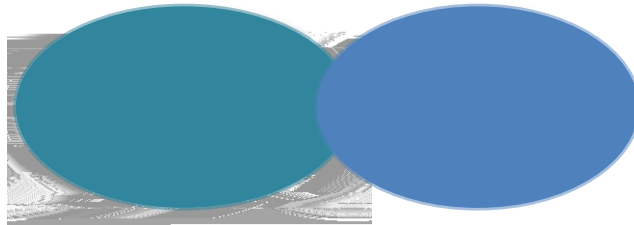


Program Summary

The Greater Victoria School District is committed to each student's success in learning within a responsive and safe environment. Our mission is attainable when employees of the District are healthy and well, and thus able to perform in their job role to the best of their abilities. Further to this, regular and consistent attendance allows employees to apply their valuable set of skills and knowledge to the workplace, which helps the District achieve its goals.

Recognizing the importance of employee health and wellness, the District has developed an approach that promotes a holistic commitment to three key areas: attendance support, disability management and wellness initiatives.



The Attendance Support Program is one element of this approach. Applicable to all employee groups in the District, it follows a relationship and conversation led philosophy as a means to identify risks to employee health and wellbeing, and assist in improving attendance.

This document details the process followed for these three steps. It also defines and outlines parameters of the Program, including:

- ‡ Program approach and purpose
- ‡ Types of absences to be addressed
- ‡ Roles and responsibilities of supervisors, employees and Human Resources staff
- ‡ Requirements for referral to Human Resources

Approach and Purpose

The District believes that a relationship and conversation led approach with employees is the best way to offer support. The purpose of our program is to improve the overall health and wellbeing of our employees, reduce absenteeism, and enhance employees' engagement in the workplace, all while treating our employees in a consistent and fair manner. Our desire is to minimize avoidable absences and work with employees to ensure a healthy and vibrant workplace.

1. Support attendance positively, pro-actively, and consistently, by assisting those who have difficulty with attendance, and recognizing improved attendance.
2. Encourage accountability for work attendance.
3. Work with individual employees who are having difficulty maintaining regular attendance, including the provision of:
 - ‡ Support from principals, managers, union representatives and Human Resource Services staff.
 - ‡ Access to support programs that foster wellbeing, such as employee assistance programs and District 4 502.03 erc3(re 05451.39 Tm-183(w)5(it)-4(h)-4(u)-2(r)-9 Tm{Acc)5(es(03h)-4(

Types of Absences

Absences can be grouped into two main categories: non-culpable and culpable.

Further, the Program will categorize absences whose reasons are unclear as non-culpable. This will ensure that employees are given the opportunity to receive support where it may be needed.

Non-culpable absences occur when an employee, through no fault of their own, is unable to fulfill their employment responsibilities. These types of absences are often beyond the employee's control, and may be referred to as involuntary or innocent absences. Examples of non-culpable absences that may need support include illness/injury and emergency situations.

Culpable absences occur when an employee is absent for reasons that are within their control and are deemed unacceptable. Such absences are subject to discipline, like any other form of

Human Resource Services staff helps to maintain consistency and fairness in the Attendance Support Program process, and providing support for supervisors and employees. They are responsible for:

- ‡ Guiding and acting as a resource to all parties.
- ‡ Ensuring that the program is being implemented in a consistent, fair, and respectful manner across the District.
- ‡ Ensuring that employees understand their attendance responsibilities and are familiar with the program.
- ‡ Providing supervisors with appropriate training on the program, as well as data on employee absences.
- ‡ Coaching supervisors on program implementation.
- ‡ Leading formal support sessions with employees.
- ‡ Overseeing cases involving modified work duties and accommodation issues.
- ‡ Handling serious cases that have moved through the program and have been passed on to the Human Resources.

General Guidelines

Before speaking with an employee during any step in the ASP process, the supervisor should be prepared, and should seek assistance from their HR Representative when appropriate. This will help to bring the most value to the situation, and ensure that suitable support is offered to the employee. This is a key opportunity to inform the employee that they are missed when they are absent, and of the importance that the District places on their consistent attendance. When informed of the need for these conversations, it is also expected that the employee come prepared for open, respectful dialogue on their attendance. It is advised that before each step the supervisor has the following items prepared:

- ‡ Absence reports provided by HR
- ‡ Absence calendar available from AMS (instructions available)
- ‡ Examples of how absences are affecting students, coworkers, and the employee
- ‡ EFAP Brochure
- ‡ Employee Resource Brochure

A review date should be set for the supervisor, employee, and any other applicable parties to meet again and review the employee's progress. Whether the progress is positive or still an area for concern, this date should not be any longer than 3 working months from the previous meeting. (i.e. an employee, who works 10 months of the year and has a meeting on May 1st, would be scheduled for their review date no later than the beginning of October of the next school year). Finish the meeting by encouraging the employee to approach the Supervisor at any time outside the scheduled meetings should further assistance or support be required.

Documentation should take place directly following the meeting to ensure nothing is missed or forgotten. All details of the meetings can be recorded on the _____ (template found in with the supporting documents) and should always include the date the meeting took place, who was in attendance, key details of the conversation, and recommendations or referrals that may have been made. If the follow up/review date has been set, then that should be included in your notes as well. The documentation can be done by either the supervisor or HR Representative. In addition, these notes should be filed, either electronically or manually in protected files with limited access only.



Attendance Support Program Process

The Awareness Meeting will take place approximately 2 - 3 months after the Casual Check-in. This meeting is not about blaming an individual for their absence or discouraging them from taking sick days when they are ill. It is to highlight that the frequency of absence is a concern to the District and to facilitate an open dialogue to explore accommodations or support options. This meeting will be facilitated by the Supervisor and include the HR rep if the supervisor desires. Although this is not a disciplinary meeting, the employee may wish to invite the union.

The supervisor will open the meeting by discussing the purpose of the meeting and explaining that it is not a disciplinary meeting. During this discussion, the supervisor will:

- ‡ Introduce and explain HR's role in the meeting if applicable.
- ‡ Positively acknowledge any improvement and/or express continued concern to do with the employee's absences, as appropriate.
- ‡ Explain that it is the District's policy to meet with those employees whose absence is in the 95th percentile of their peer group.
- ‡ Discuss the importance and value of the employee's consistent and regular attendance with respect to their employment commitment.
- ‡ Review Absence History:
 - ‡ Review with the employee their absence report and calendar including days missed and reasons for absence.
 - ‡ Confirm the accuracy of the absence data with the employee.
 - ‡ Discuss the impact felt at the workplace and have examples ready if applicable.
- ‡ Review any other resources or options that may be available to the employee that would assist them in their effort to attend work on a more regular and consistent basis.
- ‡ Confirm expectations and draft an action plan, including both employee and District commitments.
- ‡ Set review date (within 3 working months).

The supervisor will send the HR rep an email (if they are not at the meeting) notifying them the conversation took place and note the date and any key points from the conversation. The supervisor and the HR rep will monitor the employee's attendance for the next 2 - 3 months. A copy of the action plan will be sent to both the employee and the HR rep. The supervisor will determine if further monitoring is needed.





employee follows the program to completion without a resolution being achieved, the District may determine that the viability of the employment relationship has been frustrated. In these circumstances, the employee will be referred to the Labour Relations group within Human Resource Services.