

		POLICY
SECTION: HUMAN RESOURCES	NO: HR-AB-01	
REFERENCE: ABSENTEEISM MANAGEMENT	Date: October 9, 2020	
		Next Review Date: October 2022

TITLE: ABSENTEEISM MANAGEMENT

9.9 Preamble

- 9.9 Absenteeism, while recognized as sometimes beyond the control of the employee, affects overall productivity and service, increases operating costs, and negatively affects other employees. It is the City's objective to inform all employees regarding the appropriate use of sick time to ensure work commitments are maintained and to promote a healthy workplace in which operational effectiveness is not jeopardized by frequent or unnecessary absenteeism.
- 1.2 The City recognizes the need to manage absenteeism across the entire organization while ensuring the interests of individual employees are balanced with the City's need for regular attendance. The City strives to ensure employees who have excessive absenteeism are aware of their department concerns as well as the expectation that their level of absences will diminish. Employees who have excessive absences are obligated to do all they can, with the assistance and support of the City, to sustain regular attendance. Employees who demonstrate that they can no longer act in accordance with their employment obligations will be addressed in a consistent manner according to this policy.
- 1.3 This policy is not intended to deal with absences of a bona fide nature, whereby an employee is suffering from a legitimate illness/injury and has described such to their immediate supervisor.

2.0 Purpose

- 2.1 Every employee of the City of Dryden has an obligation to perform with regularity the functions for which they were hired. It is the policy of the City of Dryden to manage employee absenteeism in a fair and consistent manner with the following objectives:
- (a) To increase attendance awareness and reduce absences from work and the associated costs, and
 - (b) To regularly communicate the responsibilities of employees, supervisors, senior management and the HR Department, and
 - (c) To assist employees in minimizing absences from work by making every reasonable effort to provide accommodations, offer assistance and rehabilitation, and
 - (d) To maximize service delivery to the public.
- 2.2 It is essential that any conduct towards an employee is not in breach of the Ontario Human Rights Code and/or its processes or protocols.

3.0 Application

- 3.1 This policy applies to all permanent employees of the City of Dryden.

4.0 Expectations

4.1 All Employees:

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

The City expects its employees to meet their employment obligation to attend work on a regular basis. To that end, the City will endeavor to foster and encourage workplace conditions conducive to regular attendance.

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

4.2 **Management:**

Managers will ensure the consistent administration of this policy. Monitoring absenteeism provides managers with opportunities to improve working conditions, efficiency and communication.

5.0 Responsibilities

5.1 Employees:

- (a) Must notify their direct supervisor/manager or designate and outline the type of absence requested and expected date of return; and follow any protocol as outlined in the applicable collective agreement and/or city policies.
- (b) Will maintain contact with their immediate supervisor or designate during the absence.
- (c) When requested, provide a valid physician's note that is dated the day or during the period of absence stating the employee was unfit for work.
- (d) Will ensure that the medical documentation is properly completed and received by the immediate supervisor or designate, or the Manager of Human Resources.
- (e) Will provide a physician's note with expected date of return in cases of extended period of short-term absences.

9.9 Managers and Supervisors:

In order to enable employees to maintain their attendance, the following actions will be taken by managers and supervisors:

- (a) Will ensure that the attendance policy is applied consistently.

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

- (b) Will ensure that this policy and its procedures are communicated to employees and form part of the orientation process for new employees.
- (c) Will assist its employees in minimizing absenteeism by making a reasonable effort to provide accommodation, assistance and rehabilitation where required.

5.2 Manager of Human Resources:

The Human Resources Department will provide support, consultation and guidelines as it relates to this policy. It is also responsible for:

- (a) The analysis of absenteeism statistics and the administration of attendance standards in consultation with the Payroll and Benefits Administrator and an employee's immediate supervisor.
- (b) The right to request documentation to support an employee's absence and to substantiate the employee is subsequently fit to return to work.

6.0 Sick Leave Patterns

- 6.1 Abuse of sick days will not be tolerated. Supervisors and managers have been instructed to remain vigilant of the following sick leave patterns, particularly if the patterns are chronic and persistent including but not limited to:
- (a) Absence on weekends, Saturdays, or Sundays where the employee is scheduled to work.
 - (b) Absences during the day before and/or the day after scheduled vacation day(s) or statutory holiday(s).
 - (c) Absences during the day immediately following a pay day.
 - (d) Absences where an employee calls in sick immediately after another sick day has accrued.

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

- (e) Situations where the absence(s) coincides with desirable days off.
- (f) Absences that typically fall on a Monday or a Friday.
- (g) Situations where employees with past excellent attendance have been frequently missing time.

7.0 Definitions

7.1 **Innocent or Non-Culpable Absenteeism:**

Is an absence from work due to bona fide illness, or non-occupational injury, including absences that may be a result of a disability other than a compensable illness or injury?

7.2 **Culpable or Blameworthy Absenteeism:**

Is an absence from work due to factors that are within the employee's control? Culpable absenteeism includes but is not limited to failure to notify, absences without authorized permission and abuse of leave, including patterning as defined in Section 6.0. Culpable or blameworthy absenteeism problems may be grounds for discipline, up to and including termination and will require attendance review meetings.

7.3 **Approved Absences:**

Is an absence from work to which an employee is entitled by law or in accordance with a current collective agreement and/or City policy. Such approved absences include but are not limited to, WSIB, vacation, bereavement leave, jury/witness duty, pregnancy/parental, etc.

8.0 Conditions

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

- 8.1 Each department will be responsible to review their employee quarterly entitlements with respect to employee absences as part of the attendance review process.
- 8.2 In the event a manager/supervisor detects a pattern with respect to attendance and sick leave utilization, he or she shall hold an informal attendance review meeting.

9.0 Attendance Review Meetings

- 9.1 If at any point during a twelve (12) month period an employee is absent due to illness on a number of occasions which reflects patterning as indicated in Section 6.0 the manager/supervisor will hold an informal meeting with the employee to:
 - (a) Identify concerns with attendance;
 - (b) Explain the impact of absences on the work operation;
 - (c) Identify expectations for improvement; and,
 - (d) Identify resources for assistance

The informal meeting is not intended to be disciplinary in nature. However, the immediate supervisor will document the meeting. Each case is based on its own merits and the immediate supervisor may require a doctor's note to support any future absences.

- 9.2 Meeting #1: Following the informal meeting, in the event that the employee continues to be absent as described in Section 6.0, immediate supervisor shall hold a formal meeting with the employee to discuss the issue, and will provide them with appropriate documentation of the meeting.
- 9.3 The meeting shall explain the attendance issue to the employee, explain why their attendance is important, outlining the adverse effects on the organization due to absence, detail the expectations for improvement, determine any causes for, and the rationale behind the attendance issues, work to determine if there

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

are any methods of assistance available, and detail a course of action for improving the attendance issue.

- 9.4 Meeting #2: Following the first formal meeting, in the event that the employee continues to demonstrate absences as per Section 6.0, the immediate supervisor shall hold a second formal meeting with the staff member to discuss the issue, and will provide them with appropriate documentation of the meeting.
- 9.5 Follow steps as per 9.3 and include: This meeting must inform the employee that where the attendance fails to improve, that the City of Dryden may be required to implement appropriate levels of disciplinary action, transfer, demote, or deny the promotion of the employee.
- 9.6 Meeting #3: Following the second formal meeting, in the event that the employee continues to be absent as per Section 6.0, shall hold a third formal meeting with the employee to discuss the issue, and will provide them with appropriate documentation of the meeting.
- 9.7 Follow steps as per 9.3 and include: This meeting must inform the employee that where the attendance fails to improve, that the City of Dryden may be required to review their employment and may terminate them.
- 9.8 Due to the failure to improve attendance levels, the City of Dryden will determine the case for continued employment, or termination of employment based on input from management, Human Resources and legal counsel (where appropriate). Termination of employment will occur where a reasonable case cannot be made for continued employment.
- 9.9 In the event that an employee displays improved attendance following a meeting regarding their attendance, and the improvement continues for a period of one (1) year, the review process should be considered closed, and the employee should be informed of their success in meeting company expectations. In the event that the employee again displays attendance issues following the successful completion of the review period, the process shall begin again.

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.

Absenteeism Management - HR-AB-01

History			
Approval Date:	November 21, 2011	Approved by:	By-law 3928-2011
Review/Amendment Date:	April 24, 2017	Approved by:	CAO
Review/Amendment Date:	May 4, 2020	Approved by:	CAO
Review/Amendment Date:	October 9, 2020	Approved by:	CAO
Review/Amendment Date:		Approved by:	

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.



DRYDEN

ABSENCE REQUEST FORM

NOTE: Employees must complete this form and give to his/her Supervisor prior to the absence where applicable.

EMPLOYEE NAME:

DATE REQUEST MADE:

SUPERVISOR NAME:

Date Requested	Number of Day(s) or Hour(s)	From: To:
Types of Absence New ☐ Change ☐ Cancellation ☐	Vacation ☐	Banked Overtime ☐
	Bereavement ☐	Union Leave ☐
	Floater ☐	Travel Time ☐
	Lieu Time ☐	Sick Leave ☐
	Leave without pay (<i>only if all credits are exhausted</i>) ☐	
Remarks:		
Appointments:		
<u>Doctor/Dentist/Optometrlist Appointments:</u> Date of Appointment: _____ Appointment Time: _____ Leaving Work At: _____ Signature: _____ Date: _____		
APPROVED ☐ DENIED ☐ BY: Signature of Immediate Supervisor or Designate: _____ Date Request Received: _____		
DISTRIBUTION: Original to Employee, copies to Supervisor/HR Dept/Payroll		

This policy is subject to any specific provisions of the Municipal Act, or other relevant legislation or Union agreement.