

Attendance Management

Reviewed Date		Number	<i>HR0106</i>
Revised Date	<i>February 9, 2000</i>	Approved Date	<i>November 24, 1993</i>

Introduction

N/A

Purpose

The Health Unit recognizes that both the employee and the Health Unit have basic responsibilities with regard to meeting their obligations in the employment contract.

Absenteeism affects the organization in many ways. i.e. morale, replacement costs and disruption of service to the community.

The agency recognizes that staff are off legitimately due to illness. While staff may have no control over when they are ill, repeated absences from work interfere with the work that needs to be done by the agency and its employees. This policy exists to assist staff to be aware of agency expectations and identify when absences are affecting their work. It also supports the agency in identifying expectations for attendance, monitor absences and in offering support and counselling to employees who may be challenged to meet these expectations.

Meeting with employees about their attendance is a process that provides an opportunity for joint problem solving. If the process is successful, absenteeism is reduced and agency work is able to be completed. If this process is unsuccessful, it impacts on the agency's ability to complete its work and may eventually be a justifiable reason to terminate employment. This is a rare occurrence involving excessive absences from the workplace and monitoring over a 3 to 4 year period.

Legislative Authority

N/A

Policy Definitions and Interpretation

N/A

Policy

This policy deals with unscheduled, i.e. unplanned, absences due to illness. This does not include family related absences or medical/dental appointments.

The Health Unit defines a total of 49 hours (7 days) occurring at 4 separate times or occurrences in a 12 month period as reason for concern about an individual's wellness. This combination serves as an indicator that follow up is required by the manager. These

indicators will be pro-rated for part-time staff (i.e. for someone in a .6 FTE position it would be 28 hours or 4 days and 4 occurrences; for a .8 FTE position it would be 35 hours or 5 days and 4 occurrences). One occurrence is defined as a minimum of 3.5 consecutive hours for all staff.

Manager will use discretion in advancing the policy through the steps based on information obtained from the employee about the absences.

Procedures

Step 1

1. When a total of 49 hours (7 days), involving 4 unscheduled occurrences occur within a twelve month period, Corporate Services will notify the manager via **Form HR0106(F1)**. This will include a listing of all unscheduled absences. The manager may choose to involve the Director. The flow and confidentiality of information is important and there is a standing reminder that confidentiality of employee information is an essential performance requirement for all staff.
2. The manager confirms the accuracy of the recorded absences with Corporate Services and plans to meet with the employee within two weeks of notification from Corporate Services.
3. The manager discusses the absences with the employee including the impact on service and determines if the absences will be resolved in the short term. The manager offers assistance, reviews expectations for attendance and develops a plan with the employee with the goal of improving attendance within a specified time period. This provides an opportunity to meet the needs of both the agency and the employee. The manager uses discretion based on the interview to make appropriate recommendations regarding the continuation of the process.

Absences that are not expected to be easily resolved in a specific time period will continue to be monitored as outlined in Steps 2 through 5 of the procedure. A copy of the completed **HR0106(F1)** form will be placed in the employee's personnel file.

Absences that are expected to be resolved in a specific time period will continue to be recorded by Corporate Services, but will not result in progression through this policy (Steps 2 through 5). Employees will revert to step 1 of the policy. A copy of the completed **HR0106 (F1)** form will be retained in Human Resources for a period of 18 months and will not be placed on the employee's personnel file.

The Associate Director of Corporate Services will review the process with the appropriate manager for staff that revert to Step 1 on three consecutive occasions

4. The manager documents the interview results on form **HR0106 (F1)** and returns the form to the Corporate Services for file in the employee's personnel file by the due date identified on the form.

Step 2

1. If there are unscheduled absences of 21 hours (3 days), or more, and 2 occurrences within 6 months of the interview with the manager, Administrative Services will send

form **HR0106(F2)** to the manager. The manager will meet with the employee again pointing out that the attendance is still below that of his/her peers, review performance expectations and goals for improvement and revise if necessary.

2. The manager records the result of the interview on form **HR0106(F2)** and returns it to Corporate Services by the due date identified on the form.

Step 3

1. If there are unscheduled absences of 21 hours (3 days), or more, and 2 occurrences within a further 6 month period, the manager, directors (Service area and Corporate Services) and MOH, where appropriate, will meet with the employee jointly. The content of the interview must be confirmed in writing using letter **HR0106 (F3)**.

Step 4

1. If there are unscheduled absences of 21 hours (3 days), or more, and 2 additional occurrences within a further 6 months, the agency may require that the employee visit a physician or other health professional designated by the Health Unit to determine if there is any specific health problem which may be responsible for the absences (see **HR0106 (F4-A and B)**). The health professional will not be the MOH. A Medical Release Form must be completed by the employee in order to allow the designated health professional access to and release of information relating to the employee's ability to work. The manager will contact the designated health professional and explain why an assessment is being requested. The health professional's report will be filed in the employee's personnel file.

Step 5

1. If the designated health professional advises that the employee is suffering from no specific health problem which can account for the high level of absence, the Corporate Services Associate Director will send out Letter **HR0106 (F5)** advising that he/she must improve or face possible discharge.

Notes:

1. The manager maintains a record of all of the employees' absences and documents any conversations with employees being addressed under this policy. Employee awareness of this documentation will be demonstrated by initialling this documentation.
2. If an improvement is noted within any of the 6 months periods, the manager should meet with the employee to recognize this. A follow up letter is sent recognizing the achievement of their attendance goals and the process will revert to Step 1.
3. The employee's file will be cleared of all correspondence related to this attendance management policy after a period of 18 months provided no absences are being addressed under this policy within that time period.

Procedures

N/A

Related Policies

N/A

Related Forms

- HR0106(F1) - Attendance Management
- HR0106(F2) - Attendance Management
- HR0106(F3) - Attendance Management
- HR0106(F4A) - Attendance Management
- HR0106(F5) - Attendance Management

Final Approval Signature: _____

Review/Revision History:

September 2010 Policy Number Change – previous number B3.110