

June 23, 2013

Mr. Paul T. Wright
Chairman, System Council T-3
President/Business Manager/Financial Secretary
International Brotherhood of Electrical Workers Local Union 21
1307 Butterfield Road, Suite 422
Downers Grove, IL 60515-5606

Re: Common Attendance Guidelines

Dear Mr. Wright:

This Letter confirms the understandings reached between the Company and the Union during the course of 2013 collective bargaining discussions concerning common attendance guidelines for all employees covered by the 2013 Collective Bargaining Agreement between the Parties ("CBA").

The Parties agree that effective January 1, 2014 and for the term of the CBA the substance of the attendance policy enclosed as Attachment A, which is based on the provisions on attendance contained in the November 2006 Midwest Network Services Managers Guide to Corrective Action ("MGCA"), will apply to all AT&T Midwest employees covered by the CBA. Following are further understandings in support of this agreement:

1. MBUs are not restricted by this Letter in their handling of dependability issues.
2. The Parties agree that the phrase "in no less than fifteen minute increments" will be deleted when the Company moves to payment by the minute.
3. The Parties agree to use the conversion methodology discussed during 2013 bargaining.

This Letter of Understanding will remain in effect through the term of the 2013 Collective Bargaining Agreement between the Parties.

Sincerely,

Randall S. White
Vice-President – Labor Relations

Acknowledged and Agreed:

Paul T. Wright
Chairman, System Council T-3

Attachment



AT&T Midwest/Attendance Guidelines

OVERVIEW

It is intended that the guidelines be used by management as a tool to ensure consistent treatment of employees who exhibit behaviors considered unacceptable. Management should apply these guidelines fairly and evenly, taking into account surrounding circumstances. Evaluation of trends, past history and mitigating circumstances should serve to guide management in making "firm but fair" decisions. When management believes that, based on the severity of circumstances, an escalation of corrective action is required, they should consult with Human Resources before proceeding with such corrective action.

Unless an employee's behavior is so severe that it warrants immediate corrective action, it is the responsibility of management to coach each employee on his or her behavior before it reaches an unacceptable level and prior to implementing corrective action. If corrective action is required, the goal of such action should be positive intervention to correct the behavior. The goal of corrective action taken in relation to the discipline guidelines should be to help employees improve their service to customers, take responsibility for their actions and enable them to make informed decisions about their employment with AT&T Midwest.

The manager should always use good judgment and **document all action taken**. It also is strongly recommended that the manager partner with their Employee Relations Manager (ERM) when taking any action to correct employee behaviors, even as early as the first occurrence.

Partnership and cooperation with Local representatives is critical to fostering a good relationship with AT&T Midwest. Mutual responsibility and respect in all interactions and communications with the Union is required. Managers are expected to hold discussions with the Union early and often throughout the corrective action process.

ATTENDANCE

Providing leading edge telecommunications services is based upon the ability to meet our customer needs. High quality, dependable employees are the key to providing superior customer service. We recognize the value and importance of each individual employee. When anyone is absent, regardless of the cause, it weakens our competitive ability to serve. The desired behavior is to be on the job, on time, each day the employee is scheduled to work.

The definitions below apply to all regularly scheduled days. Employees will not be allowed to substitute vacation and excused workdays to avoid corrective action. Employees scheduled for a sixth tour will not be considered under the attendance guidelines. Concerns with sixth tours should be addressed using dependability guidelines.¹

In implementing these guidelines on a daily basis, local management must not lose sight of these critical principles:

1. The minimum expectation is that our employees be at work on time every day as scheduled. This expectation must be continuously communicated to the employees.

¹ Market Business Units ("MBU's") are not restricted by these guidelines in the handling of dependability issues.

2. In order for any attendance guideline to add value, it must be used with diligence and good judgment by local management.
3. These guidelines do not apply to any absences that are protected by law, including those which are FMLA approved or which are protected as a "job accommodation" under the Americans with Disabilities Act ("ADA"). Protected absences should not be counted as occurrences for purposes of these guidelines, and should not be considered for corrective action or appraisal purposes.

Management should continuously recognize employees who have demonstrated a commitment to excellent attendance. This recognition may be through many forms, including recognition at group meetings, senior management acknowledgment and local programs designed to recognize individual and/or group local attendance.

It is critical that management impress upon the employee the importance of good attendance early in his/her employment life cycle. Management's philosophy is that an employee will be given an appropriate opportunity to improve before applying corrective action. However, once an employee has been given an opportunity to improve and does not take advantage of that opportunity, the employee will be placed on corrective action and will progress through the process at a rate dictated by the employee's behavior in accordance with the attendance philosophy.

At this and every step of the process, management will attempt to partner with the local union leadership in an effort to encourage the employee to adhere to the attendance philosophy. The manager will use his/her discretion to determine if the employee's attendance is unsatisfactory. The manager will consider the employee's overall absence history, including such factors as absence reasons, frequency, duration, and patterns in conjunction with the employee's length of service.

Once the employee's attendance becomes unsatisfactory, corrective action will occur. The manager will document discussions at each occurrence of corrective action.

DEFINITIONS

Below are definitions of various circumstances that constitute absenteeism.

Tardy

Employees are expected to be at work, ready to work, during all scheduled working hours. They are expected to begin their tour at their scheduled start time, and end their tour at their scheduled end time. A tardy will be incurred when an employee is between **five minutes and two hours** late at the beginning of their tour. However, should an employee establish a pattern of tardiness of less than five minutes, action may be warranted. If an employee is tardy, the manager should document the timesheet appropriately and wages may be withheld in no less than fifteen minute increments. Note: When an employee takes too much time at breaks or meals corrective action under dependability guidelines should be reviewed.

Incidental Absence

Employees are expected to be at work during the entire day that they are scheduled to work. Incidental absence includes any absence over two hours in length and will be tracked by the number of hours and minutes that an employee is not at work. If an employee begins their tour late or leaves work prior to the end of their scheduled tour, it will be considered an incidental absence. When an employee does not report to work on a scheduled workday, it is considered an incidental absence. Incidental absence does not include absences due to approved FMLA or an approved job accommodation, disability covered under FMLA or an approved job accommodation, or excused time off. Any questions related to pay treatment should be directed to your ERM.

Disability

Inability to work due to sickness or off-the-job injury over seven calendar days that is approved by AT&T Integrated Disability Service Center (d.b.a. AT&T IDSC) is considered a disability case.

Disabilities also include approved on-the-job injuries starting at the first day of absence. Approval/denial of disability cases is the responsibility of the AT&T IDSC Team. Chargeable disabilities include approved disabilities through the AT&T IDSC Team that exceed available FMLA time unless approved as a job accommodation.

For more information please review the [Disability web page](#) found on OneStop. :
 AT&T IDSC Contact Number: 1-866-276-2278

No Call/No Show

Defined as a failure to report to work and failure to report the absence to the appropriate supervisor. This type of absence can be considered job abandonment and disciplinary action may be taken up to and including dismissal if or when the employee returns to work. If the employee does not return to work it will be considered his/her voluntary resignation from the company. Please work with your ERM on the first day of an employee's failure to call/report to work. Your ERM will assist you in reviewing the necessary action to be taken.

Evaluation Period

The evaluation period for Attendance will be determined by current corrective action step status, specifically,

If an employee is currently on a First Written Warning or lesser step of corrective action (including coaching/counseling);

then, the evaluation period for corrective action is the consecutive 12 month period prior to the most recent incident.

Example: An employee incurs a chargeable absence on May 15, 2005 and is not on a corrective action step, the evaluation period to determine whether corrective action is warranted is May 15, 2004 through May 15, 2005.

Example: An employee incurs a chargeable absence on January 15, 2005 and is on a first written warning, the evaluation period to determine the next step of corrective action is January 15, 2004 through January 15, 2005.

If an employee is currently on a Second Written Warning/1-Day Suspension or greater step of corrective action;

then, the employee must maintain an acceptable attendance record (no chargeable absence) for 12 consecutive months from the last occurrence which triggered this step of corrective action.

Example: If an employee receives a Second Written Warning/1-Day Suspension on October 17, 2005 for an occurrence on October 1, 2005, s/he must not have another chargeable occurrence until at least October 1, 2006, or corrective action may be escalated.

CURRENT CORRECTIVE ACTION STEP	EVALUATION PERIOD
Verbal Warning	12 month period <u>prior</u> to latest occurrence
First Written Warning	12 month period <u>prior</u> to latest occurrence
Second Written Warning/1-Day Suspension	12 consecutive month period from date of occurrence that triggered 1-Day Suspension
Final Written Warning/3-Day Suspension	12 consecutive month period from date of occurrence that triggered 3-Day Suspension
Suspension Pending Dismissal	-

If an employee successfully maintains an acceptable attendance record for the appropriate evaluation period (as noted in previous table), and then continues to incur chargeable attendance occurrences, corrective action may be escalated. Call your ERM if you believe escalation of corrective action is warranted.

Once you have determined the total number of chargeable occurrences using the applicable evaluation period, the tables below are to assist in defining the level of corrective action associated with each type of attendance violation for employees with less than six months of service. **Each additional or combination of attendance violations (tardy, incidental absence, disability and no call/no show) will result in the progression of the corrective action process.**

TABLE 1A - Less than Six Months of Service – Tardy and Incidental Absence

Tardy	Incidental Absence (Not FMLA or ADA Protected)	CORRECTIVE ACTION
1 st Occurrence	-	Verbal Warning
2 nd Occurrence	1 st Occurrence*	Written Warning
3 rd Occurrence	2 nd Occurrence*	Final Written Warning/3-Day Suspension
4 th Occurrence	3 rd Occurrence*	Dismissal - No Review Board Necessary

* Note: An incidental absence occurrence begins the first day of absence and includes any consecutive days that follow. Any incidental absence occurrence of more than one day may result in the escalation of the corrective action process. Each incident should be reviewed on a case by case basis. Call your ERM if you believe escalation of corrective action is warranted.

When appropriate, the following attendance categories may also be included when determining corrective action.

TABLE 1B - Less than Six Months of Service – Disability and No Call/No Show

Disability** (Not FMLA or ADA Protected)	No Call/No Show	CORRECTIVE ACTION
-	-	Verbal Warning
1 st Occurrence	-	Written Warning
2 nd Occurrence	-	Final Written Warning/ 3-Day Suspension
3 rd Occurrence	1 st Occurrence	Dismissal - No Review Board Necessary

** Note: Disability relapses may be treated as separate occurrences. Contact your ERM for advice and counsel.

Absences may also be covered under the Americans with Disability Act (ADA). When managers are addressing these issues with their employees, they should be sure to advise their employees that if an employee believes they need a reasonable accommodation, they should contact the AT&T Integrated Disability Service Center (d.b.a. AT&T IDSC) at 1-866-276-2278. Manager should work with AT&T IDSC directly on these cases.

Once you have determined the total number of chargeable occurrences using the applicable evaluation period, the tables below are to assist in defining the level of corrective action associated with each type of attendance violation for employees with greater than six months of service. **Each additional or combination of attendance violations (tardy, incidental absence, disability, and no call/no show) will result in the progression of the corrective action process.**

TABLE 2A - Greater than Six Months of Service - Tardy and Incidental Absence

Tardy	Incidental Absence (Excludes FMLA/ADA)	CORRECTIVE ACTION
3 rd Occurrence	2 nd Occurrence*	Verbal Warning
4 th Occurrence	3 rd Occurrence*	First Written Warning
5 th Occurrence	4 th Occurrence*	Second Written Warning/1-Day Suspension
6 th Occurrence	5 th Occurrence*	Final Written Warning/3-Day Suspension
7 th Occurrence	6 th Occurrence	Suspension Pending Dismissal

* Note: An incidental absence occurrence begins the first day of absence and includes any consecutive days that follow. Any incidental absence occurrence of more than one day may result in the escalation of the corrective action process. Each incident should be reviewed on a case by case basis. Call your ERM if you believe escalation of corrective action is warranted.

When appropriate, the following attendance categories may also be included when determining corrective action.

TABLE 2B - Greater than Six Months of Service - Disability and No Call/No Show

Disability** (Excludes FMLA/ADA)	No Call/No Show	CORRECTIVE ACTION
1 st Occurrence	-	Verbal Warning
2 Occurrences in 2 years, 3 Occurrences in 5 years or 10% of scheduled days in 5 years (130 days)	1 st Occurrence	First Written Warning
Next Occurrence	-	Second Written Warning/1-Day Suspension
Next Occurrence	2 nd Occurrence	Final Written Warning/3-Day Suspension
Next Occurrence	3 rd Occurrence	Suspension Pending Dismissal

** Note: Disability relapses may be treated as separate occurrences. Contact your ERM for advice and counsel.

Absences may also be covered under the Americans with Disability Act (ADA). When managers are addressing these issues with their employees, they should be sure to advise their employees that if an employee believes they need a reasonable accommodation, they should contact the AT&T Integrated Disability Service Center (d.b.a. AT&T IDSC) at 1-866-276-2278. Manager should work with AT&T IDSC directly on these cases.

The following are examples of situations to serve as a guide when using the Tables 1A, 1B, 2A, and 2B. The manager will consider the employee's overall absence history, including such factors as absence reasons, frequency, duration, mitigating circumstances and patterns in conjunction with the employee's length of service. It is strongly advised that the manager contacts the appropriate ERM prior to implementing any corrective action.

Less than Six Months:

Incidental absences will be evaluated based on the number of occurrences and the number of days associated with each occurrence. If the occurrence lasts longer than one day we begin to take into consideration the number of days that are associated with the occurrence. Call your ERM if you believe escalation of corrective action is warranted.

Example: (less than six months of service employee-see Table 1A) An employee who has less than six months of service is tardy on Monday and Tuesday. Monday, the employee would be issued a verbal warning. Tuesday, the employee would be issued a written warning. On Friday, the same employee is

absent. Since the employee had already been given two previous corrective action steps for two previous tardy violations (verbal and written) they would progress to the next level of corrective action which is Final Written Warning/3-Day Suspension.

Greater than Six Months:

Incidental absences will be evaluated based on the number of occurrences and the number of days associated with each occurrence. If the occurrence lasts longer than one day, we begin to take into consideration the number of days that are associated with the occurrence. Call your ERM if you believe escalation of corrective action is warranted.

Example: (greater than six months of service employee-see Table 2A) An employee with five years of service and no prior attendance violations is absent for two consecutive days, the employee would be coached on the importance of being at work as scheduled. The same employee is then absent for one day, the employee could be issued a verbal warning. Within the twelve-month period the employee is again absent, this time for four consecutive days which are not FMLA approved. Due to the number of days the employee would progress to First Written Warning/1-day suspension. Within the twelve-month period, the employee is tardy by 10 minutes. Due to the employee's history, he/she would progress to Final Written Warning/3-day Suspension.