

<b>Topic:</b>	<b>Attendance Management</b>
<b>Effective:</b>	January 2012
<b>Cross-Reference:</b>	Administrative Procedures: Attendance Support Program; Absence Reporting; Confidentiality of Medical Records; Disability Management – Early Interventions, Accommodations, and Return to Work; Progressive Discipline; Healthy Workplace  Any additional, relevant legislation or policies regarding Freedom of Information or Protection of Personal Privacy
<b>Review/Revision Date:</b>	January 2014
<b>Responsibility:</b>	Executive Officer of Human Resources

**INTENDED PURPOSE:**

The Halton District School Board is committed to creating a supportive and healthy environment for its employees. Individual and organizational health are important factors that affect the ability of employees to attend work on a regular basis. Attendance Management is an intervention program designed to assist employees who are struggling to attend work regularly. The intent of the Attendance Management process is to provide non-disciplinary and supportive assistance to Halton District School Board employees who exceed the established absence threshold.

This Attendance Management Administrative Procedure applies to all permanent staff employed by the Halton District School Board, as well as contractual staff holding a contract with the employer of six (6) months or greater. When an employee's absences exceed the established absence threshold, the following procedures apply.

**PROCEDURES:**1.0 Absenteeism:

- 1.1 Non-Culpable (Innocent) Absenteeism refers to absences as a result of illness or injury that arise due to circumstances beyond the employee's control; in other words, they are blameless. These absences are not dealt with through a progressive discipline model; instead the employee is supported through the Attendance Support Program.
- 1.2 Culpable Absenteeism refers to those absences for which employees can be held accountable. Failure to attend work without notifying the employer, lateness for work or leaving early, and abuse of leave are examples of culpable absences. Employees with culpable absences are subject to progressive discipline, in accordance with the associated Progressive Discipline Administrative Procedure. These absences are not dealt with through the Attendance Management Program, as they are beyond the scope of this administrative procedure.

2.0 The Employee Assistance Program (EAP) is the Halton District School Board's confidential employee support program. Services include professional support and resources that are intended to assist employees with a wide range of personal problems and challenges.

- 3.0 The Absence Threshold is the established number of absences that trigger possible entry into the Attendance Management Program. The threshold is a reasonable number that is based on empirical data.
- 3.1 When an employee's absences exceed the absence threshold, the Principal/ Supervisor/ Manager and/or Attendance Support Officer may meet with the employee to discuss his/her level of absenteeism, while having regard for the personal circumstances of the employee.
- 3.2 The employer should review the absence threshold every two years. Employees shall be notified of threshold changes. The threshold is used as a mechanism to trigger non-disciplinary and supportive intervention.
- 3.3 When an employee's absences have exceeded the threshold, the attendance management process will be initiated.
- 4.0 Absences that the Attendance Management Program may include:
- i. Personal illness/injury unrelated to work (paid and unpaid) if the absences are less than six (<6) consecutive days and the employee is not involved in the employer's Disability Management Program;
  - ii. Medical/Dental appointments; and/or
  - iii. WSIB claim related absences if the absences are sporadic, less than six (<6) consecutive days, and the employee is not participating in the employer's Disability Management Program.
- 5.0 Absences that are not included in the Attendance Management Program:
- i. Vacation;
  - ii. Culpable absences (refer to 1.2 of this administrative procedure);
  - iii. Family Medical leaves and Emergency leaves as defined by the Employment Standards Act;
  - iv. Pre-approved prolonged leaves of absence;
  - v. Pre-approved Personal Business Days and Family Emergency Days;
  - vi. Pre-approved Compassionate leaves of absences;
  - vii. Bereavement leave;
  - viii. Jury or subpoena leave;
  - ix. Pregnancy/parental leave;
  - x. Union business leave;
  - xi. Examinations and convocations;
  - xii. Quarantine;
  - xiii. Observance of recognized religious holy days;
  - xiv. Inclement weather day;
  - xv. Suspensions;
  - xvi. Approved Long Term Disability claims; and/or
  - xvii. WSIB absences greater than five (>5) consecutive days or if the employee is participating in the Disability Management Program.
- 6.0 The employee will be advised of his/her right to union representation in the attendance management process. At the employee's request, the representative may attend any meetings that occur to discuss or review the employee's attendance.
- 7.0 The attendance management process includes 4 distinct components: Preliminary Meeting; Coaching Level 1; Coaching Level 2; and Coaching Level 3.
- 7.1 The Preliminary Meeting includes the employee, the Principal/Supervisor/Manager and/or the Attendance Support Officer. Participants will discuss the employee's absence level, gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, offer support and guidance, and set attendance goals for the next 90 working days.

- 7.2 Coaching Level 1 consists of a meeting that includes the employee, the Principal/Supervisor/Manager, and the Attendance Support Officer. The employee may enter into level 1 as s/he has been unable to meet the attendance goals established in the preliminary meeting or the prorated threshold is exceeded during the preliminary meeting review period. Attendance goals will be set with the employee that will apply for the next 90 working days.
- 7.3 Coaching Level 2 consists of a meeting that includes the employee, the Principal/Supervisor/Manager, the Attendance Support Officer, and the appropriate Manager of Human Resources. The employee may enter into level 2 as s/he has been unable to meet the attendance goals established in level 1 or the prorated threshold is exceeded during the level 1 review period. Attendance goals will again be set with the employee that will apply for the next 90 working days.
- 7.4 Coaching Level 3 consists of a meeting that includes the employee, the Principal/Supervisor/Manager, the Attendance Support Officer, the appropriate Manager of Human Resources, and the Superintendent/Executive Officer of Human Resources or designate. The employee may enter into level 3, as s/he has been unable to meet the attendance goals established in level 2 or the prorated threshold is exceeded during the level 2 review period. Attendance goals will again be set with the employee that will apply for the next 90 working days. The employee will be advised that failure to meet the attendance goals set in Coaching Level 3 may result in termination of employment.
- 8.0 When attendance goals have been met within a coaching level, the employee enters into a review period of twelve (12) working months. During this review period, the Attendance Support Officer monitors his/her absences.
- 8.1 Employees who do not exceed the threshold in the twelve (12) month review period will exit from the Attendance Management Program.
- 8.2 Employees who exceed the threshold during the twelve (12) month review period will continue in the Attendance Management Program at the next relevant level.
- 9.0 Entry into any level of the multi-level process is applied consistently to all employees using discretion. The goals that are set within any level are specific and unique to each employee's circumstances.
- 10.0 Should a disability be identified that requires support or accommodation at any time during the process, the Employer will support the employee's transition into the Disability Management Program.
- 11.0 The Employer reserves the right to consider the termination of an employee for continuous, non-culpable absenteeism.
- 12.0 Responsibilities:
- 12.1 Employee:
- i. Maintain regular attendance.
  - ii. Participate actively in all levels of the attendance management process.

- iii. Cooperate in setting personal attendance goals.
- iv. Contact his/her union representative if the employee wishes them to be involved.
- v. Provide any appropriate documentation, during any level of the process in accordance with 2.0 and 3.0 of the Absence Reporting Administrative Procedure.

12.2 Principal/Supervisor/Manager:

- i. Communicate attendance expectations to all employees through an annual review of the Attendance Management Program.
- ii. Review absence reports for staff.
- iii. Identify absenteeism trends or patterns, such as the following:
  - a. Frequent absences of short duration;
  - b. Absences of more than five (5) days;
  - c. Absences due to doctor appointments or scheduled treatment;
  - d. Absences due to workplace injury and/or illness;
  - e. Unauthorized absences;
  - f. A pattern of repeated days of absence taken in proximity to weekends;
  - g. Absenteeism in excess of the established absence threshold; and/or
  - h. Absences in excess of standard recovery time, in accordance with Canadian Medical Association, for an employee's illness or injury as identified by the Disability Management Coordinator or designate.
- iv. Address all absenteeism issues using discretion and seek support from the Attendance Support Officer.
- v. Conduct the preliminary meeting with all employees whose absences exceed the absence threshold.
- vi. Support employees and act as a resource.
- vii. Advise employees of available resources (i.e. EAP).
- viii. Participate in all meetings and provide input into the development of individualized attendance goals for each employee involved in the process.
- ix. Provide a written outcome of the preliminary meeting to the employee.
- x. Support and assist the Attendance Support Officer at any level in the attendance management process.
- xi. Provide positive reinforcement to employees who reach their attendance goals.

12.3 Attendance Support Officer:

- i. Support Principals/Supervisors/Managers in addressing absenteeism issues.
- ii. Serve as a resource to employees and Principals/Supervisors/Managers.
- iii. Assist to identify employees who exceed the absence threshold.
- iv. Advise employees of resources available to them.
- v. Facilitate and assist with meetings in the attendance management process.
- vi. Provide assistance on the development of individualized goals at the conclusion of each meeting, taking into account all circumstances identified during each meeting.
- vii. Provide a written outcome of each Coaching Level meeting with copies to the employee, Principal/Supervisor/Manager, Manager of HR and employee representative, if applicable.

12.4 Superintendent(s)/Executive Officer of HR or designate:

- i. Provide support and act as a resource to all aspects of the attendance management process.
- ii. In conjunction with Human Resources, the Principal/Supervisor/Manager and the Attendance Support Officer, review the cases of employees who have not met attendance goals following the completion of all three coaching levels to determine ongoing employability.