



AVENUE II COMMUNITY PROGRAM SERVICES  
(THUNDER BAY) INCORPORATED

Manual of Administration

<b>TOPIC:</b> Human Resources	<b>SUBJECT:</b> Absenteeism Review Program	<b>Code: HR000</b>
		<b>Date of Issue: 07/95</b>
		<b>Revised: September 2019</b>
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**PURPOSE:**

This policy will outline when an employee is required to have an absenteeism review with their Manager. It will provide Managers with the methodology to employ when dealing with the issues. The intent of this policy is to reduce absenteeism and sick time abuse which, in turn, reduces agency replacement costs, in addition to stress and confusion in the agency.

**PROCEDURE:**

**1. ATTENDANCE REVIEW:**

- 1.1 Managers will review employee's attendance records bi-weekly. Employees who meet the criteria outlined below will begin an interview process with the hopes of improving attendance.

Interview criteria:

- (a) Utilizing 35 hours or more of sick time or unpaid or scheduled/unscheduled leave without pay prior to July 1,
- (b) utilizing 49 hours or more of sick time or unpaid or scheduled/unscheduled leave without pay prior to October 1,
- (c) utilizing 63 hours or more of sick time or unpaid or scheduled/unscheduled leave without pay prior to January 1, or
- (d) when a supervisor questions the validity of the illness or the absence.

**NOTE:** *Leave without pay is subject to approval after all vacation time and sick time entitlements have been used.*

- 1.2 Managers will look for patterns, cause and frequency for the absences or leave without pay.

**2. MEETING ONE:**

- 2.1 Purpose:

To inform the employee that there is a concern regarding frequent absences.

TOTAL INCLUSION THROUGH PEOPLE

*Live, Learn, Succeed*

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2.2 Inform the employee of the need to have a meeting to discuss his/her use of sick time entitlement or scheduled/unscheduled leave without pay. The meeting should be conducted as soon as possible upon the employee's return to work when sick time or absence has occurred if he or she now meets the criteria for an interview.

2.3 At the Meeting:

- (a) The Manager will advise the employee that the meeting will be recorded and minutes will be provided to him/her. The employee will also be advised that this is a non disciplinary meeting. The minutes are to be copied to the personnel file, the Director of Support Services and to the General Manager.
- (b) The Manager will review the attendance record with the employee. Reasons for the absences can be included on this document with the employee's permission.

**NOTE:** *Even if the absence is documented by a doctor's note, a meeting must take place in order to document the use of sick time or unscheduled/scheduled leave without pay. In this case, no follow-up may be required and should be noted.*

- (c) If the use of sick time was not substantiated by a doctor's note or valid reason, the employee will be made aware that the rate of use of sick time or unscheduled leave without pay due to sickness is not acceptable and that he or she will be monitored.
- (d) The employee will be made aware of the effects to the people being supported and agency as a whole.
- (e) The Manager will ensure the employee is aware of the Employee Assistance Program (EAP).
- (f) The employee will be advised of the employer's right to require a Doctor's Certificate in the case of frequent absences as per Article 30.06 of the Collective Agreement.
- (g) A date for a follow-up meeting is set for two (2) months time or earlier if required. At this meeting, the Manager and employee will review the attendance record and note any improvements.

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**3. MEETING TWO:**

- 3.1 The Manager will review the attendance record since the last meeting, noting improvements and/or use of additional time, etc.
- 3.2 Steps listed in 2.3 will be repeated.
- 3.3 If improvement has been made, the Manager will note it in the \_\_\_\_\_ minutes.  
The Manager may or may not schedule a follow-up meeting.
- 3.4 If little or no improvement:
  - (a) A non-disciplinary letter to the employee will be copied to the personnel file indicating the Manager's concerns. Previous meeting minutes will be referred to in the letter.

**4. MEETING THREE:**

- 4.1 Review attendance record.
- 4.2 Steps listed in 2.3 will be repeated.
- 4.3 If improvement has been made, the Manager will note it in the \_\_\_\_\_ minutes. The Manager may or may not schedule a follow-up meeting.
- 4.4 If little or no improvement:
  - (a) A non-disciplinary letter to the employee will be copied to the personnel file indicating the Manager's concerns. Previous meeting minutes will be referred to in the letter.

***IF, AFTER THIS POINT, NO IMPROVEMENT IS MADE, EACH SITUATION WILL BE EVALUATED AND ACTED UPON INDEPENDENTLY.***