
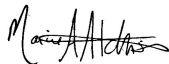


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I. **POLICY STATEMENT**

Lucile Packard Children's Hospital Stanford (LPCHS) expects all employees to conduct themselves in a professional manner during their employment. Reporting to work on time, working the shift as scheduled, and leaving at the scheduled time is an essential function of the job. This policy applies to all non-exempt (hourly) employees.

II. **DEFINITIONS**


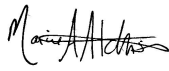
- A. Rolling Quarter: Period of time starting with the first day of the most recent occurrence and counting backward 3 consecutive calendar months (e.g., April 15 looking back to January 15).
- B. Scheduled Absences (including Late Arrivals [Tardies] or Early Departures)
 1. An employee's absence (including late arrivals [tardies] or early departures) will be deemed scheduled if approval is granted by the manager or designee in advance (e.g., vacation time, medical/dental appointments, parent-teacher meetings, religious events, approved leaves of absence, etc.).
 2. Scheduled Absences are NOT counted toward Excessive Unscheduled Absences discussed in this policy.
- C. Unscheduled Absences: An employee's absence will be deemed unscheduled when an employee does not have advance approval by the manager/designee or the absence exceeds approved scheduled time off and is not protected under local, state or federal law (see [Types of Legally Mandated Leaves in California](#)).
 1. Unscheduled Absence of one (1) full shift is counted as two (2) points.
 2. Two (2) or more consecutive scheduled work days of Unscheduled Absence due to the same reason will be counted as two (2) points.
- D. Unscheduled Late Arrivals (Tardies) or Early Departures
 1. Unscheduled late arrivals (tardies) include arriving after their scheduled start time or returning late from any rest period, meal break or other situation that requires the employee to leave his/her workstation without advance approval by the manager or designee.
 2. Unscheduled early departures include leaving prior to their scheduled end time or leaving prior to his/her scheduled rest period, meal break or other situation that requires the employee to leave their workstation without advance approval by the manager or designee.
 - a. An unscheduled late arrival (tardy) or early departure of between 5 and 60 minutes will be counted as one (1) point of Unscheduled Absence.
 - b. An unscheduled late arrival (tardy) or early departure of 60 minutes or more will be counted as two (2) points of Unscheduled Absence.
 - c. The above mentioned unscheduled late arrivals (tardies) or early departures will be considered as "Unscheduled Absences" throughout the remainder of this policy.
- E. Patterns of Occurrence: A combination of unscheduled absences or late arrivals/early departures forming a characteristic configuration. Refer to examples in Section V.D. below.

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- F. Job Abandonment: Failure to report to work as scheduled or directed, without proper notice, for a minimum of three (3) consecutive scheduled shifts or days barring extreme circumstances justifying such failure (subject to management discretion).
- G. No Call/No Show: Failure to report for any scheduled or assigned shift, including assigned "on-call," without properly notifying the manager or designee. No Call/No Show constitutes misconduct and may result in disciplinary action up to and including termination of employment separate from the number of absences.

III. PROCESS



- A. One of the basic indicators of performance is regular attendance. Attendance and punctuality are essential to provide quality care and service to our customers (i.e., patients, physicians, community) and to minimize disruption that affects operations. It is the policy of LPCHS to establish reasonable and necessary controls to ensure adequate attendance and to meet organizational business needs. Attendance/tardiness records are to be closely monitored by the respective managers or designee for frequency, duration and patterns.
- B. While the rules for docking pay for tardiness/attendance differ for exempt and non-exempt employees, it is within any particular department's right, as part of a performance standard, to require all employees including exempt employees, to be present during particular hours. Patterns of non-compliance should and will be tracked for both exempt and non-exempt employees.
- C. When a provision in this document differs from a union contract, the contract shall take precedence.
- D. Work schedules are established by the Department based on business needs. The Department Manager or designee is responsible for communicating work schedules to all employees.
- E. Employees are expected to be at their work station in a fit condition and ready to work at their scheduled starting time for every period they are scheduled to work. Work activity should commence at the scheduled starting time and continue until the normal designated stopping times for breaks, meals, or the end of work. Exceptions are made only with Department Manager or designee approval.
- F. In the event of an Unscheduled Absence from an assigned work schedule, the employee is expected to notify their Manager or designee (which may include the Staffing Office) each and every day of such absence so it is accounted for.
 - 1. Employees are expected to provide notification at the earliest possible time but no later than two (2) hours before the start of their assigned work schedule or on-call duty.
 - a. When providing notification, the employee is not required to disclose any medical information. They are expected to state their general reason for the absence (i.e., own illness, ill family member, medical appointment, etc. or non-medical reasons such as lack of childcare, transportation, etc.).
 - b. If the reason is to care for or accompany a family member the employee must provide the relationship of that person at the time of the call.
 - 2. Leaving a message with a coworker is not sufficient notification unless the Manager has identified that coworker as his or her designee.

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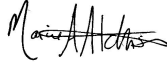
3. Having a friend or family member call in is not sufficient notification unless the employee is incapacitated.
 4. Failure to properly report out each absence in accordance with this policy, and/or as required by the department or providing a false reason for absence is considered an incident of misconduct. Misconduct is addressed separately under the Corrective Action Policy.
- G. Standards – Including Adjustments for FTE Commitment and Length of Shift Differences. The standards chart below is adjusted for the percent of commitment and length of shift and shows the number of points that are considered Excessive Unscheduled Absences in a rolling quarter.

% of FTE Commitment	0.7-1.0	Less than 0.7
8 hour or less schedule		
Excessive Points per rolling quarter	6	4
10 or 12 hour schedule		
Excessive Points per rolling quarter	5	4

- H. Excessive Unscheduled Absence Criteria
1. Employees deemed to have an Excessive Unscheduled Absence record will be subject to corrective action, up to and including termination of employment (see Corrective Action Policy).
 2. Job abandonment is considered gross misconduct and shall be treated as other instances of gross misconduct in accordance with the Corrective Action Policy.
 3. A relief employee's commitment is successfully met by actually working all hours of commitment for which the Relief Employee is scheduled, unless cancelled by the Hospital or covered by California or San Francisco Paid Sick Leave. Failure of a Relief Employee to keep his/her commitment may result in termination of employment.
- I. Patterns
1. A demonstrated pattern of Unscheduled Absence, whether or not the absences exceed the standards under this policy, may separately warrant corrective action. Examples of absence patterns may include but are not limited to:
 - a. Absences on an assigned Friday, Saturday, Sunday and/or Monday or time before and/or after other assigned schedules.
 - b. Absences before and/or after a scheduled holiday or day off.
 - c. Instances of absence in conjunction with other desirable days off or to avoid particular work assignments or schedules.
 - d. Leaving the work area without prior approval at any time including before the end of the scheduled shift or prior to the break or meal period.
 - e. Instances of Unscheduled Absence in conjunction with a Scheduled Absence.
 - f. Instances of Unscheduled Absence associated with an Absence Day Request (A-day).

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- g. Unscheduled Absence on days when a request for Scheduled Absence has been denied.
- h. Frequent and continuous occurrences which are just shy of the Excessive threshold from rolling quarter to rolling quarter.
- J. Management reserves the right to require an employee to submit a healthcare provider's certification or other documentation regarding an absence, unless covered under California Sick Leave:
 - 1. If the Unscheduled Absence is deemed excessive,
 - 2. If the employee has a pattern of Unscheduled Absences,
 - 3. If the employee requested time off, was denied, and then called out ill,
 - 4. If the manager has good cause to question the reason for absence,
 - 5. If associated with and appropriate to support the request for a legally protected leave of absence or protected by policy (see Leaves of Absence and PTO and Other Time Off policies).
 - a. When time off is regularly taken for illness or to attend to medical needs of a family member, the employee should consult with the LOA Administrator to determine if intermittent FMLA leave is appropriate (see Leaves of Absence Policies).
 - 6. Failure to provide appropriate documentation as determined by the employer or law may result in corrective action.
 - a. The statement, "The patient has been or is under my care" alone does not qualify as confirmation. The statement must indicate that the employee was seen and is/was unable to work, including identification of the dates unable to work.
 - b. The submission of a provider's confirmation of absence alone does not exclude an absence from being counted towards the attendance/tardiness standards, unless otherwise protected by law.
 - 7. Employees are not permitted to make up hours missed due to Unscheduled Absences. Further:
 - a. For non-exempt employees, time off due to an Unscheduled Late Arrival (tardy) or Unscheduled Early Departure will be unpaid unless covered by California or San Francisco Paid Sick Leave and otherwise eligible for pay
 - b. For non-exempt employees, if an employee fails to properly notify of an Absence, including No Call/No Show, time off will be unpaid, unless covered by California or San Francisco Paid Sick Leave and otherwise eligible for pay. Employees are required to comply with notification rules even when absence is protected by law, such as CaSL. Failure to provide proper notification is subject to corrective action.
 - c. If an employee provides proper notification of Unscheduled Absence, time will be charged to PTO, CaSL or ESL, if any, as appropriate (See PTO and Other Time Off Policy).
- K. Unscheduled Absences regardless of pay status are counted for attendance/tardiness monitoring purposes unless protected by local, state or federal law,

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IV. RELATED DOCUMENTS

- A. HR Manual Policy: Leave of Absence
- B. HR Manual Policy: Corrective Action
- C. HR Manual Policy: PTO and Other Time Off Policy
- D. Types of Legally Mandated Leaves in California

V. DOCUMENT INFORMATION

A. References

Reference	Level of Evidence	Review Date
None specified.		

- B. Author/Original Date
February 2012 by the Attendance Policy Focus Team
- C. Distribution and Training Requirements
This policy resides in the Patient Care Manual of Lucile Packard Children’s Hospital Stanford.
- D. Review and Renewal Requirements
This policy will be reviewed and/or revised every three years or as required by change of law or practice.
- E. Review and Revision History
February 2012 by the Attendance Policy Focus Team
August 2012 by L. Quintel, Director of Employee and Labor Relations
December 2012, Create Separate Policies for SHC and LPCH
May 2013 by Laurie Quintel, Director of Employee and Labor Relations
October 2016 by Laurie Quintel, Director of Employee and Labor Relations
June 2020 by N. Comma, Director of Employee & Labor Relations/HR Compliance
- F. Approvals
March 2012 by the Human Resources Policy Committee
March 2012 by the Human Resources Steering Team
March 2012 by the Packard Operations Group
April 2012 by the SHC Leadership Council
August 2012 by the Human Resources Steering Team – SHC/LPCH
June 2013 by Greg Souza, Vice President of Human Resources – LPCHS
October 2016 by Greg Souza, Vice President of Human Resources - LPCHS
June 2020 by M. Atchison, Vice President of Human Resources/CHRO

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