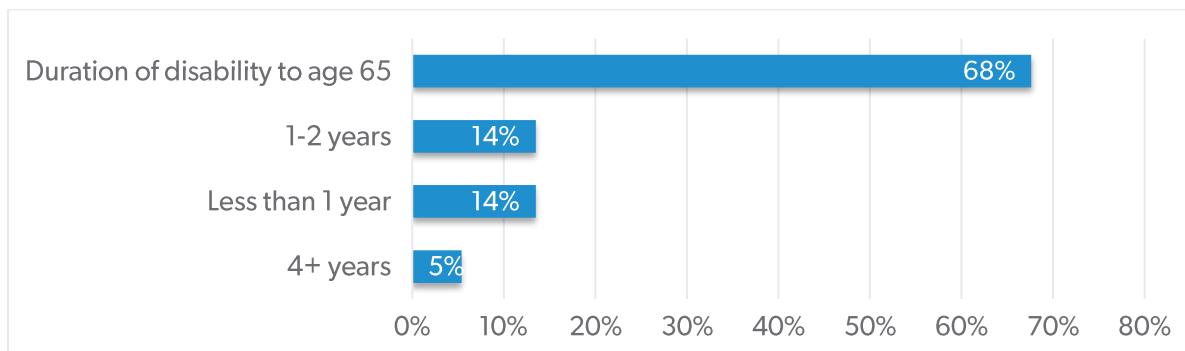
Figure 16b | Percentage of pay that organizations provide for long-term disability benefits
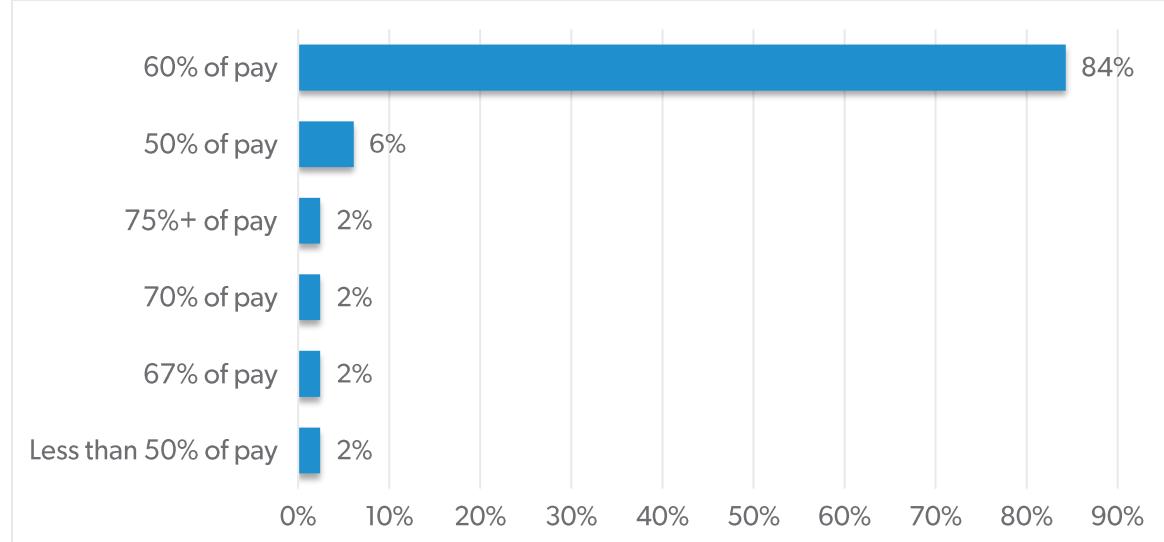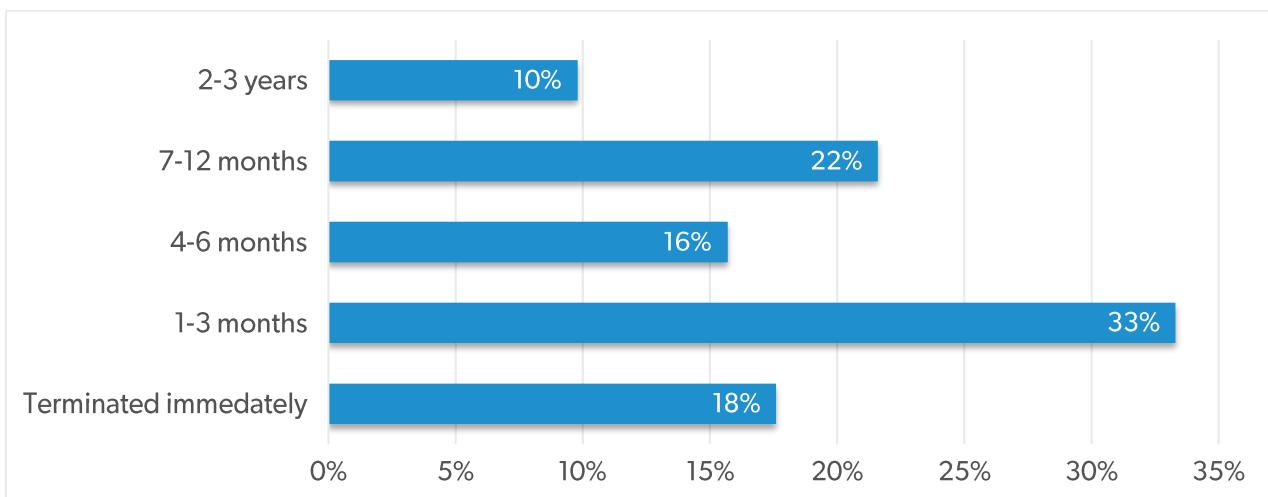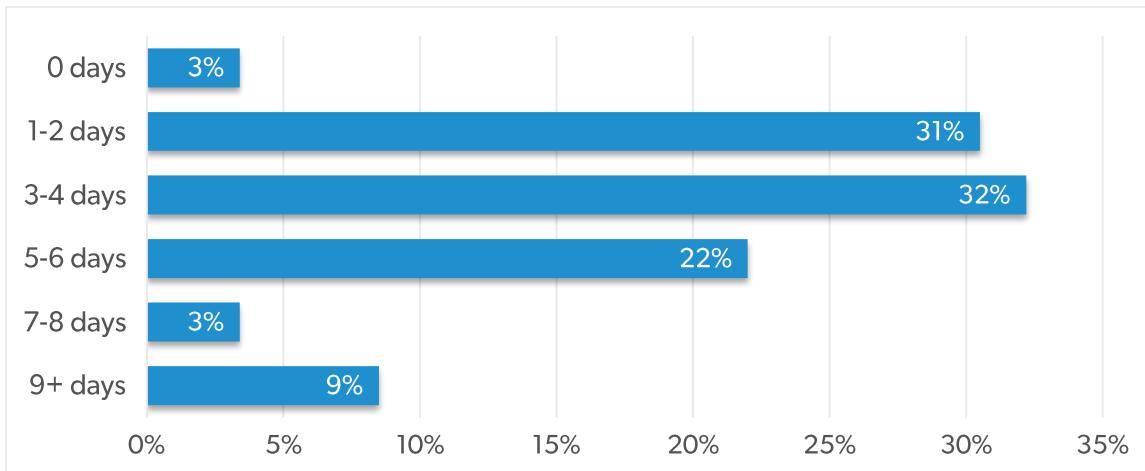
Figure 17 | Lengths of time an employee can be on Long Term Disability before they are terminated

Unscheduled Absence
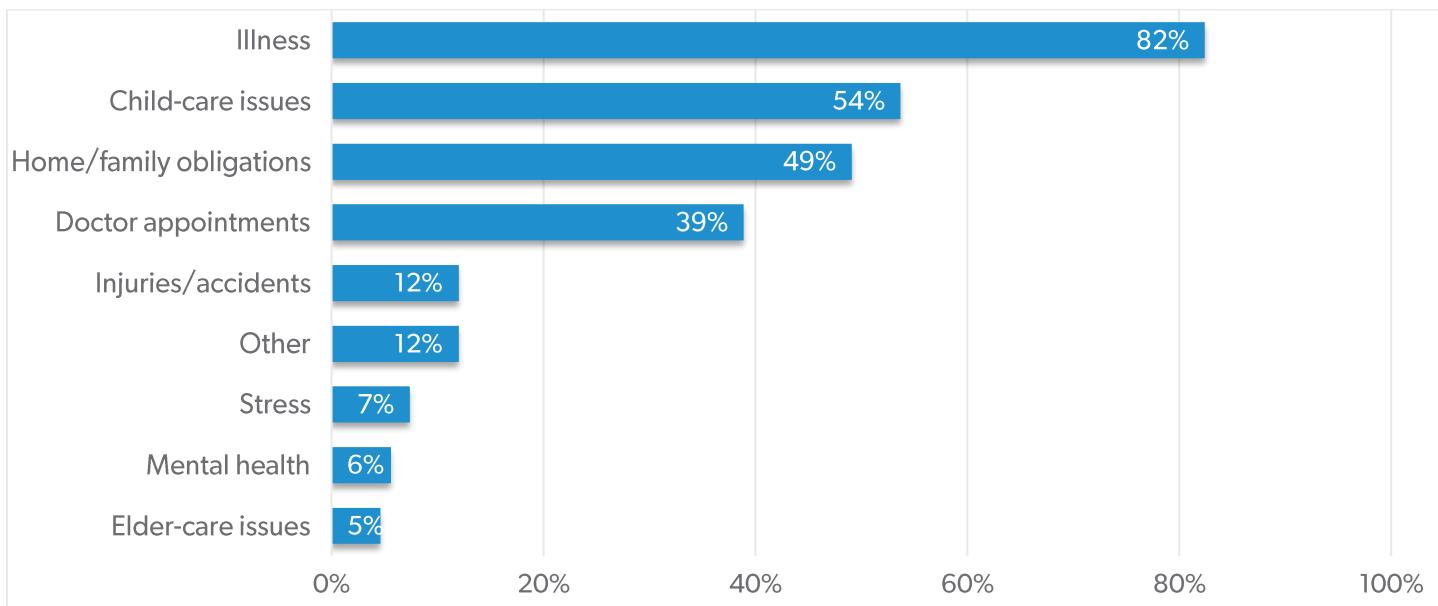
On average, employers report losing 4.5 days per employee per year due to unscheduled absences. The smallest organizations (those with 1-50 employees) report the highest average day loss per employee compared to mid-sized and large organizations.

Figure 18 | Average number of days lost per employee per year due to unscheduled absence

Employers report many causes of unscheduled absence at their organizations. Illness was reported by most (82%) organizations as the primary cause of employees being absent unexpectantly. This cause was followed by child-care issues (54% of organizations), home and family obligations (49%) and doctor appointments (39%).
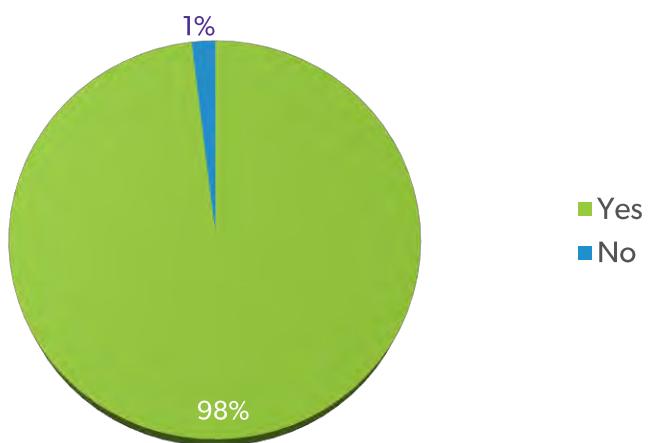
Figure 19 | Primary causes of unscheduled absence at organizations
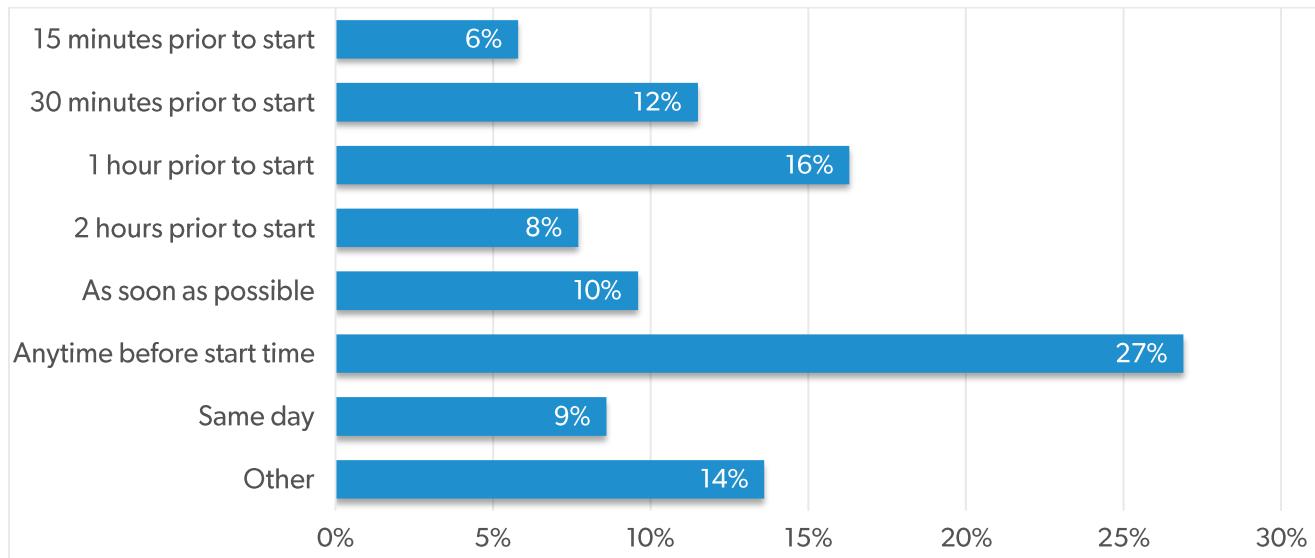
Other responses include the following:

- Most call in personal with no explanation
- We don't track reasons for absences
- Court
- Never tracked
- General lack of ambition to come to work
- They just don't feel like coming to work that day.
- No Reason Given
- Transportation issues
- They have the time so they call off because they will not get points.
- Weather
- Transportation
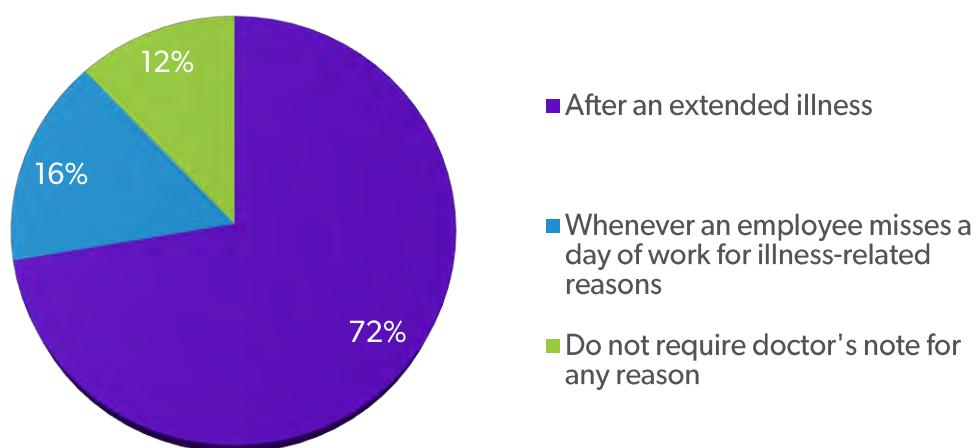
Figure 20 | Percentage of organizations that require employees to notify their supervisor of their unscheduled absence

Respondents most commonly expect employees to notify their supervisors any time before the start of their shift of an unscheduled absence. Those with more specific notification timeframes most often require notification one hour prior to employees' start time (16% of employers). Employers who indicated "other" responses require notices by set times such as 8:00 AM or 8:30 AM on the day of the absence, within 4 hours of an employee's shift, within 8 hours of an employee's shift, and 24 hours prior to an unscheduled absence.

Figure 21 | Time by which an employee must notify his or her supervisor of an unscheduled absence

15 minutes prior to start	6%
30 minutes prior to start	12%
1 hour prior to start	16%
2 hours prior to start	8%
As soon as possible	10%
Anytime before start time	27%
Same day	9%
Other	14%
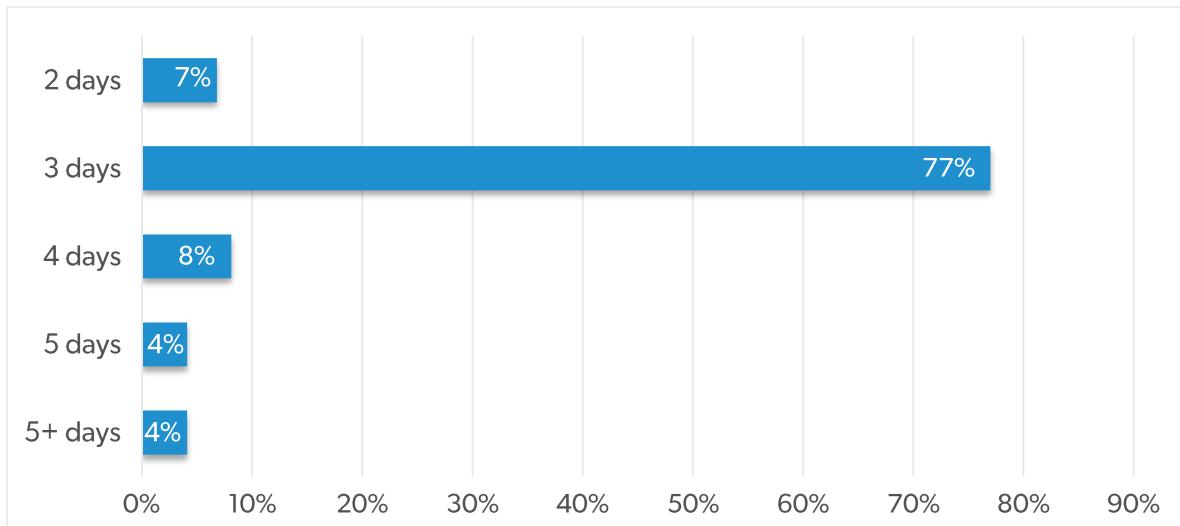
Many organizations require a doctor's note when employees miss work due to an illness-related reason. A large majority of participants (72%) only require a doctor's note after an extended illness. About 16% of employers ask that employees provide a doctor's note after missing one day of work due to illness-related reasons, and manufacturing organizations are more likely to have this requirement. Finally, twelve percent of employers do not require employees to provide a doctor's note at all.

Figure 22 | Circumstances under which organizations require employees to provide a doctor's note

- After an extended illness (72%)
- Whenever an employee misses a day of work for illness-related reasons (16%)
- Do not require doctor's note for any reason (12%)
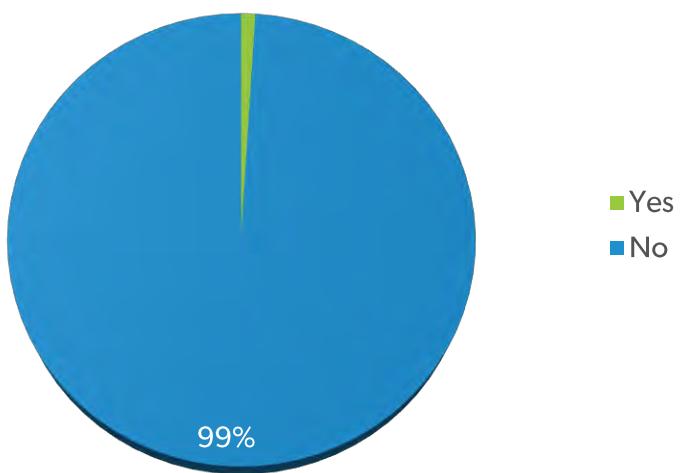
Employers most often define an extended illness as 3 consecutive days of absence, as reported by 77% of respondents. The average number of consecutive days considered an extended illness is 3.24.

Figure 23 | Number of consecutive days that are considered an extended illness by employers

Almost unanimously (99%), employers report that they do not measure presenteeism, or productivity lost due to employees coming to work sick.

Figure 24 | Percentage of organizations that measure presenteeism

Respondent Demographics

Below is a breakdown of the industries and sizes that respondents represent.

	Percent
Industry	
Manufacturing	56%
Non-Manufacturing	32%
Non-Profit	13%
Organizational Size	
1-50	16%
51-200	59%
201-500	19%
Over 500	6%

Participating Organizations

Adalet
Akron Children's Hospital
Akron Zoological Park
Aluminum Line Products Company
American Endowment Foundation
ARaymond Tinnerman
Avalon Foodservice, Inc.
C&K Industrial Services, Inc.
CASNET
Chapman & Chapman, Inc.
Chesterfield Companies
Cleveland Eye Clinic
Cleveland Housing Network
Coastal Pet Products, Inc.
Community Care Ambulance
Congregation of St. Joseph
Cornwell Quality Tools Company
Corporate Screening Services, Inc.
Cosmax USA Corporation
Cres Cor
Custom Products
Custom Rubber Corp.
Cuyahoga County Board of Health
CWP Technologies
De Nora Tech, Inc.
DRB Systems LLC
ECP
EGC Enterprises
Enerco Group Inc
Equity Trust Company
Fallsway Equipment
Federal Reserve Bank of Cleveland
Flow Polymers, LLC
FormFire
Freeman Mfg. & Supply Co.
Fusion Incorporated
Gerber Poultry, Inc.
Global Body & Equipment Co.
GLT Companies
Great Lakes Brewing Company

H.C. Starck Inc.
Hinkley Lighting
HZW Environmental Consultants, LLC
ID Images
IER Fujikura, Inc
IntelliNet Corporation
Intigral, Inc.
Kinetico Incorporated
Lake Health
Laszeray Technology
LayerZero Power Systems, Inc.
LifeShare Community Blood Services
Lumitex, Inc.
Main Street Gourmet
Majestic Steel USA
Maloney + Novotny LLC
Mantaline Corporation
Marous Brothers Construction
Meister Media Worldwide
Meyer Products
MJM Industries, Inc.
Multi-Wing America
MUM Industries
Nagy's Collision Centers
National Telephone Supply Company
New Avenues to Independence
OEConnection LLC
Ohio Catholic Federal Credit Union
One Health Organization
One Wish LLC
OSG USA, Inc.
Park Place Technologies
Pearne & Gordon LLP
Performance Health
Polychem Corporation
Process Technology
Pyrotek Inc.
Quasar Energy Group
Ramco Specialties

Ranpak
RBB Systems
Robin Industries, Inc.
Ross Environmental Systems
Samsel Supply Co.
Solon Specialty Wire
SSP Fittings Corporation
State and Federal Communications, Inc.
Sutter O'Connell
Talan Products Inc.
The Brewer-Garrett Company
TimeKeeping Systems, Inc.
Tomlinson Industries
Transfer Express
Trelleborg Sealing Profiles U.S. Inc.

TruWest Companies
TT Electronics Integrated Manufacturing Services
United Consumer Financial Services
United Initiators
Vincent Lighting Systems
Waltco Lift Corp.
Weltman, Weinberg & Reis Co., LPA
Weston Inc.
Wheeler-Rex
Wholesale Supplies Plus
Willoughby-Eastlake Public Library
Winter Equipment Company Inc.
Wyman-Gordon
Zion Industries, Inc.

Appendix A: Industry & Organizational Size Breakouts

Figure 1a | Which of the following best describes your organization's attendance policy?

	Points Systems	No-Fault	Excessive Absence	Other
All Organizations	38.0%	13.0%	29.6%	19.4%
Industry				
Manufacturing	53.3%	13.3%	25.0%	8.3%
Non-Manufacturing	17.6%	17.6%	35.3%	29.4%
Non-Profit	21.4%	0.0%	35.7%	42.9%
Organizational Size				
1-50	17.6%	17.6%	29.4%	35.3%
51-200	42.2%	10.9%	31.3%	15.6%
201-500	33.3%	14.3%	28.6%	23.8%
Over 500	66.7%	16.7%	16.7%	0.0%

Figure 2a | Does your organization have different attendance policies for exempt and non-exempt employees?

	Yes	No
All Organizations	43.9%	56.1%
Industry		
Manufacturing	61.0%	39.0%
Non-Manufacturing	26.5%	73.5%
Non-Profit	14.3%	85.7%
Organizational Size		
1-50	35.3%	64.7%
51-200	50.8%	49.2%
201-500	33.3%	66.7%
Over 500	33.3%	66.7%

Figure 3a | Does your organization treat all attendance violations the same?

	Yes	No
All Organizations	69.2%	30.8%
Industry		
Manufacturing	69.5%	30.5%
Non-Manufacturing	67.6%	32.4%
Non-Profit	71.4%	28.6%
Organizational Size		
1-50	82.4%	17.6%
51-200	68.3%	31.7%
201-500	61.9%	38.1%
Over 500	66.7%	33.3%

Figure 4a | Are repeated absences on Mondays, Fridays, or right after holidays treated differently?

	Yes	No
All Organizations	29.9%	70.1%
Industry		
Manufacturing	26.7%	73.3%
Non-Manufacturing	39.4%	60.6%
Non-Profit	21.4%	78.6%
Organizational Size		
1-50	29.4%	70.6%
51-200	31.3%	68.8%
201-500	15.0%	85.0%
Over 500	66.7%	33.3%

Figure 5a | What system does your organization use to track attendance?

	Time and attendance software	Manual	Timecard/ time clock system	Payroll system	None
All Organizations	43.4%	26.4%	11.3%	17.9%	1.0%
Industry					
Manufacturing	43.3%	33.3%	10.0%	13.3%	0.0%
Non-Manufacturing	48.5%	15.2%	12.1%	24.2%	0.0%
Non-Profit	30.8%	23.1%	15.4%	23.1%	7.7%
Organizational Size					
1-50	31.3%	31.3%	25.0%	6.3%	6.3%
51-200	37.5%	31.3%	10.9%	20.3%	0.0%
201-500	70.0%	5.0%	5.0%	20.0%	0.0%
Over 500	50.0%	33.3%	0.0%	16.7%	0.0%

Figure 6a | Does your organization track its monthly absences and benchmark them against any of the following?

	Do not benchmark absences	BNA reports	Other
All Organizations	93.3%	1.0%	5.8%
Industry			
Manufacturing	89.8%	1.7%	8.5%
Non-Manufacturing	100.0%	0.0%	0.0%
Non-Profit	92.3%	0.0%	7.7%
Organizational Size			
1-50	93.8%	0.0%	6.3%
51-200	96.9%	0.0%	3.1%
201-500	78.9%	5.3%	15.8%
Over 500	100.0%	0.0%	0.0%

Figure 7a | How many unscheduled absences are acceptable within a given period of time?

	0 days	1-4 days	5-8 days	9-12 days	13+
All Organizations	10.5%	43.4%	32.9%	6.6%	5.3%
Industry					
Manufacturing	8.5%	46.8%	29.8%	6.4%	6.4%
Non-Manufacturing	5.3%	52.6%	36.8%	5.3%	0.0%
Non-Profit	30.0%	10.0%	40.0%	10.0%	10.0%
Organizational Size					
1-50	11.1%	33.3%	44.4%	0.0%	11.1%
51-200	4.3%	47.8%	30.4%	10.9%	4.3%
201-500	25.0%	43.8%	31.3%	0.0%	0.0%
Over 500	20.0%	20.0%	40.0%	0.0%	20.0%

Figure 7.1a | "Given period of time" used to track unscheduled absences

	Monthly	Quarterly	Annually	N/A
All Organizations	8.3%	4.2%	50.0%	37.5%
Industry				
Manufacturing	0.0%	9.1%	72.7%	18.2%
Non-Manufacturing	25.0%	0.0%	25.0%	50.0%
Non-Profit	0.0%	0.0%	40.0%	60.0%
Organization Size				
1-50	25.0%	0.0%	25.0%	50.0%
51-200	6.7%	6.7%	60.0%	26.7%
201-500	0.0%	0.0%	0.0%	100.0%
Over 500	0.0%	0.0%	66.7%	33.3%

Figure 8a | How many instances of tardiness are acceptable within a given period of time?

	0	1-4	5-8	9-12	13+
All Organizations	10.3%	44.1%	22.1%	11.8%	11.8%
Industry					
Manufacturing	7.5%	40.0%	22.5%	15.0%	15.0%
Non-Manufacturing	9.5%	61.9%	19.0%	0.0%	9.5%
Non-Profit	28.6%	14.3%	28.6%	28.6%	0.0%
Organizational Size					
1-50	18.2%	45.5%	18.2%	9.1%	9.1%
51-200	7.7%	46.2%	20.5%	12.8%	12.8%
201-500	6.7%	40.0%	33.3%	6.7%	13.3%
Over 500	33.3%	33.3%	0.0%	33.3%	0.0%

Figure 8.1a | "Given period of time" used to track instances of tardiness

	Monthly	Quarterly	Annually	N/A
All Organizations	18.5%	3.7%	18.5%	59.3%
Industry				
Manufacturing	20.0%	10.0%	40.0%	30.0%
Non-Manufacturing	25.0%	0.0%	8.3%	66.7%
Non-Profit	0.0%	0.0%	0.0%	100.0%
Organizational Size				
1-50	25.0%	0.0%	0.0%	75.0%
51-200	21.1%	5.3%	26.3%	47.4%
201-500	0.0%	0.0%	0.0%	100.0%
Over 500	0.0%	0.0%	0.0%	100.0%

Figure 9a | How many minutes constitutes being late or tardy to work?

	No policy	1	2-5	6-10	11-20	20+
All Organizations	12.0%	34.0%	18.0%	17.0%	14.0%	5.0%
Industry						
Manufacturing	1.8%	46.4%	19.6%	14.3%	12.5%	5.4%
Non-Manufacturing	23.3%	16.7%	16.7%	20.0%	16.7%	6.7%
Non-Profit	28.6%	21.4%	14.3%	21.4%	14.3%	0.0%
Organizational Size						
1-50	26.7%	40.0%	13.3%	0.0%	13.3%	6.7%
51-200	11.7%	28.3%	16.7%	21.7%	15.0%	6.7%
201-500	5.3%	47.4%	15.8%	21.1%	10.5%	0.0%
Over 500	0.0%	33.3%	50.0%	0.0%	16.7%	0.0%

Figure 10a | Does your organization record employees' absentee rates?

	Yes	No
All Organizations	8.6%	91.4%
Industry		
Manufacturing	8.6%	91.4%
Non-Manufacturing	6.1%	93.9%
Non-Profit	14.3%	85.7%
Organizational Size		
1-50	6.3%	93.8%
51-200	4.8%	95.2%
201-500	20.0%	80.0%
Over 500	16.7%	83.3%

Figure 10.1a| Average absentee rates

	Average Rate
All Organizations	2.8%
Industry	
Manufacturing	2.4%
Non-Manufacturing	N/A
Non-Profit	3.8%
Organizational Size	
1-50	N/A
51-200	1.1%
201-500	4.4%
Over 500	N/A

Figure 11a | How long do employees' absences remain on their records?

	6 months	One year	Full-length of employment	Other
All Organizations	3.8%	51.9%	19.2%	25.0%
Industry				
Manufacturing	1.7%	58.3%	11.7%	28.3%
Non-Manufacturing	6.5%	32.3%	38.7%	22.6%
Non-Profit	7.7%	69.2%	7.7%	15.4%
Organizational Size				
1-50	0.0%	35.7%	42.9%	21.4%
51-200	3.1%	53.1%	14.1%	29.7%
201-500	10.0%	50.0%	25.0%	15.0%
Over 500	0.0%	83.3%	0.0%	16.7%

Figure 12a | What methods does your organization use to control absences?

Record absences

	Yes	No
All Organizations	90.7%	9.3%
Industry		
Manufacturing	96.7%	3.3%
Non-Manufacturing	82.4%	17.6%
Non-Profit	85.7%	14.3%
Organizational Size		
1-50	82.4%	17.6%
51-200	92.2%	7.8%
201-500	90.5%	9.5%
Over 500	100.0%	0.0%

Disciplinary procedures

	Yes	No
All Organizations	83.3%	16.7%
Industry		
Manufacturing	90.0%	10.0%
Non-Manufacturing	73.5%	26.5%
Non-Profit	78.6%	21.4%
Organizational Size		
1-50	64.7%	35.3%
51-200	85.9%	14.1%
201-500	90.5%	9.5%
Over 500	83.3%	16.7%

Using attendance as a performance criterion

	Yes	No
All Organizations	71.3%	28.7%
Industry		
Manufacturing	78.3%	21.7%
Non-Manufacturing	67.6%	32.4%
Non-Profit	50.0%	50.0%
Organizational Size		
1-50	47.1%	52.9%
51-200	73.4%	26.6%
201-500	81.0%	19.0%
Over 500	83.3%	16.7%

Providing family leave

	Yes	No
All Organizations	45.4%	54.6%
Industry		
Manufacturing	46.7%	53.3%
Non-Manufacturing	38.2%	61.8%
Non-Profit	57.1%	42.9%
Organizational Size		
1-50	23.5%	76.5%
51-200	53.1%	46.9%
201-500	33.3%	66.7%
Over 500	66.7%	33.3%

Flexible work arrangements

	Yes	No
All Organizations	41.7%	58.3%
Industry		
Manufacturing	35.0%	65.0%
Non-Manufacturing	47.1%	52.9%
Non-Profit	57.1%	42.9%
Organizational Size		
1-50	47.1%	52.9%
51-200	39.1%	60.9%
201-500	38.1%	61.9%
Over 500	66.7%	33.3%

Illness verification

	Yes	No
All Organizations	41.7%	58.3%
Industry		
Manufacturing	48.3%	51.7%
Non-Manufacturing	29.4%	70.6%
Non-Profit	42.9%	57.1%
Organizational Size		
1-50	23.5%	76.5%
51-200	40.6%	59.4%
201-500	61.9%	38.1%
Over 500	33.3%	66.7%

Attendance rewards/incentives

	Yes	No
All Organizations	26.9%	73.1%
Industry		
Manufacturing	35.0%	65.0%
Non-Manufacturing	11.8%	88.2%
Non-Profit	28.6%	71.4%
Organizational Size		
1-50	23.5%	76.5%
51-200	31.3%	68.8%
201-500	14.3%	85.7%
Over 500	33.3%	66.7%

Docking pay

	Yes	No
All Organizations	22.2%	77.8%
Industry		
Manufacturing	21.7%	78.3%
Non-Manufacturing	26.5%	73.5%
Non-Profit	14.3%	85.7%
Organizational Size		
1-50	21.7%	70.6%
51-200	26.5%	78.1%
201-500	14.3%	81.0%
Over 500	21.7%	83.3%

Wellness program

	Yes	No
All Organizations	23.1%	76.9%
Industry		
Manufacturing	18.3%	81.7%
Non-Manufacturing	23.5%	76.5%
Non-Profit	42.9%	57.1%
Organizational Size		
1-50	5.9%	94.1%
51-200	25.0%	75.0%
201-500	23.8%	76.2%
Over 500	50.0%	50.0%

Offering paid time-off bank

	Yes	No
All Organizations	31.5%	68.5%
Industry		
Manufacturing	20.0%	80.0%
Non-Manufacturing	47.1%	52.9%
Non-Profit	42.9%	57.1%
Organizational Size		
1-50	29.4%	70.6%
51-200	32.8%	67.2%
201-500	33.3%	66.7%
Over 500	16.7%	83.3%

Referring employees to an EAP

	Yes	No
All Organizations	35.2%	64.8%
Industry		
Manufacturing	35.0%	65.0%
Non-Manufacturing	26.5%	73.5%
Non-Profit	57.1%	42.9%
Organizational Size		
1-50	11.8%	88.2%
51-200	35.9%	64.1%
201-500	42.9%	57.1%
Over 500	66.7%	33.3%

Restricting paid time-off

	Yes	No
All Organizations	11.1%	88.9%
Industry		
Manufacturing	5.0%	95.0%
Non-Manufacturing	17.6%	82.4%
Non-Profit	21.4%	78.6%
Organizational Size		
1-50	11.8%	88.2%
51-200	7.8%	92.2%
201-500	19.0%	81.0%
Over 500	16.7%	83.3%

Wellness/health coaches

	Yes	No
All Organizations	8.3%	91.7%
Industry		
Manufacturing	5.0%	95.0%
Non-Manufacturing	8.8%	91.2%
Non-Profit	21.4%	78.6%
Organizational Size		
1-50	0.0%	100.0%
51-200	6.3%	93.8%
201-500	14.3%	85.7%
Over 500	33.3%	66.7%

Changing the workload or the environment

	Yes	No
All Organizations	3.7%	96.3%
Industry		
Manufacturing	0.0%	100.0%
Non-Manufacturing	8.8%	91.2%
Non-Profit	7.1%	92.9%
Organizational Size		
1-50	0.0%	100.0%
51-200	1.6%	98.4%
201-500	14.3%	85.7%
Over 500	0.0%	100.0%

Managerial training on managing absences

	Yes	No
All Organizations	11.1%	88.9%
Industry		
Manufacturing	15.0%	85.0%
Non-Manufacturing	5.9%	94.1%
Non-Profit	7.1%	92.9%
Organizational Size		
1-50	5.9%	94.1%
51-200	7.8%	92.2%
201-500	28.6%	71.4%
Over 500	0.0%	100.0%

Other

	Yes	No
All Organizations	6.5%	93.5%
Industry		
Manufacturing	10.0%	90.0%
Non-Manufacturing	2.9%	97.1%
Non-Profit	0.0%	100.0%
Organizational Size		
1-50	0.0%	100.0%
51-200	10.9%	89.1%
201-500	0.0%	100.0%
Over 500	0.0%	100.0%

Creating stricter attendance policies

	Yes	No
All Organizations	4.6%	95.4%
Industry		
Manufacturing	6.7%	93.3%
Non-Manufacturing	0.0%	100.0%
Non-Profit	7.1%	92.9%
Organizational Size		
1-50	0.0%	100.0%
51-200	6.3%	93.8%
201-500	4.8%	95.2%
Over 500	0.0%	100.0%

Figure 13a | Which of the following best describes the paid time-off benefit/plan your organization offers to employees?

	Standard vacation, holiday, personal leave, sick-leave plan	Paid time-off plan	Modified paid time-off plan	Other
All Organizations	63.6%	31.8%	0.0%	4.7%
Industry				
Manufacturing	74.6%	20.3%	0.0%	5.1%
Non-Manufacturing	44.1%	50.0%	0.0%	5.9%
Non-Profit	64.3%	35.7%	0.0%	0.0%
Organizational Size				
1-50	52.9%	47.1%	0.0%	0.0%
51-200	71.4%	22.2%	0.0%	6.3%
201-500	57.1%	38.1%	0.0%	4.8%
Over 500	33.3%	66.7%	0.0%	0.0%

Figure 14a | Does your organization offer short-term disability benefits?

	Yes	No
All Organizations	84.3%	15.7%
Industry		
Manufacturing	85.0%	15.0%
Non-Manufacturing	88.2%	11.8%
Non-Profit	71.4%	28.6%
Organizational Size		
1-50	70.6%	29.4%
51-200	84.4%	15.6%
201-500	95.2%	4.8%
Over 500	83.3%	16.7%

Figure 15a | Does your organization offer long-term disability benefits?

	Yes	No
All Organizations	82.4%	17.6%
Industry		
Manufacturing	81.7%	18.3%
Non-Manufacturing	85.3%	14.7%
Non-Profit	78.6%	21.4%
Organizational Size		
1-50	70.6%	29.4%
51-200	84.4%	15.6%
201-500	85.7%	14.3%
Over 500	83.3%	16.7%

Figure 16a | How long can an employee be on Long Term Disability before they are terminated from your organization?

	Terminated immediately	1-3 months	4-6 months	7-12 months	2-3 years	Other
All Organizations	17.6%	33.3%	15.7%	21.6%	9.8%	2.0%
Industry						
Manufacturing	14.3%	32.1%	17.9%	17.9%	14.3%	3.6%
Non-Manufacturing	21.4%	28.6%	21.4%	21.4%	7.1%	0.0%
Non-Profit	22.2%	44.4%	0.0%	33.3%	0.0%	0.0%
Organizational Size						
1-50	14.3%	42.9%	0.0%	14.3%	28.6%	0.0%
51-200	20.0%	30.0%	13.3%	23.3%	10.0%	3.3%
201-500	22.2%	22.2%	33.3%	22.2%	0.0%	0.0%
Over 500	0.0%	60.0%	20.0%	20.0%	0.0%	0.0%

Figure 17a | Average number of days lost per employee per year due to unscheduled absence

	Number of days
All Organizations	4.5
Industry	
Manufacturing	4.3
Non-Manufacturing	5.4
Non-Profit	2.3
Organizational Size	
1-50	7.1
51-200	3.5
201-500	4.0
Over 500	6.0

Figure 17b | What is the average number of days lost per employee per year due to unscheduled absence?

	0 days	1-2 days	3-4 days	5-6 days	7-8 days	9+ days
All Organizations	3.4%	30.5%	32.2%	22.0%	3.4%	8.5%
Industry						
Manufacturing	3.2%	22.6%	32.3%	29.0%	3.2%	9.7%
Non-Manufacturing	0.0%	36.4%	36.4%	13.6%	4.5%	9.1%
Non-Profit	16.7%	50.0%	16.7%	16.7%	0.0%	0.0%
Organizational Size						
1-50	7.7%	23.1%	23.1%	30.8%	0.0%	15.4%
51-200	3.2%	29.0%	32.3%	29.0%	6.5%	0.0%
201-500	0.0%	33.3%	50.0%	0.0%	0.0%	16.7%
Over 500	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%

Figure 18a | What are the primary causes of unscheduled absence at your organization?
Illness

	Yes	No
All Organizations	82.4%	17.6%
Industry		
Manufacturing	75.0%	25.0%
Non-Manufacturing	94.1%	5.9%
Non-Profit	85.7%	14.3%
Organizational Size		
1-50	88.2%	11.8%
51-200	82.8%	17.2%
201-500	76.2%	23.8%
Over 500	83.3%	16.7%

Home/family obligations

	Yes	No
All Organizations	49.1%	50.9%
Industry		
Manufacturing	50.0%	50.0%
Non-Manufacturing	44.1%	55.9%
Non-Profit	57.1%	42.9%
Organizational Size		
1-50	47.1%	52.9%
51-200	50.0%	50.0%
201-500	52.4%	47.6%
Over 500	33.3%	66.7%

Child-care issues

	Yes	No
All Organizations	53.7%	46.3%
Industry		
Manufacturing	45.0%	55.0%
Non-Manufacturing	67.6%	32.4%
Non-Profit	57.1%	42.9%
Organizational Size		
1-50	47.1%	52.9%
51-200	57.8%	42.2%
201-500	47.6%	52.4%
Over 500	50.0%	50.0%

Doctors' appointments

	Yes	No
All Organizations	38.9%	61.1%
Industry		
Manufacturing	40.0%	60.0%
Non-Manufacturing	35.3%	64.7%
Non-Profit	42.9%	57.1%
Organizational Size		
1-50	17.6%	82.4%
51-200	45.3%	54.7%
201-500	42.9%	57.1%
Over 500	16.7%	83.3%

Injuries/accidents

	Yes	No
All Organizations	12.0%	88.0%
Industry		
Manufacturing	10.0%	90.0%
Non-Manufacturing	11.8%	88.2%
Non-Profit	21.4%	78.6%
Organizational Size		
1-50	0.0%	100.0%
51-200	12.5%	87.5%
201-500	23.8%	76.2%
Over 500	0.0%	100.0%

Elder-care issues

	Yes	No
All Organizations	4.6%	95.4%
Industry		
Manufacturing	1.7%	98.3%
Non-Manufacturing	2.9%	97.1%
Non-Profit	21.4%	78.6%
Organizational Size		
1-50	0.0%	100.0%
51-200	4.7%	95.3%
201-500	4.8%	95.2%
Over 500	16.7%	83.3%

Mental health

	Yes	No
All Organizations	5.6%	94.4%
Industry		
Manufacturing	5.0%	95.0%
Non-Manufacturing	2.9%	97.1%
Non-Profit	14.3%	85.7%
Organizational Size		
1-50	0.0%	100.0%
51-200	4.7%	95.3%
201-500	9.5%	90.5%
Over 500	16.7%	83.3%

Stress

	Yes	No
All Organizations	7.4%	92.6%
Industry		
Manufacturing	3.3%	96.7%
Non-Manufacturing	11.8%	88.2%
Non-Profit	14.3%	85.7%
Organizational Size		
1-50	0.0%	100.0%
51-200	7.8%	92.2%
201-500	4.8%	95.2%
Over 500	33.3%	66.7%

Other

	Yes	No
All Organizations	12.0%	88.0%
Industry		
Manufacturing	21.7%	78.3%
Non-Manufacturing	0.0%	100.0%
Non-Profit	0.0%	100.0%
Organizational Size		
1-50	5.9%	94.1%
51-200	14.1%	85.9%
201-500	9.5%	90.5%
Over 500	16.7%	83.3%

Figure 19a | Are employees required to notify their supervisors of their unscheduled absences?

	Yes	No
All Organizations	98.1%	1.9%
Industry		
Manufacturing	98.3%	1.7%
Non-Manufacturing	100.0%	0.0%
Non-Profit	92.3%	7.7%
Organizational Size		
1-50	100.0%	0.0%
51-200	100.0%	0.0%
201-500	100.0%	0.0%
Over 500	66.7%	33.3%

Figure 20a | Under what circumstances does your organization require employees to provide a doctor's note?

	None, we do not require a doctor's note	Whenever an employee misses a day of work for illness-related reasons	After an extended illness
All Organizations	12.0%	15.7%	72.2%
Industry			
Manufacturing	5.0%	21.7%	73.3%
Non-Manufacturing	17.6%	8.8%	73.5%
Non-Profit	28.6%	7.1%	64.3%
Organizational Size			
1-50	29.4%	11.8%	58.8%
51-200	9.4%	14.1%	76.6%
201-500	4.8%	23.8%	71.4%
Over 500	16.7%	16.7%	66.7%

Figure 20b | Please specify how many consecutive days are considered an extended illness.

	2 days	3 days	4 days	5 days	5+ days
All Organizations	6.8%	77.0%	8.1%	4.1%	4.1%
Industry					
Manufacturing	7.3%	80.5%	4.9%	2.4%	4.9%
Non-Manufacturing	8.3%	75.0%	4.2%	8.3%	4.2%
Non-Profit	0.0%	66.7%	33.3%	0.0%	0.0%
Organizational Size					
1-50	0.0%	88.9%	0.0%	11.1%	0.0%
51-200	6.3%	77.1%	10.4%	2.1%	4.2%
201-500	15.4%	61.5%	7.7%	7.7%	7.7%
Over 500	0.0%	100.0%	0.0%	0.0%	0.0%

Figure 21a | Does your organization measure presenteeism?

	Yes	No
All Organizations	1.0%	99.0%
Industry		
Manufacturing	1.7%	98.3%
Non-Manufacturing	0.0%	100.0%
Non-Profit	0.0%	100.0%
Organizational Size		
1-50	0.0%	100.0%
51-200	1.6%	98.4%
201-500	0.0%	100.0%
Over 500	0.0%	100.0%

Appendix B: Sample Attendance Policies

The following responses provided by participants give details of organizations' attendance policies, including how points are allocated and what constitutes excessive absence.

- Unexcused absences include call offs, leaving before the end of a scheduled shift without prior written approval and failure to follow the call-in guidelines.
  Unexcused absences will result in the following:
  - 1st through 3rd offense: No discipline and no documentation required.
  - 4th offense: Written Warning and 25% off next paid bonus unless medical or legal documentation is provided to Human Resources within 24 hours of the call off.
  - 5th offense: Written Warning and an additional 50% off next paid bonus unless medical or legal documentation is provided to Human Resources within 24 hours of the call off.
  - 6th offense: Discharge unless medical or legal documentation is provided to Human Resources within 24 hours of the call off.

- Any employee whose absenteeism and/or tardiness for any reason becomes unacceptable will be so notified and warned. Thereafter, disciplinary action may be taken which could result in termination from the Company.

- Attendance Issue: Points
  - Leaving Early - (unapproved dismissal prior to scheduled end time) - 1 point
  - Tardiness - (compliance with call-in procedure) - 1 point
  - Tardiness - (non-compliance with call-in procedure) - 2 points
  - Unapproved Absence - (compliance with call-in procedures, absence with unapproved time off request, or sent home for being 2+ hours tardy) - 4 points
  - No Call, No Show - (absence without compliance with call-in or time off request procedures) - 6 points
  - 3 consecutive No Call, No Shows with no call-in - Voluntary Resignation
  Disciplinary Action
  - Verbal Warning - 8 points
  - Written Warning - 12 points
  - Suspension or Termination - 14 points

- Excessive absence is taking more PTO than allotted.

- No defined number of days or points; corrective action would be taken if employee had excessive absence (exhausted PTO) and/or it interfered with his/her performance, or does not follow requests for documentation for leaves.

- 1 point for full day absence and .5 for less than half. 10 point system

- No-fault. They may take unplanned absences without penalty. Those that abuse this practice with excessive Monday/post-holiday/post-event absences are dealt with on an individual basis.

- 1/2 tardy or early out. 1 point for full day absence. 5 points termination. Excessive is reaching 5 points in a 6 month period

- No formal count - excessive absenteeism may subject employees to disciplinary action, up to and including termination.

- Arriving 15 minutes or more past arrival time is recognized as late. Employees receive a verbal warning with excessive absence (over 3 times) and then follow a standardized progressive discipline plan.

- Tardy or late more than 3x a quarter warning given

- We believe a person who misses more than 6 days per year has issues. We keep an eye on usage and if there is excessive time off, we meet with the person and start progressive discipline if necessary.

- Limits for Attendance
  - 4.1   Punctuality: Late by three (3) minutes or more. No more than three (3) per calendar month to avoid disciplinary action. This includes late to work, from breaks or lunch, and leaving work early. Being punctual means being at your work station ready to work, not simply being in the building.
  - 4.2   Partial Day Absent: Working fewer than the expected number of hours in any day. No more than three (3) per calendar month to avoid disciplinary action.
  - 4.3   Full Day Absent- no more than three (3) per month to avoid disciplinary action. If a Team Member misses two (2) or more consecutive days off due to the same reason, each day will be considered one (1) absence when determining how many absences the Team Member incurred for the month. Refer to section 4.4.2.3 for an exception to this.
  - NOTE: No more than three (3) of any combination of tardiness, partial day absence, or full day absence is permitted within a calendar month to avoid disciplinary action, and no more than ten (10) of any occurrence or any combination of occurrences is permitted within a rolling six (6) month period of time to avoid disciplinary action.

- The contract states, 'The abuse or patterned use of sick leave shall result in disciplinary action, up to and including termination.' It also states that after 3 consecutive days absence, a doctor's excuse may be required.

- Attendance & Absence: It is the purpose of our company to offer a consistent and fair attendance policy. Our business is manufacturing and when employees are not here to do their job the company production schedules are disrupted. Below is the two-part attendance policy.
  - Arriving Late / Leaving Early: Any employee who does not report to work within two hours of the scheduled starting time of a shift may not be permitted to punch in, unless at the

discretion of their supervisor. If sent home, the employee will be charged with a random absence.

- Written disciplinary action will be taken when an individual has more than two occurrences of tardiness or leaving work early per calendar month. Each incident of tardiness and leaving early will be counted toward the two permitted per month. In addition, no more than eight hours of lost work time due to leaving early or arriving late will be permitted per month. Leaving work during an employee=s shift will count as an occurrence. Arriving late and leaving early in the same day count as two different incidents.

- Any employee, who is tardy or leaves early in the same day and does not complete at least four hours of a standard workday (eight hours) or scheduled overtime shift, will be charged with a random absence. Overtime hours agreed to and subsequently not worked due to arriving late or leaving early are included in the eight hours permitted per month.

- Casual or Random Absence: Casual or random absences are those which are reported on the day on which they occur. Any more than four random absences or four occurrences within any six-month period will lead to disciplinary action, which will follow the disciplinary system under the Progressive Disciplinary section of this manual.

- Employees are to notify their supervisor (or the human resource department if the supervisor is unavailable) within two hours after the start of their shift if they are unable to report to work.

- Any employee who is absent for three or more days due to illness will not be permitted to return to work until a physician's release is presented.

- All documentation for time off must be presented within two weeks of the time off to be valid. This includes a two-day medical excuse.

- If an employee is called for jury duty or is subpoenaed to testify in court, these absences will be excused absences as long as documentation is provided within the

- Any absence that is not scheduled prior to absence with the exception of FMLA

- 1/2 occurrence for less than 4.0 hours of Unpd. time. 1 full occurrence for 4.0 hours or more; 3 occurrences - Verbal Warning; 4 occurrences - Second Verbal Warning; 5 occurrences - Written Warning; 6 occurrences - Final Written Warning; 7 occurrences - Termination
- Occurrences accumulate over a rolling twelve month period and consecutive days missed may be considered a single occurrence.

- 0.50 for every hour late or out early maxing out at 2; 2 per every daily unexcused absence; 8 for a late call in (4 hours past the start of the scheduled shift); 16 points max then termination

- Points are attributed for unexcused days off. Excessive absence is someone who misses 6 days or more per year without excuse.

- Employees earn time and are allowed to use it as long as their absences do not interfere with our ability to provide service and programs to the public. If an employee's absences impact their performance or our programs, then the issue of excessive absences is addressed. We have a generous leave policy and employees are encouraged to build up their time in the event of an emergency because we do not have short term disability. As long as employees

have banked their time, they can use it and receive pay at 100%. otherwise they would be on leave without pay.

- 2 points = full day absence without approved excuse. 1 point - 1/2 day absence without approved excuse. 1/2 point = tardy less than 30 minutes

- After freebies are used, if you miss 1/2 or less of your shift you would receive .5 point. If you miss 1/2 or more of your shift you would receive 1 point. 2 points = verbal; 3 points = written; 4 points = 3 day suspension w/o pay; 5 points = termination. Points fall off after 1 year from date of occurrence.

- one point per occurrence. Warning at 2 points within a 30 day period and a day off without pay for a third offense, 3 days for a fourth offense, and termination after that

- Employees have a set number or bank of 'unexcused' absences to use throughout the year for unscheduled absences of any kind. This bank is prorated for new hires. Anything over this allotment follows our progressive disciplinary policy.

- 5 points written warning, 10 points day of suspension, 13 points termination

- Absence = 1 point; Arrive late or leave early = .5 point. Max 2 points for 3 or more day absence if substantiation provided. Based on rolling 12 months: 7+ verbal warning; 8+ written warning; 9+ final written. Over 10 termination.
  Approved leaves of absence do not count (personal. FMLA, ADA, etc)

- Excessive absence is <97% full attendance, not counting paid time off

- Progressive disciplinary action will follow the accumulation of points
  1. Two (2) points: Verbal Counseling - Written
  2. Four (4) points: Written Warning
  3. Six (6) points: Final Written Warning and one (1) day suspension
  4. Eight (8) points: Termination

- Imperfect attendance is defined as when an employee incurs an unauthorized absence from work during scheduled hours. An unauthorized absence occurs when an employee is absent or late without prior notice or authorization from the supervisor. All unauthorized absences will result in penalty points. Absent or late time is rounded up to the nearest hour. Imperfect Attendance Incident Defined as   Points:
  - Unauthorized Absence: Not present when shift starts. Calls in at least 15 minutes prior to shift. Does not work any part of scheduled shift
  - Leaving early: Employees currently at work, who choose to leave before the end of their scheduled shift, will incur points for all hours not worked in the shift. 1 point per hour missed.
  - Unauthorized Lateness: Not present when shift starts. Calls in at least 15 minutes prior to arrival. Arrives to works some part of scheduled shift. 2 points per hour missed.
  - Additional Consequences: 3 or more ULs in week or 8 in a year will result in a forfeiture of employment.

- No Call/No Show: Not present when shift starts. Does not call in at least 15 min prior to shift. Does not work any part of scheduled shift. 3 points per hour missed. 3 consecutive NC/NS constitutes forfeiture of employment.

- Organization administers an Attendance Point System for hourly, production employees. Attendance is critical to efficient operation, therefore, unprotected absences will be assessed points, and the accumulation of points will result in disciplinary action. When an hourly, production employee is absent, late for work or leaves work early and the reason for their absence is not in the Protected Absence List, they will be assessed points.

- - Tardy (>1 min late) - .25 pts
   - Partial day absence (incl. tardies > 15 min late) - .5 pts
   - Full day absence - 1 pt
   - NC/NS - 3 pts

- There are no points given/. We have a simple policy that states habitual absenteeism will be handled with disciplinary action up to, and including termination. Generally, the system is managed by their supervisor and it is up to the supervisor to determine whether there is an issue.

- If an employee over uses allotted PTO / UPTO they will receive a counseling memo, if continue abuse of policy, written warnings are executed.

- Disciplined if you miss 2 times in a 60 day period

- Call Offs: no greater than once in one month or three in six months. Tardy: no greater than once in one month or twice in three months

- Paid Time Off allocated annually based on years of service, used for sick and vacation time

- absent = 1 point; late or out early = 0.33; 3 points = verbal warning; 5 points = 1st notice; 5.33 = pay reduction; 7 points = 2nd warning; 8 points = termination

- 1 point for every 2 occurrences. 8 is the max.

- Each two hour absence = .25 points. So a full 8 hour day = 1 point. 0.5 point penalty for failure to call 15 minutes prior to shift beginning. 8 points in a 12 month rolling period = termination.

- 8 absences an tardy/left early points in a rolling 12 month period results in termination.

- Absence or Lateness: If you are unable to report to work, or if you will arrive late, please contact your manager at least six hours in advance of start time. This will give him or her as much time as possible to arrange for someone else to cover your position until you arrive. If you know in advance that you will need to be absent, you are required to request this time off directly from your manager. He or she will determine when will be the most suitable time for you to be absent from your work.
  - When you call in to inform of an unexpected absence or late arrival, ask for your manager directly. For late arrivals, please indicate when you expect to arrive for work. Notifying the answering service or a fellow-employee is not sufficient. If you are unable to call in yourself because of an illness, emergency or for some other reason, be sure to have someone call on

your behalf. If your manager is not available when you call, you may leave the information with another manager.

- Absence from work for three (3) consecutive days without notifying your manager will be considered a voluntary resignation.

- Excessive Absence or Lateness: In general, five (5) absences in a 180-day period, or a consistent pattern of absence, will be considered excessive. Tardiness or leaving early is as detrimental as an absence. Three (3) such incidents in a 90-day period will be considered a "tardiness pattern" and will carry the same weight as an absence. Other factors, like the degree of lateness, may be considered.

- Be aware that excessive absenteeism, lateness or leaving early may lead to disciplinary action, including possible dismissal.

- Everyone is expected to come to work on time and leave on time each and every scheduled shift. A point value system is developed for absences, tardy, leave early etc. A maximum of 8 points within a 12 month rolling period calls for termination. Only approved leaves of absence such as jury duty, bereavement leave, approved medical leaves etc. do not count. Doctor excuses will not be accepted to avoid points. No fault policy.

- In late, leave early = 1/4 point; Full day absence up to 2 days = 1 point; 10 point rolling 12 month calendar; Verbal warning starts at 5 points; Written warning at 8 points; Termination at 10 points.

- Using planned time off vs unplanned time off determines how many points. Warnings start when they accumulate 15, suspension at 20, termination at 21

- After two unique 'unscheduled absence' a verbal warning is given; after three, a written is given. if unscheduled absences continue, termination.

- Points are given for tardiness, short shifts, and unscheduled absences.

- Employees have paid time off, once that runs out they may ask for a lease of absence, or may be subject to our standard disciplinary policy.

- Point system 1/4 point for mispunch and late, 1 point full day, fractions in between.

- 3 days consecutive require doctor's excuse upon return (unless it is scheduled personal time). 3 consecutive/non-consecutive unexcused days in a month will get a warning/write-up or termination depending on prior offenses.

- 6 points absence, 4 partial, 1.5 tardy/leave work early, discipline levels, 1st written 15 pts, 2nd 20, suspension 26 and term 30

- 48 hrs/yr = verbal warning; 64 hrs/yr = written warning; 80 hrs/yr = final warning; 96 hrs/yr = termination Also, record incidents within 30 day period: 3 = written; 5 = final warning; 6 = termination

- Exhaustion of allowed PTO and Unpaid time means termination.

- 4 points – absent; 8 points - no call no show; 1 point - tardy < 2 hours; 1 point - no punch; 1 point - leave early < 2 hours; 24 points = termination

- .5 Tardy; 1 Point Per Unexcused Absence; 5 Points No Call No Show; 6 Point Termination. Rolling 12

- Tardy .25 point; 1/2 day .5 point, over half day 1 point. within 6 months: 3 Occurrences - first written, 4 occurrences 2nd written, 5 occurrences - suspension, 6 termination - occurrences roll off after 6 months

- 7 points is termination

- 3 occurrences within a 3-month period or 4 occurrences within a 6-month period is considered excessive. Also two absences within their first 90 days.

- Employees have a certain amount of paid leave. Absences beyond that are used to progress discipline, unless they are protected absences in some way.

- 3 days in a 90 day period

- No fault policy with progressive discipline. 1-2 absences (lose points earned for monthly production incentive); 3 absences (lose points and suspended for 2 days); 4 absences (lose points, 4 day suspension, 25% loss of end of year gainsharing bonus, loss of salaried status); 5 absences (lose points, 8 day suspension, loss of total gainsharing bonus); 6 absence (termination)
  - Absences for previous rolling 12 month period used.
  - Perfect attendance from 12/1-11/30 (earn 96 hour bonus)
  - 1 absence from 12/1-11/30 (earn 48 hour bonus)
  - 2 absences from 12/1-1130 (earn 24 hour bonus)
  - 3 absences (no bonus earned)

- Maximum # of Absences and/or Tardiness prior to Progressive Corrective Action: 24 hour shifts = Three (3) occurrences. 16 hour shifts = Four (4) occurrences. 12 hour shifts = Five (5) occurrences. 10 hour shifts = Five (5) occurrences. 8 hour shifts = Six (6) occurrences

- F. Attendance and Absenteeism
  Regular attendance and punctuality are expected of all employees. Hourly employees are expected to be in their work station, wearing all required protective equipment and ready to work within 4 minutes of their scheduled shift start time each day. Employees are to remain on duty except during assigned rest periods and meal breaks. You should notify your supervisor in advance if you need time off for personal business, such as doctor appointments or other matters. These appointments should be scheduled during your non-work hours whenever possible. You must call in each day that you are unable to attend work, unless you have already indicated, in writing, the exact number of workdays that you will be absent from work.

  If you must leave the premises during the workday, for any non-work reason, including illness or any other personal reason, you must notify your supervisor or another member of management prior to leaving the premises.

For all employees, continued tardiness or excessive absenteeism may result in disciplinary action, up to and including termination. If an employee is absent for two consecutive days without notifying the Company, they will be considered to have voluntarily resigned.

At [organization] the attendance of its employees is of utmost importance. When employees are absent or tardy, operations are hampered. If you expect to be late or absent, it is important to notify your direct supervisor at least 60 minutes prior to your starting time so that arrangements can be made to cover your job. All call-offs are to be made to the employee's direct supervisor. For hourly employees, call-offs to anyone other than the employee's direct supervisor will not be accepted, and the employee will be issued attendance point(s) in accordance with the attendance policy. All supervisors' numbers are posted in Section IX of this employee handbook, and they are also posted in each facility at the bulletin board nearest or inside of the employee break room/area.

In order to control our attendance, the following attendance point system is used for hourly employees:
1. Each hourly employee starts with a 0 point record.
2. A point is added when an employee is absent (either scheduled to work or has volunteered to work).
3. One-half point is added when an employee is late or leaves early, working more than 4 hours but less than 8 hours of an 8 hour shift or working more than 6 hours but less than 12 hours on a 12 hour shift.
4. Employees will have one (1) point deducted from their total for each 60 calendar days of perfect attendance. An employee with zero (0) points and 60 days of perfect attendance will go to negative one (-1) point. Employees shall be allowed a maximum of negative two (-2) points. Perfect attendance days will not be earned when an employee is on any type of leave from the Company.
5. An employee who fails to report off duty one hour prior to the beginning of his/her shift will receive an assessment of one additional point in addition to the appropriate assessment outlined above.

The discipline process for excessive absenteeism is as follows:
- Upon the accumulation of 4 points, the employee will receive a verbal warning.
- Upon the accumulation of 6 points, the employee will receive a written warning.
- Upon the accumulation of 8 points, the employee will receive a written-final warning.
- Upon the accumulation of 10 points, the employee will be discharged.

When an employee provides a doctor's statement pertaining to a legitimate injury or illness, totaling no more than (3) consecutive days, it will be considered as a single excused absence, and the employee will not receive any attendance points for those days.

Employees shall be allowed a total of one (1) doctor's statements in a 12-month period. After one doctor's statement is used, attendance points shall be issued as outlined above.

If an employee leaves sick during a regularly scheduled shift, they shall be assessed points as outlined above. This partial worked day shall not count towards an illness leave.

- Coaching by supervisor after 2 absences or 4 tardies within a rolling quarter period. After 3 absences or 6 tardies then would get a written warning.

- 1 occurrence per day (dr note is 1 occurrence for entire time off); .5 occurrence for 15 minutes tardy; 1 occurrence for >15 minutes tardy; 4 occs in 30 days - written warning; 6 occs in 30 days – termination; 5 occs in 12 months - verbal warning; 7 occs in 12 months - written warning; 9 occs in 12 months - written warning + 1 day suspension; 10 occs in 12 months - written warning + 1 day suspension; 11 occs in 12 months - written warning + 2 day suspension; 12 occs in 12 months – termination. Credits given for 30 days absence free. Absence due to death of certain family members, jury duty excluded.

- After exhausting 40-hours of unpaid personal time, points are given for unapproved absences and/or tardiness. The point system is based upon the progressive past 12 calendar months. An accumulation of 7 points results in a 2-day suspension and they carry those points for 18-months. Accumulating 10 points results in termination.

- 13 point system in rolling 12 months: 1-7 Forgiven; 8-10 Verbal; 11-12 Written; 13 Termination

- Half a point/incident is given for unscheduled tardies or leave earlies. 1 point/incident is given for full day unscheduled absences. We then have a policy where after 2 incidents in 60 days is a coaching session; 3 additional in 90 days is verbal warning; 2 more in 90 days is written warning and 1 more in 6 months is termination.

- Hourly employees are assessed points for unplanned call-offs, late arrivals, early departures and failures to clock in or out at the start/end of a work shift. (There are numerous exceptions available to employees who have unscheduled attendance occurrences but are not assessed points for…bereavement days, jury duty, documented emergency medical situations, etc.) Points are generally in amounts of 5 or 10 per occurrence. 40 points in less than 12 months triggers a verbal Supervisor's Review for the employee. 65 points in less than 12 months sees a Written Warning issued. 80 points in less than 12 months leads to an employee's termination.

- Late to work by less than 30 minutes - 1 pt
Late to work by more than 30 minutes - 2 pts
Leave work early by less than 2 hours - 1 pt
Leave work early by more than 2 hrs - 2 pts
Call off - 3 pts
6   points - written notice; 9 points - written notice; 12 points - final written notice; 15 points – termination

- 1 day per month of PTO accrued for the first year. 1.25 day per month for years 2-5. If an employee does not have PTO to use, the time goes unpaid. If it is chronic, it can affect the accrual of time (i.e. work 32 hours per week can affect accrual of PTO time).

- 1/2 point for tardy (< 8 minutes); 1 point for late (> 7 minutes), call off, leave early, forgetting to clock in or out, unapproved OT, additional point for neglecting to call off by scheduled start time. Verbal warning at 6 points, written warning at 9 points, final warning at 12 points; termination at 15 points. Rolling 12-month calendar. Hourly employees are also allowed to use two vacation days as emergency vacation days (unscheduled, to cover an unplanned absence). No points given for emergency vacation days. Perfect attendance awards every two months and annually.

- Points are allocated from call offs, unexcused absences

- We look at unscheduled days of PTO and the consistency of these unscheduled days. i.e. 5 call-offs during separate infractions in a two month or a short period of time would be excessive absence.

- 4 pts and then termination. .25 pt for 0-1 hour tardy, .5 pt for 1-4 hour tardy or leave early, .75 pt for more than 4 hours late or leave early. 1 pt for a full day. Employees also earn 4 hours a month of PTO to use as needed. If they have PTO that will be applied and they will not get any points.

- Any unexcused absence is a point. Any tardy is a half point. If you work less than 4 hours you receive a point. If you're in the probationary period (first 90 days), you'll get a verbal warning after 1 point, a written warning after 2 points, and termination after 4 points.
 For regular employees, verbal warning after 4 points, written warning after 5 points, final warning after 6 points, and termination after 7 points.

- Employees are allowed up to 6 unpaid absences in a year, or 3 in a month before disciplinary action is taken.

- 3 or more days over allotted PTO with no extenuating circumstances (ex. unexpected illness)

- Each unexcused absence is considered (1) occurrence, each unexcused tardy or leave early is considered (.5) occurrence. We use occurrence vs. points. 3 occurrences = Written Warning, 5 occurrences = 3-day unpaid suspension and 6 occurrences - termination within a rolling twelve month period.

- Once employees exhaust their PTO, they are moved to our progressive discipline policy if they are absent or late.

- More than 6 unexcused occurrences in a 12 month period is considered excessive

- Progressive discipline begins after 6 days of unscheduled absence.

- Absences are not tracked and excessive absences are determined by the departmental manager and typically excessive would be missing more than 10 days (unexcused) in a calendar year. Employees have 5 paid days a calendar year to use in 30 minute increments to avoid loss of pay.

- Points apply when an employee is absent for a full shift, a partial shift, is Tardy or fails to swipe. Additional points apply under specific circumstances (Holidays, prior PTO denial, Pattern or Absence, No Call No Show).

- An 'occasion' of absence is defined as an absence of one or more days, separated by one or ore days of work. Any partial day absence of four (4) houea or more will be considered as one occasion for the purpose of initiating disciplinary action, once sick/personal time is depleted. Disciplinary measures will ve taken when occasions of absence exceed available sick/personal time benefits in any calendar year.

- Employees who have an unscheduled absence more than 5 times in a rolling 12 month period are considered having excessive absence.

- Policy is loosely defined. Non-exempt employees must use time and attendance software. Absence or tardiness without proper notification to the supervisor may result in disciplinary action.

- Excessive absenteeism is defined as three or more absences from your scheduled work day (or a part of the work day) in a thirty (30) day period of time, when these absences have not been PRE-APPROVED by the employee's supervisor regardless of whether the leave is for paid or unpaid time.

- Each new employee receives between 120 - 200 hours of PTO per year based on their job status, Employee, AVP or VP in addition to 11 paid holidays

- Employee is terminated after 12 absence occurrences.

- 3 unplanned absences or tardies in a 3 month period would considered excessive. The first step is a Verbal warning, then Written Warning, Final Written Warning, and termination.

2016 ERC Absence Management Practices Survey

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