

2.8.2 Acceptable Attendance Standard. The basic attendance standard for SWCAA may be termed an "8/8" standard: In any twelve month period, employees who are absent in excess of a total of 80 hours (equivalent to eight days) and who had more than eight (8) unscheduled incidents of absence over a twelve month period are recognized as needing improvement. Employees above one measurement but not the other - for example, 9 unscheduled absences totaling 36 hours or 2 unscheduled absences totaling 96 hours - are considered to have an acceptable record.

2.8.2.1 Measurement. Because of the focus on unscheduled absences, the measurement of the number of incidents need not include sick leave absences which are scheduled in advance such as medical and dental appointments, scheduled surgery and the like. Scheduled absences however will be counted toward the total hours measurement.

2.8.2.2 Time Period. The 6/6 standard is gauged against a twelve month "rolling" time period. At any point-in-time, the attendance record should be measured by looking backward twelve months. Measurements for shorter or longer time periods such as during a three-month performance improvement plan will be pro-rated based on that standard. For example, the standard for a 90-day period would be a 1.5/1.5 measurement, one fourth of the standard for a twelve-month period.

2.8.3 Corrective Action. When an employee's attendance record reaches and remains at levels in excess of the acceptable standard, the supervisor will initiate a corrective action plan.

2.8.3.1 Progression. Typically a corrective plan will involve four pre-termination steps: counseling, oral warning, written warning and final written warning at 2 to 4 month intervals. The problem and expectations should also be documented in performance appraisals. Suspension or demotion is not recommended as corrective action steps for absenteeism problems.

2.8.3.2 Time Period. Generally, the improvement period spans a 6 to 12 month period following the assessment of substandard attendance. Most terminations would, therefore, be based on 18 to 24 months of continuous substandard attendance.

2.8.3.3 Consideration. Under the no-fault system, the final absence serves as the basis for termination but consideration may be given in special circumstances such as an absence due to hospitalization, accident, serious illness or other compelling, extenuating circumstances.

2.9 Travel and Lodging Expenses. SWCAA has established a set of guidelines for the handling of expenses while on agency business, which employees need to follow.

2.9.1 Mileage. The purpose of this section is to minimize the agency's mileage reimbursement expenses. Therefore, SWCAA owned vehicles should be used when traveling by automobile on SWCAA business. If however, there is reason to use a privately owned automobile and the employee expects to be compensated for expenses (i.e., mileage

allotment), there are several steps that must be followed. First, prior approval to use a personal car must be obtained from his/her immediate supervisor. Second, one of two mileage reimbursement options will be available. If a SWCAA owned vehicle is available and the employee chooses to use his/her personal vehicle, then a mileage reimbursement rate of 14 cents/mile will be used for the personal vehicle on agency business. The difference between this reimbursement rate and the IRS rate may be tax deductible. On the other hand, if a SWCAA vehicle is not available then the rate of mileage reimbursement for an employee's use of his/her personal vehicle will be based on the most recent mileage reimbursement rate approved by the U.S. Internal Revenue Service. A deviation from these criteria may be approved by the Executive Director if the request demonstrates that strict adherence to the above policy will not yield the lowest total expense for the agency.

2.9.2 Lodging. If it becomes necessary to stay overnight, outside of SWCAA's jurisdiction, the employee shall make an effort to find accommodations that are reasonably priced. In order to make this decision, room costs are the primary but not the sole determining factor. Other elements such as transportation costs back and forth to the meeting destination, parking expenses, and other factors may also be taken into account. The cost of moderate accommodations (for example, Holiday Inn, Silver Cloud, Super 8, Comfort Inn) within the destination area will be used as the benchmark for the cost of reasonably priced lodging.

2.9.3 Meals. Daily meetings held outside the jurisdiction of SWCAA in which the employee does not stay overnight may have meal costs reimbursed if proper receipts are submitted with the reimbursement request. A cashier's receipt, credit card slip, or other original documentation that shows the meal cost, location and date of expense is required. The appropriate expense reimbursement form should be completed, receipts attached and then submitted to the Executive Director for approval. No meal reimbursement will be allowed for travel inside SWCAA's jurisdictional boundaries unless the meeting being attended adjourns before lunch/dinner and then reconvenes after lunch/dinner. Actual "reasonable" expenses based on the area of the trip will be reimbursed when receipts are included with the expense reimbursement form. Maximum allowance for meal reimbursements (including tips) when receipts are not provided with the expense reimbursement form are provided below in Table A. Any expenditure over the amounts in Table A will be the responsibility of the employee if receipts are not provided.

Table A
Meal Expense Reimbursement
Without Receipts

Breakfast	\$ 7.00
Lunch	\$11.00
Dinner	\$18.00

2.10 Agency Vehicles and Personal Vehicles on Agency Business. All operators of agency vehicles and personal vehicles on agency business must have a valid driver's license. No employee with a suspended license may operate an agency vehicle or a personal vehicle on agency business.

2.10.1. Safety. SWCAA requires its employees to operate agency vehicles and personal vehicles on agency business in strict compliance with all traffic laws and regulations. The