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| Policy Name ATTENDANCE AWARENESS PROGRAM | Policy Number: 1025 |
| | Effective Date: December 3, 2008 |
| Approved By: Management Committee | Date Revised: October 1, 2018 |
| Classification: HUMAN RESOURCES | Page No: Page 1 of 4 |

POLICY

The Salvation Army Agapé Hospice expects employees to attend work as scheduled. Regular attendance at work is the responsibility of each employee and is considered as a required standard of performance. Agapé Hospice will provide supportive management of attendance through the Attendance Awareness Program.

The Attendance Awareness Program will be governed by the following principles:

- To promote a healthy and safe environment where employees attend work as scheduled.
- To ensure that all employees are treated reasonably and consistently with regard to the management of their attendance by:
 - ↳ promoting acceptable levels of attendance through communication with employees about their attendance and factors contributing to their absence.
 - ↳ recognizing and acknowledging good attendance.
- To provide statistical information that supports the administration of the program.

PROCEDURE:

For the purpose of this policy and program an absence occurs when an employee does not attend work as scheduled. Examples of absences that constitute absenteeism include:

- Illness [including injuries that occur off the job]
 - Work injury
 - Failure to report to work
 - Lateness/Tardiness
1. Management will be encouraged to recognize good attendance.
 2. Employees who are unable to maintain an acceptable standard of attendance will have their attendance monitored and reviewed with them by their Manager. The main goal will be to reinforce established attendance management procedures and improve attendance.



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3. Indicators of excessive absenteeism, when compared to department, classification, and/or organizational averages, will be used to establish attendance standards requiring intervention. Averages will include number of incidents and number of hours taken, which includes paid sick, unpaid sick, STD, LTD, and/or WCB.
4. The Manager will bring to the attention of the employee the occasions of their absences as follows:

| INDICATOR | DESCRIPTION | INTERVENTION POINT |
|------------------------|---|--|
| Number of Incidents | The number of incidents of absence that occur in a given period | Five [5] or more incidents in a twelve [12] month period |
| Number of Hours Absent | The total number of hours absent in a given period | The equivalent hours relating to six [6] working days in the past twelve [12] months |
| Absence Percentage | Hours absent expressed as a percentage of regularly scheduled hours | Approximately 2.5% depending upon annual hours base |

5. The Manager will meet with the employee for a verbal review of absenteeism, reasons, discussion of standards and benchmarks, and will provide information which outlines internal and external resources available to the employee.

The Manager will provide general written confirmation of the discussion and the plan agreed upon.

6. At the next incident of absenteeism, the Manager will meet with the employee for a coaching session to review previous discussions. The employee will be given specific written documentation of the information, including standards and expectations. Appropriate follow up should be done within a given timeframe to support the employee in their improvement or to address continued concerns.
7. After the sixth [6th] or proportionate incident, a meeting will be held at which time previous plans will be reviewed and the standards of attendance reconfirmed. The employee will be referred as necessary for:

➤ Illness Assessment



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- Written communication with the employee's own doctor.

The employee's job duties will be outlined, and the physician requested to provide information on the employee's abilities to meet the standards of the job function. If the employee declines to comply with this request, the next steps in the process will be implemented.

8. After a seventh [7th] or proportionate incident within a twelve [12] month period the Manager will contact Employee Relations to generate a specific action plan for that employee.

At this point the available medical prognosis will be reviewed, in conjunction with the Employee Relations & Support Services Manager, to determine if the employee is likely to be able to sustain the employment relationship.

An Action Plan will be developed and reviewed with the employee at a further meeting. The employee will be given a letter outlining that termination of employment will be the consequence of continuing absenteeism. The letter will also contain, as an alternative, the specific level of improvement in attendance to be attained within a given timeframe. If the employee does not meet the conditions set out in the Action Plan, they may be terminated for non-culpable absenteeism.

9. If at any point in the process improvements in attendance are noted, the Manager will meet with the employee to support them in their efforts, recognizing this improvement and the positive impact on both the department and other employees.
10. Management is expected to exercise discretion in the review/coaching process, taking into consideration the impact individual circumstances may have on continued absenteeism.
11. Employees have responsibility to:

- Attend work as scheduled.
- Know, understand, and follow the facility policies and procedures concerning attendance and reporting absences.
- Seek appropriate treatment or assistance to promote the resolution of an attendance problem.



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12. Management has the responsibility to:

- Ensure the accurate recording of attendance for each employee in their work area.
- Communicate attendance expectations to each employee [for example, upon commencement or transfer or through the Performance Management process].
- Monitor attendance and communicate with each employee regarding their attendance.
- Identify and document all absenteeism issues and any action taken.
- Consistently administer the Attendance Awareness Program.