

Attendance Support Program Policy



Section	Date	By-Law Number	Page	Of
Human Resources	June 24, 2014	90-2014	1	1
Subsection	Repeals By-Law Number		Policy Number	
General			HR-2-24	

Purpose

The purpose of this policy is to enable management and employees to correct absenteeism problems in a positive and caring manner.

Policy Statement

The Corporation of the City of Kenora is dedicated to the delivery of high quality services and facilities at best value to our community. Without the leadership and support of the City's staff, providing the high level of service that is expected from the City this would not be possible. The City values its employees and is committed to providing a healthy, safe workplace in which they can work.

It is an expectation of employment that employees of the Corporation are responsible for their prompt and regular attendance at work. The Attendance Support Program is in place to ensure that employees are given the resources they require to attend work on a regular basis. The Program is to help and support employees by enabling them to regularly attend work through positive non-disciplinary intervention strategies.

The Program is intended to extend to employees the internal and/or external support and assistance that may be required to overcome issues that impact on their ability to regularly attend work or return to work. It is also intended to recognize staff who demonstrate exemplary attendance.

Program

See attachment for Attendance Support Program

This policy has been reviewed with me. I understand the policy and agree to abide by it.

Date

Employee Signature

Print Name



Attendance Support Program

INTRODUCTION

The Corporation of the City of Kenora is dedicated to the delivery of high quality services and facilities at best value to our community. Without the leadership and support of the City's staff, providing the high level of service that is expected from the City this would not be possible. The City values its employees and is committed to providing a healthy, safe workplace in which they can work.

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PROGRAM OBJECTIVES

The *Attendance Support Program* is based on co-operation between the manager, supervisor and the employee with emphasis on:

- Approaching attendance issues/exceptions in a positive and supportive manner;
- Recognize and reward good attendance or when an employee's attendance improves;
- Encouraging pro-active health practices and promote employee wellness;
- Assisting employees in minimizing absences from work by making every reasonable effort to provide accommodation, assistance, and rehabilitation;
- Ensuring that each employee understands that his/her attendance at work is valued and that his/her presence contributes to the success of his/her team and the Corporation as a whole;

PROGRAM FOCUS

The Program is primarily focused on innocent (non-culpable) absenteeism due to sick leave, short-term disability, and absences without pay due to illness. Employees who are receiving WSIB or long-term disabilities benefits will be assisted and managed outside of the Program. The Program monitors all attendance and recognizes employees whose attendance is exemplary. Culpable or blameworthy absenteeism problems will be dealt with under the Corporation's *Progressive Discipline Policy*, not the Attendance Support Program.

IMPORTANT PRINCIPALS OF THE PROGRAM

Decisions made within this Program are done so in accordance with the provisions of relevant provincial legislation and regulation (e.g., *Employment Standards Act, Ontario Labour Relations Act, Occupational Health and Safety Act, Ontario Human Rights Code*) and the applicable Collective Agreement or HR Policies.

The Program provides a consistent attendance management system where in the needs of the employee are being appropriately addressed. All employees will enter the Program at the informal stage. When an

employee enters the Program, assistance and support will be offered at each stage to assist an employee with resolving issues that impact his/her ability to attend work on a regular basis.

RECOGNITION OF EXEMPLARY ATTENDANCE

Employees who make the effort to take care of their health and do not miss time from work due to illness must be recognized. The manager must recognize exemplary attendance on a personal level for those employees who exhibit such attendance. If an employee is not absent from work for a year, the manager shall write the employee a letter congratulating him/her on the achievement. (Appendix A can be used as a sample letter.)

DEFINITIONS

Innocent or Non-Culpable Absenteeism: Absence from work that is outside the control of the employee (e.g., due to illness or injury, including absences that may be a result of a disability) Subject to the duty to accommodate as outlined in the *Ontario Human Rights Code*, these absences are subject to this *Program*.

Culpable or Blameworthy Absenteeism: Absences from work due to factors within the employee's control. Culpable absenteeism includes late/leave early, failure to notify, absences without permission, failure to provide a doctor's note when required, failure to return from an approved leave, and abuse of leave (e.g., without an acceptable reason, with an unsubstantiated reason, or with false reasons/documents).

Triggering events

These are events that will result in the employee's record being reviewed and a discussion being held with the employee about their attendance. Triggering events may include, but are not limited to:

- a) 7 or more days/shifts absent in a 12-month period; and
- b) 6 or more occurrences of absence in a 12-month period (consecutive days absent count as one occurrence,).

The 12 month period referred to in (a) and (b) is the previous 12 months, and not a calendar year.

Triggering-event thresholds will be reviewed annually and are subject to change (e.g. number of days and/or occurrences), as attendance experience and expectation change.

Absences to attend medical or dental appointments count in the accumulation of time under (a).

Frustration of the Employment Contract

A frustration of employment contract typically occurs where an injury, or illness prevents an employee from attending work on a regular basis or from performing the essential duties of his/her regular job, or work for which the employer has offered and/or provided accommodation. This inability to perform the work must

be permanent and must be preceded by attempts by the Corporation to assist the employed in performing his/her regular work and or accommodated work to the point of undue hardship. Prior to triggering a frustration of contract discussion, the employee must also have been counselled about the consequences of continued inability to perform work.

Absences not eligible for sick leave

Sick leave benefits are not intended for the purposes such as (but not limited to) the situations listed below, and therefore will be treated as culpable absentees:

- To augment or extend a vacation, statutory holiday weekends, or other days off;
- To accommodate legal, professional, financial, realty or other such non-medically related appointments;
- To arrange for or participate in the moving or relocation of a household;
- To accommodate school professional development days;
- To attend courses, seminars, lectures or associated professional development activities;
- For family-care absences, including:
 - sickness in the family;
 - child care (e.g., taking a child to a medical appointment, or caring for a child in the absence of other child care);
 - elder care;
- Stress, in cases where a non-disabling and or a non-medically verifiable psychological illness exists.
- Extending bereavement days unless accompanied by a medical note from their physician

RESPONSIBILITIES

Employees

It is the responsibility of employees to:

- Regularly arrive on time, dressed in the appropriate attire ready for work at their work location at their start time, according to department schedules. This would mean that if you are required to put work clothes on such as coveralls etc. you should be dressed and ready for work at your start time;
- Be fully aware of the attendance policies, procedures, programs, and requirements of the Corporation and the reporting expectations when absenteeism occurs or will occur;
- Make every effort to live and work safely by following safety rules and procedures and by practicing accident prevention both on and off the job;
- Attend to work on a regular basis;
- Attend to personal affairs and obligations, including the scheduling of medical and dental appointments, outside normal working hours, where possible. Absences should be only for the time for the appointment. A full half day is generally not required for a appointment;
- Report all unscheduled absences sufficiently prior to scheduled start times. Each department Manager will educate his/her absence reporting requirements;

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- Work co-operatively with his/her supervisor/manager and the Human Resources department in providing satisfactory explanations for absence, and provide a properly completed medical certificate as required;
- Obtain appropriate approval for any absences;
- Report all scheduled absences in advance to their immediate non-union supervisor or designate;
- Avoid allowing minor ailments and inconveniences, other than those considered to be communicable, to prevent attendance at work;
- Keep his/her immediate non-union supervisor or designate apprised of progress when off sick and of the anticipated return to work date, and also expect to be contacted by their supervisor while off work. If an absence is longer than one day contact is required with the Supervisor each day following the initial contact unless a medical note is provided with an exact date of return.
- Inform his/her supervisor of an accommodation issue should one be present, with supporting documentation;
- Make every effort necessary to recover quickly to ensure a prompt, healthy return to productive employment, including compliance with doctor's recommendation; and,
- Facilitate a prompt return to work.

Supervisors & Managers

It is the responsibility of all departments and managers to ensure the consistent application of the *Attendance Support Program*. The immediate non-union supervisor is responsible for attendance management. Through the maintenance of accurate records and regular monitoring the supervisor counsels employees regarding absenteeism issues at an early stage. Supervisor responsibilities include:

- Education of new and existing staff on attendance expectations and this *Program*;
- Regular communication with employees;
- Recognition of exemplary attendance through the use of the exemplary attendance letter, Appendix A;
- Ensuring employees are aware of the documentation required to support an absence;
- Maintenance of accurate records for their staff as provided by Human Resources;
- In conjunction with Human Resources reviewing and analyzing attendance reports, assessing potential attendance problems and monitoring sick leave patterns (e.g. weekly or seasonal patterns) and usage by their employees;
- Consistently administering Corporate policies, procedures, and programs that relate to attendance management;
- Conducting counselling meeting with employees whose attendance meets or exceeds the trigger points in conjunction with the Human Resources Manager if requested;
- Advising employees that innocent attendance problems may result in employment being terminated as a result of their not being able to fulfill their obligations under the employment contract;
- Monitoring attendance problems in a timely manner;
- Addressing unsatisfactory innocent absenteeism through discussion with the employee(s) and counselling in accordance with this *Program*;

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- Maintaining contact with the absent employee to obtain reason for absence, an estimated return to work date, and to follow-up as necessary;
- Providing a safe and healthy workplace;
- Acknowledging attendance improvement;
- Being positive role models with respect to attendance at work;
- Contacting the Human Resources Department to obtain advice/assistance when needed;
- Informing employees about the Employee & Family Assistance Program;
- Facilitating early return to work by employees through modified or alternate work duties, where appropriate; and,
- Safeguarding the confidentiality of information.

Human Resources Department

It is the responsibility of the Human Resources Department to:

- Provide a system for the Corporation to accurately and systematically monitor attendance;
- Help ensure that the monitoring and control program is being consistently applied;
- Calculate and make available regular statistics related to departmental and total Corporate absenteeism;
- Provide management and employees with related training;
- Provide management and employees with coaching and mentoring and other forms of assistance as requested;
- Assist supervisors/managers in counselling employees on long-term absences regarding their rights, responsibilities and benefit options under City and government plans;
- Assist employees who require accommodation in their current job or by co-ordinating placement efforts in another available position;
- Coach supervisors and managers with case management of the chronically absent employee;
- Mediate between management, employees, and applicable bargaining unit representatives when necessary;
- Ensure policies, procedures, programs, applicable collective agreement provisions and relevant legislative requirements are adhered to; and,
- Promote employee health and absenteeism reduction through wellness and safety activities.

Senior Management Team

It is the responsibility of the senior management team to:

- Support initiatives to meet program objectives;
- Provide a leadership role for compliance;
- Ensure policies, procedures, programs, applicable collective agreement provisions and relevant legislative requirements are adhered to;
- Ensure that the monitoring and control program is being consistently applied;
- Set annual attendance goals; and,

- Monitor and manage the attendance of direct reports in accordance with the responsibilities of supervisors and managers.

REQUEST FOR MEDICAL CERTIFICATES

The Corporation has the right to request substantiation of an illness by a doctor's note; therefore, non-union supervisors/managers can require an employee to produce a doctor's note (including prognosis but not diagnosis) upon request. The Corporation may also request that the employee have his/her doctor complete an *Assessment for Return to Work* form and return it to the Human Resources Department (Appendix 3).

PROCEDURE

Stage-1

If at any point during a 12-month period an employee's attendance record prompts a triggering event, an informal meeting will be conducted by the supervisor. The purpose of the meeting is to:

- Identify concerns with attendance;
- Determine if the employee requires an accommodation;
- Explain the impact of absences on the work operation;
- Identify expectations for improvement; and,
- Identify resources for assistance.

The initial meeting will be documented using the *Attendance Support Meeting Record Form* (Appendix 4); and a letter will not be sent to the employee. A copy of the *Form* will be sent to the Human Resources Department for keeping in the employee's personal file. At this meeting the supervisor can help determine if the employee is absent due to an illness or injury that could either be a chronic medical condition or a time-limited and disabling medical condition. If the employee has a chronic or time limited and disabling condition, his/her absence is managed as outlined in the medical management section.

In Stage-1 the supervisor/manager will informally monitor the employee's attendance for a 12-month period. If the employee's attendance improves over that 12-month period, then he/she is removed from the *Program*.

Stage-2

If during the 12-month monitoring period, the employee is absent due to illness on a number of occasions, to the point that his/her attendance continues to meet a program criterion, the first formal meeting is held and a Stage-2 letter is sent to the employee (Appendix 5). The purpose of this meeting is to:

- Identify concerns with attendance;
- Determine if the employee requires an accommodation;
- Explain the impact of absences on the work operation;
- Identify expectations for satisfactory improvement;
- Identify resources for assistance (suggested referral to EAP); and,
- Identify specific course of action for improvement.

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The supervisor/manager will complete an *Attendance Support Meeting Record Form* and follow up with a letter documenting the discussion and the action plan agreed upon, if applicable. A copy of the *Form* and letter will be sent to the Human Resources Department for keeping in the employee's personnel file.

In Stage-2 the supervisor/manager will monitor the employee's attendance for a 12-month period and will meet with the employee on a quarterly basis, or sooner if the situation warrants, to discuss the employee's attendance. If the employee's attendance improves in the 12-month period, then he/she will no longer be in the Program.

Stage-3

If during the 12-month monitoring period of Stage-2 the employee is absent due to illness on a number of occasions to the point that his/her attendance continues to meet a program criterion or does not meet the expectations set-out in Stage-2, the second formal meeting is held and a Stage-3 letter is sent to the employee (Appendix 6). The purpose of the meeting is to:

- Determine if the employee requires an accommodation;
- Identify attendance is unacceptable;
- Provide opportunity to discuss reasons for absenteeism;
- Identify resources for assistance (suggested referral to EAP);
- Identify expectations for satisfactory improvement; and,
- Identify specific course of action.

The supervisor/manager will complete an *Attendance Support Interview Record Form* and follow up with a letter documenting the discussion and the course of action agreed upon, if applicable. A copy of the *Form* and letter will be sent to the Human Resources Department.

In Stage-3 the supervisor/manager will monitor the employee's attendance on a monthly basis for a 12-month period and will meet with the employee at the end of the period, or sooner if the situation warrants, to discuss the employee's attendance. If the employee's attendance improves after the 12-month period, then he/she will no longer be in the Program.

Stage-4

If during the 12-month monitoring period of Stage-3, the employee is absent due to illness on a number of occasions to the point that his/her attendance continues to meet a program criterion or does not meet the goals set-out in Stage-3, the third formal meeting is held and a Stage-4 letter is sent to the employee (Appendix 7). Prior to meeting with the employee, the manager must consult with the Manager of Human Resources or designate to review the case and options. The purpose of this meeting is to:

- Determine if the employee requires an accommodation;
- Identify attendance is unacceptable is on record;
- Provide opportunity to discuss reasons for absenteeism;
- Formal referral to Employee Assistance Program;
- Identify expectations for satisfactory improvement;
- Identify specific course of action;

- Identify other options which may be pursued if there is no satisfactory improvement.

The supervisor/manager will complete an *Attendance Support Interview Record Form* and follow up with a letter documenting the discussion and the course of action agreed upon, if applicable. A copy of the *Form* and letter will be sent to the Human Resources Department.

The supervisor/manager will monitor the employee's attendance on a monthly basis for a 1-year period and will meet with the employee at the end of each 6-month period, or sooner if the situation warrants. If the employee's attendance improves after the total monitoring period, then he/she will no longer be in the Program.

Stage-5 – Frustration of Contract

The objective of the *Attendance Support Program* is to manage employee absenteeism in a fair and consistent manner consistent with our obligations under the applicable collective agreements as well as the *Ontario Human Rights Code*, the *Workplace Safety and Insurance Act*, and the *Employment Standards Act*. The Corporation encourages and assists employees as they strive to improve attendance and, in most cases, a positive outcome will be achieved. If during the next 12-month period or less the above positive intervention fails to resolve the situation of an on-going case of non-culpable absenteeism, the employee can be released by triggering a non-disciplinary frustration of contract. In general, to do this the Corporation must be able to demonstrate that:

- The employee was made aware that a problem existed;
- The employee continued to fail to meet the essential duties of the position;
- The employee was counselled;
- The employee was offered assistance;
- Every consideration was shown for reasonable absences;
- Reasonable accommodation short of undue hardship to the Corporation cannot be provided to improve attendance; and,
- The employee is unlikely to be able to maintain regular attendance in the future.

In order to demonstrate the above-mentioned points, the Human Resources Department will meet with the employee and request that he/she have his/her doctor provide a medical prognosis (but not a diagnosis) of the employee's condition and future attendance at work.

Under the *Program*, a decision to frustrate the employment contract must be considered by the employee's manager, department head, a Human Resources department representative, the applicable Manager, and the Chief Administrative Officer. No employee will have their employment contract ended through frustration under this *Program* without the approval of the Chief Administrative Officer.

Medically-Managed Absences

In some situations an employee absence can be attributed to either a chronic condition or a time-limited and disabling medical condition. In these situations an employee's attendance is medically managed based on the condition. In order for an employee to enter this stream, he/she must provide medical verification to the Corporation of the condition either by providing the proof or by agreeing to a voluntary health review.

A voluntary health review can be requested by either the employee or the Corporation at any stage of the Program.

Absences due to Chronic Conditions

In these absences:

- The employee provides medical verification of the condition to his/her supervisor, to be forwarded to Human Resources Department
- The supervisor meets to offer support
- Employment accommodation provided, if appropriate
- The *Attendance Support Interview Record Form* is completed and filed.
- Employee's status is changed under the ASP to medical managed status
- Attendance is managed at Stage-1, and no advances to other steps unless absences are unrelated to the chronic condition
- Case to be reviewed annually or earlier if necessary.

Time Limited and Disabling Condition

In the absences:

- The employee progresses to Stage-1
- The employee provides medical verification of the condition to his/her supervisor, to be forwarded to the Human Resources Department
- The supervisor meets to offer support
- Employment accommodation provided, if appropriate
- The *Attendance Support Interview Record Form* is completed and filed.
- Employee's status is changed under the ASP to medical managed
- No advances to other steps unless absences are unrelated to the chronic condition
- Case to be reviewed as indicated by the medical.

Improved Attendance

When an employee exhibits excellent attendance (i.e., no lost days within the last 12 months), the manager must acknowledge the employee's performance in writing. See Appendix 12 for a sample letter.

If there is an improvement in attendance followed by a return to poor attendance within 12-month after the monitoring period ended, the employee's attendance is then monitored at the beginning of the stage in which he/she was last monitored. If there is a sustained improvement in attendance for the review period which meets corporate standards, the review process is closed and the employee is given a letter recognizing that they have met the corporate standard.

9. BARGAINING UNIT REPRESENTATION

While all meetings associated with the program are non-disciplinary in nature if the employee is a member of a bargaining unit, the employee is entitled to invite a union steward.

10. RECORD KEEPING

The principle of record keeping for the purposes of the *Program* is that minimal record keeping is necessary for employees who attend work regularly. Generally, an entry is only necessary when an employee is absent or late. The greater the absenteeism, the greater the amount of record keeping required.

When an employee is absent from work for any reason except a regularly scheduled day off, the part day or day(s) absent will be recorded on the payroll system using the appropriate payroll code:

This procedure will produce a record which will allow the manager to identify:

- a) Absences by cause;
- b) Patterns surrounding days off;
- c) Seasonal patterns; and,
- d) Patterns linking absences by various types.

A summary is provided so that total days absent per month and per year as well as number of occasions absent can be reviewed quickly. Please see Appendix 13 for procedures for maintaining an attendance calendar.

APPENDIX 1

EXEMPLARY ATTENDANCE

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: EXEMPLARY ATTENDANCE

A review of my records indicates that you did not miss any time from work due to illness over the most recent _____ period. I would like to congratulate you on this commendable attendance record.

The Corporation of the City of Kenora is committed to the growth and prosperity of Northwestern Ontario's leading City and most dynamic waterfront community. Your contribution through regular attendance has assisted the **(department name)** and the City to achieve this objective.

Thank you for the effort you made to remain healthy.

Yours truly,

Manager

Cc:

- Human Resources Department

APPENDIX 2**RETURN TO WORK AND ACCOMMODATION PROCESS****Ongoing Communication:**

- Identify circumstance, e.g. employee request for employment accommodation, absent on workplace insurance and/or long-term disability.
- Purpose of meeting/contact is early intervention to offer assistance, e.g. modified work or employment accommodation.
- If absent from work, agree on a contact schedule and approach, e.g. decide on frequency, employee may call manager, manager follows up if contact is not made within agreed time frame.
- Discuss information needs (expected return-to work date, abilities, restrictions, expectations) and barriers.
- Discuss employee's ability to return to modified work and/or other employment accommodation with all parties involved.
- Address importance of meeting individual and operational needs.
- When needed, continue to consult with others, e.g. Human Resources, employee representative.

Meet with the employee to plan goals and objectives:

- Consider a telephone meeting as an option if employee is initially unable to return to the workplace to meet.
- Identify if employee is/will be fit to return to work or if other options need to be explored.
- Identify if temporary or permanent employment accommodation is required.
- Plan for interim accommodation if ended or if possible.
- Develop a realistic plan to suit individual employee and operational needs.
- Discuss restrictions and expectation, e.g. medical and/or vocational rehabilitation needs, job duties, hours of work, return-to-work date, evaluation criteria, review dates and plan duration.
- Develop and document goals/objectives.
- Address relevant health and safety issues.
- Prepare plan and review.
- If needed, investigate and test options.
- Include other resources in meeting(s) if needed, e.g. Human Resources.
- If agreement on outstanding issues can't be resolved quickly, seek help from others (if not already involved), e.g. Human Resources staff or employee representative.
- Continue to meet/follow up as needed.
- Endorse and follow plan.
- Monitor and evaluate progress.
- Review plan continuously.
- Modify the plan as needed based on input from manager, employee or other resources (e.g. health care provider or Human Resources).
- Plan may change because of new health information or business changes.
- Maintain confidentiality of information.

Completion of return to work plan:

- If employee cannot return to pre-injury or illness job (with employment accommodation), consult with the Human Resources Department to assess options, e.g. possible job change or demotion for reasons of health.
- If the employee returns to pre-injury or illness job, evaluate ongoing employment accommodation needs plan and implement employment accommodation. If needed, review accommodation needs at reasonable intervals.

Communicating relevant information to other staff in the work unit:

- Provide relevant information (i.e. operational impacts and requirements) to other staff.

Administration:

- Continue to respect the employee's privacy and right to confidentiality.
- Staff need to know the supervisor and Corporation are committed to helping the employee return to work and/or receive employment accommodation.
- Document and evaluate decisions and actions taken in support of return to work and employment accommodation.

APPENDIX 3

RESTRICTIONS/LIMITATIONS & PROJECTED RETURN TO WORK DATE

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

The Corporation of the City of Kenora has an *Attendance Support Program* in which each employee's attendance record is monitored and compared to a set of standards determined by the Corporation. You have been absent from work since _____ due to an illness/injury.

The Corporation would like some clarification from your physician about your ability to return to work. To this end I have attached a package that contains the following documents:

A letter to Dr. _____; and,

An *Assessment for Return to Work form* for him/her to complete.

Please do the following:

Take the package to your physician so that he/she can complete the *Assessment For Return to Work form*.

If possible, wait for him/her to complete the Form.

If possible, hand-deliver the completed Form to me or, if your physician cannot immediately complete it, please ask him/her to send it to me by mail in the enclosed, self-addressed, stamped envelope or email.

Thank you for your assistance. If you have any questions, please feel free to call me at _____.

Yours truly,

HR Department

Attachment

Cc: Supervisor and or Manager

APPENDIX 4

ATTENDANCE SUPPORT MEETING RECORD FORM

Employee's Name: _____ Department: _____

Date & Time of Interview: _____

Days Absent Due to Illness: _____

Total Number of Days Absent: 2010: _____ 2011: _____ 2012: _____

- Reviewed with Employee
-

ITEMS TO DISCUSS WITH THE EMPLOYEE:

- Discussion kept confidential
- Review definition of innocent absenteeism: "ABSENCE FROM WORK THAT IS OUTSIDE THE CONTROL OF THE EMPLOYEE (E.G. DUE TO ILLNESS OR INJURY, INCLUDING ABSENCES THAT MAY BE A RESULT OF A DISABILITY)." The reason for the absence is not the concern but, rather, the need to meet attendance expectations and standards. Meeting is non-disciplinary.
- Review the *Attendance Support Program*.
- Impact of absenteeism on the Department e.g. interrupted workflow, additional cost of overtime, delays in service, added responsibility on other staff, etc.
- Attendance expectations, i.e. to attend work regularly and to take all steps necessary to ensure that the employee is able to attend work regularly.
- Resources available: Provide EAP pamphlet if appropriate.
- Ask if there is anything the Corporation can do to facilitate improved attendance.
- Outcome of continued absenteeism: Progression to next step in the process if similar absenteeism is experienced within the next six-month period.
- Identify specific course of action (Stage-2 onwards).
- It is possible to decrease steps based on improvements in attendance (Stage-2 onwards).
- Outline possible consequences if the employee's attendance continues to be less than the accepted standard, and does not significantly improve: Could lead to transfer, demotion, denial of promotion (Stage-3 onwards).
- Identify other options which may be pursued if there is no satisfactory improvement, including termination, since the employee's attendance may impact suitability for continued employment (Stage-4).

ATTENDANCE SUPPORT INTERVIEW RECORD FORM

(cont'd)

DOCUMENTATION OF MEETING:

Include major points of discussion: Attendance details, employment accommodation/assistance, attendance goals/times, and the action plans that will be taken to improve attendance (include employee comments).

This letter is a non-disciplinary counselling letter to confirm our discussions of (DATE OF FIRST FORMAL MEETING) regarding your attendance at work. The Corporation's *Attendance Support Program* monitors all employees and addresses "innocent absenteeism" which occurs when by no fault of your own you are absent from work because of a legitimate illness or injury. The reason for the absence is not the concern but, rather, the need to meet attendance expectations and standards.

The corporation of the City of Kenora is committed to providing a healthy work environment for all staff. Absenteeism affects all of us, especially immediate co-workers, because it results in interrupted workflow, reduced staff morale, delays in service and reduced quality of service. While the validity of your absences is not being questioned, the Corporation must insist upon regular attendance.

On (DATE OF INFORMAL MEETING) we reviewed your attendance record (copy attached) and the impacts your absences have had, specifically as they relate to _____. Since the work you perform is an integral part of our operation and your attendance is imperative, we proceeded to establish a goal for future attendance, which was _____.

At our follow up meeting of (DATE OF FIRST FORMAL MEETING), we discussed your inability to meet the established goal and the problems associated with that. It was brought to your attention that the number of days (and/or occurrences) you have been absent has reached a level of concern to the Corporation.

You are encouraged to take the steps necessary to ensure regular attendance at work. The expectations of this (Department) with respect to attendance are that you will not have more than _____ occurrences or miss more than _____ days in the next _____ months. As discussed, if you feel you may have difficulty in achieving this expectation, the Corporation is willing to provide whatever assistance we can. For confidential help, I would encourage you to contact the Employee Assistance Program provider at 1-800-387-4765.

I will continue to monitor and follow up on your progress. As discussed, should your absenteeism increase, further **non-disciplinary** action will be taken.

Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in attaining your goal.

Please note, as I indicated at the outset of our meeting, neither our meeting nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

Attachment

Cc:

- Human Resources
- CUPE President

APPENDIX 6

STAGE-3 LETTER

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: ATTENDANCE

This letter is a non-disciplinary counselling letter to confirm our discussions of (DATE OF FIRST AND SECOND FORMAL MEETINGS) regarding your attendance at work.

On (DATES OF PREVIOUS MEETING) I alerted you to the fact that there was a concern with the number of days you have been absent and the impacts of those absences. We not only established goals for you to attain within specified timeframes but you were also encouraged to seek confidential assistance through

ATTENDANCE SUPPORT PROGRAM

the Employee Assistance Program at 1-800-387-4765 (Please note that these resources are still available to you.)

While the validity of your absence is not being questioned, as previously noted, the efficient operation of the (Department) depends upon good attendance. Unscheduled absences reduce the (Department)'s ability to plan, organize and carry out our activities. Continual absences undermine employee reliability and may result in increased staffing or overtime costs.

Although you have been given an opportunity to improve your attendance, significant improvement has not materialized. As discussed on (DATE OF SECOND FORMAL MEETING) you have not met the goals established (IF APPLICABLE, ADD: and in fact, your attendance has continued to deteriorate).

At this point I would like to re-establish our expectations of you and provide you with a further opportunity to improve your attendance. It is expected that you will not have more than ____ occurrences or miss more than ____ days in the next ____ months.

As indicated previously, the Corporation has resources available to assist you. For confidential assistance, you may contact the Employee and Family Assistance Program provider at 1-800-387-4765.

I will continue to monitor and follow up on your progress in comparison to the monthly goals that were set. Should you be unable to attain the stated goals, further progressive action will be taken. Your attendance is on record and could lead to a transfer, demotion and/or denial of promotion.

I hope that you appreciate the seriousness of the situation and that you will immediately take steps to improve your attendance. Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in attaining your goal.

Please note, as I indicated at the outset of our meeting, neither our meeting nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

Attachment

Cc:

- Human Resources
- CUPE President

APPENDIX 7

STAGE-4 LETTER

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: ATTENDANCE

The purpose of this letter is to confirm our discussion of (DATE OF THIRD FORMAL MEETING) regarding your attendance at work.

At that time, I referred to our earlier meeting of (DATES), at which time you were advised that your attendance record has been unsatisfactory. You were also told your frequent absences were having an adverse affect on the (Department)'s ability to carry out work, and of our expectation of immediate improvement. You were also informed that your attendance would be monitored on an ongoing basis.

Although you have been given a number of opportunities to improve, and despite your commitment to maintain an acceptable level of absence following our earlier meetings, no significant change has occurred.

ATTENDANCE SUPPORT PROGRAM

Since our last meeting, you have been absent on ____ occasions for a total of ____ days as follows: (INSERT DATES).

The (Department) cannot permit such ongoing absences and the resulting strain they place on staff and operations in general. You have been notified as of (DATE OF THIRD FORMAL MEETING) that, since the number of absent days has not improved (IF APPLICABLE, ADD: and has in fact increased), further action is now necessary. Please note that your level of attendance continues to be excessive and unsatisfactory; improvement in your attendance is not just a goal but also a requirement. Should your attendance not improve, a medical prognosis for future attendance will be required and your employment may be jeopardized.

It is required that you not have more than ____ occurrences or miss more than ____ days in the next ____ months.

As indicated previously, the Corporation has resources available to assist you. For confidential assistance, you may contact the Employee and Family Assistance Program provider at 1-800-387-4765.

I will continue to monitor and follow up on your progress in comparison to the monthly goals that were set. As discussed, should your absenteeism increase **or fail to improve**, further action will be taken, including the non-disciplinary termination of your employment.

I hope you see the seriousness of the situation and that you will immediately take steps to improve your attendance. Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in attaining your goal.

Please note, as I indicated at the outset of our meeting, neither our meeting nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

Attachment

Cc:

- Human Resources
- CUPE President

APPENDIX 8

ADVANCED CONCERN – REFERRAL FOR MEDICAL PROGNOSIS

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: ATTENDANCE

The purpose of this letter is to confirm our discussion of (DATE OF THIRD FORMAL MEETING) regarding your attendance at work.

At that time, I referred to our earlier meeting of (DATE OF SECOND FORMAL MEETING), at which time you were advised that your level of attendance was unsatisfactory and improvement in your attendance was not just a goal but also a requirement. You were further advised that if your attendance did not improve, a medical prognosis for future attendance would be required and your employment may be jeopardized.

Since your attendance has not improved and has in fact deteriorated (or remained the same), further action is warranted. As discussed, you are requested to attend a meeting with (INSERT NAME) from the Human

ATTENDANCE SUPPORT PROGRAM

Resources Department at City Hall on (DATE AND TIME). The Human Resources Department will provide you with the necessary documents to obtain a medical prognosis for your future attendance at work.

As indicated, upon receipt of the results, I will arrange to meet with you again.

Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in attaining your goal.

As indicated previously, the Corporation has resources available to assist you. For confidential assistance, you may contact the Employees and Family Assistance Program provider at 1-800-387-4765.

Please note, as I indicated at the outset of our meeting, neither the meeting with me, the representative from the Human Resources Department, nor this letter of communication are disciplinary.

Yours truly,

Supervisor/Manager

Attachment

Cc:

- Human Resources
- CUPE President

APPENDIX 9

REFUSAL TO ATTEND MEDICAL ASSESSMENT

CONFIDENTIAL

Hand-delivered

Date:

File: H03-____

Employee name

Address

Dear _____,

RE: MEDICAL PROGNOSIS

Since you have refused to attend to obtaining a prognosis for future attendance from your physician, we can now only assume that you suffer no specific medical problems which would account for your high level of absences (and/or occurrences).

While we are sympathetic to your health problems, you must realize that by being absent you affect your co-workers by: (LIST IMPACTS). I am encouraging you to take whatever action is necessary to improve your attendance at work. As we discussed on (DATE OF THIRD FORMAL MEETING), the requirements are as follows: (LIST REQUIREMENTS).

We wish to make you fully aware that the consequence for your continued inability to attend regularly at work will be a non-disciplinary termination.

Again we wish to emphasize that confidential assistance is available through the Employee and Family Assistance Program provider at 1-800-387-4765.

Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in improving your attendance.

Please note that neither our discussion nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

Cc:

- Human Resources
- CUPE President

APPENDIX 10

RESULTS OF PROGNOSIS

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: ATTENDANCE

The purpose of this letter is to confirm our discussion of (DATE OF THIRD FORMAL MEETING) regarding your attendance at work.

On (DATE OF REFERRAL TO HUMAN RESOURCES DEPARTMENT), you were referred to the Human Resources Department in order to obtain documents for a medical prognosis, which would indicate your ability to attend work on a regular ongoing basis. Your doctor has forwarded the results of your prognosis and, as we discussed, there is not medical reason for you not to be able to regularly attend work.

It is our expectation that you will not be absent from work over the next _____ months. Should any further absences occur, the Corporation may effect a non-disciplinary termination of employment.

As indicated previously, the Corporation has resources available to assist you. For confidential assistance, you may contact the Employee and Family Assistance Program provider at 1-800-387-4765

Please do not hesitate to advise me if there are any work-related issues that may be affecting your attendance or if I can be of any assistance to you in attaining your goal.

Please note, as I indicated at the outset of our meeting, neither our meeting nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

- Human Resources
- CUPE President

APPENDIX 11

STEP 5 –Frustration of Contract

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

On the following dates, _____ , the Corporation met with you to discuss your attendance at work as well as how it impacts the Corporation and your fellow workers. In those meetings, you and your manager also discussed ways to improve your attendance to a satisfactory level and a series of goals were set for you to attain.

At the last meeting, you were told that your attendance was entirely unacceptable and that there would have to be an immediate improvement in your attendance. Unfortunately you have been unable to improve your attendance and medical information on file, coupled with your past attendance record, indicates that the Corporation can have no reasonable expectation of you obtaining a satisfactory attendance record. As a result, it is our reluctant conclusion that your employment contract with the Corporation of the City of Kenora has been rendered impossible of performance and that your employment with the Corporation is unable to continue.

For that reason, you are hereby notified that your employment with the Corporation will cease effective _____.

The Corporation’s Finance Department will make all the necessary arrangements for processing outstanding payroll matter. All monies owing to you will be paid to you through direct deposit into your bank account by _____.

Your *Record of Employment (ROE)* and final pay stub will be mailed to you in the near future.

It is unfortunate that your circumstances have led to this decision. On behalf of the City of Kenora, I would like to thank you for your service to the Corporation and most specifically the _____ Department. Your friends and co-workers at the City extend our best wishes to you and your family.

Please call the Human Resources Department at 467-2017 if you have any questions or if you wish to discuss any of the above.

Yours truly

Chief Administrative Officer

Cc:

- Manager
- Human Resources
- Payroll
- CUPE President

APPENDIX 12

IMPROVED ATTENDANCE – ALL STEPS

CONFIDENTIAL

Hand-delivered

Date:

Employee name

Address

Dear _____,

RE: ATTENDANCE

On (DATES) we discussed your attendance problem and the concerns the Corporation had. This is a follow up to those discussions.

Over the past _____ months you have been absent on _____ occasions for a total of _____ days as follows:

This represents a significant improvement for which you are to be congratulated.

Following your meeting of (MEETING DATE), we established new goals which indicated that you would have no more than _____ occurrences or miss more than _____ days in the next _____ months.

I will continue to monitor and follow up on your progress. As mentioned, I am extremely pleased that your attendance has continued to improve and I am confident that this is an indication of consistent improvement towards being at work every day.

Please note, as I indicated at the outset of our meeting, neither our meeting nor this letter of communication is disciplinary.

Yours truly,

Supervisor/Manager

- Human Resources
- CUPE President

APPENDIX 13

PROCEDURES FOR MAINTAINING ATTENDANCE CALENDAR

1. All Managers/Supervisors have access to read only on shared payroll attendance sheets
2. Quarterly, HR will send out attendance records to Managers for distribution to supervisors as appropriate.

ATTENDANCE SUPPORT PROGRAM

3. At each quarterly review, the supervisor has a print-out of each employee's attendance that has met or exceeded the trigger.
4. File the records for future reference, keeping all the employee's records together.
5. Complete Record of Interview Form to record such things as dates you discussed attendance with the employee, any concerns you expressed to the employee, dates for follow up meetings, etc.
6. Record only factual notes that can be defended in the future. You should not record any comments that you would not make directly to the employee.
7. Supervisors should try to speak to each employee periodically to promote awareness, to praise good attendance or to express concern about poor attendance. In the case of non-union employees, attendance must also be included for discussion as part of the annual performance appraisal.