



CITY OF CAMBRIDGE
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PERSONNEL DEPARTMENT
MICHAEL P. GARDNER
Director

MEMORANDUM

TO: Robert W. Healy
City Manager

FROM: Michael Gardner
Personnel Director 

DATE: July 28, 1992

SUBJECT: Response to Council Order #13, dated 4/27/92, RE: report
on sick days for the entire City of Cambridge municipal
workforce
=====

Attached are summary reports by department on average sick leave use for 1991 and the first six months of 1992. Also enclosed are records from 1990, although, for some departments, e.g. Neville Manor the records were not sufficiently automated in calendar 1990 to prepare a comparable report. Hospital Dept. records are included for calendar 1992 only.

Separately attached is a report of sick leave use in the Police and Fire Departments for the same time periods. Because of the manner in which police and fire payrolls are maintained, (i.e. weekly because work hours may vary week to week), sick leave record accounting is not maintained in the same automated way for these employees.

These department based records show, aggregate use by all employees within the department who used any sick leave in the time period reported and also average aggregate use by all employees in the department, (that is, including, for averaging purposes, those employees who took no sick leave).

It is important to remember that these figures include sick leave use of all types, including use in connection with hospitalization and surgery, use in connection with pregnancy, delivery and postpartum maternity leave, short term absences, long term absences, sick leave used to supplement worker's compensation payments, etc. As a department approaches the effort to reduce that sick leave use that is controllable, it is important for department officials to distinguish among various types of use.

Also enclosed herewith is a sample of a more individualized report, which allows a department to identify the frequent, short term user of sick leave, which is more indicative of a patterned abuse situation. (Twenty absences of one day in length presents a much

different situation than one absence of twenty days duration resulting from hospitalization, though both count as twenty days of sick leave use.)

Among the departments where sick leave use is being closely monitored are the Police Department, the Public Works Department and the Traffic Department.

The Police Department has much more liberal sick leave eligibility rules, by contract, than any other department. Their use is also among the highest. Commissioner Anderson has begun a number of steps to reduce casual sick leave use, including home visitation, closer individual monitoring, counselling, and warning. Reform of the sick leave entitlement program has been the primary goal of the City in collective bargaining with both police officers and police superior officers in the current collective bargaining round. Our failure, to date, to reach agreement on reforms in the sick leave entitlement and control programs with the police department has been one of the principal reasons why we still do not have a contract after 16 months of bargaining with the police officers.

The Public Works Department has taken significant steps to identify and correct the behavior of employees who appear to have taken excessive sick time. Over the last year Commissioner Haley has personally counselled more than 10% of the work force about attendance use and patterns. At least three employees have resigned or been discharged due, in part or in full to attendance related problems. Employees with perfect attendance have been recognized by the department and a letter from the City Manager. The department has also prepared some custom reports which factor out worker's compensation related and long term absence related sick leave use. Attached hereto is a sample of such a report, for fiscal 1992.

Efforts in the Traffic Department include taking disciplinary action against high pattern users and technical assistance to the department in dealing with problem cases, (see copy of memos attached, with individual names redacted or excised).

[illegible]

		AVR			TOTAL AVR			AVR			TOTAL AVR				
		SICK LV	#	SK DAYS	DEPT. USE			SICK LV			#	SK DAYS	DEPT. USE		
DEPT	NAME	USED	EMPL	BY USER	EMPL.	/DEPT		USED	EMPL	PER USER	EMPL.	/DEPT			
1010	Mayor	21.75	1	3.00	1	3.00		0.00	0	0.00	4	0.00			
1030	Executive	190.50	5	5.08	7	3.62		307.00	3	13.64	7	5.85			
1070	City Council	180.00	2	12.00	11	2.18		326.50	2	21.77	12	3.63			
1100	City Clerk	295.50	5	7.88	9	3.58		304.20	7	5.79	9	4.51			
1110	Legal Dept.	630.00	6	14.00	11	7.64		90.00	5	2.40	14	0.86			
1121	Fin/Admin	348.50	2	23.23	3	15.49		49.75	2	3.32	3	2.21			
1122	Fin/Budget	22.50	2	1.50	4	0.75		0.00	0	0.00	4	0.00			
1123	Fin/Persnl	696.50	8	11.61	11	8.44		422.38	7	8.05	11	5.12			
1124	Fin/Assessrs	1408.00	16	11.73	18	10.43		1150.25	15	10.22	18	8.52			
1125	Fin/Purch	745.50	8	12.43	10	9.94		533.75	9	7.91	10	7.12			
1126	Fin/Audit	648.50	8	10.81	8	10.81		439.00	8	7.32	8	7.32			
1127	Fin/Revenue	706.50	9	10.47	9	10.47		258.75	7	4.93	10	3.45			
1128	Fin/Treasury	344.50	5	9.19	6	7.66		276.25	4	9.21	6	6.14			
1129	Fin/Data Pro	349.25	3	15.52	9	5.17		130.50	4	4.35	9	1.93			
1160	Gen Serv Tel	594.50	9	8.81	10	7.93		427.50	7	8.14	9	6.33			
1210	Elec/Pol/Adm	454.25	4	15.14	35	1.73		77.00	4	2.57	33	0.31			
1250	Public/Celeb	150.00	1	20.00	7	2.86		135.00	1	18.00	7	2.57			
1280	Animal Comm.	136.00	2	9.07	3	6.04		87.00	3	3.87	3	3.87			
2330	Trf/Park.	7044.25	68	13.81	81	11.60		3920.13	62	8.43	89	5.87			
2340	Police Rev Bd	43.50	1	5.80	1	5.80		22.50	1	3.00	1	3.00			
2350	Inspect. Serv	1813.50	26	8.72	31	7.31		1162.75	24	6.06	30	4.84			
2360	License Comm.	573.50	6	12.74	13	5.88		863.50	7	16.45	12	9.59			
2370	Weights/Meas							15.00	1	2.00	3	0.67			
2380	Elec. Adm.	1813.25	20	12.09	26	9.30		550.25	18	4.08	26	2.82			
2390	Emer. Mgt.	7.50	1	1.00	1	1.00		0.00	0	0.00	3	0.00			
3400	PWD	14059.25	177	10.59	233	7.54		10055.30	161	7.81	258	4.87			
3450	Water Dept.	4301.25	44	13.03	60	8.96		3797.50	44	10.79	69	6.88			
3500	Comm. Dev.	2126.00	39	7.27	44	6.44		1288.50	31	5.54	43	4.00			
3510	Histor. Comm.	290.25	2	19.35	5	5.00		361.25	3	16.06	5	9.63			
3520	Conserv. Comm	48.00	2	3.20	2	3.20		8.00	1	1.07	2	0.53			
3530	Peace Comm.	50.00	1	6.67	1	6.67		0.00	0	0.00	1	0.00			

3540	Rent Control	2324.00	31	10.00		35	8.85		1415.43	31	6.09		35	5.39
3480	Cable TV	191.00	3	8.49		5	5.09		407.00	5	10.85		5	10.85
4600	Library	2596.75	56	6.18		81	4.27		1521.50	53	3.83		82	2.47
4660	DHSP/Adm	5907.50	106	7.43		291	2.71		4745.50	93	6.80		404	1.57
4670	Women's Com	83.00	3	3.69		3	3.69		37.50	2	2.50		2	2.50
4680	Human Rights	158.75	3	7.06		3	7.06		92.00	3	4.09		3	4.09
4690	Vets Serv.	67.50	1	9.00		4	2.25		0.00	0	0.00		4	0.00
4710	Public Health	1045.50	17	8.20		24	5.81		645.00	14	6.14		23	3.74
4730	Neville	10740.50	131	10.25		208	6.45		7917.05	157	6.30		225	4.40
4740	Hospital								27004.80	584	5.78		1313	2.57
=====														
TOTALS		63,207.00	834	10.16		1324	6.38		70,845.29	1383	6.83		2815	4.21

CALENDAR 1990

DEPT	NAME	SICK LV USED	# EMPL	AVR SK DAYS PER USER	TOTAL DEPT. EMPL	AVR USE /DEPT
1010	Mayor	45.00	1	6.00	6	1.00
1030	Executive	367.00	5	9.79	6	8.16
1070	City Counc.	141.50	2	9.43	11	1.72
1100	City Clerk	270.00	6	6.00	8	4.50
1110	Legal Dept	386.25	7	7.36	10	5.15
1121	Fin/Admin	83.50	1	11.13	3	3.71
1122	Fin/Budget	37.50	2	2.50	4	1.25
1123	Fin/Persnl	386.00	7	7.35	11	4.68
1124	Fin/Assessrs	1273.50	16	10.61	17	9.99
1125	Fin/Purch	572.50	7	10.90	11	6.94
1126	Fin/Audit	983.25	8	16.39	9	14.57
1127	Fin/Revenue	762.50	8	12.71	13	7.82
1128	Fin/Treasury	316.75	4	10.56	6	7.04
1129	Fin/Data Pr	259.38	5	6.92	6	5.76
1160	Gen Serv Tel	564.50	9	8.36	10	7.53
1210	Elec/Pol/Adm	212.50	3	9.44	15	1.89
1250	Pub/Celeb/Ar	7.50	1	1.00	2	0.50
1280	Animal Comm.	159.50	3	7.09	3	7.09
2320	Police/Ldrsh	1635.43	27	8.08	27	8.08
2330	Trf/Park.	6631.00	71	12.45	82	10.78
2350	Inspect. Ser	1387.75	24	7.71	29	6.38
2360	License Comm	437.50	5	11.67	10	5.83
2380	Elec. Admin.	1537.50	21	9.76	27	7.59
2390	Emer. Mgt.	7.50	1	1.00	2	0.50
3400	P.W.D	21441.45	192	14.89	259	11.04
3450	Water Dept.	5125.00	49	13.95	60	11.39
3500	Comm. Dev.	3065.25	35	11.68	43	9.50
3510	Histor. Comm	151.25	3	6.72	3	6.72
3520	Cnserv Comm.	45.00	1	6.00	2	3.00
3530	Peace Comm.	15.00	1	2.00	1	2.00
3540	Rent Control	1585.75	26	8.13	34	6.22
3480	Cable TV	306.75	2	20.45	2	20.45
4600	Library	2930.45	48	8.14	82	4.76
4660	DHSP/Admin	5695.25	102	7.44	294	2.58
4670	Women's Comm	25.50	1	3.40	2	1.70
4680	Human Rights	175.00	2	11.67	3	7.78
4690	Vets Serv.	172.50	1	23.00	4	5.75
4710	Pub.Health	274.25	13	2.81	19	1.92
4730	Neville	4537.25	118	5.13	161	3.76
4740	Hospital	##				
CITY-WIDE TOTALS:		64010.96	838	10.18	1297	6.58

** NOTES 1. ## computer conversions did not allow full accumulation for 1990.

POLICE AND FIRE SICK LEAVE USAGE--1990, 1991, 1992

POLICE DEPARTMENT 1990

Police Patrol Officers	Police Superior Officers
Sick Days 2,793; 13.83/officer	Sick Days 943; 16.26/off
Total for Dept. 1990	

Sick Days 3,736; or 14.37/officer

1991

Police Patrol Officers	Police Superior Officers
Sick Days 3,232; 16.16/officer	Sick Days 623; 11.75/off
Total for Dept. 1991	

Sick Days 3,855; or 15.24/officer

1992 First Five Months

Police Patrol Officers	Police Superior Off.
Sick Days 1185 or projected 14.5/off	Sick Days 233; or 12.45/off (projected)
Total for Dept. First Five Months 1992	

sick days 1418; or projected 14.24 /officer

FIRE DEPARTMENT

Fiscal 1991

sick days 962 or 3.30/firefighter (all ranks)

Fiscal 1992

sick days 1222 or 4.49/firefighter (all ranks)

***YTDLEAVE.REP 122

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Y-T-D EMPLOYEE LEAVE
FROM PAY PERIOD 010192 - 063092
FOR DEPT 1010 - 4750
PRINTED 071692 07:17:45

DEPARTMENT:
COST#:

EMP#	NAME	PAYROLL DATE	SICK	VACATION	PERSONAL	COMP
		010192	.00	.00	.00	.00
		010592	.00	.00	.00	.00
		010692	.00	.00	.00	.00
		012792	.00	.00	.00	.00
		042692	.00	.00	.00	.00
		052392	.00	.00	.00	3.50
		061392	.00	.00	.00	1.50
			.00	.00	.00	5.00
		010192	.00	.00	.00	.00
		010592	.00	.00	.00	.00
		010692	.00	.00	.00	.00
		011892	.00	3.50	.00	.00
		021492	.00	.00	.00	.00
		022292	.00	.00	.00	.00
		030692	.00	.00	.00	.00
		031492	.00	4.50	.00	.00
		041192	.00	.00	1.50	.00
		041892	.00	.00	7.50	.00
		050992	.00	37.50	.00	.00
		051692	.00	7.50	.00	.00
		062092	.00	15.00	.00	.00
			.00	68.00	9.00	.00
		010192	.00	.00	.00	.00
		010192	.00	.00	.00	.00
		010492	.00	.00	7.50	.00
		010592	.00	.00	.00	.00
		010692	.00	.00	.00	.00
		040492	33.50	.00	.00	.00
		041192	4.00	.00	.00	.00
		041892	.00	.00	7.50	.00
		042592	.00	30.00	.00	.00
		052392	.00	.00	.00	1.50
		062092	.00	.00	.00	.00
			37.50	30.00	15.00	1.50
		010192	.00	.00	.00	.00
		011192	.00	.00	7.50	.00

Public Works Dept

Cambridge Department of Public Works
FY92 Sick Leave Utilization
As of Payroll Ending 06/30/92

Includes all employees except those on workers' compensation.

All employees except those on workers' compensation or long-term illness.*

Div #	Division	Total Number of Employees	Total Number of Sick Hours	Total Number of Sick Days	Number of Sick Days Per Employee	Total Number of Employees	Total Number of Sick Hours	Total Number of Sick Days	Number of Sick Days Per Employee
3411	Administration	8	317.5	42.33	5.29	8	317.5	42.33	5.29
3412	Business Services	9	874.5	116.60	12.96	8	727.0	96.93	12.12
3413	Engineering	7	485.0	64.67	9.24	7	485.0	64.67	9.24
3421-01	Construction	25	1579.5	197.44	7.90	25	1579.5	197.44	7.90
3421-02	Street Sweeping	20	1210.0	151.25	7.56	18	872.0	109.00	6.06
3422-01	Sanitation	42	2961.5	370.19	8.81	39	2457.5	307.19	7.88
3422-02	Recycling	3	0.0	0.00	0.00	3	0	0.00	0.00
3423	Parks & Forestry	31	3361.0	420.13	13.55	29	1927.0	240.88	8.31
3424	Cemetery	11	418.0	52.25	4.75	11	418.0	52.25	4.75
3431-01	Building Operations	19	2491.0	311.38	16.39	17	1119.0	139.88	8.23
3431-02	Building Maintenance	20	1186.5	148.31	7.42	20	1186.5	148.31	7.42
3432	Vehicle Maintenance	11	938	117.25	10.66	11	938	117.25	10.66
3433	Off-Hours	12	1303.0	162.88	13.57	11	511.0	63.88	5.81
3440	Sewer	6	211.0	26.38	4.40	6	211.0	26.38	4.40
TOTALS		224	17,336.5	2,181.04	9.74	213	12,749.0	1,606.37	7.54

* Long-term illness defined as any employee with 30 or more consecutive sick days.



PERSONNEL DEPARTMENT
MICHAEL P. GARDNER
Director

CITY OF CAMBRIDGE
795 MASSACHUSETTS AVENUE
CAMBRIDGE, MASSACHUSETTS 02139
TEL. 349-4332
FAX. 349-4307

MEMORANDUM

DATE: May 7, 1992

TO: Mr. George Teso,
Director, Traffic & Parking

FROM: M. Gardner, Personnel Director 

RE: Absence Control Techniques/Program

COPIES: L. Savoie, Empl. Rel. Mgr.
File

We have received your April, 1992 summary of absences for your department and we note the following:

- a) 16 employees have exceeded 6 or more absences to 4/30/92.

(NOTE: this total excludes 11 employees whose absences are classed by your department as occurring because of "prolonged illness" and we assume are excusable.

- b) 4 of these 16 can be considered "patterned absences".

Attached is another copy of an "Absence Control Techniques" advisory distributed to department heads four or five months ago. Included in that advisory are four sample letters which can be adapted for any department's use to monitor or address absenteeism.

We would suggest you consider the following disciplinary/corrective action.

1. The four (4) patterned absentee employees are:

We suggest you write them a letter (similar to Sample 1 of the attachment), item 2 which references "specific pattern" difficulties. It includes a requirement that any subsequent absence mandates a physician's note explaining and affirming the necessity for the absence.

Please note, this requires the employee bring the note to his supervisor when the employee returns to work. No note, no return to work allowed until the employee furnishes the note. No further allowance to claim sick days while getting the note, such absence is to be considered AWOL and dealt with accordingly.

2. The remaining 12 employees have used 6 to 15 absences.

(a) Those who have used 6 to 7 absences:

We suggest you send each a letter which references the first item of Sample 1 which speaks to "close monitoring".

(b) Those who have 8 to 15 absences are:

We suggest they receive a letter/memo similar to Sample 2 which notes the absent rate and requires a meeting between you, the supervisor and the employee. At that meeting the employee has the opportunity to explain his difficulties and management has the opportunity to reinforce absenteeism procedures and impress upon employee experiencing excesses that absenteeism is a serious problem and must be controlled.

In this manner everyone down the chain of command becomes aware that absenteeism is being monitored and management is serious in their efforts to control and minimize abuse.

We hope these suggestions are helpful to assist your administration of your absenteeism control system. Please call upon us if we can be of assistance.

MEMORANDUM

DATE:

TO:

FROM: Michael Gardner, Personnel Director

RE: Absence Control Techniques

COPIES: File

A system currently in place in the PWD seems to address absence control fairly well. Dependent upon the total numbers of employees involved, current trends vis a vis usage and how stringent a control mechanism one seeks, will determine time and effort needed for an effective program. It would seem to be a well worthwhile effort considering that our municipal costs are approximately 75-80% labor costs; savings here could pay effective dividends.

Recently the Personnel group in cooperation with Data Processing Department completed installation of a Leave Accounting System on the DEC VAX system. This system tracks sick leave, vacation, personal and compensatory time used. The system tracks first, summary usage by total department; second, summary usage by major cost center; and third, usage by individual employee. These reports can be generated for any desired elapsed time period subsequent to 1/1/90.

You may wish to review the program for Public Works Department in the following pages. PWD has done a lot of work to implement an Absence Tracking and Control System. Their system is not self-fulfilling, it takes effort and time as well as someone who can shepherd and monitor it. As with most efforts, the work put into it will guide the quality of the output.

The PWD systems generally follows this format:

1. Utilizing payroll report data and the leave accounting system, PWD tracks employees absences.

2. Based upon a predetermined incident level (determined in the department), the department notifies the employee when an unacceptable absence level is reached. (See Exhibit 1)

(Note: PWD uses a six (6) segment form which covers six different absence infraction possibilities. This approach requires a minimum of paperwork generation.)

3. Absentee Report (Exhibit 2)

Where and when appropriate, management may require employees to justify any absence, in writing. Usually this requirement comes about when an employee starts to abuse absence levels.

(Note: management must decide justification documentation limits to impose upon its employees. Those limits should be rational, easily understood and, above all else, consistent and coincident with their own union agreement and with other union departments.)

Consideration must be given to the individual union contract involved (if any), current history, patterned absences, random absenteeism, deeply entrenched absenteeism and what might be called "automatic" absenteeism.

Some Definitions

1. Random Absenteeism - no discernable "pattern", theme or predictability. Absences occur on a random basis.
2. Patterned Absenteeism - absences follow a discernable, detectable and/or identifiable pattern. Examples are:
 - a) day before and day after a holiday, vacation day, or other scheduled time day
 - b) Monday and/or Fridays off
 - c) any absence which results as an extension of scheduled time off
3. Entrenched Absenteeism
 - a) Repetitive history of month to month and/or year to year excessive absenteeism trends. An employee's work history is replete with re-occurring absenteeism problems.
4. Automatic Absenteeism - this is more an attitude problem. In these instances, the employee has assumed allowed sick time (ie: 15 days per year), is the same as "guaranteed time off per year". Allowed,

permitted or such adjectives never register with these employee types; in their minds, sick leave is the same as guaranteed time off.

In these circumstances, such employees show a repetitive system of using all or most all of the 15 days by the end of the calendar year. Rarely is there any carryover of unused sick leave to the next year and, if any accumulation occurs, gross allowance accumulation is very low if it exist at all.

Absence Control Techniques

The keys to absence control techniques are diligence, definition, communication, tracking, corrective action, discipline and, above all, interest.

Interest

Interest speaks to the management's intent and interest to control and to manage absences because it makes monetary and practical management sense.

Consider this - we have something like 2800 full-time employees (excluding school department) in the City.

Assume: 15 sick days allowed per year
1 sick day is equal to, at least, 7.5 hours
2800 total full-time employees

Total Sick Hours: $15 \times 7.5 \times 2800 = 315,000$ sick hours/year :

Assume: hourly average wage = \$10/hour

Total Annual Sick Leave Cost = $10 \times 315,000 = \$3,150,000$

This doesn't include allowances for part-time employees or other categories. If we include those considerations, we must understand that our total annual sick time expense could easily be more than \$ 3,500,000. This sum is far too significant to concede a position which suggests that it is an entitlement rather than a privilege.

In most collective bargaining agreements provisions for abuse of sick leave is addressed. Controls to monitor, track and, where necessary, discipline incidents of abuse is included.

Diligence

Absence control isn't easy. It takes perseverance, continuity and follow up. Periodically, someone has to review the statistics, determine the need for warning letters to be issue, documentation continuity and repetitive follow up.

Definition

Cooperatively with other collective bargaining managements and Labor Relations, reasonable standards must be set, communicated to the unions and consistently applied. Article XV, Absenteeism, Local 195, IPEA, spells out reasonable standards of control and a system of progressive discipline. Exceptions, such as patterned absenteeism is addressed.

Given this system, the key to its successful operation is consistency. More arbitrations are lost because management fails to apply discipline consistently and progressively. Hit or miss application of discipline won't fly at arbitration.

Communications

Between supervisors, among union representatives, supervisors to subordinates, we must improve our communications and adopt a positive approach. We can't wait to have the question asked, communicate intentions, changes, policies, etc., positively and not passively as in retrospect.

Corrective Action

When an employee transgresses beyond your established limits, apply the corrective action quickly and respectfully. Make the employee aware of the exact transgression, what is the proper conduct sought and what are the exact expectations being made of the employee. Perhaps the most important item is timeliness -- don't let the corrective action hang or become delayed. The more delayed the corrective action, the less effective it is.

Discipline

If discipline is needed, do not hesitate, it is important it be timely; but, be sure it is consistent and in conformance with the progressive discipline concept.

Ancillary Items

A. Reverse side of the coin

If we are timely to criticize, we should be as quick to praise. Exhibit 3 is an example of congratulations when an employee performs well. Again, to be effective, it must be timely.

B. Mechanics

All communications directed to or about an employee, the employee should be copied, timely.

We trust that these comments, sample forms and suggestions are of assistance to you in developing your absence control program.

Enclosures:

1.

DATE:

SAMPLE 1

TO:

FROM:

RE: **WARNING - ATTENDANCE**

COPIES:

In reviewing your attendance record for the _____ quarter of 19____, we find:

- () That you have been absent _____ times on _____ occasions. This behavior warrants a warning and the necessity to closely monitor your attendance over the next several quarters.
- () That you have been absent _____ times on _____ occasions and that these absences appear in a specific pattern; therefore, you will be required to furnish a physician's note for each subsequent absence; if no note is received you will receive no pay for the absences and will be considered absent without leave (AWOL). A continuation of this pattern will result in additional discipline up to and including suspension or discharge.
- () That you have been absent _____ times on _____ occasions. This behavior coupled with the warning for the _____ quarter of 19____ makes it necessary for you to furnish this office with a physician's note for each subsequent absence; if no note is received you will receive no pay for the absences and will be considered absent without leave (AWOL). A continuation of this pattern will result in additional discipline up to and including discharge.
- () That you have failed to notify this Department of your absence on _____.(Insert dates) This is a clear violation of Article _____ Section _____ of the Collective Bargaining Agreement. The next instance of this behavior will result in penalties outlined in the Collective Bargaining Agreement, up to and including discharge.
- () That you haven't provided proper medical documentation to excuse your absences. Please be advised that this is still a requirement until you are released of that requirement in writing. Failure to provide this documentation will result in further penalties up to and including discharge. The dates for which documentation is required are:_____.
- () That while improvement has been shown, you will still be required to provide a physician's note for each subsequent absence.

THIS IS TO CERTIFY THAT I HAVE RECEIVED A COPY OF THIS NOTICE.

Employee's Signature: _____ / _____ /19____
(Date)

SAMPLE 2

DATE:

TO:

FROM:

RE: WARNING ON ATTENDANCE RECORDS

COPIES:

Dear _____:

In reviewing your attendance record over the last several quarters, we have found a pattern of sick leave use which concerns us. There are many absences, some of which are medically documented and other open to question.

We would like to meet with you and your supervisor so that we, as a Department, can understand better your situation; coincidentally, we will have the opportunity for us to make the department's position towards sick leave usage abundantly clear to you.

Sincerely,

SAMPLE 3

DATE:

TO:

FROM:

Dear _____:

A review of your attendance records for the _____ quarter of 19____ shows that you have made progress in controlling and using sick leave.

Therefore, consistent with this Department's policy, you are no longer required to provide a physician's note documenting each absence.

I encourage you to keep up the good work.

Sincerely,

SAMPLE 4

_____, 19____

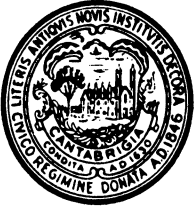
Dear _____:

Congratulations for your excellent attendance record for this quarter. Your careful use of sick leave is to be commended and you have helped yourself by saving your sick days should an unanticipated difficulty come about. Your effort is an important contribution to the efficiency of the Department of Public Works and assisted your fellow employees.

In recognition of your achievement, a copy of this letter will be placed in your personnel file and will be considered in any future promotional actions.

Again, your congratulations. We encourage you to continue this excellent record.

Sincerely,



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300
FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

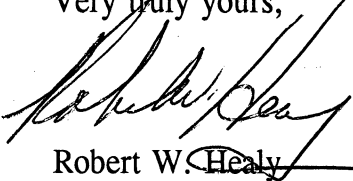
RICHARD C. ROSSI
Deputy City Manager

August 3, 1992

To The Honorable, The City Council:

With reference to Awaiting Report Item No. 21, relative to a report on the use of sick days for the entire city municipal workforce, please find attached a response received from Michael P. Gardner, Personnel Director, regarding this issue.

Very truly yours,



Robert W. Healy
City Manager

RWH/mev
attachments

CONSENT AGENDA ITEM #31

S-593

Awaiting Report Item No. 21 regarding a
report on the use of sick days for
the entire city municipal workforce.

Placed on file

In City Council,

August 3, 1992