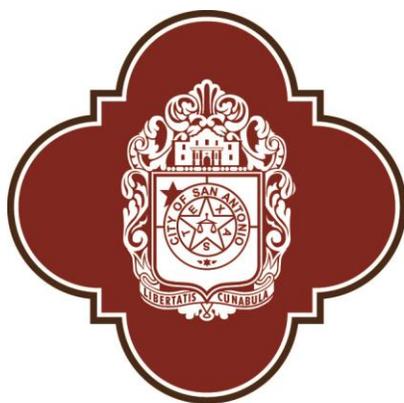


CITY OF SAN ANTONIO



Administrative Directive	AD 4.2 Workplace Attendance
Procedural Guidelines	Guidelines to ensure consistent application of attendance policies and procedures
Department/Division	Human Resources/Employee Relations
Effective Date	October 1, 2006
Revision Dates	October 1, 2014; October 1, 2016
Last Reviewed	N/A
Owner	HR Employee Relations, Assistant Director

Purpose

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

Policy

Employee attendance is critical for the effective delivery of City of San Antonio (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 Plan, or other absences protected by federal or state law, are described in separate ADs, and are not subject to the provisions of this AD.

Policy Applies To

<input type="checkbox"/> External & Internal Applicants	<input checked="" type="checkbox"/> Temporary Employees on the City's Payroll
<input checked="" type="checkbox"/> Full-Time Employees	<input type="checkbox"/> Volunteers
<input checked="" type="checkbox"/> Part-Time Employees	<input checked="" type="checkbox"/> Grant-Funded Employees
<input type="checkbox"/> Paid and Unpaid Interns	<input type="checkbox"/> Police and Fire Academy Trainees
<input type="checkbox"/> Uniformed Employees Under Collective Bargaining Agreements	

Definitions

<u>Alternative Work Schedules (AWS)</u>	A term for a fixed work schedule that may be outside the normal work hours for a position. The resulting work schedule will have the same number of hours as is normally required for any given pay period. For example, if a typical work schedule for a position is 8:00 AM – 5:00 PM, Monday – Friday, an AWS might be 7:00 AM – 6:00 PM, Monday – Thursday.
<u>Attendance Cycle</u>	Each six month period from October 1 through March 31, and April 1 through September 30, of each fiscal year.
<u>Civil Emergency</u>	A state of emergency declared by the President, Governor, or the Mayor.
<u>Departmental Attendance Procedures</u>	Internal attendance procedures established by each department.
<u>Flextime for Exempt Employees</u>	The ability for a supervisor to make a temporary alteration to an exempt (salaried) employee's regular work schedule.
<u>Notice of Leave</u>	Self entry into the time/payroll system or a form required for an employee to submit request for scheduled leave or document unscheduled leave taken.

<u>Scheduled Start Time</u>	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.
<u>Time and Attendance Specialist (TAS)</u>	A City Employee responsible for performing various time management-related functions, including collecting, entering, validating, and analyzing data. This position reports to the Finance Department.
<u>Working days</u>	Calendar days, excluding Saturdays, Sundays and Council-approved holidays.
<u>Workweek</u>	The period of time beginning at 12:01 AM Saturday and ending 12:00 Midnight Friday.
Policy Guidelines	
<ol style="list-style-type: none"> 1. Scheduled Leave requests must be made in advance through the submission of a completed <i>Notice of Leave</i>. 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 <i>Notice of Leave</i> prior to any scheduled absence. Unscheduled absences must be documented on the <i>Notice of Leave</i> promptly upon the employee's return to work. 3. Upon receipt of the employee's <i>Notice of Leave</i>, the supervisor is required to approve or deny the request as soon as possible. 4. The supervisor will provide the employee with a copy of the approved or denied <i>Notice of Leave</i> when a notice of leave has been submitted on a paper form. The approved form will be forwarded to the <i>TAS</i> for processing. 5. Approved leave may not be rescinded by the department without the Department Director's (or designee's) approval. Leave requested and approved more than 60 days in advance shall not be rescinded unless a <i>Civil Emergency</i> is declared. 6. A department may identify <i>mandatory work cycles</i> in which increased operational needs may prohibit the granting of leave. These periods shall not exceed 80 days per fiscal year unless a <i>Civil Emergency</i> is declared. 7. Workplace absences during inclement weather shall be managed as directed by the City Manager's Office for each occasion. 8. An employee shall make personal contact with designated supervisory personnel to request leave, unless otherwise incapacitated by illness or injury. 9. To avoid hardship to an employee who relies on public transportation or who faces 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 <i>scheduled start time</i>. A Department Director (or designee) maintains authority to determine whether this adjustment may be accommodated based upon the department's workload and operational mission. 10. An unauthorized absence of two <i>working days</i> is considered a voluntary resignation as defined in Section 2 of Rule XVII of the Municipal Civil Service Rules. 11. The supervisor shall consult with the departmental HR Representative or Human Resources Department prior to the assessment of any disciplinary action. 12. Employees who fail to submit a <i>Notice of Leave</i> are subject to disciplinary action for failing to follow instructions. 13. Non-exempt employees who accumulate 30 attendance points within an attendance cycle, or who demonstrate habitual tardiness and/or absenteeism by accumulating 26 or more attendance points in four (4) consecutive <i>attendance cycles</i>, are subject to termination as defined in Section 2 of Rule XVII of the Municipal Civil Service Rules. 	

Absence Management

Exempt Employees

Absence management for employees who are classified as “exempt” under the rules of the Fair Labor Standards Act (FLSA).

1. Supervisors should counsel and, when necessary, take corrective action against an employee who develops a habitual pattern of excessive unscheduled absence or tardiness. Additionally, employees can be assessed discipline for excessive absenteeism or tardiness in accordance with AD 4.11, Coaching and Discipline.
2. All disciplinary actions should be coordinated with the assigned HR Representative or the Human Resources Department.

Non-Exempt Employees

This section applies to employees who are classified as “non-exempt” under the rules of the FLSA and who hold classified Civil Service positions. Department Directors have the discretion to apply the attendance point system and associated discipline to non-exempt unclassified employees (such as grant funded employees and executive secretaries), part-time employees, and temporary employees on the City’s payroll.

1. Attendance infractions shall be tracked by a system that assesses points for absences defined by this AD within prescribed *attendance cycles*.
2. An employee is required to request time off in advance, prior to the *scheduled start time*, and as prescribed by the employee’s department attendance procedures.
3. Upon the request for time off, an employee may be required to provide documentation for unscheduled absences of three consecutive days or more.
4. An employee may request that more than one absence from work within three 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. A doctor’s note related to the employee’s own illness will suffice to grant a single event absence. All other requests of this nature require approval from the Department Director (or designee). The Director’s determination of such a request is final.
5. An employee may be required to provide documentation within three days of returning to work to substantiate leave for jury duty, a funeral or memorial service, 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 45 minutes, unless modified by the department. These lunch periods are not paid. Non-exempt employees must be completely relieved from duty during lunch periods. It is considered work time if an employee performs duties during lunch periods. A non-exempt employee is also granted two paid 15 minute breaks per eight hour shift. When department workload does not permit the granting of breaks, the City accrues no liability for overtime or compensatory time for lost breaks. At the supervisor’s discretion, an employee may combine his/her lunch and break periods.
7. Based on operational reasons, an employee reporting to work one hour or more following the employee’s *scheduled start time* may be sent home by the supervisor, with accrued leave or leave without pay if no applicable leave is available.
8. An employee shall be assessed points for absenteeism, tardiness and time clock infractions as follows:

POINTS ASSESSMENT TABLE

Assessment Category	Points Assessment Category Definition	Compliance	Attendance Points
Time Clock Infraction	Failing to punch-in or out when arriving or leaving work – First two infractions within an <i>attendance cycle</i>	N/A	1 each
	Three or more infractions within an <i>attendance cycle</i>		2 each
Tardy (Type A)	Reporting to work within one hour of <i>scheduled start time</i>	In accordance with Departmental Attendance Procedures	1
Tardy (Type B)	Reporting to work within one hour of <i>scheduled start time</i>	In violation of Departmental Attendance Procedures	2
Late Report/Early Departure (Type A)	Reporting to work more than one hour after <i>scheduled start time</i> but with at least half of the shift remaining	In accordance with Departmental Attendance Procedures & when employee has sufficient leave to cover time off	2
	Leaving work during a shift after notifying a supervisor		
Late Report (Type B)	Reporting to work more than one hour after <i>scheduled start time</i> but with at least half of the shift remaining	In violation of Departmental Attendance Procedures & when employee has sufficient leave to cover time off	3
Unscheduled Absence (Type A)	Not reporting to work for a scheduled shift	In accordance with Departmental Attendance Procedures & when employee has sufficient leave to cover the absence	3
	Reporting to work with less than half of the shift remaining		
	Not reporting to work during a period for which requested leave has been denied or during an established period when requests for leave have not been granted due to <i>mandatory work cycle</i> (with acceptable documentation)		
Unscheduled Absence (Type B)	Not reporting to work for a scheduled shift or reporting with less than half of the shift remaining	In violation of Departmental Attendance Procedures	5
	Not reporting to work for a scheduled shift	When employee <i>does not</i> have sufficient leave to cover the absence (LWOP)	
	Reporting to work more than one hour after <i>scheduled start time</i>		
	Leaving work during a shift after notifying a supervisor		
Unscheduled Absence (Type C)	Not reporting to work during a period for which requested leave has been denied	Without acceptable documentation and/or in violation of Departmental Attendance Procedures	10
	Not reporting to work during an established period when requests for leave shall not be granted due to <i>mandatory work cycle</i>		
Unauthorized Early Departure	Leaving work during a shift without notifying a supervisor, or walking off the job	N/A	16

9. An employee shall be subject to disciplinary action in any *attendance cycle* as follows:

DISCIPLINE TABLE	
Points Assessed	Action
16	Written Reprimand
26	One-Day Suspension
30 points in one attendance cycle or 26 or more points in four consecutive attendance cycles	Proposed Termination

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

11. The supervisor shall consult with the departmental HR Representative or Human Resources Department prior to the assessment of any disciplinary action.

12. 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 HR Representative for adequate documentation.

13. **Points Appeal Process:** 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. The following section describes the appeals process for resolution of issues associated with application of the Points Assessment Table. This process is for appealing the application of attendance points, and does not apply to any corresponding counseling or disciplinary action. The Department's HR Representative is available to serve in a consultative role during the points appeal process.

- An employee must appeal within five *working days* from the date the employee is served a leave notice reflecting points for an absence by submitting the appropriate form to his or her supervisor.
- The supervisor is required to meet with the employee to discuss the appeal prior to issuing a response. A response is required within five *working days* of receiving the form.
- If the appeal action is resolved, the supervisor will provide a finalized 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 *TAS* for processing the correction resulting from the appealed action, and the original form will be sent to the HR Department.
- If the matter is not resolved at the supervisor's level or the supervisor does not respond within the required amount of time, the employee may forward the appeal action to the Department Director within three *working days*.
- The Department Director's response is required within ten *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 *TAS* for processing the correction resulting from the appealed action and the original form will be forwarded to the HR Department.
- Upon mutual written agreement between the employee and the Department Director, an extension of not more than five *working days* may be granted. The Director is the final authority in the attendance points appeal process and the decision is not subject to grievance through the City's grievance process.

**Non-Exempt
Employees,
cont.**

**Time Clock
Violations
and
Tardiness**

1. Employees are prohibited from working outside their scheduled shift unless authorized by their department to be working overtime. Violation of this provision, as expressed in AD 4.13C, Overtime Compensation under the Fair Labor Standards Act, shall be considered a violation of City policy and subject to disciplinary action against the employee.
2. If an employee is tardy and punches in upon arrival, only points for the tardy are assessed. However, if it is established the employee was tardy and failed to clock-in upon arrival, points may be assessed for both the tardy and the failure to punch-in infractions.
3. "Failure to punch-in" shall be defined as, reporting to a job location or returning from lunch period without punching the appropriate payroll time collection system upon arrival.
4. "Failure to punch-out" shall be defined as, leaving a job location or lunch period without punching the appropriate payroll time collection system upon departure.
5. In the event an employee who is required to use a time collection system fails to punch-in or out, the employee shall be assessed one point for each of the first two time clock infractions and two points for each infraction thereafter. Points for time clock violations will be reset to zero infractions at the start of each *attendance cycle*.
6. An employee is prohibited from punching-in/out for other employees, and from requesting other employees to punch in or out for him/her. Doing either will result in discipline under AD 4.11, Coaching and Discipline. Accidentally punching of a wrong card or other accidental actions while punching must be brought to the immediate attention of the supervisor.

Flexible Work Arrangements: Alternative Work Schedules and Flextime

The City is committed to helping employees face the demands of juggling work and family and life-related issues by offering flexible work arrangements where possible. The intent of *Alternative Work Schedules (AWS) and Flextime* is to provide supervisors with tools that can assist in enriching employees' work-life balance. Departments are encouraged to use flexible work arrangements in creative ways to improve employee performance and increase operational efficiency.

Eligibility for each work arrangement will vary depending on the operational needs of a department. Supervisors should grant flexible work arrangements where the department's operational needs permit, regardless of the employee's reason for making the request. Employees should keep in mind that business needs and circumstances change, and job requirements evolve over time. As such, adjustments and modifications to flexible work arrangements may become necessary. As with any other work arrangement, these arrangements are not considered permanent. Both supervisors and employees must be responsive to change, and should monitor work schedules to ensure that department needs are continually met.

**Alternative
Work
Schedules
(AWS)**

- Creating *AWS* involves defining a work schedule that may differ from the standard hours worked for a position. Supervisors should consider all requests on a case-by-case basis. When implementing the *AWS*, the resulting schedule must not impact the department's operational needs and must maintain required employee coverage for the department. Supervisors are encouraged to seek and define *AWS* that will simultaneously provide the department with increased productivity and improve employee morale at no expense to operational quality or output. The following are parameters departments must follow to establish and use *AWS*.
1. In all *AWS* arrangements, employees are expected to meet the same performance standards as they normally would without such arrangements, and supervisors are required to use the same operational measurement/criteria that are normally in place.
 2. *AWS* must be used in a manner that does not impede on the department's operational abilities or infringe on operational requirements/performance measures set by an employee's supervisor.
 3. *AWS* does not change the number of hours for which an employee is typically required to work within a pay period, and does not automatically require the payment of overtime. Any overtime worked must continue to follow the parameters set forth in AD 4.13C, Overtime Compensation under FLSA.

<p><u>Alternative Work Schedules (AWS), cont.</u></p>	<p>4. To assure that all parties understand the expectations of the arrangement, supervisors must submit a written work schedule modification request for approval to the Department Director (or designee), whose decision is final. Approved requests must be forwarded to the department’s HR Representative. The request must include, at a minimum:</p> <ul style="list-style-type: none"> ▪ List of affected employees ▪ Length of time for which the <i>AWS</i> will be in place (typically at least one month) ▪ Specific dates/times for all shifts worked within a pay period (note: all full-time non-exempt employees are required to work 40 hours within a <i>workweek</i>) <p>5. Supervisors are encouraged to engage HR Representatives for guidance on implementing <i>AWS</i>.</p> <p>6. All <i>AWS</i> are subject to ongoing review by the supervisor, and may be terminated at any time (or when business needs dictate).</p> <p>7. Specific <i>AWS</i> provisions, such as core working hours, required employee coverage timeframes, etc., may be included in <i>Departmental Attendance Procedures</i>.</p>
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<p><u>Flexitime for Exempt Employees</u></p>	<p>While exempt (salaried) employees may work over 40 hour per week, it is the City’s goal to promote a positive work-life balance. Therefore, supervisors are encouraged to be flexible with employees’ schedules where possible and when operational needs allow.</p> <p><i>Flexitime</i> differs from <i>Alternative Work Schedules</i> in that a <i>flexitime</i> request involves a temporary change in a regular work schedule that contributes to enriching work-life balance for the employee. For example, an employee might request <i>flexitime</i> at the beginning/end of a shift to attend a doctor’s appointment, and make up the time missed at the beginning/end of another day within that <i>workweek</i>. The following are parameters departments must follow to establish and use <i>flexitime</i>.</p> <ol style="list-style-type: none"> 1. In all <i>flexitime</i> arrangements, employees are expected to meet the same performance standards as they normally would without such arrangements, and supervisors are required to use the same operational measurement/criteria that are normally in place. 2. <i>Flexitime</i> must be used in a manner that does not impede on the department’s operational abilities, or infringe on operational requirements/performance measures set by an employee’s supervisor. 3. A <i>flexitime</i> request does not change the number of hours for which an employee is scheduled to work within a <i>workweek</i>. 4. If <i>flexitime</i> arrangements become a frequent occurrence, the employee should discuss the possibility of establishing an <i>AWS</i> with his/her supervisor. 5. <i>Flexitime</i> requests must be submitted to the employee’s supervisor, who will have the discretion to approve/deny requests.
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Roles & Responsibilities

<p><u>Employees</u></p>	<ol style="list-style-type: none"> 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 ensuring a <i>Notice of Leave</i> is submitted for every absence. The employee is expected to submit a <i>Notice of Leave</i> 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 on a <i>Notice of Leave</i>. 4. Each employee is expected to know the number of points he/she has been assessed during any particular <i>attendance cycle</i>, as well as being aware of points that will carry over to the next <i>attendance cycle</i>. The employee may consult with the department’s <i>TAS</i> to verify the number of points assessed. 5. An employee calling in to notify his/her supervisor of an unscheduled absence should inform the supervisor of the absence and the anticipated length of the absence, and must submit a <i>Notice of Leave</i> promptly upon return to work.
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<p><u>Employees, cont.</u></p>	<ol style="list-style-type: none"> 6. Each employee is responsible for familiarizing him/herself with departmental attendance procedures. 7. Each employee is responsible for reporting an inability to punch in or out to his/her supervisor at the time of the occurrence. 8. Any supervisor or manager who fails to enforce any provision of this AD may receive disciplinary action.
<p><u>Human Resources</u></p>	<ol style="list-style-type: none"> 1. HR will review all <i>Departmental Attendance Procedures</i>. 2. HR, both centrally and through department HR Representatives, will provide interpretation regarding this AD and assist in resolving employee/supervisory attendance related issues. 3. Departmental HR Representatives shall serve as a resource to assist departments in implementing flexible work arrangements.
<p><u>Departments</u></p>	<ol style="list-style-type: none"> 1. Depending on a departmental mission, Department Directors may establish and maintain <i>Departmental Attendance Procedures</i> at his/her discretion, which must be approved by and filed with the Human Resources Department prior to implementation. These procedures should be in compliance with this AD and posted and maintained in an area accessible to employees. These procedures may include, but are not limited to the following items: <ol style="list-style-type: none"> a. call-in procedures, including the 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 <i>mandatory work cycles</i> (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. any specific guidelines that further outline the implementation of flexible work arrangements within the department g. any additional guidelines or requirements for the use of Wellness/Education Leave h. 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 <i>Notice of Leave</i>. Both supervisor and employee will initial and date the form. 3. When a supervisor or Department Director receives an employee's <u>Points Assessments Appeal Action</u> form, he/she is responsible for following the procedures as outlined in this directive. 4. The department shall provide all employees with a copy of AD 4.2, Workplace Attendance, and will require acknowledgment of receipt from each employee (Attachment A). This signed acknowledgment shall be forwarded to the HR Department for filing in the employee's permanent personnel file. 5. The supervisor is required to report all employee attendance violations to his/her assigned <i>TAS</i> via the <i>Notice of Leave</i>. Failure to do so may result in disciplinary action against the supervisor. 6. The supervisor will ensure all disciplinary documentation is provided to his/her HR Representative for forwarding into the employee's personnel file. 7. Each department shall be responsible for monitoring time worked by the employee.
<p><u>Finance, Time and Attendance Specialist (TAS)</u></p>	<ol style="list-style-type: none"> 1. Maintain accurate attendance records for assigned employees, as well as accurate point assessments. 2. Provide the employee with documentation of his/her assessed points upon the employee's request. 3. Process corrections resulting from a points assessment appeal as soon as practicable. 4. Process approved requests for flexible work arrangements (i.e., <i>AWS</i>).

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



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, and was given the opportunity to ask questions or contact my Human Resources Representative.

Employee Name (Print)

Department

Employee Signature

Employee SAP ID Number

Attachment A
Personnel File (original)