



SECTION:	Human Resources General	APPROVAL DATE:
SUBSECTION:	Absence Management	June 9, 2008
POLICY NAME:	Attendance Support Program	LAST REVISED:
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PART 1 - DISABILITY MANAGEMENT – EARLY INTERVENTION, ACCOMODATIONS AND RETURN TO WORK

1. **BACKGROUND:**

The Board's Disability Management Program is an integrated partnership among employees, supervisors/administrators, unions, and health care providers that supports employees to attend work which benefits students. This program fosters a widespread understanding that the way to reduce the incidence and duration of an employee's absences is through early intervention and support.

2. **PURPOSE OF THE PROGRAM:**

- 2.1 The Disability Management Program provides employees with a safe and timely transition from illness/injury that allow them to remain at work or return to work.
- 2.2 When appropriate, the program assists employees by providing rehabilitation support, accommodations or modifications to remain at work, gradual return to work and/or modified work prior to commencement of regular full-time, part-time or occasional work.
- 2.3 When a permanent disability exists, the Board will endeavor to modify both the work and the workplace to accommodate the needs of the permanently disabled employee, based on medically-supported restrictions/limitations, provided that it does not cause undue hardship to the Board.

3. **TEMPORARY DISABILITY:**

- 3.1 **Restrictions and Limitations:**
An employee who becomes ill or is injured and it appears that an absence from work will result, is responsible for providing medical restrictions/limitations identified by the appropriate treating medical practitioner or specialist for assessment by the Disability and Wellness Coordinator, or designate. The restrictions and limitations shall be shared with the Principal/Vice-Principal or Supervisor and, at the discretion of the employee, the union representative.

4. **PERMANENT PARTIAL DISABILITY :**

- 4.1 An employee who becomes permanently disabled from an illness or injury, such that they are unable to meet the demands of their former position, may be provided with appropriate accommodations or modifications and/or suitable work based on their physical, mental and vocational capabilities.
- 4.2 The conditions for providing such work may be:

- The employee provides current medical restrictions and limitations from the appropriate treating medical practitioner and/or by submitting a Functional Abilities Evaluation (F.A.E.).
- The employee participates in a vocational assessment approved by the employer, as needed.
- The Board will promote the retraining of injured employees as circumstances warrant.
- Employees who have a permanent partial disability may be given preference for suitable job postings, subject to mutual agreement by the employer and the relevant union(s).
- Employees are accommodated on the basis of availability of positions, ability to perform the essential duties of the job, and terms and conditions as outlined by the relevant collective agreement, individual contract and/or relevant legislation.

5. RESPONSIBILITIES:

5.1 Disability and Wellness Coordinator, or Designate may:

- 5.1.1 on initial contact, inform the employee that should they desire, they may have a union representative attend any meetings;
- 5.1.2 contact the employee directly in one of two ways:
 - phone to discuss the Board's Disability Management Program; and/or
 - send a letter to the employee outlining the Board's Disability Management Program;
- 5.1.3 work with employees to assess restrictions and/or limitations;
- 5.1.4 co-ordinate the return to work of all disabled employees with the employer, the appropriate treating medical practitioner, Principal/Vice-Principal or Supervisor, and the union representative at the employee's discretion;
- 5.1.5 notify the appropriate union(s) of an employee's participation in the Disability Management Program;
- 5.1.6 assess the employee's work capabilities in conjunction with medically-supported restrictions and/or limitations provided by the appropriate treating medical practitioner(s);
- 5.1.7 inform the employee's Principal/Vice-Principal or Supervisor of the work restrictions/limitations and initiates the development of the Remain at Work Plan or Return to Work Plan;
- 5.1.8 perform a workplace assessment with the Principal/Vice-Principal or Supervisor and, as required, with the Health & Safety Officer, or designate, to ensure compatibility of work restrictions and the duties to be performed within the work environment:
 - co-ordinates the modification of the work or workplace, as needed, in conjunction with medically-supported restrictions/limitations;
 - reviews proper body mechanics with the employee and provides instruction, as required;
 - assesses the need for change in location and/or assignment;
- 5.1.9 co-ordinate the development of a Remain at Work Plan or Return to Work Plan with the employee, his/her Principal/Vice-Principal or Supervisor, the appropriate treating medical practitioner(s), the employee's union representative, Workplace Safety and Insurance Board, LTD Insurance Carrier, Human Resources and Operations Superintendents, as appropriate;
- 5.1.10 distribute a copy of the Remain at Work Plan or Return to Work Plan to the above parties and the employee;
- 5.1.11 maintain regular contact with the employee and his/her Principal/Vice-Principal or Supervisor for the duration of the Remain at Work Plan or Return to Work Plan;
- 5.1.12 maintain an ongoing assessment of the Remain at Work Plan or Return to Work Plan;
- 5.1.13 arrange regular follow-up during the Remain at Work Plan or Return to Work Plan to modify the Plan, as required.

- 5.2 The Principal/Vice Principal or Immediate Supervisor may:
- 5.2.1 participate in the development of the employee's Remain at Work Plan or Return to Work Plan;
 - 5.2.2 modify the work or workplace, as outlined in the Remain at Work Plan or Return to Work Plan;
 - 5.2.3 assign work or duties according to the employee's Remain at Work Plan or Return to Work Plan;
 - 5.2.4 closely monitor the progress of the employee through the Remain at Work Plan or Return to Work Plan and immediately report any problems or concerns to the Disability and Wellness Coordinator, or designate.
- 5.3 The Employee:
- 5.3.1 engages in medical rehabilitation and/or treatment that can be expected to facilitate a timely return to work;
 - 5.3.2 participates in development of their Remain at Work Plan or Return to Work Plan and recovery goals;
 - 5.3.3 maintains regular contact, as identified in the Disability Management Program, with the Disability and Wellness Coordinator, or designate, to provide updates on status, changes in condition, and review progress through their Remain at Work Plan or Return to Work Plan;
 - 5.3.4 must provide appropriate documentation as required by the Absence Reporting Regulation.
6. DEVELOPMENT OF INDIVIDUALIZED REMAIN AT WORK PLAN OR RETURN TO WORK PLAN:
- 6.1 Remain at Work or Return to Work:
 - 6.1.1 Identification of likely candidates for the Disability Management Program shall be made initially by the Disability and Wellness Coordinator, or designate, based on information received from the appropriate treating medical practitioner and, when appropriate, representatives of the Workplace Safety and Insurance Board and Long Term Disability (LTD) Insurance.
 - 6.1.2 A Remain at Work Plan or Return to Work Plan, in general, may include, but is not restricted to, some or all of the following:
 - volunteer work
 - reduced work hours
 - modification of duties
 - workplace modifications
 - removal of physical barriers
 - reassignment to another position if the employee has the necessary skills and abilities to perform the essential duties of that position.
 - 6.1.3 The employee may be provided with a letter to be given to the appropriate treating medical practitioner that outlines the Remain at Work Plan or Return to Work Plan and which indicates that accommodations and/or modified work is available. The letter may also include information regarding the employee's job description and physical demands analysis. A release of medical information consent form will also be provided.
 - 6.1.4 Modified work is provided within the employee's own school or service area, wherever possible.
 - 6.1.5 While participating in the Disability Management Program, the employee's status will be monitored by the Disability and Wellness Coordinator, or designate, Principal/Vice-Principal or Supervisor, in consultation with the appropriate treating medical practitioner(s).
 - 6.1.6 Ongoing reviews of the employee's Remain at Work Plan or Return to Work Plan will be conducted with any necessary adjustments made to support the employee's

success. The frequency of these reviews is established prior to the placement of an employee in the Program.

- 6.1.7 The Board will endeavor to modify both the work and the workplace to accommodate the needs of permanently disabled employees, provided that it does not cause undue hardship to the Board.
- 6.1.8 All documentation will be maintained by the Disability and Wellness Coordinator, or designate, filed separately from the personnel file and will not be further released without the employee's written permission.
- 6.1.9 The Disability and Wellness Coordinator, or designate, will review the documentation and then contact the employee to discuss the employee's participation in an Individualized Remain at Work Plan or Return to Work Plan.
- 6.1.10 The Disability and Wellness Coordinator, or designate, and the employee will develop a Remain at Work Plan or Return to Work Plan based on the supported limitations or restrictions. The initial meeting may include the employee's supervisor and/or union representative. A written Remain at Work Plan or Return to Work Plan may be shared with the employee's appropriate treating medical practitioner and/or Supervisor and/or union representative.
- 6.1.11 Any necessary changes to the work environment will take place prior to the employee's commencement of Remain at Work Plan or Return to Work Plan.
- 6.1.12 Should the employee not be able to participate in a Return to Work Plan, the employee and the Disability and Wellness Coordinator, or designate, will maintain regular contact. Ongoing, updated documentation will be obtained to determine when participation in the Return to Work Plan will be feasible.
- 6.1.13 The employee may be required to participate in a Functional Abilities Evaluation and/or Independent Medical Evaluation, conducted by a third party, to determine limitations and/or restrictions and to assist in the development of an individualized Remain at Work Plan or Return to Work Plan.
- 6.1.14 The Individualized Remain at Work Plan or Return to Work Plan may include the following information:
 - essential job duties/tasks
 - specific physical requirements
 - restrictions and limitations
 - work schedule
 - follow-up work assessment date(s) by the Appropriate Disability and Wellness Coordinator, or designate
 - a gradual resumption of duties assigned under the Disability Management Program
 - a gradual increase in hours worked
 - expected date of completion of plan
 - signatures of employee, Appropriate Disability and Wellness Coordinator, or designate, Principal/Vice-Principal or Supervisor, appropriate treating medical practitioner(s), union representative
 - next meeting date
 - conditions for withdrawal of the individual from the Program
- 6.1.14.1 Regular follow-up meetings may occur during the Remain at Work Plan or Return to Work Plan to ensure that the employee's needs are being met and to make any necessary changes to the modifications or accommodations should there be a change in the employee's restrictions or limitations.
- 6.1.15 The employee continues to participate in their Remain at Work Plan or Return to Work Plan until they have reached Maximum Medical Recovery and are working at full capacity within any restrictions or limitations, including those that may be permanent in nature.

PART 2 – CONFIDENTIALITY OF MEDICAL RECORDS

1. RESPONSIBILITIES

- 1.1 Responsibilities of the Disability and Wellness Coordinator, or designate:
 - 1.1.1 Employee medical records received by the Disability and Wellness Coordinator, or designate, are kept in strictest confidence by the Disability and Wellness Coordinator, or designate.
 - 1.1.2 Employee’s medical records, whether active or in storage, are maintained separately from the respective Human Resources file.
 - 1.1.3 The Disability and Wellness Coordinator, or designate, is solely responsible for all employee medical records and is the only person who shall have access to these records.
 - 1.1.4 An employee may request information contained in their medical records by contacting the Disability and Wellness Coordinator, or designate. Photocopies of specific information shall be given to the employee upon written request.
 - 1.1.5 No information from an employee’s medical records is given to a third party without the employee’s written consent, unless required by law. If required by law, the Disability and Wellness Coordinator or designate, shall notify the employee.
 - 1.1.6 The confidential nature of all policies and procedures of the Disability Management Program will be respected by all involved parties.
 - 1.1.7 The medical records of former employees are retained for ten (10) years. Workplace Safety and Insurance Board records and records of employees exposed to regulated substances are retained permanently.

PART 3 – ABSENCE REPORTING

1. ABSENCES OF THREE CONSECUTIVE WORKING DAYS RELATED TO ILLNESS OR INJURY:

- 1.1 Employees are required to advise their Principal or Supervisor immediately of any illness or accident that prevents them from working in order to discuss a return to work date.
- 1.2 If the return to work date is greater than three consecutive working days, documentation from the appropriate treating medical practitioner is required and must be submitted to the Disability & Wellness Co-ordinator.
- 1.3 The documentation required shall minimally consist of the following:
 - 1.3.1 Medical restrictions and/or limitations that are preventing the employee from working and which may require accommodation upon return to work, if any;
 - 1.3.2 Expected date of recovery and/or return to work date.
- 1.4 If restrictions and/or limitations have been identified by the employee’s appropriate treating medical practitioner, the employee will be referred to the Disability & Wellness Co-ordinator or designate.

2. ABSENCES OF MORE THAN FIVE CONSECUTIVE WORKING DAYS RELATED TO ILLNESS OR INJURY:

- 2.1 When an employee is going to be absent for more than five consecutive working days, the employee will notify his/her Principal or Supervisor immediately of their absence.
- 2.2 The Principal or Supervisor shall indicate to the employee that the Disability & Wellness Co-ordinator, or designate, will be notified of the employee’s absence to enable early intervention and to facilitate a safe and timely return to work.
- 2.3 The Principal or Supervisor will notify the Disability & Wellness Co-ordinator, or designate by email, fax or telephone.
- 2.4 The Disability & Wellness Co-ordinator, or designate, may require the employee to provide documentation completed by the appropriate treating medical practitioner that may include the following information:

- 2.4.1 A functional abilities form that describes the medically supported restrictions or limitations the employee is experiencing in relation to the essential duties of their position;
 - 2.4.2 Confirmation that the employee is participating in the appropriate treatment to expedite the employee's safe and timely return to work;
 - 2.4.3 Expected date employee could participate in the Return to Work Program with appropriate modifications/accommodations based on restrictions/limitations;
 - 2.4.4 Expected return to work date at regular hours and duties;
 - 2.4.5 Any other information required to safely return the employee to work in a timely manner;
 - 2.4.6 Treating medical practitioner's name, address, phone number and fax number;
 - 2.4.7 Treating medical practitioner's signature.
- 2.5 Unless otherwise arranged, this documentation must be submitted by the employee or appropriate treating medical practitioner to the Disability & Wellness Co-ordinator, or designate, within five working days of the date of the request.

3. SICK LEAVE BENEFIT

- 3.1 As outlined below, an employee may access or is eligible for sick leave benefits if they become injured or ill.
- 3.2 An employee may access or is eligible for sick leave if he/she is disabled, which is defined as a state of incapacity which is due to bodily injury or sickness, preventing the employee from working for the Board for remuneration.
- 3.3 Sick leave benefits are not payable:
 - 3.3.1 in cases which are compensable by Workplace Safety & Insurance Board;
 - 3.3.2 for 12-month employees during scheduled vacation unless the illness requires hospitalization;
 - 3.3.3 when an employee is on an authorized unpaid leave of absence;
 - 3.3.4 while in receipt of full Long Term Disability Benefits
 - 3.3.5 when appropriate medical documentation has not been received.
- 3.4 To be eligible for sick leave benefits, the employee must follow the Board's procedures for reporting absences related to illness or injury and for returning to work, in accordance with 5.0 of this regulation.
- 3.5 The Board will endeavour to accommodate the return to work and placement of Temporary and/or permanently and/or partially disabled employees in accordance with the Disability Management – Early Intervention, Accommodations and Return to Work R Regulation.
- 3.6 Access to sick leave benefits may be denied for failure to provide all appropriate medical documentation requested. Appropriate medical documentation refers to, but is not limited to, medically supported restrictions and/or limitations as they relate to the employee's ability to meet the essential duties of their position. It is the employee's responsibility to submit appropriate documentation to the Disability & Wellness Co-ordinator, or designate, as applicable.
- 3.7 In order to maintain access to sick leave benefits, the Disability & Wellness Co-ordinator, or designate, may request the employee to attend an Independent Medical Assessment (IME) and/or have completed a Functional Abilities Evaluation to determine the employee's restrictions and/or limitations related to the employee's position, This will assist in providing return to work and/or accommodation options. In requesting the IME, the following protocol will apply:
 - 3.7.1 If the Disability & Wellness Co-ordinator, or designate, reasonably requires medical information to determine whether an employee is able to return to work or should properly remain off of work and in receipt of sick leave benefits, the Disability & Wellness Co-ordinator, or designate, shall so advise the employee and request that such information be provided;

- 3.7.2 The employee is required to provide the requested medical documentation to the Disability & Wellness Co-ordinator, or designate, in response to the request;
- 3.7.3 The Disability & Wellness Co-ordinator, or designate, will review the documentation provided by the employee. If the Disability & Wellness Co-ordinator, or designate, is not satisfied with the adequacy of the medical information provided, the Disability & Wellness Co-ordinator, or designate, will clearly identify to the employee why the information is not adequate;
- 3.7.4 The employee will be given an opportunity to provide the Disability & Wellness Co-ordinator, or designate, with further medical information;
- 3.7.5 The Disability & Wellness Co-ordinator, or designate, will review any further documentation provided by the employee. If the entirety of the medical documentation provided does not reasonably permit the Disability & Wellness Co-ordinator, or designate, to determine whether the employee should return to work or remain off of work, the employee may be requested to submit to an IME;
- 3.7.6 If the employee fails to attend the IME or does not, prior to the IME, provide the Disability & Wellness Co-ordinator, or designate, with further medical information to reasonably permit the Disability & Wellness Co-ordinator, or designate, to determine whether the employee should return to work or remain off of work, the employee's wages and benefits may be discontinued.

4. RESPONSIBILITIES OF THE EMPLOYEE:

- 4.1 Personally report an absence, unless the employee is incapacitated and unable to do so. Failure to report absences at the first opportunity in accordance with these procedures may result in denial of pay or benefits.
- 4.2 Indicate, in general terms, the reason for the absence, i.e. due to accident, illness, contractual, etc.
- 4.3 To call in directly to their principal or supervisor and if not immediately available, the principal or supervisor will return the call. Unless otherwise arranged with the principal or supervisor, the employee is to call in on each day of absence.
- 4.4 Assume responsibility for the costs associated with the documentation from the appropriate treating medical practitioner in relation to the absence.
- 4.5 To be eligible for sick leave benefits, employees may be required to provide satisfactory medical documentation in the form of a Medical Certificate completed by the appropriate treating medical practitioner, in accordance with 1.0 and 2.0 of this Regulation.
- 4.6 Maintain regular contact with their Principal or Supervisor during his/her absence when he /she is unable to perform the essential duties of their position due to disability.
- 4.7 Participate in appropriate treatment, as determined by the treating medical practitioner(s), to ensure a safe and timely return to work.
- 4.8 Participate in the development of his/her Return to Work Plan, including taking the proposed Return to Work Plan (including accommodations and/or modifications) to the appropriate treating medical practitioner(s) for approval, if necessary.

5. RESPONSIBILITIES OF THE PRINCIPAL/VICE PRINCIPAL OR IMMEDIATE SUPERVISOR:

- 5.1 Communicate the Attendance Support Program Regulations and guidelines to the employee.
- 5.2 Ensure the daily maintenance of accurate, up-to-date records regarding employees' absences as designated by Human Resources.
- 5.3 Monitor individual employee absenteeism records as designated by Human Resources.
- 5.4 Receive call-ins or return employees' calls should a message be received from employees, and determine the reason for absence.
- 5.5 Ensure employee confidentiality in relation to absences and medical information.
- 5.6 Contact the Disability & Wellness Co-ordinator, or designate, when restrictions and /or limitations have been identified.
- 5.7 Forward all medical documentation (if received) directly to the Disability & Wellness Co-ordinator, or designate, in a secure and confidential manner.

- 5.8 Advise employees of their obligation to provide satisfactory written proof of disability, as required, confirming disability and ensuring continued payment of sick leave benefits.
 - 5.9 Participate in the development of the employee's Return to Work Plan, including providing accommodations and/or modifications to the employee's duties and/or hours, based on recommendations from the Disability & Wellness Co-ordinator, or designate.
6. **RESPONSIBILITIES OF THE DISABILITY AND WELLNESS CO-ORDINATOR, OR DESIGNATE:**
- 6.1 Request proof of continuing disability from the employee in the case of absences exceeding 5 consecutive working days, at appropriate intervals, in order to maintain the sick leave benefit or determine if participation in a Return to Work Program is appropriate.
 - 6.2 Receive all medical documentation required and provide support to the employee during their time of disability.
 - 6.3 Assist the Principal or Supervisor by maintaining contact with employees disabled, verifying that the employee is under the active care of the appropriate medical practitioner and following an appropriate treatment plan, and advise the Principal or Supervisor of the expected return to work date, when known.
 - 6.4 Develop an appropriate Return to Work Plan (including appropriate accommodation and/or modification recommendations) based on the employee's restrictions and/or limitations.
7. **RESPONSIBILITIES OF SUPERINTENDENT(S)**
- 7.1 It is the responsibility of the appropriate Superintendent to administer this Regulation and Program Guidelines.
 - 7.2 The appropriate Superintendent shall review this Regulation and Program Guidelines on a regular basis or as required by legislative change.

PART 4 – ATTENDANCE MANAGEMENT

When an employee's absence exceeds the established threshold the following procedures apply in accordance with the Attendance Management Program Guide.

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 Program.

1. DEFINITIONS

1.1 Absenteeism:

- 1.1.1 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 the Performance Counselling Process; instead the employee is supported through the Attendance Support Program.
- 1.1.2 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 the Performance Counselling Process, in accordance with the associated policy and procedures. These absences are not dealt with through the Attendance Management Program.

DEFINITIONS	MAY INCLUDE
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 Program. • 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 Program. • Emergency leaves due to personal illness/injury under the Employment Standards Act
Not considered absences under the definition of this Procedure	<p data-bbox="691 583 932 613">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

2. ABSENCE THRESHOLD

- 2.1 Absence Threshold – is the established number of days absent to trigger possible entry into the Attendance Management Program. When an employee’s absences exceed the threshold, the Principal/Supervisor and/or Disability and Wellness Coordinator may meet with the employee to discuss his/her level of absenteeism having regard for the personal circumstances of the employee.
- 2.2 The threshold will be reviewed every two years by the Board. Employees will be notified of threshold changes. The threshold is used as a mechanism to trigger non-disciplinary and supportive intervention.
- 2.3 When an employee’s absences have exceeded the threshold, the attendance management process will be initiated.
- 2.4 Entry into any level of the multi-level process is consistently applied to all employees using discretion. The goals that are set within any level are specific and unique to each employee’s circumstances.
- 2.5 The employee may include his/her representative in the attendance management process. The representative may attend any meetings that occur to discuss or review the employee’s attendance.
- 2.6 The attendance management process includes 4 distinct levels: Preliminary Meeting; Coaching Level 1; Coaching Level 2; and Coaching Level 3.
 - 2.6.1 The Preliminary Meeting includes the employee and their Principal or Supervisor 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 working days.
- 2.6.2 Coaching Level 1 –consists of a meeting that includes the employee, Principal/Supervisor and/or Disability and Wellness Coordinator 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.
 - 2.6.3 Coaching Level 2 – consists of a meeting, which includes the employee, Principal/Supervisor and/or Disability and Wellness Coordinator. The employee may enter into Level 2 as he/she has been unable to meet the attendance goals established in Level 1 OR the threshold is exceeded during the 12 working month review period. Attendance goals will again be set with the employee that will apply for the next 90 working days.
 - 2.6.4 Coaching Level 3 – consists of a meeting that includes the employee, HR Manager, Principal/Supervisor and/or Disability and Wellness Coordinator. The employee may enter into Level 3, as he/she has been unable to meet the attendance goals established in Level 2 OR the threshold is exceeded during the 12 working month review period. 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 the termination of employment.
- 2.7 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 Disability and Wellness Coordinator.
 - 2.8 Employees who do not exceed the threshold in the review period (mentioned in 2.7 above) will exit from the Attendance Management Program.

3. EMPLOYEE RESPONSIBILITIES

- 3.1 Maintain regular attendance
- 3.2 Participate actively in all levels of the attendance management process.
- 3.3 Cooperate in setting personal attendance goals.
- 3.4 Contact their union representative if the employee wishes them to be involved.
- 3.5 Provide any appropriate documentation, during any level of the process in accordance with 1.0 and 2.0 of the Absence Reporting Procedure.

4. PRINCIPAL/SUPERVISOR RESPONSIBILITIES MAY INCLUDE

- 4.1 Communicate attendance expectations to all employees through an annual review of the Attendance Management Program.
- 4.2 Review absence reports for staff.
- 4.3 Identify absenteeism trends or patterns, such as the following:
 - 4.3.1 frequent absences of short duration;
 - 4.3.2 absences of more than ten days;
 - 4.3.3 absences due to doctor appointments or scheduled treatment;
 - 4.3.4 absences due to workplace injury and/or illness;
 - 4.3.5 unauthorized absences;
 - 4.3.6 a pattern of repeated days of absence taken in proximity to weekends,
 - 4.3.7 absenteeism in excess of the threshold;
 - 4.3.8 absences in excess of standard recovery time, in accordance with Canadian Medical Association, for an employee’s illness or injury as identified by the Disability and Wellness Coordinator, or designate.
- 4.4 Address all absenteeism issues and seek support from Human Resources.
- 4.5 Conduct the preliminary meeting with all employees whose absences exceed the threshold.
- 4.6 Support employees and act as a resource.
- 4.7 Advise employees of available resources (i.e. EAP).
- 4.8 Participate in all meetings as outlined in the Attendance Management Guide and provide input into the development of individualized attendance goals for each employee involved in the process.

- 4.9 Provide written outcome of preliminary meeting to employee.
- 4.10 Support and assist the Disability and Wellness Coordinator at any level in the attendance management process. Provide positive reinforcement to employees who reach their attendance goals.

5. DISABILITY AND WELLNESS COORDINATOR RESPONSIBILITIES

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

6. SUPERINTENDENT(S) RESPONSIBILITIES MAY INCLUDE

- 6.1 Provide support and act as a resource to all aspects of the attendance management process.
- 6.2 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.