



ADMINISTRATIVE PRACTICES MANUAL

I. PURPOSE:

The people of Dane County deserve high quality services, delivered on time. Poor attendance not only affects the business of government, it also puts extra pressure on co-workers who must do more while others are not at work. Therefore, regular and punctual attendance is an essential function of every position.

This policy establishes attendance standards that must be followed by every employee including full and part-time regular employees, limited term, supervisory, managerial, and contractual. This policy also provides guidance to managers and supervisors on what to do when employees fail to follow this policy.

Departments or divisions may vary this attendance policy in order to meet their needs. Any variations must be put in writing and be approved by Employee Relations. Upon receiving approval of a variation, a Department must provide the modified policy to all employees and affected employee representatives.

II. POLICY:

It is the policy of Dane County to monitor and document employee attendance. Managers/Supervisors will provide notice of unplanned absences to the employee before issuing a coaching note. This policy will apply to all employees and will be administered fairly, equitably and consistent with the terms of the Employee Benefit Handbook or Dane County Ordinances.

This policy is intended to address *only* excessive absenteeism, late call-ins, tardiness and/or no-call no-shows (“incidents”). This policy is not intended to affect legitimate uses of leave time. All calculations are made in the context of a rolling year, which is a one-year look back from the date of the incident. This update largely mirrors previous policy, but allows for more incidents prior to discipline.

Absences that qualify under the Family Medical Leave Act (FMLA) do not count against any employee's attendance record. Please refer to the FMLA policy for details regarding how to qualify for FMLA. Employee Assistance programs are available to employees through Journey Mental Health, The Standard, and FEI Behavioral Health (Sheriff's Office only).

III. REFERENCES:

Under the subtitle, “**Attendance and Punctuality**,” the Dane County Civil Service Rules prohibit the following conduct:

- Failure to report promptly at the starting time of a shift or leaving before the scheduled quitting time of a shift without the specific approval of the supervisor.
- Unexcused or excessive absenteeism.
- Failure to observe the time limits and scheduling of lunch, rest or wash up periods.
- Failure to notify the supervisor promptly of unanticipated absence or tardiness.

The Civil Service Rules provide that engaging in such prohibited conduct may result in disciplinary action ranging from a reprimand to immediate discharge, depending upon the specific form of conduct and/or number of infractions.



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The County Ordinance s. 18.04(42) defines “**sick leave**” as “time off the job with pay because of illness, bodily injury, exposure to a contagious disease, attendance upon members of the immediate family, and shall include diagnostic treatment, dental procedures and opticians services when such services are performed by duly licensed practitioners.”

IV. DEFINITIONS

- A. **Absence:** The failure of an employee to report for a scheduled work shift. A partial absence may occur when an employee departs prior to the end of a scheduled work shift. (Reporting to work within the first two hours will be assessed as a tardiness and after more than two hours as a partial absence.)
- B. **Planned Absence:** When any of the following conditions are met:
1. When the employee makes a request to the supervisor or designee prior to the planned absence and the request is approved by the employee's supervisor or designee based on staffing needs;
 2. Jury duty (with notice to supervisor or designee);
 3. Bereavement (with notice to supervisor or designee);
 4. Workers Compensation related absences (with notice to supervisor or designee);
 5. FMLA and other paid and unpaid approved leaves of absence (with notice to supervisor or designee)
 6. Where County Executive, or designee, directs employees not to report or to depart early.
- C. **Unplanned Absence:** When the absence fails to meet the requirements of a planned absence.
- D. **Late Call-In:** When an employee calls in after the start of their scheduled shift or as identified by individual department or division policy. This notice requirement also applies to absences covered by block and intermittent FMLA, Jury Duty, Worker’s Compensation, and Bereavement.
- E. **Tardy:** When an employee, without authorization, punches in (or an employee not required to “punch in,” arrives at their work station) six (6) minutes or more after the start of a shift. Departments or divisions may establish their own policy for tardiness with approval from Employee Relations.
1. An employee who works a flexible schedule, alternate work schedule, professional hours of work, etc. may still be required to work within the parameters established for the flexible schedule, depending on the specific arrangements made, and may be subject to this policy.
 2. For departments or divisions with time clocks, any employee who “forgets” to punch in will be assessed one tardiness incident per missed punch, unless their presence is otherwise verified or approved.
 3. If an employee has a pattern of arriving after their start time but less than the six (6) minutes (1-5 minutes), this pattern may be addressed with the employee, up to and including through the disciplinary process.
- F. **No-Call/No-Show:** When an employee fails to contact their supervisor (or designee) and fails to report at any point during the shift.
- The failure to report and to Call-In for three (3) full consecutive scheduled work days is



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considered job abandonment and may result in immediate termination of employment.

- G. **Authorized No-Call/No-Show:** Incidents may include unforeseen emergencies, such as uncontrollable forces of nature or other situations that could not reasonably be expected and were outside of the employee's control. The employee must provide the supervisor (or Employee Relations where health sensitive information is concerned) with sufficient information and/or documentation about the circumstances within three (3) scheduled work days of the no-call/no-show incident. The information will be reviewed and the employee will be notified if it is sufficient for the incident to be approved.

If the No-Call/No-Show is authorized by the supervisor or designee, the employee will be allowed to use appropriate benefit time, if available, for the lost time.

- H. **Rolling Calendar Year:** A rolling calendar year shall be applied in all sections below. A rolling calendar year is defined as a look back 12 months from the date of the incident being reviewed. For example: For an incident occurring on May 1st only incidents occurring back to April 30th of the prior year may be counted. All other incidents prior to April 30th are dropped off except to the extent they affect the factors listed in Section V.

V. STANDARDS FOR PROGRESSIVE DISCIPLINE UNDER THIS POLICY

In addition to the charts below, managers and supervisors must take the following criteria into consideration. Discipline may be modified if one or more of these factors are present.

1. The number of non-FMLA attendance incidents within a rolling year under this policy;
2. A pattern of non-FMLA absenteeism;
3. A pattern of excessive non-FMLA unexcused absences over different rolling one-year periods;
4. Employee has other recent instances of violations or discipline under this policy;
5. Six-month (6-month) periods with no attendance issues;
6. Use of unscheduled leave under false pretenses.

When using the standards above, it is required that supervisors consult with Employee Relations.

A. ABSENCES

1. Except where approved by a supervisor or designee, each employee is expected to come to work on time, as scheduled, and remain at work throughout the entire shift.
2. If coverage has been obtained for an absent employee's shift and the absent employee wishes to work, the employee may, based on staffing needs, be permitted to do so. Employees who are not replaced may report with notice.
3. Employees who leave early, without approval, due to illness or other reasons shall be assigned a partial absence incident based on the number of hours not in work status. Employees may use benefit time to cover any period of absence due to illness; however, the use of benefit time does not excuse the absence.



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4. **Unplanned Absence Hours:** In general, an employee with absences will be disciplined as follows. An individual incident may not count as more than one type of infraction. In cases of extended illness or injury, only the initial day (8 hours) of the multi-day absence will be considered. The appropriate level of discipline will be based upon individual circumstances including evaluation of the factors listed in Section V.

Absence Hours/Rolling Calendar Year	
64 hours	Coaching note (not discipline)
80 hours	Oral reprimand (with written documentation)
96 hours	Written reprimand
112 hours	One day suspension
128 hours	Three day suspension
144 hours	Five day suspension
160 hours	Ten day suspension
176 hours	Fifteen day suspension
192 hours	Discharge

5. The absence hours listed above are for full-time employees and shall be pro-rated for part-time employees based upon their FTE (i.e. .5 FTE would have 32 hours for coaching note). Late call-ins are not pro-rated for part time employees.

B. LATE CALL-IN INCIDENTS

In general, an employee with incidents of late call-ins will be disciplined as follows for conduct within a rolling calendar year. An individual incident may not count as more than one type of infraction. The appropriate level of discipline will be based upon individual circumstances, including evaluation of the factors listed in Section V.

Late Call-In Incidents/Rolling Calendar Year	
1 Late Call-In	Coaching note (not discipline)
4 Late Call-Ins	Oral reprimand (with written documentation)
5 Late Call-Ins	Written reprimand
6 Late Call-Ins	One day suspension
7 Late Call-Ins	Three day suspension
8 Late Call-Ins	Five day suspension
9 Late Call-Ins	Ten day suspension
10 Late Call-Ins	Fifteen day suspension
11 Late Call-Ins	Discharge

C. TARDY INCIDENTS

Unauthorized Tardy Incidents: In general, an employee who has incidents of unauthorized tardiness will be disciplined as follows. An individual incident may not count as more than one type of infraction. The appropriate level of discipline will be based upon individual circumstances, including evaluation of the factors listed in Section V.



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Tardy Incidents/Rolling Calendar Year	
Eighth Incident	Coaching note (not discipline)
Tenth Incident	Oral reprimand (with written documentation)
Twelfth Incident	Written reprimand
Fourteenth Incident	One day suspension
Sixteenth Incident	Three day suspension
Eighteenth Incident	Five day suspension
Twentieth Incident	Ten day suspension
Twenty second Incident	Fifteen day suspension
Twenty fourth Incident	Discharge

D. NO-CALL/NO-SHOW INCIDENTS

Unauthorized No-Call/No-Show: In general, an employee with incidents of unauthorized No-Call/No-Show will be disciplined as follows. An individual incident may not count toward more than one type of infraction. The appropriate level of discipline will be based upon individual circumstances, including evaluation of the factors listed in Section V.

No Call/No Show Incidents/Rolling Calendar Year	
First Incident	One day suspension
Second Incident	Five day suspension
Third Incident	Fifteen day suspension
Fourth Incident	Discharge

VI. EXTENUATING CIRCUMSTANCES

Supervisors will notify the employee of attendance issues before issuing a coaching note.

VII. IMPLEMENTATION OF POLICY

This policy is effective as of November 1, 2019. Employees who have received disciplinary action within the last twelve (12) months will remain under the old departmental or county policy. Transition for those employees to this policy will occur after six (6) months of a clear record.