

ATTENDANCE PROGRAM (Exhibit A)

A. INTRODUCTION

The purpose of the Attendance Program is to manage attendance in a fair and consistent manner. It sets forth a standard for acceptable attendance so that employees understand what is expected of them. It also details the disciplinary action to be taken when expectations are not met.

B. ATTENDANCE RECORD

The employee's attendance record contains a record of all absences from duty and incidents of tardiness.

C. DEFINITIONS

Absence —	Any single specific period of continuous absence from work.
Occupational Injury Time —	Time absent from work due to an on-the-job injury.
ANP (Authorized No Pay) —	Time absent from work, authorized by the company.
Reported Personal Absence —	Calling the appropriate individual to report an unplanned absence from work for any reason.
Tardy —	Reporting for work after a scheduled start time.
No Call, No Show (Per Day) —	Failing to call the appropriate individual to report an unplanned absence from work for any reason, followed by failing to appear for work.
Points —	A unit of measure used to track absence and tardiness.
Work —	A scheduled work shift or assignment including a shift trade.

D. NON - ACCOUNTABLE ABSENCES

Absence from duty for the following reasons will not count as a point against the Employee:

Vacations
Holidays
Trade Days Off
Employee's own critical/catastrophic medically documented illness.
Death /Critical Illness in the employee's immediate family (as defined in Article XX)
Jury Duty
Approved Leaves of Absence
Family & Medical Leave
Occupational Injury time off
Authorized No Pay (ANP)
Company Declared Adverse Weather Day (at management discretion)
Tardy (See Below)

E. ACCOUNTABLE ABSENCE

Employees are expected to report absences prior to the start of their work assignment. Failure to report an absence will be counted as a No Call, No Show (1 point for the first occurrence, 3 points for any subsequent occurrence(s) within a 3 year period beginning with the employee's last no call no show). Accountable absences will result in the following point totals:

No Call, No Show - First occurrence in the employee's career	1 point
No Call, No Show - Subsequent occurrences	3 points
Reported Personal Absence	1 point *

*All point deductions are subject to impact of FML.

F. PROGRESSIVE PROBLEM SOLVING STEPS FOR EMPLOYEES

For non-probationary employees, Management will track attendance points on rolling 12-months of active service basis and will use the following progressive problem solving process to encourage the best possible attendance:

Point Range	Result
0 Points	Perfect Attendance
0.5 to 2 points	Acceptable attendance.
2.5 to 3 points	Threshold before Unacceptable Attendance. Employee is sent a notification letter of point total via express delivery.
3.5 to 4.5 points	Unacceptable Attendance – Manager meets in person with the employee and the Union representative to present a written warning to the employee and provide dependability coaching and counseling.
5 to 5.5 points	Final Warning – Schedule Level 4 IRH.
6 points	Termination – Schedule Level 5 IRH.

Note: If, due to the occurrence of an absence(s) that results in the accumulation of points at a rate that outpaces the Company's ability to issue the letters and or convene meetings required above, the employee will be held accountable for the point total he/she accumulated and the appropriate "result" stated in the table above will follow (e.g., the employee is at 3 points and he has two separate occurrences that bring him to 5 points. This employee's point total will be 5 regardless of whether the "Unacceptable Attendance" meeting took place). The Company will use its best efforts to schedule all required meetings and hearings in as expeditious a manner as is practicable. Employees and Union representatives will use similar best efforts to appear at scheduled hearings and meetings. The Company's obligation to notify and counsel employees and provide for hearings as stated in the table above will be satisfied if a scheduled hearing or counseling session does not take place due to an employee or Union representative failing to appear.

G. TARDY

Under any circumstance, tardy employees are expected to notify the appropriate Management prior to the start of their shift and upon their arrival to work. Tardies will result in the following point totals:

Minor tardy (reporting for work less than 15 minutes after scheduled report time)	0 points for first 3 in a rolling 12 months of active service. 1/2 point thereafter
Tardy – arriving within first half of the shift	1/2 point
Tardy – arriving after first half of the shift and Management allows the employee to report to work	1/2 point
Tardy – arriving after first half of the shift and Management directs the employee NOT to report to work.	1 point

I. CONVERSION OF EMPLOYEES’ CURRENT DEPENDABILITY RECORD

Effective with the implementation of the point system described above (TBD), we will convert an employee’s current dependability record to a “point” equivalent as follows: Note: We are only converting the employee’s dependability record, so employee’s who have a disciplinary record that includes other rule infractions will receive a point conversion based only upon the dependability related discipline/counseling in his/her record.

Current Dependability Record	No Dependability Discipline / Counseling	14G Counseling for Rule 32 or 33	Level 1 for Rule 32 or 33	Level 2 for Rule 32 or 33	Level 3 for Rule 32 or 33	Level 4 for Rule 32 or 33
Point Conversion	0 points	0 points	0 points	1 point	2 points	3 points

From the date of conversion, any converted point(s) will remain in the employee’s dependability record for twelve (12) months. This point conversion will have no impact on other non-dependability related Levels in an employee’s disciplinary record, and any such non-dependability related discipline will remain in the employee’s record according to the grievance and discipline processes established in the respective Agreements.

J. RECOGNITION PROGRAM

The Parties recognize that a critical piece of any dependability system is the recognition of those employees who maintain a perfect attendance record. To this end, we will develop a perfect attendance recognition program as follows:

1. All Employees that achieve perfect attendance (0 points) over a predetermined 12 month period will receive a one (1) point credit applied to the point total listed above. Consequently, an employee who receives 1 point for perfect attendance will have a point balance of -1, thus requiring 7 points to work through the entire progressive problem solving step process. The maximum number of points to be credited an employee under this paragraph J-1 is one (1).
2. At the completion of the month in which the employee’s company anniversary date falls, the point accrual total of an active employee who has 2 points or 1 point in his/her dependability record and who achieved perfect attendance (i.e., was not absent from work for any reason other than ANP, vacation, holiday, jury duty, paid bereavement leave, approved trade days off, or Company declared adverse weather day) during the preceding November and December time period will have his/her point total reduced by 1 point.