

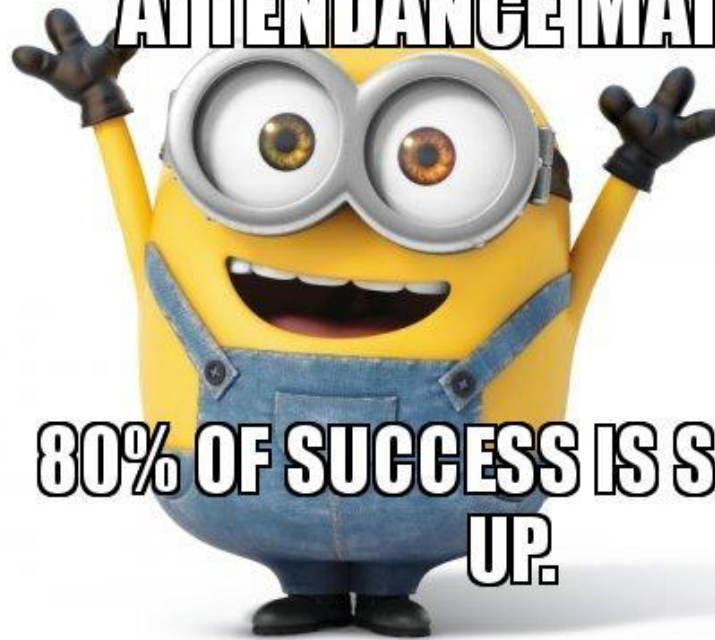


Labour Relations

Attendance Management Training



ATTENDANCE MATTERS



80% OF SUCCESS IS SHOWING UP.

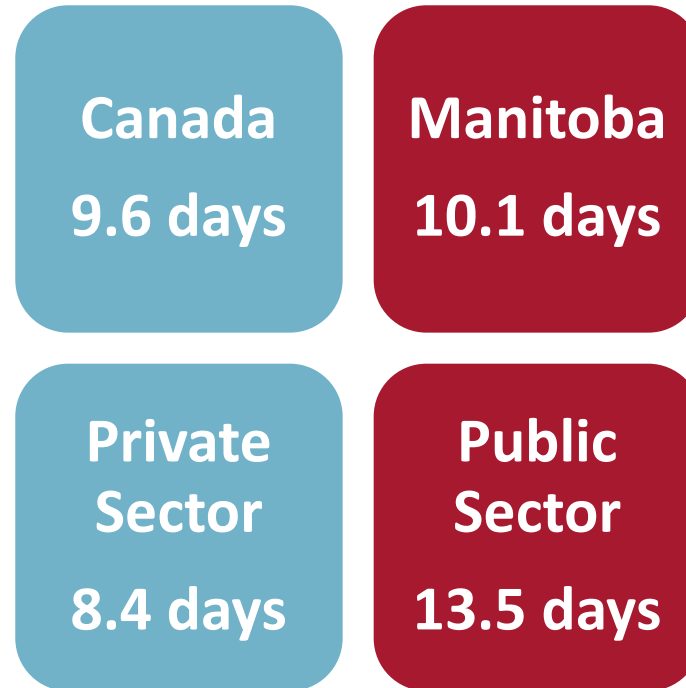
makeameme.org

EVERY day
counts
attendance matters

Topics for Today

- Employer Expectations
- Attendance Management Policy
- Responsibilities (Employee & Employer)
- Forms of Absences
- Identifying & Addressing High Absenteeism
- Determining Outcomes
- Resources & Frequently Asked Questions
- Case Study

Statistics Canada Data - 2017

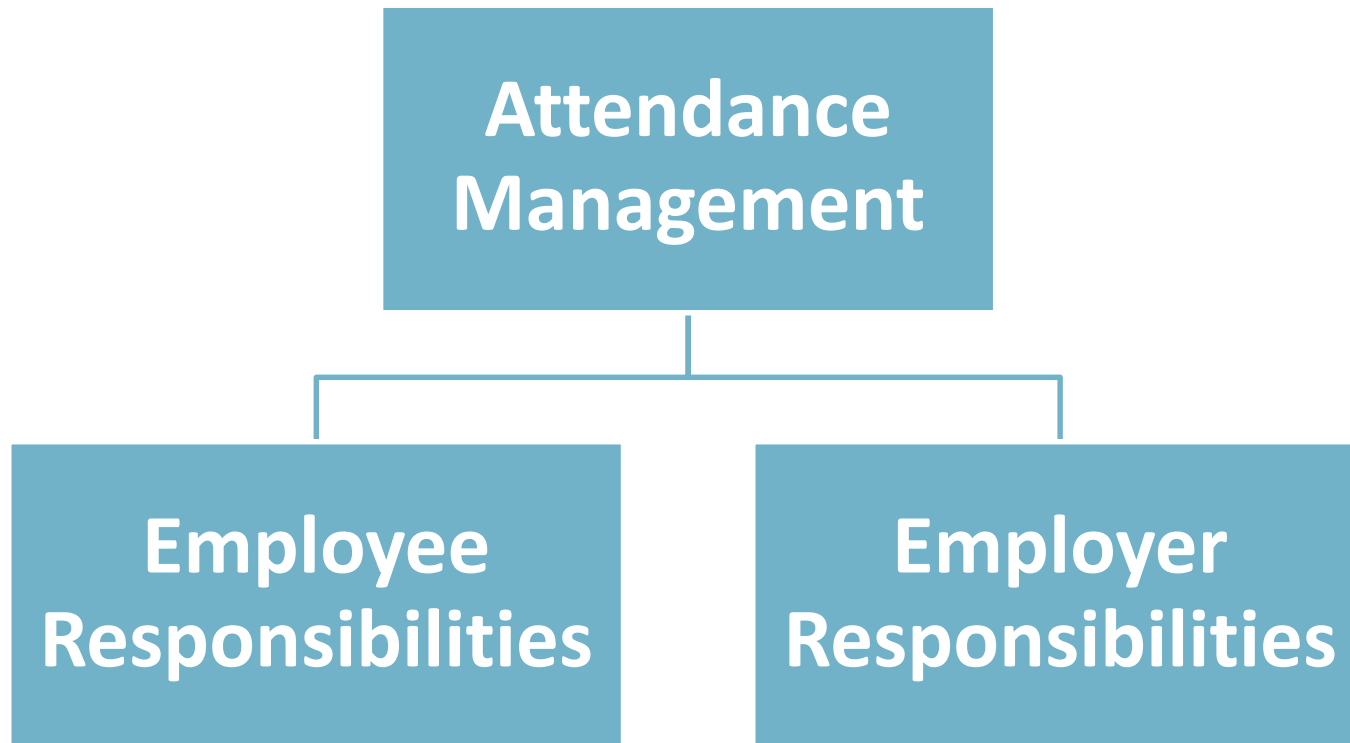


Premise of the Employer / Employee Relationship

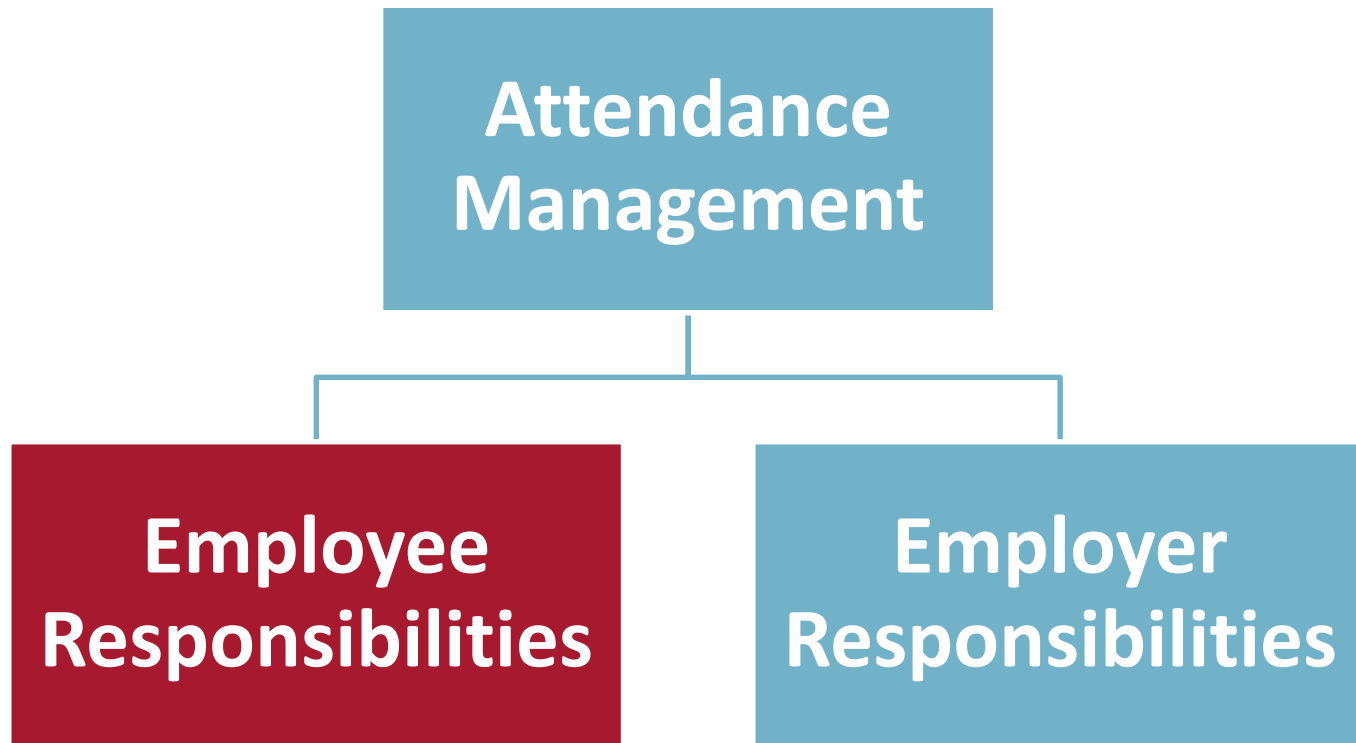


"Now please look toward the camera, smile
and say you've accepted our
terms of employment."

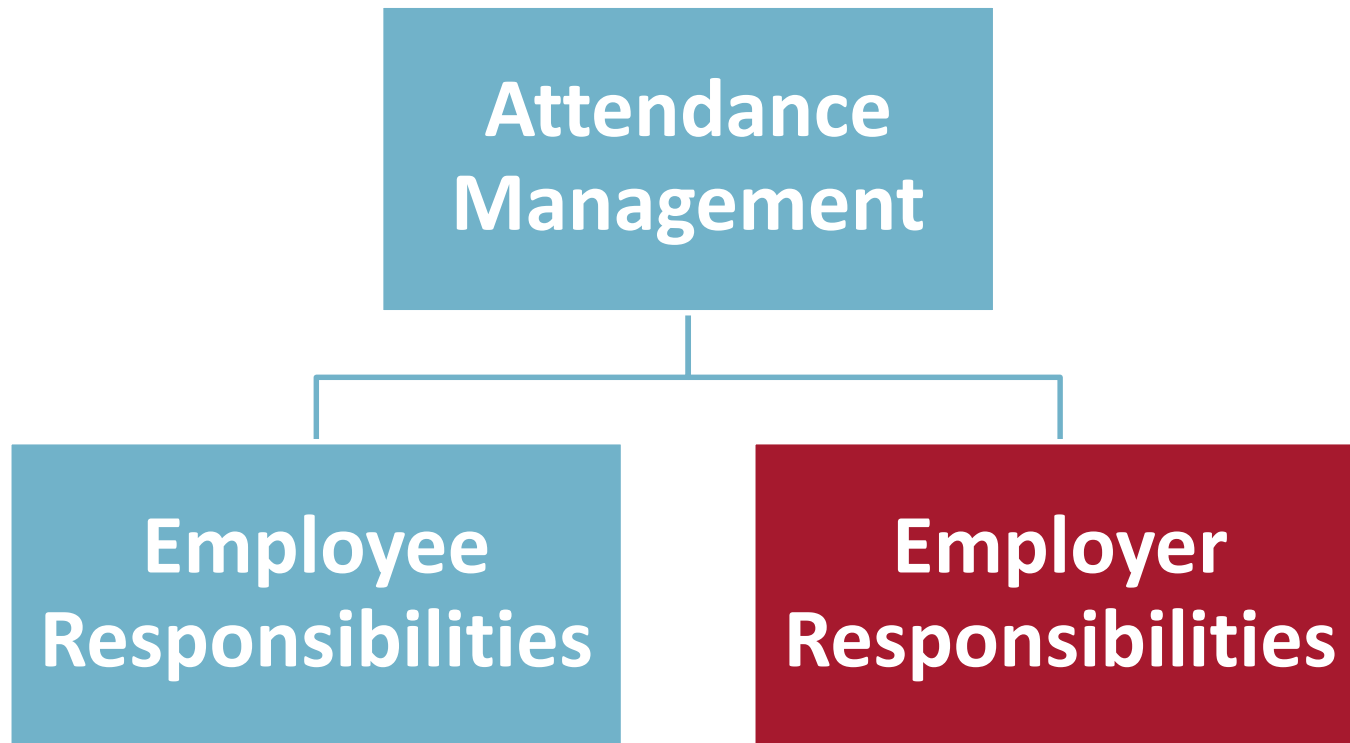
Attendance Policy ORG.1510.PL.012



Attendance Policy ORG.1510.PL.012



Attendance Policy ORG.1510.PL.012



Definitions

Absence

Any time an employee misses a scheduled shift or portion thereof.

Attendance

Arriving on time and working the full shift (this includes breaks).

Popular Themes

Illness

Disability

Accident

Family Illness

**Poor Job
Satisfaction**

**Poor Working
Conditions**

**Sense of
Entitlement**

**Request for
Leave Denied**

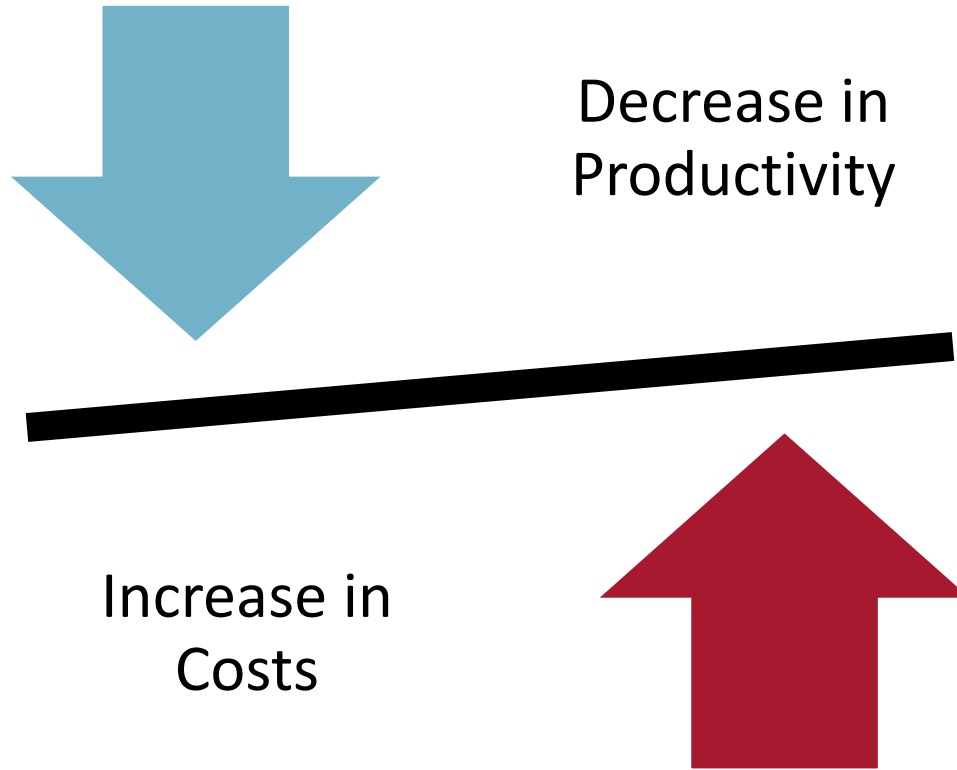
**Absence of
Discipline**

Addiction

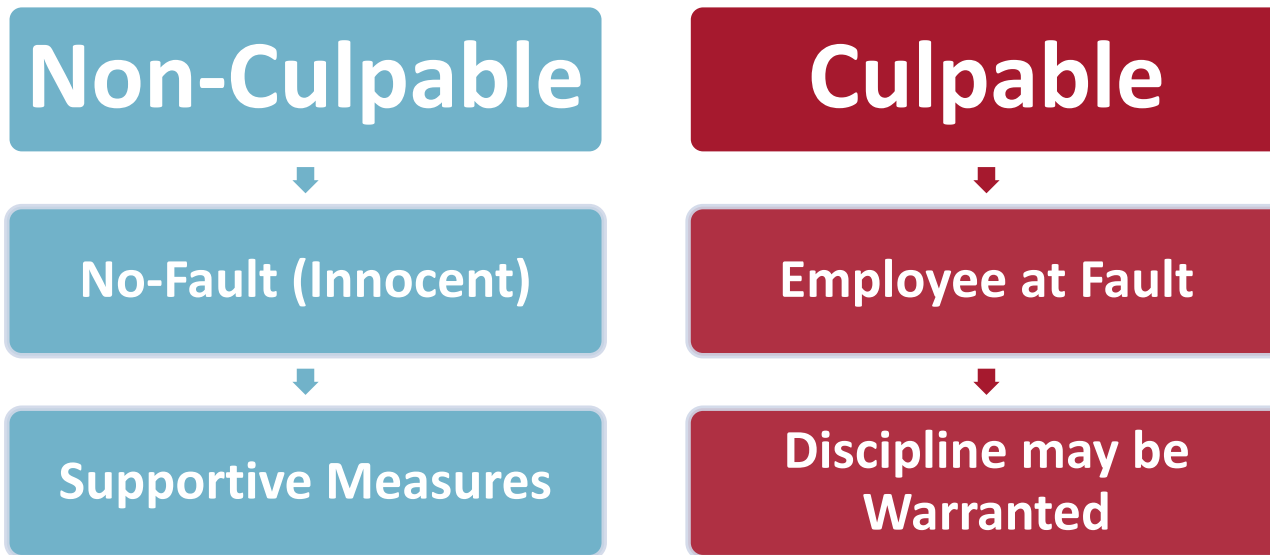
**Avoiding
People at
Work**

**Avoiding
Discipline**

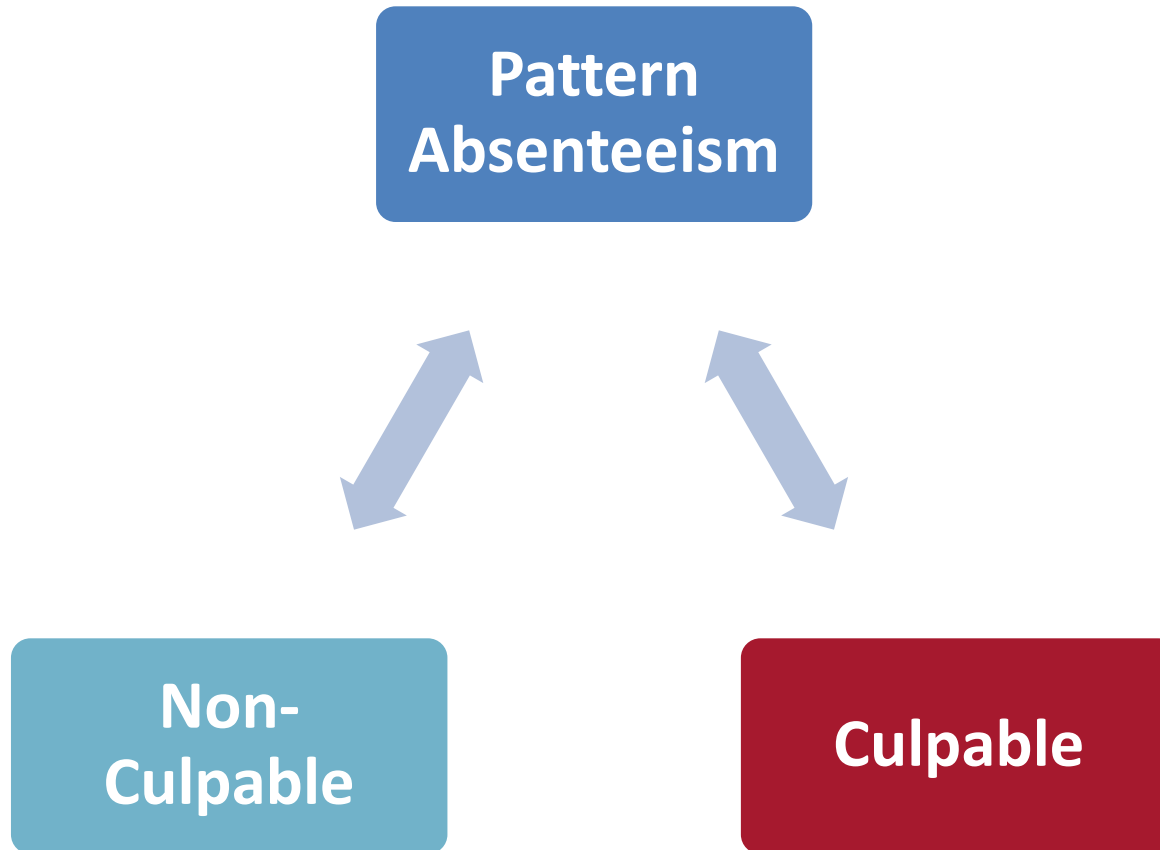
Effects of Absenteeism



Forms of Absenteeism



Forms of Absenteeism



Attendance Management vs. ASAP

Attendance Management

The broad managerial skill set required to ensure all employees attend work on time and remain at work when scheduled. Attendance Management is ongoing and a part of the daily management function.

Attendance Support and Assistance Program (ASAP)

A program utilized by managers in their efforts to work with individual staff to address concerns relating to absenteeism. Individual ASAP plans may end when attendance improves.

Monitoring Employee Attendance

Monitor attendance records bi-weekly, monthly or quarterly within your department. Look at an individual's attendance in relation to the regional comparator:

- 3.61 % for nursing classifications
- 3.2 % for non-nursing classifications

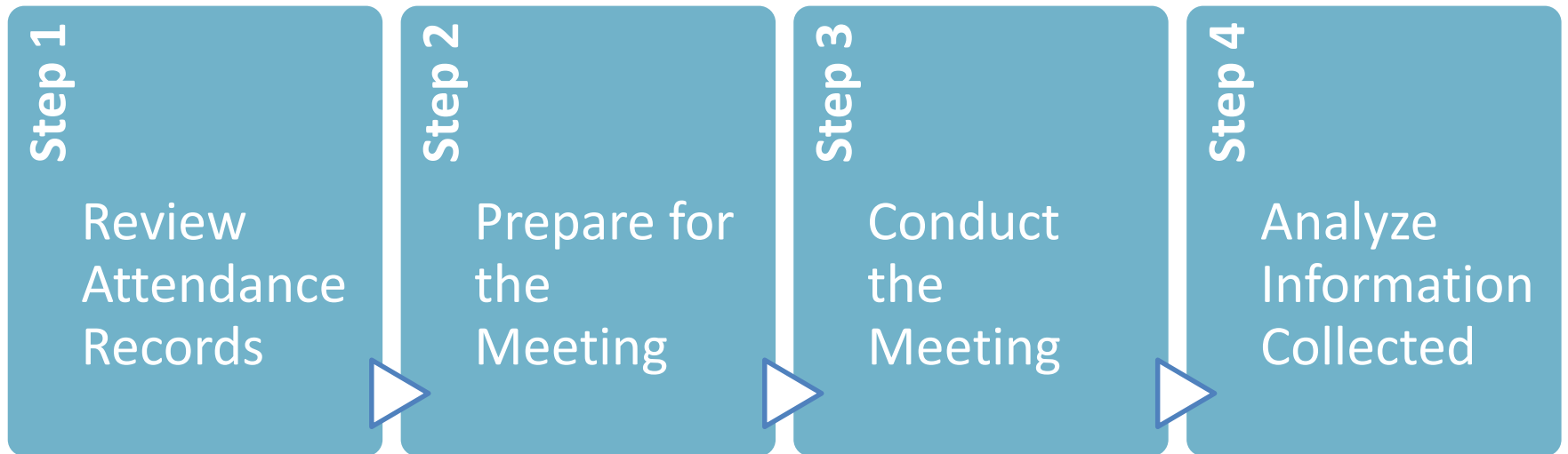
Payroll Reports

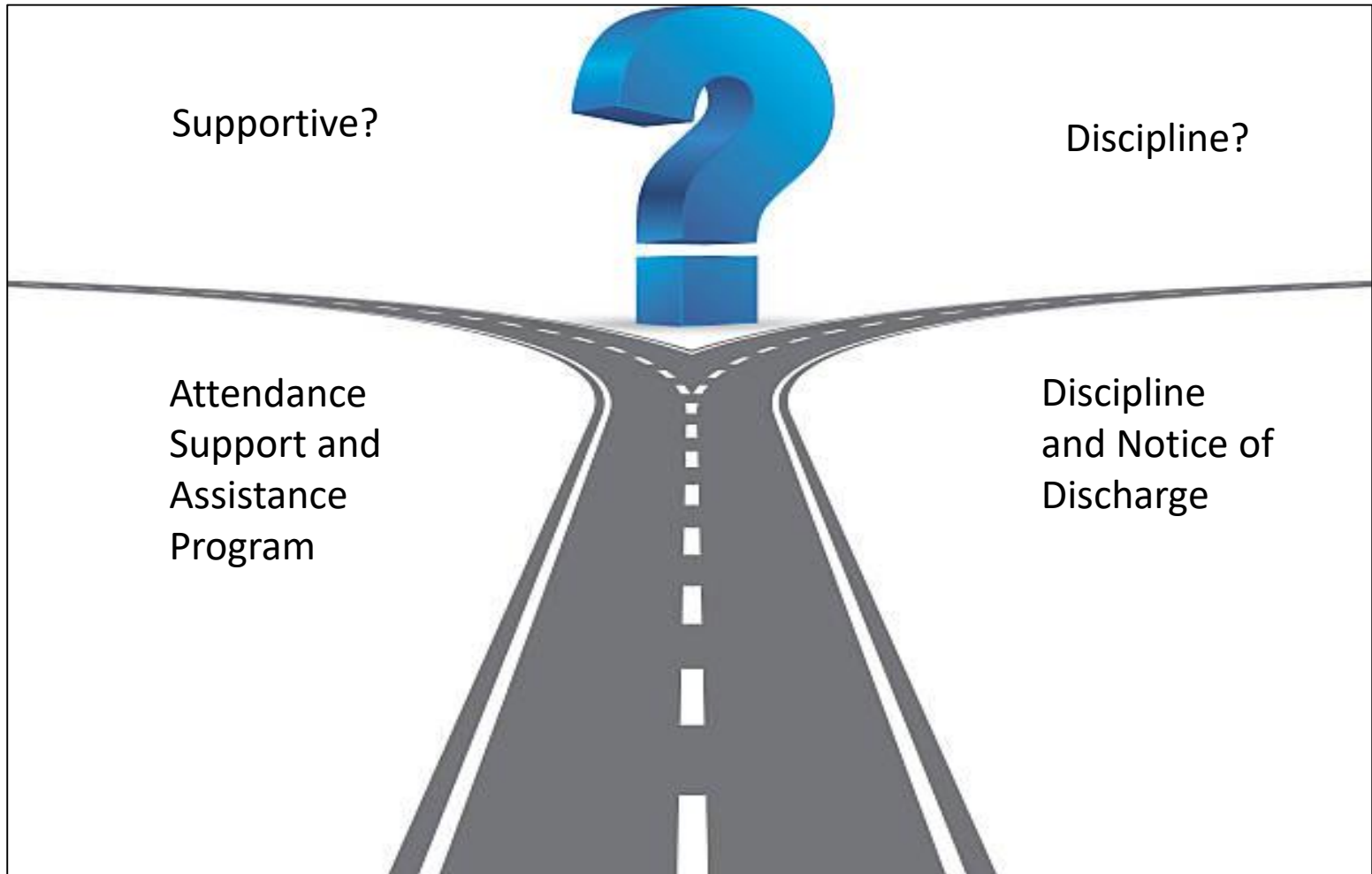


Types of Absenteeism: Review

Absence Type	Tool Used
Individual: Culpable (Fault)	Discipline and Notice of Discharge Policy
Individual: Non-Culpable (No Fault)	Attendance Support and Assistance Program (ASAP)
Individual: Pattern Absence	Determine whether Fault or No Fault
High Staff Unit Average	Attendance Management of all staff within your area of management

Step by Step

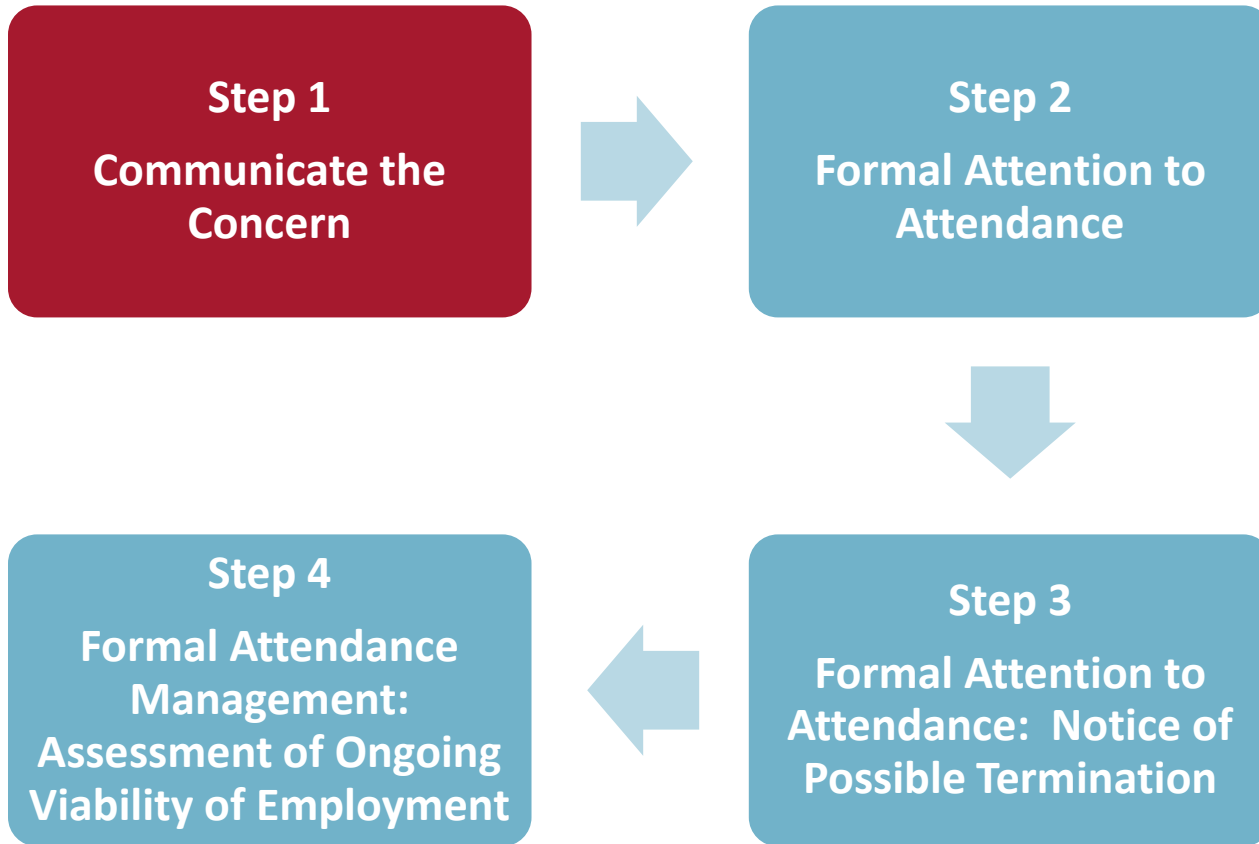




Application of ASAP

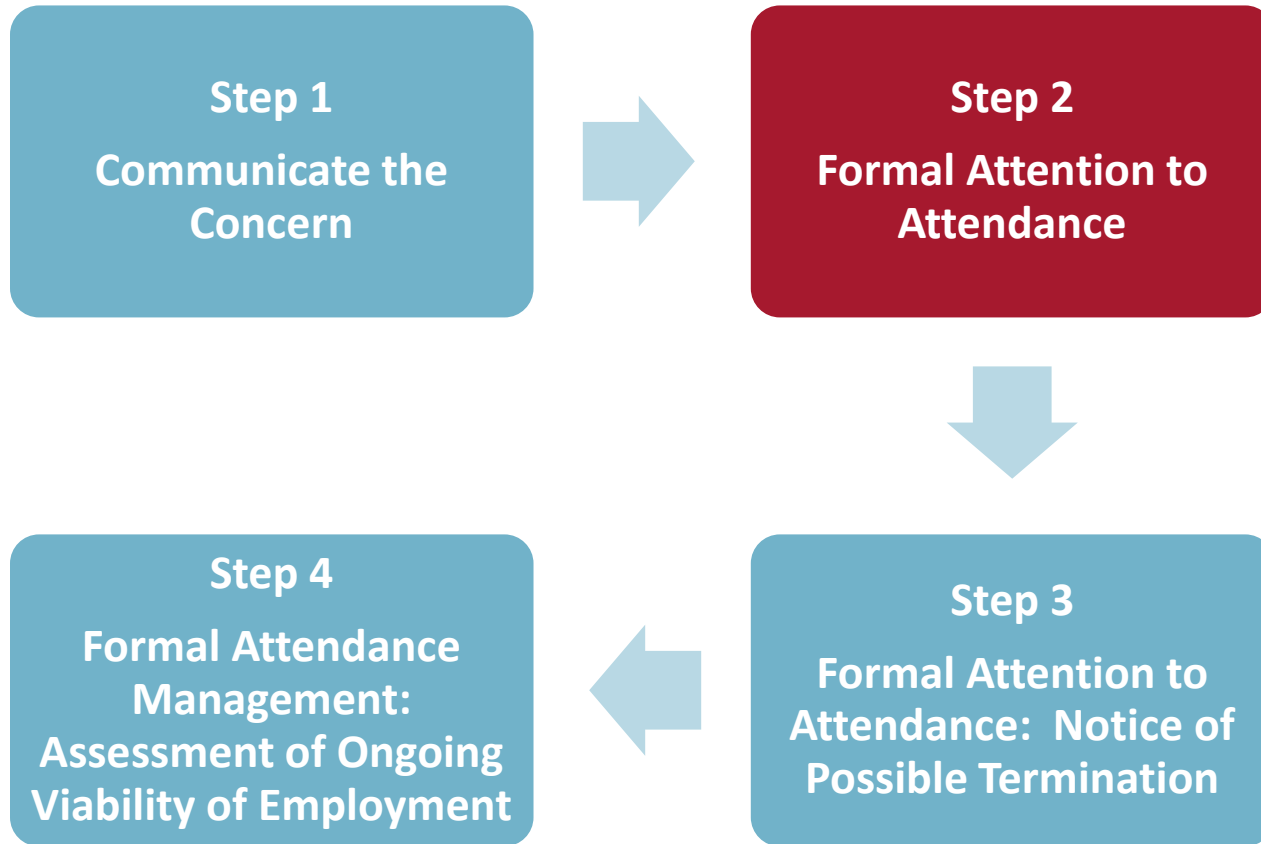


The ASAP Process

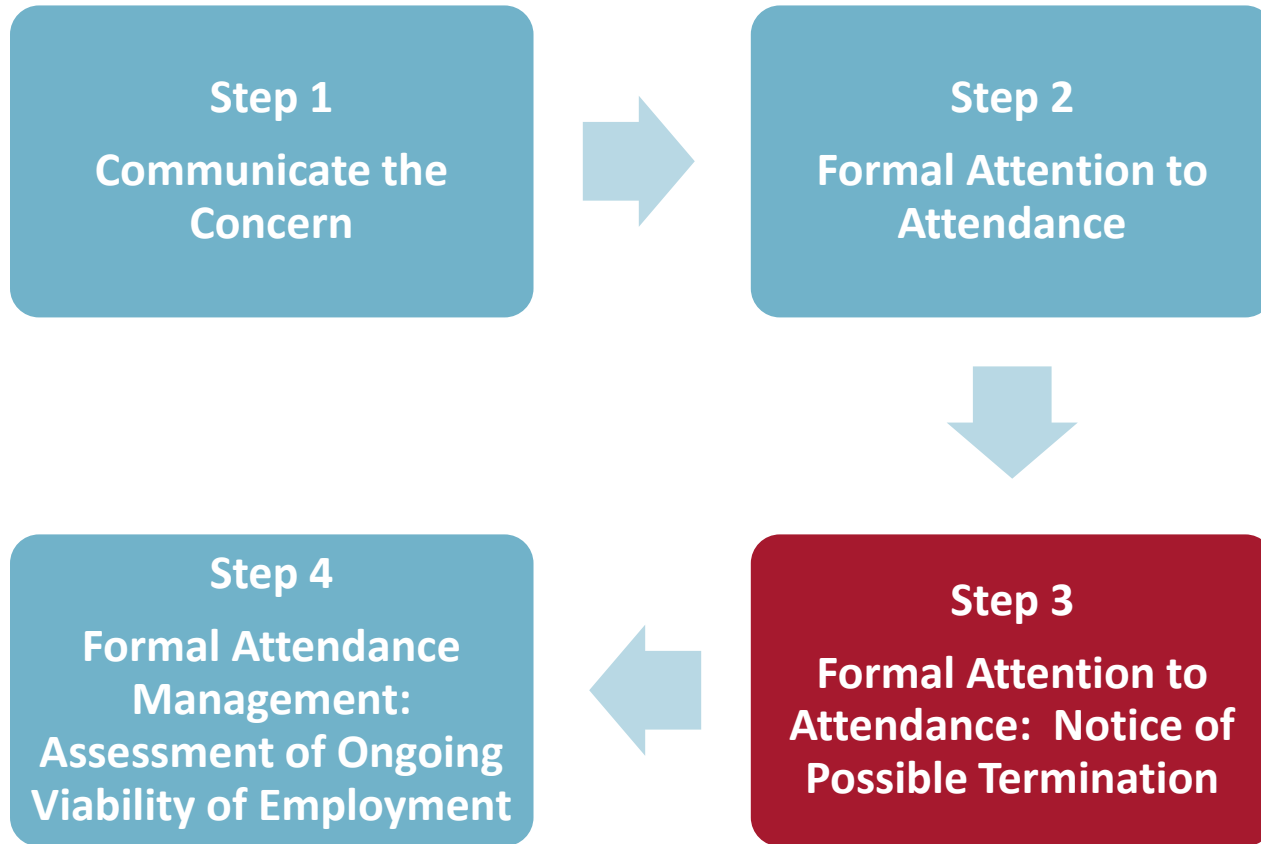


Did attendance improve?

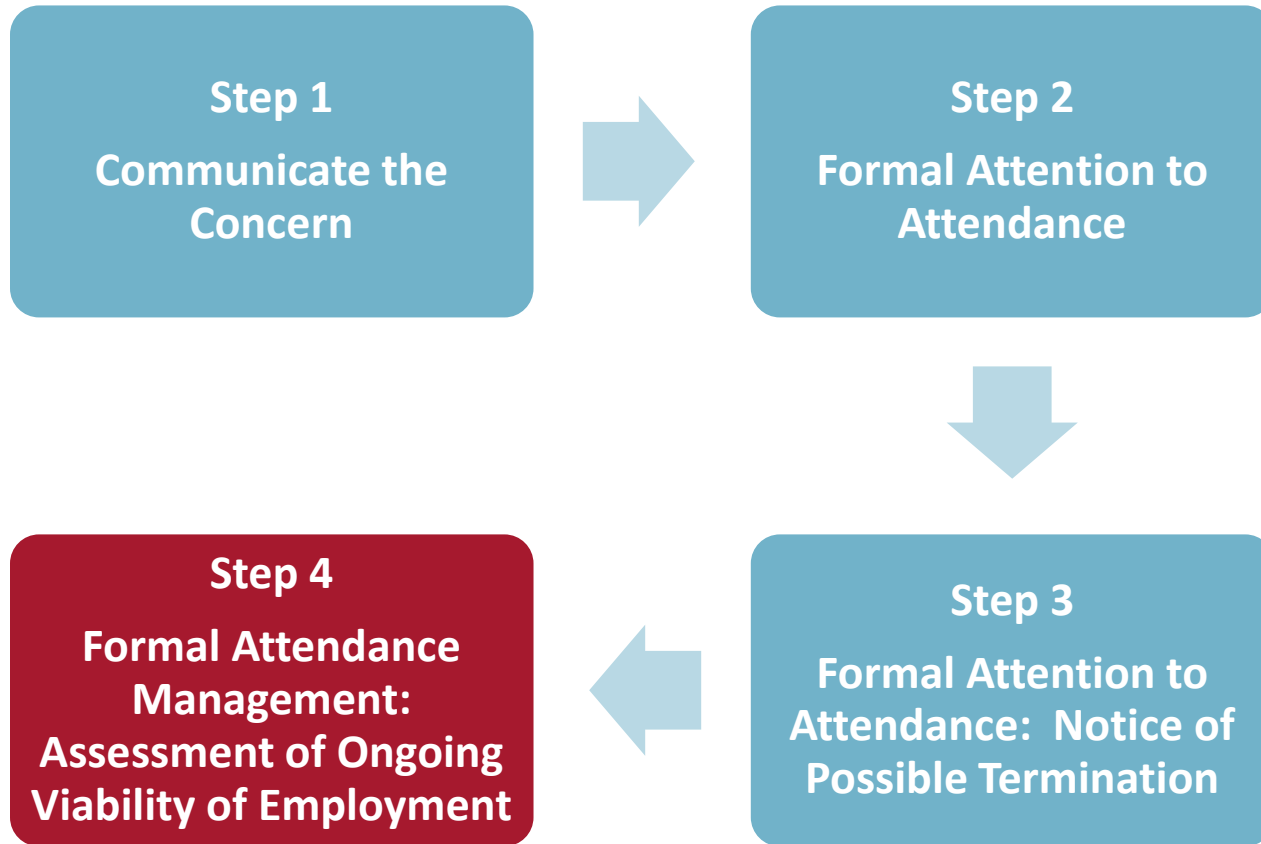
The ASAP Process

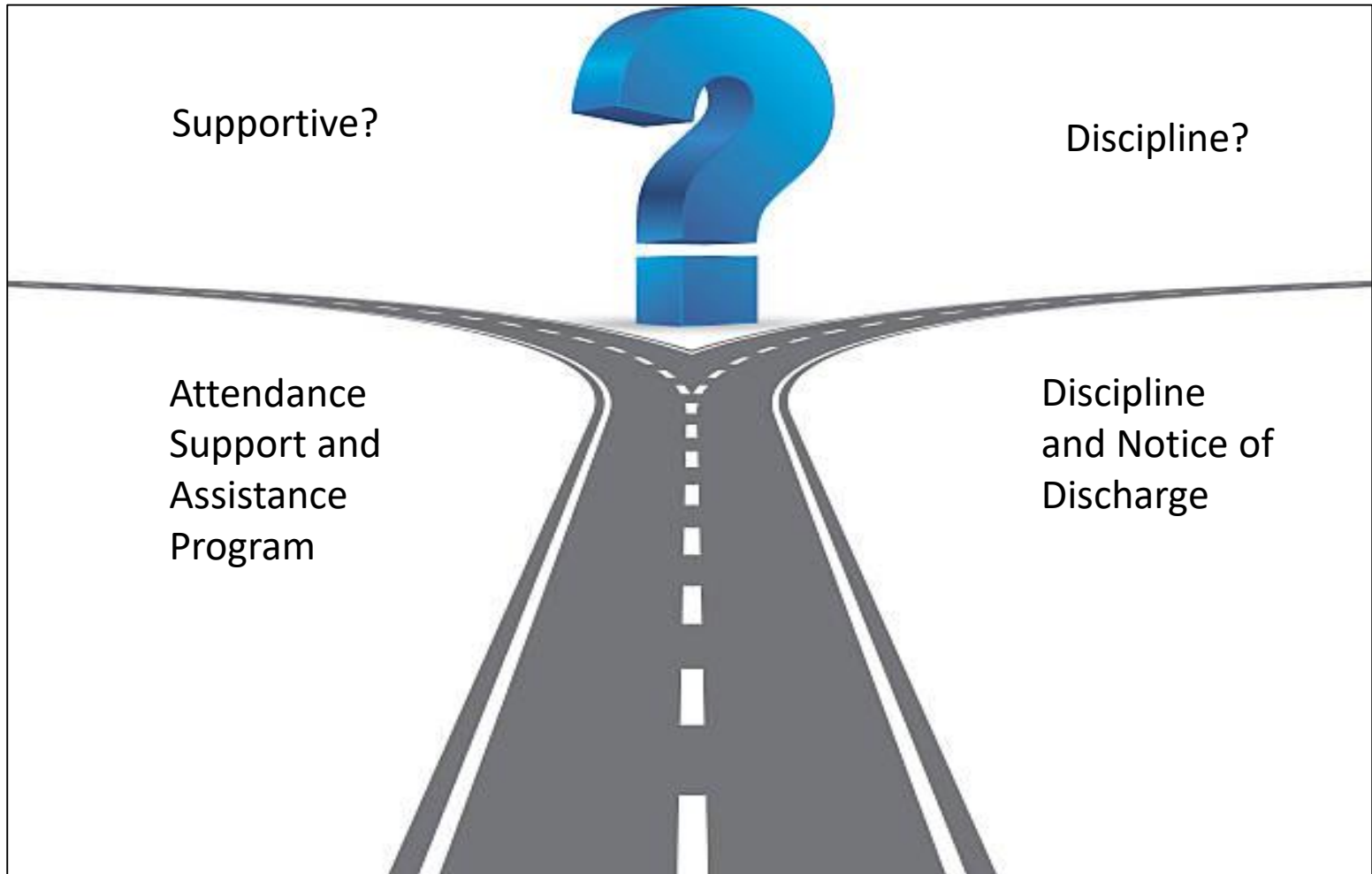


The ASAP Process – Step 3



The ASAP Process – Step 4





Application of the Discipline Process in Attendance Management



Best Practices

- Address attendance concerns in a timely fashion
- Establish a regular routine of monitoring attendance within your department
- Do not mix culpable and non-culpable

**Attendance
Matters**

FAQ – Can I request a medical note?

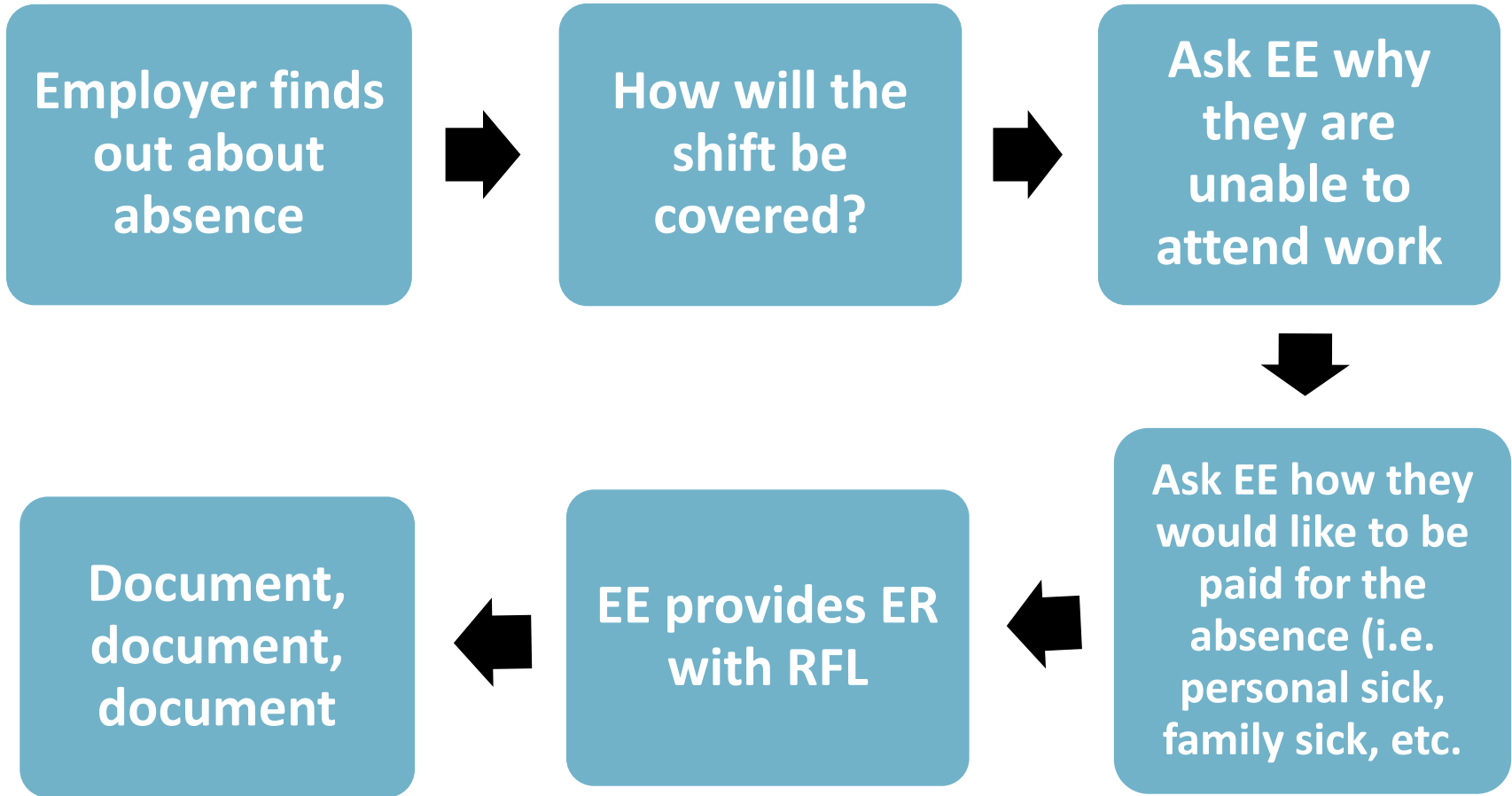
Do

- Ask whether the employee is experiencing a medical condition which renders them incapable of attending work and performing their duties
- Request medical to support rationale for high absenteeism

Don't

- Request the diagnosis
- Ask for any more information than is reasonably required
- Contact the doctor directly

FAQ – How do I respond to an employee’s absence?



FAQ – What if I suspect an abuse of Income Protection?

MNU
Article 2306

CUPE
Articles 1304
& 1307

MGEU PT
Article 1607

MGEU CS
Article III 1009

PCAM
Article 1705

EMS Sups
Article 1405

FAQ – What if I have attendance concerns with someone on probation?

MNU

**Articles
2304/3101**

CUPE

**Articles
704/1306**

MGEU PT

**Articles
2:14/16:02(c)**

MGEU CS

Article I 32:01

PCAM

Article 6.03(b)

EMS Sups

**Articles
2:14/14:02**

Attendance Management and the Collective Agreements

MNU

Article 23

CUPE

Articles 13

MGEU PT

Article 16

MGEU CS

Article III 10

PCAM

Article 17

EMS Sups

Article 14

Case Study

An employee calls in sick for their shift.
Someone working tells you about a Facebook post the employee made about going to the beach that day.

What do you do?

Labour Relations



Labour Relations

Why contact Labour Relations?

Resources

- Policies, Procedures, Guidelines
- Collective Agreements
- Legislation
- HR Website-LR material will be placed on HPS for reference
- HR Team

Questions?

Thank you!