



# Absence Management Alphabet Soup: EAMP, IDM, No Call No Show, FMLA, Board Leaves, FFD, and Reasonable Suspicion An Overview



Presented by: Shannon Dawkins, Director  
Office of Employee Benefits, Retirement, and  
Absence Management.

TABCO Presentation  
January 23, 2024



***Engage. Empower. Excel.***

Baltimore County Public Schools

# ABSENCE MANAGEMENT



## GOALS

- Provide current information regarding the programs administered by the Office of Absence Management;
- Help staff understand what our office does, and does not handle;
- Help staff understand how we serve as a resource and partner regarding absence management matters;
- Provide tools to reduce absenteeism and avoid negative consequences for not meeting BCPS attendance standards.
- Alert staff as to how to contact us.

# ABSENCE MANAGEMENT



## WHAT IS ABSENCE MANAGEMENT

- Absence Management is a process designed to reduce employee absenteeism due to personal illness, family illness, and unpaid absences, through policies and procedures.
- Absence Management involves tracking and managing employee absences to promote employee wellness, workplace safety, employee satisfaction and the financial well-being of the organization.

# ABSENCE MANAGEMENT



## IMPACT OF HIGH ABSENTEEISM



- Low morale of co-workers who must cover additional duties;
- Negative impact on student achievement;
- Slower rates of productivity;
- Reduced feeling of teamwork.

[This Photo](#) by Unknown Author is licensed under [CC BY-SA-NC](#)

# ABSENCE MANAGEMENT



## WHAT WE DO

- The Office of Absence Management monitors and manages excessive workplace absences, as covered under BCPS Board Policy and Superintendent's Rule 4203.
- Regular attendance at work is considered an essential function for *every* position with BCPS.
- Personal and family illness leaves are benefits to BCPS employees that protect against loss of income when an employee cannot work due to personal illness, a non-work-related injury or family illness. The appropriate use of both personal and family illness leave is essential due to the costs associated with absenteeism (e.g., negative effect on student achievement, drain on resources, reduced productivity, safety etc.).

# ABSENCE MANAGEMENT: EAMP



## ABSENCE MANAGEMENT RULE

IDM and EAMP are set forth in Superintendent's Rule 4203, which provides that:

"An employee who fails to comply with the requirements of the absence monitoring programs may be subject to disciplinary action, which may include forfeiture of salary, cancellation of leave, or disciplinary action up to and including termination." (Superintendent's Rule 4203, V.B.).



This Photo by Unknown Author is licensed under CC BY

# ABSENCE MANAGEMENT

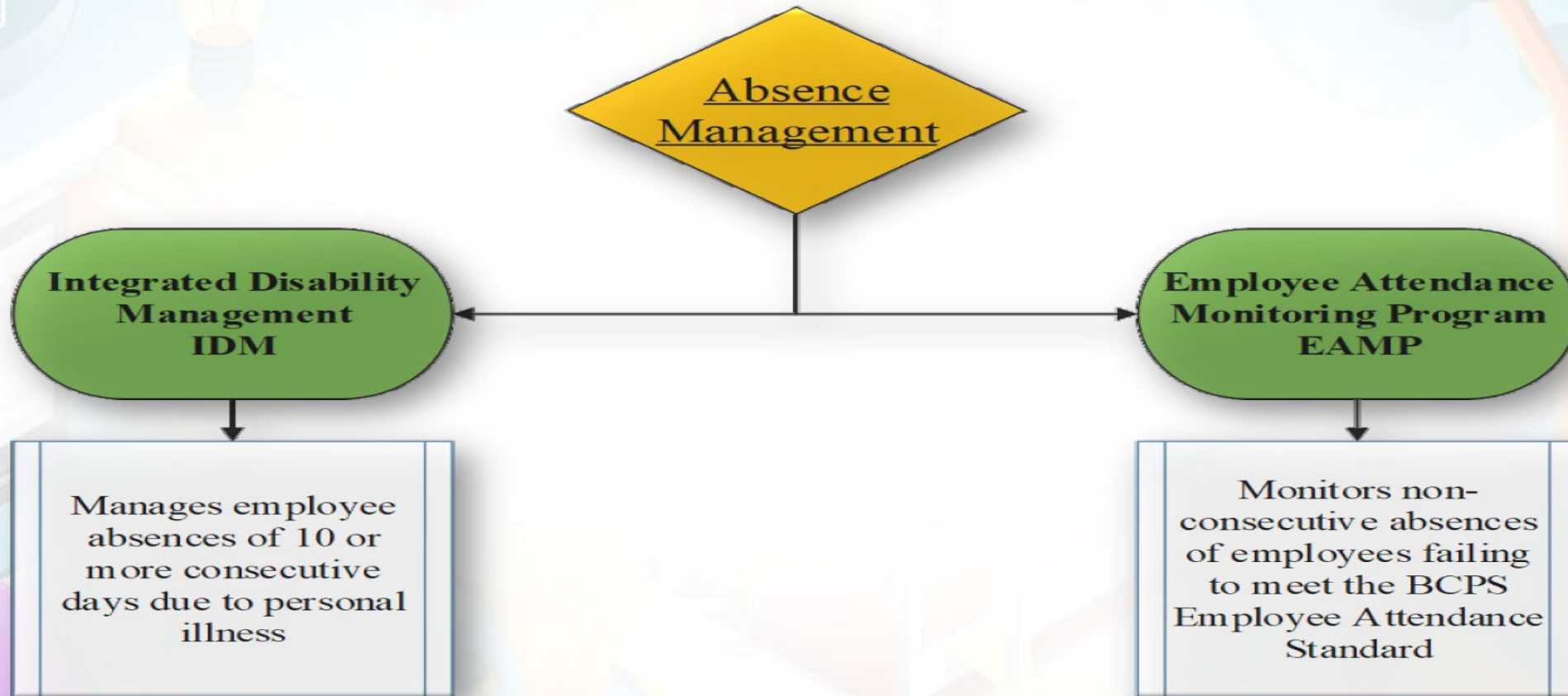


## WHY ABSENCE MANAGEMENT IS IMPORTANT

Absence Management seeks to:

- Keep employees from entering an unpaid status and avoid adverse employment action;
- Guide employees to use personal illness leave when it is needed most (i.e., terminal and unforeseen illnesses);
- Inform employees of other benefits and leave options to meet their needs; and
- Keep employees in good standing for retirement.

# ABSENCE MANAGEMENT PROGRAMS





The background is a vibrant, isometric illustration of a classroom or office environment. It features a purple laptop, several stacks of books in various colors (green, yellow, blue), glowing lightbulbs, and small human figures engaged in activities like reading and working. The overall color palette is bright and educational, with a mix of blues, greens, yellows, and purples.

# EAMP



## EMPLOYEE ATTENDANCE MONITORING PROGRAM

# EAMP



## EMPLOYEE ATTENDANCE AND THE COMPASS



Focus Area 3: High-Performing Workforce

Key Initiative 3: Employee Attendance Monitoring Program, EAMP

# EAMP



## EAMP BASICS

- The Employee Attendance Monitoring Program (EAMP) is the process of monitoring excessive absences for **permanent** employees who are at risk of not meeting BCPS' established Employee Attendance Standard (EAS) of 96% attendance within a school/fiscal year.
- The EAMP monitors the following absences:
  - Employee's use of personal and/or family illness leave on an intermittent basis (Example: calling out every Monday and Friday).
  - Employee's use of personal illness leave for 9 consecutive days **OR LESS**.
  - Employee's use of Unpaid Leave to circumvent the EAMP process.
- The purpose of EAMP is to provide employees with information and resources to avoid disciplinary action and progression throughout the EAMP Phases.

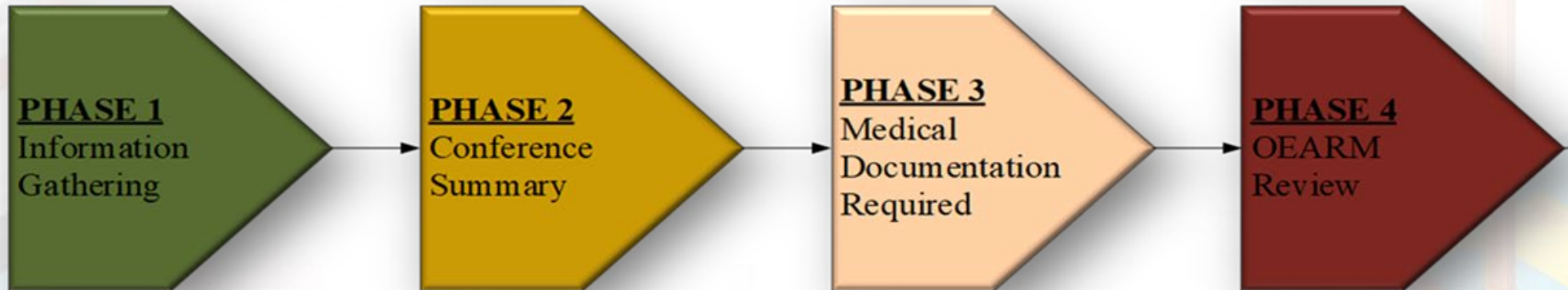


This Photo by Unknown Author is licensed under [CCBY-NC-ND](https://creativecommons.org/licenses/by-nc-nd/4.0/)

# EAMP



## THE FOUR PHASES OF EAMP



# EAMP



## EMPLOYEE ATTENDANCE STANDARDS (EAS) CHART

10-Month Employees					12-Month Employees				
	Phase 1	Phase 2	Phase 3	Phase 4		Phase 1	Phase 2	Phase 3	Phase 4
Hours worked per day	Gather personal/family illness absence – and/or UNPAID information and monitor	Conference Summary Form 5 days absent	Medical Documentation Requirement Letter 9 days absent (failure to meet EAS)	Request for OEARM Review via Email = 12 days absent (failure to meet EAS)	Hours worked per day	Gather personal/family illness absence – and/or UNPAID information and monitor	Conference Summary Form = 6 days absent	Medical Documentation Requirement Letter = 10 days absent (failure to meet EAS)	Request for OEARM Review via Email = 13 days absent (failure to meet EAS)
8.0	Information Gathering	40.0	72	96	8.0	Information Gathering	48.0	80	104
7.5		37.5	67.5	90	7.5		45.0	75	97.5
7.0		35.0	63	84	7.0		42.0	70	91
6.5		32.5	58.5	78	6.5		39.0	65	84.5
6.0		30.0	54	72	6.0		36.0	60	78
5.5		27.5	49.5	66	5.5		33.0	55	71.5
5.0		25.0	45	60	5.0		30.0	50	65
4.5		22.5	40.5	54	4.5		27.0	45	58.5
4.0		20.0	36	48	4.0		24.0	40	52
3.5		17.5	31.5	42	3.5		21.0	35	45.5

# EAMP



## PHASE 1

- All BCPS employees begin in Phase 1.
- Supervisors will review and monitor employees' use of personal and family illness leave, and unpaid absences to determine who are nearing Phase 2.
- Employees move to Phase 2 when:
  - A 10-month employee has accrued 5-days of absences using personal/family illness, and/or unpaid absences.
  - A 12-month employee has accrued 6-days of absence using personal/family illness and/or unpaid absences.

# EAMP



## PHASE 2; CONFERENCE SUMMARY

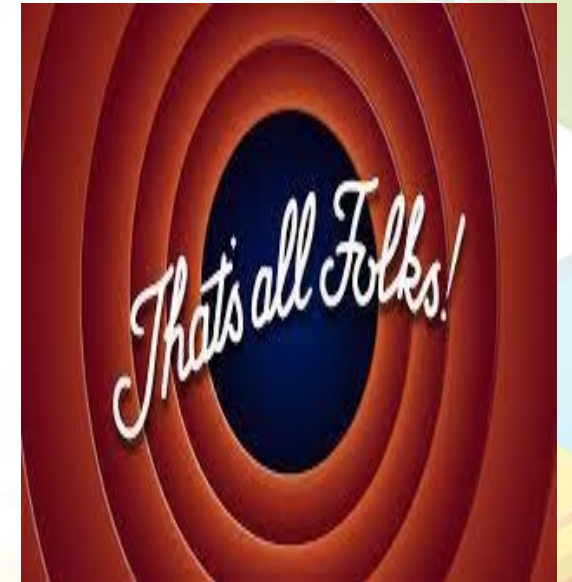
- The supervisor will schedule a meeting to discuss attendance and issue the Phase 2 Conference Summary.
- The Conference Summary IS NOT disciplinary – it is a documented warning to the employee detailing their absences and reminding the employee that they are at risk of not meeting the Superintendent’s Attendance Standard.
- During the Phase 2 meeting, the following resources are offered:
  - **EAP Employee Assistance Program:** The EAP provides resources to employee and their dependents to address a host of concerns that may affect the employee’s ability to work, including childcare resources, financial counseling, etc.
  - **FMLA:** Eligible employees may be able to secure intermittent leave under the Family Medical Leave Act to address their need to absent from work on an as needed basis for their own – or a covered family member’s serious health condition.
  - Tips for Using Personal and Family Illness which contains suggestions such as scheduling appointments as close to the end of the workday to avoid taking an entire day off.

# EAMP



## PHASE 2 END-OF-YEAR CLOSEOUT

- If the employee resolves their attendance issues in Phase 2 and does not move to Phase 3, the supervisor will close out their Phase 2 case at the end of the fiscal/school year.
- The supervisor will complete the Phase 2 End-of-Year Closeout Letter and issue it to the employee.





# EAMP



## PHASE 3: MANAGEMENT REFERRAL

- Employees who have not arrested their attendance issues in Phase 2 will progress to Phase 3 when:
  - A 10-month employee has reached 9-days of personal illness, family illness and/or unpaid absences
  - A 12-month employee has reached 10-days of personal illness, family illness, and/or unpaid absences.
- At Phase 3, the employee has failed to meet the expected 96% Attendance Standard and will be issued a Phase 3 Management Referral. The Management Referral IS NOT disciplinary – it is mandatory support to assist employees with arresting excessive absenteeism, which BCPS considers a performance issue.
- The Management Referral consists of up to ten (10) free sessions with Cigna's EAP (Employee Assistance Program). It is 100% confidential and employees are expected to successfully complete the management referral to maintain compliance with the EAMP.
- Employees are also required to provide medical documentation to Absence Management's HR Case Manager each time they return from a personal and/or family illness call-out, within 2-business days of their return to work.
- Failure to adhere to the requirements of the Phase 3 will result in non-compliance documentation and/or disciplinary action.

# EAMP

TEAM  
BCPS

## PHASE 3 END-OF-YEAR CLOSEOUT

*The End*

- At the end of the fiscal/school year, Absence Management will determine the end of year closeout status for employees in Phase 3 of the EAMP who have not progressed into Phase 4.
- Both the employee and the supervisor will be notified if the employee will remain in Phase 3 of the EAMP and be carried over to the next school/fiscal year, or if the case will be closed out.
- If the employee is carried over into the next school/fiscal year, the supervisor will continue to provide Absence Management updates regarding employee attendance matters once the new school/fiscal year begins.

# EAMP



## PHASE 4

- Employees who have not arrested their attendance issues in Phase 3 will progress to Phase 4 when:
  - A 10-month employee has reached 12-days of personal illness, family illness and/or unpaid absences
  - A 12-month employee has reached 13-days of personal illness, family illness, and/or or unpaid absences.
- At Phase 4, the supervisor will notify Absence Management's HR Case Manager, who will review the employee's absences and their medical documentation to determine if:
  - A medical evaluation by a Board-approved provider is warranted, or
  - An Options Conference is warranted.
- Employees are still required to provide medical documentation to Absence Management's HR Case Manager after every personal illness and/or family illness call-out.
- Non-compliance and/or disciplinary action will remain if medical documentation is not provided within 2-business days after returning to work.

# EAMP



## WHO IS EXEMPT FROM THE EAMP

- Employees who are absent under the Integrated Disability Management program [10+ consecutive days of absence due to personal illness only].
- Employees who have approved intermittent (as needed) leave under the FMLA (Family Medical Act).
- Employee who are absent due to a Workers' Compensation claim.
- Employees who absent due to an approved short-term unpaid leave.
- Employees who are absent due to an approved leave under the ADA (Americans with Disabilities Act).



# EAMP



## QUESTIONS



The background is a vibrant, isometric illustration of a classroom or study area. It features a purple laptop, several stacks of books in various colors (green, yellow, blue), glowing lightbulbs, and small figures of people engaged in learning activities. The overall color palette is bright and educational, with a mix of blues, greens, yellows, and purples.

# IDM



## INTEGRATED DISABILITY MANAGEMENT

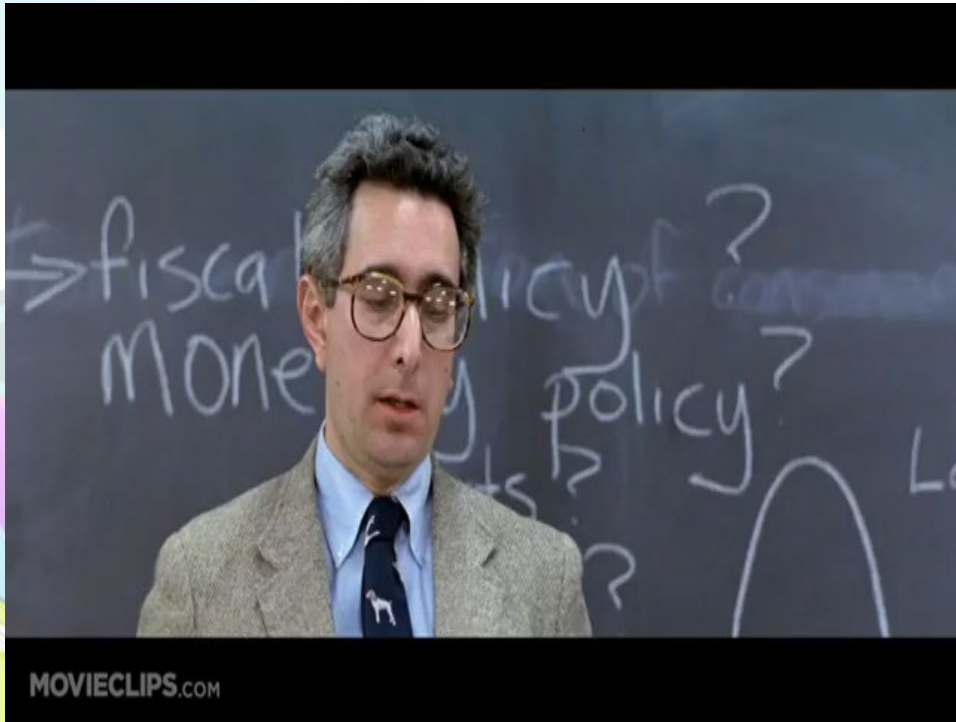
# IDM



## INTEGRATED DISABILITY MANAGEMENT

The Integrated Disability Management Program (IDM) manages non-work-related illnesses and injuries for the school system.

The IDM Program is responsible for managing and monitoring regular/permanent employees who are absent from work for 10 or more consecutive duty days due to personal illness **only**.



# IDM



## IDM BASICS

- The supervisor submits the **Digital Report of Extended Absence** to Absence Management when an employee will be or has been absent from work for 10 or more consecutive duty days due to personal illness **only**.
- Absence Management sends the employee an Initial Compliance letter informing them of their responsibilities to provide medical documentation to Absence Management – not to the supervisor /worksite.
- Absence Management monitors the employee's absence for compliance through their full duty return-to-work, or their separation from BCPS employ.



# IDM



## IDM BASICS - CONTINUED

- Employees who do not comply with the IDM program are subject to disciplinary action, up to and including termination.
- Employees are required to provide Absence Management with a Medical Release to return to work. Once Absence Management has reviewed the submitted medical documentation, we will notify the immediate supervisor that the employee has been cleared to return.
- Employees **should not** submit any medical documentation to their worksite and/or supervisor.
- Employees **should not** “show up” to the worksite after returning to work after an extended absence – unless they have been cleared to do so by Absence Management.



# IDM



## QUESTIONS



# ABSENCE MANAGEMENT



**NO CALL NO SHOW**

# NO CALL NO SHOW



## SUPERINTENDENT'S RULE



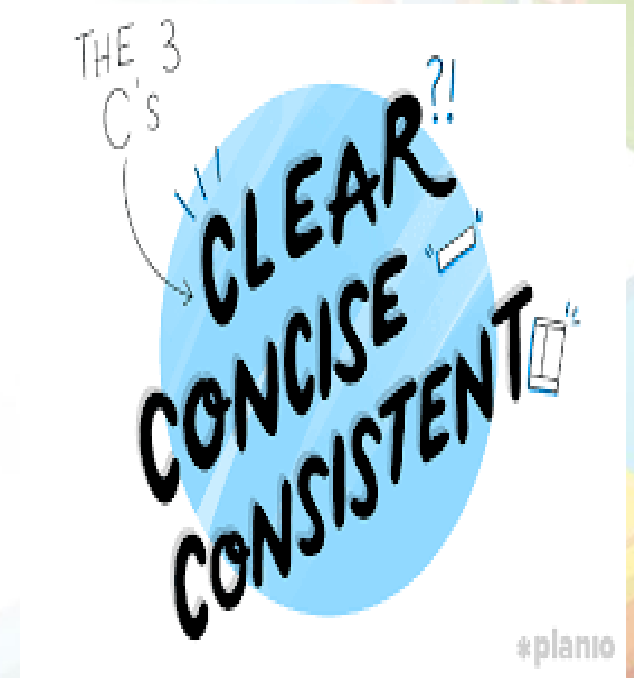
- The Board of Education of Baltimore County expects regular attendance at work – and that employees notify their immediate supervisor if they need to be absent. The Board considers it essential to manage and monitor employee absences and leaves appropriately. (*Board Policy and Superintendent's Rule 4203*)
- Employees must notify and/or request to be absent from their immediate supervisor – and when approved, time will be granted without loss of pay. Employees who are absent without good cause and sufficient reason may forfeit salary for the time absent. (*Superintendent's Rule 4203*)
- An employee who fails to comply with the requirements of the absence monitoring programs may be subject to disciplinary action, which may include forfeiture of salary, cancellation of leave or disciplinary action up to and including termination. (*Superintendent's Rule 4203*)

# NO CALL NO SHOW



## NO CALL NO SHOW BASICS

- Supervisors are responsible for establishing a clear and consistent, call out procedure for their worksite, and ensuring that all staff know what that procedure is.
- Employees are responsible for following their worksite's call out procedure when they are unable to report to work.
- On the 1<sup>st</sup> day that an employee does not report to work and does not communicate why they are absent, it is the worksite/supervisor's responsibility to contact the employee to determine the situation that has prevented them from reporting to work.
- Employees who fail to follow their worksite's established call out procedure **and** have failed to report to work, must be coded **M (UNPAID)** by the Supervisor/Timekeeper – unless the supervisor has spoken/heard from that employee and knows why they are absent.
  - **Absence Management does not code employee absences, nor submit time to the Office of Payroll.**



# NO CALL NO SHOW



## NO CALL NO SHOW BASICS - CONTINUED

- If an employee fails to follow the worksite's proper call out procedure for three (3) consecutive days – and the supervisor does not know why the employee isn't at work, the supervisor will:
  - Code the employee's absence each day as **UNPAID**.
  - Complete the No Show Warning Letter using the HR-approved template, identifying the dates contact was attempted, and send the completed letter to the employee via email, regular mail, and certified mail.
  - Complete the No Call No Show Warning Letter Checklist.
- If an employee fails to respond to the No Call No Show Warning Letter within five (5) business days from the letter's mailing date, the employee's supervisor will communicate this information to their Executive Director. The Executive Director will:
  - Complete the No Show Checklist for Recommendation of Termination, and the Request for Termination Memo Letter using the HR-approved template.
  - Send these documents, along with the No Show Warning Checklist, and a copy of the No Show Warning Letter sent to the employee, to **Executive Director Basheera James, via her Administrative Assistant, Sharon Petty: [Spetty2@bcps.org](mailto:Spetty2@bcps.org)**.
- For No Call No Show resources, please email Darlene White, at [dwhite@bcps.org](mailto:dwhite@bcps.org).

# NO CALL NO SHOW



## QUESTIONS





# FMLA



## FAMILY AND MEDICAL LEAVE ACT



# FMLA



## FMLA BASICS

- The FMLA – Family Medical Leave Act – provides **eligible** employees with up to 12-weeks of unpaid, job-protected leave (26-weeks if caring for an eligible military family member).
- The federal FMLA regulation states to be eligible, an employee **must**:
  - Have 12-months of employment with BCPS – **and**
  - Have worked 1,250-hours in the last 12-months of their employment.
- Absence Management provides the employee with the correct application packet (Self, or Family Member).
- The employee is responsible for providing Absence Management with the appropriate medical documentation to support their FMLA request.
- Submission of an application does not guarantee approval of leave under the FMLA.
- FMLA decisions are based on the provider’s documentation and are always emailed to the employee, the supervisor, and the Office of Payroll.



# FMLA



## FMLA BASICS - CONTINUED

- FMLA approval can be granted on a continuous and/or intermittent basis.
  - **Continuous Leave:** Up to 60-days (12-weeks) used in succession until exhausted (Example: Knee surgery and recovery that totals 12-weeks).
    - Absence Management monitors the employee's absence for compliance through their return-to-work.
  - **Intermittent Leave:** Up to 60-days (12-weeks) used on a periodic basis until exhausted (Example: Chemotherapy treatments/recovery 2-days per week for 12-weeks).
    - When approved, employees are emailed an Employee Agreement and an Intermittent Log.
    - Employees must submit their Intermittent Log to their supervisor each pay-period detailing the days and amount of approved intermittent leave used during that pay-period.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## OVERVIEW

- BCPS offers seven (7) types of Board-Approved Leaves of Absence:
  - Academic/Educational
  - Child Rearing
  - Military
  - Personal
  - Personal Illness
  - Sabbatical
  - Unusual / Imperative
- Board Leaves of Absence are approved of the Board of Education and are 100% UNPAID – except Sabbatical Leave.
- Eligibility for each Board Leave is outlined in the appropriate union's master agreements.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## ACADEMIC LEAVE: ELIGIBILITY & APPLICATION

- BCPS provides eligible TABCO represented employees one (1) year of unpaid Academic/Educational leave for the purpose of furthering their education.
  - Regular employee with a full-time equivalency of .5 or greater covered by the TABCO bargaining unit agreement, and
  - Three (3) or more years of satisfactory continuous service with BCPS.
  - Non-tenured and provisional/conditional teachers are not eligible Academic / Educational leave.
- Required:
  - Official documentation from the applicable educational institution supporting the need for Academic/Educational leave and provides dates of the requested leave, including an acceptance letter into the college program and enrollment documentation.
  - A completed Maryland State Retirement Agency (MSRA) Form 46 (Maryland State Teacher's Pension System).
  - Official transcript verifying completion of the requested Academic/Educational program must be provided to the Office of Employee Absence and Risk Management and to the Office of Certification (for reimbursement and/or credit).

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## ACADEMIC LEAVE

- While on approved Academic leave, no employee may engage in any type of remunerative employment during their regularly scheduled BCPS work hours, receive compensation for or enter into any employment agreement, express or implied, while the employee is receiving academic / educational leave.
  - This prohibition includes afternoon or evening activities of the school system or any other school system.
- Employees returning from leave will be restored to a comparable position.
  - Certificated teachers will be placed no later than the beginning of the next school year if the leave expires during the school year, as per the bargaining unit agreement.
- If an employee rejects a position offered within his/her classification upon reinstatement, BCPS is relieved of the commitment to provide any employment

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## ACADEMIC LEAVE

- Employees who seek to return to work before the expiration of their approved leave are not guaranteed placement to return to work before the expiration of their approved leave.
- At least thirty (30) days prior to the expected date of return to active status with BCPS, employees are responsible for notifying the Absence Management of their intent to either return to work – or resign.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## CHILD REARING LEAVE OVERVIEW

- An employee must apply for Child Rearing leave **prior** to the birth of the child, OR prior to when an employee will assume legal parental responsibility for a child/children in cases of adoption.
  - In the event of a premature delivery (before completion of the 37 week), where the employee has not yet requested a Board Approved leave of absence and has not taken the temporary disability leave, the application must be received by the Office of Employee Benefits, Retirement, and Absence Management (OEBRAM) no later than thirty (30) days from the date of the birth of the child(ren).
- Approved Child Rearing leave runs concurrently with approved leave under the FMLA upon the date of the birth – OR when the employee will assume legal parental responsibility for a child/children for adoption.
  - Under approved FMLA leave, employees may use available personal illness leave for up to twelve (12) weeks, OR the duration of the approved FMLA leave.
- After the exhaustion of the employee's FMLA leave and the employee's use of their personal illness leave during the approved FMLA timeframe, the remainder of approved Child Rearing leave is UNPAID.
- Employees may not draw from the Unified or TABCO Sick Leave Bank for any portion of approved Child Rearing leave.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS



## CHILD REARING LEAVE OVERVIEW

- Gainful, permanent employment with another employer while on an approved leave of absence is prohibited and will serve as justification for termination of the leave.
- No employee may engage in remunerative employment during their regularly scheduled BCPS work hours of any type, receive compensation for, or enter into any employment agreement, express or implied, while the employee is receiving personal and/or family illness leave. This prohibition includes afternoon or evening activities of the school system or any other school system.



# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## CHILD REARING LEAVE: RETURNING TO WORK

- Employees who seek to return to work before the expiration of their approved Child Rearing leave are not guaranteed placement.
- Employees will not be compensated for time sought to identify a position for their return if the employee is returning to work before the expiration of their approved leave.
- Extensions of the Child Rearing leave are only available if there is a subsequent pregnancy or a planned adoption prior to the expiration of the first Child Rearing leave.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## SABBATICAL LEAVE OF ABSENCE: ELIGIBILITY & APPLICATION

- Sabbatical leaves are partially paid leaves for graduate studies only.
- Eligibility requirements:
  - BCPS regular employees with a full-time equivalency of .5 or greater with seven (7) or more years of satisfactory, continuous, active service;
    - Non-tenured and provisional/conditional teachers are not eligible Sabbatical leave;
  - A regular certificated teacher must be in continuous, active teaching service for at least three (3) years following an illness, maternity, academic, unusual or imperative, and military leave before being granted a sabbatical leave;
  - Eligible employees must be enrolled as a full-time graduate student (twenty-four (24) semester hours) during the academic school year. Changes in the accepted program must be approved by the chief human resources officer prior to registration; and,
- The number of Sabbatical leaves granted during a one (1) year period for TABCO members is ten (10).
  - Employees will not be compensated for time sought to identify a position for their return if the employee is returning to work before the expiration of their approved leave.
- Applications must contain:
  - A completed Board Approved Leave Application and documentation from the educational institution which supports the dates of the absence, an outline of proposed study to be undertaken and, if applicable, any monies received through a grant, while on leave.
  - A completed Maryland State Retirement Agency (MSRA) Form 46 (Maryland State Teacher's Pension System). For additional information employees may refer to the MSRA website.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## SABBATICAL LEAVE OF ABSENCE

- No leave time will be regarded as active service determining the seven-year sabbatical leave eligibility requirement.
- Gainful, permanent employment with another employer while on an approved leave of absence is prohibited and will serve as justification for termination of the leave.
- Employees on approved leave, paid or unpaid, are prohibited from being employed by BCPS in a temporary assignment unless authorized by the chief human resources officer.
- The employee's current position is released if the leave is approved for a full academic year. Employees returning from leave will be restored to a comparable position (see procedures outlined in the appropriate bargaining unit agreements concerning the release of positions and job restoration).
- Certificated teachers will be placed no later than the beginning of the next school year if the leave expires during the school year, as per the bargaining unit agreement.
- If an employee rejects a position offered within their classification upon reinstatement, BCPS is relieved of the commitment to provide any employment.

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## SABBATICAL LEAVE OF ABSENCE: RETURNING TO WORK

- Employees who seek to return to work before the expiration of their approved leave are not guaranteed placement to return to work.
- Employees will not be compensated for time sought to identify a position for their return if the employee is returning to work before the expiration of their approved leave.
- At least thirty (30) days prior to the expected date of return to active status with BCPS, employees are responsible for notifying the Absence Management of their intent to either return to work – request an extension – IF available – or resign.
- The Office of Staffing will review the staffing needs of the schools/offices for placement and will notify the employee and offer the employee a comparable position as available and notify the employee's principal/supervisor of the employee's expected return to work date.
- Upon completion of the Sabbatical leave and return to active status with BCPS, employees are responsible for notifying the following offices:
  - The Office of Payroll (443-809-4240) to re-establish the payroll deduction plans as soon as possible.
  - The Office of Employee Benefits (443-809-8943) to re-enroll in benefit plans (must be reenrolled within 30 days of return to work).
  - The BCPS Office of Retirement (443-809-8949) to purchase the qualified service time (optional).

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## SABBATICAL LEAVE: PAY

- Employee who commit to at least two (2) years of service following approved Sabbatical leaves, shall be paid at the rate of 60% of their salary during the specified period of leave.
- Employees who commit to one (1) year of service following approved Sabbatical leave shall be paid at the rate of 50% of their salary during the specified period of leave.
- In the event an employee on approved Sabbatical leave receives extra funds through any type of grant, the combined amount of those funds and the sabbatical leave allowance shall not exceed the amount of money the employee would have received as a staff member. In cases where the combined monies exceed the employee's regular salary, the Sabbatical leave salary shall be reduced accordingly.
- In the event the teacher does not complete the twenty-four (24) semester hours required during the Sabbatical leave year, their Sabbatical leave pay shall be reduced as follows:
  - number of semester hours not completed, divided by twenty-four (24), times the sabbatical leave salary (twenty-four (24) times the sabbatical leave salary equals the amount of repayment).

# BOARD LEAVES OF ABSENCE

TEAM  
BCPS

## SABBATICAL LEAVE: BENEFITS & RETURN TO WORK

### ■ Healthcare Benefits

- Benefits are maintained at the current level during approved Sabbatical leave.
- BCPS and the employee cost splits remain the same for the length of the Sabbatical.
- Other salary deductions (e.g., First Financial Federal Credit Union, tax-sheltered annuities, optional life insurance, etc.) will be continued.
- If the employee does not return to work, BCPS will bill them for the BCPS' portion of the healthcare premiums.

### ■ Return to Work

- Employees who do not return to the service of the Board shall be required to refund the total salary paid during the approved Sabbatical leave. Employees who return for a portion of the time to which they previously committed will be required to refund to the board the percentage difference in the amount of time worked upon return and the amount of time committed. (e.g., 10-month employee who commits to one year but works for only five (5) months pays back 50% of their sabbatical pay.)

# BOARD LEAVES OF ABSENCE



## QUESTIONS



# ABSENCE MANAGEMENT



## FITNESS FOR DUTY



# FITNESS FOR DUTY (FFD)



## WHAT IS FFD

- A Fitness for Duty (FFD) Evaluation is a psychological Assessment of an employee's fitness for duty because of a pattern of observed behaviors meeting the criteria, such as, threat to self, threat to others, bizarre behavior, etc.
- Supervisors are responsible for documenting employees' observed behaviors, obtaining written statements of incidences, and/or witness statements, and contacting the HR Case Manager for further guidance.
- Should the HR Case Manager determine a FFD Evaluation is needed, the employee will be placed on Administrative Leave until the evaluation is completed and a plan for return to work is created, implemented, and completed.

# FITNESS FOR DUTY (FFD)



## EXAMPLES FOR A POTENTIAL FFD REFERRAL

- Threats of harm to self or others
- Attempts to harm self or others
- Incoherent speech/conversations
- Observable conversations with inanimate objects / self
- **\*\*This is not an exhaustive list\*\***

# FITNESS FOR DUTY (FFD)



## WHAT IS NOT FFD

- Having a bad day: Everyone is entitled to a “bad day”.
- Crying at work after receiving bad news: This is normal.
- Being upset at work after receiving constructive criticism: This is normal.
- Conduct Issues: Should be addressed by the supervisor.
- Unprofessional behavior: Should be addressed by the supervisor.
- Not performing work assignments: Should be addressed by the supervisor.

# FITNESS FOR DUTY (FFD)



## QUESTIONS



# ABSENCE MANAGEMENT



## REASONABLE SUSPICION

# REASONABLE SUSPICION



## DRUG FREE WORKPLACE

- Board of Education Policy and Superintendent's Rule 4101 state that Baltimore County Public Schools is a drug free workplace.
- Supervisors are required to complete Reasonable Suspicion Training via Safe Schools Training to assist them in identifying potential reasonable suspicion issues.
  - **NOTE:** Marijuana smell alone is NOT enough to warrant a reasonable suspicion referral.
- Absence Management assists supervisors in determining if an employee is required to go for drug testing. If it is determined that drug testing is necessary:
  - Only Absence Management can authorize drug testing.
  - Supervisors **must** accompany their employee to Concentra for testing.
- Employees will be placed on Administrative Leave until Absence Management receives the employee's test results.
- Employees who test positive for drugs are recommended for termination of employment.

# REASONABLE SUSPICION



## QUESTIONS



# ABSENCE MANAGEMENT



## OFFICE CONTACTS



- [Absence Management](#)



(443) 809-4133

EAMP: [EAMP@bcps.org](mailto:EAMP@bcps.org)

FMLA/Board Leaves: [Leaves@bcps.org](mailto:Leaves@bcps.org)

IDM: [RTW@bcps.org](mailto:RTW@bcps.org)

### [EAMP | FFD | Reasonable Suspicion](#)

Pam Saulsbury, HR Case Manager | [psaulsbury@bcps.org](mailto:psaulsbury@bcps.org)

### [FMLA | Board Leaves \(Donna only handles Board Leaves\)](#)

Donna Sanford, HR Specialist, Leaves | [dsanford@bcps.org](mailto:dsanford@bcps.org)

Donnisha King, Absence Management Representative | [dking11@bcps.org](mailto:dking11@bcps.org)

Steven Dessasore, Contractual Absence Management Representative | [sdessasore@bcps.org](mailto:sdessasore@bcps.org)

### [IDM](#)

Patricia Johnson, HR Specialist, Absence Management | [pjohnson7@bcps.org](mailto:pjohnson7@bcps.org)

Tia Davis, Absence Management Representative | [tdavis23@bcps.org](mailto:tdavis23@bcps.org)

Victoria Floyd, Contractual Absence Management Representative | [vfloyd2@bcps.org](mailto:vfloyd2@bcps.org)

**Staff**



# ABSENCE MANAGEMENT: AN OVERVIEW



I APPRECIATE YOUR TIME AND ATTENTION!

