



Title.                   **ATTENDANCE SUPPORT**  
Adopted                June 2024, September 2024  
Revised:  
Authorization:

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## **PURPOSE**

The purpose of this procedure is to outline the expectations and process steps involved in an attendance support process and program.

## **GUIDING PRINCIPLES**

1. The Bloorview School Authority (herein referred to as the “Authority”) depends on the contribution of its employees to provide high quality education services for our students
2. The Authority is committed to assist and provide support to employees in maintaining a regular and reliable attendance in the workplace while considering individual needs on a case by case basis.
3. The Authority is committed to treating absences in fair and consistent manner while being compliant with all applicable laws and collective agreements
4. Consistent attendance facilitates increased student achievement, improvement in staff morale, a more positive work environment and decreased operating costs.
5. The Attendance Management Support Program supports BSA’s commitment to a supportive, safe, and healthy work environment for its employees that supports employee well-being and regular attendance at work. The primary goal of the Attendance Management Support Program is to support and encourage regular attendance and facilitate reasonable enquire into potential accommodation needs.

## **DEFINITIONS**

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 a progressive discipline model but, instead, the employee is supported through this Attendance Support Program.
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, falsifying claims of illness and misuse of leaves are examples of culpable

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absences. Employees with culpable absences are subject to progressive discipline. These absences are not dealt with through the attendance support program.

DEFINITIONS	MAY INCLUDE
<b>Non-Culpable Absences</b> — included in the Attendance Support Program	<ul style="list-style-type: none"><li>• Personal illness</li><li>• Personal injury</li><li>• Personal medical appointments</li></ul>
<b>Non-Culpable Absences</b> — not included in the Attendance Support Program	<ul style="list-style-type: none"><li>• Approved medical leaves by HR, provided the employee has submitted the required medical evidence, the employee is in an appropriate treatment plan and is cooperating with prescribed treatment</li><li>• Vacation</li><li>• Other approved leaves of absence</li><li>• Bereavement leave</li><li>• Jury or subpoena leave</li><li>• Pregnancy/parental leave</li><li>• Work-related illnesses or injuries (approved by WSIB)</li><li>• Union business leave</li><li>• Quarantine</li><li>• Observance of recognized religious holy days</li><li>• Approved Long Term Disability claims</li></ul>

### PROCEDURES:

1. The *absence threshold* is the established number of days absent to possibly trigger entry into the Attendance Support Program
2. The *absence threshold* will be reviewed every two (2) years by the Authority. Each of the bargaining unit representatives will be consulted prior to any changes. Employees will be notified if the *absence threshold* changes.
3. When an employee's absences have exceeded the absence threshold, in any twelve (12) calendar month period, the Attendance Support process (which includes possible initiation into the Attendance Support Program) may be initiated. For clarity, absences are based on the previous twelve (12) calendar month period, do not reset upon commencement of a new school year and are independent of sick day allocation.
4. Should a disability be identified, that requires support or accommodation at any time during the process; the Authority will support the employee with disability management while continuing to ensure that attendance is consistent and reliable, in accordance with the provided medical restrictions and limitations.

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5. When an employee's absences exceed the *absence threshold* the HR Manager and either the Principal or the Vice-Principal will meet with the employee to better understand the situation and make a determination as to whether the employee needs to be entered into the Attendance Support Program.
6. The applicable bargaining unit representative will be notified should a member be entered into the employee Attendance Support Program.
7. The employee will be informed of their right to include their bargaining unit representative in the Attendance Support process. The bargaining unit representative may attend any meeting that occurs to discuss or review the employee's attendance.
8. Entry into any step of the multi-step process and goal setting is specific and unique to each employee's individual circumstances.
9. The Attendance Support Program includes 4 distinct components: Preliminary Meeting and Notification Letter; Coaching Level 1; Coaching Level 2; and Coaching Level 3;
  - a. The preliminary meeting is held to ensure that the days are coded correctly, gain an understanding of the issue(s) that may prevent the employee from regularly attending work, offer support and guidance and, if applicable, set attendance goals for the next 90 days.

Following the Preliminary Meeting, a decision based on the specificity of the case, is made by the Authority as to whether or not the employee is required to enter into the Attendance Support Program. If the employee is entered into the program a Formal Notification Letter is issued notifying the employee that they have entered the Attendance Support Program, based on the recorded absences and which outlines the goals for the next 90 days

- b. Coaching Level 1 — Consists of a meeting that includes the employee, Principal/VP and HR Manager to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.
- c. Coaching Level 2 — Consists of a meeting that includes the employee, Principal/VP, and HR Manager to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.
- d. Coaching Level 3 — Consists of a meeting that includes the employee, Principal/VP, HR Manager and Superintendent to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days. The employee will be advised that failure to meet the attendance goals set in Coaching Level 3 may result in the discontinuation of employment.

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10. When attendance goals are not met within any coaching level ninety (90) calendar day review period, the employee proceeds to the next level of the program.
11. When attendance goals have been met within a coaching level, the employee enters into a review period of up to twelve calendar months during which their absences are monitored by the HR Manager.
12. If during the twelve (12) calendar month review period, an employee *exceeds absence threshold*, the employee will re-enter the Attendance Support Program at the most recent coaching level.
13. Employees who do not exceed the *absence threshold* in the twelve (12) calendar month review period will exit from the formal coaching process.
14. It is every employee's responsibility to;
  - maintain regular attendance;
  - report absences in accordance with the Authority's policies and procedures;
  - if necessary, participate actively in all levels of the Attendance Support Program;
  - cooperate and collaborate in setting personal attendance goals;
  - contact their bargaining unit representative if the employee wishes them to be involved and
  - provide appropriate and timely documentation, during any level of the process.
15. It is the responsibility of the Principal and/or Vice-Principal to:
  - communicate attendance expectations to all employees through an annual review of the Attendance Support Program;
  - review absence reports for staff;
  - in conjunction with the HR Manager, identify absenteeism trends or patterns;
  - in conjunction with the HR Manager, apply discretion by considering an employee's personal circumstances and reasons for absence when addressing all absenteeism issues;
  - support employees and act as a resource;
  - advise employees of available resources (i.e. Employee Assistance Program) and other leave provisions in accordance with the applicable Collective Agreement, Terms and Conditions, or Contracts;
  - participate in all meetings as outlined in the Attendance Support Program and provide input into the development of individualized attendance goals for each employee involved in the process;
  - communicate and collaborate with the HR Manager at any level in the attendance support process and
  - provide positive reinforcement to employees who reach their attendance goals.
16. It is the responsibility of the Human Resources Manager to:
  - communicate and collaborate with Principal/Vice Principal in addressing absenteeism trends;
  - serve as a resource to both employees and Principal/Vice Principal;

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- identify employees who exceed the *absence threshold*;
- advise employees of available resources (i.e. Employee Assistance Program) and other leave provisions in accordance with the applicable Collective Agreement, Terms and Conditions, or Contracts;
- facilitate the preliminary meeting and coaching meetings;
- provide guidance on the development of individualized goals and
- provide a written summary after each coaching level meeting to the employee, Principal /Vice Principal and bargaining unit representative, if applicable.

17. It is the responsibility of the Supervisory Officer to:

- provide support and act as a resource throughout all aspects of the Attendance Support Program and
- in conjunction with HR Manager, Principal and Vice Principal, review the cases of employees who have not met attendance goals following the completion of coaching level 3 to determine ongoing employability.

18. This policy must be assessed as part of the Authority's regular review process. In order to inform the potential improvements to the policy, reviewers may wish to access Authority Climate Surveys, absence data trends, unfilled assignment trends and any other relevant data