



# Huron-Superior Catholic

## DISTRICT SCHOOL BOARD

### APPENDIX 1 – Attendance Support

#### Early Intervention Administrative Procedures

***These EARLY INTERVENTION procedures are intended as guidelines only.***

The Board and Supervisors will use their discretion to apply these procedures in a constructive, reasonable manner. The goal is to manage attendance issues to ensure appropriate attendance at work.

#### **Step 1: Initial Discussion/Meeting**

The immediate supervisor meets with the employee. The following provides a general framework for the discussion with the employee and is a guide to ensure the discussion remains focused:

- i) Plan the Meeting
  - Consult with appropriate sources (Human Resources, Director, or Superintendent).
  - Organize information for the discussion (e.g., sick leave records, appropriate average usage summaries).
  - Note any patterns and/or high usage.
  - Identify incidents vs. days (e.g., an employee hospitalized for a surgery may use ten days of sick leave in one incident, whereas another employee may use ten days of sick leave in ten separate incidents).
  - Identify any known reasons for absences and whether all absences are related.
  - Identify the impact on the workplace (e.g., student(s), school operations, programming, public expectations).
  
- ii) Meet with Employee
  - Clarify the meeting is not intended in any way to be disciplinary.
  - Advise the employee that they may invite union representation or a staff representative to be present.
  - Ensure privacy.
  - Describe attendance concern (e.g., trends/patterns, incidents vs. days, exceeding comparable averages).
  - Provide the employee with a clear explanation of how his/her absences are impacting the workplace.
  - Be clear that the goals are to provide support and encourage improvement.

- Identify that the confidential services of the Employee & Family Wellness Program (EAP) are available, where applicable.
  - Ask the employee if other types of supports may be required.
- iii) Establish Guidelines and Follow Up
- Determine if the employee expects his/her attendance to improve and note responses – ask the employee to provide suggestions on how to improve their attendance and obtain their commitment to improvement.
  - Re-communicate procedures and guidelines for reporting absences.
  - Establish a follow-up date to review progress, if appropriate (*generally one to three months is a reasonable time period, but depending on the particular facts, the timeframe could be shorter or longer*).

Step 2: Discussion/Meeting Followed by a Letter

Where the employee's attendance does not improve and concerns continue, another meeting with the employee will be required.

- i) The immediate supervisor, with the Manager of Human Resources or Superintendent, meets with the employee. The meeting should follow the guidelines outlined in Step 1.
- ii) The employee is advised that a letter summarizing the meeting will follow.
- iii) A letter is sent to the employee from the Director/Superintendent/Human Resources Department.

The following provides general guidelines for the specific items to be included in the letter:

- Meeting date.
- Reference to previous discussions with the employee (including dates).
- Clear identification of the attendance concerns discussed with the employee (e.g., trends/patterns, incidents vs. days, exceeding comparable averages).
- Clear identification of the impact on the workplace.
- Clear identification of the expectations.
- The employee's explanation for the absences.
- Any commitments made by the employee, including his/her commitment to improve.
- The timeframe for follow up.

Step 3: Determining Absence Type/Meeting

- i) Where attendance has not improved and the reasons for the absence are unknown, an assessment as to whether the cause of the absence is culpable/blameworthy or non-culpable/non-blameworthy will be made prior to taking further action.
- ii) Another meeting is held with the employee. This meeting will be facilitated by the immediate supervisor and/or Superintendent/Human Resources Manager and should follow the guidelines outlined in Step 1.
- iii) As the process is intended to assess the type of absence, the employee will not be required to produce medical verification of the absences.

In addition to the discussion items identified in Step 1 as noted above, the following additional discussion items and documentation are to be included at this step:

- Advise the employee that medical verification of the absence and medical confirmation of their ability to maintain regular attendance at work in the future is required.
- Potentially provide employee with a letter from the Human Resources Department to take to their health care professional.
- Emphasize that you are seeking prognosis information only; diagnosis information is not required.
- Emphasize that the medical information received will be kept confidential and confirm to whom the information is to be returned.
- Inform the employee that they will be required to attend a follow-up meeting to discuss the medical evidence / information received.
- Confirm that the intent of gathering the information is to assist the employee in maintaining regular attendance at work and/or to appropriately assess alternatives if a disability exists and an accommodation may be required.
- Advise the employee that, if the required medical information is not provided or the information provided does not verify the legitimacy of the absences, disciplinary action may be considered.