I. PURPOSE

This policy is a tool for use in managing attendance of all employees. The purpose of this policy is to define the intent with respect to tracking employees’ time, attendance at work, and managing employees’ attendance to meet the scheduling and business needs of the department. Standardization and consistency are necessary, but good judgment and discretion are also vital to the success of the program. While the techniques and tools should be consistent, the treatment of people must continue on an individual basis.

II. POLICY

The Participating Organizations are committed to establishing and maintaining work schedules on a fair and consistent basis and providing opportunities for the employee and manager to jointly manage attendance. Employees’ work schedules should be established and maintained on a fair and equitable basis, and in a way that assures quality patient care, health of the employee, and the safe and efficient operation of the organization. Family and Medical Leave (FML) Policy (HR924), Reasonable

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Accommodation of Individuals With Disabilities Policy (HR915), and the applicable Sick and Safe Leave Policy should be considered if the employee is absent from work and corrective action is being considered.

III. DEFINITIONS

A. Absence means not present or not in attendance for a scheduled shift and/or missing 50% or more of a scheduled shift. An absence is not viewed as either approved or unapproved. Any absence may be chargeable under this policy for corrective action purposes.

B. Occurrence means the absence for “a scheduled shift” whatever the reason, including a medically verified illness, subject to the exceptions below. Absence for multiple consecutive shifts for the same event may be regarded as a single occurrence.

1. Events that are not considered an occurrence for this policy are:
   a. Leaves of absence covered by Family and Medical Leave Act, provided that (See FML Policy) Medical certification is provided within fifteen (15) calendar days of the first date of absence. FML leave may be denied and considered “chargeable” as an occurrence for disciplinary action when medical certification is not submitted in a timely manner.
   b. Leave granted as a reasonable accommodation under the Americans with Disabilities Act, as amended.
   c. Other leaves of absence or time off approved by employee’s department head such as vacation, attendance at seminars, workshops, etc. Time off covered by Worker’s Compensation Policy is not chargeable under this policy for corrective action purposes.
   d. Employees who have been found to present an infection control or safety risk (as defined by Hospital Epidemiology and Infection Control) due to illness or injury and are instructed to leave the workplace, either by Occupational Health or by an Emergency Department physician.
   e. Bargaining unit employees must also comply with the Collective Bargaining Agreement.

C. Half Occurrence means one (1) incident of lateness or early departure.

D. Double Occurrence means the absence from a “scheduled shift” or “multiple consecutive shifts” directly on the observed holiday, before, or directly after the holiday or scheduled approved absence, excluding job protected leave. A Double Occurrence may be reduced to a regular occurrence if medical documentation is provided to substantiate the need for the absence on the holiday, or adjacent to the holiday or scheduled vacation day. Reference your local Holiday Policy for guidance related to holiday pay and substitute holiday.

1. Examples:

<table>
<thead>
<tr>
<th>SCHEDULED PTO/PDL/PAL/Vacation/Holiday</th>
<th>UNSCHEDULED ABSENCE</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tues, Wed, Thur</td>
<td>Absence: Mon</td>
<td>=</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Double occurrence</td>
</tr>
<tr>
<td>Tues, Wed, Thur</td>
<td>Absence: Mon and Fri</td>
<td>=</td>
</tr>
</tbody>
</table>
|                                        |                      | • Double occurrence for Mon  
|                                        |                      | • Double occurrence for Fri (4 total) |
| Wed, Thur, Fri                         | Absence next scheduled shift | =       |
|                                        |                      | Double occurrence |

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E. **Late:** There is no grace period recognized by the Participating Organization's policy for lateness. Late means missing less than 50% of a shift from the beginning of the start time. For the purposes of this policy, two (2) incidents of lateness will be considered an occurrence.

F. **No-call No-show** means missing the entire shift without notice.

G. **Missed Punch** means not punching in or out for the scheduled shift. For the purposes of this policy, three (3) instances of not clocking in or out will be considered an occurrence.

H. **Early departure** means missing less than 50% of a shift prior to the end of the shift. For the purposes of this policy, two (2) incidents of early departure will be considered an occurrence. Management approved early departures will not result in the employee receiving an occurrence.

I. **Rolling Twelve (12) Month Period** will be considered by beginning with the most recent occurrence and counting twelve (12) consecutive months backwards.

### IV. RESPONSIBILITY

#### A. Expectations of Employees:

1. Employees are expected to arrive on time, dressed appropriately and ready for work at their work location, according to department schedules.

2. Employees are expected to notify the appropriate supervisor according to department procedures when he or she will be absent due to illness or other unexpected reasons, including FML. Failure to comply with departmental procedures may be cause for denial of PTO/sick pay and administration of corrective action.

   **NOTE:** Employees on FML must comply with departmental notification

3. Employees who have not worked because of personal illness/injury, hospitalization or surgical procedure for more than three (3) consecutive scheduled shifts or one calendar week, whichever is less, should contact Occupational Health (OH) before returning to duty, including employees on FML. OH has the responsibility to evaluate the medical ability of the employee to return to work and issue a Return to Work Slip to the employee for the supervisor.

#### B. Expectations of Managers:

1. It is the expectation of management to track incidences to accurately document occurrences on the Attendance Management form. Each manager, to reduce occurrences and maintain good attendance in his or her department, is responsible for:

   a. Notifying employees of what the rules are regarding expected attendance in advance and keeping accurate records of all corrective action notices to employees.

   b. Maintaining accurate time records for all employees in the department, establishing such controls as they deem necessary to carry out this policy, monitoring those expectations outlined above, and assuring adequate employee counseling and/or corrective action when warranted.

   c. Developing and maintaining work schedules to meet the needs of the department or unit while ensuring that the needs of the employee and work duties are balanced.
V. CORRECTIVE ACTION

A. Before a Written Warning is issued the employee will receive counseling regarding scheduled time missed and the responsibility to be present for the entire work shift. If the employee continues to accumulate time missed, corrective action will be issued as illustrated below.

B. “No-Call/No-Show” - One (1) no-call/no-show will result in a Written Warning or next level of corrective action and will count as an occurrence. Employees are expected to follow department policy as it relates to call in procedures, including contacting the manager. Two (2) consecutive shifts of no-call/no-show will result in a Final Warning or next level of corrective action as well as an occurrence. After three (3) consecutive shifts of no-call/no-show the employee is considered to have voluntarily resigned from the organization. (Contact your HR Representative for further guidance.)

1. After three (3) consecutive shifts missed as a result of a call-out the employee must contact the Leave Administrator, Sedgwick, to explore possible Leave of Absence/Family Medical Leave. Refer to the Leave of Absence policy (HR925).

C. General Guidelines

1. Occurrences and lateness are monitored on a rolling twelve (12) month period.
2. After three (3) occurrences within twelve (12) months, the employee will be provided a counseling (not counted as corrective action).
3. After five (5) occurrences within twelve (12) months, the employee will be issued corrective action in the form of a Written Warning. If the employee accrues the requisite number of occurrences to equal another Written Warning for attendance within six (6) months of the first Written Warning, the employee will progress to a Final Warning.
4. If the employee incurs seven (7) occurrences within twelve (12) months, the employee will be issued corrective action in the form of a Final Warning. If the employee accrues the requisite number of occurrences to equal another Final Warning for attendance within six (6) months of the Final Warning, the employee will be discharged.
5. If the employee incurs eight (8) occurrences within twelve (12) months or the accrual of a second Written Warning within six (6) months of the first Final Warning, the employee will be discharged.
6. Corrective action issued for violating the Attendance Management Policy will be active for one (1) year from date of issue.

<table>
<thead>
<tr>
<th>Occurrences of Absence Within a Continuous Rolling 12-Month Period</th>
<th>Incidents of Tardiness Within a Continuous Rolling 12-Month Period</th>
<th>Corrective Action to be Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Occurrences</td>
<td>6 incidents = 3 Occurrences</td>
<td>Counseling</td>
</tr>
<tr>
<td>5 Occurrences (2 additional)</td>
<td>10 incidents = 5 Occurrences</td>
<td>Written Warning</td>
</tr>
<tr>
<td>7 Occurrences (2 additional)</td>
<td>14 incidents = 7 Occurrences</td>
<td>Final Warning</td>
</tr>
<tr>
<td>Any additional occurrences</td>
<td>Any additional incidents</td>
<td>Discharge</td>
</tr>
</tbody>
</table>

VI. DOCUMENTATION

A. Attendance documentation is the responsibility of the supervisor and is vital to attendance management. An employee’s record should contain details of any counseling discussions with the employee about attendance, copies of all corrective action taken, and any other facts that may have a bearing on the employee’s unsatisfactory attendance.

B. Time and Overtime Reporting

1. Accurate time records will be maintained in the applicable timekeeping system, e.g. Kronos, WFM.

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VII. REFERENCES
1. Employee Appeals Process HR922
2. Fair Labor Standards Act
3. Family and Medical Leave (FML) HR924
4. Occupational Illness Policy
5. Entity specific paid time off policies
6. Leave of Absence policy HR925

VIII. SPONSOR
Senior Vice President of Human Resources for JHM

IX. REVIEW CYCLE
3 Years

X. APPROVAL
Revision History:
• 2/8/24 - Updated title for appendix A and reinstated signatures.
• 2/27/24 - Reformatted 'Definitions' section to resolve issue within the first tier of outline and reinstated signatures. Updated the appendix to include No-Call/No-Show.

<table>
<thead>
<tr>
<th>Electronic Signature(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inez Stewart</td>
<td>08/31/2023</td>
</tr>
<tr>
<td>Senior Vice President, Human Resources Johns Hopkins Medicine</td>
<td></td>
</tr>
<tr>
<td>Lisa Ishii</td>
<td>08/28/2023</td>
</tr>
<tr>
<td>President, Johns Hopkins Surgery Centers; Senior Vice President, Operations, Johns Hopkins Health System</td>
<td></td>
</tr>
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