



Dining Services

Attendance/Point System Rollout Overview

Our Commitment

Dining Services values employee feedback and is committed to supporting both our staff and our operational needs. Reliable attendance is essential to the success of our operations and requires shared commitment across the team.

While the overall number of callouts is relatively low, the combined impact of absences and open positions significantly affects team workload and service delivery. Our goal is to improve morale and retention while maintaining clear expectations and accountability for attendance.

Why the Policy Was Updated

Employee feedback was gathered to better understand perspectives on the existing attendance policy and to address concerns related to reliability, flexibility, and consistency. Based on this feedback, the system was modified to:

- Provide greater flexibility for team members who do not demonstrate consistent attendance issues
 - Better account for occasional life events and short-term challenges
 - Enhance motivation and engagement while continuing to support operational needs
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What We Heard from Staff

Feedback was collected through an employee survey and direct conversations. Survey results indicated that the prior attendance system was perceived as punitive, lacked flexibility, and was inconsistently applied. Employees shared concerns related to:

- Lack of transparency regarding point balances
- Fear of calling out sick
- Inconsistent application across managers



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- Financial burden associated with obtaining of doctor's notes
- Scheduling challenges

Employees also expressed strong dissatisfaction with the point system overall, with many indicating a preference for its elimination or significant reform.

After careful consideration, benchmarking, and review, the decision was made to **retain the point system** due to its value in promoting transparency and consistency. However, meaningful modifications were made to directly address employee concerns while ensuring the policy continues to support operational requirements.

The Updated Attendance Point System

The new point system continues to use a point-based system to track unscheduled absences and attendance patterns. The system's structure remains similar, but several elements have changed to clarify expectations and make consequences more proportionate.

The table below summarizes how the updated system works in practice in comparison to the previous system:

Policy Element	Current Policy	New Policy
Point Expiration	Rolling 9 months	Rolling 6 months
Corrective Action Thresholds	First verbal – 6 points Second verbal – 8 points First Written – 10 points Second Written – 12 points 3 Day Suspension – 14 points Termination – 16 points	Verbal – 8 points Second verbal – eliminated Second written – eliminated Written – 10 points 3 Day Suspension – 12 points Termination – 14 points
Doctor's Note	Required to excuse points	Not required (except FMLA and STD)*
Attendance Point Credit	None	Two (2) attendance points credited automatically once per fiscal year
No Call/No Show	6 points	10 points (Immediate written warning)



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Policy Element	Current Policy	New Policy
Manager Discretion	Limited	Expanded with senior leadership approval

**See the Appendix for STD and FMLA definitions*

These changes are intended to make the policy easier to understand and apply, while maintaining consistent standards across Dining Services.

Key Survey Pain Points → Policy Responses

Employee Feedback	How the New Policy Responds
Point system is punitive/fear of retaliation	Points drop off sooner and corrective action thresholds increased
Fear of calling out sick	Clearer FMLA guidance, elimination of doctor's notes, and increased manager discretion
Desire to "earn back" points	Introduction of attendance point credit
Doctor's notes are financially burdensome and not always feasible or needed for very brief illnesses	Doctor's notes eliminated, except where required for Family Medical Leave Act (FMLA) or Short-Term Disability (STD)
Lack of flexibility	Manager discretion with senior leadership approval
Inconsistent application	Additional guidelines and tools provided to managers
Perceived abuse of the point system	Increased severity for no call/no show; greater oversight of chronic absenteeism
Misalignment with University leave policies	Clearer distinction between attendance points and University leave policies
Lack of transparency	Employees can view attendance points in Workday
Scheduling frustration	Not addressed in this policy; will continue to be evaluated separately



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Manager Discretion and Exceptions

- Managers may recommend excusing attendance points on a case-by-case basis.
 - All exceptions must be approved by senior Dining Services leadership and documented.
 - Discretion is intended for rare or extraordinary circumstances and will be applied consistently. Examples may include, but are not limited to, 1B Conditional status, Covid, or Influenza cases.
 - Managers have been provided with additional guidance to support consistent recommendations.
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What Has Not Changed

- Point system remains in place, with modifications
 - Reliable attendance continues to be an expectation
 - Employees are required to notify their manager at least two hours in advance
 - No call/no show behavior remains serious
 - Attendance patterns may be addressed regardless of total point accumulation
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Attendance/Point System – Frequently Asked Questions

1. **Why do I receive points when using sick leave?**

Sick leave protects pay, while attendance points track reliability. The updated policy minimizes impact by shortening how long points remain.

2. **What if I have the flu and FMLA does not apply?**

Short-term illness may result in points, but points drop off after six months. Employees out three or more days should contact New York Life. For unique or extraordinary circumstances, managers may apply discretion to make exceptions when appropriate and approved by senior dining leadership.

3. **Why keep the point system?**

The system provides transparency and consistency while still maintaining accountability and reliable staffing.

4. **Why was the attendance policy changed?**

The policy was updated to provide more flexibility for occasional events, simplify how points are tracked, and allow points to drop off sooner.

5. **How are attendance points calculated now?**

Points are tracked on a rolling six-month period and automatically drop off after six months.

Tardiness (10+ minutes late) or early departure = 1 point

Unscheduled absence = 2 points

No call, one hour or more = 3 points (if employee reports to work)

No call, no show = 10 points

6. **Do approved scheduled absences count toward points?**

No. Approved, pre-scheduled time off does not count toward attendance points.



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7. **What if I'm sick?**

Sick days are treated as unscheduled absences unless protected by FMLA or another applicable law. Doctor's notes are not required, excluding FMLA or STD.

8. **What happens if my absence qualifies for FMLA?**

Approved FMLA absences do not count toward attendance points. Any points assessed before FMLA approval will be removed.

9. **When do corrective actions begin?**

Corrective action begins at:

- 8 points – Verbal Warning
- 10 points – Written Warning
- 12 points – Suspension
- 14 points – Separation of employment

10. **What is considered a no call, no show?**

A no call, no show occurs when you do not report to work and do not notify your manager. This results in 10 points and immediate corrective action.

11. **What if I have an emergency and can't give two hours' notice?**

Emergencies are recognized. If advance notice is not possible, you must notify your manager as soon as reasonably practicable.

12. **What does the attendance point credit do?**

Two attendance points will automatically be credited once per fiscal year.

13. **Who can I talk to if I have questions?**

Your manager or Dining Services leadership



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APPENDIX:

Attendance Points and University Leave Policies

Type	Definition
Attendance Points	Track reliability and patterns of unscheduled absences
Sick Leave	Paid benefit allowing employees to remain paid during their own illness or sickness of an immediate family member
FMLA	Provides job-protected leave for specified family and medical reasons; attendance points are not assessed, with appropriate documentation
STD	Provides income replacement for extended medical absences; attendance points are not assessed, with appropriate documentation

For more information regarding leave benefits, refer to the Human Resources website.

Summary of Key Changes

- Attendance points now expire after six months instead of nine
- Higher attendance points thresholds before corrective action begins
- Adjusted corrective action steps
- Doctor's notes are no longer required to excuse points (except for FMLA and STD)
- Two attendance points will be credited once per fiscal year
- Clearer FMLA protections
- Expanded manager's discretion with senior Dining Services leadership approval and additional guidance