

1. Purpose

The intent of the Attendance Support Procedure is to provide non-disciplinary and supportive assistance to employees who exceed the school board's established absence threshold.

Should a disability be identified that requires support or accommodation at any time during the process, the school board will support the employee's transition into the disability management programme.

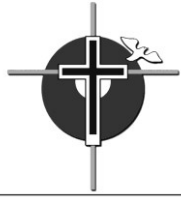
2. Collective Agreements

This procedure covers all employee groups in the Board. It is understood that each Collective Agreement/Terms and Conditions, as well as any signed Memoranda of Understanding supersede this procedure.

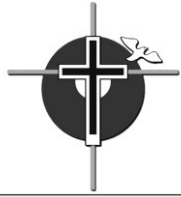
3. Procedure

i. Absenteeism

- a) 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 Programme.
- b) The Board reserves the right to consider the termination of an employee for continuous, non-culpable absenteeism, greater than 24 months.
- c) 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 abuse of leave are examples of culpable absences. Employees with culpable absences are subject to progressive discipline, in accordance with the pertinent Collective Agreements / Terms & Conditions. These absences are not dealt with through the Attendance Support Programme.

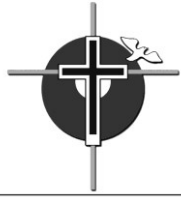


| DEFINITIONS | MAY INCLUDE |
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| Absences | <ul style="list-style-type: none"> • Personal illness/injury unrelated to work (paid and unpaid) if the absences are <6 consecutive days and the employee is not involved in the school board’s Disability Management Programme. • Medical/Dental appointments • WSIB claim related absences if the absences are sporadic and <6 consecutive days and the employee is not involved in the school board’s Disability Management Programme. • Emergency leaves due to personal illness/injury under the Employment Standards Act |
| Not considered absences under the definition of this Procedure | <p>MAY NOT INCLUDE</p> <ul style="list-style-type: none"> • Vacation • Culpable absences • Family medical leaves as defined by the Employment Standards Act • Pre-approved prolonged leaves of absence • Bereavement leave • Jury or subpoena leave • Pregnancy/parental leave • Union business leave • Examinations and convocations • Quarantine • Observance of recognized religious holy days • Inclement weather day • Suspensions • Approved Long Term Disability claims • WSIB absences >5 consecutive days • Paid or unpaid personal leaves • Emergency leaves under the Employment Standards Act not due to personal illness/injury |



ii. Absence Threshold

- a) Absence Threshold – is the established number of days absent to trigger possible entry into the Attendance Support Programme. When an employee’s absences exceed the threshold, the Principal/Supervisor and/or **Human Resources** Designate may meet with the employee to discuss his/her level of absenteeism having regard for the personal circumstances of the employee.
- b) The threshold should be reviewed every two years by the Board. Employees should be notified of threshold changes. The threshold is used as a mechanism to trigger non-disciplinary and supportive intervention.
- c) When an employee’s absences have exceeded the threshold, the attendance Support process will be initiated.
- d) Entry into any level of the multi-level process is applied consistently to all employees using discretion. The goals that are set within any level are specific and unique to each employee’s circumstances.
- e) The employee may include his/her representative in the attendance support process. The representative may attend any meetings that occur to discuss or review the employee’s attendance.
- f) The attendance support process includes 4 distinct components: Preliminary Meeting; Coaching Level 1; Coaching Level 2; and Coaching Level 3.
 - The Preliminary Meeting includes the employee, Principal/Supervisor and/or **Human Resources** Designate to initiate discussion related to the employee’s absence level, gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, offer support and guidance, as well as set attendance goals for the next 90 days.
 - Coaching Level 1 – consists of a meeting that includes the employee, Principal/Supervisor and/or **Human Resources Designate**. The employee may enter into Level 1 as he/she has been unable to meet the attendance goals established in the Preliminary Meeting OR the prorated threshold is exceeded during the Preliminary Meeting review period. The purpose of the meeting is to continue to offer support, advise the employee they will be entered into the

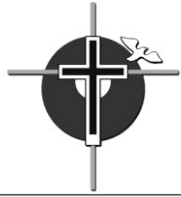


Coaching Level process and set attendance goals with the employee that will apply for the next 90 working days.

- Coaching Level 2 – consists of a meeting that includes the employee, Principal/Supervisor and/or **Human Resources Designate**. The employee may enter into Level 2 as he/she has been unable to meet the attendance goals established in Level 1 OR the prorated threshold is exceeded during the Level 1 review period. The purpose of the meeting is to continue to offer support, and to advise the employee they will be entered into the Coaching Level 2. Attendance goals will again be set with the employee that will apply for the next 90 working days.
 - Coaching Level 3 – consists of a meeting that includes the employee, Principal/Supervisor and/or **Human Resources Designate**. The employee may enter into Level 3, as he/she has been unable to meet the attendance goals established in Level 2 OR the prorated threshold is exceeded during the Level 2 review period. The purpose of the meeting is to continue to offer support, advise the employee whether or not they will be entered into the Coaching Level 3. Attendance goals will again be set with the employee that will apply for the next 90 working days. The employee will be advised that failure to meet the attendance goals set in Coaching Level 3 may result in termination of employment.
- g) When attendance goals have been met within a coaching level, the employee enters into a review period of up to 12 working months where their absences are monitored by the **Human Resources Designate**.
- h) Employees who do not exceed the threshold in the review period (mentioned in (g) above) will exit from the Attendance Support Programme.
- i) Whenever a Supervisory Officer attends a Coaching Level 1, 2, or 3 meeting, the employee's union will be given an opportunity to attend.

iii. Employee Responsibilities:

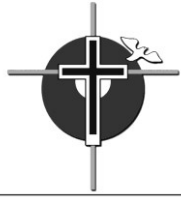
- a) Maintain regular attendance.
- b) Participate actively in all levels of the attendance support process.



- c) Cooperate in setting personal attendance goals.
- d) Contact their union representative if the employee wishes them to be involved.
- e) Provide any appropriate documentation, during any level of the process in accordance with 1 of the *Absence Reporting Procedure*.

iv. Principal/Supervisor Responsibilities May Include:

- a) Communicate attendance expectations to all employees through an annual review of the Attendance Support Programme.
- b) Personally review absence reports for staff.
- c) Identify absenteeism trends or patterns, such as the following:
 - frequent absences of short duration;
 - absences due to doctor appointments or scheduled treatment;
 - absences due to workplace injury and/or illness;
 - unauthorized absences;
 - a pattern of repeated days of absence taken in proximity to weekends,
 - absenteeism in excess of the threshold;
 - absences in excess of standard recovery time, in accordance with Canadian Medical Association, for an employee's illness or injury as identified by the **Human Resources** designate.
- d) Consistently use discretion when addressing and considering the potential consequences of all absenteeism issues having regard for the employee's individual circumstances and seek support from Human Resources.
- e) Notify the employee of any meetings under the program.
- f) Conduct the preliminary meeting with all employees whose absences exceed the threshold.
- g) Support employees and act as a resource.
- h) Advise employees of available resources (i.e. EAP).



- i) Participate in all meetings as outlined in the Attendance Support Guide and provide input into the development of individualized attendance goals for each employee involved in the process.
- j) Provide a written outcome of the preliminary meeting to the employee.
- k) Support and assist the **Human Resources** designate at any level in the attendance Support process.
- l) Provide positive reinforcement to employees who reach their attendance goals.

v. Human Resources Designate Responsibilities:

- a) Support Principals/Supervisors in addressing absenteeism issues.
- b) Serve as a resource to employees and Principals/Supervisors.
- c) Assist to identify employees who exceed the threshold level of absences.
- d) Advise employees of resources available to them.
- e) Facilitate the meetings in Coaching Levels 1 to 3.
- f) Provide assistance on the development of individualized goals at the conclusion of each meeting, taking into account all circumstances identified during each meeting.
- g) Provide a written outcome of each coaching level meeting with copies to the employee, Principal/Supervisor and employee representative, if applicable.

vi. Superintendent(s) Responsibilities May Include:

- a) Provide support and act as a resource to all aspects of the attendance support process.
- b) In conjunction with Human Resources, Principals and Supervisors, review the cases of employees who have not met attendance goals following the completion of all three coaching levels to determine ongoing employability.