

EMPLOYEE ATTENDANCE MANAGEMENT

PB 11.1
NPS 333-01

POLICY:

IT SHALL BE THE POLICY OF THE NIPISSING-PARRY SOUND CATHOLIC DISTRICT SCHOOL BOARD to create a working environment which promotes positive attitudes toward attendance and recognizes regular employee attendance.

The Board is committed to providing quality education to its students in a supportive learning environment. This commitment is possible through the sustained efforts of dedicated employees who fulfill their employment obligations, including the fundamental obligation to attend work regularly.

Regular employee attendance provides stability, continuity, efficiency and equitable workload allocations, all of which contribute to the harmonious operation of our school system. High rates of employee absenteeism result in disruption, reduced efficiency, inequitable work allocations, higher operating costs, and may compromise the Board's ability to provide quality education to its students.

The ***“Stay on Board” Employee Attendance Management Program*** described herein offers a clear and consistent approach to managing employee attendance and rewarding employees who demonstrate exemplary attendance.

ADMINISTRATIVE GUIDELINES AND PROCEDURES:

1. OBJECTIVES:

The objectives of the ***“Stay on Board” Employee Attendance Management Program*** are:

- To foster employee awareness of the importance of regular attendance.
- To encourage and recognize regular attendance.
- To maintain productivity and reduce absenteeism cost.
- To provide a clear and consistent approach to managing employee attendance.
- To monitor attendance and provide regular feedback to employees with respect to their attendance levels.
- To promote early and appropriate intervention to facilitate employees' return to work, and to assist employees in improving attendance, where applicable.
- To encourage effective communication among all parties.

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- To comply with the statutory duty to accommodate disabled or handicapped employees in accordance with the Ontario Human Rights Code.

2. RESPONSIBILITY:

The Director of Education shall be responsible for ensuring full implementation of, and compliance with, the *“Stay on Board” Employee Attendance Management Program*. In serious cases, the Director of Education will recommend discharge for innocent absenteeism to the Board, where warranted.

Supervisory officers shall provide support and guidance in the application of the *“Stay on Board” Employee Attendance Management Program*. Supervisors shall also be involved in the attendance management actions taken when employees’ absences exceed the Board’s attendance standard.

3. APPLICATION:

3.1 The *“Stay on Board” Employee Attendance Management Program* applies to all salaried employees of the Board.

- 3.2 a) Absences that fall within the scope of this program include:
- absences for legitimate work-related or non-work-related injury;
 - illness or medical reasons affecting the employee or members of the immediate family, as provided for in the applicable collective agreement or conditions of employment, which can be substantiated, if required.

This type of **innocent absenteeism** is non-disciplinary but may, in extreme cases, result in non-punitive discharge due to frustration of the employment contract.

- b) Absences that fall within the scope of this program but do not count against the attendance standard as outlined in Section 4 include:
- absences for medical referrals requiring travel out of the Board’s district for employee, spouse, son, daughter, father or mother will not be counted. Medical evidence is required.
- c) Absences which are excluded from this program are:
- absences without required authorization; or
 - absences without an acceptable reason; or
 - unsubstantiated, where evidence of the reason is required; or
 - instances where false reasons are provided; or
 - instances where falsified documents are provided;

This type of **culpable absenteeism** is subject to disciplinary measures and is beyond the scope of the *“Stay on Board” Employee Attendance Management Program*.

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4. ATTENDANCE STANDARD:

4.1 Regular employee attendance provides stability, continuity, efficiency and equitable workload allocations, all of which contribute to the harmonious operation of our school system. High rates of employee absenteeism result in disruption, reduced efficiency, inequitable work allocations, higher operating costs, and may compromise the Board’s ability to provide quality education to its students.

Accordingly, the Board expects its employees to make every reasonable effort to:

- a) Attend work on a regular basis relative to the Board’s attendance standard (refer to section 4.2). ***The annual sick/medical leave credit entitlement described in the collective agreement or conditions of employment is not a measure of acceptable absences.***
- b) Improve attendance where a problem is identified.
- c) Work safely - observe safety rules and practise accident prevention both on and off the job.
- d) Attend to personal responsibilities and obligations outside of working hours.

4.2 The **attendance standard** is set at fewer than 8 occurrences and fewer than 12 days (pro-rated according to the employee’s full-time equivalence) of absence (refer to section 3.2 a)) in each September to August period.

5. ATTENDANCE INCENTIVE:

The “*Stay on Board*” *Employee Attendance Management Program* encourages and recognizes regular employee attendance. Each September, the Human Resources Department will review attendance records of salaried employees for the previous September to August period. Employees who meet eligibility criteria will qualify for an attendance incentive as described below:

5.1 ***Perfect Attendance Incentive:***

- a) Eligibility Criteria:
 - i) Employed and receiving compensation as a salaried employee for the entire previous September to August period; and
 - ii) Zero absences (refer to section 3.2 a)) in the previous September to August period.

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In the application of section 5.1 a) i), "entire school year" shall mean no more than five (5) unpaid days in the September to August period, pro-rated based on the employee's average FTE.

b) Incentive:

No later than October 31st, employees will receive a letter of commendation from the Director of Education and a statement awarding a choice of either:

- i) two (2) earned leave days, pro-rated based on the employee's average FTE in the previous September to August period, to be taken at the discretion of the employee with the prior written approval of the supervisor and the Director of Education or appropriate superintendent; or
- ii) 65% of the employee's average daily rate in the previous September to August period for each earned leave day, **to a maximum of \$150 per earned leave day**. Employees choosing this option will be paid through the payroll system by December 31st of the current year.

NOTE: A maximum of five (5) earned leave days may be accumulated at any given time. An employee who has the maximum accumulated earned leave days (five) and who in a given year has had perfect attendance can receive the cash equivalence as described in clause 5.1 b) ii).

5.2 ***Regular Attendance Incentive:***

a) Eligibility Criteria:

- i) Employed and receiving compensation as a salaried employee for the entire previous September to August period; and
- ii) Fewer than four (4) days of absence (refer to section 3.2 a)), pro-rated according to employee's full-time equivalence, in the previous September to August period.

In the application of section 5.2 a) i), "entire school year" shall mean no more than five (5) unpaid days in the September to August period, pro-rated based on the employee's average FTE.

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<p>b) <u>Incentive:</u></p> <p>No later than October 31st, employees will receive a letter of appreciation from the Director of Education and a statement awarding one (1) earned leave day, pro-rated based on employee’s average FTE in the previous September to August period, to be taken at the discretion of the employee with the prior written approval of the supervisor and the Director of Education.</p> <p>NOTE: A maximum of five (5) earned leave days may be accumulated at any given time.</p> <p>6. <u>COMMUNICATION:</u></p> <p>The success of the “Stay on Board” Employee Attendance Management Program is largely dependent upon attendance awareness and regular reinforcement of the program.</p> <p>6.1 The <i>Manager of Human Resources</i> shall:</p> <ul style="list-style-type: none"> a) Provide new employees with a copy of the “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i> handbook. b) Review the “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i> handbook with new supervisors. c) Promote a consistent application of the program. d) Make copies of the handbook available to employees, as requested. <p>6.2 The <i>Supervisor</i> shall:</p> <ul style="list-style-type: none"> a) Provide clarification to employees, as requested. <p>6.3 The <i>Employee</i> shall:</p> <ul style="list-style-type: none"> a) Become familiar with the “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i> and request clarification from the supervisor, as required. <p>7. <u>ABSENCE REPORTING:</u></p> <p>The “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i> relies on accurate, up-to-date attendance records and requires regular communication between the employee and supervisor. The supervisor has the right to ask the employee if an absence is legitimate.</p>	

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<p>The employer may request relevant medical information, as required, within a specified time frame, including but not necessarily limited to:</p> <ol style="list-style-type: none"> 1) the employee’s current ability to perform the essential duties of his or her position on a regular basis; 2) medical restrictions that may apply; 3) the nature and extent of accommodation measures required to assist the employee in performing his or her duties on a regular basis; 4) the future prospects of the employee attending work on a regular basis. <p>This information may be used to develop a modified work program, if appropriate, which takes into consideration accommodation measures required, if applicable. Every effort will be made to limit unnecessary incursions into the employee’s privacy.</p> <p><i>Information collected under the “Stay on Board” Employee Attendance Management Program shall be used to implement the program.</i></p> <p>7.1 The <i>Human Resources Department</i> shall:</p> <ol style="list-style-type: none"> a) Maintain attendance records. b) Assist the supervisor in developing and implementing a modified work program which takes into consideration accommodation measures required, if applicable. <p>7.2 The <i>Supervisor</i> shall:</p> <ol style="list-style-type: none"> a) Explain the absence reporting procedure to employees. b) Ensure that legitimate reasons are given for absences and that supporting medical certificates are provided as required. c) Report employee absences on a monthly basis to the Human Resources Department using the form entitled “Monthly Report of Absences and Supply” and forward individual Absence Reports and medical certificates as required. d) Contact employees who have not reported their absence by the start of the work day. e) Maintain regular contact with employees who are absent beyond four (4) consecutive work days; the supervisor and employee shall agree to a regular contact schedule. 	

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<p>f) Facilitate the employee's timely and successful return to work by developing a modified work program, if appropriate, based on accommodation measures required, in consultation with the employee, a union or other representative at the employee's request, and the Manager of Human Resources.</p> <p>g) Contact the Manager of Human Resources when the absence exceeds four (4) consecutive work days.</p> <p>7.3 The Employee shall:</p> <p>a) Report absences directly to the supervisor prior to the start of the regular work day or, in an emergency situation, as soon as possible thereafter.</p> <p>b) State the reason for absence and the expected duration; if the absence is expected to extend beyond four (4) consecutive work days, establish a regular contact schedule with the supervisor as specified in section 7.2 e) above.</p> <p>c) Report to the supervisor upon returning to work, complete the Absence Report specifying the reason for the absence and include any supporting medical certificates as required.</p> <p>d) Cooperate with the supervisor in developing a modified work program, if appropriate, based on accommodation measures required to ensure a timely and successful return to work.</p> <p>8. IDENTIFICATION OF ATTENDANCE PROBLEMS:</p> <p>The absence reporting function will identify employees whose absences exceeded the Board's attendance standard in the previous September to August period.</p> <p>Exclusion: Notwithstanding, employees will not be identified as candidates for the first level of intervention if their absences in the two previous periods are within the Board's attendance standard.</p> <p>This will initiate the process of identifying potential attendance problems.</p> <p>8.1 The Human Resources Department shall:</p> <p>a) Send each supervisor, in September, a list identifying employees whose absences exceeded the Board's attendance standard (refer to section 4.2) in the previous September to August period, other than the employees excluded above. The list will specify the number of occurrences and the total number of days absent.</p>	

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- b) Send a letter to each supervisor to be delivered to employees identified on the list, notifying them that their absences exceeded the attendance standard in the previous September to August period and that their supervisor will contact them to discuss attendance. Send a copy of the letter to the supervisor.

8.2 The **Supervisor** shall:

- a) Review the attendance record of each employee identified on the list and determine the level of intervention required during the current September to August period, as outlined in APPENDIX "A".

NOTE: An employee who moves to a different school or department shall remain in the program at the same level of intervention until the required improvement is achieved. All attendance-related documents shall be transferred to the new supervisor.

- b) Specify the level of intervention required for each employee on the list. Forward a copy of the list to the supervisory officer or designate and the Human Resources Department by October 15th .

9. FIRST LEVEL OF INTERVENTION:

The first level of intervention involves a meeting between the supervisor and the employee. The purpose of the meeting is to inform the employee that his or her absences are excessive relative to the Board's attendance standard, to offer assistance to the employee in improving his or her attendance record, if appropriate, and to obtain a commitment from the employee to attempt to improve his or her attendance record.

The meeting should be conducted in a professional and compassionate manner.

9.1 The **Supervisor** shall:

- a) Schedule a meeting with the employee to discuss attendance and confirm the meeting date in writing. The letter shall indicate that the meeting is non-disciplinary; however, a union or other representative may be present at the employee's request. The letter shall also state that if the employee is seeking any form of temporary or permanent accommodation, he or she has an obligation to disclose what accommodation is being sought and to provide sufficient information, including medical information where appropriate, to allow the employer to assess the request (refer to APPENDIX "B").

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- b) Meet with the employee to:
- (i) Attempt to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the employee will be asked to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate. This case shall be referred to the Manager of Human Resources.
 - (ii) Review the employee's attendance record (frequency, duration, patterns, reasons).
 - (iii) Review the *"Stay on Board" Employee Attendance Management Program* with the employee and highlight the importance of regular attendance.
 - (iv) Listen to the employee's explanation(s) and attempt to determine whether or not there were unique or mitigating circumstances for which accommodations would not be applicable. **If it is determined that there were unique or mitigating circumstances for which accommodations would not be applicable go to 9 e).**
 - (v) Ask if the employee has taken any action to reduce or avoid absences.
 - (vi) Offer assistance to the employee in improving his or her attendance record and discuss possible accommodation measures, if appropriate.
 - (vii) Inform the employee that a maximum of three (3) counseling sessions are available from an external provider through a confidential self-referral system. Provide a leaflet describing the service to the employee.
 - (viii) Obtain a commitment from the employee to attempt to improve his or her attendance within the attendance standard.
 - (ix) Inform the employee that attendance will continue to be monitored during the current September to August period. If the employee's absences in the current September to August period are within the Board's attendance standard, the employee will no longer be placed at the first level of intervention. If absences continue to exceed the attendance standard, the employee will advance to the second level of intervention unless the supervisor, in consultation with the

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<p style="text-align: center;">supervisory officer or designate, recommends that the employee remain at the first level of intervention.</p> <p>c) Determine, in consultation with the Manager of Human Resources, whether medical information is required as per section 7.</p> <p>d) Complete the “First Level of Intervention Checklist” form (refer to APPENDIX “C”). Provide a copy to the employee and send the original to the supervisory officer or designate for placement in the employee’s personnel file.</p> <p>e) Unique and/or mitigating circumstances: Following the consultation meeting the supervisor completes Section C of ‘First level of intervention checklist’ and recommends that the employee not be placed at level two in the next period if the same unique or mitigating circumstances occur.</p> <p>NOTE: It is not necessary to send a letter to the employee following the initial meeting. The first level of intervention is designed to encourage employees to take appropriate action to improve attendance within the attendance standard, in a relatively informal manner. However, the supervisor should make anecdotal notes of the conversation for future reference.</p> <p>9.2 The Employee shall:</p> <p>a) Attend the meeting with the supervisor.</p> <p>b) Inform the supervisor if temporary or permanent accommodation is being sought, communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures and provide substantiating medical information where appropriate.</p> <p>c) Provide the medical information requested pursuant to section 7 within the specified time frame.</p> <p>d) Take appropriate action to resolve attendance problems.</p> <p>e) Sign the “First Level of Intervention Checklist” form as evidence of having met with the supervisor and discussed the items listed on the form. The employee will have an opportunity to provide comments on the form.</p>	

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<p>9.3 The <i>Manager of Human Resources</i> shall:</p> <ul style="list-style-type: none"> a) Coordinate the development of accommodation measures, if appropriate. b) Provide advice and direction to supervisors in the application of the “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i>. <p>10. SECOND LEVEL OF INTERVENTION:</p> <p>The second level of intervention involves a formal meeting between the supervisor and the employee. The purpose of the meeting is to inform the employee that his or her absences continue to be excessive relative to the Board’s attendance standard, to offer assistance to the employee in improving his or her attendance record, if appropriate, and to develop a “Plan for Improvement”, in consultation with the employee.</p> <p>The meeting should be conducted in a professional and compassionate manner.</p> <p>10.1 The <i>Supervisor</i> shall:</p> <ul style="list-style-type: none"> a) Schedule a meeting with the employee to discuss attendance and confirm the meeting date in writing. The letter shall indicate that the meeting is non-disciplinary; however, a union or other representative may be present at the employee’s request. The letter shall also state that if the employee is seeking any form of temporary or permanent accommodation, he or she has an obligation to disclose what accommodation is being sought and to provide sufficient information, including medical information where appropriate, to allow the employer to assess the request (refer to APPENDIX “D”). b) Meet with the employee to: <ul style="list-style-type: none"> (i) Attempt to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the employee will be asked to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate. This case shall be referred to the Manager of Human Resources. (ii) Review the employee’s attendance record (frequency, duration, patterns, reasons). (iii) Review the “<i>Stay on Board</i>” <i>Employee Attendance Management Program</i> with the employee. 	

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<ul style="list-style-type: none"><li data-bbox="472 338 1398 405">(iv) Inform the employee that improved attendance within the Board's attendance standard is required.<li data-bbox="472 443 1398 642">(v) Listen to the employee's explanation(s) and attempt to determine whether or not there were unique or mitigating circumstances for which accommodations would not be applicable. If it is determined that there were unique or mitigating circumstances for which accommodations would not be applicable go to 10 g).<li data-bbox="472 680 1398 747">(vi) Ask if the employee has taken any action to reduce or avoid absences.<li data-bbox="472 785 1398 877">(vii) Offer assistance to the employee in improving his or her attendance record and discuss possible accommodation measures, if appropriate.<li data-bbox="472 915 1398 1045">(viii) Inform the employee that a maximum of five (5) counseling sessions are available from an external provider through a confidential self-referral system. Provide a leaflet describing the service to the employee.<li data-bbox="472 1083 1398 1346">(ix) Develop a "Plan for Improvement" (refer to APPENDIX "F"), in consultation with the employee. The "Plan for Improvement" shall apply to the current period ending August 31st . Appropriate resources for improving attendance will be recommended as part of the plan, if applicable. The employee will receive a copy of the "Plan for Improvement" and the original will be sent to the appropriate supervisory officer or designate for placement in the employee's personnel file.<li data-bbox="375 1383 1398 1451">c) Determine, in consultation with the Manager of Human Resources, whether medical information is required as per section 7.<li data-bbox="375 1488 1398 1619">d) Complete the "Second Level of Intervention Checklist" form (refer to APPENDIX "E"). Provide a copy to the employee and send the original to the supervisory officer or designate for placement in the employee's personnel file.<li data-bbox="375 1656 1398 1749">e) Summarize the issues discussed during the meeting in a letter to the employee. Forward a copy of the letter to the appropriate supervisory officer or designate for placement in the employee's personnel file.<li data-bbox="375 1787 1398 1854">f) Meet with the employee at the end of the "Plan for Improvement" period to review his or her attendance record.	

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<p>If the “Plan for Improvement” was successfully implemented and the employee’s absences during the “Plan for Improvement” period are within the Board’s attendance standard, send a letter of appreciation informing the employee that he or she has been moved to the first level of intervention. The letter shall indicate that the employee will be placed at the second level of intervention if absences exceed the Board’s attendance standard in the next September to August period. Send a copy of the letter to the appropriate supervisory officer or designate for placement in the employee’s personnel file.</p> <p>If the “Plan for Improvement” was not successfully implemented and the employee’s absences during the “Plan for Improvement” period continue to exceed the Board’s attendance standard, send a letter informing the employee that he or she is advancing to the third level of intervention unless the supervisor, in consultation with the supervisory officer or designate, recommends that the employee remain at the second level of intervention. Send a copy of the letter to the appropriate supervisory officer or designate for placement in the employee’s personnel file.</p> <p>g) Unique and/or mitigating circumstances: Following the consultation meeting the supervisor completes Section C of ‘Second level of intervention checklist’ and recommends that the employee not be placed at level three in the next period if the same unique or mitigating circumstances occur.</p> <p>10.2 The Employee shall:</p> <p>a) Attend the meetings with the supervisor.</p> <p>b) Inform the supervisor if temporary or permanent accommodation is being sought, communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures and provide substantiating medical information where appropriate.</p> <p>c) Provide the medical information requested pursuant to section 7 within the specified time frame.</p> <p>d) Cooperate with the supervisor in developing a “Plan for Improvement” and sign the “Plan for Improvement” as evidence of having been consulted by the supervisor in the development of the plan.</p> <p>e) Take appropriate action to resolve attendance problems.</p>	

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- f) Sign the “Second Level of Intervention Checklist” form as evidence of having met with the supervisor and discussed the items listed on the form. The employee will have an opportunity to provide comments on the form.

10.3 The **Manager of Human Resources** shall:

- a) Coordinate the development of accommodation measures, if appropriate.
- b) Provide advice and direction to supervisors in the application of the “*Stay on Board*” *Employee Attendance Management Program*.

10.4 The **Supervisory Officer or designate** shall:

- a) Monitor the attendance management actions taken for employees identified at the second level of intervention.
- b) Provide support and guidance to the supervisor.

11. THIRD LEVEL OF INTERVENTION:

The third level of intervention involves a formal meeting between the supervisory officer or designate, the employee, the supervisor, the Manager of Human Resources and a union or other representative. The purpose of the meeting is to offer assistance to the employee in improving his or her attendance record, to establish the future prospects of the employee attending work on a regular basis, and to inform the employee that his or her continued excessive absenteeism is a matter of serious concern to the employer and could result in a non-punitive discharge due to frustration of the employment contract.

The meeting should be conducted in a professional and compassionate manner.

11.1 The **Supervisory Officer or designate** shall:

- a) Schedule a meeting with the employee, supervisor, Manager of Human Resources and union or other representative to discuss attendance and confirm the meeting date in writing. The letter shall also state that if the employee is seeking any form of temporary or permanent accommodation, he or she has an obligation to disclose what accommodation is being sought and to provide sufficient information, including medical information where appropriate, to allow the employer to assess the request (refer to APPENDIX “G”).
- b) Meet with the employee, supervisor, Manager of Human Resources and union or other representative to:

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	<ul style="list-style-type: none">(i) Attempt to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the employee will be asked to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate. This case shall be referred to the Manager of Human Resources.(ii) Inform the employee that his or her excessive absenteeism is a matter of serious concern to the employer and that improved attendance within the Board's attendance standard is required.(iii) Review and discuss all written documentation relating to the employee's record of absences.(iv) Listen to the employee's explanation(s).(v) Explore methods of assisting the employee to improve his or her attendance record including possible accommodation measures, if appropriate.(vi) Inform the employee that a maximum of seven (7) counseling sessions are available from an external provider through a confidential self-referral system. Provide a leaflet describing the service to the employee.(vii) Inform the employee that continued absenteeism beyond the Board's attendance standard could result in a non-punitive discharge due to frustration of the employment contract. <p>c) Request relevant medical information, within a specified time frame, including but not necessarily limited to:</p> <ul style="list-style-type: none">1) the employee's current ability to perform the essential duties of his or her position on a regular basis;2) medical restrictions that may apply;3) the nature and extent of accommodation measures required to assist the employee in performing his or her duties on a regular basis;4) the future prospects of the employee attending work on a regular basis. <p>d) Complete the "Third Level of Intervention Checklist" form (refer to APPENDIX "H"). Provide a copy to the employee and send the original to the Human Resources Department for placement in the employee's personnel file.</p>

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<p>e) Summarize the issues discussed during the meeting in a letter to the employee. Forward a copy of the letter to the supervisor and to the Human Resources Department for placement in the employee's personnel file.</p> <p>f) Schedule a follow-up meeting with the employee, supervisor, Manager of Human Resources and union or other representative within a specified time frame to review the medical information received, if available. Amend, as required, the "Plan for Improvement", in consultation with the employee. This "Plan for Improvement" shall apply to the current period ending August 31st.</p> <p>Provide a copy of the amended "Plan for Improvement", if applicable, to the employee and supervisor and forward the original to the Human Resources Department for placement in the employee's personnel file.</p> <p>g) Meet with the employee, supervisor, Manager of Human Resources and union or other representative at the end of the "Plan for Improvement" period to review the employee's attendance record.</p> <p>If the "Plan for Improvement" was successfully implemented and the employee's absences during the "Plan for Improvement" period are within the Board's attendance standard, the supervisory officer or designate will send a letter informing the employee that he or she has been moved to the second level of intervention. The letter shall indicate that the employee will be placed at the third level of intervention if absences exceed the Board's attendance standard in the next September to August period. Send a copy of the letter to the supervisor and to the Human Resources Department for placement in the employee's personnel file.</p> <p>If the "Plan for Improvement" was not successfully implemented and the employee's absences during the "Plan for Improvement" period continue to exceed the Board's attendance standard, the supervisory officer or designate will recommend one of the following courses of action and so notify the employee and supervisor in writing:</p> <ul style="list-style-type: none">(i) additional time to implement the "Plan for Improvement";(ii) recommend to the Director of Education a non-punitive discharge due to frustration of the employment contract based on innocent absenteeism, where:<ul style="list-style-type: none">• positive intervention has failed to resolve the attendance problem; and	

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<ul style="list-style-type: none">• the supervisory officer or designate can demonstrate that the employee is unlikely to maintain regular attendance in the future demonstrated through medical documentation or by a clear record of non-improvement in attendance. <p>11.2 The Employee shall:</p> <ul style="list-style-type: none">a) Attend the meetings with the supervisory officer or designate.b) Inform the supervisory officer or designate if temporary or permanent accommodation is being sought, communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures and provide substantiating medical information where appropriate.c) Provide the medical information requested in section 11.1 c) within the specified time frame.d) Take appropriate action to resolve attendance problems.e) Sign the “Third Level of Intervention Checklist” form as evidence of having met with the supervisory officer or designate and discussed the items listed on the form. The employee will have an opportunity to provide comments on the form. <p>11.3 The Supervisor shall:</p> <ul style="list-style-type: none">a) Actively participate in the process and assist the supervisory officer or designate in the application of the program. <p>11.4 The Manager of Human Resources shall:</p> <ul style="list-style-type: none">a) Provide advice and direction to the supervisory officer or designate in the application of the program.	

LEVEL OF INTERVENTION REQUIRED

Level of Intervention in Previous Sep to Aug Period	Absences in Previous Sep to Aug Period	Level of Intervention Required in Current Sep to Aug Period	
None	8 or more occurrences	i) ii)	None if absences in the two previous periods are within the Board's attendance standard; <u>or</u> First
None	12 or more days (pro-rated according to employee's FTE)	i) ii) iii)	None if absences in the two previous periods are within the Board's attendance standard; <u>or</u> First; <u>or</u> None if an extended absence was due to a long-term disability leave, a communicable disease such as chicken pox or measles, a work-related injury, a recovery period following surgery, illness or medical condition <u>and the supervisor does not anticipate further extended absences.</u> In this case, the supervisor may recommend to the supervisory officer or designate that the employee not be placed at the first level of intervention. Notwithstanding, the supervisory officer or designate may instruct the supervisor to proceed to the first level of intervention. Furthermore, a supervisor who does not proceed to the first level of intervention at the beginning of the school year may do so at any time during the school year if the probability of further absences increases.
First	8 or more occurrences	Second	
First	12 or more days (pro-rated according to employee's FTE)	i) ii)	Second <u>or</u> Remain at the first level of intervention, as recommended by the supervisor in consultation with the supervisory officer or designate, if an extended absence was due to a long-term disability leave, a communicable disease such as chicken pox or measles, a work-related injury, a recovery period following surgery, illness or medical condition <u>and the supervisor does not anticipate further extended absences.</u> Notwithstanding, a supervisor who does not proceed to the second level of intervention at the beginning of the school year may do so at any time during the school year if the probability of further absences increases.
Second	8 or more occurrences	Third	
Second	12 or more days (pro-rated according to employee's FTE)	i) ii)	Third <u>or</u> Remain at the second level of intervention, as recommended by the supervisor in consultation with the supervisory officer or designate, if an extended absence was due to a long-term disability leave, a communicable disease such as chicken pox or measles, a work-related injury, a recovery period following surgery, illness or medical condition <u>and the supervisor does not anticipate further extended absences.</u> Notwithstanding, a supervisor who does not proceed to the third level of intervention at the beginning of the school year may do so at any time during the school year if the probability of further absences increases.
Third	8 or more occurrences <u>or</u> 12 or more days (pro-rated according to employee's FTE)	Contact the supervisory officer or designate.	

SAMPLE LETTER

FIRST LEVEL OF INTERVENTION - INITIAL MEETING WITH EMPLOYEE

(Date)

Dear (Employee):

RE: *"Stay on Board" Employee Attendance Management Program*

The first level of intervention of this program is initiated when an employee who is not currently at any other level of intervention has absences exceeding the Board's attendance standard in the previous September to August period. The first level of intervention involves a meeting between the supervisor and the employee to discuss the employee's attendance record and to encourage the employee to improve his or her attendance record.

As a result of your level of absences in the previous September to August period, you are invited to a meeting to be held on (day, date and time) at (location). This meeting is non-disciplinary; however, a union or other representative may be present at your request. If you wish to invite a union or other representative to the meeting, please make necessary arrangements.

If you have any questions, please do not hesitate to contact me.

I look forward to meeting with you.

Sincerely,

(Supervisor)

"Stay on Board" Employee Attendance Management Program

FIRST LEVEL OF INTERVENTION CHECKLIST

Complete either Section A or B (refer to APPENDIX "A"). Sign the form, obtain the employee's signature, forward the original to the supervisory officer or designate for placement in the employee's personnel file and provide a copy to the employee.

Employee: _____ School/Department: _____

SECTION A (if applicable):

- First level of intervention not recommended at this time (Complete the "Supervisor's Comments" section and return to the supervisory officer or designate).

Supervisor's Comments: _____

 Supervisor Date Employee Date Supervisory Officer (designate)

SECTION B (if applicable):

CHECKLIST - FIRST LEVEL OF INTERVENTION

During the initial meeting with the employee at the first level of intervention, the supervisor has:

- Attempted to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the supervisor has asked the employee to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate.
- Reviewed the employee's attendance record (frequency, duration, patterns, reasons).
- Reviewed the "Stay on Board" Employee Attendance Management Program with the employee and highlighted the importance of regular attendance.
- Listened to the employee's explanation(s).
- Asked the employee if he or she has taken any action to reduce or avoid absences.
- Offered assistance to the employee in improving his or her attendance record and discussed possible accommodation measures, if appropriate.
- Informed the employee that a maximum of three (3) counseling sessions are available from an external provider through a confidential self-referral system and provided a leaflet describing the service to the employee.
- Obtained a commitment from the employee to attempt to improve his or her attendance within the attendance standard.
- Informed the employee that attendance will continue to be monitored during the current September to August period. If the employee's absences in the current September to August period are within the Board's attendance standard, the employee will no longer be placed at the first level of intervention. If absences continue to exceed the attendance standard, the employee will advance to the second level of intervention unless the supervisor, in consultation with the appropriate supervisory officer or designate, recommends that the employee remain at the first level of intervention.

SECTION C:

- Due to unique and/or mitigating circumstances the supervisor recommends that the employee not be placed at level two in the next period if the same unique or mitigating circumstances occur.

SECTION D:

- Determined, in consultation with the Superintendent of Education, whether medical information is required as per section 7.

Employee's Comments: _____

 Supervisor Date Employee Date

SAMPLE LETTER

SECOND LEVEL OF INTERVENTION - FORMAL MEETING WITH SUPERVISOR

(Date)

Dear (Employee):

RE: *"Stay on Board" Employee Attendance Management Program*

The second level of intervention of this program is initiated when an employee at the first level of intervention has absences exceeding the Board's attendance standard in the previous September to August period. The second level of intervention involves a formal meeting between the supervisor and the employee to discuss the employee's attendance record, offer assistance to the employee in improving his or her attendance record, if appropriate, and to develop a "Plan for Improvement", in consultation with the employee.

As a result of your level of absences in the previous September to August period, you are invited to a meeting at the second level of intervention to be held on (day, date and time) at (location). This meeting is non-disciplinary; however, a union or other representative may be present at your request. If you wish to invite a union or other representative to the meeting, please make necessary arrangements.

If you have any questions, please do not hesitate to contact me.

I look forward to meeting with you.

Sincerely,

(Supervisor)

"Stay on Board" Employee Attendance Management Program

SECOND LEVEL OF INTERVENTION CHECKLIST

Complete either Section A or B (refer to APPENDIX "A"). Sign the form, obtain the employee's signature, forward the original to the supervisory officer or designate for placement in the employee's personnel file and provide a copy to the employee.

Employee: _____

School/Department: _____

SECTION A (if applicable):

- Second level of intervention not recommended at this time, in consultation with the appropriate supervisory officer or designate. The employee will remain at the first level of intervention. (Complete the "Supervisor's Comments" section and return to the supervisory officer or designate by February 15th).

Supervisor's Comments: _____

 Supervisor Date Employee Date Supervisory Officer (designate)

SECTION B (if applicable):

CHECKLIST – SECOND LEVEL OF INTERVENTION

During the initial meeting with the employee at the second level of intervention, the supervisor has:

- Attempted to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the supervisor has asked the employee to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate.
- Reviewed the employee's attendance record (frequency, duration, patterns, reasons).
- Reviewed the "Stay on Board" Employee Attendance Management Program with the employee.
- Informed the employee that improved attendance within the Board's attendance standard is required.
- Listened to the employee's explanation(s).
- Asked the employee if he or she has taken any action to reduce or avoid absences.
- Offered assistance to the employee in improving his or her attendance record and discussed possible accommodation measures, if appropriate.
- Informed the employee that a maximum of five (5) counseling sessions are available from an external provider through a confidential self-referral system and provided a leaflet describing the service to the employee.
- Developed a "Plan for Improvement" in consultation with the employee (refer to APPENDIX "F").

SECTION C:

- Due to unique and/or mitigating circumstances the supervisor recommends that the employee not be placed at level three in the next period if the same unique or mitigating circumstances occur.

SECTION D:

- Determined, in consultation with the Superintendent of Education, whether medical information is required as per section 7.

Employee's Comments: _____

 Supervisor Date Employee Date

"Stay on Board" Employee Attendance Management Program

SECOND LEVEL OF INTERVENTION - PLAN FOR IMPROVEMENT

Provide a copy of the plan to the employee and send the original to the appropriate supervisory officer or designate for placement in the employee's personnel file.

Employee: _____ School/Department: _____

Plan for improvement period: _____

OBJECTIVE(S)	RESOURCES REQUIRED (if applicable)	TIME FRAME

Supervisor

Date

Employee

Date

**THIRD LEVEL OF INTERVENTION -
MEETING WITH SUPERVISORY OFFICER OR DESIGNATE**

(Date)

Dear (Employee):

RE: *"Stay on Board" Employee Attendance Management Program*

The third level of intervention of this program is initiated when an employee at the second level of intervention has absences exceeding the Board's attendance standard in the previous September to August period. The third level of intervention involves a formal meeting between the supervisory officer, the supervisor, the employee the Superintendent of Education - Human Resources and a union or other representative. The purpose of the meeting is to offer assistance to the employee in improving his or her attendance record, to establish the future prospects of the employee attending work on a regular basis, and to inform the employee that his or her continued excessive absenteeism is a matter of serious concern to the employer and could result in a non-punitive discharge due to frustration of the employment contract.

As a result of your level of absences in the previous September to August period, you are invited to a meeting at the third level of intervention to be held on (day, date and time) at (location). This meeting is non-disciplinary; however, a union or other representative should be present. Please make necessary arrangements to invite a union or other representative to the meeting.

If you have any questions, please do not hesitate to contact me.

I look forward to meeting with you.

Sincerely,

(Supervisory Officer or designate)

c. Supervisor
Human Resources Department

"Stay on Board" Employee Attendance Management Program

THIRD LEVEL OF INTERVENTION CHECKLIST

Complete either Section A or B (refer to APPENDIX "A"). Sign the form, obtain the employee's signature, forward the original to the supervisory officer or designate for placement in the employee's personnel file and provide a copy to the employee.

Employee: _____

School/Department: _____

SECTION A (if applicable):

- Third level of intervention not recommended at this time, in consultation with the appropriate supervisory officer or designate. The employee will remain at the second level of intervention. (Complete the "Supervisor's Comments" section and return to the supervisory officer or designate by October 15th).

Supervisor's Comments: _____

Supervisor	Date	Employee	Date	Supervisory Officer (designate)
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SECTION B (if applicable):

CHECKLIST – THIRD LEVEL OF INTERVENTION

During the meeting with the employee at the third level of intervention, the supervisory officer or designate has:

- Attempted to determine the cause(s) of the absences. If temporary or permanent accommodation is being sought, the supervisor has asked the employee to communicate any accommodation needs in sufficient detail to allow the employer to consider providing appropriate accommodation measures, and to provide substantiating medical information where appropriate.
- Informed the employee that his or her excessive absenteeism is a matter of serious concern to the employer and that improved attendance within the Board's attendance standard is required.
- Reviewed and discussed all written documentation relating to the employee's record of absences.
- Listened to the employee's explanation(s).
- Explored methods of assisting the employee to improve his or her attendance record including possible accommodation measures, if appropriate.
- Informed the employee that a maximum of seven (7) counseling sessions are available from an external provider through a confidential self-referral system and provided a leaflet describing the service to the employee.
- Informed the employee that continued absenteeism beyond the Board's attendance standard could result in a non-punitive discharge due to frustration of the employment contract.

SECTION C:

- Requested relevant medical information, within a specified time frame, including but not necessarily limited to:
 - i) the employee's current ability to perform the essential duties of his or her position on a regular basis;
 - ii) medical restrictions that may apply;
 - iii) the nature and extent of accommodation measures required to assist the employee in performing his or her duties on a regular basis;
 - iv) the future prospects of the employee attending work on a regular basis.

Employee's Comments: _____

Supervisor	Date	Employee	Date
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