

Purpose:

The purpose of this policy is to:

1. Outline The City's expectations regarding employee attendance.
2. Communicate the attendance needs of the organization to employees so they can understand and identify with them.
3. Provide guidelines for supervisors and employees to ensure consistent application of attendance policy and provision of leave benefits.
4. Increase employees' awareness of the importance of their attendance at work.
5. Help remove obstacles to attendance at work by addressing the physical and emotional needs of our employees.

Policy Statement(s):

All employees are expected to come to work at assigned times and location for the purpose of serving The City's customers.

1. The City believes that it provides better service to customers when skilled regular employees are available to complete the required work.
2. The City believes employees have an obligation to attend work on a regular basis, an obligation that is fundamental to the employment job offer to which they have agreed.
3. The City understands that sometimes employees are unable to be at work and, therefore, has established income protection plans that allow employees to be away from work while being assured of income continuance.
4. The City will deal with cases of excessive absenteeism effectively and fairly.
5. The City believes absenteeism carries with it significant financial cost, administrative cost, and decreased productivity and morale.

Components

The City's attendance program is based on:

1. Communication to all employees about expectations of managing their own attendance and punctuality.
2. Training supervisors to help manage attendance in each department.
3. An attendance tracking information system to provide individual as well as appropriate comparison attendance information.
4. Absence Follow-up.
5. Health and safety programs that include wellness, rehabilitation, and safe work practices.

6. Income protection plans to ensure that employees are paid as per their entitlement while absent.
7. Leave of absence benefits such as vacation, jury duty, maternity, or compassionate leaves. (Refer to the appropriate policy or Collective Agreement.)
8. Flexible and/or compressed work week agreements, where available.
9. Evaluation of Attendance Policy.

General Administrative Procedures

Note: Collective Agreement language prevails where different than policy.

1. Requesting Planned Absences

Written requests shall be submitted to the supervisor no less than two weeks prior to the requested commencement of the absence; however, requests made within the two week notice period may be considered. The employee must have written permission from the department head prior to the commencement of the absence.

2. Reporting Unplanned Absences

Employees must personally notify, either by telephone or in person, their immediate supervisor or designated employee before the start of their shift if they anticipate being absent from work. Employees are encouraged to give as much notice as possible for anticipated absences but are required to provide at least one-half hour's notice.

3. Contact with Employer

Absent employees are required to keep in contact with their supervisor and inform him/her of any changes in their health status so that the employer can plan work schedules.

4. Reporting Back to Work

In order to avoid duplicate coverage of a scheduled shift, an employee who has been absent from work must give as much notice as possible of his/her intention to return to work. When a physician's certificate is required, it should be submitted to the supervisor upon return to work.

Authority/Responsibility to Implement:

1. Employee Responsibility

- a. To be at work when scheduled.
- b. Schedule appointments before or after work hours or on days off whenever possible so that disruptions at work are minimized.
- c. Contact supervisor, prior to commencement of the next shift, to advise the reason and estimated length of absence and expected date of return. The supervisor must be advised whether or not the absence is due to:
 - i. injury on the job;
 - ii. injury away from work;
 - iii. hospitalized illness, or
 - iv. non-hospitalized illness, and
- d. Contact Occupational Health Nurse if absence will exceed five days or if modified work duties are necessary.
- e. Ensure time sheets are completed for payroll purposes while absent.
- f. Be aware of rights and responsibilities in terms of utilizing the Sick Plan.
- g. Participate in a return to work program plan when approved by the physician.
- h. A *return to work* form is to be completed by the treating physician when modified work will be required. Forms are available from the Occupational Health Nurse.
- i. The employee will be required to meet with the supervisor when personal sick time usage exceeds the average of the appropriate comparison employee group.

2. Supervisor Responsibility

- a. Ensure that employees are aware of the Attendance Policy and the requirement of regular attendance at work.
- b. Ensure that employees are aware of what is considered an acceptable level of absenteeism.
- c. Manage the attendance of employees working in their section or area.
- d. Analyze attendance records monthly.
- e. Communicate with the Occupational Health Nurse:
- f. to discuss return to work arrangements;
 - ii. when the worker is to be off longer than five working days;
 - iii. when illness or injury requires employee to have modified work,
 - iv. when change in employee behaviour is identified in order to access the Employee Assistance Program if necessary.
- g. Notify and work with the Human Resources Department to consistently manage absenteeism problems whether they are culpable or non-culpable situations

- h. Meet with the employee to discuss absenteeism when personal sick time usage exceeds the average of the appropriate comparison employee group. Analyze and, if excessive, follow-up with a written plan to improve attendance with a copy distributed to the worker and to the Human Resources Department.

3. Occupational Health Nurse Responsibility

- a. Act as a resource to employee and line management to advise on appropriate return to work plan.
- b. Contact employee on a regular basis during absence to monitor progress.
- c. Act as a liaison with medical professionals.
- d. Act as a referral agent to community resources.
- e. Manage a rehabilitation program for the returning worker.
- f. Provide lifestyle and wellness information.

4. Human Resources Department Responsibility

- a. Ensure that employees and managers are aware of their responsibilities.
- b. Train supervisors to recognize attendance problems and manage the Attendance Program.
- c. Provide department supervisors with the appropriate information that will enable them to effectively manage attendance.
- d. Act as a resource in the management of attendance issues for all employees at all levels.
- e. Monitor and evaluate sick leave claims in accordance with established policies and procedures.

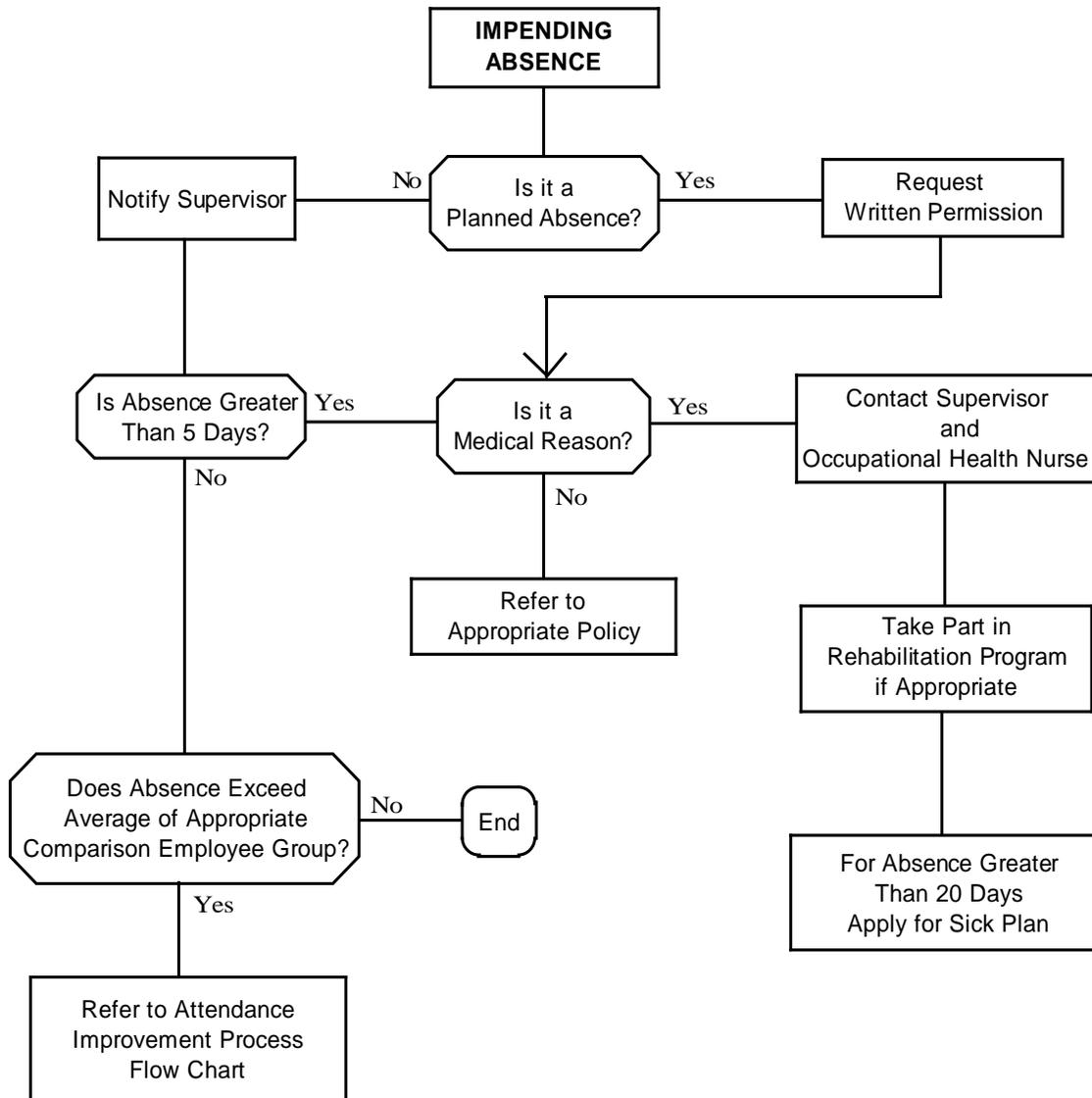
5. Union Responsibility

- a. Promote communication with employees regarding attendance standards and expectations.
- b. Identify situations where an employee needs help.
- c. Participate in attendance reviews if required.

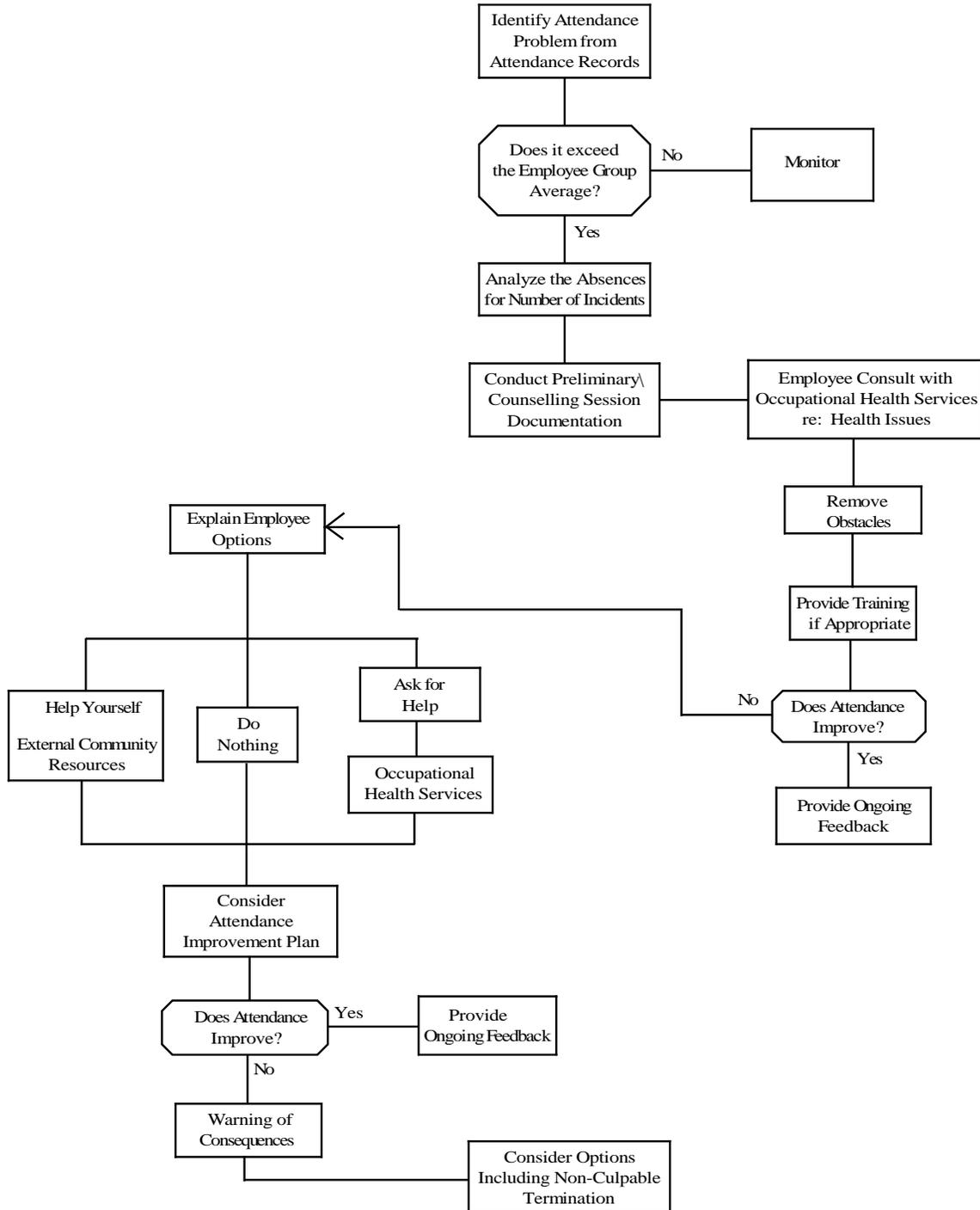
References/Links:

- Collective Agreement(s)
<http://thebridge.reddeer.ca/Employee+Information/Union+Information/default.htm>

ABSENCE REPORTING PROCESS FLOW CHART



ATTENDANCE IMPROVEMENT PROCESS FLOW CHART



Definitions:

Comparison

Employee Groups:

- a. Outside Workers (CUPE AND IBEW)
- b. Inside Workers (CUPE, IBEW and EXEMPT)
- c. Transit Workers (ATU)
- d. Emergency Services Workers (IAFF)

Culpable

Absenteeism

absence for which the employee is at fault and cannot provide a reasonable explanation, e.g., absent without permission, failure to notify employer of absence, habitual lateness, abusing breaks or lunch periods.

Employee

Assistance

Program

confidential assistance or advice to employees from professionals such as wellness, financial, or addictions counsellors; psychologists; social workers; or psychiatric nurses.

Excessive

Absenteeism

high number of incidents of absence that result in personal sick time exceeding the average of the appropriate comparison employee group.

Non-culpable

Absenteeism

absence that is due to situations beyond the employee's control usually for reasons of illness or injury.

Planned Absence

employee is aware of an impending situation, which will require absence from work.

Sick Leave

a means for the staff member to recuperate from a non-occupational illness and/or injury, and to receive protection against loss of income.

Unplanned Absence

an unforeseen situation that will require an employee to be absent from work.

Inquiries/Contact Person:

Human Resources Department

Document History:

Date:	Signature:	Title:
Approved: June 1, 1998		
Revised: January 2001	“Norbert Vank Wyk”	City Manager

Administrative Revisions:

Date:	Description:
June 12, 2012	<ul style="list-style-type: none"> • “Personnel Department” changed to “Human Resources Department” • follow up required as this policy has a section on “General Administrative Procedures”