

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

**WASHINGTON COUNTY
ADMINISTRATIVE SERVICES COMMITTEE**

Courthouse - Government Center
West Bend, WI

January 28, 2014
9:00 a.m.

Present: Marilyn Merten, Michael Miller, Dennis Myers, Peter Sorce, and Michael Weston.

Also Present: County Board Chairperson Herbert Tennes, County Manager Joshua Schoemann, County Attorney Kim Nass, County Clerk Brenda Jaszewski, Finance Director/Interim Human Resources Director Susan Haag, Interim Human Resources Division Manager/Employee Benefits Manager Michelle Hoey, Employee Relations Manager Sandy Weiland, Human Resources Analyst Mary Lynn Christian, Human Resources Employee Benefits Specialist Patricia Werner, Clerk of Circuit and Juvenile Courts Theresa Russell, Supervisor Rick Gundrum, and Chief Deputy County Clerk Linda Doro.

Chairperson Sorce called the meeting to order at 9:00 a.m. and read the Affidavit of Posting.

CLOSED SESSION

Moved by Mr. Miller, seconded by Mr. Weston to convene into Closed Session at 9:01 a.m. pursuant to Wis. Stats. §19.85(1)(e), deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session, and Wis. Stats. §19.85(1)(c), for considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility; specifically, "to discuss and interpret certain collective bargaining agreement provisions of the existing Deputy Sheriff contract relating to the Command Staff and Voluntary Employee Beneficiary Association (VEBA), and extending a Human Services employee's probation for three months". Motion carried unanimously by roll call vote.

OPEN SESSION

Moved by Mr. Myers, seconded by Mr. Weston to return to Open Session at 9:28 a.m. Motion carried unanimously by roll call vote.

ACTION ON ITEMS DISCUSSED IN CLOSED SESSION

Moved by Ms. Merten, seconded by Mr. Myers to extend the introductory period for the Mental Health Specialist employee by three months, to April 28, 2014. Motion carried.

Moved by Mr. Sorce, seconded by Mr. Myers to rescind the previous action of providing written notice to Sheriff's Department Command Staff informing them that Washington County would no longer provide contributions on their behalf regarding Voluntary Employee Benefit Association (VEBA) payments and instead, Washington County will continue to make these contributions for the remaining term of the current Sheriff's Deputy contract. Motion carried with Ms. Merten voting no.

MINUTES

A correction was noted on Page 2, Line 41 of the January 2, 2014, minutes: Moved by Ms. Mr. Miller, and on Page 1, Line 7 of the January 14, 2014, minutes: Present: ~~Raymond Heidtke~~ Marilyn

1 **Merten.** Moved by Mr. Myers, seconded by Mr. Weston to approve the minutes of January 2, and
2 14, 2014, as corrected. Motion carried.

3
4 **HUMAN SERVICES RECLASSIFICATION REQUEST FOR ELECTRONIC HEALTH**
5 **DATA SYSTEM COORDINATOR**

6 *Appearance: Human Services Director Jim Strachota*
7

8 Mr. Strachota is recommending a change in the title and pay grade for the current position of
9 Registered Health Information Technician. Due to the reduction in qualification requirements for this
10 position, he is recommending the title be changed to Electronic Health Data Systems Coordinator and
11 the pay grade change from 7 to 6. The Committee questioned the title and pay grade for the same
12 position at the Samaritan and requested Human Resources review the Samaritan positions with this
13 title, and if appropriate, bring an ordinance change to the next meeting.

14
15 Moved by Mr. Myers, seconded by Mr. Miller to approve an ordinance amendment to §7.02 and
16 §7.03 of the code changing the title of the Human Services Department - Behavioral Health
17 Registered Health Information Technician, pay grade 7, to Electronic Health Data Systems
18 Coordinator, pay grade 6, and forward to the County Board. Motion carried.
19

20 **ORDINANCE FOR SHERIFF AND CLERK OF COURTS SALARY 2015-2018**

21 Ms. Hoey presented revised figures for the proposed salaries for the Clerk of Courts and Sheriff for
22 the 2015-2018 term. After discussion, the Committee requested that Ms. Hoey revise the handout to
23 reflect the correct proposed salaries and percentages of increases prior to the Committee taking
24 action.
25

26 The meeting recessed at 9:55 a.m. and reconvened at 10:04 a.m.
27

28 The Committee is recommending the following salary increases based on comparables to other
29 counties and in consideration of the current Command Staff salaries in the Sheriff's Department:

30 2015 Clerk of Courts - \$74,075.11 (approximate 5.26% increase)

31 2015 Sheriff - \$96,897.53 (approximate 8.69% increase)

32 2016 Clerk of Courts - \$76,067.73 (approximate 2.69% increase)

33 2016 Sheriff - \$99,504.07 (approximate 2.69% increase)

34 2017 Clerk of Courts - \$78,083.53 (approximate 2.65% increase)

35 2017 Sheriff - \$102,140.93 (approximate 2.65% increase)

36 2018 Clerk of Courts - \$80,074.66 (approximate 2.55% increase)

37 2018 Sheriff - \$104,745.53 (approximate 2.55% increase)
38

39 Moved by Mr. Myers, seconded by Mr. Weston to approve an ordinance amendment to §7.03 of the
40 code related to Washington County Classification and Compensation - Clerk of Courts and Sheriff
41 Salaries for the 2015-2018 term, and forward to the County Board. Motion carried.
42

43 **ORDINANCE - MISCELLANEOUS RATES - DEPUTY SHERIFF HIRING RATE**

44 Ms. Hoey stated that with the settlement of the Deputy Sheriff's contract, the salary gap between the
45 hiring rate of Deputies and the rate of pay when they successfully complete probation and are
46 covered under the contract has significantly increased. Due to this, it is recommended that the
47 Miscellaneous Rates for new Deputies be adjusted for both 2014 and 2015.
48

1 Moved by Ms. Merten, seconded by Mr. Weston to adjust the Miscellaneous Rates for newly hired
2 Sheriff's Deputies to \$22.23 per hour in 2014, and \$23.01 per hour in 2015. Motion carried.

4 **INTERIM HUMAN RESOURCES DIRECTOR'S UPDATE**

5 Commendation Resolutions

6 Moved by Mr. Weston, seconded by Mr. Myers to approve the commendation resolution for Karen
7 M. Van Beek, who has 27 years of service and is retiring from her position of Child Support
8 Specialist in the County Attorney's Office, Larry R. Spoerl, who has 36 years of service and is
9 retiring from his position of Corrections Officer in the Sheriff's Department, Carolyn L. Mangam-
10 Casey, who has 21 years of service and is retiring from her position of Outpatient Services
11 Coordinator in the Human Services Department, and Paul E. Mueller, who has 33 years of service
12 and is retiring from his position of Administrator in the Planning and Parks Department, and forward
13 to the County Board. Motion carried.

15 Employee Relations Activities

16 Ms. Haag reported training is ongoing with department heads, managers, and supervisors regarding
17 the attendance policy.

19 **REQUEST TO NON-LAPSE 2013 FUNDS TO 2014 - COUNTY CLERK**

20 Moved by Mr. Miller, seconded by Ms. Merten to approve non-lapsing the balance of the Landmarks
21 account, \$5,500 in the Other Purchased Services account, \$27,500 in the Election Supplies account,
22 and the balance of the Employee Activities-Vending/Employee Appreciation account in the County
23 Clerk budget from 2013 to 2014. Motion carried.

25 **REQUEST TO NON-LAPSE 2013 FUNDS TO 2014 - FACILITIES**

26 Moved by Ms. Merten, seconded by Mr. Myers to approve non-lapsing \$10,510 from the Capital
27 Improvement Plan account in the Facilities Management budget from 2013 to 2014. Motion carried.

29 **ORDINANCE - §7.04 ADMINISTRATION OF CLASSIFICATION AND COMPENSATION 30 PLAN (10) - INTRODUCTORY PERIOD**

31 This item will be brought back for discussion and consideration at a future meeting.

33 **HUMAN RESOURCES DIRECTOR RECRUITMENT AND INTERIM SERVICES**

34 Mr. Schoemann reported that hiring a new Human Resources Director is one of the top priorities for
35 his office; however, due to the high level of importance of recruiting the right person for this position,
36 and the time involved, he is proposing to utilize the services of an external consulting firm for
37 assistance. Some of the work could be done internally to reduce the cost, but Mr. Schoemann
38 estimates it takes approximately 250 to 300 hours to prepare the documents and properly recruit for
39 this position. Mr. Schoemann estimates the cost could be between \$7,500 and \$12,500, but would set
40 a goal of spending no more than \$10,000. It was noted there have been significant savings due to the
41 vacancy in this position since July of 2013. Ms. Merten expressed concerns regarding spending
42 funds to hire an outside firm for recruitment of this position and would prefer Mr. Schoemann
43 assumes this responsibility as soon as possible.

44
45 Moved by Mr. Myers, seconded by Mr. Miller to approve hiring a consultant to assist Mr.
46 Schoemann with the recruitment of the Human Resources Director position. Motion carried with Ms.
47 Merten voting no.

48

1 Mr. Schoemann discussed the concerns he has with the rollout of the new Paid Time Off (PTO)
2 policy. With the current workload in Human Resources, he is considering using interim services of
3 an outside firm specifically for the implementation of PTO, which has been approved to begin July 1,
4 2014. Mr. Schoemann will research this further and will schedule a special Administrative Services
5 meeting to bring a specific recommendation to this Committee.
6

7 **REQUEST TO NON-LAPSE 2013 FUNDS TO 2014 - HUMAN RESOURCES**

8 Moved by Mr. Miller, seconded by Mr. Myers to approve non-lapsing \$45,000 from the Salary &
9 Wages account, \$10,000 from the Health Insurance account, and \$1,474.36 from the Employee
10 Wellness account for Human Resources from 2013 to 2014. Motion carried with Ms. Merten voting
11 no.
12

13 **NEXT TENTATIVE MEETING DATE**

14 The next tentative meeting of the Administrative Services Committee is scheduled for Thursday,
15 February 27, 2014, at 9:00 a.m.
16

17 **ADJOURNMENT**

18 Moved by Mr. Weston, seconded by Mr. Myers to adjourn the meeting at 11:31 a.m. Motion carried.
19
20
21
22
23

Brenda J. Jaszewski, County Clerk

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44

**WASHINGTON COUNTY
ADMINISTRATIVE SERVICES COMMITTEE**

Courthouse - Government Center
West Bend, WI

February 10, 2014
1:30 p.m.

Present: Marilyn Merten, Michael Miller, Dennis Myers, and Peter Sorce. Excused: Michael Weston.

Also Present: County Board Chairperson Herbert Tennes, County Manager Joshua Schoemann, County Attorney Kim Nass, Finance Director/Interim Human Resources Director Susan Haag, and Chief Deputy County Clerk Linda Doro.

Chairperson Sorce called the meeting to order at 1:30 p.m. and read the Affidavit of Posting.

CLOSED SESSION

A closed session was not required.

HIRING OF INTERIM HUMAN RESOURCES SERVICE PROVIDER FOR PAID TIME OFF (PTO) ROLLOUT

Mr. Schoemann reported that upon further discussions with the Human Resources Department staff regarding the current workload and implementation of the new Paid Time Off (PTO) program, he is recommending a temporary promotion of the current Employee Relations Manager to Interim Human Resources Director at Step 1 of Pay Grade 18, until a Human Resources Director is hired. The Employee Relations Manager, as interim Human Resources Director, will work more hours and flex her schedule to implement the PTO program and oversee the Human Resources Department.

Moved by Mr. Myers, seconded by Mr. Miller to temporarily promote the current Employee Relations Manager to Interim Human Resources Director at Step 1 of Grade 18, until a Human Resources Director is hired. Motion carried.

NEXT TENTATIVE MEETING DATE

The next tentative meeting of the Administrative Services Committee is scheduled for Thursday, February 27, 2014, at 9:00 a.m.

ADJOURNMENT

Moved by Mr. Miller, seconded by Mr. Myers to adjourn the meeting at 1:48 p.m. Motion carried.

Brenda J. Jaszewski, County Clerk

AGENDA ITEM # 4

February 20, 2014

TO: Human Services Board of Directors

FROM: Ruth Reines Deputy Director

RE: Proposed Youth Treatment Center building modifications

Youth Treatment Center Program Elements:

- ❖ 20 bed facility state licensed as a Residential Care Center Opened 10/1/1996
- ❖ Provides programs for male and female residents ages 10 to 17
- ❖ Programs:
 - Shelter Care - accepts youth 24/7 who have been placed because of abuse concerns or incidents of delinquency
 - Placements may be up to 30 days
 - Short term stabilization for juveniles on supervision
 - Residential Treatment - Up to six months of treatment for the child and family
 - Respite - short term placement to assist families in maintaining children in their homes

Based on a review of the facility which was done through joint efforts of Human Services and LSS, in consultation with Facilities Management the following are recommended modifications:

- **Control Center Electronic Upgrade** The current system is outdated and does not allow staff to easily manage while maintaining required supervision. Inclusion of a surveillance system will be considered. *Discussions have provided the information to develop a RFP or RFI*
- **Control Center Cabinetry/Millwork layout** With the upgrade of control center efforts will be made to move the control center to provide a better work flow and more programming space *Drawings are available for developing a RFP*
- **Office Cabinetry/Storage Cabinetry** Office modifications will provide better storage for records and information necessary to the programs. Storage cabinetry will provide better locker storage for the residents and promote better flow for monitoring and programming. *Drawings are available for developing a RFP*
- **Flooring replacement** Based on a review with Facilities Management replacement of flooring was recommended due to the high usage patterns and products now available. *Specifications need to be developed for RFP process*
- **Furniture Replacement Based** on a review with staff of the programming needs and present condition of furniture an upgrade was recommended to enhance safety and programming outcomes. *Specifications need to be developed for RFP process*

Motion: Authorize the development of RFPs for the initiation of the bid process of the outlined modifications to the Youth Treatment Center

AGENDA ITEM #5

Promotional Policy Language:

ADMINISTRATION OF THE CLASSIFICATION AND COMPENSATION PLAN

(2) Changes in Classification.

- (a) Promotion. Promotion is the advancement of an employee from a position within a classification to a position in a higher pay grade. Promotions are judged on individual qualifications and consideration is given to such factors as demonstrated ability, performance, training, attitude and length of service. Promotions are regarded as permanent when an introductory period of six (6) months has been satisfactorily completed in the new position. Promoted employees shall move to the next highest pay rate in the pay grade for the higher classification on the effective date of the promotion. **For promotions to a supervisory or management position within the same department, if requested by the Department Head and approved by the Human Resources Director, the promoted employee shall move to the next highest pay rate that gives the employee a minimum of a \$1 per hour increase in the pay grade for the higher classification on the effective date of the promotion.** The promoted employee may use earned sick leave, vacation and other benefits during this introductory period. An employee who does not successfully complete the introductory period shall be restored to a position commensurate with his or her former status for which he or she is qualified as soon as one becomes available.

HSD Director was not aware this was a part of the final pay plan agreement. Ruth Reines was appointed to the Deputy Director position on July 1 2013 and received a one cent pay increase. Since Ruth completed her "probation" in December, she will not get an increase until July. If she had remained in her former position, in March she would have made ninety-eight cents per hour more, or will loose \$616 in 2014 for taking a promotion.

Motion: To support the Human Services Director to request the Deputy Director advance to the next step based on the promotion policy language.

**Proposal for 3 Corrections Officers
Revised 2-4-2014**

JUSTIFICATIONS

There are three reasons to consider more Corrections Officer positions. They are:

Paid Time Off Program

Each staff member is allowed more time off.

Population level and type

High population, mental illness and addiction issues.

Current Off Time/Overtime

Minimum staffing level is being met with overtime.

This proposal is only addressing the issue of Current Off Time/Overtime.

There are currently 59 Corrections Officers positions. The positions are divided among three shifts, First, Second and Third according to work load. The assigned staff is scheduled to cover that shift 24/7. The assigned staff is divided into three rotations, and on any given day two rotations are working and one is off. Each shift has a minimum staff level required to work each shift. Three of the positions, Court Officer (2) and Electronic Monitoring Officer are not calculated into the rotations.

<u>ASSIGNED</u>		<u>SCHEDULE</u>		<u>MINIMUM</u>	
First Shift	20	7-7-6=13 or 14		First Shift	12
Second Shift	21	7-7-7=14		Second Shift	12
Third Shift	15	5-5-5=10		Third Shift	9
Misc.	3				
Total	59				

Under current rules, two staff are allowed to schedule off time per shift. The “buffer” between scheduled and minimum dictates if scheduled off time creates overtime. Additionally, vacancies, FMLA/Sick, and Work Comp will create overtime if they occur when others are on scheduled off time.

A thorough accounting of off time used in 2013, by shift, reveals that on two of the three shifts, the number of assigned staff is not sufficient to simply cover the minimum staff required on any given day. Due to the amount of off time used, it is calculated that two full time positions on First Shift, and one full time position on Third Shift will be worked on overtime. This conclusion is based on applying the available off time across the entire schedule, not actual use.

Cost

Annual cost for three positions in 2014.

Wages & Benefits 58,983
3 Positions 58,983 x 3 = 176,949

Approximate cost of 3 positions on Overtime is \$264,357.

It is proposed to create three additional positions starting April 1, 2014.

Wages & Benefits 58,983
April 1st start x 0.75 = 44,237
3 Positions 44,237 x 3 = \$132,712

Approximate cost of 3 positions on Overtime from April to December is \$198,268.
Again, due to the estimate of open positions, the actual savings is not predicted.

ADDITIONAL INFORMATION

Correction Officer Positions and Inmate Population (in-house) by Year

YEAR	1998	1999	2000	2001	2002	2003	2004	2005
POSITIONS	24	27	46	53	53	53	57	57
POP. IN HOUSE	110	123	126	165	186	207	223	203
OUT OF COUNTY	19	27	27	A			B	

YEAR	2006	2007	2008	2009	2010	2011	2012	2013
POSITIONS	59	59	59	59	59	59	59	59
POP. IN HOUSE	202	201	215	218	216	227	236	251
OUT OF COUNTY	C							

A=opening of Jail addition B=opening of Shelled Space C=opening of Justice Center

Summary

There are several reasons to consider adding Corrections Officer positions. I believe the off time/overtime reason alone justifies adding three positions. This makes financial sense since we are covering this work at time and half.

The passage of PTO also affects staffing. At this time, it cannot be determined how much the additional time off will affect minimum staffing and consequently overtime.

1
2 **WASHINGTON COUNTY, WISCONSIN**

3
4 Date of enactment: _____
5 Date of publication: _____
6

7 **2013 ORDINANCE** ____

8
9 AN ORDINANCE to amend Sections 7.02 and 7.03 relating to: Washington County Staffing
10 Plan – Sheriff’s Department; and Washington County Classification and Compensation
11 Plan.
12

13 *The people of the County of Washington, represented in the Board of Supervisors, do ordain*
14 *as follows:*

15
16 **SECTION 1.** Section 7.02 of the Code is amended to read:
17 **7.02 WASHINGTON COUNTY STAFFING PLAN.** (AM 13-)
18

19 **SHERIFF'S DEPARTMENT**

20

21 Position	Pay	Authorized	
	Grade	Positions	FLSA
22 Corrections Officer	23 6	24 59 <u>62</u>	25 NE

26 **SECTION 2.** The list of pay grades established in Section 7.03(1)(a) shall be adjusted to
27 incorporate the changes proposed in this ordinance.

28 **SECTION 3. EFFECTIVE DATE.** This ordinance shall become effective April 1,
29 2014 and upon passage by the Board of Supervisors and publication as provided by law.
30

31 **SECTION 4. SUMMARY.** Ordinance amending staffing plan for Sheriff’s Department.
32 _____
33

34 VOTE REQUIREMENT FOR PASSAGE: Majority
35

36 APPROVED:
37 _____
38 Kimberly A. Nass, County Attorney
39 Dated _____
40

Introduced by members of the PUBLIC SAFETY,
FINANCE and ADMINISTRATIVE SERVICES
COMMITTEES as filed with the County Clerk.

1 Considered _____

2 Adopted _____

Joseph C. Gonnering, Chairperson

3 Ayes _____ Noes _____ Absent _____

Public Safety Committee

4 Voice Vote _____

5 Countersigned:

6 _____

Peter I. Sorce, Chairperson

7 Herbert J. Tennes

Administrative Services Committee

8 County Board Chairperson

9

10

Ralph R. Hensel, Chairperson

11

Finance Committee

DRAFT

1 **WASHINGTON COUNTY, WISCONSIN**

2
3 Date of enactment: _____
4 Date of publication: _____

5 **AGENDA ITEM #8**

6 **2013 ORDINANCE 27**

7
8 AN ORDINANCE to amend Section 7.04 relating to: Administration of the Classification and
9 Compensation Plan.

10
11 *The people of the County of Washington, represented in the Board of Supervisors, do ordain*
12 *as follows:*

13
14 **SECTION 1.** Section 7.04(10) of the code is amended to read:

15 **7.04 ADMINISTRATION OF THE CLASSIFICATION AND COMPENSATION**
16 **PLAN.** The following rules are adopted for the administration of the Human Resources
17 Classification and Compensation Plan.

18
19 (10)(AM 13-27) **Introductory Period.** A newly hired County employee shall be
20 required to serve a 6- month introductory period, during which time the employee shall
21 demonstrate qualifications for the job. An introductory employee may be discharged for any
22 reason without recourse and without cause. ~~Introductory periods may be extended for a period~~
23 ~~not to exceed an additional 6 months, subject to prior approval by the Administrative Services~~
24 ~~Committee, and the departmental liaison committee.~~ A newly hired Administrative Coordinator,
25 Corrections and Communications Officers, and Civil Service personnel in the Sheriff's
26 Department shall serve an initial 12-month introductory period. Introductory periods may be
27 extended for a period not to exceed an additional 6 months, subject to approval by Human
28 Resources and the Department Head. Satisfactory completion of introductory period is not a
29 guarantee of continued employment.

30
31 **SECTION 2. EFFECTIVE DATE.** This ordinance shall become effective upon
32 passage by the Board of Supervisors and publication as provided by law.

33
34 **SECTION 3. SUMMARY.** Ordinance amendment granting the Human Resources
35 Department and Department Head authority to extend an employee's introductory period.

36
37
38
39 VOTE REQUIREMENT FOR PASSAGE: Majority

40
41 APPROVED:
42 _____
43 Kimberly A. Nass, County Attorney
44 Dated _____

45 Introduced by members of the ADMINISTRATIVE
46 SERVICES COMMITTEE as filed with
the County Clerk.

Peter I. Sorce, Chairperson

1 Considered_____

2 Adopted_____

3 Ayes_____ Noes_____ Absent_____

4 Voice Vote_____

5

6 Countersigned:

7 _____

8 Herbert J. Tennies

9 County Board Chairperson


DRAFT



HUMAN RESOURCES DEPARTMENT

432 East Washington Street, P.O. Box 1986, West Bend, WI 53095-7986
Telephone: (262) 335-4488 TDD: (262) 335-4786 FAX: (262) 335-6882
Toll Free: 1-800-616-0446 (In State Only)

MEMO

To: Administrative Services Committee
From: Sandy Weiland 
Interim, Human Resources Director
Date: February 20, 2014
Re: Attendance Policy

Attached please find the Attendance Policy that was approved by the Committee back in November. Upon training and implementation of the policy, I am recommending that we adjust the definition of "previously approved" from 24 hours in advance to 6 hours in advance. This will better meet the needs of employees as well as the Departments.

I am looking forward to further discussion on this matter at our next meeting.

Thank you.

Washington County Attendance Policy:

Progressive disciplinary actions relative to incidents of absenteeism (less than 24 hours notice) are administered on a rolling 12-month calendar basis as follows:

- Upon the third incident: No disciplinary action; documented supervisory coaching
- Upon the fourth incident: Documented verbal warning with a documented coaching session
- Upon the seventh incident: Documented written warning
- Upon the tenth incident: Suspension
- Eleventh incident: Discipline up to and including termination

Requests for anticipated and pre-scheduled absences shall be reported to the employees Department Head or Supervisor a minimum of 24 hours in advance. When it is not possible to report an absence until the date of the absence, the employee must notify their Department Head within an hour of their scheduled starting time. Separate department call-in procedures may be outlined in individual department work rules based on operational needs.

Incident: An incident is any absence that was not previously approved (24 hours in advance) by your Department Head or Supervisor.

The following will be counted as one incident each:

- One day of absence not previously approved.
- Consecutive days of absence relating to the same occurrence. Documentation may be required.
- Failure to call to report an absence (no call/no show).

The following will be counted as one-half of an incident:

- Punching out early and/or leaving the facility without proper notification or prior approval.
- Tardiness, to include any unexcused failure to start scheduled shift on time, or following a break or meal period.

Absences of three (3) consecutive scheduled days without notification will result in immediate termination.

Absences due to illnesses or injuries which qualify under the Family and Medical Leave Act (FMLA), Americans with Disability Act (ADA) or Workers Compensation will not be counted against an employee's attendance record.

Revised 12/3/13