



ATTENDANCE MANAGEMENT GUIDELINES

Introduction

The Attendance Management Guidelines are intended to provide managers and supervisors with clear guidelines for addressing employee attendance. The purpose of these procedures is to:

- supplement the Attendance Management Directive and Procedures
- clearly define the roles and responsibilities of all involved parties
- support the value that the City places on attendance
- outline the process to be followed in managing attendance to ensure fair and consistent practices throughout the City
- create a work environment that encourages optimum attendance through guidance, support, and opportunities for employees to improve attendance
- set out the conditions and actions to be taken when employees do not meet acceptable attendance expectations
- identify any disability that may trigger the Employer's duty to accommodate

The Guidelines

The Attendance Management Guidelines provide a process to consistently manage attendance in all departments of the City. The focus of these procedures is to positively acknowledge optimum attendance as well as deal effectively with non-culpable absenteeism. Culpable absenteeism will be subject to disciplinary measures as outlined in Discipline Policy A1102.

While the purpose of the disability benefit plans, including Income Protection (Short Term Disability), Long Term Disability, and Workers' Compensation, is to provide income replacement to disabled employees, some situations become excessive and chronic. The Attendance Management Guidelines concentrate on improving attendance to acceptable levels. Termination of employment will be contemplated only when:

- the frequency and/or duration of absences is excessive when measured against established standards of attendance
- attempts to rectify the identified problem have failed to result in a significant improvement in attendance
- attempts to accommodate the employee to the point of undue hardship have been unsuccessful
- the employee and the Union have been clearly informed that the employee's attendance must significantly improve for the employee's employment to continue, and
- there is little likelihood that the employee will be capable of acceptable attendance in the future

The Attendance Management Guidelines involve four levels of attendance and all employees fall within these levels. The responsibilities at each level of the process are outlined. The supervisor, with the assistance and advice of the Human Resources Consultant, is the primary individual responsible for managing attendance and will determine the appropriate level of attendance for each employee. ("supervisor" may refer to "management supervisor" if appropriate.)



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GENERAL RESPONSIBILITIES

It is the responsibility of the **Employee** to:

- maintain a record of optimum attendance
- attend work as assigned
- follow established reporting procedures
- participate in a plan to improve attendance with the supervisor

It is the responsibility of the **Supervisor** to:

- use the Attendance Management Guidelines to manage employee attendance
- reinforce the value the City places on good attendance, and acknowledge good attendance
- establish proper reporting procedures and communicate these to all employees
- review attendance reports at least quarterly, and determine the appropriate level of attendance for each employee, considering individual circumstances and established standards and goals
- ensure that attendance is included on each employee's performance appraisal

It is the responsibility of the **Human Resources Consultant** to:

- provide advice and expertise to supervisors concerning matters related to attendance management
- assist supervisors in carrying out the various steps of the Attendance Management Guidelines, as requested
- provide statistics to assist the supervisor in determining the applicable standard of attendance
- seek the assistance of the appropriate Human Resources staff, as required

It is the responsibility of the **Disability Management Consultant** to:

- provide assistance in promoting employee awareness of, and participation in, wellness initiatives, as well as serve as a professional resource when searching for health and wellness information
- provide other attendance and disability reports as required
- provide necessary claims information to the supervisor and the Human Resources Consultant

It is the responsibility of the **Senior Management Team** to:

- establish the process for determining the attendance standards by general employee group for corporate application to be used to identify those employees with attendance concerns
- communicate the departmental goals and strategies regarding Attendance Management with supervisors and employees



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STEPS IN ATTENDANCE IMPROVEMENT

LEVEL 1 – Attendance falls within acceptable standards.

The General Responsibilities are to be maintained, and the additional Level 1 responsibilities are:

It is the responsibility of the **Employee** to:

- follow established reporting procedures if unable to attend work
- accurately record all absences
- schedule medical and dental appointments during non-working hours whenever possible

It is the responsibility of the **Supervisor** to:

- obtain the reason for the absence, and the estimated return to work date and time when an employee calls in to report an absence
- approve leave requests within the assigned delegation of authority
- maintain appropriate personal contact with the employee during the disability or leave period
- advise employees that medical and dental appointments are to be scheduled during non-working hours whenever possible
- ensure that employees accurately report absences
- counsel employees as required, with respect to attendance and document discussions
- reinforce the value the City places on good attendance and acknowledge optimum attendance

It is the responsibility of the **Human Resources Consultant** to:

- provide advice, assistance and expertise to the supervisor and Disability Management Consultant on matters concerning absenteeism
- recommend disciplinary measures for culpable absenteeism



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LEVEL 2 - Attendance suggests an emerging absenteeism concern. Either the number of days or number of incidents is in excess of acceptable standards. Patterns of absenteeism may be identified.

The responsibilities addressed in the General Responsibilities and Level 1 are to be maintained, and the additional Level 2 responsibilities are:

It is the responsibility of the **Employee** to:

- comply with reasonable requests for medical evidence
- participate in counseling sessions with the supervisor and in the development of an attendance improvement plan
- cooperate with the efforts of the supervisor, Disability Management Consultant, and Human Resources Consultant
- participate in the development of a plan to improve attendance and follow through with the identified requirements
- advise the supervisor and Disability Management Consultant of any disability that prevents them from maintaining the applicable standard of attendance, and requires an accommodation

It is the responsibility of the **Supervisor** to:

- develop a plan to improve attendance with the employee
- provide the employee with documentation (“Attendance Management – Placement on Level II”, see Attachment II) clearly outlining the reporting procedures, stressing the importance of personally and directly contacting the supervisor or a designate and providing medical documentation for absences as required
- refer the employee to Employee and Family Assistance, if warranted
- conduct counseling sessions on a quarterly basis and document progress
- counsel the employee with regard to the need to improve attendance and the consequences of failing to do so, and document the session, following up with a counseling memo confirming the discussion
- inquire if there is any disability that prevents the employee from maintaining the applicable standard of attendance and requires an accommodation
- place the employee at Level 1 once acceptable attendance has been attained and maintained for a period of 12 months. Recognize and acknowledge the employee for improving attendance

It is the responsibility of the **Human Resources Consultant** to:

- assist the supervisor in the identification of employees with potential or existing attendance concerns
- provide statistics to assist the supervisor in determining the applicable standard of attendance
- provide advice, assistance and expertise on the counseling process and the development of the attendance management plan



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LEVEL 3 - An identified attendance concern continues. Absences remain above applicable standards and may be occurring in a distinguishable pattern. Efforts at Level 2 have failed to significantly improve attendance.

The responsibilities addressed in the General Responsibilities, Levels 1 and 2 are to be maintained and the additional Level 3 responsibilities are:

It is the responsibility of the **Employee** to:

- identify the barriers to improved attendance to the supervisor, and participate in further refinement of the attendance improvement plan
- advise the supervisor and Disability Management Consultant of any disability that prevents them from maintaining the applicable standard of attendance and requires an accommodation
- if appropriate, obtain advice from a union representative on the “Final Opportunity for Improvement Letter” (see Attachment III) and review and sign the letter

It is the responsibility of the **Supervisor** to:

- compile a comprehensive attendance history for the employee, including periods of disability (STD and LTD), WCB and medical appointments
- review the attendance history with the Human Resources Consultant, and obtain advice
- update the attendance improvement plan, considering advice from the Human Resources Consultant, Disability Management Consultant, and input from the employee
- advise the employee of the gravity of the situation, and warn the employee that improvement is necessary for continued employment with the City
- inquire if there is any disability that prevents the employee from maintaining the applicable standard of attendance and requires an accommodation
- meet with the employee quarterly, or more often if required and document all meetings
- review and sign the “Final Opportunity for Attendance Letter.” Obtain the employee’s signature acknowledging receipt of the letter.
- place the employee at Level 2 once the identified improvement in attendance has been attained and maintained for a period of 12 months; recognize and acknowledge the employee for improving attendance

It is the responsibility of the **Human Resources Consultant** to:

- prepare a “Final Opportunity for Improvement Letter”
- review the matter with the Union, if the employee is unionized
- participate in the Level 3 meeting with the supervisor, employee and Union



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LEVEL 4 – Absenteeism persists to the point of termination of employment.

The responsibility of the **Supervisor** is to:

- assist the Human Resources Consultant in preparing a briefing paper, including a detailed employment history, accommodated employment opportunities, absence history, documented counseling sessions, referrals, written warnings, and the "Final Opportunity for Improvement Letter"
- discuss the employee's termination of employment with the Human Resources Consultant
- sign the termination letter prepared by the Human Resources Consultant
- meet with the employee and the Union, and explain the reasons for the termination of employment

The responsibility of the **Human Resources Consultant** is to:

- prepare a briefing paper, including a detailed employment history, accommodated employment opportunities, absence history, documented counseling sessions, referrals, and written warnings
- prepare the termination letter including:
 - the total days and incidents of absence in the employee's record, confirming that these absences are excessive
 - include only non-culpable absences since culpable absences, including lateness, is a disciplinary matter
 - the reference that there is no reasonable expectation of acceptable attendance in the future
 - efforts made by the department to improve attendance such as counseling sessions, EFAS referrals, accommodation, etc.
 - the warnings, and in particular, the "Final Opportunity for Improvement Letter" and the failure to comply with the terms of the letter
- consult with the Union, if applicable and coordinate the meeting to terminate employment



PLACEMENT ON LEVEL II

DATE: **Personal and Confidential**

TO: Employee Name
Payroll Number
Department

FROM: Supervisor Name
Department

SUBJECT: ATTENDANCE MANAGEMENT COUNSELING – Placement on Level II

This correspondence will confirm our discussion on _____, 2009 and your placement on Level II of the City's Attendance Management Program. For your information, the purpose of the Attendance Management program is to support and encourage employees whose absenteeism records are of concern, to identify potential barriers to regular attendance, and to take whatever steps may be necessary to achieve improvement. The following points summarize the points covered at our meeting:

1. Your absence record of Y days in Z incidents since ___ of 200X is above the established standards (clerical employees, bus operators, outside workers, etc.) of XX Incidents and is of concern to me.
2. In an effort to assist you in addressing this level of absenteeism, every time you must be away due to personal illness or injury you will:
 - call into the Control Centre, and
 - as well, you are required to call your Line Supervisor directly at 780-496-1234 either prior to or at the beginning of your assigned shift if you are unable to attend work due to personal illness or injury. If your supervisor is not available when you call, you are to leave a message as to your inability to attend work and a phone number where you can be reached. Your supervisor will contact you as soon as possible.
3. It is expected that you will take whatever steps are necessary to resolve your medical problem(s) so that you will be able to attend work on a regular basis.
4. Medical and dental appointments are to be scheduled outside of normal working hours whenever possible.
5. While off work and receiving disability benefits, you are expected to refrain from activities which would jeopardize your recovery and your ability to return to work in a timely fashion. You are also expected to make yourself available for alternate duties that may be within your limitations if you are unable to perform your regular job duties.
6. Your supervisor will conduct a review with you quarterly to evaluate your progress in improving your attendance.

<insert name of employee>, if there is anything else that I can do to assist you in addressing this problem, I encourage you to come and talk to me. This situation will be monitored and review meetings will be scheduled with you to follow-up on your progress. I feel confident that you will take the steps necessary to improve your overall attendance, thus avoiding the necessity for further non-disciplinary action.

Signed by Supervisor



PLACEMENT ON LEVEL II

I acknowledge receipt of this letter.

Employee

Date

Cc Employee Service Centre
Labour Relations Consultant



FINAL OPPORTUNITY FOR IMPROVEMENT

DATE: **Personal and Confidential**

TO: Employee Name
Payroll Number
Department

FROM: Supervisor Name
Department

SUBJECT: Attendance – Final Opportunity for Improvement

Over the past ___ months, we have met _____ times to discuss your attendance at work.

Based on those meetings, the following is confirmed:

1. The frequency and total duration of absences when measured against the established standards for (clerical employees, bus operators, outside workers, etc.) in the City of Edmonton is clearly excessive.
2. Your excessive absenteeism has persisted for _____(period of time).
3. You have been advised on _____ (list the dates) that your absenteeism was excessive, and was not acceptable to the City of Edmonton.
4. You have been provided with the assistance and opportunities, as listed below, to improve your attendance. (List the details of the assistance and opportunities provided).
5. Attempts to date to rectify the identified problem have failed to result in a significant improvement in your attendance.

To ensure that you understand the gravity of this situation, this letter will constitute a final opportunity to improve attendance. In order to maintain your employment with the City of Edmonton, you are required to significantly improve your attendance and are expected to have no more than (number of incidents/duration) over the twelve (12) month period. Your attendance will be reviewed with you again on at least a quarterly basis, with these same terms and conditions until you have maintained acceptable attendance for at least twelve months. Your level of Attendance Improvement may be reviewed at that time.

The following are additional expectations that must be followed:

1. Each time you are absent due to personal illness or injury you are required to call your Supervisor, Mr. X directly at 780-496-1234 either prior to or at the beginning of your assigned shift. If Mr. X is not available when you call, you are to leave a detailed message as to the reasons for your absence and a phone number where you can be reached. Mr. X will contact you as soon as possible.
2. Medical and dental appointments are to be scheduled outside of normal working hours whenever possible.
3. While off work and receiving disability benefits, you are expected to refrain from activities which would jeopardize your recovery and your ability to return to work in a timely fashion. You are also expected to make yourself available for alternate duties that may be within your limitations if you are unable to perform your regular job duties.



FINAL OPPORTUNITY FOR IMPROVEMENT

Failure to attain an acceptable level of attendance may result in the non-disciplinary termination of your employment with the City of Edmonton.

Signed by Supervisor

I acknowledge receipt of this letter.

Employee

Date

Cc Employee Service Centre
Labour Relations Consultant