



ADMINISTRATIVE MANUAL
Policy & Procedure

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STANDARD

DHW Long Term Care Program Requirements, FINAL February 2019

11.1 The staff complement supports the achievement of the outcomes in all program areas.

Windsor Elms Village Guiding Principle

TRUST & ACCOUNTABILITY in and to each other. We share what we are doing and why. We take responsibility for our actions, decisions and impacts. We tell the truth.

All Eden Domains of Well-Being are supported through effective attendance management

The Windsor Elms is committed to investing in the culture of the workplace by supporting relationships and working with staff to promote regular attendance.

The Windsor Elms values the health and well being of its employees and views regular attendance an essential to both the health of the employees and the organization.

RATIONALE

Regular attendance improves employee morale, improves employee/employer relations, decreases overtime costs, and improves motivation and productivity. In order to provide a high level of care to our residents, regular attendance at work is critical.

Program

An Attendance Management Program provides an opportunity to assist an employee improve his/her attendance through regular monitoring, awareness, coaching and resource support as appropriate.

The purpose of the program is to:

- *Promote regular, consistent and a high standard of attendance at work
- *Raise awareness of the importance of good attendance
- *Promote an atmosphere of mutual respect, fairness and concern
- *Provide a consistent approach for the management of employee attendance
- *Ensure employees are aware of the consequences of absenteeism
- *Minimize organizational disruption and losses due to absenteeism
- *Encourage full employee participation in the workplace

Employees are not considered absent from work due to scheduled vacation, authorized leave for union business, bereavement, jury leave, scheduled days off, statutory and/or paid holidays, authorized leave including pregnancy leave, parental leave, adoption leave, education leave.

Sick hours include time lost (paid and unpaid) due to general illness, short-term illness or injury.

POLICY

Each and every employee has an obligation to report to work regularly and consistently. The Windsor Elms has the right to expect that its employees will attend work regularly and that they will fulfill the services they were hired to provide. Sick leave is an indemnity benefit and not an acquired right.

Staff that exceed the current Home standard of absence will participate in the Attendance Management Program to assist in improving their attendance.

An employee's absence rate is calculated by dividing the number of hours sick for the reporting 6 month period by the number of hours the employee was scheduled for (including regularly scheduled, additional and relief shifts)

1.0 Governing Principles of the Program:

- Absences addressed under this program are considered legitimate and no fault of the employee.
- Employees who exceed the current standard of 3.5% will have their attendance reviewed by his/her manager biannually on a formal basis.
- Managers will meet with employees who have exceeded the standard to provide awareness, counselling, coaching and support to improve attendance
- Managers will complete an individual review which will include, but not limited to, the employee's absenteeism history, absenteeism levels in the employee's department, number of incidents, whether there is a disability, and the duration and nature of the absences.
- The program will consist of 5 steps (or series of meetings) to assist the employee improve their attendance. Any step of the process can be extended, repeated or suspended all together if circumstances warrant.
- Each step will consist of coaching, counselling and reviewing all options to help the employee improve their attendance.
- If after 5 steps an employee's attendance has not improved, the relationship between the employee and employer may be terminated.
- If the acceptable attendance record is not maintained for a 12 month period then the employee will repeat the last stage they had attained or progress to the next step.
- If the employee is able to maintain an acceptable attendance level for a period of 12 months a letter will be provided recognizing their attention to improving their attendance.
- If at any time in the future the employee's attendance again proves unsatisfactory, depending on the circumstances, they may be placed at any level of the program and would not necessarily begin the process over at the first step.
- Employees who have excellent attendance will be recognized annually for their commitment to attend work regularly and consistently
- Managers will take reasonable measures to assist employees in improving their attendance including modified work arrangements and accommodation of disabled employees.
- The program respects the employee's rights under the Collective Agreements and does not contradict any express provision of the applicable Collective Agreements.

2.0 Participants

The success of attendance management is dependant upon the commitment of many participants. Participants of the program include the employee, management (including supervisors and managers), and the Business office. All participants need to be aware of their responsibilities to fulfill the requirements of the program.

3.0 Employee's Responsibilities:

- * To attend work on a regular and consistent basis.
- * Adhere to all sick time absence reporting procedures including notifying the appropriate individual(s) of any absence away from work and to provide, as required, the appropriate documentation to support the absence.
- * To cooperate with the manager in achieving and sustaining regular attendance
- * Make every effort to work safely by following the proper safety rules and procedures to prevent illness and/or injury.
- * Maintain regular contact with their supervisor when absent from work
- * Provide the employer with sufficient information to allow the employer to satisfy any obligation it may have to accommodate the employee and to participate in reasonable forms of accommodation.

4.0 Management's Responsibilities:

- * Fairly and consistently apply the Attendance Management Program Policy and Procedures
- * Raise awareness of the importance of a consistent and high standard of attendance
- * Communicate the department's attendance expectations to employees
- * Act as a positive role model for employees
- * Effectively implement the program by maintaining accurate records that document the attendance of employees
- * Accountable to CEO for attendance levels in their department
- * Analyze attendance reports for their department and strive to achieve established attendance standards
- * Monitor, coach and counsel employees with innocent absences
- * Acknowledge sustained employee improvements in attendance
- * Respect the confidentiality of employee health information
- * Support employees returning to work
- * Maintain a culture of wellness and encourage a healthy workplace environment
- * Maintain communications with employees who are away from work due to illness or injury
- * Recommend, encourage and support use of the Employee Assistance Program where appropriate.

5.0 Business Office Responsibilities:

- * To distribute biannual Attendance Summary Reports to CEO & Department Heads by the 15th of the month following the ending of the attendance period. The Attendance Summary report will include home-wide statistics and trends in each department and will include the Home's average absenteeism rate.

PROCEDURE

1.0 Reporting Requirements:

1.1 Employees are required to follow proper departmental procedures for reporting absences including notifying the appropriate individual(s) in advance of any absence from work. Failure to notify the appropriate person, except in extenuating circumstances and where it is impossible to do so, may result in disciplinary action.

1.2 Employees who are unable to return to work due to illness or injury are required to maintain regular communication with their Department Head to update on progress. The employee will contact their DH at least once in a 2week period (or as directed by the employer) during an ongoing absence when there is no clear return to work date noted. The employee is also required to notify the DH if there is any change in his/her health status, such that the duration of the absence is affected.

1.3 The DH will maintain regular contact with the absent employee to offer appropriate and reasonable support aimed at returning the employee to work as quickly and safely as possible.

1.4 Employees available to return to work following an extended absence must give at least 48hrs notice to their Department Head so that replacements may be cancelled with proper notice.

2.0 Medical Requirements

2.1 Employees may be required to provide appropriate medical documentation to support absence(s) and/or fitness to return to work. The Attending Physician Report (APR) form will be used for such purposes.

2.2 All absences (illness or injury) longer than 5 days duration will require the completion of an Attending Physician Report (APR). This Report informs the employer the expected date of return and identifies current limitations and abilities. If an employee cannot provide the APR within the first 5 days of the absence, the employee is requested to notify their Department Head and if possible provide the date by which the employee expects to be able to provide the completed Report. The application for sick leave benefits will depend on the completion of this Report.

2.3 After a lengthy absence (5 days or more) the Department Head may also require an APR to be completed prior to returning to work to provide clear direction on any limitations of abilities and to ensure a safe return to work. The DH may deny the employee to return to work until this report is completed. Depending on the circumstances the employee may be recorded as absent without pay until adequate documentation has been provided. The goal of any lengthy absence is a successful, safe and timely return to work.

2.4 A Medical Fitness Assessment form is required to be completed at Step 3 of the program to determine whether a chronic condition exists that prevents the employee from attending work on a regular basis.

3.0 Attendance Documentation/Standard Calculation Requirements

3.1 DHs must keep accurate and up to date attendance records for all employees using the current pay cards.

3.2 The Business Office will distribute the Attendance Summary Reports to each Department Head every 6 months. The 6-month period will include: Jan 1 – June 30 and July 1 to Dec 31 of each year. DHs will review the Summary Report for their department and identify those employees who exceed the current standard of 3.5%. DHs will also review the overall attendance for the Home and identify any trends.

3.3 All relevant documentation regarding an employee's attendance will become part of the employee's personnel file with a copy presented to the employee.

3.4 DHs must forward, to the CEO, a copy of the Attendance Summary Report for their department with additional notes which clearly identify staff who have exceeded the standard, the current step to address the attendance concern and outcomes/expectations discussed with these employees to improve attendance. This report is due within 60 days of receiving the Attendance Summary Report from the Business office.

REFERENCES

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