

Administrative Directive  
March 3, 2005

In order to improve employee attendance and performance, the Executive Director, with the concurrence of the Personnel Committee of the Board of Directors, has instituted an informal “three strikes” policy in dealing with excessive absenteeism in general, and Leave Without Pay (LWOP) specifically. This directive establishes administrative policy for LWOP and lists the graduated disciplinary steps that supervisors will follow in correcting employees who utilize repeated LWOP.

1. **First Incidence of Leave Without Pay: Verbal Warning**  
The immediate supervisor must meet with the employee and discuss the Agency’s policy on absenteeism as well as the progressive discipline outlined in this directive.
2. **Second Incidence of Leave Without Pay: Written Conference Report**  
The immediate supervisor will complete an official written conference report covering the same information detailed in the verbal conference detailed in item 1, above. The employee will receive information on the Family Medical Leave Act (FMLA), if applicable.
3. **Third Incidence: Employee Eligible for Termination**  
The employee is liable for termination, barring eligibility for use of FMLA.

Employees must be advised by supervisors that the progressive discipline process does not terminate at the end of a calendar or fiscal year:

- If Leave Without Pay is used by the employee before a three (3) year time limit is up, that employee will be disciplined at the next level up from the previous disciplinary action.
- After three (3) years passage with no use of LWOP, the disciplinary process will revert to step one (1) for the next incidence of Leave Without Pay and graduate from there.

The East Missouri Action Agency has a very liberal employee leave policy. In order for the Agency to provide optimum services to our program participants, it is essential that employees be at work, Employee absence in excess of the paid leave provided will not be condoned.

So directed this 3<sup>rd</sup> day of March, 2005.

*William W. Bunch*

William W. Bunch, CCAP  
Executive Director