



ADMINISTRATIVE PROCEDURE: Attendance Support

REFERENCE NO: AP-HR-DRAFT-2016

Also refer to:

P-HR-13 – Employee Health Program
AP-AD-62 – Code of Conduct
AP-HR-09 – Employee Absence Reporting
AP-HR-24 – Confidentiality of Medical Records
AP-HR-29 - Disability Management

PURPOSE: To assist and provide support to employees in maintaining a regular and reliable attendance in the workplace. Consistent attendance facilitates increased student achievement, improvement in staff morale, a more positive work environment and decreased operating costs.

GUIDING PRINCIPALS: Senior management support, positive process, consistent practice for all employee groups.

OPERATING PROCEDURES: When an employee's absence exceeds the established Board Absentee Rate (B.A.R.) the following procedures apply in accordance with, the Attendance Support Principal/Supervisor Training Handbook.

Should a disability be identified, that requires support or accommodation at any time during the process; the school board will support the employee through the Disability Management Program while continuing to ensure that attendance is consistent and reliable in accordance with the provided medical restrictions and limitations.

1.0 Definitions:

1.1 Absenteeism:

- 1.1.1 Innocent (Non-Culpable) Absenteeism relates to absences as a result of illness or injury that arise due to circumstances beyond the employee's control. These absences are not dealt with through a progressive discipline model; instead the employee is supported through the Attendance Support Program.
- 1.1.2 Culpable Absenteeism relates 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 misuse of leaves are examples of culpable absences. Employees

with culpable absences are subject to progressive discipline, in accordance with the associated policy and procedures. These absences are not dealt with through the attendance support program.

DEFINITIONS	MAY INCLUDE
Non-Culpable Absences – included in the Attendance Support Program	<ul style="list-style-type: none"> • Personal illness • Personal injury • Personal medical appointments
Non-Culpable Absences – not included in the Attendance Support Program	<ul style="list-style-type: none"> • Approved medical leaves by the HRO - AS/DM/WSIB*, provided the employee has submitted the required medical evidence supporting the employee is in an appropriate treatment plan and is cooperating with prescribed treatment • Vacation • Other approved leaves of absence • Bereavement leave • Jury or subpoena leave • Pregnancy/parental leave • Work related illnesses or injuries (approved by WSIB) • Union business leave • Quarantine • Observance of recognized religious holy days • Hazardous weather day • Approved Long Term Disability claims

*Human Resources Officer – Attendance Support/Disability Management/WSIB

2.0 Absence Guide

- 2.1 The B.A.R. is the established number of days absent to possibly trigger entry into the Attendance Support Program. When an employee’s absences exceed the B.A.R., the Principal/Supervisor will meet with the employee to discuss their attendance.
- 2.2 The B.A.R. will be reviewed every two (2) years by the Board. Each of the bargaining unit representatives will be consulted prior to any changes. Employees will be notified if the B.A.R. changes.
- 2.3 When an employee’s absences have exceeded the B.A.R., in any twelve (12) calendar month period, the Attendance Support process may be initiated. For clarity, absences are based on the previous twelve (12) calendar month period, do not reset upon commencement of a new school year and are independent of sick day allocation.

- 2.4 Entry into any step of the multi-step process and goal setting is specific and unique to each employee's individual circumstances.
- 2.5 The applicable bargaining unit representative will be notified should a member be entered into the employee Attendance Support Program.
- 2.5.1 The employee will be informed of their right to include their bargaining unit representative in the Attendance Support process. The bargaining unit representative may attend any meeting that occurs to discuss or review the employee's attendance.
- 2.6 The Attendance Support Program includes 4 distinct components: Preliminary Meeting; Coaching Level 1; Coaching Level 2; and Coaching Level 3.
- 2.6.1 The Preliminary Meeting includes the employee and Principal/Supervisor. This is an informal discussion related to the employee's absences, in order to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, and to offer support and guidance. The Supervisor will explain the B.A.R. and the Attendance Support Program to the employee, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.
- 2.6.2 Coaching Level 1 – Consists of a meeting that includes the employee, Principal/Supervisor and HRO - AS/DM/WSIB to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.
- 2.6.3 Coaching Level 2 – Consists of a meeting that includes the employee, Principal/Supervisor, HRO – AS/DM/WSIB and Coordinator of Human Resources or Designate to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.
- 2.6.4 Coaching Level 3 – Consists of a meeting that includes the employee, Principal/Supervisor, Superintendent of Human Resources and/or Coordinator of Human Resources to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days. The employee will be advised that failure to

meet the attendance goals set in Coaching Level 3 may result in the discontinuation of employment.

2.7 When attendance goals are not met within any coaching level ninety (90) calendar day review period, the employee proceeds to the next level of the program.

2.8 When attendance goals have been met within a coaching level, the employee enters into a review period of up to twelve (12) calendar months where their absences are monitored by the HRO – AS/DM/WSIB.

2.9 If during the twelve (12) calendar month review period, an employee exceeds the B.A.R., the employee will re-enter the Attendance Support Program at the most recent coaching level.

2.10 Employees who do not exceed the B.A.R. in the twelve (12) calendar month review period will exit from the formal coaching process.

3.0 Employee Responsibilities:

3.1 Maintain regular attendance.

3.2 Report absences in accordance with the Greater Essex County District School Board's Code of Conduct Administrative Procedure (AP-AD-62).

3.3 If necessary, participate actively in all levels of the Attendance Support Program.

3.4 Cooperate and collaborate in setting personal attendance goals.

3.5 Contact their bargaining unit representative if the employee wishes them to be involved.

3.6 Provide appropriate documentation, during any level of the process.

4.0 Principal/Supervisor Responsibilities:

4.1 Communicate attendance expectations to all employees through an annual review of the attendance support program.

4.2 Review absence reports for staff.

4.3 In conjunction with the HRO – AS/DM/WSIB, identify absenteeism trends or patterns.

- 4.4 In conjunction with the HRO – AS/DM/WSIB, discretion will be applied by considering an employee’s personal circumstances and reasons for absence when addressing all absenteeism issues.
 - 4.5 Conduct a confidential Preliminary Meeting with all employees whose absences exceed the B.A.R.
 - 4.6 Support employees and act as a resource.
 - 4.7 Advise employees of available resources (i.e. Employee Assistance Program) and other leave provisions in accordance with the applicable Collective Agreement, Terms and Conditions, or Contracts.
 - 4.8 Participate in all meetings as outlined in the Attendance Support Program and provide input into the development of individualized attendance goals for each employee involved in the process.
 - 4.9 Provide written outcome of Preliminary Meeting to the employee and the HRO – AS/DM/WSIB.
 - 4.10 Communicate and collaborate with the HRO – AS/DM/WSIB at any level in the attendance support process.
 - 4.11 Provide positive reinforcement to employees who reach their attendance goals.
- 5.0 Human Resources Officer – Attendance Support/Disability Management/WSIB (HRO – AS/DM/WSIB) Responsibilities:
- 5.1 Communicate and collaborate with Principals/Supervisors in addressing absenteeism trends.
 - 5.2 Serve as a resource to both employees and Principals/Supervisors.
 - 5.3 Identify employees who exceed the B.A.R.
 - 5.4 Advise employees of available resources (i.e. Employee Assistance Program) and other leave provisions in accordance with the applicable Collective Agreement, Terms and Conditions, or Contracts.
 - 5.5 Facilitate the meetings in Coaching Levels 1 and 2.
 - 5.6 Provide guidance on the development of individualized goals.

5.7 Provide a written summary after each Coaching Level meeting to the employee, Principal/Supervisor and bargaining unit representative, if applicable.

6.0 Coordinator/Superintendent of Human Resources Responsibilities:

6.1 Provide support and act as a resource throughout all aspects of the Attendance Support Program.

6.2 In conjunction with HRO – AS/DM/WSIB, Principals and Supervisors, review the cases of employees who have not met attendance goals following the completion of Coaching Level 3 to determine ongoing employability.

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