

Southern California
ATTENDANCE PROGRAM STANDARD 2018



KAISER PERMANENTE SOUTHERN CALIFORNIA

Attendance Program Standard

For Employees represented by:

- Service Employees International Union-United Healthcare Workers West (SEIU-UHW), AFL-CIO, CLC
- Office and Professional Employees International Union (OPEIU), Local 30, AFL-CIO, CLC
- United Food and Commercial Workers International Union (UFCW), Locals 135, 324, 770, 1167, 1428 and 1442, AFL-CIO, CLC
- United Nurses Associations of California/Union of Health Care Professionals, AFSCME, (UNAC-UHCP) AFL-CIO, CLC
- United Steelworkers, (USW) Local 7600, AFL-CIO, CLC

Note: The Kaiser Permanente Southern California Attendance Program Standard applies to employees who are in the Alliance of Healthcare Unions and Coalition of Kaiser Permanente Unions and who accrue traditional sick leave benefits. It does not apply to employees who are in the Alliance Healthcare Unions and Coalition of Kaiser Permanente Unions and are covered in the Earned Time Off (ETO) Program.

KAISER PERMANENTE SOUTHERN CALIFORNIA

“Optimal attendance is imperative to achieve superior customer service, employee satisfaction, efficiency, and quality of care for health plan members. Appropriate use of time-off benefits, including sick leave when employees are injured or ill, is essential to employee well-being and organizational performance. A healthy work environment and a committed workforce are critical success factors for achieving optimal attendance. Sick leave is not an entitlement, but a benefit, like insurance, to be utilized only when needed.”

~2015 National Agreement Section 1.3a

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I. Introduction

Kaiser Permanente (KP), The Alliance of Healthcare Unions (AHCU), and the Coalition of Kaiser Permanente Unions (CKPU) value the contributions of each member of our workforce. The effectiveness of our health care team and our organization are enhanced when all of us are present at work. Bearing this in mind, the Kaiser Permanente Southern California (KPSC) Regional Attendance Program Standard (Attendance Program) is available to promote the importance of workforce attendance. Two Kaiser Permanente publications: the 2015 National Agreement (**Appendix A**) and the 2013 National Attendance Council Recommendations (**Appendix B**) were used in the development of this Standard. The KP Southern California Regional Attendance Program consists of the following seven (7) components which are further defined within this document:

- ❖ Strong sponsorship, accountability and clarity of expectations are the essential components of an effective attendance program.
- ❖ Consistent approach to the implementation and application of the attendance program throughout the Southern California Region.
- ❖ Positive recognition for employees with perfect and outstanding attendance;
- ❖ Participation of employees in tracking and understanding their sick time usage;
- ❖ Managers actively tracking and understanding the employees' sick time usage;
- ❖ Joint review of attendance performance and identification of issues by Management and Union;
- ❖ Resolution of issues using a partnership approach to problem solving.

We believe that the KP Southern California Attendance Program sets forth an attendance management process that will result in:

- ❖ A better understanding of the importance of attendance.
- ❖ Enhanced quality of patient care by reducing absences and tardiness.
- ❖ A reduction in staffing challenges related to attendance.
- ❖ A reduction in attendance-related grievances.

Our attendance program leverages working in partnership to create a healthy work environment that embraces the value of coming to work regularly and on time while providing income when we must take sick leave. Together, we can make Kaiser Permanente the "best place to work" that provides the best service and quality at an affordable price.

II. Expectations of the KPSC Attendance Program

Departments work more effectively when each employee regularly reports to work on time and as scheduled. When employees are late or absent, it creates an impact for their co-workers and our members. Additionally, absenteeism and tardiness negatively impact our ability to deliver on the Value Compass—*Best Quality, Best Service, Best Place to Work, and Most Affordable*.

The following expectations support the implementation of the Attendance Program:

- ❖ Sponsorship by the Regional, Medical Center Area, and Regional Operations Labor and Management Partnership (LMP) Councils;
- ❖ Open communication and collaboration regarding attendance between employee and manager;
- ❖ Expectation that employees will report to work on time and as scheduled;
- ❖ Accurate coding of TIME cards by manager/department per the regional coding pivot table (Use the "control key" and click to download the regional coding pivot table: http://insidekp.kp.org/scal/lmpdata/documents/attendance_coding_table.xls);
- ❖ Time off requests are managed using the Time Off Request Tracking (TORT) System;

- ❖ Expectation that employees will request time off and managers will approve time off requests within the time frames set forth in the National Agreement and applicable Collective Bargaining Agreements (CBA);
- ❖ Encouragement of employees to review their TIME card **before payroll closes**;
- ❖ Consistent and regular attendance reviews;
- ❖ Active attendance subcommittees and co-leads;
- ❖ A shared responsibility (e.g. manager, stewards, labor partners, etc.) to promote the attendance program;
- ❖ Education of employees on the importance of tracking their attendance, including identification of any trends or issues and ensuring they know how to download their annual attendance calendar from the MyHR Website;
- ❖ A communication network promoting attendance;
- ❖ Monitoring of attendance performance; and,
- ❖ Human Resources support in implementation of the attendance program, protected leaves (e.g.; FMLA, Military Leave, CESLA, etc.), national policies, and federal/state/local regulations.

To ensure consistency, attendance performance should be monitored and managed at all levels of the organization. Attendance management and reviews should be done in accordance with the attendance provisions outlined in the Kaiser Permanente National Agreement, local collective bargaining agreements, and the KPSC Regional Attendance Program. Please refer to: <https://www.lmpartnership.org/contracts-agreements> to access these agreements. The Kaiser Permanente National Agreement (**Appendix A**) can also be referenced online at:

[Use the “Control Key” and click to initiate link to the website]

http://www.lmpartnership.org/sites/default/files/nationalagreement_2015_booklet.pdf

Additionally, 10 Attendance Program tips are included in **Exhibit 1** which can also be used as a communication/training aide.

III. Implementation of an Attendance Program

A successful attendance program requires the collaboration of LMP committees (sponsors), attendance subcommittees (team), medical center area, and regional operations senior leadership, institutional union leadership, labor leaders, human resources, managers, supervisors, union stewards, unit-based teams, and frontline staff. These parties have a common goal of ensuring that attendance performance at Kaiser Permanente is essential to delivering high quality healthcare.

To maximize the effectiveness of the KP Southern California Attendance Program, the regional, local medical center area, and regional operations Labor and Management Partnership (LMP) councils are accountable for monitoring attendance in their respective areas. The LMP councils will review attendance trends to ensure adherence to the attendance program and the achievement of KPSC Regional Attendance Program goals. This information is kept current at:

[Use the “Control Key” and click to initiate link to the website]

<http://insidekp.kp.org/scal/lmpdata/>

To achieve optimal attendance performance, sponsorship and accountability must occur at all levels within Kaiser Permanente (KFH and SCPMG), the AHCU, and CKPU. It is the Regional LMP Council's responsibility to review the overall effectiveness of the KPSC Attendance Program for the region and to make changes, as appropriate.¹

¹ NAC 2013 recommendation to regions page 2 (see appendix B)

Southern California Regional level of participation includes:

- ❖ The Southern California Regional LMP Council
- ❖ Alliance of Healthcare Unions (AHCU)
- ❖ Coalition of Kaiser Permanente Unions (CKPU)

Medical Center Area and Regional Operations level of participation includes:

- ❖ Local LMP committee
- ❖ Attendance subcommittee
- ❖ Chief administrative officers (CAO – SCPMG) and senior vice presidents (SVP – KFH/HP) / area managers (KFH/HP)
- ❖ Local alliance and coalition union leaders

LMP councils are responsible for ensuring the responsibilities of:

Labor and Management Attendance Sponsorship:

- ❖ Promote attendance performance;
- ❖ Ensure consistent implementation of the attendance program;
- ❖ Have an awareness and understanding of the attendance program and the roles and responsibilities of participants (listed below);
- ❖ Communicate attendance and employee time off benefits using local communicators;
- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Assign individuals to provide orientation, education, and training regarding LMP and the attendance program;
- ❖ Review and address escalated concerns to the LMP council.

Attendance Subcommittee and Co-leads:

- ❖ Operate under the direction of the medical center area or regional operations LMP councils;
- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Support local attendance improvement activities (e.g.; attendance reviews, recognition events, TORT utilization, etc.);
- ❖ Communicate attendance and employee time off benefits using local communicators;
- ❖ Develop and distribute attendance program educational and promotional materials;
- ❖ Target educational materials to high utilization departments (i.e.; distribute materials prior to historical high usage periods (i.e., holidays);
- ❖ Identify attendance program performance barriers and propose recommendations;
- ❖ Gather and analyze attendance-related data at medical center area, regional operations, departmental, and individual level;
- ❖ Monitor and report to LMP council/committee on attendance metrics (PSP, TORT, top 20 etc.);
- ❖ Ensure that attendance data is accessible;
- ❖ Participate in the LMP Regional Attendance Committee.

Union Leaders/Stewards:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Ensure accurate time coding;
- ❖ Participate in attendance reviews with department managers/supervisors;
- ❖ Promote the use of the TORT system for time off requests;
- ❖ Communicate attendance and employee time off benefits using local communicators;
- ❖ Engage staff to discuss staffing and backfill needs;
- ❖ Act as a resource and/or referral source of information regarding time off benefits.

Unit-Based Team and Co-Leads:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Promote the Attendance Program;
- ❖ Educate staff regarding employee time-off and leave benefits;
- ❖ Review and share attendance department performance metrics;
- ❖ Discuss how individual and department attendance performance (e.g.; attendance reviews, use of TORT, recognition, etc.) contributes to organizational performance and regional attendance PSP goals;
- ❖ Engage staff to discuss staffing and backfill needs;
- ❖ Celebrate attendance successes.

Manager/Supervisor:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Ensure accurate time coding;
- ❖ Conduct attendance reviews with direct reports;
- ❖ Engage staff to discuss staffing and backfill needs;
- ❖ Promote the use of the TORT system for time off requests;
- ❖ Act as a resource and/or referral source of information regarding time off benefits.

Employee:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Accurately log time and check pay statements to verify accuracy;
- ❖ Track available sick time usage;
- ❖ Learn and understand time off benefits;
- ❖ Participate in attendance reviews with department managers/supervisors;
- ❖ Use the TORT system for time off requests.

Human Resources:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Support the LMP council/committee in the attendance program;
- ❖ Assist in the development and delivery of education and awareness of employee benefits;
- ❖ Assist in the development and delivery of training and education on proper time coding;
- ❖ Support the design of an attendance recognition program;
- ❖ Support labor and management in attendance related matters.

Regional Attendance Committee:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Understand and promote the attendance program;
- ❖ Initiate attendance program innovation and any proposed program revisions for attendance sponsorship consideration;
- ❖ Learn, share, and spread effective attendance program practices;
- ❖ Assist in developing attendance program educational materials;
- ❖ Develop regional attendance program awareness and promotional materials.

Regional Labor Management Partnership Department:

- ❖ Understand and practice the principles of partnership: <https://www.lmpartnership.org/learning-portal/labor-management-partnership-orientation-classroom-online>;
- ❖ Understand and promote the attendance program;
- ❖ Assist in developing attendance program educational materials;
- ❖ Provide attendance program performance tracking (i.e.; PSP, individual attendance performance for recognition, top 20 departments, TORT acceptance/denials, etc.);
- ❖ Provide LMP educational and training resources (e.g.; master trainers, union partnership representatives, etc.);
- ❖ Provide LMP facilitation and UBT resources (e.g.; practice leads, UBT consultants, and union partnership representatives);
- ❖ Support the Regional Attendance Committee.

Accountability for the attendance program will be integrated into the operational structures of management and the leadership of the AHCU and the CKPU, medical center area, and regional operations. Accountability includes clear expectation of roles and responsibilities as well as rewards and consequences as appropriate for performance and non-performance (reference National Agreement 1.C.3.b.)².

The following tactics and activities are essential to support an attendance program:

- ❖ Utilization of the TORT system (**Appendix B**)³;
- ❖ Communication of the attendance program;
- ❖ Accurate and consistent timekeeping coding practices;
- ❖ Review of department-level attendance;
- ❖ Recognition programs for attendance at least annually and done in partnership;
- ❖ Training and education for managers and labor partners;
- ❖ Escalation and resolution of attendance performance concerns and issues.

Available resources to assist local attendance program activity and performance can be accessed through:

[Use the “Control Key” and click to initiate link to the website]

<http://insidekp.kp.org/scal/lmpdata/toolbox.html>.

1. Utilization of Time Off Request Tracking (TORT)

The Southern California Region has adopted the recommendations of the National Attendance Council (**Appendix B**) as follows:

- a) TORT is the system of record to request, process, and track employee time off.
- b) A summary of approval and denial rates made available by the National Attendance Council shall be reviewed by regional and local LMP councils, attendance subcommittees, and designated local/institutional union representatives.
- c) Data will be reviewed and addressed by the local councils and subcommittees in areas/departments exhibiting high denial rates.

² National Agreement Sec 1.C.3.b.

³ NAC 2013 recommendation to regions page 5 (see appendix B)

2. Communication of Attendance Performance

Attendance communication campaigns are an effective outreach tool that brings valuable awareness to employee time off benefits (e.g., flexible personal days, life balance days, banked time, protected leaves, sick leave, cash out, etc.). Awareness of these benefits affects attendance program performance and affects all Kaiser Permanente employees and members.⁴ The elements of a successful attendance program include consistent engagement between managers/supervisors and department staff. Clear and concise communication is critical for the success of reducing absenteeism.

Each department and/or unit-based team should understand the importance of improving attendance in relation to Kaiser Permanente's Value Compass. Each department should share clear communication of attendance metrics to its staff and should include:

- a) Current regional PSP/VPP performance by entity.
- b) Department-level education of available benefits offered to employees.
- c) Advertise the use of the TORT system for time off requests.
- d) Share and educate the National Common Lost Time Metric on a regular basis.
- e) Coach and mentor UBT co-leads (if applicable) on activities that improve attendance and advance on achieving regional goals (see **Exhibit 2** UBT Scorecard).

An attendance program checklist for unit-based teams may be a useful assessment and gap analysis tool for your local leadership team. The online version is located at:

[Use the "Control Key" and click to initiate link to the website]

<http://lmpartnership.org/tools/attendance-scorecard>.

3. Coding Practices

Accurate and consistent coding of employee time is essential for attendance program performance. Individuals responsible and/or assigned for coding (i.e., timekeepers and approvers) should be trained on and knowledgeable of time off classifications (see **Exhibit 3**). Follow the link to the pivot code table:

[Use the "Control Key" and click to initiate link to the website]

http://insidekp.kp.org/scal/lmpdata/tools/attendance_coding_table.xlsx

Managers/Approvers should be aware of protective leaves and refer to Human Resources case managers when protected leave is applied. Employees should request leave when appropriate via TORT (if/when the capacity of the tracking system allows) and validate proper time assignments on their pay statements. All time keeping will be conducted in accordance with Southern California Regional TIME Keeping Procedures - TIME SCR.HR.TIME.001 and can be found at:

[Use the "Control Key" and click to initiate link to the website]

<http://npl.kp.org/pl/do/public/record?rgid=1040&subcatid=4643&VIEW=M&rid=119952601>

4. Department-Level Attendance Reviews

Managers will provide (make available) an attendance calendar annually for all employees in the department. Employees are encouraged to maintain their own record of time off utilization. Management and union representative will review, at a minimum on a quarterly basis (or more frequently as deemed necessary) the attendance calendar for each person. A list of useful attendance review items includes:

⁴ NAC 2013 recommendation to regions page 1 (see appendix B)

- a) Attendance calendars (paper and electronic).
- b) Employee's timecard(s).
- c) Recognition certificates.
- d) Coding pivot table with definitions.
- e) FMLA and/or CESLA designations.
- f) TORT submittal denials.
- g) Corrective action history.

The use of the attendance calendar will assist both parties in identifying good attendance and emerging issues or topics. Points of discussion (provided below) are intended to be a tool for union designee and management when reviewing attendance patterns for joint discovery on a case by case basis with employee[s] during attendance reviews:

- a) Perfect/Outstanding/Improved attendance.
- b) Instances of calling off work on previously denied time off.
- c) Extending time off (exceeding local or state laws/regulations).
- d) Multiple last-minute sick call outs.
- e) Annual sick leave depletion rate.
- f) Tardiness.

The following are examples of questions that could be helpful to use during the exploratory conversation:

- a) When was the last time you reviewed your timecard?
- b) How are you tracking your attendance?
- c) Your attendance has (insert pattern/concern), do you have any information that you want to share about your attendance with me?
- d) Are you aware of California Employee Sick Leave Act (CESLA), Family Medical Leave Act (FMLA), and/or other related protected leaves and applicable policies?
- e) Are you aware there are EAP resources available to you (give handout or refer to MyHR)?

Please note that engaging in the attendance review does not mean the employee will automatically receive corrective action. The attendance review is about having an exploratory conversation about their attendance record or performance. See the attached May 2017 letter from Arlene Peasnall and Simone Zimmer (**Appendix C**).

5. Recognition Programs for Attendance

All Southern California areas (including regional operations) will establish and implement an attendance recognition program, at least annually, and sponsored by the local LMP councils.

It is known that recognition of employees who have achieved favorable attendance performance is an important aspect of a successful attendance program. Managers must provide positive recognition for perfect and outstanding attendance in partnership. Recognition for perfect and outstanding attendance must be in compliance with the criteria below and implemented consistently throughout the Southern California Region. In addition, medical center areas and regional operations may wish to also celebrate achievement of PSP goals with staff. Some recognition activity ideas are included in **Exhibit 4**.

NOTE: This recognition is separate from any payouts related to the PSP.

The following is the attendance performance recognition criteria:

- **Perfect Attendance:**
Perfect attendance is defined as no absence and no tardiness (protected or non-protected); with the exception of verifiable catastrophic events.

- **Outstanding Attendance:**
Outstanding attendance is defined as: four (4) or fewer occurrences of absences and/or tardiness (protected or non-protected) annually.

6. Education and Training

It is the responsibility of the local LMP councils and the attendance subcommittee to deliver attendance program education and orientation locally, including any needed initial orientation (upon hire or refreshers). Orientation, training, and education on the importance of attendance and the tools available for managing performance and effectiveness should occur upon employment and upon advancement into new positions within the organization. Orientation, training, and education refreshers should be offered annually to department leaders (e.g., management and labor).

7. Attendance Issues

Upon identification of attendance issues, irregularities, or concerns, the supervisor and union representative will review the issue or concern with the employee as an exploratory conversation. The purpose of this discussion is to identify the cause of the attendance irregularity and to emphasize their need to improve attendance. The employee should be informed that Employee Assistance Programs (EAP) are available. See the attached May 2017 letter from Arlene Peasall and Simone Zimmer (**Appendix C**).

Examples of attendance irregularities that may initiate an exploratory conversation:

- a) Utilizing greater than the monthly accrual of last minute sick;
- b) Repetitive occurrence of absence (i.e., the day before or after a weekend, day before or after a regularly scheduled day off, day before or after a holiday, same day of the week monthly);
- c) Calling in on a denied day off;
- d) Tardiness.

Employees are encouraged to initiate a conversation with their manager regarding their attendance.

After the exploratory conversation, the Correction Action Process may be utilized if necessary.

There are five levels of Corrective Action that have been established by the labor management partnership. Please refer to the Corrective Action Policy for a full explanation of the process which is available through Human Resources or on-line at:

[Use the "Control Key" and click to initiate link to the website]

http://www.kaiserpermanente.org/xnedhrlcaldocs/policies/otherpol/corrective_action_policy_101201.pdf

IV. Time Off Benefits (*Excerpt from the National Agreement*)⁵

Labor and management have agreed to establish a benefit designed to improve attendance by providing economic incentives for appropriate use of sick leave, as well as flexible personal days and a benefit for enhancing retirement. This benefit design includes three key components:

- Flexible personal days
- Annual sick leave
- Banked sick leave.

These benefits do not affect vacation and do not apply to employees covered by ETO/PTO plans. Please contact your local Benefits Operations consultant in determining individual employee time off benefits.

⁵ 2015 National Agreement Section C.1.3.c. Page 19

Local union agreements in addition to the National Agreement need to be understood and applied under this topic. Please refer to: <https://www.lmpartnership.org/contracts-agreements> to access these agreements. **Please refer to Section C.1.3.c of the 2015 National Labor Management Agreement (See Appendix A) or the link listed below.**

[Use the “Control Key” and click to initiate link to the website]

http://www.lmpartnership.org/sites/default/files/nationalagreement_2015_booklet.pdf

Options for Unused Sick Leave⁶

Three options are available for unused sick leave:

- 1) **Conversion** – Contact a Benefits Operations consultant
- 2) **Cash out** – Contact a Benefits Operations consultant
- 3) **Healthcare Reimbursement Account (HRA)** – This benefit elective can enhance future retirement. This election must be completed during the annual open enrollment period.⁷ For further information or clarification, contact a Benefits Operations consultant, or refer to the HRA Link: <https://www.lmpartnership.org/stories/meet-your-national-agreement-sick-leave-hra-rewards-good-attendance>

Statutory Leave Programs

Time off is available through vacation, family leave, life balance days, etc. All parties are encouraged to become familiar with state and federal mandates concerning time off and what can be provided through applicable federal and state laws and regulations (e.g.; AB1522, FMLA, CESLA, CFRA, etc.). Benefited and statutory/protected leaves are available. For specific details, contact the National HR Service Center.⁸

Non-benefit employees who work in California for 30 or more days within a year from the beginning of employment are entitled to paid sick leave. See **Exhibit 5** for the California State Rule (AB 1522) and related postings and **Exhibit 6** for the HR Policy on time off protected by status.

V. Integrated Disability Management (IDM) (*Excerpt from the National Agreement*)⁹

A comprehensive integrated disability management program for long-term leave that provides a rapid return to work for employees should work in conjunction with the local attendance performance program, Transitional Work Coordinator, and Disability Case Managers. This program will include the current focus on disabilities and workers' compensation and extend to chronic and recurrent sick leave and non-occupational injuries, illnesses, or disabilities, whether they are covered under FMLA or other protected leave.

VI. Backfill (*Excerpt from the National Agreement*)¹⁰

The success of the attendance program depends on a number of key elements, all of which are essential. This includes adequate staffing, planned replacement, and commitment to providing appropriate time off when requested. **Refer to the 2015 National Labor Management Agreement, Section 1.F.1., in Appendix A.**

⁶ 2015 National Agreement Section 1.C.3.c. Pages 20-21

⁷ 2015 National Agreement Section 1.C.3.c. Page 21

⁸ For an explanation of statutory/protected leaves, contact your manager, union representative and/or Benefits Operations Consultant.

⁹ 2015 National Agreement Section 1.C.3.c. Page 22

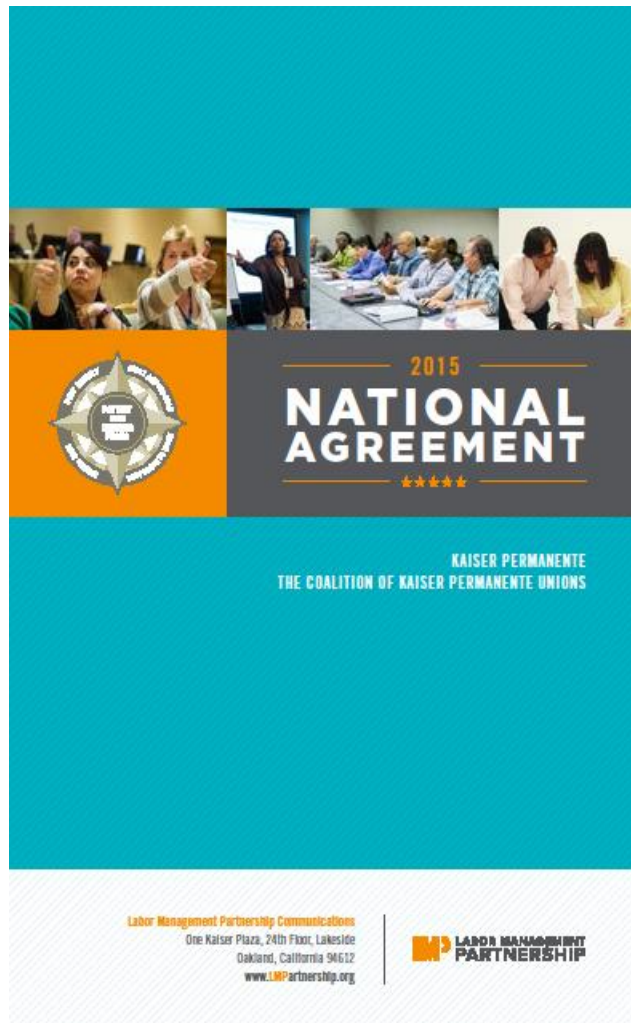
¹⁰ 2015 National Agreement Section 1.F.1 Page 33

APPENDICES

Appendix A

2015 National Agreement

http://www.lmpartnership.org/sites/default/files/nationalagreement_2015_booklet.pdf



Appendix B

Click this link: [2013 National Attendance Council Recommendations](#)

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2013 NAC
Recommendations final

Appendix C

Click this link: [May 2017 SCAL Exploratory Conversations](#)

Exploratory Conversations Letter



Date: May 17, 2017

From: Arlene Peasnell, SVP, Human Resources, Southern California/Hawaii Region
Simone Zimmer, Southern California national coordinator, Coalition of Kaiser
Permanente Unions

To: Facility Attendance Co-Leads and HR Directors

SUBJECT: Reinforcing Exploratory Conversations in KPSC's Attendance Program

The Southern California Regional Attendance Committee presented a draft of the Attendance Program Reference Document to the Southern California Regional Labor Management Partnership (LMP) Council. As the Regional LMP Council subcommittee reviewed the reference document, the Council and Southern California Human Resources were made aware that practices regarding exploratory attendance conversations vary among the medical center areas.

The Regional LMP Council and Southern California's Human Resources department are asking for your assistance in reinforcing the importance of holding exploratory conversations. These exploratory conversations are neither adversarial nor disciplinary in nature, but are an essential first step in helping to identify the root cause and/or extenuating circumstances surrounding an employee's attendance. In accordance with Program guidelines, it is our obligation to engage in these conversations and to take this information into consideration prior to initiating any Corrective Action. Attendance reviews should be completed for all employees as it is just as important to recognize those with good attendance as it is to identify those employees with attendance irregularities.

The revised Attendance Program Reference Document has been created in Partnership and is in alignment with the 2015 National Agreement. It will be distributed to all attendance leaders (labor and management) in Southern California upon final approval by the Regional LMP Council. The revised document provides a variety of tools, resources, and information that brings clarity and consistency to the application and administration of the Attendance Program.

Thank you.



**Memo Attendance
Exploratory Conversa**

Resource EXHIBITS

Exhibit 1

10 Attendance Program Tips

Click this link: [Ten Attendance Program Tips](#)

TIPS AND TOOLS



Improving Attendance

1. Survey your unit or department to determine if there's confusion about the use of sick time. If needed, find ways to educate staff on sick leave, tardiness and clocking in and out.
2. Create an "attendance star" board to recognize staff members with great attendance.
3. Encourage colleagues to schedule routine appointments during off-hours or in conjunction with lunch or breaks when possible.
4. Track call-outs and use anonymous surveys to test for reasons why they are occurring. Use cause-and-effect tools such as fishbone diagrams to address unforeseen circumstances, morale, physical environment, workload or personal reasons.
5. Engage staff with frequent conversations and be alert for—and respond to—indications of unhappiness or tension.
6. Recruit an attendance champion to be on the lookout for opportunities to coach others on the importance of banking sick leave.

USE THE TOOLS ON [LMPpartnership.org](#):

7. Help employees track sick-leave usage by printing out and distributing the **Attendance Calendar**.
8. Promote use of the **HRA Calculator**, an interactive tool that shows how much banked sick days could be worth if saved and used to fund a Health Reimbursement Account at retirement.
9. Use the **Attendance Scorecard** to learn about the six essentials of good attendance and to see how your team rates.
10. Develop small tests of change to address the weak spots identified by the Attendance Scorecard.

Find these tools on the partnership website by typing the bold-face phrases in the search box on the home page.

Unit-based teams encourage employees to make wise use of the National Agreement's sick-leave provisions, which help ensure that individuals have income in the event of a long-term illness or disability. Absences can also create a hardship on other employees and affect member service and care.

These tips are gleaned from LMP reporting and from conversations with KP attendance leaders. They are intended as a starting point for team discussions. Go to [LMPpartnership.org/tentips](#) for stories and tools on how to improve attendance at your workplace.



See how teams have put these tips to use at [LMPpartnership.org/tools/attendance](#).



Exhibit 2

Attendance Program Scorecard (UBT Gap Assessment Tool)

Click this link: [Attendance Program Scorecard](#)

Attendance Scorecard						
Smart goal: To improve attendance from (Baseline, Month/Year) to (Regional goal for sick days/FTE by (Month, Date, Year)						
Six essentials	Scoring	Pre-Change Score	Action Plan (Small test(s) of change)	Responsible Person(s)	Due Date	Post-Change Score
Leadership accountability	3=High 2=Medium 1=Low					
Management consistency	3=High 2=Medium 1=Low					
Labor engagement	3=High 2=Medium 1=Low					
Case management	3=High 2=Medium 1=Low					
Flexible staffing/scheduling	3=High 2=Medium 1=Low					
Team environment	3=High 2=Medium 1=Low					
Total score						

Instructions: Teams use this card to identify possible weaknesses in six essentials of good attendance. If your team scores low score in any area, plan and implement small tests of change and reassess your team's performance in each area.

Exhibit 3

Use of Time Coding

Click this link: [Time Coding Orientation](#)



Southern California Attendance Codes 2009

For LMP Employees in the Life Balance Program

TIMEKeeping Presentation

11-13-08

 KAISER PERMANENTE¹

Exhibit 4

Attendance Recognition Event Examples

Click this link: [Attendance Recognition Events](#)



Goal: Replace Everyone brings in homework with: **Perfect Attendance**

Reward: Replace No homework night with: **Ice Cream Social, Wear Jeans to work 1 day, Extra time on break, Lunch**

Exhibit 5

State of California Employee Paid Sick Leave Law (AB 1522)

Click these links: [AB 1522 Legislature](#)

[AB 1522 Posting](#)

AB 1522 Legislature

Assembly Bill No. 1522

CHAPTER 317

An act to amend Section 2810.5 of, and to add Article 1.5 (commencing with Section 245) to Chapter 1 of Part 1 of Division 2 of, the Labor Code, relating to employment.

[Approved by Governor September 10, 2014. Filed with Secretary of State September 10, 2014.]

LEGISLATIVE COUNSEL'S DIGEST

AB 1522, Gonzalez. Employment: paid sick days.

Existing law authorizes employers to provide their employees paid sick leave.

This bill would enact the Healthy Workplaces, Healthy Families Act of 2014 to provide that an employee who, on or after July 1, 2015, works in California for 30 or more days within a year from the commencement of employment is entitled to paid sick days for prescribed purposes, to be accrued at a rate of no less than one hour for every 30 hours worked. An employee would be entitled to use accrued sick days beginning on the 90th day of employment. The bill would authorize an employer to limit an employee's use of paid sick days to 24 hours or 3 days in each year of employment. The bill would prohibit an employer from discriminating or retaliating against an employee who requests paid sick days. The bill would require employers to satisfy specified posting and notice and recordkeeping requirements. The bill would define terms for those purposes.

The bill would require the Labor Commissioner to enforce these requirements, including the investigation, mitigation, and relief of violations of these requirements. The bill would authorize the Labor Commissioner to impose specified administrative fines for violations and would authorize the commissioner or the Attorney General to recover specified civil penalties against an offender who violated these provisions on behalf of the aggrieved, as well as attorney's fees, costs, and interest.

The bill would not apply to certain categories of employees that meet specified requirements.

The people of the State of California do enact as follows:

SECTION 1. The Legislature finds and declares the following:

(a) Nearly every worker in the State of California will at some time during the year need some time off from work to take care of his or her own health or the health of family members.

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Required Workplace Poster

Division of Labor Standards Enforcement

Office of the Labor Commissioner

THIS POSTER MUST BE DISPLAYED WHERE EMPLOYEES CAN EASILY READ IT
(Poster may be printed on 8.5" x 11" letter size paper)

HEALTHY WORKPLACES/HEALTHY FAMILIES ACT OF 2014 PAID SICK LEAVE

Entitlement:

- An employee who, on or after July 1, 2015, works in California for 30 or more days within a year from the beginning of employment is entitled to paid sick leave.
- Paid sick leave accrues at the rate of one hour per every 30 hours worked, paid at the employee's regular wage rate. Accrual shall begin on the first day of employment or July 1, 2015, whichever is later.
- Accrued paid sick leave shall carry over to the following year of employment and may be capped at 48 hours or 6 days. However, subject to specified conditions, if an employer has a paid sick leave, paid leave or paid time off policy (PTO) that provides no less than 24 hours or three days of paid leave or paid time off, no accrual or carry over is required if the full amount of leave is received at the beginning of each year in accordance with the policy.

Usage:

- An employee may use accrued paid sick days beginning on the 90th day of employment.
- An employer shall provide paid sick days upon the oral or written request of an employee for themselves or a family member for the diagnosis, care or treatment of an existing health condition or preventive care, or specified purposes for an employee who is a victim of domestic violence, sexual assault, or stalking.
- An employer may limit the use of paid sick days to 24 hours or three days in each year of employment.

Retaliation or discrimination against an employee who requests paid sick days or uses paid sick days or both is prohibited. An employee can file a complaint with the Labor Commissioner against an employer who retaliates or discriminates against the employee.

For additional information you may contact your employer or the local office of the Labor Commissioner. Locate the office by looking at the list of offices on our website: <http://www.dir.ca.gov/DCInfo.htm> using the alphabetical listing of cities, locations, and counties. Staff is available in person and by telephone.

DLSSE Paid Sick Leave Posting

11/2014

Exhibit 6

Time Off Protected by Statute (HR Policy NATL.HR.036)

Click Link: [HR Policy NATL.HR.036](#)



Policy Title: Time Off Protected by Statute	Policy Number: NATL.HR.036
Owner Department: Human Resources	Effective Date: 1/1/16
Custodian: Chair, National HR Policy Roundtable	Page: 1 of 44

1.0 Policy Statement

Kaiser Permanente (KP) provides eligible employees with time off from work as required by federal and state laws. Other time off may be provided in accordance with national and regional policies, collective bargaining agreements, and KP benefit plans.

2.0 Purpose

The purpose of this policy is to summarize leave entitlements provided to employees. KP employees may be eligible for protected time off under federal law or the state laws governing the state where the employee works. It is KP's policy to comply with any and all applicable laws governing time off.

3.0 Scope/Coverage

This policy applies to all employees who are employed by any of the following entities (collectively referred to as "Kaiser Permanente"):

- 3.1 Kaiser Foundation Hospitals and Kaiser Foundation Health Plan, Inc. (together, KFHH/HP);
- 3.2 KFHH/HP's subsidiaries;
- 3.3 The Permanente Medical Group, Inc. (TPMG) [NOTE: This policy does not apply to physicians, podiatrists or Vice Presidents of TPMG, who are covered by separate TPMG policies]; and
- 3.4 Southern California Permanente Medical Group (SCPMG) [NOTE: This policy does not apply to physicians of SCPMG].

4.0 Definitions

n/a

5.0 Provisions

5.1 General Provisions

- 5.1.1 Employees may not be discharged, demoted, disciplined or otherwise discriminated against or retaliated against in their terms and conditions of employment because they have taken time off protected by federal or applicable state laws.
- 5.1.2 To the extent that any Region provides additional leave entitlements in accordance with other policies, collective bargaining agreements, or KP benefit plans, nothing herein is intended to limit those leave entitlements.

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