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SUMMARY

This report is an assessment of the feasibility of decentralizing personnel records in the Maintenance and Equipment Department.

At the present time, the centralized personnel files in the department result in responsibility for personnel administration and attendance monitoring being shared between the department's Central Office and the divisions. Necessarily, this results in time-consuming and duplicate sets of parallel records which contain the same information.

This system can be simplified through two basic changes: a shift of the 3IR employee personnel files and associated personnel administration responsibility to the divisions, and a larger support-clerical role for the Central Office.

A major shift in procedure of this type should be accompanied by the development of complete procedures on record keeping, a definitive statement of Division Manager and Central Office responsibility through training for management and clerical staff personnel, careful top management monitoring and assessment of the program at all stages, Operations General staff support in implementation stages, and a phased program implementation.

INTRODUCTION

The purpose of this report is to assess the feasibility of decentralizing the personnel records of Maintenance and Equipment Department employees and to develop a plan and outline a procedure for accomplishing such a decentralization.

This report has included a review of earlier studies, interviews with Maintenance Division Managers, the General Superintendent of Maintenance and Equipment, the Assistant to the General Superintendent of Maintenance and Equipment, personnel from impacted departments, such as Accounting and Personnel, and with concerned Maintenance Department clerical staff.

In order to assess the requirements and benefits of a records decentralization, the current centralized system was studied. Efforts were made to identify all of the uses of these records, and to evaluate the current system's success at meeting these needs with a minimum of duplication.

The goals of a decentralized personnel record-keeping system have been identified as the following:

1. To provide each Division Maintenance Manager with the documentation necessary for effective personnel management.
2. To maintain adequate attendance verification of payroll and benefits-related information.
3. To provide the Maintenance Central Office with sufficient information to monitor the performance of each division in maintaining records and managing its personnel.

The question as to whether the primary responsibility for such personnel-related activities as attendance and performance monitoring, discipline, and employee counseling should be assigned to the Central Office, or to the various Maintenance Division Managers is a policy decision involving organizational philosophy. However, if the Maintenance Department is to develop managers who are capable of making complex policy decisions, if responsibility and authority are to be clearly identified, and if a definite chain of command is to be established which holds Division Managers responsible for the performance of their employees, decentralizing employee records and with it personnel management responsibility, is necessary.

THE CURRENT SYSTEM

The Maintenance and Equipment Department currently maintains a centralized record-keeping system for employee records. While employees are dispersed into 13 locations, their "Employee Record Cards" (Form 38-43), generally referred to as the 3IR, are kept at the Central Office. The 3IR is a capsulized account of an employee's entire work record, and contains permanent data such as seniority dates, biographical information, training and educational records, and RTD occupation employment information.

In addition to this, the 3IR contains information on vacation earned and used, and absence and tardiness records. In the Maintenance Department the 3IR is supplemented with Form 38-18, or "Absence Record" to record sick days off and sick pay used. The 3IR is also used to record counseling and discipline. The most frequently entered information in the 3IR concerns elements of performance such as attendance and discipline. Because the official employee records are maintained in Headquarters, a separation of functions and responsibilities relating to personnel matters has developed.

The Division Managers are responsible for the following personnel-related functions: daily supervision and work assignment, preparation of daily payroll and attendance reports submitted to the Central Office, maintenance of the division's own attendance log or record, commonly referred to as the "Sick Book ", performance of annual record reviews and recommending employees for promotions. These functions require the divisions to maintain many files also kept in the Central Office. Personnel Records or "PR" files are maintained in each division for each employee containing copies of forms on employee requests for sick pay and transfers, counseling notices, documentation on fringe benefits, workers compensation, garnishments and so on.

The Central Office is responsible for keeping all new information posted in the 3IR, verifying payroll and attendance data from the Divisions, originating vacation schedules, verifying sick pay claims, coordinating transfers, approving promotions, issuing employee passes, coordinating garnishments and monitoring all employee counseling and grievances. The Central Office controls all communications and dealings with the two unions' representatives. In performing all these functions many records and lists are kept to keep information current on all employees' locations, classifications and pay rates.

Attendance record maintenance is a major activity of the Department's Central Office. Essentially, the attendance record-keeping procedure involves the following basic steps: when an employee absence or tardy

is noted and communicated to the Division Manager, the Division Manager records this information and sends copies to the Accounting and Personnel Departments in order to verify payroll and benefits claims. The Maintenance General Office also receives this report, records it in its formal 3IR records and verifies sick pay claims.

Responsibility for monitoring attendance is divided between the Central Office and the divisions. While the Central Office maintains the formal 3IR record, both the division and the Central Office attempt to monitor attendance with the use of a "Sick Book" or "Sick Log" maintained in both locations which graphically plots attendance on a monthly by-division basis.

One of the central characteristics of this attendance record keeping system is that the formal personnel records of such things as attendance, discipline, and annual performance reviews are kept where they are easily accessible to the top level of departmental management, but where they are not available to those who have line responsibility for personnel management.

This system reflects an organizational structure in which Division Managers are largely limited to performing clerical tasks of recording personnel data for processing at the Central Office, and results in a heavy non-managerial paperwork load for division management personnel. The responsibility for formal personnel administration functions, such as discipline assessments, is left almost entirely to the Maintenance Central Office.

Despite this key role of the Central Office, however, Division Managers are expected to exercise limited line responsibility. Because of this division of responsibility, divisions and Headquarters both compile and maintain parallel personnel files. The basic difference between these parallel files is that the official records and the actual employee performance review responsibilities are retained in the Central Office by top management.

Another characteristic of this system is that because the Central Office has the main responsibility for maintaining personnel records, the divisions are viewed by the Central Office as sources of information, but not as having any information needs of their own. Therefore, emphasis is placed by the Central Office on receiving and processing information but not on relaying information to the division or on serving the divisions' information needs. The needs of the Division Managers to best do their job have not been analyzed, and standardized instructions and forms to realistically assist Division Managers have not been provided.

Consequently, each Division Manager, depending upon his training, has developed his own system for keeping information, insuring time card accuracy, verifying payroll data, and keeping track of employee attendance. While some managers have developed their own labor-saving procedures, these procedures are not necessarily of concern to the Central Office. The manager's efforts could be more effectively utilized if the Central Office provided coordinated assistance to them.

An example of a coordinated effort could be the vacation list. Currently a vacation list is issued by the Central Office, with the employee name, badge number, seniority data, and hours of vacation the employee has earned. The managers are expected to then fill in the date the employee will take vacation. At the division-level this process then requires the manager to copy over the names on to a calendar of his own devising, for him to visually determine when vacations would occur to schedule the workload.

This process could be simplified by the Central Office preparing for him the vacation list with the same information on a grid with the weeks of the year across the top. This could be sent in duplicate to the divisions and when vacations are picked, a copy of the division's schedule could then be returned to the Central Office for their information. This would save the managers from performing the clerical task of making up a vacation schedule. This is only one example of many of how the Central Office staff could provide a major service to the divisions.

Another feature of the present personnel record keeping system is the substantial duplication of effort it presently entails. The Central Office spends a significant amount of time checking and verifying the information submitted by the divisions. While this process insures accuracy of payroll and personnel records, it tends to diminish the need for accuracy the first time data is recorded. If an individual knows that several other people will be verifying the accuracy of their work, that individual is inclined to be less concerned the first time he records the data. Consequently, the Central Office reports that the divisions' work has to be constantly verified.

An example of this concerns the "Alterations Sheet" and the "Daily Report of Absence or Return to Work." Both forms currently must be submitted by the divisions on a daily basis. The "Alterations Sheet" records all absences while the "Daily Report" records only the employee's first day off and first day returned to work, essentially a duplication of information that can be obtained from the "Alterations Sheet". While the "Daily Report" is needed by the Personnel Department, the Central Office reconciles the two forms. This is a function in the Central Office which is claimed to be necessary. However, if the divisions can rely

on this double check, it reduces the need for precise reporting at their level. However, if responsibility were firmly assigned for accuracy, and if employees are properly trained and understand the need for that accuracy, the duplication that is claimed to be "checking and cross-checking" can be minimized.

In these ways, the present system impedes the development of a strong management element in the RTD's Maintenance divisions. Decision making in personnel matters is maintained by the Central Office, under the pretense of minimizing division workload. Yet, other opportunities for reducing the heavy clerical workload in the divisions are not addressed. Thus, the Division Manager whose supervisory responsibility may range between 30 and 100 employees and who has daily operational responsibility for over \$15,000,000 worth of equipment, must relinquish the management of his personnel and provide clerical information for the Central Office.

decentralization, the following preconditions must be satisfied. While this report addresses many of these issues, the actual implementation will require a detailed plan, complete with policy definitions and procedure manuals to insure an effective shift in responsibility.

Necessary Pre-Conditions of Records Decentralization

1. Division Manager Responsibility - The duties of the Division Manager as regards personnel management should be outlined. This outline should indicate personnel management areas for which each Division Manager will be responsible and those with which responsibility will be shared with the department Central Office.
2. Necessary Records - Those personnel records which are necessary to the Division Manager in fulfilling his responsibilities should be identified for decentralization.
3. Establish Decentralized Procedures - Procedures should be established defining the duties of the Division Manager in processing and maintaining those records which have been decentralized.
4. Define Role of Central Office - Under a decentralized records system, the Central Office's role in supporting the personnel management activities of the divisions would require definition.
5. Establish Implementation Schedule - A decentralized system would probably be first implemented at a trial division which would be selected by top management.
6. Personnel Training - It will be necessary to develop training programs which fully cover all new procedures of a decentralized records system, the use of new forms, and managerial aspects of the new system, such as motivation, communications, discipline, counseling, labor relations and so on.
7. Staff Backup - Before the initial implementation and until the entire decentralized system is completely operational, the deployment of additional Operations General and Maintenance Department staff personnel will be necessary in order to identify and resolve any unforeseen problems, to develop adequate instruction, and to improve and refine the records procedure while developing additional associated procedures.

8. Security - With the placement of personnel records in the division offices, it will, at minimum, be necessary to provide adequate locked file cabinet space.

In addition to these pre-decentralization requirements, there are several further program elements which should be implemented as soon as possible following decentralization.

Post-Decentralization Steps

1. Develop a long range program for strengthening Maintenance Division Managers through training, rotation as staff assistants in the Central Office, and so on.
2. Develop a long-range program for increasing the role of the Maintenance and Equipment Supervisors as managerial assistants to Division Managers, by including them in training programs, and delegating record keeping responsibility to them, and so on.
3. Maintain a centralized record monitoring program to insure that all Division Managers are consistently and accurately meeting their responsibilities, and that problem employees are being identified and counseled.
4. Begin development and implementation of a regular attendance and performance record summary for the Division Manager and department management.
5. Revise the written decentralized record keeping system procedure as necessary.

THE PROPOSED PROCEDURE

In developing a method for decentralizing Maintenance Department personnel records, several objectives were established that a new system would have to meet.

1. To strengthen the Division Managers' managerial capabilities for routine personnel matters by giving increased information tools.
2. To focus the role of Central Office management to those personnel problems requiring the highest level of labor relations expertise.
3. To strengthen the capability of Central Office management to monitor performance of Division Managers in personnel matters.
4. To redefine the role of Central Office clerical staff to that of providing support to the divisions and of performing as many routine clerical functions for the divisions as possible.
5. To reduce, or at least not increase, the clerical workload of the divisions.
6. To reduce the duplication of workload and records where possible.

A brief outline of the key elements proposed for this system will be presented here. Appendix A contains a more detailed procedure description. After the brief outline, a more detailed explanation will present how this system meets the above objectives.

The proposed decentralized personnel record keeping system basically involves a transfer to the divisions of the 3IR formal personnel records. In addition to this, the proposed procedure involves a discontinuation of the "Sick Log" at the divisions and a shift of responsibility for preparing a revised "Report of Absence and Return to Work," (Form 38-21), to the Central Office.

The proposed system recommends the following routine personnel functions to be performed by the divisions:

1. Maintaining the 3IR and "Absence Record" (Form 38-18) for each employee assigned to the division, including non-contract employees.
2. Preparing daily, the "Absentees and Alterations From Normal Time Worked" (Form 35-10).
3. Reviewing weekly, the "Absence Log" provided by the Central Office to monitor attendance.
4. Performing annual employee record reviews.
5. Verifying and authorizing requests for sick pay.
6. Recommending employees for promotion.

The following activities are recommended to be continued in the Central Office:

1. Calculating vacation time.
2. Coordinating transfer requests.
3. Authorizing promotions.
4. Coordinating passes and garnishments.
5. Assisting Division Managers on unusual labor relations problems, such as grievances and second-level hearings.
6. The maintenance of the "Absence Log", a modified form of the "Sick Log" which is currently maintained by both the Central Office and the divisions.

In addition to these activities, the Central Office should perform the following functions:

1. Preparation on a weekly basis, of the current "Daily Report of Absence or Return to Work" (Form 38-21). This modified form, prepared from information on the revised "Alterations Sheet" (Form 35-10), will reduce the time presently required to produce this form, and will shift preparation responsibility from the Division Managers to the clerical staff of the Central Office.

2. From the revised "Sick Log" or "Absence Log", a Quarterly Absence Summary will be compiled, highlighting those employees whose attendance problems may merit attention or action.

This proposed system essentially involves a shift of responsibility for records maintenance which is consistent with the organizational line structure of the department. The Division Manager will have increased information readily available, which will permit an improved "handle" on personnel management. The department's top management, on the other hand, will have a new tool, the Quarterly Absence Summary, for surveying highlighted potential problems and for monitoring Division Manager response to these problems. Further, the Central Office clerical staff will absorb some of the Division Managers' paperwork load, and become an information resource for both division and top management.

This proposed system would have the following impacts on workload:

The Divisions

Decreased Workload:

1. Discontinue preparation of "Daily Report of Absence and Return to Work" (Form 38-21)
2. Discontinue compilation of "Sick Log"

Increased Workload:

1. Maintain 3IR employee record

Central Office

Decreased Workload:

1. Discontinue 3IR employee record maintenance
2. Discontinue verification and authorization of sick pay
3. Discontinue "P.R." personnel file

Increased Workload:

1. Prepare revised "Report of
Absence and Return to Work"
(Form 38-21)

2. Prepare Quarterly Attendance
Summary

It is important to note that even in those areas where an increase in workload results from this proposal, such as in the maintenance of the 3IR employee record by the Division, and the preparation of the Quarterly Attendance Summary by the Central Office, that the process will still be facilitated, compared to the present system.

The divisions will be able to maintain the 3IR, for example, based on the "Absence Log", prepared by the Central Office, and circulated to the divisions on a weekly basis.

The Quarterly Attendance Summary, which will provide a by-division system summary of potential problems is currently not available and can be prepared from the "Absence Log"; and will not, therefore, involve tedious research through the 3IR files.

CONCLUSION

The decentralized Maintenance and Equipment Department personnel record keeping procedure proposed in this report will involve short-term costs in terms of training and staff time, but will result in procedures which will strengthen division-level personnel management while providing department top management with much improved tools for manager and personnel performance monitoring.

To be effective, any program for decentralizing this management function will require the support and assistance of a strong department leadership.

This strong departmental leadership should aggressively seek to develop a division-level management element which probably does not currently exist, even though the capacity is available with present management personnel.

APPENDICES

APPENDIX A

Draft Record Keeping Procedure

Purpose

The purpose of this procedure is to insure that complete and accurate employee records are maintained and to assign responsibility for the various types of records.

In order to minimize paperwork, it is important that all divisions follow these procedures closely so that, as personnel may change from division to division, a consistent method is used which can be understood and followed by all Maintenance Department management and supervisory personnel.

Policy

The 3IR Employee Record shall be maintained at each division for the employees there assigned and used by the Division Manager in monitoring employee performance. The Central Office shall provide the divisions with clerical staff support and continue to perform centralized functions such as the administration of vacations, transfer requests, promotion approvals, employee pass issuances, labor union contact, and labor relations problems.

Recording Employee Absence

- Step 1. When an employee calls in an absence, regardless of reason, a Form 33-19, "Miscellaneous Report to Division Superintendent" is prepared by the person taking the call. This form is then given to the Division Manager.
- Step 2. The Division Manager records all absences and work time deviations on Form 35-10, "Absentees and Alterations From Normal Time Worked." (See Appendix B)
- Step 3. The Division Manager submits Form 35-10 in two copies with the time cards, to the Central Office. (The Division Manager does not prepare the Form 38-21.) The Division Manager keeps one copy of this form.
- Step 4. The Central Office sends one copy of the "Alterations Sheet" and time cards to the Accounting Office. From the second copy of the "Alterations Sheet", the Central Office will record all pertinent attendance data on an "Absence Log" maintained for each division (see attached form, Appendix D). The Central Office will then file their copy of the "Alterations Sheet".

- Step 5. Also, from the daily "Alterations Sheet", the Central Office will prepare Form 38-21, "Weekly Report of Absence or Return to Work" and submit it at the end of each week to the Personnel Department (see Appendix C) with one copy to the concerned division, and keep a copy in the Department 3300 file.
- Step 6. At the end of each week, the Central Office will xerox the up-to-date "Absence Log" for each division and send it to the divisions.
- Step 7. The Division Managers will then record, each week, from the "Absence Log", all pertinent data into the 3IRs. They will maintain a file of complete "Absence Log" for reference on employee attendance and performance.
- Step 8. On a quarterly basis, the Central Office will prepare a graphic display of each division's personnel attendance records. The Division Managers will use these quarterly reports for assessing their own personnel attendance behavior. The Central Office management can use these reports to monitor division performance.

Reporting Time or Pay Rate Deviations

1. Employee pay time or pay rate deviations are recorded on the "Absentees and Alterations From Normal Time Worked", (Form 35-10), and reported on the time card of the concerned employee.
2. The Division Manager is responsible to see that the "Absentees and Alterations From Normal Time Worked" form correctly and accurately reflects all changes in pay rate and pay time.
3. A deviation in pay time results from any deviation in work time from the normal eight hour work day and 40-hour work week.
4. To record a deviation in work time, the number of hours the employee has worked shall be listed under the column labeled "Normal Time".
5. All deviations in work time result in changes in pay time, and are recorded in the "Pay Time" column.
6. To record a deviation in pay rate, the special rate at which the employee shall be paid is recorded under "Rate". It is not necessary to record the employee's normal pay rate.

7. The reason for all deviations is recorded in the "Remarks" column. The codes listed in the Instruction section of the "Absentees and Alterations From Normal Time Worked"(Form 35-10), may be used to facilitate a clear explanation, if possible.
8. All deviations listed on Form 35-10 must be reflected on the employee's time card. In addition, any exceptional pay rate or pay time reported on a time card must be included on Form 35-10, in order to provide a method of verifying the rate or time change.
9. Each Division Manager is provided with a copy of the bi-weekly Payroll Verification Print-out. This print-out does not have to be studied in point-by-point detail, but the Division Manager should review the print-out to check for errors.

Maintenance of the 3IR

1. The Maintenance Department's Central Office is responsible for initiating and preparing a 3IR for all new Maintenance and Equipment Department employees.
2. Employees' 3IR Personnel Records are to be maintained at each employee's home division or work location.
3. It is the responsibility of the Division Manager to see that all employees who are assigned to his division have a 3IR on file. If the Division Manager does not receive the 3IR, he should notify the Central Office.
4. It is the responsibility of the Division Manager to see that all 3IRs maintained in his division are kept up-to-date and that they are being carefully and accurately posted.
5. The Occupation Employment Record section of the 3IR shall include the dates and descriptions of all changes in employee job classification.
6. The Training Record section of the 3IR shall include all training programs in which the employee participates.
7. Vacation time earned and used shall be recorded from the Division Vacation List, prepared by the Maintenance Department's Central Office, and the actual employee use of vacation time.

8. Employee absence and lateness will be recorded on the "Absence Record," (Form 38-48), which is attached to and is a part of the formal employee personnel record. This should be done on a weekly basis, from the weekly "Absence Log" prepared by the Central Office. If necessary, this can be verified with a check against the "Weekly Report of Absence or Return to Work (Form 38-21), or the division file of "Absentees and Alterations from Normal Time Worked" (Form 35-10).
9. Incidents of leaves of absence and other time off with permission shall be recorded in the "Absence Record" (Form 38-48).
10. The 3IR provides a record of employee attendance and should be monitored in order to identify employees with an attendance problem. The "Absence Log" can be used to make it easier to monitor attendance and to locate potential problems. However, the 3IR is the formal record upon which formal counseling and discipline must be based.
11. All incidents of employee accident or injury while operating District buses or other equipment shall be recorded in the Accidents and Incidents section of the 3IR.
12. Incidents of serious professional negligence which result in an avoidable mechanical failure shall be recorded in the Miscellaneous section of the 3IR. This should be accompanied by a written notification from the Division Manager to the employee.
13. All incidents of formal counseling or discipline of employees shall be recorded in the 3IR, clearly describing the counseling or discipline and the specific offense or rule violation.
14. Awards or commendations such as the Maintenance Employee of the Month shall be recorded in the Awards section of the 3IR.
15. All 3IR personnel files shall be maintained in a safe, secure, and locked cabinet at all times. Access to this cabinet must be strictly controlled by the Division Manager.

Centralized Records

1. The Central Office will maintain a list of Maintenance Department employees which contains the following information:
 - . name
 - . badge
 - . seniority date
 - . classification
 - . rate
 - . birthday
 - . work location
2. Using this information, the following responsibilities will be performed by the Central Office:
 - a) Calculate employee vacation time: based on seniority, the Central Office shall distribute an annual list of the vacation earned by each employee
 - b) Coordinate transfer requests: based on the "pre-bids" of its employees, transfer awards will be made as outlined in the labor contract.
 - c) Authorize promotions: based on the advice of the Division Manager or whatever employee record information which may be obtained from the division, promotions will be granted or denied as appropriate.
 - d) Coordinate passes and garnishments.

Absence Log

1. The Central Office shall maintain a by-division Absence Log, which graphically illustrates absences, tardies, and returns to work. This log may be developed daily, but must, in any case be compiled at least weekly, from the daily "Absentees and Alterations From Normal Time Worked," (Form 35-10).
2. The Absence Log shall list all employees within each division, according to badge numerical order on the left hand column, and days of the month across the top.
3. The Absence Log will be xeroxed and distributed to the concerned division on a weekly basis. It is important that this form be filled out correctly as it will be used by the Division Manager to record employee attendance in the 3IR.

4. Although this log will be distributed on a weekly basis, it should accumulate all statistics for the calendar month. In this way, as the month progresses, it will all be recorded one week at a time.
5. Employee transfers shall immediately be reflected in the 'Absence Log'. The by-division list of employees in badge numerical order should be revised monthly, but transfers can be more rapidly noted at the end of the new division's 'Absence Log' list.

The Quarterly Attendance Report

1. The Central Office shall compile, on a quarterly basis for each division, a summation of absence and lateness. The purpose of this list is to highlight, for use by Division Managers and Central Office management, those employees whose attendance problem merits attention from management.
2. This report is prepared from the Absence Log, which records incidents of absence and tardiness.
3. The Quarterly Report shall identify the following:
 - a) Employees with more than six incidents of absence, with or without permission or more than an average of two incidents of absence per month.
 - b) Employees with six incidents of tardiness, or more than an average of two incidents of tardy per month.
4. While not all employees who appear in the Quarterly Attendance Report should necessarily or automatically be counseled or disciplined, this report should be used in identifying potential, as well as actual problems.

Personnel Files

It is the responsibility of the Division Manager to maintain a complete record file for all employees in his division. As always is true with personnel records, these files must be complete.

The Personnel Files shall contain the following types of information:

1. Copies of "Miscellaneous Report to Division Superintendent" (Form 33-19).
2. Copies of requests for time off, notes from doctors verifying illness, forms relating to benefits, and forms relating to workers' compensation, etc.
3. Copies of all formal discipline notifications given to employees.
4. Copies of "Request for Sick Leave Pay" (Form 38-27).

Central Office Review

In order to insure that all managers are consistently following procedure and that accurate, complete and up-to-date records are being maintained, the Maintenance Department Central Office maintains a thorough monitor of personnel records.

To do this, the Central Office assigns responsibility for the following activities:

1. Review the monthly and quarterly attendance summaries.
2. Follow progress of employees who have been included in the Quarterly Attendance Report
3. Conduct frequent reviews of division files to see that they are being correctly maintained, consistent with this procedure.

Sick Leave Pay

1. Employee sick pay benefits will be earned and utilized consistent with the appropriate union contract.
2. All requests for sick pay must be made by the concerned employee on Form 38-27, "Request For Sick Leave Pay".
3. The Division Manager is responsible to verify:
 - a) That the employee was off work due to sickness on the days for which sick leave pay is desired. This can be done by referring to an employee's 3IR, the Division "Absence Log", the "Weekly Report of Absence or Return to Work" (Form 38-21) or the "Absentees and Alterations From Normal Time Worked (Form 35-10), as is necessary to insure a valid identification.

- b) That the employee has earned sick leave pay time sufficient to cover the claim. Available sick leave pay time must be maintained in the "Absence Record" (Form 38-18), section of the employee's Personnel Record.
- 4. When the Division Manager has determined that the sick pay request is justified, he shall approve the "Request for Sick Time Pay" (Form 38-27).
- 5. The Division Manager shall forward the approved "Request for Sick Leave Pay", along with appropriate payroll card to the department Central Office.
- 6. The Central Office shall forward the payroll card to the Accounting Department for payment.

