



Clear
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Institute

Best Practices for Your Employee Attendance Policy

Presented by:
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Best Practices for Employee Attendance & Policy *Recognizing Practice Vs Policy Conflicts and ROI*



Presented by: ChrysMarie Suby MS, CCSSTM, CCRLTM, TLMP™ President/CEO
Labor Management Institute, Inc.

***Disclaimer:** The Labor Management Institute provides research, education and consulting in the area of workforce management. The information in this presentation is not legal or tax advice. It is provided to assist in your understanding to reconcile conflicts in policy and practice and time and labor management best practices and should not be construed as tax or legal advice. Such information is by nature subject to revision and may not be the most current information available. Please consult with appropriate legal and/or tax advisors.*



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Labor Management Institute, Inc. (LMI)

The Labor Management Institute provides Organizations with scheduling, staffing, financial management education and labor management services that improve workforce performance and enhance the workplace environment for employee & client safety.

LMI Services

Research	Education	Financial Management Software & Consulting
<ul style="list-style-type: none"> Time & Labor Workforce Management OT & Outcomes Commissioned Studies PSS™ Annual Survey of Hours© for Healthcare 	<ul style="list-style-type: none"> Annual FET Budgeting Financial Management Emp. Scheduling Dept. Staffing Timekeeping Resource Leadership Managing Staffing Offices Succession Planning Benchmarking 	<ul style="list-style-type: none"> Annual FTE Budgets & Position Control (L-WMB™) Workforce Management Analytics (L-WMA™)



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Chrysmarie Suby
President/CEO of Labor Management Institute, Inc.,

- Specializes in workforce management research, education and consulting for annual FTE budgeting & productivity benchmarks, position control automation, employee scheduling, staffing and payroll leakage assessments. Clients include healthcare, aviation, casinos, manufacturing, resorts, retail
- Works with clients to create workforce management command centers for resource sharing and financial management across single or multi-facility organizations
- Provides education, training and certifications for the Workforce Educational Organization (WEO), the professional association for Timekeepers & Staffing (CSSC™) and Resource Leadership (CRLC™) through the Labor Management Institute
- Editor and Publisher of the **Perspectives on Staffing and Scheduling (PSS™) Newsletter** and the nationally recognized **PSS™ Annual Survey of Hours Report** for healthcare, the first benchmark for nursing in the USA established in 1989

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PROGRAM OBJECTIVES

BY ATTENDING THIS PRESENTATION THE LEARNER WILL BE ABLE TO:

1. Responsibilities / Definitions /Terms / Considerations
2. Distinguish 3 Types of Conflicts Between Practice Vs Policy
3. Identify 3 Underlying Drivers of Employee Attendance
4. List 3 Types of Employee Absence
5. Recognize 3 Strategies to Resolve Conflicts Between Employee Attendance Policy Vs Practice
6. List 10 Employee Attendance Best Practices as Defined by the Labor Management Institute, Inc.
7. Identify 3 Sources for Employee Attendance Best Practice Return on Investment (ROI)



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1. Responsibilities
**Terms/
Definitions**
Considerations



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**8 Commonly Accepted Responsibilities
for Key HR / Management Functions**



1. **Compensation and Benefits**
(Base Salary, OT, Bonuses, Incentives, Benefits)
2. **Labor Management Relations**
(Collective Bargaining, Unions, Discipline & Grievances, Labor Laws)
3. **Employment Practices and Placement** (R&R, Hiring, Promotions, Transfers, Discipline)
4. **Workplace Diversity** (Ethnicity, Individual include Biological (e.g., age, gender, race, disability))

5. **Health, Safety and Security**
(Policies and procedures to address workplace hazards, illness or injury; security policies to keep employees, equipment & goods secure and safe.)
6. **Human Resources Information Systems (HRIS)**
(Software for employee information, time & labor management, payroll)
7. **Human Resource Research**
(e.g., Job satisfaction, engagement/disengagement)
8. **Training and Development**
(Onboarding, competency, new programs, policies etc.)



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Definitions

Employee Absence from Work

Absence is the failure to be present at a usual or expected place: the state of being absent from work for either planned or unplanned reasons.

Planned Absence is an absence requested from manager's in advance of schedule publication such as:

1. Vacation, , Annual Leave, Planned Paid Time Off (PTO),
2. Education/Workshop/Seminars

Unplanned Absence is an absence that occurs after the schedule is published and usually with little or no advance notice. Includes:

1. Call-in's for sick time,
2. Personal days/ Emergency absence,
3. Funeral or Bereavement
4. Family Medical Leave (FMLA), Other Leaves of Absence LOA (e.g., education)

Paid Vs Unpaid Absence:

1. Paid Absence as per HR Policies/Union Agreements

- a. PTO Vs holidays off, sick days, personal days
- b. Missed meal breaks

2. Unpaid Absence due to:

- a. Lack of paid benefit due to hired agreement,
- b. Exhaustion of benefits

3. Other Considerations

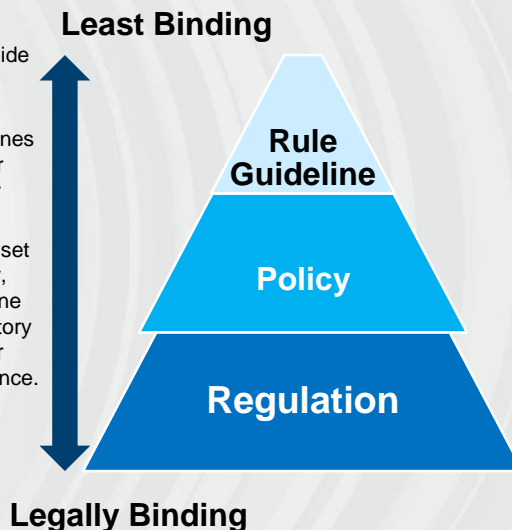
- a. Time Theft
- b. Tardy/Late/Terminal Meal Breaks
- c. Buddy Punching

Tracking absence is pertinent to ensuring consistent treatment of employees as well as controlling costs associated to absences.

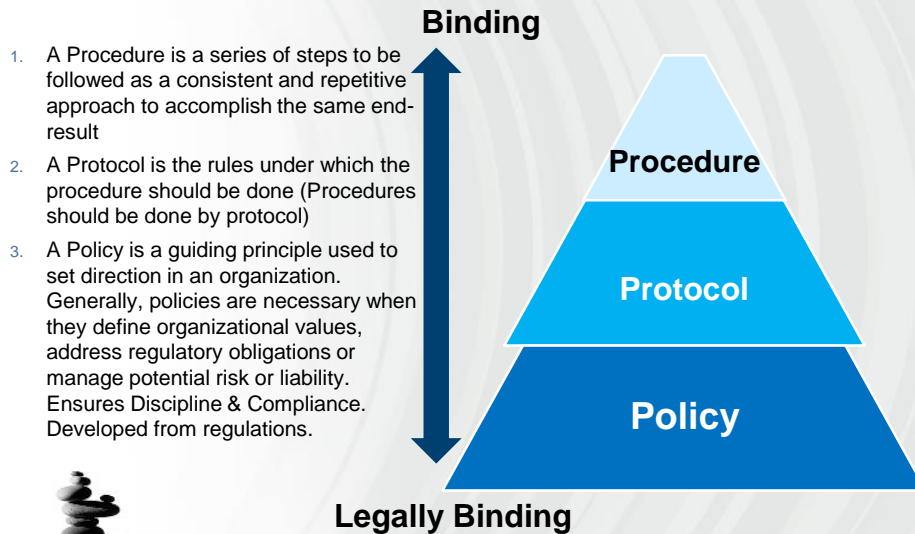


Policy Vs Rule Vs Regulation Vs Guideline

1. A Rule is defined or laid down as a guide for conduct
2. A Guideline is a tool; a statement to determine a course of action; streamlines processes according to set routines or sound practices. Guidelines are never mandatory, binding or enforce.
3. A Policy is a guiding principle used to set direction in an organization. Generally, policies are necessary when they define organizational values, address regulatory obligations or manage potential risk or liability. Ensures Discipline & Compliance. Developed from regulations
4. A Regulation is legally binding (e.g., FLSA)



Policy Vs Rule Vs Regulation Vs Guideline



Policies (in General)



- ⇒ Backbone of an organization's compliance program
- ⇒ Define work expectations for:
 - ⇒ the work week/DOW Start
 - ⇒ Shifts (start/stop/Paid length)
 - ⇒ Breaks/Meal-breaks
 - ⇒ OT
- ⇒ Ensure employees understand how to implement critical tasks
- ⇒ Ensure employees understand how to meet behavior expectations

- ⇒ 2017 US Dept. of Justice released "Evaluation of Corporate Compliance Programs"
 - ⇒ Suggestions for preparing policy management programs for future audits; Including:
 - ⇒ Connecting policies to metrics of prohibiting misconduct & policy revision
 - ⇒ Cross-functional collaboration prior to policy go-live
 - ⇒ Demonstrate employee access to critical policies & procedures



Attendance Policies



Should be specific to:

1. Purpose
2. Audience
3. Impact on Other Systems (Employee Scheduling, Time & Attendance/Payroll, Attendance Tracking, Performance Evaluations & Pay)
4. Implementation Date
5. Consequences for Not Following Policy
6. Executive Sponsor

1. Responsible Party:
 1. HR
 2. Other
2. Contact Information for Questions



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Good Policies must:

1. Be referenced in employee handbooks
2. Reflect union agreements (where applicable)
3. Reviewed every 1 to 2 years
4. Reflect Change Dates

Attendance Policy Considerations



1. Define Absence Types Consistent With Policies
2. Identify Exceptions Within Each Policy
 - a. Vacation/PTO Unplanned and Discipline
 1. Days missed/calendar year
 2. Days missed/rolling period of time
 - b. Jury Duty
 - c. Bereavement
 - d. Workers Compensation
 - e. Moonlighting while on FMLA
3. Employee eligibility for Approved Absence
 - a. Seniority
 - b. Employment Terms (within first 6 months; Based on accrued hours; Failure to have accrued hours available at time of absence)
 - c. High business volume times/production periods (e.g., Christmas or summer),
 - d. Religious holidays: non-Federal or contract,



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Attendance Policy Considerations

4. Other Attendance Scheduling Issues

- a. Submission dates/approval dates
- b. Requests after schedules begin
 - i. Employee initiated trades/exchanges
 - ii. Job abandonment
- c. Meal breaks and replacement planning
- d. Tardy/Late or Early Out (Terminal meal break)
- e. Working to Hired Hours Commitment /week & per pay period (e.g., 2/4 OT)
- f. Missed Punches; Badging in/out



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2. Types of Practice Vs Policy Conflicts



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Workforce Management Practice/Policy Conflicts (Examples)

Policy	Practice
All employees will badge in and out of work or face discipline action including termination.	Employees fail to badge in & Timekeepers must enter punches and/or verify shifts
All employees will accurately document their hours of work, education or meeting programs, or other allowable T&A codes.	Employees badge into their home unit for their default hours & Timekeepers must assign codes, float hours etc.
All employees will badge into and out of On-Call and Call-back time.	Employees badge into their home unit for their default hours & Timekeepers must assign codes for On-call and Call-back.
All employees will take their meal break during their shift.	Employees opt to work through lunch to get a "missed meal" for 30 minutes additional pay.
Employees will verify their time prior to Payroll processing cut-off times.	Employees fail to verify their payroll time and submit requests for check adjustments.
Employees will badge into their shift using codes to identify assignments for pay differentials such as Team Leader, Charge etc.	Employees badge into their home unit for their default hours & Timekeepers must assign codes, float hours etc.

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**Case Study:
Missed Meal-break Fraud:
1 Unit for 1 Year**



1. 1 Year Missed Meal Breaks (MMB's) for the Emergency Room: 23.3% of Total Paid Hours equivalent to 13.45 FTEs
 1. 135 Total Employees with Agency help
 2. Total Missed Meal Breaks in 1 year was 55,988 Averaging 153.4 events/day meaning some employees had more than 1 MMB/day
 3. MMB Cost at Average OT rate of \$30/hour was \$1,679,640
 1. 16.31% of total paid hours for FT employees
 2. 4.66% of total paid hours for PT employees
 3. 2.33% of total paid hours for casual employees



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Some Employees Punched More than 1 MMB/Shift Worked

Case Study: Types of Bonuses Given



1. SIP Bonus (Shift Incentive Pay)
2. **Vacancy Bonus**
3. Vacancy Incentive
4. Extra Shift Bonus
5. Worked in Another Area
6. Bonus for Maintenance issues (broken toilet)
7. 8 hour Bonus Approved by Director
8. Surge bonus
9. 4 Hrs. at Other Location
10. Bonus Per-diem Shift
11. Called Into Work
12. Death or Return for Death
13. Hospital Bonus
14. Month Bonus for CCU Surge Incentive

Annual Spend: \$677,970.02



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LEGEND:

- 21 FLSA\$ (21FLA): used for extra shift staffing bonuses for non-exempt shifts.
- 13 MISC\$ (13MIS): is used for exempt employee extra shifts.

Incentives/Bonus Payments, Practice & Policy Recommended Guidelines



1. Define HR policies for EVERY incentive & bonus option
2. Establish baseline report and Measure usage by pay-period, 4-week period, quarter, bi-annually and annually to identify seasonality & trends
3. Monthly reports to measure on-going usage in comparison to:
 - a. LOA/FMLA usage **Warning: >10% of Total Worked Hours**
 - b. Unexpected Absence Call-ins **Warning: >10% of Total Worked Hours**
 - c. Job Dissatisfaction/ Disengagement
 - d. Fatigue/Errors/Performance Issues
 - e. Increased Customer Dissatisfaction/ Work Errors/ Omissions
 - f. Unit vacancy & turnover with unit erosion; **Warning: >10% of Total Worked Hours**
4. Fix underlying drivers that require bonus or incentive and eliminate ASAP
5. Audit usage every pay period for abuse & follow discipline guidelines
6. Leadership needs to review every pay period for financial impact
7. Educate unit managers as well as employees on appropriateness of use and abuse if found



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Practice/Policy Conflicts (Examples)



Policy	Practice
Employee window of allowance is 7 minutes before & after the scheduled shift start time to be considered "on time". <ul style="list-style-type: none"> Includes 6-min time to doff & don clothes. 	Department Manager/Supervisor or Timekeeper allows 20 minutes in addition to the 7-minutes rounding allowance of 7 minutes.
Shift differential between 4pm and 7am with a minimum of 3 hours actual worked time in the range of differential (7a-7p shift is eligible for 4 hours shift diff from 3-7pm).	Shift differential defaults to assigned "shift indicator field (e.g., D, E, N or 1, 2 or 3)" in HR system even if employee has traded shift with another employee or no longer works the off-shifts. Entire shift paid differential because <u>some</u> hours worked within range of shift differential.
On-call differential is to stop when Call-back occurs. Policy says that On-call does not run concurrent to Call-back pay.	Department Manager/Supervisor or Timekeeper applies On-call differential during Call-back hours.
"Team-leader" differential limited to 1 person/ 8-hour shift.	Multiple employees use the "Team-leader" differential code each shift.

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Causes of Absenteeism



- **Bullying and harassment** – Employees who are bullied or harassed by coworkers and/or bosses are more likely to call in sick to avoid the situation
- **Burnout, stress and low morale** – Heavy workloads, stressful meetings/presentations and feelings of being unappreciated can cause employees to avoid going into work. Personal stress (outside of work) can lead to absenteeism.
- **Childcare and eldercare** – Employees may be forced to miss work in order to stay home and take care of a child/elder when normal arrangements have fallen through (for example, a sick caregiver or a snow day at school) or if a child/elder is sick.
- **Depression** – According to the National Institute of Mental Health, the leading cause of absenteeism in the United States is depression. Depression can lead to substance abuse if people turn to drugs or alcohol to self-medicate their pain or anxiety.
- **Disengagement** – Employees who are not committed to their jobs, coworkers and/or the company are more likely to miss work simply because they have no motivation to go.
- **Illness** – Injuries, illness and medical appointments are the most commonly reported reasons for missing work (though not always the actual reason). Not surprisingly, each year during the cold and flu season, there is a dramatic spike in absenteeism rates for both full-time and part-time employees.
- **Injuries** – Accidents can occur on the job or outside of work, resulting in absences. In addition to acute injuries, chronic injuries such as back and neck problems are a common cause of absenteeism.
- **Job hunting** – Employees may call in sick to attend job interviews, visit with a headhunter or work on their resumes.
- **Partial shifts** – Arriving late, leaving early and taking longer breaks than allowed are considered forms of absenteeism and can affect productivity and workplace morale.

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Labor Management Institute: Guidelines for Overtime Reduction & Management

OT%	Recommended Finding/Implication
< 4.9%	Reasonable response to fluctuating workload volumes or deficit demands
5-7.9%	Sign of financial bleeding: Consider schedule imbalances (e.g., too many on the day shift and inadequate coverage on the off shifts), over-authorizing employee requests such as PTO or vacation requests causing staffing shortages
8% +	Sign of financial hemorrhaging: Consider vacancies, LOA/FMLA and “other workload” activity within the unit that creates workload intensity and workload fluctuations, mismatched 8/12 hour shift combinations in addition to the previous suggestions.
	<ol style="list-style-type: none"> 1. Monitor missed punches as a percent of total punches (<1% /yr.) 2. Monitor tardy/ late/ early out events (1% or less/yr.). 3. Provide monthly summary reports by division or service line of payroll performance criteria: <ul style="list-style-type: none"> ✓ % Missed Punches ✓ % Tardy/Early out events ✓ % End of Shift (EOS) OT ✓ Other points based on audits

Workforce and Workplace

Workforce Challenges: Impacting Time & Labor



- **Implementing Affordable Care Act**
 - Redefining full time from 40 hours/week to < 30 hours/week
- **Employee diversity**- 5 generations working
- **Employment deployment**
 - 1 in 2 workers contingent / temporary
- **Knowledge work & skills shortages**
 - 3 in 4 jobs demand higher entry level qualifications
- **Job security & stability for workers**
 - Workers want relationship with supervisor or manager



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4. Types of Employee Absence



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3 TYPES OF EMPLOYEE ABSENCE



1. **Planned Absence**
 - a. Vacation, Annual Leave, Planned PTO
 - b. Holidays off
 - c. Personal Days
 - d. Vacancy
2. **Unplanned Absence**
 - a. Call-in's (Personal, Family)
 - b. Intermittent FMLA, LOA/FMLA
 - c. Emergency Absence
3. **Other:**
 - a. Working: Jury Duty, Court Testimony, Light Duty
 - b. Non-working: Bereavement, Short term/Long term Disability, Workers Compensation
 - c. Education/Seminars/Workshops



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FMLA Rule Changes Effective March 8, 2013 to Allow for “Honest Suspicion”

- Clarifies changes concerning the calculation of intermittent or reduced schedule FMLA leave;
- Removes forms from the regulations; and technical corrections to the current regulations.
- Amends the regulations to implement the Airline Flight Crew Technical Corrections Act (AFCTCA), which established eligibility requirements specifically for airline flight crewmembers and flight attendants for FMLA leave and authorized the DOL to issue regulations regarding the calculation of leave for such employees, and special recordkeeping requirements for airline employers.
- www.dol.gov/whd/fmla/2013rule/comparison.htm.
- For more information on the Final Rule, see DOL's website at www.dol.gov/whd/fmla/2013rule.

U.S. Department of Labor
Wage and Hour Division (WHD)
Family and Medical Leave Act

2008 Regulations and 2013 Regulation: Side-by-Side Comparison of Current/Final Regulations

Qualifying Exigency Leave (§ 825.115)	
2008 Regulations	2013 Regulations
An eligible employee may take FMLA leave for a qualifying exigency arising out of the fact that the employee's spouse, son, daughter or parent (the covered military personnel) is on active duty or has been notified of an impending call or order to active duty in support of a contingency operation.	"Covered military member" is now "covered member" and includes both members of the National Guard and Reserve and the Regular Armed Forces.
Eligible employees may take qualifying exigency leave for one of the following reasons: (1) short notice deployment; (2) military events and related activities; (3) childcare and school activities; (4) financial and legal arrangements; (5) counseling; (6) rest and recuperation; (7) post-deployment activities; and (8) additional activities.	"Active duty" is now "covered active duty" and requires deployment to a foreign country.
Employees who request qualifying exigency leave to spend time with a military member on leave and Recoupment leave may take up to five days of leave.	A new qualifying exigency leave category for parental care leave is added. Eligible employees may take leave to care for a military member's parent who is incapable of self-care when the care is necessitated by the member's covered active duty. Such leave may include arranging for alternative care, providing care at the residence care team, attending and transferring the parent to a care facility, or attending meetings and all of a care facility.
	The amount of time an eligible employee may take for Post and Recoupment qualifying exigency leave is expanded to a maximum of 12 calendar days.
Military Caregiver Leave (§ 825.127)	
2008 Regulations	2013 Regulations
An eligible employee who is the spouse, son, daughter, parent, or next of kin (a covered servicemember) of the Armed Forces, including National Guard and Reserve members, who is a caregiver for that member in the line of duty or active duty for training in one or more categories of military, national, international, or foreign, is otherwise an employment status, or is otherwise on the temporary disability retired list, may take up to 26 workweeks of FMLA leave to care for the servicemember in a single 12-month period.	The definition of covered servicemember is expanded to include covered relatives who are undergoing medical treatment, recuperation, or therapy for a serious injury or illness.
	A covered veteran is an individual who was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave to care for the covered veteran.
	The period between enactment of the FY 2010 MRA and October 26, 2009 and the effective date of the 2013 Final



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What is FMLA Fraud?



Fraud means intentional- not accidental or just being a slacker. It means intentional deception or untruthfulness.

2 Types of Fraud:

1. Using real, approved, FMLA leave for non-FMLA purposes.
2. Misrepresenting the medical condition in question, such as altering the medical documentation. (The employee could be misrepresenting their condition to the employer or the medical professional.)

Employers have the right to investigate instances in which you have some sort of honest suspicion that FMLA absence is being abused or used fraudulently- especially intermittent FMLA.



The “**honest suspicion standard**” is intended to protect the employer against a claim that they are interfering against FMLA leave and/or being retaliatory.

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Signs of FMLA Fraud That Lead to “Honest Suspicion”

- ✓ **Monday/Friday absences.** The FMLA isn't a long weekend program.
- ✓ **Annual timing.** When employees take FMLA the same week every year, or always seem to have that medical flare-up between Thanksgiving and New Years, you might be suspicious.
- ✓ **Unreal circumstances.** Watch for patterns. For example, one employee who had a parent in Italy who "got sick" each summer. "Summers in Italy are brutal and the old folks suffer the most."
- ✓ **Consistent exhaustion of leave time.** If an employee has exactly 12 weeks of health problems every year, that merits investigation.
- ✓ **Absences coinciding within non-work events.**
- ✓ **Sightings or reports of the employee in inappropriate places.**
- ✓ **Using FMLA to avoid attendance policies.** Some employees' FMLA requests are surprisingly timed to save them from violating attendance policies.
- ✓ **Fake Dr. Excuses:**
 - Are they licensed MD's at the hospital or in the community?
 - Is the same MD writing the majority of FMLA's for all employees?
 - Some doctors selling FMLA doctor excuses for \$\$\$.
 - Websites to get fake doctor excuses.



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Fake Doctors Note for Travels

If you think the cases of fake doctors note are only limited to the work places and the schools, then you are mistaken. In all kinds of life, the cases of fake doctor's notes can be seen. One industry where the use of doctor's note is popular is the travel industry. Because of the frequent use of doctor's note here, the use of fake doctors would not be surprising.

"The best doctors notes, hands down, are at BestFakeDoctorsNotes.net"



Every year, a lot of people book flights for vacations to their favorite destination. They always may demand for a doctor's note from the customer. If it appears the customer look sick, pregnant, has undergone surgery, or has allergies. Immunization clearance could also



5. Strategies to Resolve Conflicts Between Employee Attendance Policy Vs Practice



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Managing Attendance is Essential to Supervising the Workplace

Types of Employee Attendance Reporting:

1. **Timecard-** Tracks clock in and out patterns of employees, edits by supervisors, Verifications by employees & supervisors
2. **Scheduling-** Actual/ scheduled hours comparison
3. **Workforce Management-** Collection of specific exceptions, benefits, wages, attendance, historical data
4. **Cost Tracking-** Dollars (gross Vs paid), hours, historical pay
5. **Budget Forecasts-** Labor Budgets and planning



Absence Management Recommendations

1. Schedules must define ALL worked, paid not worked and excused not-paid hours/ FTEs annually & every schedule!
2. Leaders who must schedule above their budget vacation time **MUST** ensure replacement coverage from other employees at the **regular rate of pay**
3. HR and leadership at all levels must assess data for trends or patterns of use and abuse that contribute to OT and staffing overages or under-ages.
4. HR & Managers must empower Shift Leaders/ Supervisors to discipline misuse during shifts/ occurrence
5. HR & leadership must act to discipline misuse & abuse patterns!



Adopt LMI's Workforce Management Best Practice Thresholds© Into Scheduling, Staffing, Reporting



1. **Core Staff: 85%+**
 2. **Supplemental Staffing: < 15%**
 3. **Sitter/1 to 1 Hours: <3%**
 4. **OT: < 4.9%**
 5. **Unit On-Call: <3%**
 6. **Unit Call-back: <10% of Unit On-Call**
 7. **Incidental or Extra Hours: < 5%**
 8. **Planned Absence (Vacation): <10%**
 9. **Unexpected Absence: < 5%**
 10. **LOA/FMLA: < 10%**
 11. **Vacancy: < 10%**
- (of Total Worked Hours) TWH**



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LMI Strategies to Effectively Managing Absence

1. **Staff should adhere to the defined employee request guidelines.**
2. Unit leadership must consistently enforce policies & guidelines
3. **Unit leadership & Team Leaders should forecast the known and anticipated planned & unplanned absences by day of week and weekend in 4, 8, 12, 16, 24, 48, 72-hour increments.**
4. Unit leadership need to work with the central staffing office, resource pool and/or staff to fill LOA/FMLA and vacant shifts in 1, 2, 4 and 6- week increments.
5. Everyone works to their hired FTE commitment/ **NO EXCUSES**
6. **All hours are accounted for as worked hours or benefit hours or unpaid absence codes so that benefit time is not accrued.**



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Principles & Best Practices



- **Principle:** a fundamental source or basis, truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.
- **Best Practice:** An accepted or professional rule of action or conduct; a fundamental, primary, or general law or truth from others are derived; a personal or specific basis of conduct or management; guiding sense of the requirements and obligations of right conduct.



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Attendance Monitoring to Ensure:



1. Equitable usage of accrued hours by all employees to the policies of the organization
 - a. Avoid carry-over of accrued time into the next year for failure to use in the current year,
2. Policy enforcement
 - a. Satisfy DOL/Wage & Hour,
 - b. Satisfy Organizational Policies
 - c. Satisfy Employees
3. Consequences of Policy Infractions/Attendance Abuse
 - a. System Flags (software and/or manual)
 - b. Terms of Disciplinary action, suspension, termination
4. Rewards
 - a. Point accumulation
 - b. Outstanding attendance awards



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Attendance Data Useful for Management Decisions:



1. Assists with efficient management of labor resources by skill-mix and category
2. Enables management to make cost effective decisions (regular Vs OT, bonus, incentives)
3. Determines best practices for optimizing the workforce (shifts of needs Vs convenience)
4. Analysis of scheduled Vs unscheduled/extra worked hours
5. Analysis of planned Vs unplanned absence
6. Analysis of paid Vs unpaid hours
7. Analysis of patterns contributing to errors & omissions, fatigue, job dissatisfaction & turnover



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Employee Attendance Best Practices



- ✓ Good planning eliminates the need for unnecessary overtime and is consistent with financial stewardship,
- ✓ Be operationally clear & know the Organization's Policies
- ✓ Develop attendance, timekeeping & payroll rules that correspond to policies and audit biannually at a minimum
- ✓ Develop training programs based on those rules
- ✓ Review punches to scheduled shifts
 - ✓ **Never enter punches without written request by the employee.**
 - ✓ **Do Not verify employee time if you do not know 100% when & where they worked**
- ✓ Audit schedules at the time of posting/publishing and share results with employees.
- ✓ Audit schedules after they have been worked and share results with employees.
- ✓ **Document, Document and Document and Apply discipline policies equitably to all employees.**



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7. Sources for Employee Attendance Return on Investment (ROI)



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Cost of Absence

Centers for Disease Control & Prevention (CDC) reports productivity losses linked to absenteeism cost U.S. employers 225.8 billion annually or \$1,685.00/employee. (January 28, 2018)

- ✓ Unscheduled absenteeism costs roughly \$3,600 per year for each hourly worker and \$2,650 each year for salaried employees. (Source: According to Absenteeism: The Bottom-Line Killer; Circadian (2014)
- ✓ Annual Days Lost to Absenteeism in the USA: 550 million days and \$300 billion (www.BLS.gov 2018)

1. **Costs can be attributed to many factors including:**

- a. Wages paid to absent employees
- b. High-cost replacement workers (OT pay for other employees and/or temporary workers)
- c. Administrative costs of managing absenteeism
- d. Other indirect costs and effects of absenteeism include:
 - i. Reduced productivity; Poor quality of goods/services resulting from overtime fatigue or understaffing
 - ii. Excess manager time (dealing with discipline and finding suitable employee replacements)
 - iii. Safety issues (inadequately trained employees filling in for others, rushing to catch up after arriving as a replacement, etc.)
 - iv. Poor morale by employees "filling in" or working extra to replace coworker absence

2. **Long-term Impact**

- a. Disrupted workflow and lost productivity from supplemental staff less familiar with the unit/department they are working in,
- b. Decreased employee and customer satisfaction with supplemental staff,
- c. Decreased employee job satisfaction measured by increased unexpected absences and job turnover or unit erosion.




Costs of Absence as a Percentage of Payroll


1. **Direct Costs of Absence as a Percentage of Payroll: 15.4%** accounting for wages/salaries, OT costs (5.7%), replacement worker costs (1.6%).
2. **Indirect Costs of Absence as a Percentage of Payroll: 6.2%** based on 3 types of productivity:
 - a. Productivity loss due to replacement 22.6% to 36.6% depending on type of absence
 - b. Co-worker Productivity loss 29.5%
 - c. Supervisor Productivity loss 15.75%
3. **Total Costs of Direct & Indirect Absence as a Percentage of Payroll: 21.5%**

Tracking absence is pertinent to ensuring consistent treatment of employees as well as controlling costs associated to absences.






Sources for Employee Best Practice Return on Investment (ROI)



Unexpected Absences (UA) Replaced with OT.
For Example:
1 Call-in (8 Hours)
X 3 Shifts/Day
 = 24 Hrs. UA Hrs./Day
X \$32.45/Hour (Reg+OT)
 = \$778.85 UA /Day
X 365 Days/Year
= \$284,278.85 UA/Year
X 10 Units
= \$2,842,788.46 UA /Year

Missed punches as a percent of total punches(1% or less/yr.) For example:
1 FT Employee. = 10 shifts/PP
X 2 punches/shift
X 26 PP/Year
 = 520 punches/Year/Employee
X 50 Employees/Unit
 = 26,000 Punches/Year/Dept. / Manager
X 5 Minutes/Employee to Research & Fix
 = 130,000 Minutes or 2166.66 Hrs./Manager/Dept./Year
This is 1.042 FTEs/Year!!!
= \$45,000.00/FTE
X 10 Units
= \$450,000.00/Year

Payroll Errors & Omissions to save between 1% and 8% of Total Annual Payroll.
For Example:
500 Employees
X \$45,000.00/Year/Emp.
 = \$22,500,000.00/Year Annual Payroll
X 1% of Payroll
= \$225,000.00/Year
 TO
X 8% of Payroll
= \$1,800,000.00/Year



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Thoughts or Questions



Please enter your questions into the “Chat Box” section of your screen



Best Practices for Your Employee Attendance & Policy
Recognizing Practice Vs Policy Conflicts and ROI



THANK YOU FOR ATTENDING

Special Thanks to Clear Law Institute

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