

ERC Absence Management Practices Survey

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Conducted by ERC
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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.ercnet.org.



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Overview

In June of 2012, ERC conducted a survey on organizations in Northeast Ohio to explore absence management practices among Northeast Ohio employers specifically related to attendance and unscheduled absences. The results show several key trends among Northeast Ohio employers in terms of their absence management practices.

All ERC members were invited to participate in the survey in early June via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on June 29, 2012. 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 69 participating organizations, only from Northeast Ohio. All quantitative data was analyzed using statistical software to ensure data validity and reliability.

This report shows several frequencies and response distributions. Breakouts of data are provided for industry and number of employees. 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. Additionally, some breakouts may not be reported due to insufficient or invalid data.

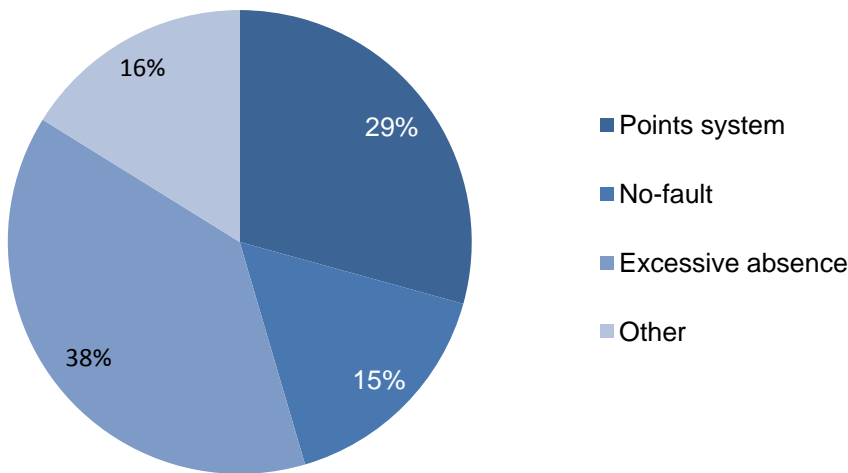
Key findings in the survey

- Most employers have a policy that addresses excessive absences
- Fifty-seven percent of organizations use the same attendance policy for exempt and non-exempt employees.
- Employers are most likely to track absences manually, using programs from the Microsoft Office Suite to do so.
- The average number of days lost per employee per year due to unscheduled absences is 3.9 days.
- Employers most commonly manage or control absence by recording attendance, enforcing disciplinary action and using attendance as a performance criterion.
- Seventy percent of employers describe their paid time-off benefit as a standard vacation, holiday, personal leave, and sick-leave plan.
- Most organizations offer both short-term and long-term disability benefits, although long-term benefits are slightly less common.
- The most common causes of unscheduled absences are illness, home/family obligations, childcare issues, and doctor's appointments.

Attendance

Most employers describe their attendance policy as primarily concerned with excessive absence. Some employers (29%) use a points system, meaning that points are assigned to an employee for any unexcused absences and tardiness. Fifteen percent (16%) of organizations report using a no-fault attendance policy. Other organizations report having no formal policy and handling attendance issues on a case-by-case basis. A sample of the policies provided by respondents can be found in Appendix B.

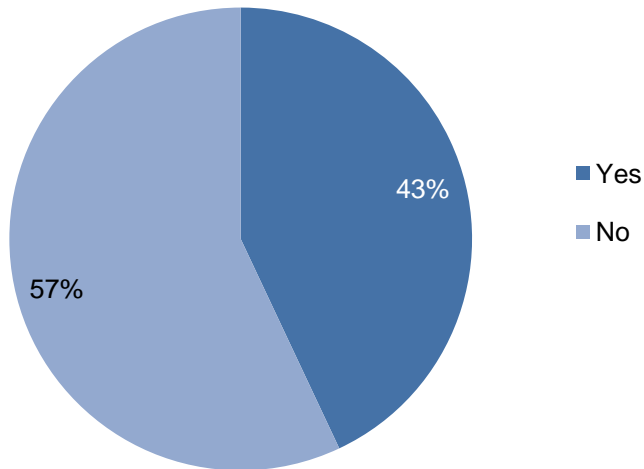
Figure 1 | Which of the following best describes your organizations attendance policy?



Manufacturing organizations (45%) were much more likely to use a points system than non-manufacturing organizations (7%). Non-manufacturing organizations (54%) tended to have attendance policies penalizing employees for excessive absence.

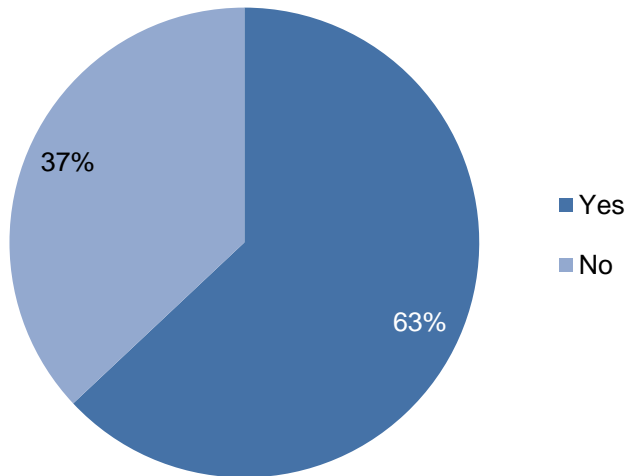
The majority of organizations (57%) do not have different policies for exempt and non-exempt employees. Manufacturers (53%) are more likely to have different policies for exempt and non-exempt employees than non-manufacturers (29%).

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



The majority of organizations (63%) report that all attendance violations are typically treated the same. Larger organizations with over 200 employees (67%) were more likely to report treating absences differently than smaller organizations.

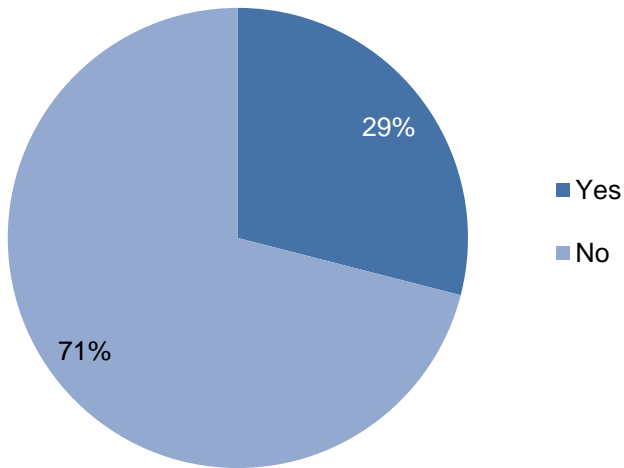
Figure 3 | Does your organization treat all attendance violations the same?



The most common reason cited by respondents for treating absence violations differently is that absences are considered on a case-by-case basis. Employers generally take the reason for the absence into account. Some employers categorize reasons as excused or unexcused and others report taking into account extenuating circumstances or emergency situations. Many cited that FMLA issues, leaves of absence, scheduled time off, and medical or health issues receive a different number of points or no points at all. The most common exception hinged on having a doctor's note in cases of extended medical absences.

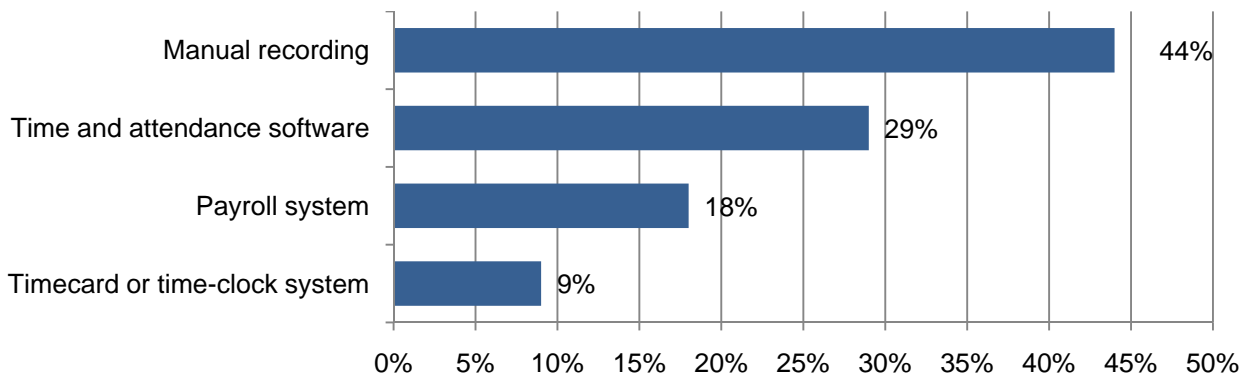
The majority of organizations (71%) report that repeated absences on Mondays, Fridays, or right after holidays are not treated differently than other absences.

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



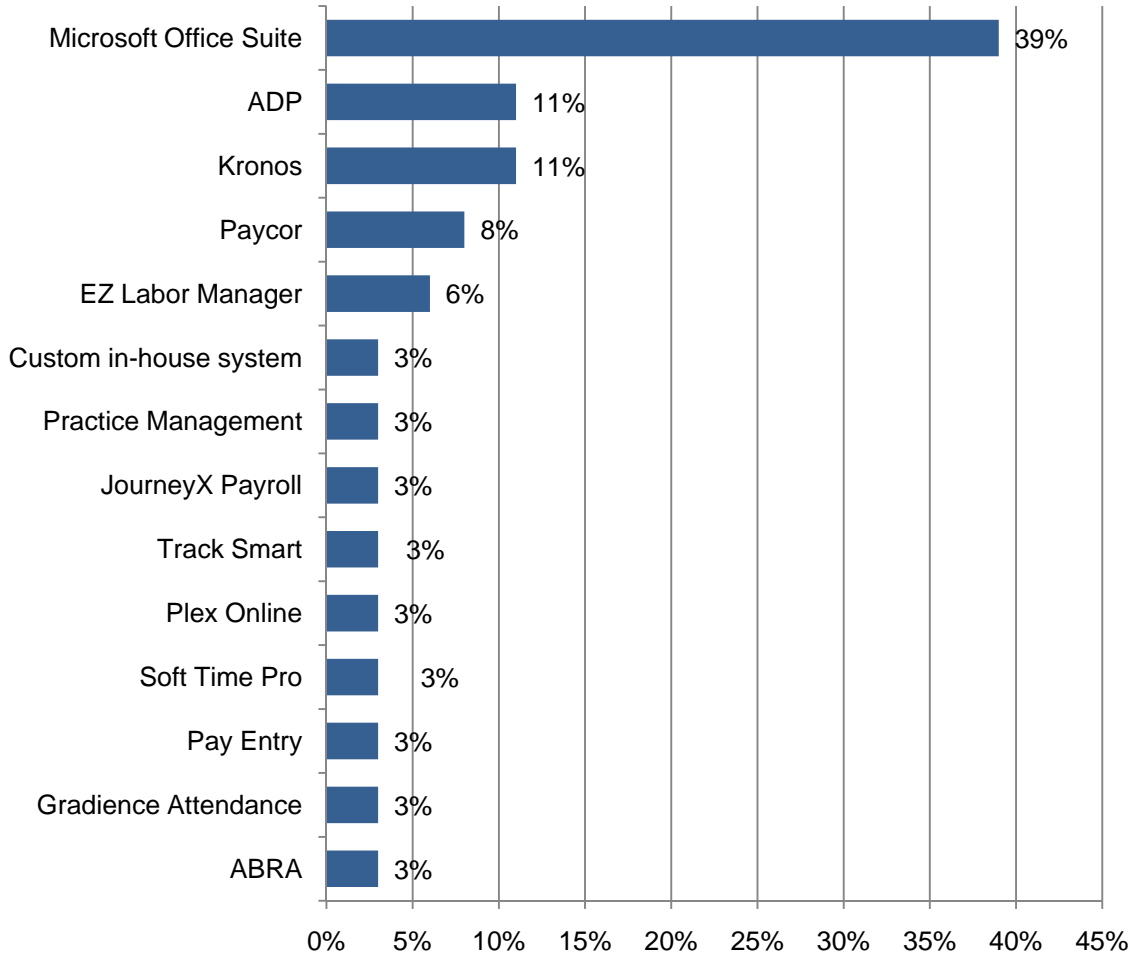
The majority of employers (44%) use a manual recording system such as written attendance logs or Excel spreadsheets. Just less than one-third of organizations (29%) track their attendance with time and attendance software, e.g. Kronos. Eighteen percent (18%) of employers report using a payroll system for monitoring attendance (i.e. Paychex or ADP). Timecard or time-clock systems (9%) are also sometimes used to track attendance.

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



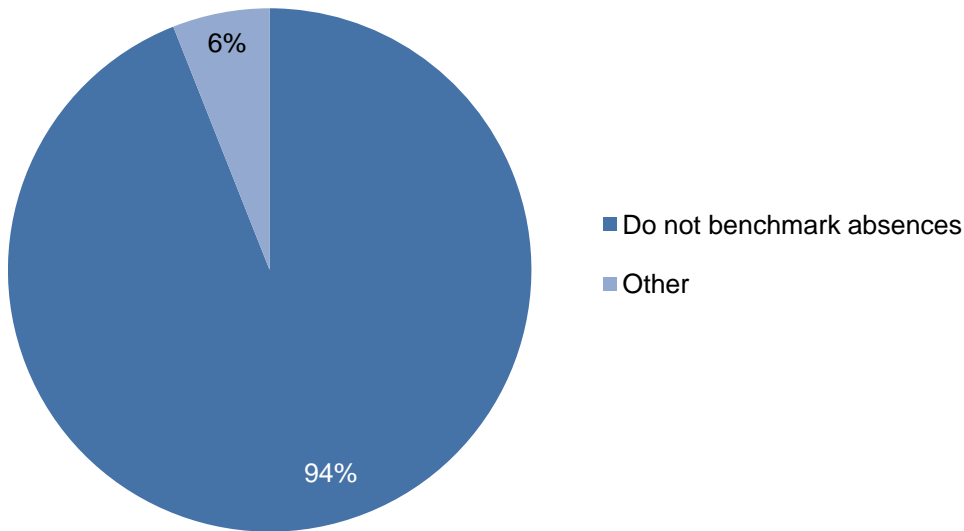
Among those organizations tracking attendance, the most common system used is Microsoft Office Suite (39%) followed by ADP(11%) and Kronos (11%). Other organizations reported using a wide variety of different software or payroll systems to track attendance.

Figure 6 | Systems used to track attendance



The majority of employers (94%) report that they do not benchmark monthly absences against other organizations. A small percentage of employers (6%) use other methods to benchmark absences.

Figure 7 | Does your organization track its monthly absences and benchmark them against any of the following?



The most common number of acceptable absences reported by organizations is 5-8 days in a given period of time. However, the “given period of time” varies from organization to organization. Of those respondents that reported what given period of time their organization uses for tracking unscheduled absences, 61% indicated they used a yearly cycle.

Figure 8 | How many unscheduled absences are acceptable within a given period of time?

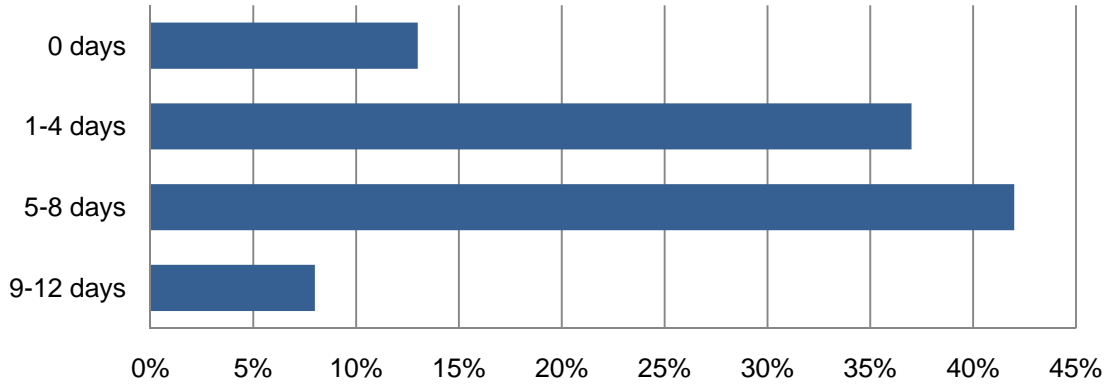
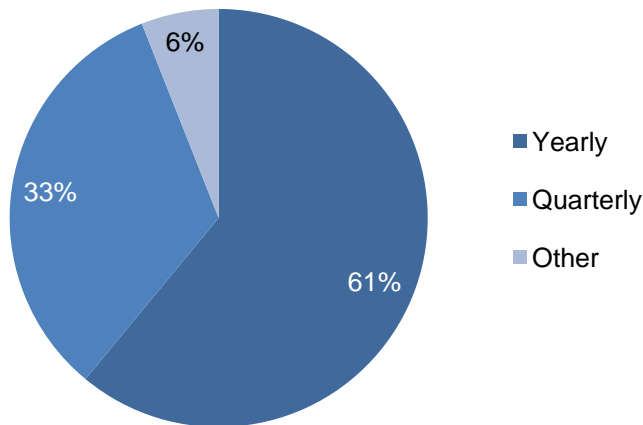


Figure 8.1 | “Given period of time” used to track unscheduled absences



The most common number of acceptable instances of tardiness reported by organizations is 1-4 instances in a given period of time (58%). As noted in the figure above, the “given period of time” varies from organization to organization. Of those respondents that reported what given period of time their organization uses for tracking instances of tardiness, equal numbers indicate using a monthly schedule or a yearly schedule- both at 31%.

Figure 9 | How many instances of tardiness are acceptable within a given period of time?

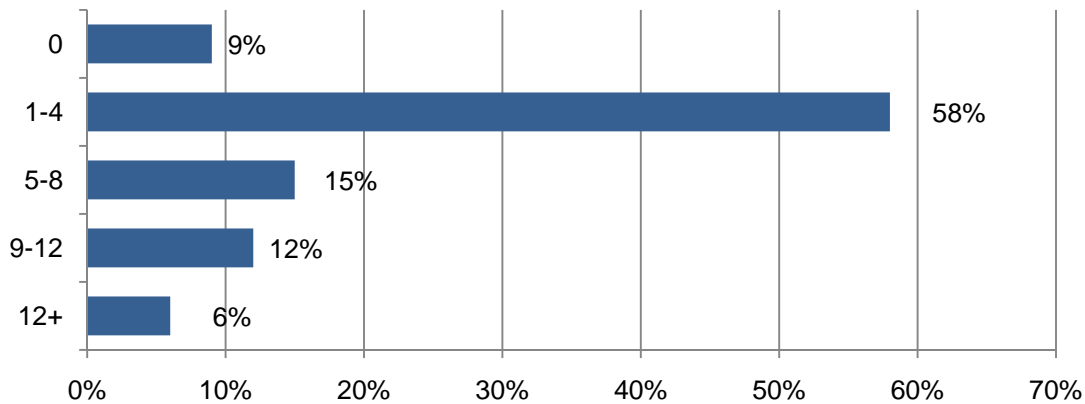
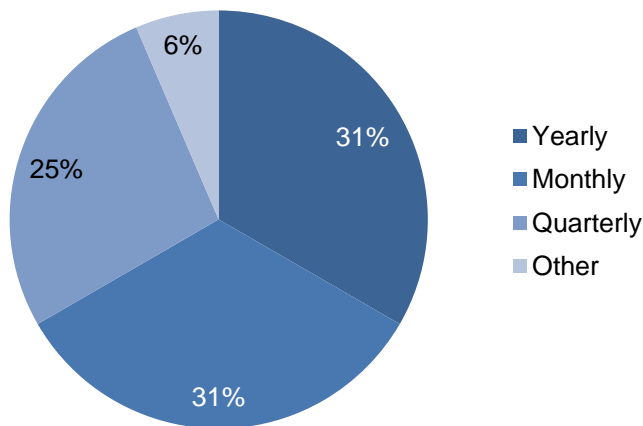
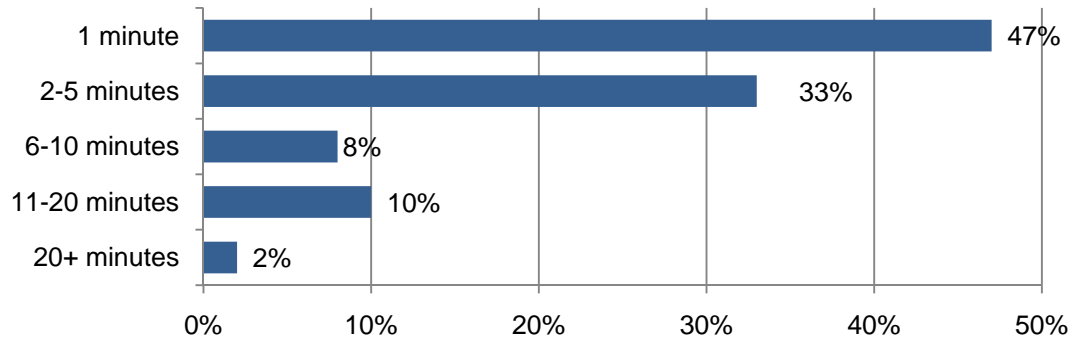


Figure 9.1 | “Given period of time” used to track instances of tardiness



Nearly half of employers (47%) regard even a minute late as an instance of tardiness. The overall average number of minutes that constitutes being late or tardy is 4.22 minutes. Non-manufacturing and smaller (1-50 employees) organizations tend to be the most lenient, constituting tardiness as 6.82 and 9.13 minutes late, on average, respectively.

Figure 10 | How many minutes constitutes being late or tardy?



Approximately half (49%) of respondents reported 5-8 days in a given period of time constitutes “excessive absence.” As noted above, the “given period of time” varies from organization to organization. The majority (61%) of organizations reporting what given period of time they use to define “excessive absence,” indicated a yearly cycle.

Figure 11 | How does your organization define “excessive absence?”

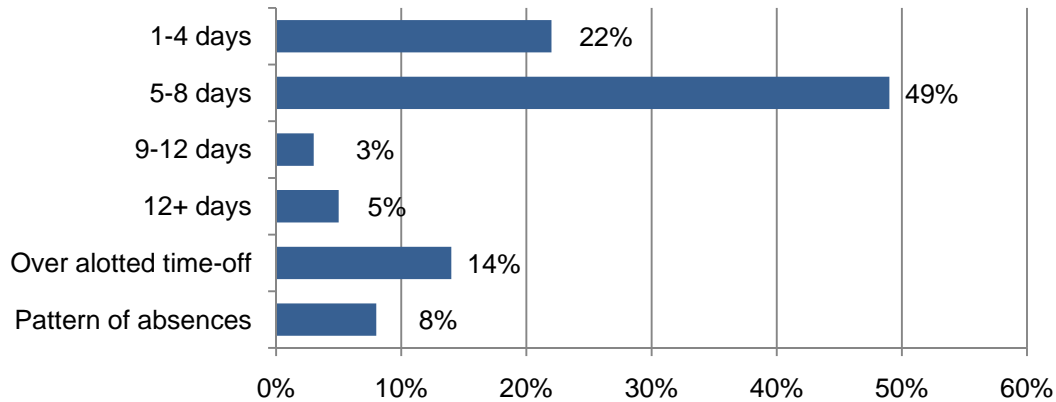
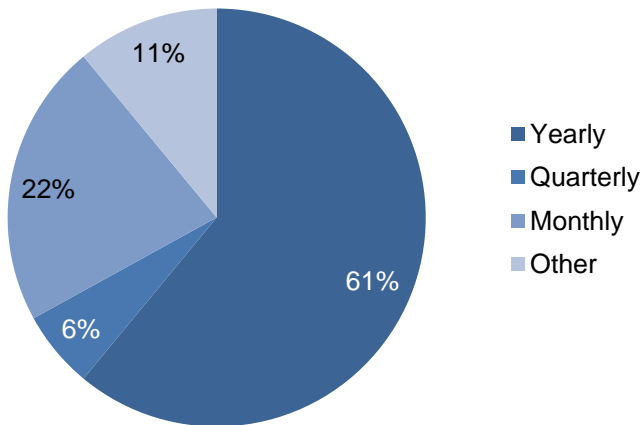
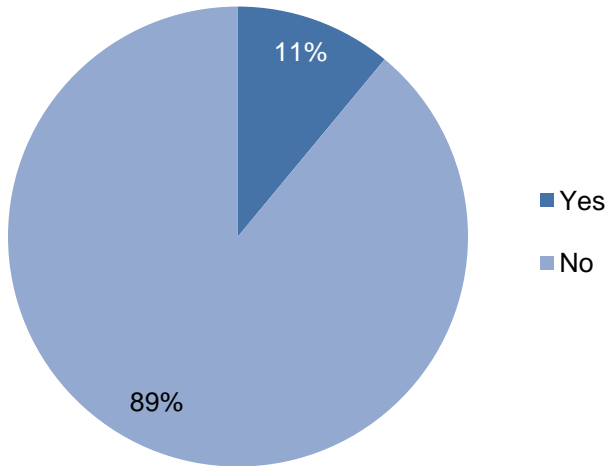


Figure 11.1 | “Given period of time” used to define excessive absence



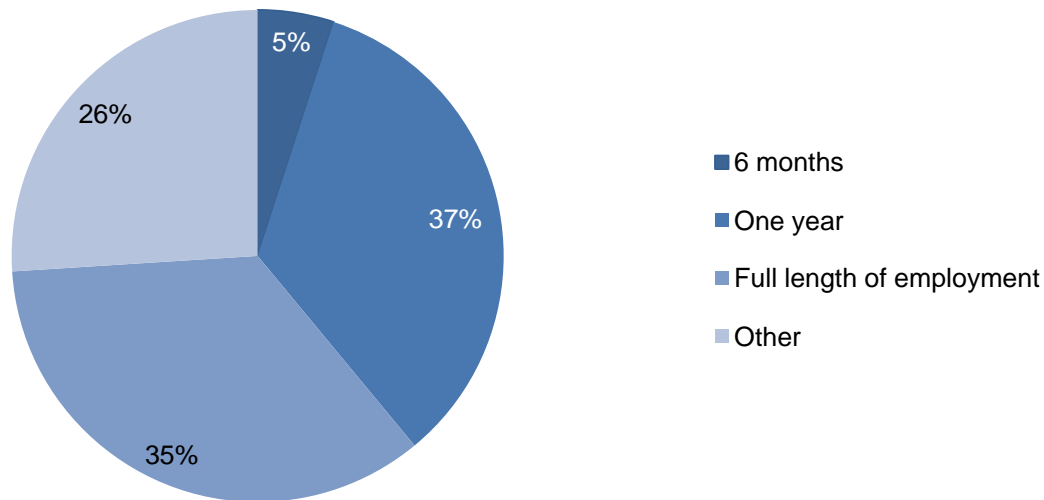
The majority of organizations (89%) do not record employee absentee rates. Of the remaining 11% that do calculate absenteeism rates, an average absentee rate of 2.9% is reported.

Figure 12 | Does your organization record employees' absentee rates?



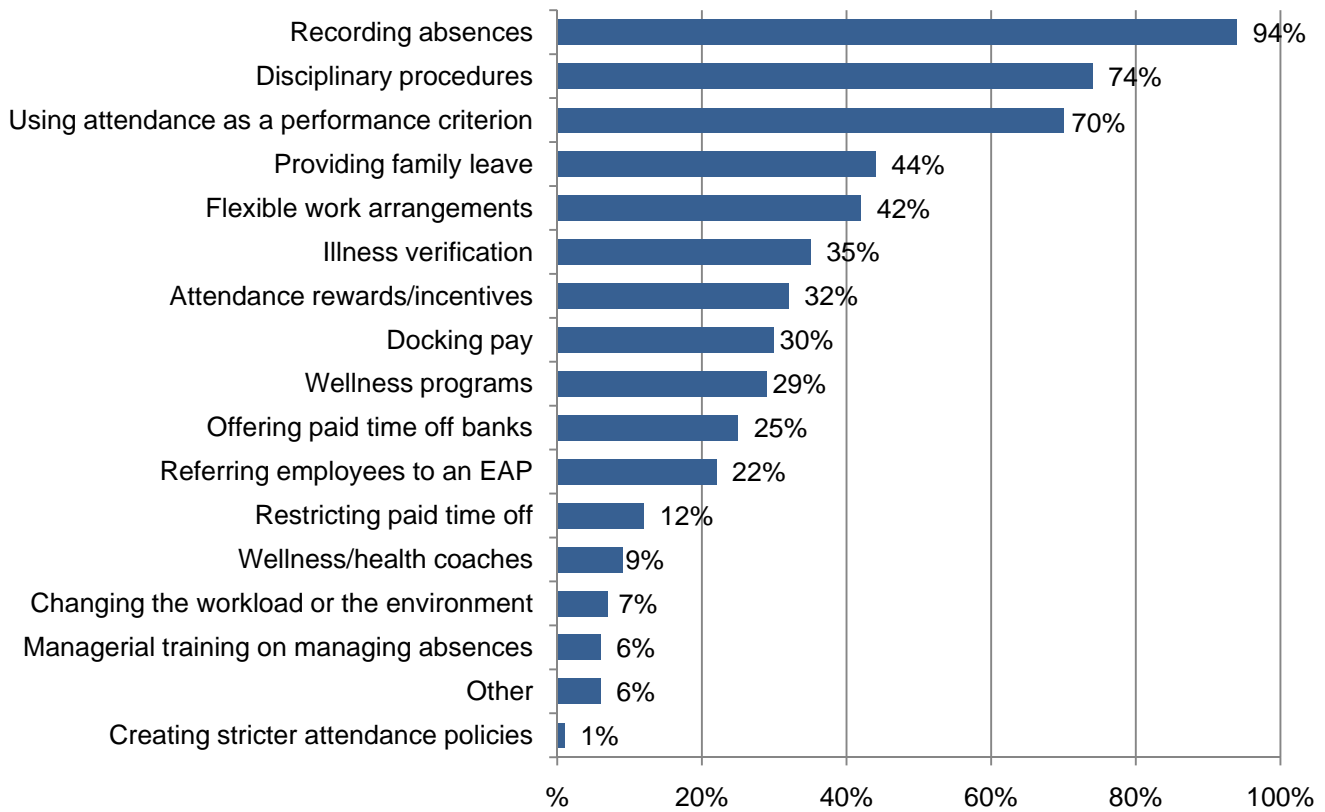
Some employers (35%) report that absences remain on employees' records for their full length of employment at the organization. A similar number of organizations cite that employees' absences remain on their record for one year (34%). Only five percent of organizations report using a 6 month period. The most common other length of time for keeping absence information is over a rolling 12 month period.

Figure 13 | How long do employees' absences remain on their record?



Organizations use many methods to manage and control employee absences. The vast majority of organizations achieve this by (94%) recording absences. Many employers (74%) use disciplinary procedures to reduce absences. Using attendance as a performance criterion to hold employees accountable for their attendance is also a common method at 70%. Changing the workload or the environment (7%), offering managerial training on managing absences (6%) or creating stricter attendance policies (1%) were the least common used methods to manage or control absence.

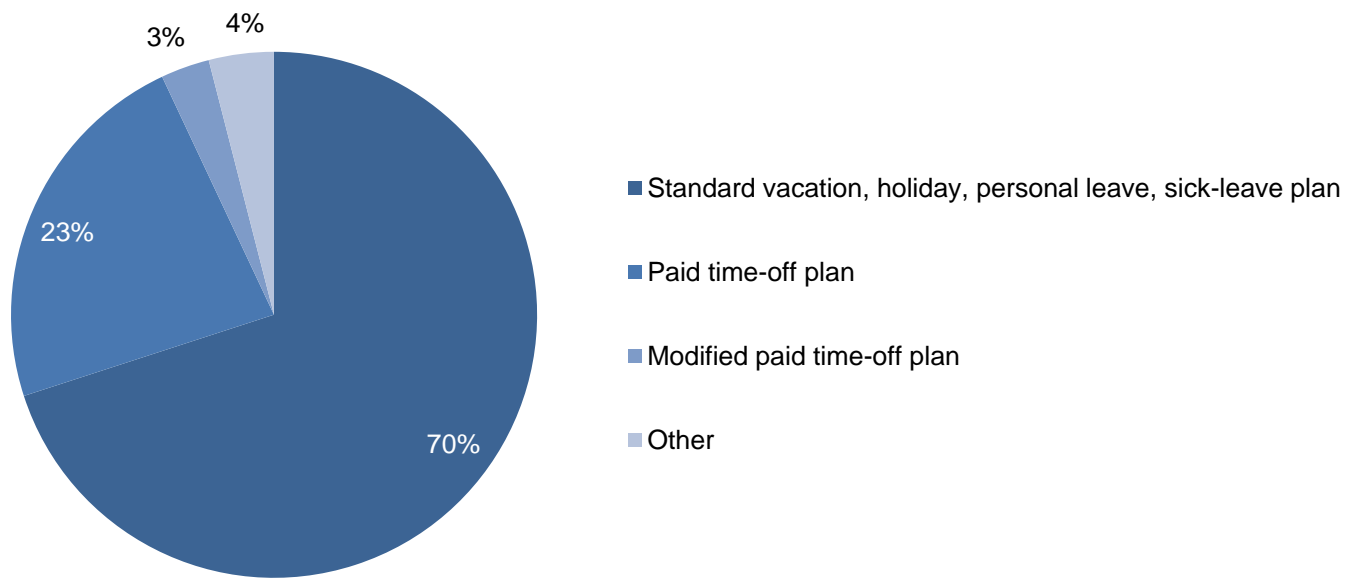
Figure 14 | What methods does your organization use to manage or control absence?



Scheduled Absence

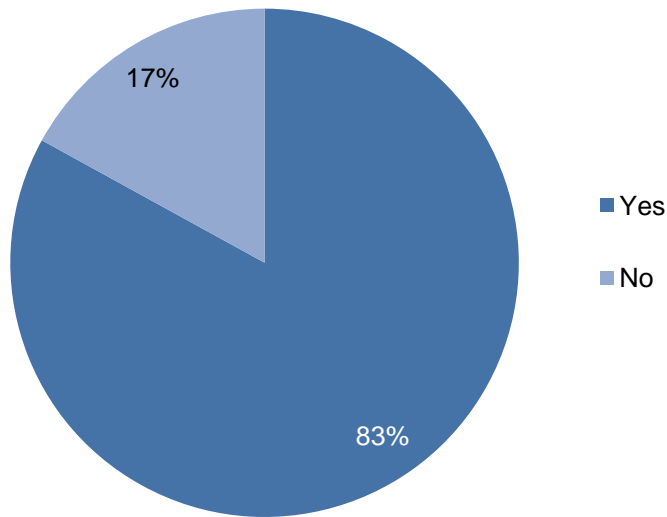
The majority of employers (70%) describe their paid-time off benefit/plan as a standard vacation, holiday, personal leave, and sick-leave plan. Some organizations (23%) use a paid time-off plan, where employees can draw from a paid-time off bank regardless of the reason for the absence (i.e. illness, vacation, etc.). This type of paid time off benefit was most commonly used by non-manufacturing organizations. Only a few organizations use a modified paid time-off plan or other plan.

Figure 15 | Which of the following best describes the paid time-off benefit/plan your organization offers to employees?



Short-term disability benefits are typically provided by organizations. Eighty-two percent (82%) of employers provide short-term disability benefits to employees. Manufacturing organizations (88%) are somewhat more likely to provide short-term disability benefits compared to non-manufacturing (75%) organizations.

Figure 16 | Does your organization offer short-term disability benefits?



The most common length of time that organizations provide short-term disability benefits (47%) is 25-36 weeks. Fewer (37%) provide 0-12 weeks. Forty-two percent of organizations pay 60% of their employees' pay as the benefit.

Figure 16.1 | For what length of time does your organization provide short-term disability benefits?

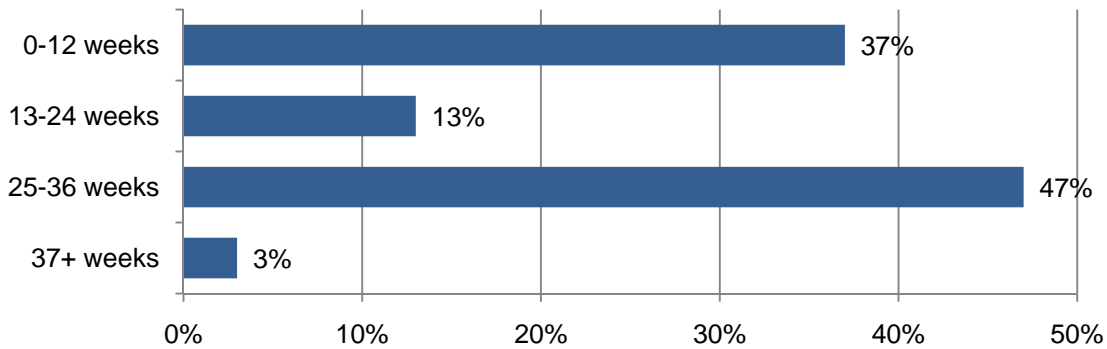
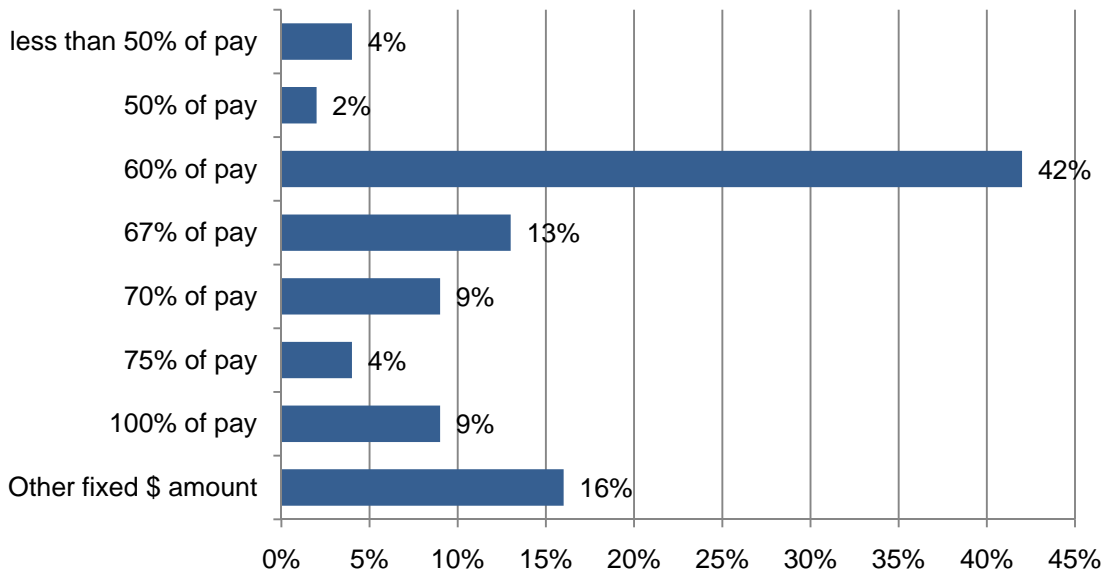
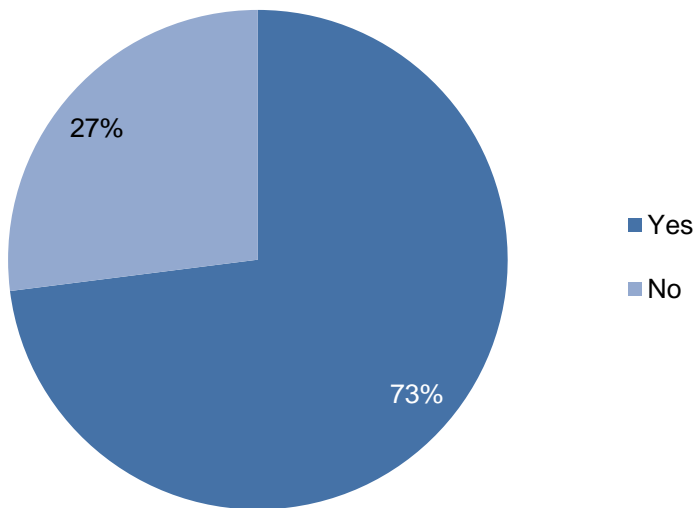


Figure 16.2 | What percentage of pay does your organization provide for short-term disability benefits?



Most organizations (73%) also offer long-term disability benefits. No significant differences in this offering are seen between industries, but larger organizations do tend to be more likely to offer long term benefits than organizations with fewer employees.

Figure 17 | Does your organization offer long-term disability benefits?



The majority of organizations (67%) provide long term disability benefits for the duration of disability to age 65. Significantly fewer (14%) provide the benefits for 1 year or less. In addition, most organizations (63%) provide 60% of employees' pay as the benefit.

Figure 17.1 | For what length of time does your organization provide long-term disability benefits?

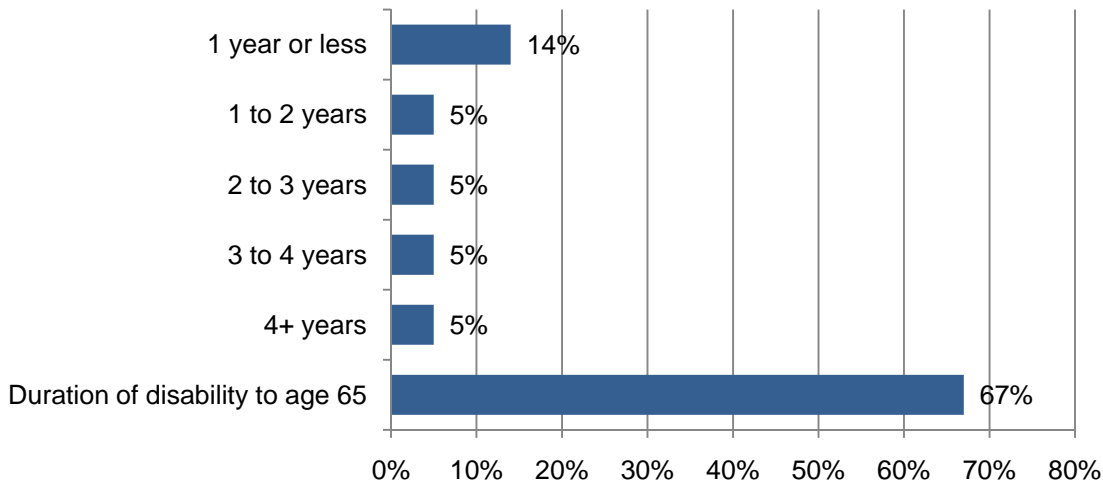
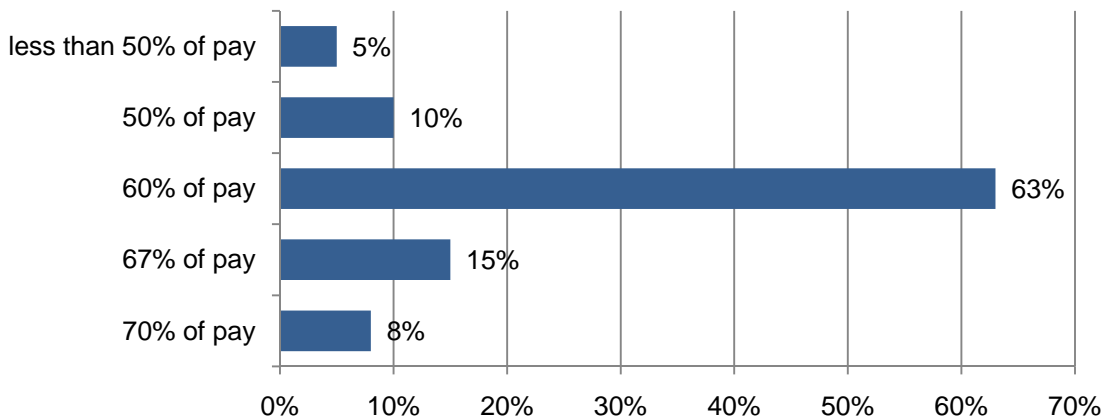
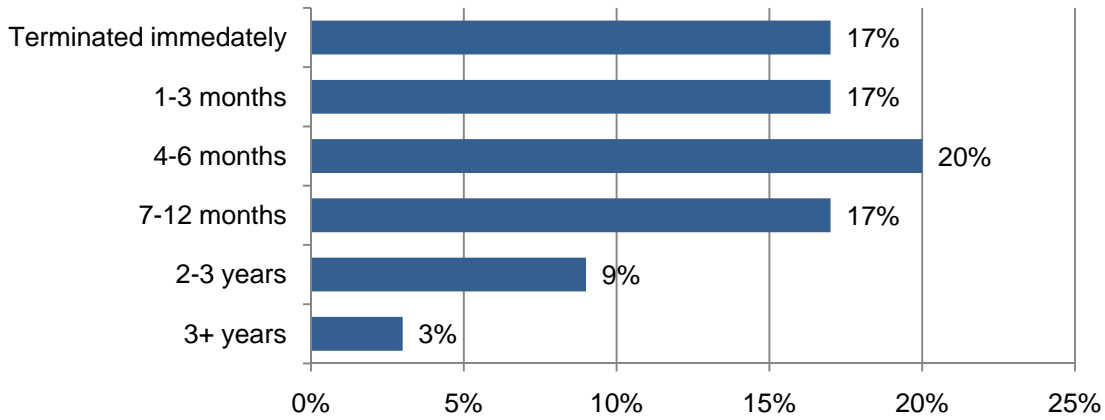


Figure 17.2 | What percentage of pay does your organization provide for long-term disability?



The average length of time that an employee can be on long term disability before being terminated is 9.45 months. No strong majority policy emerges from the data, although 4-6 months is the most commonly reported length of time at 20%.

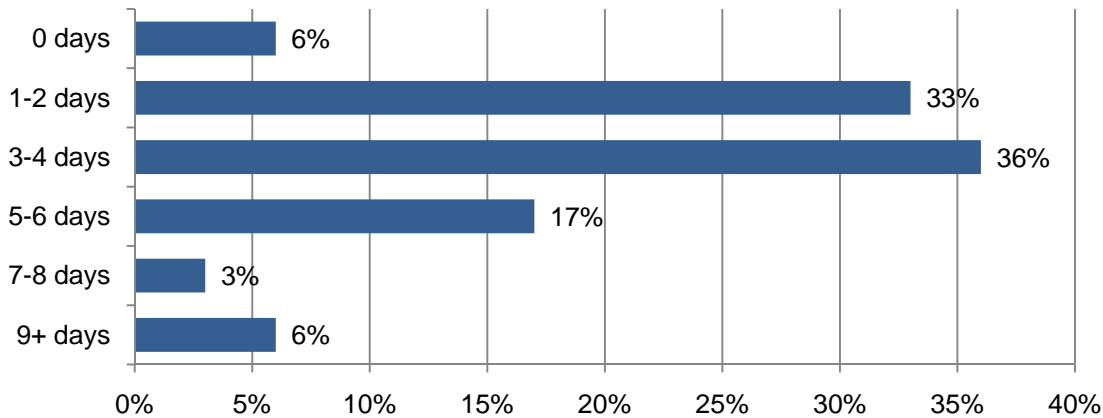
Figure 18 | How long can an employee be on Long Term Disability before they are terminated from your organization?



Unscheduled Absence

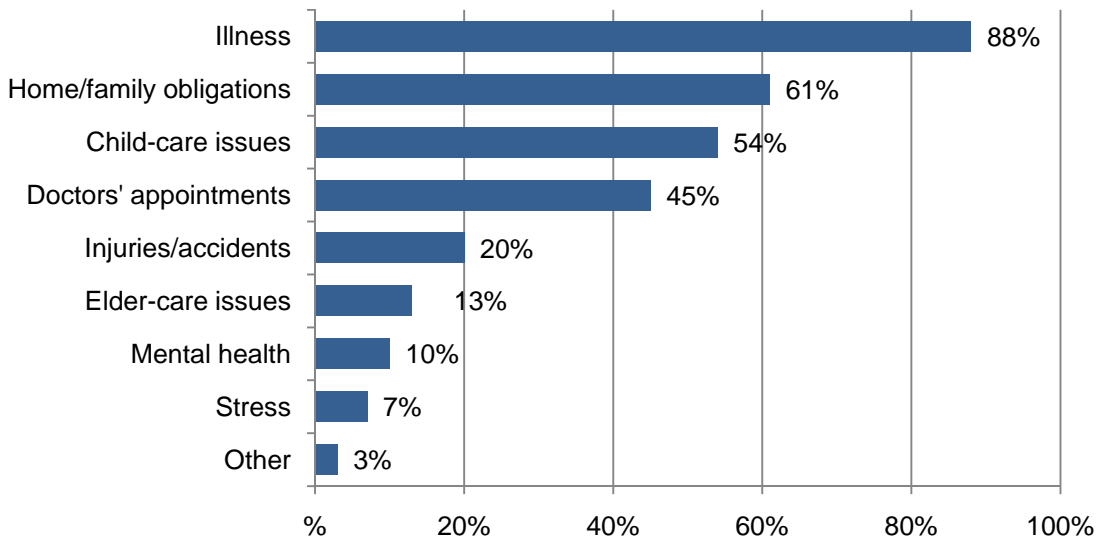
The average number of unscheduled absences per year across all organizations is 3.9 days. Over one-third of these respondents (36%) reported that they lose 3-4 days per employee per year due to unscheduled absence.

Figure 19 | What is the average number of days lost per employee per year due to unscheduled absence?



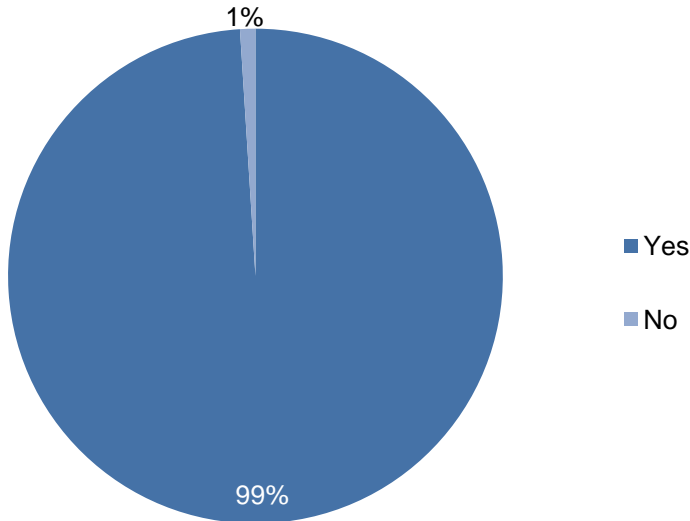
Employers report that there are several main causes of unscheduled absence at their organizations. The most frequently cited reason for unscheduled absences is illness (88%). Slightly less frequent, but still a major cause of unscheduled absences, is home/family obligations (61%).

Figure 20 | What are the primary causes of unscheduled absence at your organization?



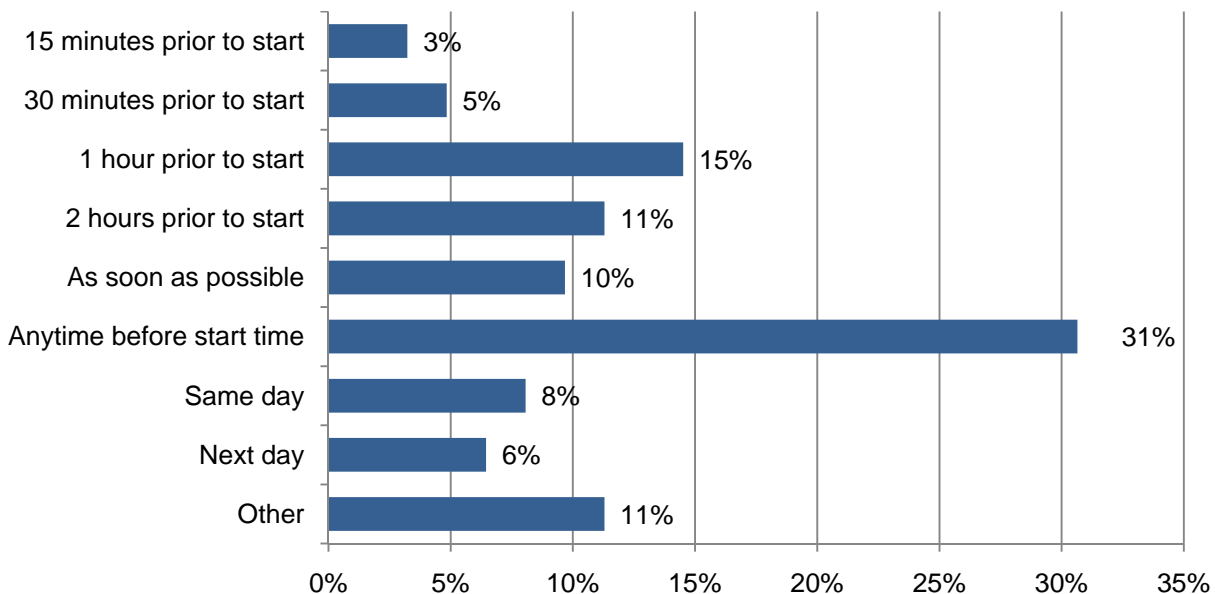
Organizations almost unanimously (99%) require that employees notify their supervisor in the event of an unscheduled absence.

Figure 21 | Are employees required to notify their supervisor of their unscheduled absence?



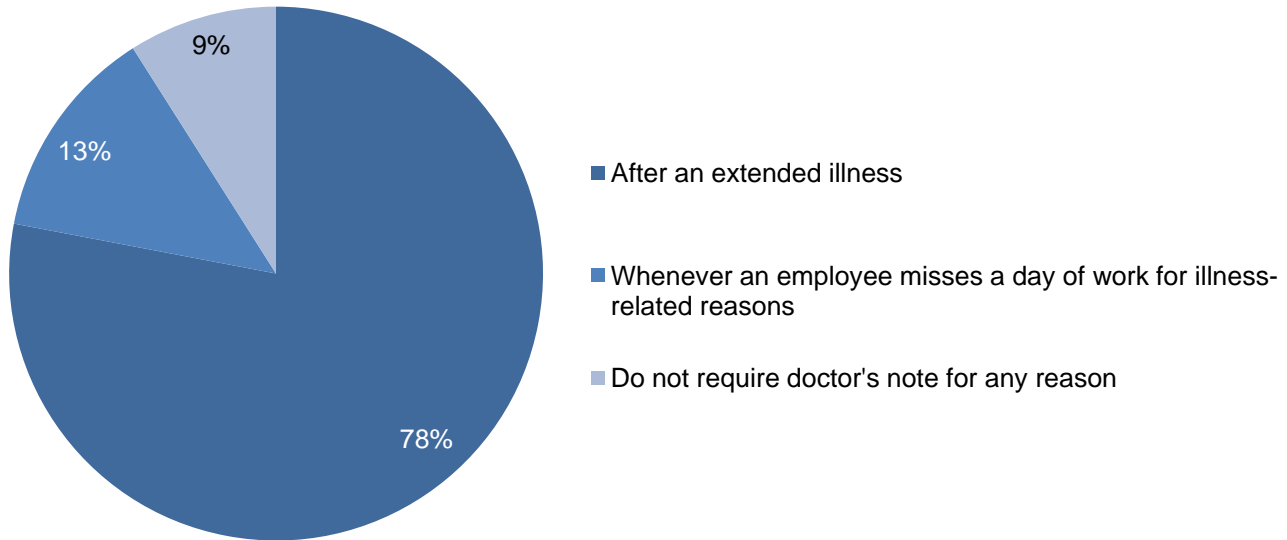
In terms of the time interval in which the employee must contact their supervisor to notify them of an unscheduled absence, respondents most commonly indicated that this contact simply must occur before the start of the work day. Overall, employers cite a wide range of times by which an employee must notify their supervisor of an unscheduled absence

Figure 22 | By what time must an employee notify their supervisor of their unscheduled absence?



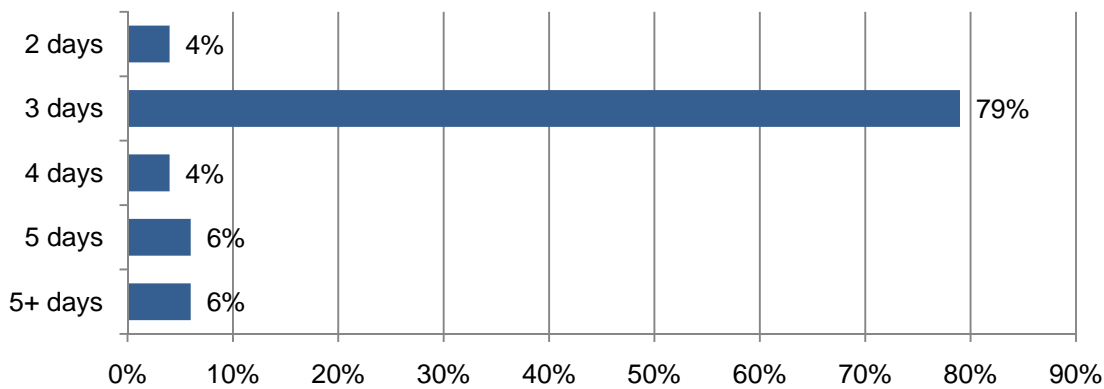
Many organizations require a doctor's note when employees miss work due to an illness-related reason. The vast majority of employers (78%) only require a doctor's note after an extended illness. Some employers (13%) require a doctor's note whenever an employee misses a day of work due to illness and a small percentage of organizations (9%) have no doctor's note requirements.

Figure 23 | Under what circumstances does your organization require employees to provide a doctor's note?



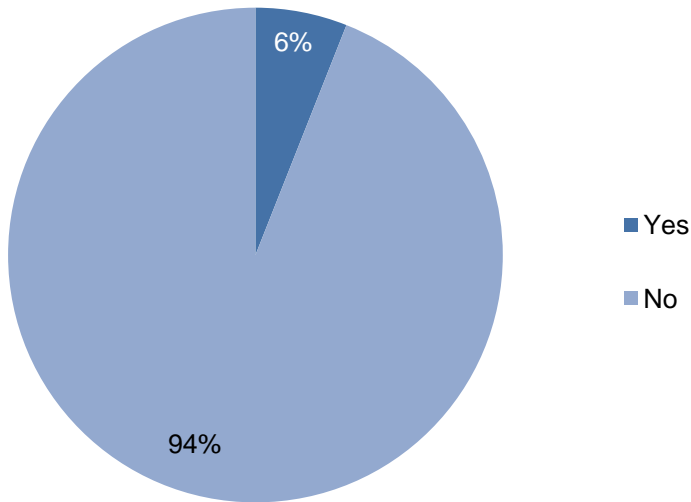
Employers typically define an extended illness as 3 consecutive days of absence, as reported by 79% of respondents. The average number of consecutive days considered an extended illness is 3.44.

Figure 24 | Please specify how many consecutive days are considered an extended illness.



Most employers (94%) responded that they do not measure presenteeism, or productivity lost due to employees coming to work sick.

Figure 25 | Does your organization measure presenteeism?



Respondent Demographics

Sixty-nine (69) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

Figure 26 | Respondent demographics by industry and organizational size

	Percent
Industry	
Manufacturing	59%
Non-Manufacturing	41%
Organizational Size	
1-50	17%
51-200	65%
201-500	13%
Over 500	4%

Appendix A: Industry and Organizational Size Breakouts

Due to the quantity of differences in survey responses by industry and organizational size, the following breakouts are provided for each question.

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

	Points Systems	No-Fault	Excessive Absence	Other
All Organizations	29%	16%	38%	16%
Industry				
Manufacturing	45%	18%	28%	10%
Non-Manufacturing	7%	14%	54%	25%
Organizational Size				
1-50	0%	25%	42%	33%
51-200	39%	11%	36%	14%
201-500	33%	33%	33%	0%
Over 500	0%	0%	67%	33%

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

	Yes	No
All Organizations	43%	57%
Industry		
Manufacturing	53%	48%
Non-Manufacturing	29%	71%
Organizational Size		
1-50	0%	100%
51-200	55%	45%
201-500	44%	56%
Over 500	33%	67%

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

	Yes	No
All Organizations	63%	37%
Industry		
Manufacturing	55%	45%
Non-Manufacturing	74%	26%
Organizational Size		
1-50	75%	25%
51-200	63%	37%
201-500	67%	33%
Over 500	0%	100%

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

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	36%	64%
Organizational Size		
1-50	25%	75%
51-200	27%	73%
201-500	44%	56%
Over 500	33%	67%

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

	Time and attendance software	Manual	Timecard/time clock system	Payroll system
All Organizations	29%	44%	9%	18%
Industry				
Manufacturing	26%	50%	11%	13%
Non-Manufacturing	32%	36%	7%	25%
Organizational Size				
1-50	17%	58%	17%	8%
51-200	29%	43%	7%	21%
201-500	33%	44%	11%	11%
Over 500	67%	0%	0%	33%

Figure 7a | Does your organization track its monthly absences and benchmark them against any of the following?

	Do not benchmark absences	Other
All Organizations	94%	6%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	100%	0%
Organizational Size		
1-50	100%	0%
51-200	95%	5%
201-500	75%	25%
Over 500	100%	0%

Figure 8a | How many unscheduled absences are acceptable within a given period of time?

	0 days	1-4 days	5-8 days	9-12 days
All Organizations	13%	37%	42%	8%
Industry				
Manufacturing	19%	31%	42%	8%
Non-Manufacturing	0%	50%	42%	8%
Organizational Size				
1-50	11%	44%	44%	0%
51-200	17%	33%	42%	8%
201-500	0%	50%	50%	0%
Over 500	0%	0%	0%	100%

Figure 8.1a | “Given period of time” used to track unscheduled absences

	Yearly	Quarterly	Other
All Organizations	61%	33%	6%
Industry			
Manufacturing	64%	36%	0%
Non-Manufacturing	57%	29%	14%
Organizational Size			
1-50	50%	25%	25%
51-200	67%	33%	0%
201-500	0%	100%	0%
Over 500	100%	0%	0%

Figure 9a | How many instances of tardiness are acceptable within a given period of time?

	0	1-4	5-8	9-12	12+
All Organizations	9%	58%	15%	12%	6%
Industry					
Manufacturing	16%	42%	16%	16%	11%
Non-Manufacturing	0%	79%	14%	7%	0%
Organizational Size					
1-50	0%	86%	14%	0%	0%
51-200	14%	48%	14%	14%	10%
201-500	0%	67%	33%	0%	0%
Over 500	0%	50%	0%	50%	0%

Figure 9.1a | “Given period of time” used to track instances of tardiness

	Yearly	Quarterly	Monthly	Other
All Organizations	31%	25%	31%	13%
Industry				
Manufacturing	0%	29%	57%	14%
Non-Manufacturing	56%	22%	11%	11%
Organizational Size				
1-50	25%	0%	50%	25%
51-200	30%	40%	30%	0%
201-500	0%	0%	0%	100%
Over 500	100%	0%	0%	0%

Figure 10a | How many minutes constitutes being late or tardy to work?

	1 min	2-5 mins.	6-10 mins.	11-20 mins.	20+ mins.
All Organizations	47%	33%	8%	10%	2%
Industry					
Manufacturing	53%	35%	6%	6%	0%
Non-Manufacturing	35%	29%	12%	18%	6%
Organizational Size					
1-50	29%	29%	0%	29%	14%
51-200	47%	38%	9%	6%	0%
201-500	71%	14%	14%	0%	0%
Over 500	33%	33%	0%	33%	0%

Figure 10b | Average number of minutes that constitute being late or tardy to work

	Avg. # of minutes
All Organizations	4.22
Industry	
Manufacturing	2.91
Non-Manufacturing	6.82
Organizational Size	
1-50	9.13
51-200	3.18
201-500	2.33
Over 500	6.67

Figure 11a | How does your organization define “excessive absence?”

	1-4 days	5-8 days	9-12 days	12+ days	Over allotted time-off	Pattern of absences
All Organizations	22%	49%	3%	5%	14%	8%
Industry						
Manufacturing	21%	58%	4%	4%	4%	8%
Non-Manufacturing	23%	31%	0%	8%	31%	8%
Organizational Size						
1-50	0%	71%	0%	0%	14%	14%
51-200	27%	50%	0%	5%	14%	5%
201-500	17%	33%	17%	17%	0%	17%
Over 500	50%	0%	0%	0%	50%	0%

Figure 11.1a | “Given period of time” used to track unscheduled absences

	Yearly	Quarterly	Monthly	Other
All Organizations	61%	6%	22%	11%
Industry				
Manufacturing	75%	0%	17%	8%
Non-Manufacturing	33%	17%	33%	17%
Organizational Size				
1-50	50%	0%	50%	0%
51-200	57%	7%	21%	14%
201-500	100%	0%	0%	0%
Over 500	0%	0%	0%	0%

Figure 12a | Does your organization record employees' absentee rates?

	Yes	No
All Organizations	11%	89%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	0%	100%
Organizational Size		
1-50	8%	92%
51-200	10%	90%
201-500	22%	78%
Over 500	0%	100%

Figure 13a | How long do employees' absences remain on their records?

	Full length of employment	One year	6 months	Other
All Organizations	35%	34%	5%	26%
Industry				
Manufacturing	17%	44%	5%	34%
Non-Manufacturing	67%	17%	4%	13%
Organizational Size				
1-50	50%	40%	0%	10%
51-200	35%	35%	7%	23%
201-500	22%	22%	0%	56%
Over 500	33%	33%	0%	33%

Figure 14a | What methods does your organization use to control absences?

Record absences

	Yes	No
All Organizations	94%	6%
Industry		
Manufacturing	95%	5%
Non-Manufacturing	93%	7%
Organizational Size		
1-50	92%	8%
51-200	93%	7%
201-500	100%	0%
Over 500	100%	0%

Disciplinary procedures

	Yes	No
All Organizations	74%	26%
Industry		
Manufacturing	85%	15%
Non-Manufacturing	57%	43%
Organizational Size		
1-50	33%	67%
51-200	80%	20%
201-500	89%	11%
Over 500	100%	0%

Using attendance as a performance criterion

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	83%	17%
Non-Manufacturing	50%	50%
Organizational Size		
1-50	33%	67%
51-200	78%	22%
201-500	89%	11%
Over 500	33%	67%

Providing family leave

	Yes	No
All Organizations	43%	57%
Industry		
Manufacturing	44%	56%
Non-Manufacturing	43%	57%
Organizational Size		
1-50	8%	92%
51-200	44%	56%
201-500	67%	33%
Over 500	100%	0%

Flexible work arrangements

	Yes	No
All Organizations	42%	58%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	54%	46%
Organizational Size		
1-50	50%	50%
51-200	38%	62%
201-500	56%	44%
Over 500	33%	67%

Illness verification

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	36%	64%
Organizational Size		
1-50	25%	75%
51-200	31%	69%
201-500	56%	44%
Over 500	67%	33%

Attendance rewards/incentives

	Yes	No
All Organizations	32%	68%
Industry		
Manufacturing	41%	59%
Non-Manufacturing	18%	82%
Organizational Size		
1-50	8%	92%
51-200	38%	62%
201-500	33%	67%
Over 500	33%	67%

Docking pay

	Yes	No
All Organizations	30%	70%
Industry		
Manufacturing	22%	78%
Non-Manufacturing	43%	57%
Organizational Size		
1-50	33%	67%
51-200	31%	69%
201-500	22%	78%
Over 500	33%	67%

Wellness program

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	25%	75%
Organizational Size		
1-50	17%	83%
51-200	24%	76%
201-500	56%	44%
Over 500	67%	33%

Offering paid time-off bank

	Yes	No
All Organizations	25%	75%
Industry		
Manufacturing	20%	80%
Non-Manufacturing	32%	68%
Organizational Size		
1-50	17%	83%
51-200	31%	69%
201-500	0%	100%
Over 500	33%	67%

Referring employees to an EAP

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	20%	80%
Non-Manufacturing	25%	75%
Organizational Size		
1-50	17%	83%
51-200	16%	84%
201-500	44%	56%
Over 500	67%	33%

Restricting paid time-off

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	10%	90%
Non-Manufacturing	14%	86%
Organizational Size		
1-50	17%	83%
51-200	11%	89%
201-500	11%	89%
Over 500	0%	100%

Wellness/health coaches

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	12%	88%
Non-Manufacturing	4%	96%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	22%	78%
Over 500	33%	67%

Changing the workload or the environment

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	7%	93%
Organizational Size		
1-50	8%	92%
51-200	4%	96%
201-500	22%	78%
Over 500	0%	100%

Managerial training on managing absences

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	2%	98%
Non-Manufacturing	11%	89%
Organizational Size		
1-50	8%	92%
51-200	4%	96%
201-500	0%	100%
Over 500	33%	67%

Other

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	10%	90%
Non-Manufacturing	0%	100%
Organizational Size		
1-50	17%	83%
51-200	2%	98%
201-500	11%	89%
Over 500	0%	100%

Creating stricter attendance policies

	Yes	No
All Organizations	1%	99%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	4%	96%
Organizational Size		
1-50	0%	100%
51-200	2%	98%
201-500	0%	100%
Over 500	0%	100%

Figure 15a | 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	70%	23%	3%	4%
Industry				
Manufacturing	78%	15%	0%	7%
Non-Manufacturing	57%	36%	7%	0%
Organizational Size				
1-50	75%	17%	0%	8%
51-200	69%	22%	4%	4%
201-500	67%	33%	0%	0%
Over 500	67%	33%	0%	0%

Figure 16a | Does your organization offer short-term disability benefits?

	Yes	No
All Organizations	83%	17%
Industry		
Manufacturing	88%	12%
Non-Manufacturing	75%	25%
Organizational Size		
1-50	83%	17%
51-200	80%	20%
201-500	100%	0%
Over 500	67%	33%

Figure 16.1a | For what length of time does your organization provide short-term disability benefits?

	0-12 weeks	13-24 weeks	25-36 weeks	37+ weeks
All Organizations	37%	13%	47%	3%
Industry				
Manufacturing	26%	9%	65%	0%
Non-Manufacturing	53%	20%	20%	7%
Organizational Size				
1-50	67%	33%	0%	0%
51-200	39%	7%	54%	0%
201-500	20%	40%	40%	0%
Over 500	0%	0%	50%	50%

Figure 16.2a | What percentage of pay does your organization provide for short-term disability benefits?

	Less than 50%	50%	60%	67%	70%	75%	100%	Other fixed \$
All Organizations	4%	2%	42%	13%	9%	4%	9%	16%
Industry								
Manufacturing	7%	0%	48%	11%	4%	4%	4%	22%
Non-Manufacturing	0%	6%	33%	17%	17%	6%	17%	6%
Organizational Size								
1-50	0%	17%	33%	17%	0%	0%	33%	0%
51-200	6%	0%	45%	16%	10%	0%	6%	16%
201-500	0%	0%	50%	0%	0%	17%	0%	33%
Over 500	0%	0%	0%	0%	50%	50%	0%	0%

Figure 17a | Does your organization offer long-term disability benefits?

	Yes	No
All Organizations	72%	28%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	75%	25%
Organizational Size		
1-50	67%	33%
51-200	71%	29%
201-500	78%	22%
Over 500	100%	0%

Figure 17.1a | For what length of time does your organization provide long-term disability benefits?

	1 year or less	1 to 2 years	2 to 3 years	3 to 4 years	4+ years	Duration of disability until age 65
All Organizations	14%	5%	5%	5%	5%	67%
Industry						
Manufacturing	18%	9%	9%	0%	0%	64%
Non-Manufacturing	10%	0%	0%	10%	10%	70%
Organizational Size						
1-50	50%	0%	0%	50%	0%	0%
51-200	14%	7%	7%	0%	0%	71%
201-500	0%	0%	0%	0%	33%	67%
Over 500	0%	0%	0%	0%	0%	100%

Figure 17.2a | What percentage of pay does your organization provide for long-term disability benefits?

	Less than 50%	50%	60%	67%	70%
All Organizations	5%	10%	63%	15%	8%
Industry					
Manufacturing	9%	18%	64%	9%	0%
Non-Manufacturing	0%	0%	61%	22%	17%
Organizational Size					
1-50	0%	0%	100%	0%	0%
51-200	7%	11%	57%	18%	7%
201-500	0%	25%	75%	0%	0%
Over 500	0%	0%	33%	33%	33%

Figure 18a | 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	3+ years	Other
All Organizations	17%	17%	20%	17%	9%	3%	17%
Industry							
Manufacturing	18%	14%	27%	23%	9%	0%	9%
Non-Manufacturing	15%	23%	8%	8%	8%	8%	31%
Organizational Size							
1-50	0%	17%	33%	0%	17%	0%	33%
51-200	19%	19%	24%	14%	10%	0%	14%
201-500	17%	17%	0%	33%	0%	17%	17%
Over 500	50%	0%	0%	50%	0%	0%	0%

Figure 18b | Average number of months an employee can be on Long Term Disability before they are terminated

	Avg. # of months
All Organizations	9.45
Industry	
Manufacturing	8.15
Non-Manufacturing	12.33
Organizational Size	
1-50	9.75
51-200	7.67
201-500	17.00
Over 500	6.00

Figure 19a | 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	6%	33%	36%	17%	3%	6%
Industry						
Manufacturing	0%	22%	50%	22%	6%	0%
Non-Manufacturing	11%	44%	22%	11%	0%	11%
Organizational Size						
1-50	11%	44%	22%	22%	0%	0%
51-200	5%	32%	36%	18%	5%	5%
201-500	0%	25%	75%	0%	0%	0%
Over 500	0%	0%	0%	0%	0%	100%

Figure 19b | Average number of days lost per employee per year due to unscheduled absence

	Number of days
All Organizations	3.9
Industry	
Manufacturing	3.5
Non-Manufacturing	4.4
Organizational Size	
1-50	2.6
51-200	4.4
201-500	2.9
Over 500	9.0

Figure 20a | What are the primary causes of unscheduled absence at your organization?

Illness

	Yes	No
All Organizations	88%	12%
Industry		
Manufacturing	93%	7%
Non-Manufacturing	82%	18%
Organizational Size		
1-50	67%	33%
51-200	91%	9%
201-500	100%	0%
Over 500	100%	0%

Home/family obligations

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	59%	41%
Non-Manufacturing	64%	36%
Organizational Size		
1-50	58%	42%
51-200	62%	38%
201-500	56%	44%
Over 500	67%	33%

Child-care issues

	Yes	No
All Organizations	54%	46%
Industry		
Manufacturing	44%	56%
Non-Manufacturing	68%	32%
Organizational Size		
1-50	50%	50%
51-200	53%	47%
201-500	44%	56%
Over 500	100%	0%

Doctors appointments

	Yes	No
All Organizations	45%	55%
Industry		
Manufacturing	44%	56%
Non-Manufacturing	46%	54%
Organizational Size		
1-50	50%	50%
51-200	42%	58%
201-500	44%	56%
Over 500	67%	33%

Injuries/accidents

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	25%	75%
Organizational Size		
1-50	0%	100%
51-200	18%	82%
201-500	44%	56%
Over 500	67%	33%

Elder-care issues

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	12%	88%
Non-Manufacturing	14%	86%
Size		
1-50	0%	100%
51-200	11%	89%
201-500	22%	78%
Over 500	67%	33%

Mental health

	Yes	No
All Organizations	10%	90%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	14%	86%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	11%	89%
Over 500	100%	0%

Stress

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	5%	95%
Non-Manufacturing	11%	89%
Organizational Size		
1-50	0%	100%
51-200	4%	96%
201-500	11%	89%
Over 500	67%	33%

Other

	Yes	No
All Organizations	3%	97%
Industry		
Manufacturing	5%	95%
Non-Manufacturing	0%	100%
Organizational Size		
1-50	8%	92%
51-200	2%	98%
201-500	0%	100%
Over 500	0%	100%

Figure 21a | Are employees required to notify their supervisors of their unscheduled absences?

	Yes	No
All Organizations	99%	1%
Industry		
Manufacturing	98%	2%
Non-Manufacturing	100%	0%
Organizational Size		
1-50	92%	8%
51-200	100%	0%
201-500	100%	0%
Over 500	100%	0%

Figure 22a | During what time interval must an employee notify their supervisor of their unscheduled absence?

	15 min	30 min	1 hour	2 hours	ASAP	Before start	Same day	Next day	Other
All Organizations	3%	5%	15%	11%	10%	31%	8%	6%	11%
Industry									
Manufacturing	5%	3%	18%	16%	8%	29%	8%	0%	13%
Non-Manufacturing	0%	8%	8%	4%	13%	33%	8%	17%	8%
Organizational Size									
1-50	0%	0%	0%	0%	11%	56%	22%	11%	0%
51-200	5%	5%	16%	12%	9%	28%	2%	7%	16%
201-500	0%	13%	25%	13%	13%	13%	25%	0%	0%
Over 500	0%	0%	0%	50%	0%	50%	0%	0%	0%

Figure 23a | 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	9%	13%	78%
Industry			
Manufacturing	5%	15%	80%
Non-Manufacturing	14%	11%	75%
Organizational Size			
1-50	25%	17%	58%
51-200	4%	11%	84%
201-500	11%	22%	67%
Over 500	0%	0%	100%

Figure 24a | Please specify how many consecutive days are considered an extended illness.

	2 days	3 days	4 days	5 days	5+ days
All Organizations	4%	79%	4%	6%	6%
Industry					
Manufacturing	3%	76%	7%	10%	3%
Non-Manufacturing	6%	83%	0%	0%	11%
Organizational Size					
1-50	0%	57%	0%	14%	29%
51-200	6%	82%	3%	6%	3%
201-500	0%	75%	25%	0%	0%
Over 500	0%	100%	0%	0%	0%

Figure 25a | Does your organization measure presenteeism?

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	8%	93%
Non-Manufacturing	4%	96%
Organizational Size		
1-50	17%	83%
51-200	2%	98%
201-500	11%	89%
Over 500	0%	100%

Appendix B: Sample Attendance Policies

The following are attendance policies provided by respondents in the survey.

Points Attendance Policies

- A point value is assigned to each type of absence. As an absence occurs, the employee is assigned a point or a partial point depending on the type of absence. 3 pts= 1st ww, 4 pts= 2nd ww, 5 points= 3ww, 6 pts= 3 days off, 7 pts= termination. Points are accrued on a rolling 6 month period.
- Points system
 - Absences will be assigned points as follows:
 - 1/2 point for an employee who is 1 minute to 2 hours late reporting to work, returning from lunch or break, or who leaves work 1 minute to 2 hours early.
 - 1/2 point for employee failing to clock in or out
 - 1 point for an employee who misses more than 2 hours of work
 - 2 points and written warning for no report / no proper notification (2 occurrences in a 12 month period is a voluntary resignation)
 - Action taken for accumulation of points:
 - a. 2 points in 1 month: Written Verbal Warning
 - b. 3 points in 1 month: Written Warning
 - c. 5 points in 12 months: Written Verbal Warning
 - d. 6 points in 12 months: Written Warning
 - e. 7 points in 12 months: Three (3) -day suspension
 - f. 8 points in 12 months: Termination
 - Any point that is one year old will be removed from the employee's record.
 - Extended Illness
 1. Employees off for their own extended illness -- two or more consecutive days not to exceed 5 consecutive days -- will be charged one point when the absence is authorized by a Physician.
 2. After 5 consecutive days of absence (if the employee is not eligible for FMLA) each additional day will be charged one point regardless of physician authorization.
 3. Physician authorization must be received by your supervisor or Human Resources representative upon your return to work or points will be assessed for each day of your absence.
 4. Employees with less than one year of service are not eligible for any type of leave of absence; therefore, if they miss more than 5 days, or need to be off work for more than 5 days, their employment is subject to termination.
 - Notwithstanding the disciplinary action referred to above, should any employee establish a pattern and/or practice of Chronic / Excessive absenteeism which continuously results in discipline less than that warranting termination but which is deemed by management to be excessive or unwarranted, more serious disciplinary action may be taken or the employee may be terminated.
 - Chronic / Excessive Absenteeism: Receiving four (4) disciplinary actions for accumulation of points within a rolling 12 month period.

- Employees receive points towards their annual performance appraisal score for having a minimum number of unexcused late arrivals or early departures. 5 exceptions or less in a 6 month period (Jan - June & Jul - Dec) earns 12.5 points. 6-10 exceptions earns 10 points. 11-14 exceptions earns 7.5 points. 15 or more exceptions in a six month period earns 0 points. The maximum number of points available is 25. We currently do not track call-offs. Excessive absence occurs after an employee exhausts all of his or her allocated Paid Time Off and their salary must be docked.
- For our hourly employees the maximum points they can accumulate before being terminated is ten. Points are incurred by being ABSENT (one pt), TARDY less than four hours (1/2 pt), TARDY greater than four hours (one pt), LEAVING EARLY less than four hours (1/2 pt) LEAVING EARLY greater than four hours (one pt). Termination occurs when the individual accumulates 10.5 point
- Time and Attendance Policy Guidelines
 - Classification of Employees
 - All full-time hourly factory employees will be covered under this point system.
 - All newly hired employees are also covered under this point system.
 - Reporting an Absence
 1. All employees are required to report their absence to their immediate supervisor within two (2) hours of the beginning of his/her shift. Employees reporting absent will receive one (1) point. Employees failing to report off within the specified time will receive two (2) points.
 2. Reporting an absence or transmitting a message through a co-worker, relative, or friend is unacceptable and will result in the assessment of 2 points.
 3. A scheduled work day is determined by your supervisor. Because we are a seasonal business, this may vary from week to week. If a Saturday is a scheduled day and you report your absence, you shall receive one (1) point. If you agreed to work on a scheduled day off and report your absence, you shall receive one (1) point. If you fail to report two (2) points will be given.
 4. Overtime is considered as part of the scheduled work day.
 5. If you do not schedule a PTO day in advance and use one in the case of the unscheduled day off, you will still receive one (1) point. However, your first three (3) unscheduled absences in a calendar year will not result in a point.
 - Tardiness
 1. One-quarter ($\frac{1}{4}$) point will be issued if you are 5-14 minutes late.
 2. One-half ($\frac{1}{2}$) point will be issued if you are 15 or more minutes late.
 - Leaving Early
 - If there is a need for you to leave early, arrive late to work or work a partial shift, you must request and receive permission from your immediate supervisor. This request should be within 24 hours of the expected time off. You may make such requests up to a maximum of 6 per calendar year. After making six requests, you will receive a $\frac{1}{2}$ point per additional occurrence.
 - Doctor appointments and legal matters will not count against the 6 requests, provided that you show documentation to support the situation. The documentation may include an appointment card and/or a note from the doctor's office.
 - If you need to leave early, you must request and receive permission from your supervisor. One quarter ($\frac{1}{4}$) point will be issued for leaving 1-5 minutes early.

- One half (½) point will be issued for leaving early 6 minutes or more. Zero (0) points will be issued if the request was made and granted at least one (1) day in advance.
- Improved Attendance
 - One-half (½) point will be removed after an employee has been actively employed for thirty (30) consecutive calendar days without an incident that resulted in full (or partial) point assessment.
 - Physician's Statement
 - Only one (1) point will be given if you have an extended (absent 2 days or more) illness or injury and bring in a physician's statement (acceptable to the Company). An extended absence which includes a hospital confinement may be given special consideration on a case by case basis and may result in no points being assessed.
 - Medical Leave of Absence
 - If you are on Medical Leave of Absence, you must have a statement from your attending physician stating when you are able to return to work. This statement must also include any work restrictions.
 - Emergencies
 - An emergency is defined as a highly unusual and unexpected circumstance of a non-reoccurring nature. Points can be adjusted off of your record if well documented. To be well documented, an excuse must be signed and dated by the excusing party, letterhead or some official form is preferred. Unusual circumstances will not include a violation of laws or other misconduct resulting in arrest or jail time.
 - Consequences of Point Accumulation
 1. The employee shall receive a written notice when he/she accumulates one (1) full point.
 2. Once an employee reaches eight (8) points, he/she shall receive a three (3) day suspension without pay. The scheduling of the period of suspension shall be at the sole discretion of the Company.
 3. If an employee reaches ten (10) points, he/she shall be terminated. Likewise, any employee who receives more than two (2) suspensions within twelve consecutive months will also be terminated.
 - Points are given for tardies (1/2 pt), missing time without any paid time off left (2pts. for entire day) or failing to punch in or out (1/4 pt.). Warnings are given at 4, 6, & 8 points. Suspension & termination can happen at 10 & 12 pts.
 - Point System for Absenteeism and Tardiness
 - Employees' attendance records will be maintained in accordance with the following point system. The point system will accumulate based on a rolling calendar. A rolling calendar means that any points that you receive, no matter when you receive them, will stay with you for one entire 12 month calendar (365 days). For example, if you receive a point on February 5, 2011, it will not drop off until February 5, 2012.
 - Employee attendance bonuses, as well as disciplinary action for poor attendance, will be determined based upon the point system below:
 - Points System

- 0.5 Points assessed when an employee is late by one hour or less or leaves work with one hour or less remaining on his or her scheduled shift.
- 1.0 Points assessed when an employee is late by more than one (1) hour or leaves work with more than (1) hour remaining in his or her scheduled shift.
- 2.0 Points assessed when an employee is absent from work for his or her entire scheduled shift (any shift, including weekends).
- Tracking
 - Employees are expected to keep track of their own attendance however, when necessary, they may see their supervisor or Human Resource Department to review of their attendance record.
 - All absences (including instances of tardiness and/or early departures) must be documented by the employee/supervisor on the appropriate Absenteeism Form and appropriate signatures received. Refer to [company policy #] for details. The completed form should be forwarded to the Human Resource Department immediately following the absence.
- Discipline
 - Poor attendance is one reason for which an employee may be disciplined. When an employee reaches a level defined in the [company name] attendance policy (example: has an absence that puts them at 7 points), the supervisor is responsible for counseling/disciplining the employee. The counseling form is generated by the Human Resource Department and given to the appropriate supervisor. Both the supervisor and the employee will sign the related employee counseling form. The form must be returned to the Human Resource Department promptly. At times the Human Resource Manager may participate in the attendance counseling session.
 - The counseling/discipline will match the level defined in our point program (refer to chart) or the special case attendance program (when applicable).
 - Any discipline will remain active for a period of 12 months from the date of issue unless noted differently in the discipline.
 - Below are the disciplinary guidelines that [company name] will follow when counseling an employee for his/her excessive absenteeism. Note: This is a guideline only. All circumstances surrounding the absences will be taken into consideration before termination occurs.
 - 1st written counseling 4 points
 - 2nd written counseling 8 points
 - 3rd written counseling 12 points
 - Termination of Employment 16 points
 - History of Attendance Problems: [Company name] reserves the right to use discretion in applying this policy under special circumstances. An example would be to use alternate disciplinary measures for employees who are habitual offenders with a history of poor attendance or a pattern of abuse. These measures may include, but not limited to, verbal and written warnings, suspensions and/or termination. Another alternate disciplinary measure would be to reduce the allowable number of attendance points permitted per disciplinary step in the policy. We also reserve the right to make a management referral to our Employee Assistance Program (EAP). The objective of the EAP referral is for the assessment and development of a plan of action regarding his/her unacceptable attendance. An employee not working satisfactorily with the EAP

will be subject to further disciplinary action up to and including suspension and/or termination.

- Perfect Attendance Reward: An employee with zero points assessed in a consecutive four month period will earn the perfect attendance reward. The perfect attendance reward is an eight (8) hour paid day off, commonly referred to as a PA Day. This is not a calendar year based system; the four month period is different for every employee. Once a period of perfect attendance is achieved a new four month tracking period begins.
 - Rules Related to PA days:
 1. A perfect attendance day must be scheduled with a minimum of 48 hours advance notice.
 2. Employees may not work the weekend to make up for days missed during the week and thus achieves perfect attendance.
 3. Perfect Attendance days cannot be accrued; each earned day must be taken before another is earned. For example: Joe Smith has an unexcused absence on February 5th therefore his perfect attendance "clock" starts over. He then achieves no unexcused time missed from February 5th through June 5th. He earns a PA day on June 5th and his new 4 month earning period begins. He must use this PA day prior to October 5th when he would be eligible to earn another PA day or the PA day will be forfeited.

- Point System

- 5 points for tardy - more than 2 minutes
- 5 points for leaving early, but working 1/2 of scheduled shift.
- 10 points for leaving early, but not working 1/2 of shift.
- 10 points for an excused absence & calling off before the start of scheduled shift.
- 15 points for calling off late, but within first 5 hours of scheduled shift.
- 25 points for no call no show, or calling off after first 5 hours of scheduled shift.
- 75 points in a rolling 12 month period - written warning.
- 100 points in a rolling 12 month period = 1-day suspension, more points = 3-day suspension, more points = 5-day suspension, more points = termination.
- Points are on a rolling 12 months
- Suspensions are on a rolling 12 months
- 140 points at any time during rolling 12 months is termination

- Point System

- 1 point for reported absence
- 2 points for unreported absence
- 1/2 for late or leave early
- Warnings are given at 3, 5 and 7 is termination
- Perfect attendance for a month subtracts 1/2 a point.

- Each day of absence counts as one point. At 10 points in a rolling 12 month period an employee is terminated.

- Absence of less than 4.0 hours is 0.5 of an occurrence and an absence of 4.0 hours or more is a full occurrence. After 3 occurrences a verbal warning is given, 4 occurrences a second verbal, 5

occurrences a written warning, 6 occurrences final written warning and 7 occurrences termination. The time frame is based on a 12 month rolling calendar from first occurrence.

- Point system:
 - Absent = 1 pt.; Unreported absence 2 pts.; Tardy/Leave Early 1/2 pt. or 1 pt if less than 2 hours is worked.
 - 3 pts within 2 months or 6 points in 6 months or 10 points within 12 months =
 - 1st offense Verbal
 - 2nd offense Written
 - 3rd offense 3 day suspension
 - 4th offense 5 day suspension
 - 5th offense Termination
- Attendance Policy
 - Employees who require time off for personal needs, appointments, short-term illnesses, etc. may be granted paid time off in advance. Paid absence time is not, however, an entitlement to be used as additional vacation time.
 1. Supervisor approval is required to authorize payment for time off. Supervisors will consider each request on an individual basis.
 2. Employees need to notify their Supervisor at least one day in advance of their need to use paid absence.
 3. A supervisor can approve up to 36 hours of paid absence in a rolling twelve month period. (Example: used 10 hours on 9/25/10, you will be credited 10 hours to your available paid absence time on 9/25/11).
 4. Absences of more than 36 hours will be considered unexcused/unpaid absence. Excessive absences (more than 36 hours) will be considered a performance issue. The overall rating for the annual performance review will be needs improvement. A needs improvement rating results in an employee being ineligible for a merit increase and AEIP Payment.
 5. Paid absence cannot be used to cover the following: - Days adjoining holidays or vacations unless urgent need has been substantiated
 6. An employee with an extended illness under the care of a physician should apply for medical leave immediately.
 7. New hires are not eligible for any paid absence hours for the first 90 days of employment.
 - Unscheduled Absences: Time away from work may be granted to employees that request time off with less than one day notice to their Supervisor. This does not include absences covered under the Family Medical Leave Act. A point system will be maintained to determine excessive absences.
 1. In order to receive pay, the employee may use vacation time and/or up to 36 hours of paid absence.
 2. Employees can notify their Supervisor of unscheduled time off no more than 6 times in a rolling twelve months. (Example: used 10 hours on 9/25/10 and received 1 point, you will be credited 1 point to your available points on 9/25/11). Employees will also receive 1 point back for 90 days of perfect attendance.
 3. A point system will be used to track absenteeism as follows: absent less than ½ of work shift (includes tardiness) = 0.5 point; absent more than ½ to full work shift = 1 point; no call / no show = 2 points and no pay; any unpaid/unapproved

absence = 2 points and no pay; call in on day that vacation time had been requested and not approved = 2 points and no pay; absent the day prior to or after a scheduled holiday = 1 point and no pay for holiday(s); one call in absence for consecutive days off = 1 point (contact supervisor each day unless on an approved medical leave).

4. A documented discussion will take place when an employee reaches 6 points. The employee is responsible for tracking the number of times he/she calls in to request unscheduled time off.
 5. At 6.5 points a performance document will be created. The performance document will remain in effect for the balance of the fiscal year. The overall rating for the performance review will be needs improvement. A needs improvement rating will result in an employee being ineligible for a merit increase and AEIP payment. Upon receiving 7 points, an employee will receive an unpaid suspension for 3 days. Any occurrences after 7 points will result in further disciplinary action up to and including termination.
- For hourly employees only: 1 point for every unexcused day; 1/2 point for every unexcused tardy or leave early; 2 points if you fail to call in prior to start of shift
 - There are 30 points throughout the year. Once a team member gets to 25 points which puts them below the company average of 85%, disciplinary actions start to occur.
 - Quality of Points

▪ Unexcused Absences (or working fewer than 6 shift hours)	1 pt
▪ Incidental Absences (missing up to 2 hours of shift hours)	.5 pt
▪ Required Saturday hours or Required Overtime not worked	.5 pt
▪ 3 Excused Absences (not covered by Leave Policy)	1 pt
▪ No Call/No Show	Written Warning
1	
▪ Pattern of unapproved absences (past 2 years)	Written Warning
1	
 - 1/4 point for every two hours missed. 1 point for entire shift off. Failure to call ahead of shift to report tardiness or absence results in 1/2 point penalty. 8 points in a rolling 12 month period results in termination.
 - 1 per absence, 0.5 per tardy/early leave/out of building. 4 excused absences without points for documented medical reasons per attendance year. Attendance year runs 12/1-11/31; points zero each 12/1. Warnings at 3, 5, and 6 points; 6 points merits suspension, possible termination. Subtract 0.5 points for each calendar month of perfect attendance.
 - Points are given if an employee is late, leaves early or is absent. Once a certain threshold is reached for the qtr there is a warning system to follow. If employees have perfect attendance they receive a \$25 bonus for the qtr.

No-Fault Attendance Policies

- A day absent is called an 'Occurrence'. Leaving early or arriving late is 'Half Occurrence' with multiply days for illness pooled together when under a doctor's care.
- We track any unpaid absences and review with the employee on a yearly basis
- If we have violations of our attendance policy, we deal with them through our progressive discipline policy.
- Unless the absence qualifies under FMLA, hourly employees receive 1/2 point if 4 hours or less late or if they leave early after having worked at least 4 hours. They receive 1 point if they are more than 4 hours late or miss an entire day. They receive 2 points if they are a no call, no show. We start write-ups at 8 points and terminate at 16 points.
- An absence is missing more than half a scheduled work day - 10 hour days for hourly and 8 hour days for salary. An occurrence can be 5/4 hours minimum and more than 5 consecutive days missed. A doctor's excuse is necessary after 40 hours of missed scheduled work. 8 occurrences in a 52 week period will be grounds for dismissal. We have dismissed 4 people in the 15+ years the plan has been in effect. If an employee misses work on 2/14/12 that event does not fall off until 2/14/13. Most of our employees have 2 or less occurrences. There is a first warning at 5 absences, second at six, final at 7 and then of course, dismissal at 8.
- Absence, suspension, over 1 hour late = 1point; >4 and <60 minutes late = 0.25points; > or =8 points results in termination
- We have a no-fault point system. Points are issued if employees are late, miss a full day, leave early, miss a mandatory meeting or fail to swipe.
 - Points are issued as follows:
 - 1 point = up to 30 minutes late, fail to swipe in, miss mandatory meeting
 - 2 points = 31 minutes up to half scheduled shift
 - 4 points = more than half scheduled shift
 - 36 points leads to termination.
 - There is the opportunity for point reduction if an employee has perfect attendance
 - 1 month of perfect attendance means 3 point reduction. 1 quarter of perfect attendance is 12 point reduction

Excessive Absence Policies

- Types of Absences
 - Employees will be charged with an absence in the following circumstances:
 - Failure to report for their scheduled work hours without prior notification to their manager.
 - Taking additional time off when all PTO has been exhausted
 - Employees classified as exempt are not permitted to take time off without pay unless it is an approved leave of absence, such as FMLA. Flextime and personal time are to be used in the event an employee needs to be out of the office to attend to personal matters. Employees' time out of the office due to a flex schedule or paid time off is not considered an absence.

- Officially recognized company closures or delays, such as those resulting from inclement weather are not considered absences and employees will not be charged PTO. In the event an employee calls off due to injury or illness, [the company] reserves the right to require employees to submit a doctor's note.
- Absences that will not result in an occurrence include those in that are covered by the company's leave policies including FMLA, jury or military duty, work-related injuries or illnesses, hospital confinement, and the use of authorized bereavement leave.
- Excessive absence is 7 or more days in a fiscal year.
- After 3 consecutive days or a pattern, a doctor's note must be presented.
- If they have missed more than 5 days in a month
- More than 5 absences in a 12 month period is considered excessive.
- Our attendance policy is very simple. This is because we are a customer service company and good attendance is required by all employees who work for our company. It states 'Your attendance and schedule adherence is crucial in meeting the needs of our customers and business. It is your personal responsibility to come to work on scheduled work days and at your scheduled starting time. If you are unable to do so, you must call our corporate office within one hour of your scheduled start of the work day and provide the reason for the absence/late arrival. Unscheduled absences or tardiness are considered excessive when they negatively impact the customer experience, you peers and/or overall business performance and may result in disciplinary action up to and including termination of employment. In case of an illness that lasts longer than three days, you may be required to provide a statement from a physician. If you fail to notify the Company for three consecutive days of absences, Custom Cleaning and Maintenance will consider you to have voluntarily resigned your employment. Very vague but it works as we do not have attendance problems.
- We consider excessive absence to be using more paid time off than you have accrued.
- Excessive isn't EXACTLY defined.
- Excessive absence is over 40 hours taken beyond earned vacation time for hourly employees or beyond earned vacation and sick time for salaried employees.
- More than 3 times in 12 months without pre-approval employee receives verbal warning, progresses from there
- 12 days considered excessive in a year. If employee begins to accumulate a high number in a short period of time, they will have a meeting with the plant manager or supervisor.
- All employees are expected to work 40 hours a week. If an employee is identified for excessive absence, the employee will be held accountable based on a four-step disciplinary process.
- Excessive usually means after 40 hours of unscheduled absence or 5 tardies

- 5 personal days allowed
 - 1st offence Verbal warning
 - 2nd offence Written warning
 - 3rd offence 1 day off unpaid
 - 4th offence 3 days off unpaid
 - 5th offence Dismissal
- Excessive absence is handled case by case
- Anything over 5 days in calendar year.
- Employees are allowed 4-5 call offs (total of 40 hours) before medical or legal documentation is to be provided. Failure to provide acceptable documentation will result in an unexcused absence and a written warning will be issued. Three written warnings may result in termination. If an employee is tardy 5 times, a written warning is issued and a specific dollar loss from the yearend bonus (based on the number of lates). Once an employee has 12 lates, termination.
- If any employee is absent three (3) consecutive days without notifying the company, he/she will be considered to have quit without notice and will be terminated. If notice is given and the absence is not justified, it will be considered and recorded as an unjustified absence.
- Excessive absence is anything greater than 5 days per year, unless subject to FMLA
- When an employee is absent for a full day they must use any available paid time except vacation pay. After all company approved/paid time off has been exhausted all employees will be subject to, no matter the reason for the absence, the following disciplinary action:
 - 1st Counseling/Verbal Warning
 - 2nd Written Warning
 - 3rd Final Written Warning / 3-Day Suspension
 - 4th Termination
- 3 call offs in a 3 month period and/or 6 tardies in a 6 month period
- It is looked at on a case by case basis, focusing on how much they have used and what time of year it is.
- We consider 6 or more absences a year excessive.

Other absence policies

- Each hour of absence is counted and employees move through the corrective action levels when they reach specific threshold levels established based on scheduled hours.
- The employee receives PTO / UPTO and accrues per pay period beginning with their first check. The accrual rate is determined based on years of service. An employee is only allowed to be in the arrears 40 hours cumulative.
- Attendance is required to be at 97% not counting vacation, personal day, or FMLA.

- Absences are classified as excused or unexcused based on the reason. Each unexcused absence results in a warning, progressing up to termination for four unexcused absences within a six-month period. If an employee has six occurrences (excused and/or unexcused combined) in a six-month period, any occurrences within the following six-month period results in a warning, progressing up to termination for the fourth occurrence.
- We have NO policy and NO issues. We have 50 committed employees. I've been managing this for more than 20 years and there have been only 2 people we had to have conversations with due to perceived abuse of time. And our remedy was to point out the abuse and discontinue paying for absences for those two individuals. They eventually transitioned themselves out.
- We don't have a policy. We are small and at this point, we trust people won't abuse it.

ERC Absence Management Practices Survey Conducted by ERC

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