

## Ingersoll Support Services Inc.

### Policy: Attendance Management

Policy # HR 14

Section: Human Resources

Approved by the Board of Directors: *March 19 2009*

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Ministry requirement - no

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*Ingersoll Support Services will monitor the use of paid and unpaid sick leave by employees and if necessary take appropriate action such as; offers of assistance, encouraging the employee to improve their health so as to attend work on a regular basis, discussions of possible options such as re-assignment, change of status, so as to balance the needs of the employee and of ISSI, where possible. This is not the case with employees who have a small number of short or long term illnesses. Rather, it should be brought to the employee's attention, if absences are of such a nature as to cause a significant disruption to the team, the organization, or to negatively impact the quality of supports.*

### Procedure:

Monitoring of sick leave use rests primarily with the direct supervisor. Employees should be considered for this program when their absences exceed the average of the organization for a period of six months or more. Prior to beginning this program, the supervisor will review each employee's attendance record and reasons for their absenteeism.

This program assumes that the employee is legitimately ill. If the supervisor feels that the employee is claiming sick benefits inappropriately, this will be examined and the employee may be subject to disciplinary action, up to and including discharge. This will be discussed with the Executive Director or designate prior to taking any action in this regard.

The following steps will occur once the Manager has the approval of the Executive Director or designate:

### **STEP #1 AND #2: COUNSELLING SESSION**

As soon as possible after an employee's return from absence, the supervisor and a Senior Management representative will meet with them privately to:

1. Discuss his/her concern with the employee's sick leave usage. The employee's sick leave record to date will be briefly reviewed.

2. Clarify any questions he/she may have about the employee's ability to attend work in the future on a regular basis.
3. Advise the employee about the impact of his/her sick leave usage on:
  - i) people we support
  - ii) other employees
  - iii) and the employer (including the costs and inconvenience)
4. Advise the employee that he/she may be re-assigned.
5. Offer assistance, if the employee is open to such suggestions.
6. Ask for the employee to try to improve his/her attendance.

The supervisor will make a note of the meeting and of the employee's response and submit it to the employee's Personnel File.

Generally, the employee attendance will continue to be monitored for between 2 to 6 months following such a session. If there is a significant improvement, the supervisor will document this improvement with a letter to the employee copied to the employee's personnel file. If there is no improvement, Step1 will be repeated as Step 2.

### **STEP #3: COUNSELLING AND FIRST LETTER**

If there is still no improvement, a further meeting will be arranged, with Senior Management and a formal letter of warning will be written.

### **STEP #4: COUNSELLING AND SECOND LETTER**

The Senior Manager will again ask the employee for an improvement but also advise the employee that he/she will be required to provide more detailed medical information and/or a health review.

The result of this letter will be resolution by one of three options:

1. The employee suffers from a specific medical illness for which there is no cure. He/she will, in her current role, always have poor attendance and it may decline further.

In this case, options will be explored with the Executive Director, depending upon the facts in each case. These options could include change of duties, modified work, Long-Term Disability, early retirement, or other.

2. The employee suffers from a specific medical problem for which there is a cure. In this case, the employee would normally be counseled to have their health problem resolved, failing which their employment could not be maintained by the employer.

3. The employee suffers from no specific medical ailment that would account for the high rate of absenteeism. In this case a letter would be sent to that effect.

#### **STEP #5 - TERMINATION/TRANSFER/DEMOTION**

If after 2 - 6 months of sending the third letter, there is no significant improvement in the employee's attendance, the employee may be subject to discharge.

In order to justify discharge for innocent absenteeism, the employer must show that:

1. The employee had a significant problem;
2. The employer's concerns were made known to the employee so that she/he was aware of the seriousness with which his/her absenteeism was viewed; and
3. That the employer was able to show that there was little hope that the employee's attendance would improve in the future.

By following this program, some employees, whose sick leave usage is causing concern to the other employees, the employer, and to people we support, may be confronted in a non-threatening manner with the hope that they will improve their health/seek assistance to resolve their health problems.