
 <b>THE UNIVERSITY OF BRITISH COLUMBIA</b> <b>Facilities</b>	<b>Policy No.:</b> <b>1-A-P3</b>	<b>Approval Date:</b> April 29, 2020  <b>Last Revision:</b> Previous Policy P22
	<b>Responsible Executive:</b> John Metras Associate Vice-President, Facilities	
	<b>Signed:</b> 	
<b>Title:</b> <p style="text-align: center;"><b>ATTENDANCE MANAGEMENT POLICY</b></p>		
<b>Background &amp; Purposes:</b> <p>Regular attendance, punctuality, and break time management are the responsibility of every individual. It is vital for the efficient operation of the Facilities Group and the proper servicing of our customers. The Facilities Group acknowledges that illnesses and injuries do occur, and in such cases, benefits contained in the relevant collective agreements and employee association agreements will be applied. Facilities Group management is required to manage sick benefits within their work place effectively and in compliance to the various employee agreements and UBC labour relations, human resources, and health and safety practices.</p>		

**GENERAL**

**GUIDELINES FOR MANAGING ATTENDANCE**

The objective of attendance management is to promote regular attendance at work. Managing employee attendance is first, and foremost, an administrative process. Fundamental to a successful attendance program is the manner in which managers make use of available records and the frequency of discussion with employees.

It is required that management follow specific practices to ensure that their employees are aware of department attendance objectives and expectations with respect to attendance and punctuality. Managers will:

- Set fair and consistent guidelines and communicate expectations.
- Make sure employees understand the importance of coming to work every day and on time.
- Communicate the expectation of good attendance to all new employees at the time they begin work.
- Recognize and identify symptoms of developing attendance problems; listen to employees and learn.
- Keep attendance records for every employee in the department identifying all absences due to illness, vacation, medical and dental appointments, leaves of absence with and without pay, lateness, etc.
- Review the attendance record of each employee frequently. Discuss attendance records with individual employees whose sick time is not in keeping with departmental objectives, or is being taken in established patterns, causing workload stress within the unit, or for other reasons.
- BE TIMELY with employee discussions and actions.
- DOCUMENT ALL DISCUSSIONS FOR FUTURE REFERENCE

**ABSENTEEISM AND DISCIPLINE**

An employee cannot normally be disciplined for conduct that is truly beyond his/her control. Therefore, absences from work for non-culpable reasons are not, in themselves, disciplinary. This is the primary reason why it is crucial to frequently review attendance records, hold discussions with employees, and set attendance objectives.

An employee can be disciplined for culpable actions which may include: failure to report or absent from work without reasonable excuse, tardiness, excessive breaks, leaving work early without permission, failing to follow call in procedure, falsification of time records, falsification of benefit claims. Action taken will follow the collective agreement and University procedures relating to Discharge, Suspension and Discipline. Discipline may include termination.

## **PROCEDURES**

**Approved:** April 29, 2020

**Revised:**

### **A. First Step – Employee Interview and Follow Up Letter**

#### **Employee Interview**

The attendance management program starts with an interview that serves to advise the employee that the department believes there is cause for concern. Therefore, managers must be prepared to discuss attendance records with an individual employee whose sick time is excessive; is being taken in established patterns, causing workload stress within the unit, or for other reasons.

Prior to the employee interview, the manager should review the employee's attendance record to determine the number of days and occasions that the employee has been absent due to illness, injury and "unexplained absences". The employee's overall attendance history should be reviewed for each year that the records exist. For employees with a long service record, it is acceptable to simply review the last 5 or 6 years.

During the interview, it is important to emphasize the employee's value in the workplace, and the consequences of their absence on the workforce when they are away. Ask the employee if they have impediments to regularly reporting for work. **Do not** ask for confidential medical information. Advise that you will be monitoring the situation over the next while.

The manager must ensure that another manager is present at the interview and takes complete notes of the questions and answers given. The employee must have appropriate employee representation present at all interviews on the subject of attendance.

Managers should review records with individual employees who are maintaining unacceptable sick time levels. The employee should be informed that their attendance record will be monitored over the next period of time and that improvement in his/her attendance is expected. Should attendance not improve the employee's case will be forwarded to the Attendance Review Committee for further action (applicable to CUPE 116 members only) In all cases, preparation for attendance interviews should be done with senior management who may involve Human Resources.

Informal, first time *discussions* may be held between the employer and employee however these do not form part of a formal attendance review program.

A shop steward shall accompany an employee participating in an interview conducted on the subject of attendance.

#### **Documenting Unacceptable Attendance Interview in Follow Up Letter (Appendix A)**

A follow up letter to the interview is **mandatory** and must be issued after the review has taken place with the employee and the employee has been given an opportunity to explain the reasons for the poor attendance. This correspondence is not to be punitive, rather clearly identifies problems, description of record, and provides the encouragement necessary to support the employee's need to improve attendance.

- Letters should be written using Appendix A as the template. Be brief, businesslike, constructive, and courteous.
- Commence the letter by stating the date of the interview and note the persons in attendance.

- Document an employee's poor attendance record but do not issue suspensions or reprimands. Ensure that the employee understands that improvement in his/her attendance is expected. The employee letter should state that the department expects employees to attend work on a regular and consistent basis and that you will be monitoring attendance.
- The letter should be issued to the employee in a timely manner, with copies to the applicable union or association, Human Resources, and their personnel file.

## **B. Second Step - Repetitive Behaviour**

Once an employee has been interviewed for attendance in accordance with the above principles, arbitrators agree that subsequent interviews should **not** be held after each additional absence. The interview process is designed to bring the issue to the attention of the employee and the employee is to be provided with an opportunity for improvement.

Should the employee record not improve after a period of time (typically 2-3 more separate incidents of days absent) further action is warranted. While the Manager must deal with each situation individually, standard practice will include issuance of additional attendance review letters; referencing the employee attendance record, relevant personnel file information and outlining consequences of continued poor attendance. This will be done in a progressive fashion as outlined in Appendices B – D.

Those employees represented by the CUPE 116 Collective Agreement shall have their cases forwarded to the Attendance Review Committee for further action.

Human Resources **must** be involved with all cases as they proceed through the second, third and final letter steps.

## APPENDIX A - ABSENTEEISM LETTER FOLLOW UP TO INTERVIEW

(Date)

Dear (Employee):

This letter confirms an interview held with you on *(date)*. Present at this interview beside yourself was *[name(s)]* and the undersigned. The purpose of this interview was to discuss your poor attendance from *(date)* to the present.

A review of your attendance record shows that you have missed a great deal of time due to (illness) or *(injury)* or *(personal reasons)*. Specifically,

	<u>Year</u>	<u>Days Absent</u>	<u>Number of Occasions</u>
<i>Example</i>	2000	15	10
	2001	11	11

This absenteeism is unacceptable and creates a hardship for both your co-workers and the department. As an employee you have an obligation to attend work on a regular and consistent basis.

In the interview, you *(acknowledged/did not acknowledge)* that there was a problem with your attendance. When asked if there were any reasons for this absenteeism, you stated *(provide employee statement)*

When asked to give a commitment to improve your attendance, you stated *(provide employee statement)*

We will be monitoring your attendance record over the next period of time and will be expecting an immediate and sustained improvement in your attendance. Should your attendance not improve your case will be forwarded to the Attendance Review Committee for further action (applicable to CUPE 116 members only)

Yours truly,

*(Manager's signature)*

cc: Union  
VPFO Human Resources Associate  
Personnel File

## APPENDIX B – ABSENTEEISM LETTER FOR SECOND MEETING

*Letter to be issued in the interview after CUPE 116 attendance review process is completed*

(Date)

Dear (Employee):

This letter confirms an interview held with you on *(date)* to discuss your poor attendance from *(date)* to the present date. In attendance at this interview besides you was [name(s)] and the undersigned.

This action was taken after a review of your attendance record shows that you have missed a great deal of time due to *(illness)* or *(injury)* or *(personal reasons)*. During the interview you were made aware that this absenteeism is unacceptable and creates a hardship for both your co-workers and the department. As an employee you have an obligation to attend work on a regular and consistent basis.

In the interview, you *(acknowledged/did not acknowledge)* that there was a problem with your attendance.

When asked if there were any reasons for this absenteeism, you stated *(employee statement)*

During this interview, you were also asked if there was any medical problems, substance abuse problems, or family problems that kept you from coming to work on a regular and consistent basis, and you stated. *(yes/no)* You were then reminded that if a problem did exist, it was your responsibility to seek treatment.

When asked to give a commitment to improve your attendance, you stated *(employee statement)*

A review of your attendance record reveals the following:

	<u>Year</u>	<u>Days Absent</u>	<u>Number of Occasions</u>
<i>Example</i>	2000	15	10
	2001	11	11
	3 mths 2002	5	3

This is a serious concern to the department. A review of your personnel file reveals the following letters on file:

1. *January, 2002 follow up letter to interview on your absenteeism record*
2. *Other letters*

We will be expecting an immediate and sustained improvement in your attendance. Should improvement not occur, you will be subject to further action that may include termination.

Yours truly,

*(Manager's signature)*

cc: Union  
VPFO Human Resources Associate  
Personnel File

**APPENDIX C – ABSENTEEISM LETTER  
FOR THIRD MEETING**

(Date)

Dear (Employee):

This letter confirms an interview held with you on *(date)* to discuss your poor attendance from *(date)* to the present. In attendance at this interview besides you was *[name(s)]* and the undersigned. This action was taken after a review of your attendance record shows that you have missed a great deal of time due to *(illness)* or *(injury)* or *(personal reasons)*. During the interview you were made aware that this absenteeism is unacceptable and creates a hardship for both your co-workers and the department. As an employee you have an obligation to attend work on a regular and consistent basis.

In the interview, you *(acknowledged/did not acknowledge)* that there was a problem with your attendance. When asked if there were any reasons for this absenteeism, you stated *(employee statement)*

During this interview, you were also asked if there was any medical problems, substance abuse problems, or family problems that kept you from coming to work on a regular and consistent basis, and you stated. *(yes/no)* You were then reminded that if a problem did exist, it was your responsibility to seek treatment.

When asked to give a commitment to improve your attendance, you stated *(employee statement)*

A review of your attendance record reveals the following:

	<u>Year</u>	<u>Days Absent</u>	<u>Number of Occasions</u>
<i>Example</i>	2000	15	10
	2001	11	11
	6 mths 2002	8	7

This is a serious concern to the department. A review of your personnel file reveals the following letters on file:

1. *January 2002 follow up letter to interview on your absenteeism record*
2. *March 2002 absenteeism letter*
2. *Other documentation*

In light of the above, and based upon the fact that you have been warned previously about your poor attendance, this letter serves to advise you that failure to improve your attendance may result in your termination of employment. We will be monitoring your attendance record over the next period of time and will be expecting an immediate and sustained improvement.

We will be expecting an immediate and sustained improvement in your attendance. Should improvement not occur, you will be subject to further action that may include termination.

Yours truly,

*(Manager's signature)*

cc: Union

VPFO Human Resources Associate

Personnel File

**APPENDIX D – ABSENTEEISM LETTER  
FINAL WARNING**

(Date)

Dear (Employee):

This letter confirms an interview held with you on *(date)* to discuss your poor attendance from *(date)* to the present. This action was taken after a review of your attendance record shows that you have missed a great deal of time due to *(illness)* or *(injury)* or *(personal reasons)*. During the interview you were made aware that this absenteeism is unacceptable and creates a hardship for both your co-workers and the department. As an employee you have an obligation to attend work on a regular and consistent basis. Present at this interview besides you was *[name(s)]* and the undersigned.

In the interview, you *(acknowledged/did not acknowledge)* that there was a problem with your attendance. When asked if there were any reasons for this absenteeism, you stated *(employee statement)*

During this interview, you were also asked if there was any medical problems, substance abuse problems, or family problems that kept you from coming to work on a regular and consistent basis, and you stated. *(yes/no)* You were then reminded that if a problem did exist, it was your responsibility to seek treatment.

When asked to give a commitment to improve your attendance, you stated *(employee statement)*

A review of your attendance record reveals the following:

	<u>Year</u>	<u>Days Absent</u>	<u>Number of Occasions</u>
<i>Example</i>	2000	15	10
	2001	11	11
	9 mths 2002	12	8

This is a serious concern to the department. A review of your personnel file reveals the following letters on file:

1. *January 2002 follow up letter to interview on your absenteeism record*
2. *March 2002 letter regarding attendance*
3. *July 15, 2002 letter regarding attendance*
4. *Other documentation*

In light of the above, and based upon the fact you have been warned previously about your poor attendance, this letter is a final warning. Failure to improve your attendance will result in your termination of employment.

Yours truly,

*(Manager's signature)*

cc: Union  
VPFO Human Resources Associate  
Personnel File