

Sample Manager Guide Policy

Attendance

Purpose

In order to ensure smooth business operations and outstanding customer service, [Company Name] expects team members to report to work on time and be ready to work on their scheduled workday. Punctual attendance is an essential job function.

Standard

- Managers are expected to handle attendance concerns consistently, professionally, and timely.
- In some cases, [Name] has a legal obligation to notify a team member about leave of absence options for which they may be eligible when the team member or a family member has a health issue.
- If a team member is absent for three consecutive workdays without notifying management, [Name] will consider this to be a voluntary resignation.

Procedure

Pattern of Poor Attendance

1. Meet with the team member to discuss the attendance issue. Follow the guidelines in [Conversations with Team Member](#).
2. Remind the team member of the attendance policy, and share a copy of the policy with the team member.
3. Use facts (dates and times) and point out the number of instances of:
 - a. Late arrival to work (includes returning late from breaks and lunch)
 - b. Leaving early for a break, lunch, or at the end of day
 - c. Unscheduled absences
4. Explain the negative impact the poor attendance has to the team, workload, customer, and the overall disruption to business operations.
5. Ask the team member why they are having attendance problems, and if possible, work with the team member to determine solutions.
 - a. In some cases, modifying the team member's work schedule/hours may resolve the issue if it is feasible for [Name] to do so.
 - b. **Important note:** If the team member indicates a possible health issue (physical or mental), either the team member's own or that of a family member, contact HR immediately.
6. Thank the team member for their time and attention to correct the issue and to prevent future occurrences.
7. Send a follow-up email to the team member to document the discussion, and include a copy of the attendance policy. See the *Informal Documentation – Attendance Template* below.

Repeat Occurrences

1. If a team member fails to adhere to attendance expectations, follow the company's progressive disciplinary action process.
 - a. Provide the team member with a formal written warning. See the *Final Written Warning – Attendance Template* below.
 - b. Complete the required signatures on the document.
 - c. Send a copy of the signed document to HR.
2. Engage HR if the issue persists after one or two verbal counseling sessions.

No Call/No Show

1. If a team member is absent for three consecutive workdays without notifying management, contact the team member at all known numbers.
2. If you are unable to reach the team member:
 - a. Contact HR immediately.
 - b. Consider contacting the team member's emergency contact on file.