

**TOWN OF  
AMHERSTBURG**



**POLICY NO.:** H00 - Attendance  
**SOURCE:** Council Minutes  
**SECTION:** Report 10  
**DATE ENACTED:** October 23, 2006  
**DATE OF AMENDMENT:**

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**SUBJECT:**

Attendance

**INTENT:**

To enhance the Town of Amherstburg's commitment to providing the highest quality of public service through the efficient management of its human resources.

It shall be the policy of the Town of Amherstburg to support and encourage regular attendance at work. Regular attendance of employees assists the Town in meeting their service obligations to the public and assists employees in meeting their obligation to perform the functions for which they were hired. The Town of Amherstburg in its concern for its employees health and well-being is committed to assisting employees who experience difficulty in achieving regular attendance to overcome their problems, with a goal of eliminating unnecessary absenteeism.

**SCOPE:**

This program applies to all union and non-union employees.

**DEFINITIONS**

**Absence Definitions:**

*Culpable absenteeism:* Unscheduled and/or unapproved absence from work during normal working hours for reasons unrelated to illness or injury.

*Non-culpable absenteeism:* Absence from work which is legitimate due to a disability or injury or scheduled and approved absence, whether paid or unpaid.

*Town Average:* The Town absentee average will include absence occurrences as defined below.

## **PROCEDURE / IMPLEMENTATION:**

1. Every shift of scheduled work will be considered an “absence occurrence” with the exception of the following:
  - (a) Union Employees: Absences for the following reasons as permitted under the collective agreement:
    - i. Paid Holidays (Article 25)
    - ii. Vacation & Service Pay (Article 24)
    - iii. Leave of Absence
    - iv. Other Leave of Absence (Jury Duty and Crown Witness, Personal Time Off, Article 28)
    - v. Maternity/Adoption Leave (Article 27)
    - vi. Bereavement Leave (Article 26)
    - vii. Leave for Union functions
  - (b) Non-union Employees: Absences as defined in 1 (a) i through vi without reference to the collective agreement;
  - (c) Absence from work which is legitimate due to a disability or injury (Workers’ Compensation, STD/LTD);
  - (d) Special circumstances where in the opinion of the supervisor, it would be unreasonable to count the absence as an absence occurrence.
2. Absence from work includes leaving early and being absent from work between start and quit time without appropriate approval or notification. No employee shall leave work during his/her working hours without first obtaining the permission of his/her supervisor. If an employee is unable to report for work for any reason, the employee must call their immediate supervisor and advise of the reason for their inability to report to work and the expected duration of their absence. In the case of office and non-shift personnel, the absence must be reported not later than one-half (1/2) hour after the commencement of his or her working day and in the case of shift personnel, not later than one (1) hour prior to the commencement of his/her shift.
3. All absences that are not supported by reasonable explanation or documentation, will be deemed to be an absence from work.
4. Notwithstanding the above, employees who are incapable of regular attendance at work due to illness or injury, may be subject to a non-disciplinary termination due to the frustration of the employment contract.

### **Attendance Averages**

The Town's attendance average will be calculated on a monthly basis and will be used as a measure of the culpable attendance experience at the Town of Amherstburg. Individual employee attendance averages will also be calculated

and will be compared against the Town's attendance average to determine whether employee counselling is required.

### Attendance Program

The focus of the Attendance Program is to address absenteeism in a fair, responsible and consistent manner through the following process. The Human Resources Department will distribute absenteeism information to the managers/supervisors of the Town every six (6) months to facilitate the implementation of the policy. Those employees with an attendance average that exceeds the Town's average will be entered into the Attendance Program:

### Steps of the Attendance Program

#### **Step 1 – First Meeting – Determination of Cause**

- Occurs when the employee's rate of absenteeism for the previous 6 months exceeds the Town's average;
- Where the absence is considered to be culpable absenteeism and has resulted in the employee exceeding the Town absentee average, the supervisor/manager enrolls the employee into the Attendance Program.

#### **Step 2 – Second Meeting – Written Warning**

- Occurs when the employee's rate of absenteeism for the second consecutive 6 month period exceeds the Town average.

#### **Step 3 – Third Meeting – Final Written Warning**

- Occurs when the employee's rate of absenteeism for the third consecutive 6 month period exceeds the Town average;
- Employee is notified that any further culpable absenteeism occurrences will result in a 3 day suspension.

#### **Step 4 – Three (3) Day Suspension**

- After a further occurrence of culpable absenteeism, the employee is formally notified of a 3 day suspension;
- Employee is notified that any further culpable absenteeism occurrences will result in a 10 day suspension.

#### **Step 5 – Ten (10) Day Suspension**

- After a further occurrence of culpable absenteeism, the employee is formally notified of a 10 day suspension;
- The employee is notified that the next occurrence of culpable absenteeism will result in termination of employment.

#### **Step 6 – Fourth Meeting – Termination of Employment**

- After a further occurrence of culpable absenteeism, the employee is formally notified of that they have not demonstrated an ability to attend work on a regular basis, hence frustrating the employment contract which has resulted in termination of employment with the Town of Amherstburg.

### Meeting Guidelines:

The following guidelines shall be followed in holding meetings with the employee:

- The supervisor/manager is to conduct the meeting with the employee, a union representative and a Human Resource representative.
- During each meeting held during steps 1 through 3:  
The immediate supervisor discusses with them employee the level of absenteeism and determines if the employee has a legitimate medical reason for their absences. If there is reasonable cause to believe that the employee has been absent due to legitimate disability or injury, the supervisor/manager uses his/her discretion to excuse the employee from the Attendance Program. The supervisor/manager should however, continue to meet with these employees on an informal basis to offer support and assistance as required;

The supervisor/manager discusses the requirement for improved attendance over the next 6 month period which includes a targeted attendance average. The targeted attendance average must be at minimum the current Town absenteeism average.

- The parties address whether there are any circumstances which are affecting the employees attendance and the action steps required for the employee to realize an improvement. These action steps can include, but are not limited to support, programs, expertise or action items which address the root cause of the absenteeism issue and available options to accommodate the employee.
- A letter is given to the employee as a result of each step of the program stating the pertinent information. The letter is copied to the Union Representative and the Human Resources Specialist.

#### Exiting and Re-Entering the Attendance Program

An employee exits the Attendance at Work Program when their attendance rate for a 12 month period is equal to or less than the Town's attendance average for the same period. A letter will be sent by the supervisor/manager to the employee with notification that they have exited the program with a copy to Human Resources and the union.

An employee who has exited the program, but due to their attendance rate, is re-entered into the program within a thirty (30) month period, will re-enter the program at the same level where they exited. An employee who re-enters the program outside of the 30 month period will re-enter at the first meeting level. Any employee who is referred to the program three times or more, will enter the Attendance Program at a level as determined by a meeting of Human Resources, Management, the union and the employee.

#### SEE ALSO POLICIES ON

Discipline, Discharge, Employee Assistance Program