



HUMAN RESOURCES

Attendance Management Procedure H209.1

SOUTHEAST COLLEGE ATTENDANCE MANAGEMENT AND SUPPORT PROGRAM

Southeast College is committed to providing a workplace that supports the full participation of all employees. The purpose of the Attendance Support Program is to manage absenteeism within Southeast College in a proactive manner to achieve decreased absenteeism in the workplace. Increased employee awareness of their attendance responsibilities, to assist individual employees to overcome difficulties which adversely affect consistent attendance, to help prevent absenteeism problems from escalating, and to support employees in achieving regular attendance by providing accommodation and/or assistance or removing barriers, as required. In this regard, it is recognized that sick leave is a legitimate benefit to support employees when they are too ill to attend work.

The Attendance Management Support Program should only address non-culpable absences with the goal of improving the attendance; it is not intended to be disciplinary in nature. Culpable absences are to be dealt with through the College's disciplinary process.

This program shall be applied in a manner consistent with any and all applicable legislation in the Province of Saskatchewan, as well as any applicable collective agreement.

ROLES AND RESPONSIBILITIES

Supervisors/Managers	Employee	Human Resources	Union
Ensure the process outlined for attendance support is understood and adhered to by employees.	Attend work for all scheduled shifts and perform the duties of their position, or as reasonably assigned.	Orient all employees to the injury reporting and workplace accommodation procedures.	Provide support to both in-scope supervisors and employees.
Consistently apply the attendance management process to all employees.	Cooperate with their supervisor to report planned and expected absences in a timely manner, in advance, and unexpected or emergent absences as soon as reasonably possible.	Provide advice, assist with documentation, and follow-up.	
Counsel employees to take suitable steps to address attendance problems.			
Keep Human Resources apprised of attendance issues, and seek guidance as required.	Take responsibility for their own personal wellness. Provide their supervisor or Human Resources with any required		

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	medical documentation to support absences for health reasons as requested, as well as any anticipated return-to-work information including any medical restrictions.		
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The process identified below should be administered with flexibility and discretion to allow the supervisor to deal effectively with the numerous types of attendance issues that may arise.

Supervisors should be cautious when dealing with disability absences. Supervisors should contact Human Resources for assistance when dealing with such absences as per the Accommodation Policy. Southeast College is required to accommodate employees with a disability, to the point of 'undue hardship.' This type of absenteeism may also require special, personalized attendance goals which may be below the norm as part of the accommodation.

QUALIFYING CRITERIA

Events which may cause an employee's attendance record to be reviewed include:

1. A pattern of absence (i.e., absent/ill on the same day of the week or month)
2. Excessive or recurring absences that impact the operation of the unit;
3. Extended absence; or
4. Any absence the supervisor deems as requiring follow-up.

PROCESS FOR DEALING WITH ABSENTEEISM

Employers are not expected to continue to employ staff indefinitely if they exhibit less than adequate levels of attendance over an extended period.

It is critical to make considerable attempts to try and resolve poor attendance levels through various assistance mechanisms. Optimally, the supervisor should work with the employee to resolve problems in a supportive way prior to starting the attendance management process.

This process may vary depending on the individual's circumstances, but generally will include the following:

Stage 1	<p>Once an employee's attendance has started to impact operations, the supervisor will meet face-to-face with the employee.</p> <p>Discussion around the contributing factors of absences, the medical advice regarding restrictions (if any), return to work planning, and any possible job modifications to support the employee in reducing the absences should take place. Due to privacy legislation, workers are not required to disclose diagnosis and treatment of their condition.</p> <p>A plan needs to be developed to assist an employee when they return to work. This plan should be supportive in nature resulting in a successful return-to-work of the employee. It should be specific, including goals for reduced time loss in the future along with review dates. These goals</p>
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	<p>should be realistic, achievable, and short-term to allow for the plan to be reviewed for success and then amended if necessary.</p> <p>If it is determined in this meeting that the absences are due to medical treatment, a long-term medical condition or injury, or a workplace injury, the employee should be considered for accommodation and return-to work planning as appropriate.</p>
Stage 2	<p>On the review date determined in the first meeting, the supervisor and employee will meet again to review the goals set out. If the goals from the previous meeting are not met, accommodations and further modifications are again offered and discussed.</p> <p>A letter may be issued to the worker at this time stating the amount of time lost in the last year, the goals and time frame previously determined, the amount of time lost since the first meeting, new goals, and a new time frame.</p>
Stage 3	<p>If the goals from the second meeting are still not met, the employee, supervisor, Human Resources, and union representative will meet to discuss further options to support and improve the employee's attendance, including accommodations, modifications, or any other assistance that may be necessary.</p> <p>Goals and review dates are set, and expected outcomes are clearly stated and provided in writing to the employee.</p> <p>The employee, supervisor, Human Resource, and union representative meet for follow-up as set out in the plan. Following each meeting, the employee is advised in writing of the number of absences since the last meeting, the plan going forward, and the next review date. The employee is also advised that the failure to attend regularly may lead to further action including termination of employment.</p>
Stage 4	<p>An assessment of the attendance management plan determines if:</p> <ul style="list-style-type: none">- The employee's attendance has improved, and that the attendance management plan is no longer required; or- A long-term or permanent accommodation is arranged that results in the employee being able to meet expectations; or- Attendance does not improve to acceptable levels and employment is terminated.

These guidelines above are intended to apply to non-culpable absences. If at any point an absence is determined to be of a culpable nature, the employer will follow-up accordingly.

REFERENCE

Attendance Management Policy H209