



CITY OF SAN LEANDRO  ADMINISTRATIVE PROCEDURE	AP-1070: ATTENDANCE MANAGEMENT PROGRAM
	DATE ISSUED: 10/01/2010
	DATE REVISED:
	APPROVED BY CITY MANAGER: 

I. APPLICABLE TO

All employees.

II. PURPOSE

Regular attendance and punctuality are expected of all City employees. Unsatisfactory attendance caused by unscheduled absences and tardiness cause a disruption in work, affects productivity and creates morale problems when workloads are shifted to other employees. The City recognizes that unscheduled absences occur occasionally because of illness or disability. The City will work with employees in such situations. However, the existence of accrued leave(s) shall not excuse unacceptable attendance practices.

III. GUIDELINES

The attendance record of each employee will be reviewed, at least annually, by the employee's supervisor. The purpose of the review is to evaluate each employee's attendance record according to the following criteria:

Attendance: Individual employee attendance records showing a rate of sick leave usage exceeding or likely to exceed sixty-four hours in a calendar year, unauthorized absences and/or tardiness or pattern of absenteeism (absences immediately preceding or following week-ends, holidays or scheduled days off) may be cause for further supervisory review to determine if the usage is legitimate.

Punctuality: Individual employee attendance records showing a repeated failure to report to work at the designated starting time or repeated failure to resume working following established breaks will be considered for possible corrective action.

IV. PROCEDURE

Where the attendance record suggests the need for corrective action, the manager will, on a case by case basis, take into consideration the following in determining if, and what, action is necessary: the number and duration of absences or instances of tardiness; the reasons for the absences; the length of time the employee has demonstrated unacceptable use of sick leave.

If an employee's attendance/punctuality record is excessive and corrective action is appropriate, the following approach shall be utilized:

- A. Counseling:** Counseling is intended to bring to the attention of the employee his/her record of excessive absences and/or lack of punctuality, apprise the employee of the employee's need to correct the identified problem, and to explore alternatives available to address the matter. Through appropriate employment of the methods outlined above, most attendance and/or punctuality problems can be resolved successfully. Where such problems continue, future action may become appropriate.
- B. Written Reprimand/Warning:** A written reprimand is intended to notify the employee in writing that his/her attendance and/or punctuality is unacceptable and must be corrected within a specified time period. In addition, the written reprimand is intended to notify the employee that if the attendance or tardiness problem is not corrected within the prescribed time frame, more serious disciplinary action may result.
- C. Suspension Without Pay/Reduction in Pay:** Where the attendance or tardiness problem persists, suspension without pay or a reduction in pay may be necessary.
- D. Termination:** When the prior efforts to have the employee correct attendance and/or tardiness problems proved unsuccessful and where further steps would continue to be unsuccessful, termination may be necessary.
- E. Additional Considerations:** As the circumstances leading up to, and the issues surrounding unacceptable attendance vary, a number of additional actions may be appropriate prior to or during the disciplinary process to address the attendance issue:
1. Employee Assistance Program: Unacceptable attendance may be the result of personal or family issues which the employee is confronting. In these circumstances, and others, the City's employee assistance program makes available to employees short term, professional assistance in addressing the causes underlying the attendance issues.
 2. Medical Evaluation: Unacceptable attendance may be caused by medical reasons of which the employee is unaware. A City scheduled medical examination may therefore be appropriate.
 3. Physician Verification: In some circumstances (illness or injury longer than three days in cases of potential sick leave abuse) an employee may be required to provide a written physician's certificate attesting to the illness/disability.