

Baltimore City Public School System

Attendance Reliability and Analysis Program

I. Statement of Policy

The Chief Executive Officer of the Baltimore City Public School System finds employees continuous presence without absence helps to promote excellence in Baltimore City Public Schools' instructional program by ensuring the uninterrupted continuity of education; greater teacher-student contact time; appropriate role model emulation; consistent classroom discipline and reduced substitute cost. Accordingly, employees are expected to come to work everyday. The CEO recognizes, however, that certain absences are unavoidable and seeks, in such cases, to return absentees to work at the earliest time commensurate with good health, safety, and reasonable personal consideration. In any event, employees shall strive to maintain attendance reliability as prescribed by this program.

II. Implementation

The purpose of the Attendance Reliability and Analysis Program is to eliminate excessive absenteeism and sick leave abuse. This document should guide administrators in dealing with the problem of absenteeism. Principals are in the best position to heighten teachers'/ employees' consciousness about their responsibility to maintain professional reliability, i.e., good attendance.

These guidelines are not unconditional policy, but provide direction in reducing absenteeism. Each case must be reviewed individually and decisions must be made with full consideration of the surrounding circumstances. The key points to controlling absenteeism are the same factors that distinguish effective supervision - common sense and effective communication. Principals can expect the full support of their Area Academic Officer (AAO) and the CEO. Guidance shall be provided by the Department of Human Resources.

III. Absenteeism Defined

Absenteeism is any failure to report for, or remain at work as scheduled, regardless of the reason. The use of the term "as scheduled" is very significant, for this automatically excludes vacation leave, personal leave, permission leave. i.e., jury duty, professional training, bereavement, and the like for leaves of this nature are subject to prior approval - (please refer to Attachment 1). Confusion can be avoided by simply recognizing that if a teacher/employee is not on the job as scheduled, he or she is absent regardless of the cause.

IV. Absence

Absences shall be viewed not in terms of days, but as periods of absence or occasions. An occasion is any period of continuous absence for the same reason. For example:

- A. An absence of one day is recorded as one occasion or one period of absence.
- B. An absence of five consecutive days is recorded as one occasion or one period of absence also. Of course, an absence of this duration is subject to existing policies such as medical verification and regular communication indicating improvements, intended date of return, etc.

“Duration Time” absences shall be viewed individually and given proper consideration based on unique circumstances and previous absenteeism patterns. Cases involving therapy, relapses or recurrences of recent illnesses or injuries, where an employee returned to work and because of the condition was forced to be away from work again, shall be considered as one occasion or period of absences, provided that acceptable medical documentation is submitted.

V. **Responsibility**

A. Teacher/Employee Responsibility

Teachers/employees are expected to maintain good health standards, to take precautions against illness and accidents, and to prevent minor indispositions or inconveniences from keeping them away from work. Teachers/employees unable to report for work shall notify the principal or his/her designee prior to the start of the school day or as soon thereafter as possible. It is important that the teacher/employee know where, when, and whom to call and that the responsibility for notifying the principal rests with the teacher/employee. Teachers are not expected to work if they are disabled, but it is expected that they will return to work as soon as able.

B. Principal Responsibility

As principals are in immediate and daily contact with teachers/employees, they are in the best position to maintain teacher/employee awareness of their responsibility for professional reliability. Principals' firsthand knowledge of the staff and work situation often permits them to understand problems and suggest workable solutions. The following points specify ways in which principals can influence teachers/employees to develop and maintain good attendance habits.

1. All teachers/employees must be aware of this program and the importance of maintaining good attendance records.
2. Daily attendance records shall be maintained. These records are to be kept accurately and current on designated forms.

3. All absences must be reported prior to the start of the school day or as soon thereafter as possible. The teacher/employee should be informed of where, when, and whom to call.
3. Absence reports or calls should be received by the principal or designee. Effective communication with the teacher at the time of the absence report is essential. The reason for absence should be discussed and documented. The reported reason for the absence must be noted.
4. The teacher/employee should be spoken to upon their return.
5. Records should be reviewed regularly.
6. Good attendance should be commended and encouraged.
7. Repeated absentees should be counseled.

VI. Continuous and Effective Maintenance of Attendance Records

Records shall be kept current, accurate and complete. They should provide a clear picture of attendance and should include such things as:

1. Reason for absence
2. Time of notification
3. Person reporting absence
4. Summary of discussions
5. Any correspondence such as writings, etc.

The key here is follow-through. Attached is an attendance record which will be used for all teachers to provide uniformity of record keeping and allow the easy detection of absenteeism patterns. Additionally, a standardized call-in sheet is to be utilized at all locations.

VII. Regular Review of Attendance Records

It is important to notify teachers/employees that comprehensive records are kept and reviewed on a regular basis to foster consciousness about absenteeism in an effort to check potential problems before they develop. Periods of absence and reasons given must be carefully analyzed to detect possible patterns or problems which might be corrected. The focus of the program is prevention and rehabilitation. The record must be utilized to ensure uniform and equitable treatment of all teachers/employees in a school.

VIII. Distribution of Attendance Statistics

The principal must know what attendance records reveal. Data shall be gathered and analyzed from the attendance records. The computerized Employee Attendance Profile has been developed for this purpose, and shall be distributed regularly by the Department of Human Resources.

IX. Rehabilitation

For every 60 consecutive workdays of perfect attendance, one occasion shall be deducted from employees' leave record for the purpose of analyzing their leave usage.

X. Uniform Schedule for Discussion, Counseling and Discipline

The aim of the program is to prevent the development of poor attendance and to rehabilitate those teachers/employees who have poor attendance records. Attendance monitoring should be a daily function. Preferably, a teacher/employee should be spoken to on every absence occasion; principals must, however, carry out the minimum steps explained below.

Where all positive efforts fail to correct absenteeism problems, there remain only formal disciplinary warnings and possible termination. Records shall be kept and appropriate action taken on the basis of the employee's contract year, i.e., 10 or 12 months. Under normal conditions, a 10 month teacher/employee should not have more than seven periods of absence; a 12 month teacher/employee should have no more than eight. If the following number of absence occasions are reached, appropriate action should be taken by the supervisor.

- A. When a teacher/employee reaches his or her third period of absence or occasion, the principal should orally caution the employee. A record of the conversation should be made on the attendance record, and where applicable, the appropriate employee representative group should be notified. This warning is not intended to penalize employees for utilizing sick leave, but to educate them that sick leave is to be used only in cases where illness or injury prevents working. At this early stage, a principal can be very effective in alleviating many problems which contribute to the teacher's/employee's absenteeism. The Department of Human Resources is readily available to assist in solving problems and the union has demonstrated an interest in preventing chronic absenteeism. Again, the purpose is to provide assistance, **not penalties**.
- B. At the fifth period of absence, the principal shall discuss the records, counsel the teacher/employee and shall issue a written caution (see example). The letter shall be delivered personally to the teacher/employee and a copy is to be kept on file with notation as to time and place of issuance. A copy should also be sent to the appropriate employee organization. The notice should be recorded on the attendance record. The principal should ask the teacher/employee to sign for each written caution, but if the teacher/employee refuses, such refusal should be noted.
- C. At the seventh period of absence, (eighth period of absence for a 12 month teacher-level employee) the principal will again speak to the teacher and shall issue a second letter of caution. The notice is to be delivered personally to the teacher/employee and a copy shall be kept on file with notation as to the time and place of issuance. A copy should be sent to the appropriate employee organization. The notice should be noted on the attendance record. The principal should ask the teacher/employee to sign for each written caution, but if the teacher/employee refuses, such refusal should be noted.

It is expected that a teacher/employee will not have more than seven periods of absence in any school year. There may be cases, however, where a teacher exceeds the boundaries. The principal must use discretion in these cases and may apply appropriate discipline up to and including a recommendation for dismissal. In determining if, and to what extent, discipline should be administered, the supervisor should in all cases take into account the employee's pattern of absenteeism, evidence of efforts to improve attendance, the length of each occasion and any extenuating circumstances which may be present.

Reporting Time Policy

For Teachers, Paraprofessionals, and CUB Employees

I. Policy

All teachers/employees are expected to be at their assigned work location prepared to work at the time designated as the start of their work day.

II. Applicability

This policy shall apply to all Unit I (teachers) staff and other employees.

III. Lateness Defined

Lateness occurs whenever an employee reports to work after the scheduled start of the work day.

IV. Reporting Time Requirement

Employees are responsible for reporting to work promptly as scheduled. Employees who are unable to report to work on time must notify their supervisor or his/her designee prior to the start of the work day. Such notification notwithstanding, employees will be recorded as failing to report to work on time.

V. Attendance Records and Policy

Supervisors should monitor attendance records to assure the prevention and/or correction or reporting time problems. Furthermore, supervisors are expected to inform employees about this policy and the importance of maintaining a good punctuality record.

VI. Guidelines for Counseling and Disciplining Employees

A. Supervisors are in the best position to detect problems interfering with punctuality. They can, at an early state, be effective in alleviating problems which contribute to employee tardiness, and should be familiar with available resources. The Department of Human Resources is available to direct employees to resources such as the City's Employee Assistance Program.

- B. The following provisions are based on a time frame of one-half of the employee's contract year, i.e., five months (one semester) for 10 month employees or six months for 12 month employees.
- C. Supervisors may permit two occurrences of lateness at anytime during the time frame cited above. Such allowance might not be officially recorded on the Employee's Leave Profile Record, (Attachment 4). Supervisors shall, however, keep a written record of these occurrences.
- D. Employees who fail to maintain an acceptable punctuality record may be disciplined in accordance with the following schedule:
 - 1. Oral counseling
 - 2. Written letter
 - 3. Suspension without pay
 - 4. Denial of promotional opportunity (limited to a period of two years)
 - 5. Dismissal

In determining whether discipline is appropriate, supervisors should take into account patterns of lateness, attendance history, evidence of efforts to improve punctuality, and any extenuating circumstances which may be relevant.

To assist supervisors in determining an appropriate schedule for possible discipline, the following guidelines are instructive:

- A. At the third occurrence of lateness, the supervisor might orally counsel the employee about the importance of punctuality.
- B. At the fifth occurrence of lateness, the supervisor should discuss the lateness record with the employee and may issue a written warning letter which shall be signed by the employee and forwarded to the Department of Human Resources for inclusion in the employee's personnel files and a copy should be sent to the employee's "union."
- C. By the seventh occurrence of lateness, the supervisor may recommend a suspension of the employee. In doing so, the supervisor should issue a written statement which outlines the employee's lateness record and the previous measures that have been taken to address the problem. The statement shall be signed by the employee, a copy of which is to be sent to the Officer of the Department of Human Resources, who shall review the recommendation and take appropriation action, and a copy should be sent to the employee's "union."
- D. It is expected that a teacher/employee will not be late more than seven times during a recording period. There may be cases, however, where an employee exceeds these boundaries. The principal shall use discretion in these cases and may recommend a denial of promotional opportunity, or where appropriate, discipline up to and including a recommendation for dismissal, to the Officer of the Department of Human Resources. In determining if, and to what extent,

discipline should be administered; the supervisor should in all cases take into account any evidence of efforts to improve punctuality and any extenuating circumstances that may be present.

APPENDIX A

The following forms of leave are approved absences and will not be considered an absence for purpose of the Attendance Monitoring and Analysis Program.

This includes leave for:

- Personal Business charged to sick
- Personal Leave
- Jury Service
- Appearance as a Court Witness
- Civil Defense Emergency Training
- Bereavement Leave
- On-the-Job Injury
- Military Leave
- Educational Conference
- Sabbatical Leave
- Religious Holidays
- Family & Medical Leave

APPENDIX B

FROM	NAME & TITLE		CITY OF BALTIMORE MEMO
	AGENCY NAME & ADDRESS		
	SUBJECT		

TO:

DATE:

On _____ you were spoken to regarding your attendance record. Since that time you have been absent on the following dates:

	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
July																															
Aug																															
Sep																															
Oct																															
Nov																															
Dec																															
Jan																															
Feb																															
Mar																															
Apr																															
May																															
Jun																															

Your attendance record indicates a need for improvement and will be subject to further review. It is our hope that you will make every effort to improve your record. If there are specific problems regarding your attendance record, please bring them to my attention.

ACTION TAKEN

Employee Signature

*If employee refuses to sign, refusal should be noted.

APPENDIX C

FROM	NAME & TITLE	CITY OF BALTIMORE MEMO
	AGENCY NAME & ADDRESS	
	SUBJECT	

TO:

Date:

On _____ you were notified that your attendance record was in need of improvement. Your absence occasions since that date are as follow:

	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
July																															
Aug																															
Sep																															
Oct																															
Nov																															
Dec																															
Jan																															
Feb																															
Mar																															
Apr																															
May																															
Jun																															

The above shows you attendance is (circle one) **A. Still in need of improvement**
B. Unsatisfactory

This is to serve as notice that any further absences may result in disciplinary action up to and including discharge.

ACTION TAKEN

Employee Signature

*If employee refuses to sign, refusal should be noted.

APPENDIX D

Attendance Record Keeping for Use in the Attendance Reliability & Analysis Program

Source Documents

Records maintained for the Attendance Reliability and Analysis Program must agree with the attendance Source documents kept at each school or payroll location. The Source Documents are the sign-in sheets, late books, substitute teachers log or whatever in-house record that is kept to maintain employee attendance.

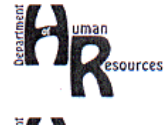
Attendance Record for the Attendance Reliability & Analysis Program

The attached attendance record card has been developed as a tool to be used to provide uniformity of record keeping and allow the easy detection of absenteeism and lateness patterns. The back portion of the form provides an area of remarks and for recording any discussions held with the employee (it is important that the dates be indicated for each discussion and remarks made). Senior High Schools, Middle Schools and the Elementary Schools that currently are using the Computerized Employee Attendance Profile may use the computer generated listings in lieu of this attendance card.

Note: It is very important that all attendance record agree. While the attendance card or the computerized profile may be used to maintain an easy “at a glance” record, the source documents must be readily available to resolve any absence discrepancies with staff. In addition, absence codes used for the attendance reports that are submitted as part of the payroll process. While absence records for source documents, attendance cards and payroll attendance should all agree, particular care should be taken with the posting of the proper codes.



Department of Human Resources
Office of Benefits Management
200 East North Avenue, Room 110
Baltimore, Maryland 21202
Phone: 410.396.1629 Fax: 410.545.0897



REQUEST FOR FAMILY AND MEDICAL LEAVE

This form must accompany the Physician or Practitioner Certification Form

Instructions:

1. Type or print with ball point pen.
2. Retain a copy as a record of your request and forward the original to your supervisor.
3. Send a copy of each approved request to the Office of Benefits Management, 200 East North Avenue, Room 110, Baltimore, Maryland 21202.

Employee Name _____
Last, First, Middle

Employee ID# _____

Employee Address _____

Organization _____

Job Title _____

Leave Start Date _____ **Leave End Date** _____

Reason for Leave

- | | |
|---|---|
| <input type="checkbox"/> Birth or Care of Newborn Child | <input type="checkbox"/> Care of Child’s Serious Health Condition |
| <input type="checkbox"/> Placement of New Adopted or Foster Child | <input type="checkbox"/> Care of Spouse’s/Domestic Partner’s Serious Health Condition |
| <input type="checkbox"/> Care of Own Serious Health Condition | <input type="checkbox"/> Care of Parent’s Serious Health Condition |

Please explain the request in detail. A Physician’s or Practitioner Certificate form (attached) must accompany requests for Family and Medical Leave for medical reasons.

Employee Signature _____ **Date** _____

Supervisor’s Signature _____ **Date** _____

An eligible employee who has complied with the Family and Medical Leave prior notice and verification requirements must be granted Family and Medical Leave (see Benefits Handbook), up to 60 work days within a 12 month period.

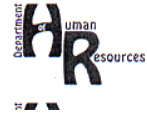
Office of Benefits Management ONLY

Approved Disapproved, Reason _____

Director’s Signature _____ **Date** _____



Baltimore City Public School System
 Department of Human Resources
 Office of Benefits Management
 200 East North Avenue, Room 110
 Baltimore, Maryland 21202
 Phone: 410.396.1629 Fax: 410.545.0897



PHYSICIAN OR PRACTITIONER CERTIFICATION FORM
 Family and Medical Leave Act of 1993

Instructions:

4. Type or print with ball point pen.
5. Enter your name and Employee ID#.
6. If the leave is for your own serious health condition, your supervisor must complete a **PHYSICAL REQUIREMENT REPORT** on the back of the Family and Medical Leave form.
7. The health care provider must complete and sign the remainder of this form.

Employee Name _____
 Last, First, Middle

Social Security # _____

Employee Address _____

I hereby release the information on this form to the Baltimore City Public School System for certification of Family and Medical Leave.

Patient or Guardian's Signature _____ **Date** _____

Patient Name _____

Relationship to Employee _____

Diagnosis _____

Probable Duration of Condition _____

Probable Date employee is Able to Return to Work _____

If the patient is a Baltimore City Public School System employee, is the employee able to perform any of the functions of their position

If the patient is NOT a Baltimore City Public School System employee, does (or will) the patient require assistance for basic medical, hygiene, nutritional needs, safety or transportation? How long will the patient require assistance?

Signature of Health Care Practitioner _____ **Date** _____

Signature of Employee _____ **Date** _____

Baltimore City Public Schools System
 Attendance Record
 Fiscal Year:

General Instructions

- Using the CODES shown below, complete on a regular basis.
- Retain in employee's personnel file kept by payroll location.

Employee Name: _____

Employee ID #: _____

Payroll Location: _____

Entry Date: _____

	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
July																															
Aug																															
Sep																															
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May																															
June																															

CODES FOR "ATTENDANCE RECORD" ONLY

Enter the appropriate code in the proper date block. If the code applies to less than a full day, indicate the number of hours involved (for example, V-4)

- | | | |
|---|---|-------------------------------|
| V – Vacation | P – Absent with permission with pay
(explain in remarks) | J - Jury Duty or Court |
| PL – Personal Leave | XP – Absent with permission without pay
(explain in remarks) | B – Bereavement (death) |
| S – Sick Leave | X – Absent without permission | T – Travel (on City Business) |
| A – Accident with pay
(job-related injury) | M – Military leave (annual training) | L – Lateness |
| | SP- Suspension without pay | |

PREVIOUS YEARS TOTALS		
YEAR	ABSENT (S, X & XP DAYS ONLY)	LATE
FY 20		
FY 20		
FY 20		



Baltimore City Public School System

Attendance Reliability and Analysis Program



June 23, 2006

Employees Name
Employee Address

Dear Employee Name

You have failed to report to work as a _____, at _____ school since Monday, September 26, 2005. We have received no notice or medical documentation to substantiate your absence. You must notify your Supervisor of your intentions and provide appropriate medical documentation for your continued absence.

Failure to contact _____ your Supervisor at 410-396-0850 with the appropriate medical documentation within five days of receipt of this letter or five days of the first attempted delivery of this letter, to your address of record will result in abandonment of position charges against you to terminate your employment with Baltimore City Public Schools for the 2006-2007 school year.

Sincerely,

Cc: Labor Relations
AAO