



APPLICATION

- 8.1 This policy applies to all employees.

APPROVAL AUTHORITY

Chief Human Resources Officer (CHRO)

OPI

Director Human Resources Services (DHRS).

ENQUIRIES

- 8.2 All enquiries on the interpretation and application of this policy are to be directed to the HRM or to the RMHR, and when required, forwarded to the Office of Primary Interest (OPI).

DEFINITIONS

- 8.3 The following vocabulary is used throughout this policy:
- a. Absenteeism: Refers to frequent, habitual or persistent absence from work.
 - b. Non culpable absenteeism or Innocent absenteeism: Refers generally to absences due to factors falling outside of the employee's control such as absences flowing from disability or non-work related illness or injury or may be caused by period/transient, unrelated conditions such as flu, colds, migraine headaches, etc. Non culpable absences should be capable of being supported by satisfactory medical verification.
 - c. Culpable Absenteeism: Refers to absences that are within the control of the employee and could have been avoided by the employee through the exercise of reasonable diligence and responsibility. Examples may include absences due to unapproved leave, leaving work without permission, fraudulent application for sick leave benefits, failing to notify the employer of an absence or any absences that cannot be supported by satisfactory medical verification. This form of absenteeism may be handled as a disciplinary matter in accordance with NPF HRPOL Section 23 – Discipline.
 - d. High absenteeism: Refers to the usage of sick leave that:
 - i. shows unpredictability in the employee's attendance at work; or
 - ii. is frequent (i.e. results in a number of separate incidents, even though the duration of each absence may only be a day) due to medical reasons which may be for the same or different non-work related illnesses or injury; or
 - iii. shows a pattern of absences (i.e. Fridays, Mondays, before or after holidays); and
 - iv. is in excess of the Base/Wing/Unit average sick leave usage for the previous twelve (12) month period.

POLICY PURPOSE

- 8.4 The purpose of this policy is to provide a framework for achieving regular attendance and minimizing high absenteeism.

The objectives of this policy are:

- a. to foster awareness of the importance of regular attendance;
- b. to encourage an employee's physical and psychological wellbeing through assistance, communication and support in order to return the employee to regular attendance; and
- c. to return the employee's attendance to sustained and predictable levels to ensure operational effectiveness of the work unit.

GENERAL POLICY

- 8.5 It is a basic requirement of the Employer-employee relationship that an employee regularly attends work as scheduled and renders the services for which the employee has been hired in return for pay. Therefore, when high absenteeism needs to be addressed, the manager has a responsibility to take action by placing the employee on the Attendance Management Program.

- 8.6 The Attendance Management Program consists of four (4) steps as follows:

- a. Step one (1): The employee is notified in writing that:
 - i. sick leave and/or non-work related illness or injury absences are above Base/Wing/Unit average;
 - ii. attendance will be monitored for six (6) months;
 - iii. for the monitoring period, all sick leave absences must be supported by a medical certificate signed by a qualified medical practitioner, and
 - iv. additional information may be required by the Employer from a qualified medical practitioner.
- b. Step two (2): if attendance does not improve by the end of step one (1), the employee is notified in writing that:
 - i. sick leave and/or non-work related illness or injury absences continue to be above Base/Wing/Unit average;
 - ii. attendance will be monitored for an additional six (6) months;
 - iii. for the monitoring period, all sick leave absences must be supported by a medical certificate signed by a qualified medical practitioner, and
 - iv. additional information may be required by the Employer from a qualified medical practitioner.
- c. Step three (3): If attendance does not improve at the end of Step two (2), the employee is notified in writing that termination is being considered. If the employee provides evidence to demonstrate that his or her attendance will improve to an acceptable level, the Employer may consider monitoring the employee's attendance for an additional six (6) months.
- d. Step four (4): if attendance does not improve, action may be taken to terminate employment in accordance with NPF HRPOL Section 25 –Termination.

- 8.7 Recurrence of high absenteeism requiring re-entry in the Attendance Management Program:
- a. If following successful completion of Steps one (1), two (2) or three (3), an employee's sick leave absences reverts to a level of high absenteeism, the employee will re-enter the program at the next step to which they would have been placed had they not been previously successful (e.g. if an employee had successfully completed Step two (2), they would proceed to Step three (3)).
 - b. However, if an employee successfully completes a step of the program and is able to maintain a satisfactory level of attendance for a minimum of 36 consecutive months but after this period the employee's sick leave absences revert to a level of high absenteeism, the employee would be required to reenter the program at Step one (1). After 36 months, any previous attendance management documentation in the employee's personnel file will not be used in the determination of the step in which they re-enter the program.

AUTHORITIES

- 8.8 The levels of accountability are as follows:
- a. Division Heads through their duly appointed managers have the delegated authority to ensure the application of this policy.
 - b. Managers with the delegated authority are responsible for:
 - i. ensuring the application of this policy;
 - ii. acting fairly, without prejudice and discrimination, and ensuring that the Attendance Management Program is applied consistently;
 - iii. ensuring the employee is aware that, if applicable, they have the right to accommodation in accordance with NPF HRPOL Section 15 – Employment Accommodation;
 - iv. determining, in consultation with the HRM, whether an employee should be on the Attendance Management Program.
 - c. Employees are responsible for:
 - i. maintaining regular attendance;
 - ii. informing their manager of any illness or injury related absences before their regularly scheduled start time;
 - iii. managing their health and wellness; and
 - iv. providing documentation to meet the requirements of the Attendance Management Program.
 - d. HRMs and RMHRs are responsible for providing guidance to managers on the application of this policy.

REFERENCES

- 8.9 The following policies should be read in conjunction with this policy:
- NPF HRPOL – Section 6 – Leave
 - NPF HRPOL Section 23 – Discipline
 - NPF HRPOL Section 25 – Termination
 - NPF HRPOL Section 15 – Employment Accommodation
 - NPF Delegation of HR Authority