

Luxottica Employee Relations

Managing Attendance – U.S.

Why Does Attendance Matter?

Maintaining good attendance patterns within the workplace is critical to successful store operations, delivering excellent customer service and creating an environment of consistency and fairness. Failing to consistently enforce the attendance policy can lead to additional complications within the workplace.

Resources

- [Luxottica Attendance Standard](#)
- [Attendance Tracker](#)
- [HR Solutions Online](#)

Best Practices for Managing Attendance

- **Set Expectations** - Provide employees with a copy of the Brand Attendance Standard.
- **Review Timecards** - Review staff timecards regularly to ensure the Brand Attendance Standards are being met. If not, identify issues in a timely manner to be addressed.
- **Be Consistent** - Address issues consistently to create an environment of fairness and credibility.
- **Document Infractions** - Utilize the Attendance Tracker to document details of employee attendance.
- **Understand the Employee's Perspective** - Discuss with your employee the reason for the employee's attendance issues before taking action. Ensure that attendance issues meet the criteria for "unapproved" before taking any disciplinary action.

Types of Attendance Issues

- **Unapproved Absences** - Absences with no explanation that are related to personal issues or are a one-time illness are not considered excused and count towards an employee's attendance pattern.
- **Medical Absences** - Absences for more than three consecutive shifts, overnight hospital visits or specific medical conditions should be escalated to your Regional Manager for review.
- **Tardiness** - Tardiness is defined as arriving more than five minutes late to a scheduled shift
- **Store Late-Opening/Early-Closing** - If an employee's tardiness or absence results in the store opening late, this is considered a Store Late Opening. A first-time Store Late Opening will result in Formal Corrective Action. This is also applies to early or mid-day store closings.
- **No-Call/No-Show** - When an employee is absent and fails to notify their manager within two hours into their shift, this is considered a No-Call/No-Show. A first-time No-Call/No-Show will result in Formal Corrective Action.
- **Job Abandonment** - When two (2) consecutive No-Call/No-Show incidents occur, an employee is considered to have abandoned their position and may be terminated unless there has been communication with management in regard to the absences. Job Abandonment also can occur when an employee walks off their shift without management approval or notice.

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What if Medical Issues are Involved?

- Personal illness is a common reason for attendance issues. If an employee misses a shift for a simple personal illness, not related to a serious health condition (see column to the right), it is generally considered an absence. If the absence is due to a serious health condition, partner with your Regional Manager. It is important to know if state or local Sick Pay laws apply to the employee or their family members. If uncertain, partner with your Regional Manager
- If an employee expresses that their absence is due to something more than a simple illness or if the employee is absent more than three consecutive scheduled shifts, a Leave of Absence or other steps may be necessary. It is important to note that absences due to medical conditions may not be covered under the attendance policy.

In these instances if the employee requests a Leave of Absence, partner with your Regional Manager to ensure HR review.

Reasons for Leaves of Absence (LOA)

- **Employee's own serious health condition**
 - Employee had an overnight stay in the hospital
 - Employee missed 3 consecutive shifts due to illness
 - Employee shared information regarding a medical condition
- **Care of spouse, child, or parent with serious health condition**
- **Birth, Adoption, Foster Care of Child (bonding time)**
- **Jury Duty**
- **Time Off to Testify as a Witness**
- **Time Off to Vote**
- **Military-Related Leave**
 - Deployment / Military Assignment
 - Qualifying Exigency Leave
 - Military Caregiver Leave
- **Company Personal Leave**

How to Address Attendance Issues

Ensuring fairness and consistency is important when deciding how to address attendance issues. Set clear expectations and hold employees accountable to the Brand Attendance Standard. Avoid making exceptions.

Unapproved Absence Case Example:

An employee has three absences (excessive) in a rolling three month period and is delivered a Formal CAR. A month later, the employee has another absence and is found to still be excessive in a rolling three month period from the date of new absence. Another Formal CAR could be delivered.

Serious Health Condition Case Example:

An employee sustains an injury while on vacation which requires an extended hospital stay. Instead of applying the attendance policy, partner with the Regional Manager to determine if the employee should be placed on leave of absence.

Checklist to Address Attendance Issues

- **Is the employee aware of the Brand Attendance Standard?**
- **What is the employee's perspective/reason for the attendance issue?**
- **How have previous employees been addressed for the same issue?**
- **Does the employee have previous documentation on file? (Coachings, Informal CAR, Formal CAR)**
- **Has the Regional Manager reviewed and been consulted?**
- **In these instances, partner with your Regional Manager to ensure HR review. If the employee requests a Leave of Absence, partner immediately with your Regional Manager for next steps.**

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