

Tardiness Control Plan

Overview of plan

The Tardiness Control Plan (TCP) has been established to help employees maintain a satisfactory record of on time attendance or to correct a developing pattern of tardiness incidents. By following the TCP, you ensure that the employee is aware of issues that may be of concern to management and it provides a framework to help with problems when possible.

As is the case with the absence control plan, the first aim of this plan is to rehabilitate or change the behavior of the employee. The structure of the plan provides for early intervention and counseling when performance due to tardiness becomes an issue. Your responsibility is to use these early steps in the plan to help an employee change behavior so as to meet company expectations and avoid the disciplined aspects of the later steps.

For a complete description of the Tardiness Control Plan see Tab 6, NY Personnel Policies & Practices. These are the guidelines that you must follow in administering the plan.

Factors in evaluating tardiness

The factors that you would consider in evaluating an employee's tardiness record are:

- Frequency of occurrences.
 - Extent of the delay in reporting for work
 - Cause of the tardiness.
 - Policies within your district or work unit.
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Special considerations

As in the Absence Control Plan, you must use good judgment and consistency in choosing when to apply the plan. While all tardy instances are documented, you may decide not take any action when, for example::

- An employee reported to work late rather than be considered absent due to illness.
 - An employee is taking remedial measures, such as arranging for child transportation that was supposed to take care of a tardiness problem.
 - An employee is taking approved medical measures.
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Tardiness Control Plan

Definitions of tardiness terms

When an employee is late reporting for work, the tardiness may be considered "short" or "lengthy". For the purposes of this plan, a "short tardiness" is any occasion of tardiness that is less than 15 minutes; a "lengthy tardiness" is defined as 15 minutes or more but less than ½ of a tour. A tardiness of greater than a ½ tour is administratively considered to be an absence.

An employee can only be considered tardy if he/she is late reporting for work at the beginning of his/her tour. If an employee returns late from a break/lunch or leaves early, it is handled through progressive discipline as unreliable behavior.

Summary of business terms

The following terms are used to define the types of absences:

Type	Definition	Comment
Short tardy	Less than 15 minutes late at beginning of tour	Returning late from lunch or break or leaving early is dealt with through progressive discipline.
Lengthy tardy	From 15 minutes late up to ½ tour	Lateness of ½ tour or more is treated as an absence.

Action under plan

To administer the plan, you must take action under the plan whenever an employee has one of the following combinations of tardy incidents:

Two lengthy tardy instances occur within 60 calendar days.

One lengthy tardiness and two short tardiness incidents occur within 60 calendar days

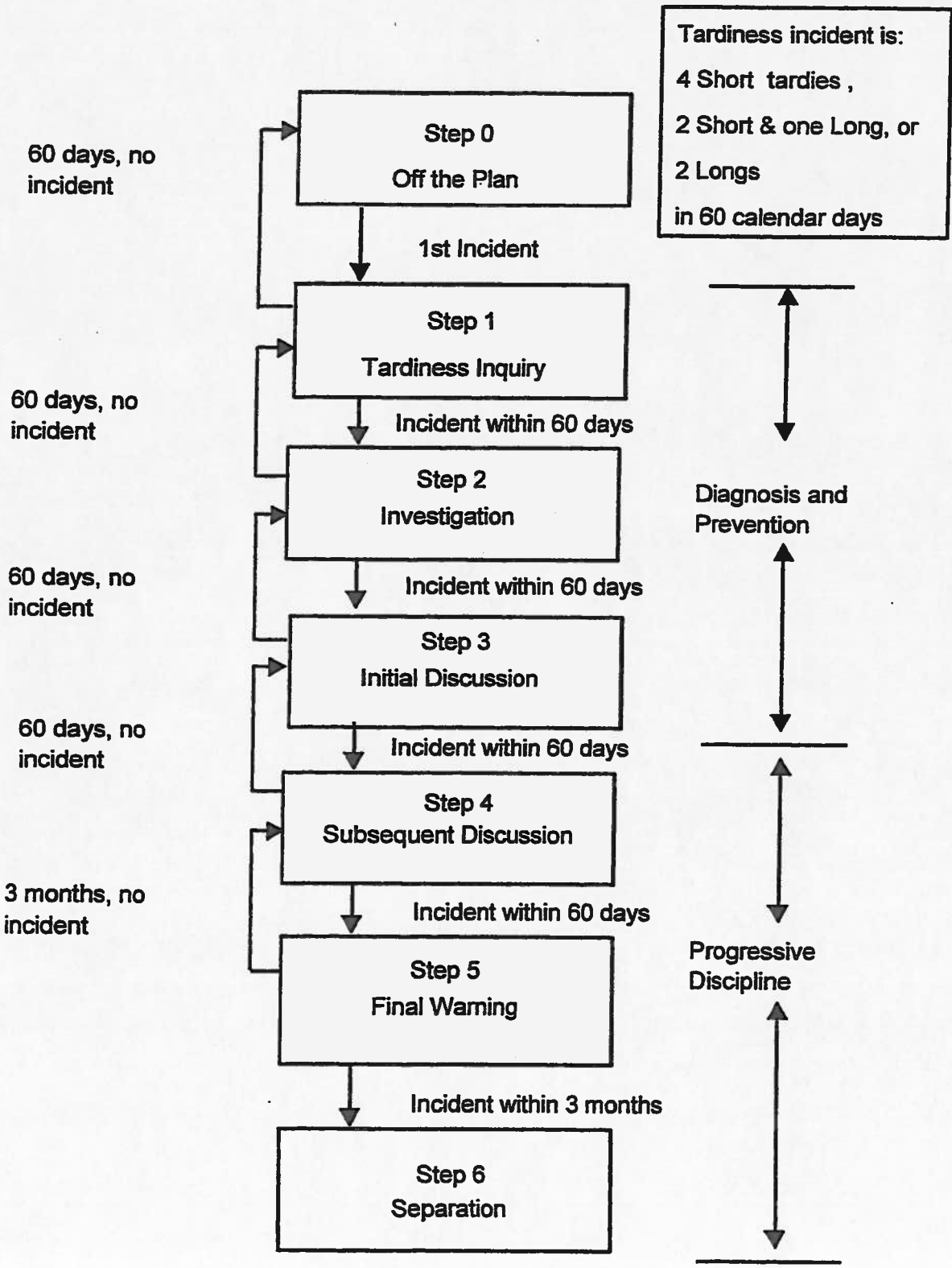
Four short tardy incidents occur within 60 calendar days.

Tip

An easy way to remember this combination of short and lengthy tardy incidents is to use the dollar analogy. Think of each short tardy as a quarter and each lengthy tardy as a half-dollar. You must take action when an employee has accumulated a total of one dollar in a 60-calendar day period.

For example, you would take action if tardy incidents equated to:

- 4 quarters
- 2 quarters and one half-dollar
- 2 half-dollars



Tardiness Control Plan Flow

NOTICE

Tardiness Control Plan, *Continued*

New York Policies & Practices

The Tardiness Control Plan is fully described in the New York Personnel Policies & Practices found in Tab 6 of this guide. As in the Absence Control Plan, you must consult this practice and follow the instructions carefully when treating tardiness. The steps in this plan are very similar to those in the Absence Control Plan.

Step 0 – Off the Plan

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- An employee is “off the plan” if he/she does not have any combination of tardiness incidents within 60 calendar days.
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Step 1 – Tardiness Inquiry

- When an employee incurs a combination of chargeable tardiness instances in 60 calendar days, place employee on Step 1.
 - You must meet with the employee to review the tardiness instances and remind him/her that punctuality is a job requirement.
 - If placement is indicated, advise employee that he/she is now on Step 1.
 - Record discussion and placement data on the Tardiness G550/1447.
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Step 2 – Investigation

With additional tardies in 60-calendar day period, repeat procedures as in Step 1.

Check record for any possible tardiness trends, e.g., tardiness on specific days of the week or days when special jobs are due.

If a tardiness pattern is observed, suggest that the employee may want to contact EAP.

Step 3 – Initial Discussion

With an employee’s additional chargeable instances, meet with the employee to discuss the tardy record: In your discussion include:

- Your desire to help employee achieve and maintain a good record.
- G550/1477 record of tardiness and discussions.
- Ensure that the employee understands that his/her continued tardiness will not meet the Company’s requirement for a satisfactory employee.
- Repeated tardiness occurrences are a cause for separation from the payroll.
- If you think it appropriate, offer the services of the EAP.

NOTE: This is not a disciplinary meeting. Do not warn employee that his/her job is in jeopardy.

Tardiness Control Plan, *Continued*

Step 4 – Subsequent Discussion

- Verify that all your records are accurate.
- Before meeting with the employee, review the case with your higher supervision.
- Conduct your discussion with the employee and, if appropriate, review your initial discussion.
- Warn the employee that his/her job is in jeopardy because of the tardiness record and notify him/her that a Union representative may attend the meeting.

Document discussion details on the G550/1477, including quotes by both the employee and you.

Step 5 – Final Warning

- Thoroughly review case details.
- Obtain higher level approval (usually supervisor who approves separation from the payroll).
- Quote the following exactly:

Your punctuality is still unsatisfactory. I am now giving you Final Warning that unless your punctuality becomes satisfactory to the Company and remains satisfactory, you will be separated from the payroll.

- An employee is on Final Warning for 3 months. This period may be extended for another 3 months if higher supervision concurs.
 - As part of the Final Warning, you may suspend the employee for up to 5 days.
 - Document details on the G550/1477. Include discussion details, quotes by you and employee and names of witnesses.
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Step 6 – Separation from the Payroll

If the tardiness record continues after the Final Warning, the employee should be separated from the payroll. This separation must take place promptly and according to the provisions in the Union Agreement.

- Obtain the separation approval from the appropriate level of management.
 - Be prepared to review the employee's calendar record.
 - Inform the employee of the separation.
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