
COMPLIANCE REQUIRED

Supervisors counsel, document and designate the appropriate attendance performance for all non-management employees in accordance with the Company's attendance policy.

SYSTEM INSTRUCTION

A. Policy

1. This System Instruction establishes policy for evaluating Represented employee attendance. Questions about employee attendance are directed to the appropriate Labor Relations Advisor.
2. The Company provides sickness benefits, based on length of service, to employees who are unable to work because of illness or injury. Absences may have a negative impact on employee performance, productivity and work schedules; therefore, the Company's attendance policy is distinct from the sickness benefits.
3. Supervisors discuss the Company's interest in satisfactory attendance performance with their employees, including probationary employees. (See also System Instruction 162.0085, Non-Management Probationary Employee Policy).

B. Attendance Statistics

To assist supervisory personnel in monitoring employee attendance, Supervisors may request an Employee Absence Report from Workforce Timekeeping System (WITS) for each employee in their organization.

1. Approved Pregnancy-related, Family Sick Leave (FSL) or Family Medical Leave Act (FMLA) absences should not be addressed when documenting employee performance or designating poor attendance when the employee submits documentation from their personal physician.
 - i) Documentation may require concurrence from the Company physician that the absence was pregnancy-related or an FMLA event.
 - ii) Absences for which no documentation is provided could affect the employee's overall performance.
2. Industrial accident-related absences that have been accepted as compensable by Disability Management Services are not counted when dealing with overall attendance performance.

C. Attendance and Evaluation of Job Performance

1. Employee job performance is based on several elements such as attendance, production, quality, safety, etc. When analyzing overall job performance, supervisors carefully review Employee Absence Reports, along with other performance data.

2. Employees with weak satisfactory or less than satisfactory attendance during the past 12 months may be considered satisfactory in their overall performance when all other elements of performance are satisfactory. The employee's immediate supervisor, except as provided in Section F of this System Instruction, makes the overall performance determination.

D. Rating Attendance

1. An employee's attendance performance is determined by reviewing the number of occurrences and absence hours for the most recent 12-month period. All appraisals, annual and exit, should reflect a 12-month monitoring period for attendance.
2. An employee's attendance is Outstanding (O), Strong Satisfactory (SS), Satisfactory (S), or Weak Satisfactory (WS), as follows:

Occurrences		Hours	Rating
0	or	0	O
1	or	1 to 24	SS
2 or 3	or	24+ to 56	S
4 or 5	or	56+ to 79	WS

When the number of absence occurrences and the number of hours absent indicate a different performance rating, the lower of the two ratings is used. For example, 1 occurrence for a total of 32 hours results in an employee's performance being S.

When an employee's attendance performance becomes WS, the supervisor counsels the employee and documents the discussion on Form 136, Interim Personnel Report.

3. An employee's attendance performance is Less Than Satisfactory (LTS) in accordance with the employee's seniority as follows:

Occurrences		Hours	Seniority
6	or	80	0 – 9 years
6	or	100	10 – 14 years
6	or	160	15 – 19 years
6	or	200	Over 20 years

Exception: An employee with five or more years of seniority is not rated LTS in attendance the first time the guideline is exceeded if the employee had less than **200** cumulative absence hours for the 36 months prior to this first LTS period. To acknowledge the employee's good attendance in the past, the employee's performance is satisfactory in the area of attendance. However, this LTS period remains part of the employee's historical attendance performance record and is included when monitoring a Less Than Satisfactory overall performance rating because of attendance. (See E.3. and F.1.)

E. Monitoring Less-Than Satisfactory Attendance

1. When an employee's attendance during the most recent 12-month period is LTS, the employee is designated LTS in attendance except as noted in D.3. The supervisor

counsels the employee and documents the discussion on Form 136, Interim Personnel Report and sends it to the Labor Relations Advisor. The employee is advised that continued poor attendance may affect the employee's overall rating.

2. When an employee returns to work following the absence that made the employee LTS, a new attendance monitoring period begins. New occurrences and hours are monitored until the employee again meets the LTS criteria during a continuous 12-month period.

For example, on April 22, an absent employee meets the LTS criteria and therefore acquires their first LTS performance for attendance. The employee returns to work on April 23. In this case, April 23 is the first day of a new LTS attendance monitoring period. Assume the employee's attendance continues to deteriorate and on July 7 they have accumulated sufficient occurrences/hours between April 23 and July 7 to again meet the criteria for LTS described in D.3. The employee returns to work on July 8. The employee would now have two LTS attendance periods and would begin a new LTS attendance monitoring period on July 8.

Example

Earned 1st LTS	New Monitoring Period Begins	Earned 2nd LTS	New Monitoring Period Begins
Apr 22	Apr 23	July 7	July 8

3. When an employee's attendance is LTS a second time, the supervisor again counsels the employee and documents the discussion on Form 136, Interim Personnel Report. The employee is advised that a third LTS period may result in an LTS overall job performance rating.

F. Less-Than-Satisfactory (LTS) Overall Rating/Doctor's Certificate

1. When an employee has three LTS attendance periods during any continuous 48 months, the employee's overall performance is rated LTS and the employee is placed on a "Doctor's Certificate." In addition, an employee rated LTS overall will not be given a general wage increase and/or, if applicable, a step in progression increase due the employee. The employee also is to be removed from any promotional opportunities, and is not able to bid for any jobs. The supervisor documents the employee's LTS overall performance and Doctor's Certificate requirement on Form 136, Interim Personnel Report, and presents the employee with Form 3891, Notice of Less Than Satisfactory Job Performance.

A Doctor's Certificate requires an employee submit documentation from a personal physician each time the employee is absent due to illness/injury to sustain pay. The employee is required to submit such documentation until the LTS overall rating is removed.

2. If, after being designated LTS overall, the employee contends they have a medical

condition which prevents the employee from being regularly at work, the employee is referred to the Company Doctor by Disability Management Services.

When the findings of the employee's doctor and the Company Doctor are in dispute, the employee may elect to submit the final determination to the third medical opinion process. (See System Instruction 158.0060, Sickness Guidelines [DMS]). The employee pays in full for the evaluation (without benefit of medical insurance) upon reporting for the evaluation. If the employee's doctor's opinion is upheld, the Company reimburses the employee for the cost of the evaluation and reasonable transportation cost.

3. When the Company Doctor or the third medical opinion process determines there is a medical reason that prevents the employee from being regularly at work, the employee's overall rating is returned to satisfactory and normal salary treatment is restored. However, the employee may be required to submit documentation for those absences attributed to the condition. The supervisor documents these facts on Form 136, Interim Personnel Report. Comments as to the employee's specific medical problems are not included.

F. Advance Warning of Intention to Discipline and Termination

1. An employee designated LTS overall who has a subsequent LTS attendance period is placed on an "Advance Warning of Intention to Discipline." (See the Union Agreement, Section 6. 4.)
2. An employee placed on an "Advance Warning of Intention to Discipline" who has a subsequent LTS attendance period is terminated.
3. Labor Relations assists the supervisor in issuing an "Advance Warning of Intention to Discipline" and Labor Relations approves the termination of all regular represented employees.

G. Returning to Satisfactory Overall Status

1. After being designated LTS overall, an employee can return to satisfactory overall performance, avoid an "Advance Warning of Intention to Discipline" or termination, **and be restored to normal salary treatment**, only by achieving a satisfactory attendance level, then maintaining it for 12 continuous months of satisfactory attendance.
2. Labor Relations is consulted prior to removing an overall LTS rating to ensure consistency in the treatment of employees. The supervisor documents the employee's removal from an overall LTS status on Form 136, Interim Personnel Report.

RESPONSIBILITY STATEMENT

Labor Relations is responsible for interpretation and revision of this System Instruction.