ADMINISTRATIVE DIRECTIVE 4.2 WORKPLACE ATTENDANCE

Effective Date: October 1, 2006
Revision Date(s):

I. PURPOSE

The purpose of this administrative directive is to establish citywide standards and guidelines for effective absence management of civilian employees.

II. POLICY

Employee attendance is critical for the effective delivery of City services to our citizens and excessive absenteeism challenges any organization's ability to meet its goals and objectives. Therefore, employees are relied upon to attend scheduled work on time or give reasonable notice when they are not able to attend work. Leave provisions related to the Family & Medical Leave Act, Workers' Compensation Program, Military Leave/USERRA, Extended Disability Program, or other absences protected by federal or state law, are described in separate administrative directives, and are not subject to the provisions of this administrative directive.

III. DEFINITIONS

1. **Departmental Attendance Procedures** – internal attendance procedures established by each department.

2. **Scheduled Start Time** – the beginning of an employee's shift and the time the employee is required to return from break, lunch period or other approved absence from the workplace.

3. **Civil Emergency** – a state of emergency declared by the President, Governor, or the Mayor.

4. **Absence Cycle** – each six (6) month period from October through March and April through September, of each fiscal year.

5. **Notice of Leave** – form required for an employee to submit request for scheduled leave or document unscheduled leave taken.

6. **Time Administrator** – employee assigned the function of documenting leave, tardiness and related transactions in the SAP system for the Department.

7. **Mandatory Work Cycles** – periods established by a department during which request for leave shall not be granted due to anticipated workload demand.

8. **Job Abandonment** – not reporting to work for two (2) consecutive shifts with no notification to the department, which shall be considered a voluntary resignation with forfeited appeal rights.

IV. POLICY GUIDELINES

1. Leave requests must be made in advance through the submission of a completed ***Notice of Leave*** form (ATTACHMENT A). An employee may select the applicable leave to be charged for an absence.

2. An employee is required to request and schedule leave in advance with supervisory personnel, and must confirm approval prior to taking leave. The employee must complete and submit to the supervisor the ***Notice of Leave*** form prior to any scheduled absence. Unscheduled absences must be documented on the ***Notice of Leave*** promptly upon the employee's return to work.

3. Upon receipt of the employee's ***Notice of Leave***, the supervisor is required to approve or deny the request as soon as possible. Based on anticipated workload, a ***Notice of Leave*** request may be denied or approved upon receipt of requested documentation from the employee by the supervisor.

4. The supervisor will provide the employee with a copy of the approved or denied ***Notice of Leave.*** The original approved ***Notice of Leave*** will be forwarded to the ***Time Administrator*** for processing.

5. Approved leave may not be rescinded by the Department without the Department Director's or a delegated executive staff member's approval. Leave requested and approved more than sixty (60) days in advance shall not be rescinded unless a ***Civil Emergency*** is declared.

6. A department may identify mandatory work cycles in which increased operational needs may prohibit the granting of leave. These periods shall not exceed eighty (80) working days per fiscal year unless a ***Civil Emergency*** is declared.

7. The City Manager may declare emergencies for the purpose of requiring personnel attendance.

8. Workplace absences during inclement weather shall be managed as directed by the City Manager's Office for each occasion.

9. An employee shall make personal contact with designated supervisory personnel to request leave. However, where an employee is physically unable to communicate personally with his/her supervisor, the employee may designate another person to notify assigned supervisory personnel of his/her absence. The employee is responsible for making sure the contact with his/her supervisor is made.

10. An employee who does not report to work for two (2) consecutive shifts with no notification to the Department (***Job Abandonment***) shall be considered to have voluntarily resigned and forfeit his/her appeal rights.

11. The supervisor shall consult with the departmental Human Resources Generalist or Human Resources Department prior to the assessment of any disciplinary action at the level of **Written Reprimand** or above.

12. **Written Reprimands** and above, are to be filed in the employee's Permanent 201 File and counseling statements are to be filed in the employee's field folder.

V. ABSENCE MANAGEMENT FOR NON-CIVIL SERVICE EMPLOYEES *(as defined by the Charter and the Municipal Civil Service Rules of the City of San Antonio)*

1. The supervisor should counsel and, if necessary, take corrective action against an employee who develops a habitual pattern of excessive leave and/or tardiness.

2. All disciplinary actions should be coordinated with the assigned Human Resources Generalist or the Human Resources Department.

VI. ABSENCE MANAGEMENT FOR CIVIL SERVICE EMPLOYEES *(as defined by the Charter and the Municipal Civil Service Rules of the City of San Antonio)*

1. Attendance infractions shall be tracked by a system that assesses points for absences defined by this administrative directive within prescribed ***Absence Cycles***.

2. An employee is required to request time off in advance, prior to the ***Scheduled Start Time*** granted by the supervisor.

3. Upon the request of a supervisor, an employee may be required to provide documentation for unscheduled absences of three (3) consecutive working days or more.

4. An employee may request that more than one (1) absence from work within three (3) working days for the same condition or emergency be considered a single event for the purpose of assessing points, if the condition was beyond the employee's control. The supervisor may request appropriate documentation to substantiate the condition or emergency. The Department Director or a delegated executive staff member shall approve all requests of this nature. The Director's determination of such requests shall be final.

5. An employee may be required to provide documentation within three (3) working days of returning to work to substantiate leave for jury duty, bereavement, or to provide support for an unscheduled absence during a ***Mandatory Work Cycle.*** Examples of documentation include jury notice, copy of obituary, etc.

6. Lunch periods are normally scheduled for forty-five (45) minutes, unless modified by the department. These lunch periods are not paid. A non-exempt employee is also granted two paid fifteen-minute breaks per eight (8) hour shift. When department workload does not permit the granting of breaks, the City accrues no liability for overtime or compensatory time for the lost break. Departments should make an effort to limit the frequency of times during which breaks are not permitted. At the supervisor's discretion, an employee may combine his/her lunch and break periods.

7. To avoid hardship to an employee who relies on public transportation or who face other special circumstances, the department may adjust the employee's work schedule for both starting and ending time provided the total amount of hours worked is equivalent to the employee's normal work hours. The employee must request the adjustment in writing and provide adequate documentation for the special circumstances. In cases involving public transportation, the employee shall provide a bus schedule to indicate that no bus arrives within a half hour prior to the employee's ***Scheduled Start Time***. A Department Director or a delegated executive staff member maintains authority to determine whether this adjustment may be accommodated based upon the department's workload and operational mission.

8. Based on operational reasons, an employee reporting to work one (1) hour or more following the employee's ***Scheduled Start Time*** may be sent home by the supervisor, with accrued leave or leave without pay used to cover the absence if no applicable leave is available.

9. An employee shall be assessed points for absenteeism or tardiness as follows:

POINTS ASSESSMENT TABLE			
Assessment Category	**Assessment Category Definition**	**Compliance**	**Points**
Tardy (Type A)	Reporting to work within one (1) hour of Scheduled Start Time	**in accordance** with Departmental Attendance Procedures	1
Tardy (Type B)	Reporting to work within one (1) hour of Scheduled Start Time	**in violation** of Departmental Attendance Procedures	2
Late Report/Early Departure (Type A)	Reporting to work more than one (1) hour after Scheduled Start Time but with at least half of the shift remaining; or, Leaving work during a shift with permission	**in accordance** with Departmental Attendance Procedures	2
Late Report (Type B)	Reporting to work more than one (1) hour after Scheduled Start Time but with at least half of the shift remaining	**in violation** of Departmental Attendance Procedures	3
Unscheduled Absence (Type A)	Not reporting to work for scheduled shift; Reporting with less than half of the shift remaining; Not reporting to work during a period for which scheduled leave has been denied or during an established period when requests for leave have not been granted due to mandatory work cycle (with acceptable documentation)	**in accordance** with Departmental Attendance Procedures	3
Unscheduled Absence (Type B)	Not reporting to work during a shift or reporting with less than half of the shift remaining	**in violation** of Departmental Attendance Procedures	5
Unscheduled Absence (Type C)	Not reporting to work during a period for which scheduled leave has been denied Not reporting to work during an established period when requests for leave shall not be granted due to mandatory work cycle	without acceptable documentation and/or **in violation** of Departmental Attendance Procedures	10
Early Departure	Leaving work during a shift without permission	N/A	16

10. An employee shall be subject to disciplinary action in any ***Absence Cycle*** as follows:

DISCIPLINE TABLE		
Points Assessed	**Disciplinary Action (Non-exempt employees)**	**Disciplinary Action (Exempt employees)**
10	Verbal Counseling	Verbal Counseling
13	Written Counseling	Written Counseling
16	Written Reprimand	Written Reprimand
20	One-Day Suspension	-
26	Two-Day Suspension	Final Written Reprimand
30	Proposed Termination	Proposed Termination

11. At the end of each ***Absence Cycle***, an employee with sixteen (16) or more points will be assessed half of that balance (rounded up to the nearest whole number) to be carried into the following ***Absence Cycle***.

12. The supervisor shall consult with the departmental Human Resources Generalist or Human Resources Department prior to the assessment of any disciplinary action at the level of **Written Reprimand** or above. Due to provisions of the federal Fair Labor Standards Act, as amended, an exempt employee may not be disciplined in accordance with the outlined non-exempt guidelines and **should** be assessed the exempt disciplinary actions as specified in the Discipline Table, unless discretionary time is awarded to the exempt employee. **Failure of a department to follow these provisions may result in the removal of any proposed disciplinary action.**

13. Documentation requested by the supervisor for absences should be consistently applied to all employees. Required documentation for absences for illness include a doctor's note with date of illness or injury and doctor's signature and extent of time to be out of work. For other circumstances, the supervisor should consult with the Human Resources Generalist for adequate documentation.

14. An employee who believes his/her attendance points were incorrectly assessed by his/her supervisor has the right to appeal the points assessed by the supervisor using the ***Points Assessment Appeal Action*** form (ATTACHMENT C). An employee must appeal within three (3) working days from the return of the absence and submit the form to his/her supervisor. The supervisor is required to respond and meet with the employee within five (5) working days of receiving the form. If the appeal action is resolved, the supervisor will provide a finalize copy of the form to the employee. If the employee's attendance points are changed, a finalized copy of the form will be forwarded to the Time Administrator for processing the correction resulting from the appealed action, and the original form will be forwarded to the Human Resources Department.

    If the matter is not resolved at the supervisor's level or the supervisor does not respond and meet with the employee within the required amount of time, the employee may forward the appeal action to the Department Director within three (3) working days. The Department Director must respond and meet with the employee within ten (10) working days of receiving the form. Upon the Department Director taking action, the supervisor will provide the employee with a finalized copy of the form. If the employee's attendance points are changed, a finalized copy of the form will be forwarded to the Time Administrator for processing the correction resulting from the appealed action and the original form will be forwarded to the Human Resources Department.

Upon mutual written agreement between the employee and the Department Director, an extension of not more than five (5) business days may be granted.

The Director is the final authority in the appeal process.

VII. RESPONSIBILITIES

All Employees

1. Each employee is expected to report to work as scheduled and in a timely manner. Unexpected or unanticipated absences should be kept to a minimum in order to minimize impact on work productivity.

2. An employee is responsible for managing his/her leave time appropriately and for communicating with the supervisor about the absence. The employee is expected to submit a ***Notice of Leave*** form to the supervisor in order to schedule time away from the workplace and to confirm that the request has been approved prior to taking the leave of absence.

3. An employee who desires more than one (1) absence from work for the same condition or emergency to be considered a single event for the purpose of assessing points must submit this request to the supervisor in writing.

4. Each employee is expected to track the number of points that have been assessed against him/her during any particular ***Absence Cycle***. The employee may consult with the department's Time Administrator to verify the number of points assessed.

5. An employee may appeal the attendance points assessed by the supervisor and is responsible for following the procedure as outlined in Section VI. Absence Management for Civil Service Employees.

6. An employee calling in to notify the supervisor of an unscheduled absence should inform the supervisor of the reason for the absence and the anticipated length of the absence, and should submit a ***Notice of Leave*** form promptly upon return to work.

Departments

1. Depending on a departmental mission, each department director shall establish and maintain ***Departmental Attendance Procedures*** (ATTACHMENT D), which must be approved by and filed with the Human Resources Department prior to implementation. These procedures should be in compliance with this administrative directive, and departments should make efforts to solicit employee input in the creation of the procedures. These procedures may include, but are not limited to the following items:

    a. Call-in procedures, including notification process to the department when an employee will be tardy, late, absent from work, or leave early;
    b. A process for informing supervisors as to cancellations of leave by the employee;
    c. A process for scheduling leave, to include required number of days or hours for advance notice;
    d. Establishment of brief periods when requests for leave shall not be granted due to anticipated mandatory workload cycles (to include holidays);

e. Procedures for returning to work following release from jury duty or subpoena and requirements to provide documentation of such release;
f. Additional internal guidelines based on departmental procedures and mission.

2. When assessing points to an employee, the supervisor will discuss the Point Assessment Table with the employee and annotate the applicable Assessment Category and Check Box on the ***Notice of Leave*** form. Both supervisor and employee will initial and date the form.

3. Upon a supervisor and/or department director receiving the employee's ***Points Assessments Appeal Action*** form, they are responsible for following the procedures as outlined in Section VI. Absence Management for Civil Service Employees.

4. The department shall provide all employees with a copy of the Administrative Directive 4.2 – Workplace Attendance and any relevant ***Departmental Attendance Procedures*** and will require acknowledgment receipt for each document by the employee (ATTACHMENT B). This signed acknowledgment should be forwarded to the Human Resources Department for filing in the employee's Permanent 201 File.

5. ***Departmental Attendance Procedures*** will be distributed to all employees and posted on departmental site bulletin boards.

6. The supervisor is required to report all employee attendance violations to his/her assigned ***Time Administrator*** via the ***Notice of Leave*** **form**. Failure to do so may result in disciplinary action against the supervisor.

7. The supervisor will retain *written counseling documentation* in the employee's field folder.

8. The supervisor is required to manage the employee's attendance as required by this policy. Failure to do so may result in disciplinary action against the supervisor.

Human Resources Department

1. The Human Resources Department will review and keep on file each department's attendance procedures.

2. The Human Resources Department, both centrally and through department Human Resources Generalists, will provide interpretation regarding this administrative directive and assist in resolving employee/supervisory attendance related issues.

3. The original ***Points Assessments Appeal Action*** form may be used for case review, statistical data and record keeping by fiscal year.

4. All *written reprimands and suspension actions* will be maintained in the employee's Permanent 201 File.

Departmental Time Administrators

1. Time administrators shall maintain accurate attendance records for assigned employees, as well as accurate points assessments. Errors in leave entries and points assessments will be corrected by the Time Administrator, who should inform the supervisor and the employee of the errors.

2. Time administrators should provide the employee with documentation of his/her assessed points upon the employee's request.

3. Time administrators will notify the supervisor and Human Resources Generalists as soon as possible when an employee should receive disciplinary action based on the Discipline Table.

4. Time administrators will process corrections resulting from ***Points Assessments Appeal Actions*** as soon as possible.

This directive supersedes all previous correspondence on this subject. Information and/or clarification of this administrative directive may be obtained by contacting the Human Resources Department.

Sharon De La Garza 7/26/06
Sharon De La Garza Date
Human Resources Director

Approved:

Frances A. Gonzalez 7/26/06
Frances A. Gonzalez Date
Assistant City Manager

Approved:

Sheryl Sculley 7-26-06
Sheryl Sculley Date
City Manager

Attachments

CITY OF SAN ANTONIO
NOTICE OF LEAVE

EMPLOYEE NAME:	SAP EMPLOYEE ID NUMBER:
DEPARTMENT:	JOB TITLE:

ACTION	TYPE OF LEAVE	EFFECTIVE DATES FROM	EFFECTIVE DATES TO	TIMES (required) FROM	TIMES (required) TO	NO. OF HOURS
LEAVE WITH PAY						
LEAVE WITH PAY						
LEAVE WITH PAY						
LEAVE WITHOUT PAY	LWOP					
MILITARY LEAVE W/O PAY	MI02					
MILITARY LEAVE WITH PAY	MI01					

WORKPLACE ATTENDANCE POINTS ASSESSMENT (Administrative Directive 4.2)

Assessment Category	Points	Check Box	Empl./Initials/Date	Supv./Initials/Date
01 - Tardy (Type A)	1	☐		
02 - Tardy (Type B)	2	☐		
03 - Late Report/Early Departure (Type A)	2	☐		
04 - Late Report (Type B)	3	☐		
05 - Unscheduled Absence (Type A)	3	☐		
06 - Unscheduled Absence (Type B)	5	☐		
07 - Unscheduled Absence (Type C)	10	☐		
08 - Early Departure	16	☐		
			Current Point Totals:	

Single Event Absence: Request for absence be considered as same condition or emergency. (The employee has three (3) working days upon returning from absence to submit the request.) Reason: _____

Approval ☐	Department Director or Designee Signature:		
Disapproval ☐		Date:	

NOTICE TO EMPLOYEE

If this request is for FMLA or Extended Sick Leave, please see your Human Resources Specialist. The Human Resources Specialist will provide the required forms to initiate the FMLA leave.

Completion of this section by the employee is only for intermittent absence or reduced schedule after the employee has received prior approval for FMLA leave.

Notice of Family and Medical Leave

FMLA leave may be taken for any of the following reasons. Check one of the following if this leave is being taken under FMLA.

- ☐ Birth of a son or daughter.
- ☐ Placement of a child with the employee for adoption and/or foster care.
- ☐ A serious health condition affecting the employee's spouse, child, or parent for which the employee is needed to provide care.
- ☐ A serious health condition of the employee, when the employee is unable to perform the essential functions of the position.

Signed: _____ Employee | _____ Employee Supervisor/Manager | _____ Department Director/ (if applicable)

_____ Date: | _____ Date: | _____ Date:

☐ **Approved** ☐ **Denied**

CITY OF SAN ANTONIO

EMPLOYEE ACKNOWLEDGMENT FORM
FOR

ADMINISTRATIVE DIRECTIVE 4.2
Workplace Attendance

Employee:

I acknowledge that on _____, 20____, I received a copy of Administrative Directive 4.2, Workplace Attendance. I understand if I should have any questions I should contact my Human Resources Generalist.

_____	_____
Employee Name (Print)	Department
_____	_____
Employee Signature	SAP ID #

Administrative Directive 4.2, Workplace Attendance
Points Assessments Appeal Action

In accordance with Administrative Directive 4.2, Workplace Attendance an employee has the right to appeal attendance points assessed by the supervisor. The employee must appeal within three (3) working days from return of the absence. The supervisor is required to respond and meet with the employee within five (5) working days of receiving the form. If the matter is not resolved, the employee may appeal to the Department Director within three (3) working days. The Department Director is the final appeal authority and must respond and meet with the employee within ten (10) working days. The supervisor is responsible for providing a finalized copy of the form to the employee. If the employee's attendance points are changed, the supervisor will forward a copy to the Time Administrator for processing the correction resulting from the appealed action and the original form will be forwarded to Human Resources Department.

Employee's Name:	Supervisor's Name:
Department:	Section/Division:

Employee's reason for appealing attendance matter:

_____

_____

_____

_____

Adjustment sought:

_____

_____

_____

Employee's Signature:_____Date: _____

Supervisor's response/date of receiving the appeal action: _____

_____

_____

_____

_____

Supervisor's Signature: _____Date of Response: _____

Date forwarded to the Time Administrator (if applicable): _____

Employee's response to the supervisor's action: _____Agree _____Disagree

Employee's signature and date: _____

(If you are not satisfied with your supervisor's response, you may appeal this action to your department director within three (3) business days of receiving your supervisor's response.)

Department Director's response/date of receiving the appeal action form:_____

_____

_____

_____

_____

Director's Signature:_____Date of Response: _____

Date forwarded to the Time Administrator (if applicable): _____

Human Resources Department: _____(Date Received)

_____

_____

Administrative Directive 4.2, Workplace Attendance
Departmental Attendance Procedures

Department: _____ Division: _____ ☐ All

This document outlines departmental procedures for managing attendance in accordance with Administrative Directive 4.2, Workplace Attendance. Each employee needs to understand and adhere to the procedures outlined in this document.

Business Hours: _____ to _____	Employee Input Method: _____
Point of Contact: _____	Phone Number: _____
Mandatory Work Cycle: From: _____ To: _____ # work days ____ From: _____ To: _____ # work days ____ From: _____ To: _____ # work days ____ Other: _____ ☐ Department has no Mandatory Work Cycle	**Operational Reason for Mandatory Work Cycle:**
Scheduled Leave: Employee: You must request leave at least ____working days in advance using the Notice of Leave form. When requesting scheduled leave, you must also: _____ _____	**Cancellation of Approved Leave:** Employee: If you would like to cancel leave you had previously requested you must: _____ _____ _____ You must cancel your leave at least ____ days in advance.
Call-In Procedures for Unscheduled Absence: Employee: When calling-in to notify your supervisor of an unscheduled absence or tardy, you must do the following: Contact: _____ at _____ (what phone #) Must call in within the following timeframe: _____ If no answer, you must: _____ _____ When leaving a voicemail you should include: _____ _____ Your supervisor or designated representative will call you if: _____	**Return to Work:** Employee: You need to return to work following release from Jury Duty or subpoena if: _____. You do not need to return to work on the day you're released from Jury Duty or subpoena if: _____ You will need to show documentation of release time if: _____ _____
Additional Procedural Guidelines:	

Department Director's Signature:	Date:
Human Resources Director's Signature:	Date: