

York University

Attendance Management Program*

Prepared by the Department of Human Resources

***This program is applicable to non-academic staff only**

Program Philosophy

In order to meet the needs of our community members and provide a high level of service, York University depends on the contribution of its employees, and their regular attendance at work is essential in achieving these goals. The University recognizes its responsibility to provide a working environment that supports employee well being and regular attendance at work. We believe that absences can be minimized through prevention, early intervention and individual case management, and that employee attendance issues are best resolved in a positive, supportive manner.

High levels of employee absenteeism leads to poorer quality of service, lost productivity and reduced morale of co-workers. Consistent attendance management can have highly positive effects on the workplace. The Attendance Management Program recognizes the provisions of the applicable collective agreements and standard operating procedures and does not intend that ill or injured employees attend work if unable to do so.

This program defines the roles and responsibilities for individuals at every level of the organization in an effort to resolve attendance issues co-operatively.

Program Objectives

- To promote regular and consistent attendance at work;
- To support and encourage employee well being;
- To provide guidelines for a consistent and fair process while providing individual flexibility as needed;
- To support and assist individual employees to achieve regular attendance;
- To provide a framework for responding to excessive absenteeism.

Stakeholders Responsibilities

The responsibility for, and commitment to the York University Attendance Management Program, exists at all levels of the organization. Successful attendance management is dependant upon the commitment of all stakeholders. Outlined below are some of the key responsibilities of the various stakeholders who will impact the success of this program.

Employee:

- To attend work on time and regularly.
- To attend to personal affairs and obligations outside of regular working hours.
- To facilitate early notification of absence(s) and to follow absenteeism reporting procedures in accordance with the applicable collective agreements and standard operating procedures.

- To provide medical documentation as required by the applicable collective agreement, standard operating procedure and/or the Disability Management Program to support the absence from work, the return to work, and any required accommodation to remain or return to work.
- To maintain regular contact with supervisor and/or manager during absence.
- To engage union support and assistance as required.

Management Supervisor:

- To treat employees fairly, consistently and in compliance with the guidelines of the York University Attendance Management Program, applicable collective agreement, standard operating procedure and the Disability Management Program.
- To foster a healthy and positive work environment.
- To raise awareness about the importance of regular attendance.
- To recognize exemplary attendance.
- To maintain, monitor and be accountable for attendance levels within their respective areas – monitor and manage situations where employees have excessive incidental or patterned absences in consultation with HR.
- To understand the requirements for reporting and managing work-related and non work related illness and injury situations.
- To identify accommodation opportunities to allow employees to remain at work or to return to work in a safe and timely manner. Identify and plan modified work options or accommodation in consultation with EWO and all stakeholders if accommodation has been requested.
- To maintain regular contact with an employee during the employees absence from work [as well as the Employee Well Being Office (EWO) if EWO is involved in the process].

Human Resources (HR):

- To provide coaching, advice and training to management on implementation of the program.
- To provide advice and assistance to supervisors/managers on individual cases.
- To attend initial and follow-up employee meetings when requested to do so.
- To create and update tools and guidelines necessary for program delivery.
- EWO to facilitate communication with employee, department, and treating sources to obtain medical substantiation of absences.
- EWO to implement and support work accommodation plans for employees at work and returning to work.
- EWO to serve as a confidential source for employee medical information.

Unions and Staff Associations:

- To support and advise the employee.
- To attend initial and follow-up meeting with the employee as per the relevant collective agreement and standard operating procedure.
- To raise awareness about the importance of regular attendance.
- To foster a healthy and positive work environment.

Nature of Employment Relationship

Employment relationships are contractual in nature; that is, in return for remuneration, the employee performs work assigned to them. If the employee is not able to live up to their part of the employment relationship, the contract may be terminated for frustration. The point of frustration will be reached when the employee has consistently poor attendance with no reasonable prospect of reaching acceptable attendance in the foreseeable future. Before reaching the point of frustration, the University will provide the employee with coaching. This coaching may assist an employee in getting support (Employee Assistance Program), it may provide the impetus for an employee to seek medical attention or take more precautions to protect their health, and it provides the employee with an understanding of the requirements and status of the employment relationship. Employees will be warned when their absenteeism is unacceptable, and may be told that if their rate of absenteeism does not show a significant and sustained improvement, termination may result.

Types of Absences

Absences that will require some type of employer intervention are identified under two distinct categories: non-culpable and culpable. It is essential that these two types of absence are differentiated, recorded separately and resolved differently.

Non-Culpable Absenteeism

(i) Innocent Absenteeism

Situations in which an employee is away from work too frequently and yet has genuine and documented reasons for the absences are presumed to be innocent. Innocent absenteeism is non-culpable behaviour, meaning that it is non-blameworthy.

Some examples of innocent absences may include:

- excessive sick leave, with or without pay (even though there is medical certification);
- excessive outside appointments during working hours;
- excessive absences from work to deal with ongoing family problems;
- unplanned absences regardless of credits used to cover the absence.

(ii) Patterned Absenteeism

Another example of non-culpable absenteeism is “patterned” absenteeism. It refers to absences that occur:

- on particular days of the week;
- adjacent to scheduled days off and/or weekends;
- on particular days of the week each week, month or year;
- on days off after performance related matters are addressed;

- on days off after work assignments that the employee finds non-agreeable;
- and/or appear on the surface to be suspicious.

Patterned absenteeism is presumed to be “innocent absenteeism” unless there is evidence to the contrary since there is the possibility of a legitimate explanation for the absence. However, if after investigating the situation, it can be confirmed that the absenteeism pattern indicates abuse (i.e. no reasonable explanation is given for the absences and it is not substantiated by acceptable medical documentation) the absences may be considered culpable and disciplinary action may be required. Like other short-term absences, the negative impact on operations and on the work environment increases with the frequency of these absences.

Culpable Absenteeism

These are unauthorized absences which are within the employee’s control and may warrant a disciplinary response. The following are situations of culpable absence:

- excessive lateness (refer to **Time and Attendance Procedures Manual**);
- false explanation for an absence;
- no reason is provided for the absence (absence without leave);
- unsubstantiated absence, where evidence of the reason is required;
- the reason for the absence is not legitimate;
- failure to call in and report, as per collective agreement provisions or standard operating procedures
- does not provide a doctor’s certificate when required.

This type of behaviour will be dealt with through progressive discipline that ultimately may culminate in termination for cause. **Culpable absenteeism and the process by which it is addressed are not part of the attendance management process.** If at any time during the attendance management process, the Management Supervisor suspects that the attendance issues are culpable, they need to manage those issues through the progressive discipline steps.

Progressive discipline is meant to be corrective. Appropriate action by the Management Supervisor involves a response in which discipline is progressively increased for each related infraction until the behaviour is corrected or the employee has been terminated. At any stage of the process a satisfactory resolution may be achieved and, in that event, the disciplinary response process will conclude.

When determining the discipline, the nature and frequency of the offence must be taken into consideration. Some offences will require more serious disciplinary action than others. In the event of a serious offense, strict adherence to the progressive discipline model is inappropriate and more serious disciplinary action up to and including termination may be warranted at the first offence.

Stages of a corrective progressive disciplinary response involve four main steps, which normally progress as follows:

- a verbal warning

- written warning
- suspension(s)
- disciplinary termination

The specifics of the circumstance will dictate whether it is appropriate to repeat a step rather than proceed to the next.

When an employee’s absence is deemed to be culpable, the Management Supervisor/Manager should meet with local HR, senior management, and if required, Employee Relations staff in Human Resources, to determine the appropriate course of action.

Monitoring Attendance

Tracking and Recording Absences:

Identifying attendance problems begins with monitoring the attendance of all employees in a consistent manner. Promoting and maintaining regular attendance and assisting employees to overcome difficulties which reduce consistent attendance is dependent on early identification of attendance problems. In this regard, it is essential that Management Supervisors keep up-to-date records of employee absences, as well as, monitor attendance regularly. For more details regarding the University’s reporting of time related to employees while both at work and off work, please refer to the **Time and Attendance Procedures Manual**. For the purposes of monitoring absences relevant to the Attendance Management Program, the following definitions are available:

An absence will be recorded in increments of **“hours”**.

“Review period” is the period of time between the stages of the attendance management program.

“Significant and sustained” is the improvement in attendance that the employee is expected to show during review periods. This is a flexible standard that can be assessed on a case-by-case basis.

Reviewing the Absences:

Review the absences as recorded in the attendance record on a regular basis. Certain absences are excluded from statistics used to calculate innocent absenteeism rates for the purposes of attendance management. These absences still need to be recorded; however, they should not be included when calculating an employee’s absenteeism.

The following “absences” are **excluded** from innocent absenteeism:

- ESA absences: unpaid family medical leave, unpaid personal emergency leave
- Pregnancy and parental leave
- Disciplinary suspensions
- Union leave

- Bereavement leave
- Jury duty
- Work related absences for claims approved by WSIB
- Authorized Vacation
- Banked Overtime Leave

Remove Culpable Absences:

Absences identified as **culpable** form part of the attendance record. However, they too are excluded when calculating an employee's innocent absenteeism rate. It is important that culpable absences are dealt with in accordance with the principles of progressive discipline.

Compare the Remaining Absences:

After removing the above-noted absences the total remaining absences during the review period are compared to the average. If the employee exceeds the averages, it is then considered excessive.

Identify the Action Plan:

- When an employee's absenteeism is excessive the Management Supervisor needs to review all available information to determine the appropriate course of action. It is important to recognize that each employee and situation is different and that each case must be assessed objectively with some consideration and flexibility given to the individual circumstances. Therefore, once an attendance issue has been identified all available information must be considered before deciding how to proceed and to determine if an employee enters the Attendance Management Program.
- Number of incidents of absence and length of absence are important in determining the approach that should be taken in handling attendance issues. For example, one (1) incident of twenty (20) days absence due to a bona fide illness is handled differently than twenty (20) separate incidences of one (1) day each. All absences have an adverse impact on a work place; however, a single, lengthy illness or injury will not usually be categorized as problem absenteeism where an employee's previous attendance record has been acceptable and is expected to return to satisfactory levels after the current absence issue is resolved.

Reporting of absences:

Absences will be reported as per the applicable collective agreement or standard operating procedure.

Note: Once an employee has been away for ten (10) consecutive days due to non occupational illness, the Management Supervisor forwards the "Employee Absence Report" form to EWO. EWO will manage the absence according to the Disability Management Program.

Managing Non-Culpable Absenteeism

A limited amount of employee absence is expected. This is a normal part of the employee/employer relationship. However, when an employee's absences from work exceed the average, an attendance problem may exist that requires intervention. Any absence is potentially disruptive for a department and Management Supervisors should be concerned about every instance of absence; however, excessive absence is a strong indication that a problem may exist. The way in which a manager deals with employee absences will play a critical role in effective attendance management and the prevention of attendance problems from escalating.

In instances where an attendance concern has been identified, the Management Supervisor will need to meet formally with the employee to address the attendance issue. Many attendance issues are resolved during the initial stage; in such cases, the Management Supervisor continues to encourage the employee and provides on-going monitoring and feedback. In other cases, the employee shows no improvement and absences continue to be excessive. A series of subsequent meetings may be required in these situations in order to facilitate a solution to the attendance problem.

What follows is an outline of procedures for Management Supervisors dealing with non-culpable (innocent) attendance issues. It is important to note that:

- The program should be administered with flexibility and discretion in order to allow the Management Supervisor to deal effectively with the numerous types of attendance issues that may arise. For instance, after due consideration, a manager may decide that circumstances warrant that an employee not enter the Attendance Management program or if in the program, it may be advisable to repeat one or more of the stages;
- The sample letters provided in the Appendix are offered as guides to assist the Management Supervisor in letter preparation and, as such, may require editing to be suitable for a specific situation;
- Management Supervisors should be aware that unionized employees have the right to union representation at meetings, if requested by the employee;
- Management Supervisors must consider whether EWO has been or needs to be involved when dealing with absences that have an accommodation and/or disability management element;
- The local HR representative and Employee Relations representatives should be consulted throughout the process.

The Attendance Management Program:

Stage 1 Meeting*

When an employee's rate of absenteeism has exceeded the average over a six (6) month period, whether cumulative or on one single occasion, the Management Supervisor will meet with the employee to have a discussion about attendance expectations. The Management Supervisor will follow-up with a letter to the employee (Template "C") that shall be copied to the Union, Local Human Resources and Employee Attendance File.

**format and nature of this meeting will be determined on the basis of the applicable collective agreement or practice*

Stage 2 Meeting*

Three months after the Stage 1 meeting, the Management Supervisor will review the employee's attendance since the Stage 1 meeting. If the employee's attendance is not acceptable during those three months, the Management Supervisor will meet with the employee and their union representation, as applicable, to discuss the employee's ongoing failure to meet attendance expectations. The Management Supervisor will follow-up with a letter to the employee (Template "D") that shall be copied to the Manager, Union, Local Human Resources and Employee Attendance File.

**format and nature of this meeting will be determined on the basis of the applicable collective agreement or practice*

Stage 3 Meeting*

Three months after the Stage 2 meeting, the Management Supervisor will review the employee's attendance since the Stage 2 meeting. If the employee's attendance has not shown a significant and sustained improvement, the Management Supervisor and next level Manager will meet with the employee and their union representation, as applicable, to discuss the employee's ongoing failure to meet attendance expectations. The Management Supervisor will follow-up with a letter to the employee (Template "E") that shall be copied to the Manager, Union, Local Human Resources and Employee Attendance File.

At this time, the employee should be advised that a continued failure to demonstrate a significant and sustained improvement in their attendance may place their employment with the University in jeopardy.

**format and nature of this meeting will be determined on the basis of the applicable collective agreement or practice*

Stage 4 Meeting*

Three months after the Stage 3 meeting, the Management Supervisor will review the employee's attendance since the Stage 3 meeting. If the employee's attendance has not shown a significant

and sustained improvement, the Management Supervisor and next level Manager will meet with the employee and their union representative, as applicable, at a preliminary meeting to discuss the employee's ongoing failure to meet attendance expectations and to discuss follow-up by the Employee Well Being Office. The Management Supervisor will follow-up with a letter to the employee (Template "F"- Preliminary) that shall be copied to the Senior Unit Manager, Manager, Union, EWO, ER, Local Human Resources and Employee Attendance File.

At the follow-up meeting, the Management Supervisor and the next level Manager will meet with the employee and their union representative, as applicable, to discuss attendance expectations over a further three month monitoring period. The Management Supervisor will follow-up with a letter to the employee (Template "F"- Follow-up) that shall be copied to the Senior Unit Manager, Manager, Union, EWO, ER, Local Human Resources and Employee Attendance File.

At this time, the employee should be advised that a continued failure to demonstrate a significant and sustained improvement in their attendance may place their employment with the University in jeopardy.

**format and nature of this meeting will be determined on the basis of the applicable collective agreement or practice*

Stage 5 Meeting*

Three months after the Stage 4 meeting, the Management Supervisor will review the employee's attendance since the Stage 4 meeting. If the employee's attendance has not shown a significant and sustained improvement, and there is no reasonable basis upon which to believe that the employee's attendance will improve to an acceptable level within the foreseeable future, consideration should be given to entering into a LAST CHANCE AGREEMENT.

If management determines that a LAST CHANCE AGREEMENT is the best option, the Management Supervisor along with the assistance and advice of Employee Relations will develop the appropriate documentation and hold a meeting with the employee.

If management does not choose to pursue a LAST CHANCE AGREEMENT the Management Supervisor and Employee Relations representative will meet with the employee and their union representative, as applicable, to advise the employee that their employment with the University is in effect terminated due to frustration of contract of employment arising out their inability to fulfill their part of the employment relationship. The interview will be conducted according to the attached template "G", and will be followed up with a letter to the employee that shall be copied to the Union, ER and the Employee's Attendance File.

If there is a reasonable basis upon which to believe that the employee's attendance will improve to an acceptable level within the foreseeable future, the employee will repeat Stage 4 until either it is determined that there is no longer a reasonable basis upon which to believe this, or the employee's attendance improves and the employee begins moving backward through the program as described in Note "3" below.

**format and nature of this meeting will be determined on the basis of the applicable collective agreement or practice*

Note:

(1) For specific details as to union representation at meetings and titling of meetings, please refer to the relevant collective agreement.

(2) At any stage of the above noted process, the Management Supervisor may, in consultation with ER, exercise their discretion to extend the review period or to exclude from consideration specific absences if appropriate in the circumstances.

(3) If, at the end of any review period referred to above, the employee has shown a significant and sustained improvement in their attendance, they move to the previous stage. This process shall continue until the employee exits the attendance management program by moving backward through each Stage.

(4) If, at the end of any review period referred to above, the employee has shown some improvement in their attendance, they repeat the same stage.

(5) The attached forms and letters are samples only and should be modified to reflect the actual circumstances. Management Supervisors are encouraged to customize the letters to suit their needs.

(6) If at any stage of the process set out above, the employee reveals that their excessive absences are caused by a disability, the University's duty to accommodate must be considered before continuing with the attendance management process. When a disability is revealed, the Management Supervisor should discuss the matter with EWO. While attendance may still be managed during the accommodation process, special considerations may apply.

Conclusion

It is important to note that most attendance issues are resolved early in the process. While the steps described in the latter part of this section are occasionally necessary, in the majority of cases, the situation is resolved before it is necessary to terminate employment. Through implementation of positive actions suggested earlier in this program, such as counseling the employee and ensuring that the employee is aware of the resources available to assist with their individual situation, the Management Supervisor will encourage and support the employee in achieving and maintaining good attendance.

A P P E N D I X
(Sample Employee Attendance Letters)

Template A – Congratulatory Letter

<Date>

<Name>

<Department/Home Address>

CONFIDENTIAL

Dear <First Name>:

A review of your attendance record for the period <date> to <date> indicates you recorded no sick leave absences.*

I am writing to congratulate you for your exemplary attendance. The <Department/Faculty/Unit> is extremely pleased with your efforts and obvious dedication to maintaining excellent attendance.

I would like to acknowledge and express the University's appreciation in this regard and encourage you to maintain your on-going commitment.

Congratulations!

Yours truly,

<Name>

(Management Supervisor)

** Letter can be modified as required where there has been some sick leave, but the absences have been well within acceptable standards.*

Template B – Improvement Letter

<Date>

<Name>

<Department/Home Address>

CONFIDENTIAL

Dear <First Name>:

As a follow-up to our meeting <date of last review meeting>, we met again on <date of meeting> to review your attendance record for the period of <date> to <date>.

Your attendance record has shown <insert either “significant” or “some”> improvement over this period of time. As a result, you will now **[choose the appropriate option a) be removed from the Attendance Management Program b) move to stage <insert previous stage> of the program c) remain at the current stage <insert current stage> of the program.]**

As with all employees, your attendance record will continue to be monitored on a regular basis. Your improved attendance shows your commitment to our shared objectives.

I want to commend you for the effort you have made and the resulting improvement in your attendance.

Yours truly,

<Name>

(Management Supervisor)

cc: Local Human Resources
Union
Employee Attendance File

Template C – Stage 1 Meeting

<Date>

<Name>

<Department/Home Address>

CONFIDENTIAL

Dear <First Name>:

Re: Attendance Management Program – Stage 1

This letter will confirm our meeting on <date>. We discussed your pattern of attendance during the period of <date> to <date>. As you were informed in our meeting, it is the University's policy to review the attendance of all employees. This meeting was Stage 1 of the Attendance Management Program and was not a disciplinary meeting.

During the review period your rate of absenteeism was significantly above the average rate of absenteeism of <insert benchmark average %>. Your rate of absenteeism has a significant impact on the department and your co-workers. It is important that you make every effort to attend work on a regular basis.

Your rate of absenteeism over the past six months was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

You advised me in our meeting that there are no special or unusual circumstances that are giving rise to these absences. **[Note to Management Supervisor - Remove this statement if not applicable in the circumstances. Contact your designated AO to discuss appropriate language if special or unusual circumstances were discussed.]** As a result, a significant and sustained improvement in your attendance is required. Your attendance record will be monitored closely and reviewed again for improvement in three (3) months time. I will be meeting with you at the end of the review period.

I would like to remind you that in the event that you require any assistance in improving your attendance or managing any difficulties that you are experiencing, you may speak with me or <insert any other list names of appropriate people e.g. Manager, Employee Well Being Office, Administrative Officer, etc, otherwise remove>. You may also wish to make use of the University's Employee Assistance Program (EAP), which may be reached at 1-800-268-5211 (service in English) or 1-800-363-3872 (service in French).

Yours truly,

<Name>

(Management Supervisor)

Attachment

cc: Union
Local Human Resources
Employee Attendance File

Template D - Stage 2 Meeting

<Date >

<Name>

<Department/Home Address>

CONFIDENTIAL

Dear <Name> :

Re: Attendance Management Program- Stage 2

This letter will confirm our meeting on <date>, in which we discussed your pattern of attendance, as a follow up to our meeting on <date of Stage 1 meeting>. As you were informed in our meeting, it is the University's policy to review the attendance of all employees. This meeting was Stage 2 of the Attendance Management Program and was not a disciplinary meeting. During the review period your rate of absenteeism was significantly above the average rate of absenteeism of <insert benchmark average %>. Your rate of absenteeism has a significant impact on the department and on your co-workers. It is important that you make every effort to attend work on a regular basis.

In the past three months, your rate of absenteeism was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

As I indicated to you in my letter of <insert date of Stage 1 follow up letter>, your rate of absenteeism in the six months prior to that meeting were as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

You advised me in our meeting that there are no special or unusual circumstances that are giving rise to these absences. **[Note to Management Supervisor - Remove this statement if not applicable in the circumstances. Contact your designated AO to discuss appropriate language if special or unusual circumstances were discussed.]** As a result, a significant and sustained improvement in your attendance is required. Your attendance record will be monitored closely and reviewed again for improvement in three months.

I would like to remind you that in the event that you require any assistance in improving your attendance or managing any difficulties that you are experiencing, you may speak with me or <insert any other list names of appropriate people e.g. Manager, Employee Well Being Office, Administrative Officer, etc, otherwise remove>. You may also wish to make use of the University's Employee Assistance Program (EAP), which may be reached at 1-800-268-5211 (service in English) or 1-800-363-3872 (service in French).

Yours truly,

<Name>

(Management Supervisor)

cc. Manager
 Union
 Local Human Resources
 Employee's Attendance File

Template E - Stage 3 Meeting

<Date>

<Name>

<Department/Home Address>

CONFIDENTIAL

Dear <Name>:

Re: Attendance Management Program - Stage 3

This letter will confirm our meeting of <date>, in which we discussed your pattern of attendance, as a follow up to our meeting on <insert date of Stage 2 meeting>. As you were informed in our meeting, it is the University's policy to follow up every three months while an employee is in the Attendance Management Program. This meeting was Stage 3 of the Attendance Management Program and was not a disciplinary meeting.

During the review period your rate of absenteeism was significantly above the average rate of absenteeism of <insert benchmark average %>. Your absences have a significant impact on the department and on your co-workers. It is important that you make every effort to attend work on a regular basis.

In the past three months, your rate of absenteeism was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

As indicated to you in my letter of [insert date of Stage 2 follow up letter], your previous rates of absenteeism was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

You advised me in our meeting that there are no special or unusual circumstances that are giving rise to these absences. **[Note to Management Supervisor - Remove this statement if not applicable in the circumstances. Contact your designated AO to discuss appropriate language if special or unusual circumstances were discussed.]** Although you have been given a number of opportunities to improve and despite your commitment to maintain an acceptable level of attendance following the above-noted meetings, no significant change has occurred. I must emphasize that your regular attendance at work is a requirement of your position. We view your absences as a serious matter.

Until further notice, you will be required to bring a medical note, acceptable to the University and signed by a medical practitioner, to validate all future absences, unless this requirement is specifically waived by your supervisor / manager in respect of any particular absence.

If your medical documents contain anything of a confidential nature, you may choose to provide them directly to the Employee Well Being Office, in the Department of Human Resources, East Office Building, 4700 Keele St. Toronto, ON, M3J 1P3, fax (416) 736-5649, which will maintain the medical information in a confidential manner.

I will continue to monitor your attendance over the next three months and during that review period I expect that you will demonstrate a significant and sustained improvement in your attendance. If your attendance during the review period does not demonstrate a significant and sustained improvement, you will move to Stage 4 of the attendance management program. If your attendance during the review period does demonstrate a significant and sustained improvement, you will move to Stage 2 of the attendance management program for one more review period, after which we will again review your attendance. Please be advised that if your attendance does not show a significant and sustained improvement, your employment with York University may be in jeopardy.

I would like to remind you that in the event that you require any assistance in improving your attendance or managing any difficulties that you are experiencing, you may speak with me or <insert any other list names of appropriate people e.g. Manager, Employee Well Being Office, Administrative Officer, etc, otherwise remove>. You may also wish to make use of the University's Employee Assistance Program (EAP), which may be reached at 1-800-268-5211 (service in English) or 1-800-363-3872 (service in French).

Yours truly,

<Name>

[Management Supervisor]

cc. Manager
 Union
 Local Human Resources
 Employee Attendance File

Template F - Stage 4 Meeting (Preliminary)

<Date>

<Name>

<Department/Home Address>

Dear <Name>:

Re: Attendance Management Program – Stage 4

This letter will confirm our meeting of <date of Stage 4 meeting>, in which we discussed your attendance, as a follow up to your meeting on <date of Stage 3 meeting>. As you were informed in our meeting, it is the University’s policy to follow up every three months while an employee is in the Attendance Management Program. This meeting was Stage 4 of the Attendance Management Program and was not a disciplinary meeting. During the review period your rate of absenteeism was significantly above the average rate of absenteeism of <insert benchmark average %>. Your absences have a significant impact on the department and on your co-workers. It is important that you make every effort to attend work on a regular basis.

In the past three months, your rate of absenteeism was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

As indicated to you in my letter of [insert date of Stage 3 follow up letter], your previous rates of absenteeism were as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

You advised me in our meeting that there are no special or unusual circumstances that are giving rise to these absences. **[Note to Management Supervisor - Remove this statement if not applicable in the circumstances. Contact your designated AO to discuss appropriate language if special or unusual circumstances were discussed.]**

At this time, you will be contacted by a representative of the Employee Well Being Office in order to provide us with medical documentation from your treating practitioner.

After receipt of the medical documentation, we will convene a follow-up meeting. A union representative should be present at this meeting. [Remove if this is a non-unionized employee]

I would like to remind you that in the event that you require any assistance in improving your attendance level or managing any difficulties that you are experiencing, you may speak with me or [list names of appropriate people e.g. Employee Well-Being Office, Administrative Officer, etc.] You may also wish to

make use of the University's Employee Assistance Program (EAP), which may be reached at 1-800-268-5211 (service in English) or 1-800-363-3872 (service in French).

Yours truly,

<Name>

[Management Supervisor]

cc. Senior Unit Manager
Manager
Union
EWO
Employee Relations
Local HR
Employee Attendance File

Template F - Stage 4 Meeting (Follow-up)

<Date>

<Name>

<Department/Home Address>

Dear <Name>:

Re: Attendance Management Program – Stage 4

This letter will confirm our meeting of <date of Stage 4 follow-up meeting>, in which we discussed your attendance, as a follow up to your meeting with on <date of Stage 4 preliminary meeting>. As you were informed in our meeting, it is the University’s policy to follow up every three months while an employee is in the Attendance Management Program. This meeting was Stage 4 of the Attendance Management Program and was not a disciplinary meeting. During the review period your rate of absenteeism was significantly above the average rate of absenteeism of <insert benchmark average %>. Your absences have a significant impact on the department and on your co-workers. It is important that you make every effort to attend work on a regular basis.

In the past three months, your rate of absenteeism was as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

As indicated to you in my letter of [insert date of Stage 3 follow up letter], your previous rates of absenteeism were as follows:

3 Month Review Period	# of Available Working Hours	# of Hours of Absence	% of Working Hours Absent

You advised me in our meeting that there are no special or unusual circumstances that are giving rise to these absences.

[Note to Management Supervisor - Remove this statement if not applicable in the circumstances. Contact your designated AO to discuss appropriate language if special or unusual circumstances were discussed.]

[Note to Management Supervisor – A response based upon each employee’s particular circumstance will be drafted based on information received from EWO.]

Your attendance will continue to be monitored over the next three months. During that three-month review period, I expect that you will demonstrate a significant and sustained improvement in your attendance. I will be meeting with you at the end of the review period. If your attendance during the review period demonstrates a significant and sustained improvement, you will remain at Stage 4 of the Attendance Management Program for one more review period, after which we will again review your attendance. However, please be advised that if your attendance over the next three months does not demonstrate a significant and sustained improvement, and if there is no reasonable basis upon which to

believe that your attendance will improve in the foreseeable future, your employment may be terminated at Stage 5 of the Program.

I would like to remind you that in the event that you require any assistance in improving your attendance level or managing any difficulties that you are experiencing, you may speak with me or [list names of appropriate people e.g. Employee Well-Being Office, Administrative Officer, etc] You may also wish to make use of the University's Employee Assistance Program (EAP), which may be reached at 1-800-268-5211 (service in English) or 1-800-363-3872 (service in French).

Yours truly,

<Name>

[Management Supervisor]

cc. Senior Unit Manager
Manager
Union
EWO
Employee Relations
Local HR
Employee Attendance Program

Template “G”- Follow up to Stage 5 Meeting (TERMINATION LETTER)

<Date>

<Name>

<Department/Home Address>

Dear [Name] :

This letter will confirm our meeting of [date], in which you were advised that your employment with the York University is deemed frustrated and as a consequence terminated effective immediately.

As you are aware, you have been through all of the Stages of the Attendance Management Program applicable to York University. You attended the following meetings and received the following letters pursuant to that program:

[list meetings and letters and dates]

Notwithstanding our repeated offers of assistance, your attendance has failed to demonstrate a significant and sustained improvement. Furthermore, there is no medical documentation that would provide a reasonable basis to believe that your attendance will reach a satisfactory level in the foreseeable future. You were advised in the letter dated [date of Stage 4 follow up letter], that your employment may be terminated in such circumstances.

You will be provided with statutory pay in lieu of notice less all applicable deductions. Further, York University will provide you with a severance payment equal to [insert amount]. These payments are inclusive and in full satisfaction of your entitlements under the Ontario Employment Standards Act 2000, in relation to your employment, with York University and the termination thereof as a result of frustration. **[NOTE TO Management Supervisor – this paragraph will need modification on an individual basis]**

Your record of employment and any monies owing to you as indicated above will be forwarded within the statutory time limits. Please ensure that all University property is returned to my attention as soon as possible.

We thank you for your service to the University and wish you luck in your future endeavours.

Yours truly,

<Name>

[Management Supervisor]

cc. Senior Unit Manager
Manager
Union
Employee Relations
Local HR
Employee file

[Please Note: This letter is only drafted as a last resort to the attendance management program, as the goal of the program is to inform employees of attendance problems and to work towards a resolution. Reaching this stage means that it has been determined that the employment relationship has broken down and there is no reasonable prospect for acceptable attendance in the foreseeable future.

If an employee reaches this stage, the Management Supervisor works closely with the Employee Relations to review the employee’s progress through the program and to discuss the termination process.]