

Attendance/Punctuality Quick Guide

Steps of Progressive Discipline:

1. Verbal Conversation(s)

- Explain the expected behavior/attendance
- Ensure the understanding of proper call-in procedures
- Express the impact that unscheduled leave has on the department and co-workers
- Document that a conversation took place (in an email to yourself/on a calendar/etc.)

2. Counseling Memo(s) (*Usually only 1 issued prior to further, more formal discipline*)

- Detail the attendance/punctuality issues
- Explain the expected behavior/attendance
- Outline call-in procedures (if not being followed)
- Express the impact that unscheduled leave has on the department and co-workers
- Explain that further infractions will lead to additional corrective/disciplinary action
- Have the employee sign and place in departmental file
- 1st Counseling Memo: Notify employee that if problem persists, documentation will likely be required for all unscheduled absences.
- 2nd Counseling Memo: Require the employee to supply documentation for any unscheduled leave requests from that point forward. Warn employee that if documentation is not provided, the leave request for that absence will likely be denied.

3. Written Notice (WN)

- Level of group (1, 2 or 3) is based on severity and frequency of the behavior*.
- Outline each instance that the department/supervisor attempted to correct the behavior
- Describe the expectations going forward and the impact to the department
- Explain that further infractions will lead to additional disciplinary action, up to and including termination
- Reiterate requirements for documentation and discretion of supervisor to deny leave request.

*Factors affecting steps of progressive discipline and level of group for written notice:

- Frequency, timing (how recent), severity
- Whether instances are unscheduled/scheduled
- Was the leave approved by supervisor?
- If employee is covered under FMLA, Short-Term Disability, Worker's Compensation, etc.
- Whether documentation has been provided or not provided

Additional Guidance:

- Track all attendance issues (late/leaving early, absences, dates, times, reasons given, whether documentation was requested, whether documentation was provided, if leave request was denied/TL, etc.)
- Ask why! (Reasons for coming in late, leaving early, etc.)
- In rare circumstance, you can deny an employee's request to leave work, arrive late, stay home, etc. Consult with your manager or FM HR to determine appropriateness of this action.
- You may deny a leave request through MyMadison, thus resulting in time loss. This shouldn't be done often, but is necessary in some situations; for example, when requested documentation is not provided by the employee. It is not a good practice to discipline employees for attendance issues while approving leave requests for those same instances.
- Attempt to point out any positive employee performance and express your desire for the employee to be successful!

Contact HR for assistance: 568-2992/Deanna, 568-6422/Michelle