



# Attendance and Punctuality

NAME

DATE

Discussion Objectives: Discuss the objectives below and note the answers and observations that result from your conversation. Use the insight gained to identify opportunities for performance improvement or professional development. Agree on follow-up activities.

**A.** What aspect of attendance or punctuality is the subject of this feedback...

**B.** The observed behaviors related to attendance or punctuality...

**C.** To develop a shared understanding of the situation, discuss the following...

- Are the above observations are correct
- Impact on colleagues, customers, and/or department operations
- Barriers to performance identified by the employee

### Suggested Questions:

*Can you help me understand what is happening from your perspective?*

*Can you share any information with me that would help me understand?*

*Has something changed for you?*

Notes, Actions, and Follow-Up Plan

## Attendance and Punctuality: Tips for Supervisors

### Discussion Objective

*To have the employee work their agreed upon schedule.*

The conversational focus is on the operational needs of the department, not the employee's tardiness or absenteeism. This is a different approach and may yield different results. This conversation is also used when an employee is abusing time off or approved leaves of absence.

Each department should have clear documented guidelines regarding work schedules, call off procedures, and paid time off requests that are shared with employees at least once per year.

### Begin By Stating The Goal

Every *Attendance and Punctuality Feedback* conversation should begin with an explanation of the purpose. Be clear when you are ready to begin, i.e., "We are here to discuss..."

### Explore Solutions

Openly discuss steps that might be taken to resolve the situation. This is a two-way dialog and you should keep an open mind.

Let the other person know what is important to you and why it is important. This helps them to understand your point of view. Use open-ended questions to engage in dialog. Refrain from using questions that include "why" as this tends to be interpreted as accusatory in nature and may shut down the open dialog. Listen to what they have to say in response.

### Agree On A Course Of Action

Come to an agreement on how to resolve the situation. In order to make sure the conversation is productive, guide the conversation so it does not just go on and on, you may need to interrupt to bring the person back on point. This is why your opening statement is so important. It provides a road map for the discussion and a way to bring it back on path.

When you close the meeting, reiterate the action plan for all parties. Finally, follow up the conversation with an email confirming the discussion.

### Conversation Preparation

- Gather facts and documentation that indicates gap in expectations and/or behavior
- Document agreed upon work schedule
- Document observed exceptions to the work schedule
- Outline departmental guidelines if applicable
- Identify conversation goal
  - Focus on the operations of the department and how this behavior or lack of result has affected operational goals.
- Conduct the meeting in a private location.