**Attendance Management
and
Attendance Support & Assistance Program**

Winnipeg Regional Health Authority / Office régional de la santé de Winnipeg

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Administrative Items

- Agenda
- Breaks
- 'Parking Lot'
- Participation
- Discussion
- Confidentiality

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**Additional Related Workshops
Offered by OSD**

- Progressive Discipline
- Duty to Accommodate/Ability Management
- Performance Management

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Workshop Outline

Goals for our session:

- Attendance Management vs. ASAP – defining and differentiating
- Why managing attendance is important
- Roles, rights and responsibilities
- Disciplinary vs. Non – Disciplinary
- When to, how to apply ASAP and what to expect

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Getting Started….

Attendance Management: Strategies and efforts focused at an **entire staff group** that support and encourage regular attendance – these strategies and efforts generally reflect good management practices that can be used for all staff regardless of site or sector. (Good Management Practice)

ASAP: Strategies and efforts focused on building a program **specific to an individual staff person** to assist that staff person in their efforts to improve attendance. (No-Fault, this program is not disciplinary)

Discipline: Culpable absenteeism is dealt with through a disciplinary process. It **does not form part of Attendance Management or ASAP**. (Fault)

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Attendance Management

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Definitions

- **Attendance**: Attending at work, on time and remaining at work when scheduled including returning from breaks on time.

- **Absence:** Any time an employee, who is scheduled or otherwise expected to be at work, is not at work. (WCB excluded)

- **Excess Absenteeism**: A level of absence that is above the norm of the employee's comparator group and which warrants individualized attention = ASAP. No magic number of absences triggers this concern.

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Why Manage Attendance?

- Promotes higher staff morale
- Fair workload allocation
- Efficiency
- Quality service
- Causes of absence will go unaddressed
- Improved health, wellness and quality of work life for staff
- Continuity of care

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Roles, Rights, and Responsibilities

- Manage attendance of your staff on a regular basis and communicate expectations
- Maintain regular contact and provide support to an employee who is absent from work
- Ensure the provisions of the Collective Agreement are followed
- Respect legislation related to employment (i.e. Human Rights Code)
- Maintain confidentiality of employee information
- Inform employees about ASAP and address all employee questions and concerns or direct to the appropriate department (i.e. OESH or HR)

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Monitoring Attendance

Regular reviews will enable you to note:

- Excess absenteeism (i.e. above the average for the particular unit/program/service)
- Any types of patterns in absenteeism
- Increases in income protection usage

- It is also important to recognize employees who have shown improvement in their attendance and to those that their attendance has always been satisfactory

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3 Types of Absenteeism

Non-Culpable: No fault (Innocent)

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3 Types of Absenteeism cont'd

Culpable: Employee at Fault
Not handled through ASAP

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3 Types of Absenteeism cont'd

Patterned: Absence may appear to be non culpable when viewed in isolation however the pattern may suggest culpable

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Case Study #1 - Jane

Your employee Jane shows up to work late at least twice a week. In addition, her coworkers have advised you that she regularly returns late from her coffee and/or lunch breaks.

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Case Study #2 - Phil

Your employee Phil requested November 17, 18, 19, 20 and 21st off as vacation time. Due to operational requirements you are not able to grant him the 21st off and advise him of such in person and in writing. On November 21st Phil calls in sick for his shift. Phil later discloses to you that he was returning from a pre-booked flight and "forgot" that his last vacation day had been declined.

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Case Study #3 - Sara

You are meeting with your employee Sara to discuss her recent increase in sick time usage and late arrivals at work. During this meeting she discloses to you that her child's day care has adjusted their hours of operation and their new open time makes it impossible for her to drop her child off and make it to work in time.

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WHAT, WHEN, HOW

ABSENCE TYPE	TOOL USED
Staff: High Unit Average	Attendance Management
Individual: Culpable, Fault	Discipline
Individual: Non Culpable, No Fault, Excessive	ASAP
Individual: Pattern Absence	Uncertain Until Determined Whether Fault Or No-Fault

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Medical Information

- Issues of absence often relate to medical issues. The ability to obtain medical information is a delicate balance between employer's right to know and the employee's right to privacy.
- Before requesting medical verification/information, always consult with HR and refer to the collective agreement.

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Childcare Related Absences

- Please note, income protection cannot be utilized in circumstances where adequate childcare is not available.
- This does not apply in situations pertaining to an ill child/family member where family sick does apply as per Collective Agreement language.
- If an employee is having frequent trouble finding childcare, need to have a discussion with Manager and look at the following;
  - Shift swaps (short term, not permanent)
  - Consideration of applying for alternate rotations/efts
  - Searching for additional childcare
  - Going on a temporary LOA
  - Temporary Accommodations based on family status (in consolation with HR)

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Attendance Support
and
Assistance Program

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What Is ASAP?

ASAP is a framework to assist managers to
- **Review**
- **Develop, and**
- **Implement** a **Customized** plan for dealing with an individual employee's excessive level of absence

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When is Absenteeism Excessive?

The excess absenteeism rate will depend on your site

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How do you Determine Excessive Absenteeism?

The ASAP report

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You've Identified a Candidate for ASAP – Now What?

Is ASAP appropriate?
You need to determine:

Culpable or non-culpable

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STEPS OF ASAP

1. Communicate the Concern – Initial Meeting
2. Formal Attention to Attendance
3. Formal Attention to Attendance – Notice of Possible Termination
4. Formal Attendance Management: Assessment of On-Going Viability of Employment

Step 1

Communicate the Concern:
Initial Meeting

Before the Meeting

- Review the ASAP manual for templates and resources
- Have a copy of the ASAP report to provide to your employee

During the Meeting

- Inform
- Communicate
- Inquire
- Resource
- Document

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After the Meeting

- Follow Up

- Encourage

- Summary

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Step 2

Formal Attention to
Attendance

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Determination

- Move or Maintain

- Consult Human Resources

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The Meeting

- Attendees

- Information

- What's really going on?

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Potential Outcomes

1. The employee is placed on Step 2 of the ASAP program as a result of their sick time usage - Strategize
2. The employee indicates that their increased sick usage is due to a medical condition – OESH/Disability Management
3. The employee indicates that there are personal reasons that have contributed to their sick time usage. – EAP/ LOA
4. The employee indicates that they are having issues with childcare and that it is the contributing factor to their sick time usage.- Dig deeper

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Clarity, Consistency, Follow up

- To be clear is to be kind

- Set a date and plan to meet

- Summary

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Step 3

Formal Attention to Attendance – Notice of Possible Termination

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Determination

- If your Step 2 employee is unable to demonstrate <u>consistent</u> and <u>sustained</u> improvement in their sick time usage it may be necessary to move them to Step 3 of the ASAP program.
- Consider how long or how many quarters they have been at Step 2. Has there been any improvement in their attendance, what efforts have they made towards decreasing their absences?

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The Meeting

- <u>Union Representation</u> – encouraged if they declined previously – document if declined
- <u>Summary</u> – how long have they been on program and what they've tried
- <u>Inform the employee</u> – percentage and instances of absence
- <u>Accountability</u> – what immediate steps is the employee going to take to change the situation

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Potential Outcomes

1. The employee is placed on Step 3 of the ASAP program as a result of their inability to meet the comparator- Strategize, Restrict?
2. The employee indicates that their increased sick usage is due to a medical condition or addiction – OESH/Disability Management
3. The employee indicates that there are personal reasons that have contributed to their sick time usage. – EAP/LOA

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Clarity, Consistency, Follow up

- To be clear is to be kind – Step 4 is possible

- Responsibility and Accountability

- Set a date and plan to meet – prioritize your Step 3s

- Summary

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Step 4

Formal Attendance Management:
Assessment of On-Going Viability of
Employment
AKA
Frustration of Contract

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The Meeting

- Employee, Union, Manager & HR present

- New Information

- Grievance

- Letter, Next steps, EAP

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Key Points To Remember

- Timelines set out in this Program are **guidelines only** and can be adjusted for individual circumstances as warranted.

- Documentation is necessary.

- Individualized plans are of key importance.

- Proceeding to the next step is **not automatic in the ASAP process.**

- Where an employee's absence record can be attributed to a medical condition this may constitute a disability under the Manitoba Human Rights Code. As a result, reasonable accommodation may be required.

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Case Study #4 - Erica

Erica has levels of absence that are slightly above the average for your hospital. You have discussed her attendance in passing a few months ago and she told you that she calls in sick to take care of her children when her babysitter is sick. You think that she feels that she is entitled to take this time because she has available family sick income protection.

What should you do?

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QUESTIONS

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