**POLICY: ATTENDANCE SUPPORT PROGRAM**

**BACKGROUND**
The Attendance Support Program is a comprehensive strategy to assist employees and the organization in maintaining optimum health, safety and productivity. The Attendance Support Program is an innovative and collaborative response to the health, safety and disability needs of employees.

**POLICY**
Cheshire Homes of London Inc. believes all employees share a desire to make a valuable contribution to the workplace. Cheshire also believes employees at all levels of the organization have a shared responsibility for maximizing this contribution.

**Goals of The Attendance Support Program are:**
- To foster a safe, healthy and productive work environment;
- To prevent or resolve personal injury and health concerns through programs that focus on wellness, safety, absenteeism and disability management; and,
- To increase employee awareness of the costs and consequences created by absenteeism due to injury or illness and the need for regular attendance.

**Objectives of The Attendance Support Program are:**
- To increase awareness of The Attendance Support Program;
- To ensure the consistent interpretation and application of benefit and disability management policies and practices across the organization;
- To regularly review and evaluate program policies and procedures and revise and update as necessary; and,
- To integrate new health, safety and disability management programs into the Attendance Support Program based on analysis of injury and illness data.

The Attendance Support Program consists of three Programs: Prevention, Benefit, and Disability Management, which when combined provide a fully integrated and seamless approach to managing disabilities and improving employee health, employee safety and attendance. Following is an overview of the major elements in each program.

**PREVENTION PROGRAMS**
Cheshire must maximize its ability to positively influence employee attendance through the implementation of prevention programs that promote health and safety in the workplace. Health and Safety programs provide the framework for the identification, evaluation and control of health and safety risks that could result in injury or illness.

**Occupational Health and Safety**

**Workplace Inspections and Hazards:** Workplace inspections promote accident prevention through the systematic and proactive identification of hazards. Members of the Joint Occupational Health and Safety Committee conduct workplace inspections on a regular basis. (see Health and Safety policies 1-10, 1-15, 1-20)
Workplace Hazardous Materials Information System (WHMIS): WHMIS (see Policy 1-111) provides employees with information on the safe handling and use of controlled substances through the use of proper labelling, Material Safety Data Sheets (MSDS) and employee education.

Incident/Accident Investigation: All incidents are investigated to ensure proper attention is given to preventing a reoccurrence. All incidents and injuries, regardless of severity, must be reported immediately by the employee to their Supervisor. Employees requiring medical attention or who have lost time from work as a result of the injury/illness must report this information to their Supervisor within 24 hours.

Serious accidents, resulting in Critical Injuries require immediate involvement of a Supervisor.

Employee Education: Employee education is an important component of accident/injury prevention. Through education, employees are provided with the knowledge on how to assess and manage workplace hazards. Ergonomic and injury/illness prevention education is provided to employees upon hire and reviewed yearly.

Wellness Programs: Cheshire offers a series of health promotion programs on an individual and program wide basis.

Occupational Injuries/Illnesses: Employees who suffer a workplace injury or illness are required to report to their Supervisor or delegate immediately. The Supervisor will assess and arrange for a safe and early return to work in collaboration with the employee, the union and the Supervisor as outlined under the Early and Safe Return to Work Disability Claims Management Program Policy (see Policy 1-127).

Rehabilitation and Early and Safe Return to Work

Return to Work Program: the Early and Safe Return to Work Disability Claims Management Program Policy (see Policy 1-127) assists an employee to return to work during their rehabilitation period.

Physical Guidelines Forms: are a vital component of transitional work programs and ensure a safe and early return to work.

Work Place Assessment: Workplace ergonomics and assessments are conducted on new and existing workplaces. Ergonomic reviews and recommendations are provided as to proper workplace design in accordance with employee capabilities and limitations.

Employee Assistance Program
Cheshire recognizes employee personal problems (stress, marital, legal, financial, emotional, substance abuse, etc.), workplace relations, workplace violence and/or traumas can seriously affect an individual’s health and may adversely affect job performance. An Employee Assistance Program (EAP) is available to help employees and their immediate family members deal effectively with personal problems and/or workplace issues.

The EAP helps to better support and contribute to the overall health of employees, their families and the agency by providing access to specialized services for employees within the organization or facilitation of access to it in the community. Brochures on the EAP are available from the Human Resources and Health and Safety Departments.
Workshops, Seminars and Interventions: From time to time the agency, staff or a department may request the EAP provider to provide other services such as Workshops, Seminars or other forms of interventions including Critical Incident Stress Debriefings, Team Building, Restructuring Support etc. These types of services must be coordinated through Human Resources.

**Benefit Programs**

**Income Replacement Benefits:** A comprehensive employee benefit plan provides income replacement benefits to employees who are unable to work due to illness or injury.

Sources of income replacement benefits may include Short-term Disability Benefits (STD), Employment Insurance (EI) Sick Benefits, Long-term Disability (LTD) or Canada Pension Plan Disability Pension (CPP). Benefits are paid according to contractual guidelines and require the employee to submit suitable medical documentation to be eligible for the benefit.

The Workplace Safety and Insurance Board (WSIB) provides healthcare and income replacement benefits for employees who are unable to work due to an illness or injury directly related to work.

For more information on benefit programs, contact Human Resources.

**NOTE:** The benefit section of this document is intended as a summary only. Where discrepancies exist between this summary and the plan text, the plan text will prevail.

**Short-term Disability Benefits (STD-Sick Pay):** *Applicable to Full-time Employees only*

Full-time employees who have successfully completed their probationary period may be eligible for short-term disability benefits (STD-Sick Pay) for absences related to a disabling non-occupational illness or injuries. In all cases, a doctor’s certificate is required for absences of three days or more.

Short-term disability benefits are contingent upon the employee completing the necessary eligibility period and providing suitable medical proof of total disability to the benefits provider. Benefits will not be granted for the purposes of:

a) Illness in an employee’s family;
b) Personal business;
c) Cosmetic surgery or procedures not covered by Ontario Health Insurance Plan (OHIP);
d) Illness/injuries during a leave of absence;
e) Doctor, dentist, or other health related appointments.

Employees may be eligible to apply for Compassionate Care through the Employment Insurance (EI) Plan, request unpaid Emergency Leave in accordance with the Employment Standards Act, or request vacation, time owing, statutory holidays, etc.

**Employment Insurance (EI-Sick Benefits):** *Part-time waiting period of 2 weeks; full-time waiting period of 15 weeks (period of STD-sick benefits)*

EI Sick Benefits are available to full-time employees who exhaust their STD-sick benefit and continue to be totally disabled. EI sick benefits are contingent upon EI rules and commence after STD-sick benefits cease. Part-time employees are eligible for EI sick benefits after two weeks. Employees are responsible for applying to their local EI office for EI sick benefits. A Record of Earnings from the agency will be required to apply.
To avoid delays in receiving EI sick benefits, full-time employees should start the application process during their 12th week of absence while on STD-sick benefits. Preparing beyond the 13th week may result in an interruption of income between STD sick benefits and receiving EI sick benefits. Part-time employees must apply within three weeks of being disabled from work.

Contact Payroll for assistance and to arrange for a Record of Employment.

**Long Term Disability Benefits (LTD):** *Applicable to full-time employees only*

Long-term Disability Benefits are available to full-time employees who are unable to return to work due to a lengthy illness or injury. The qualifying period for LTD is 119 days of disability. Part-time employees are not eligible.

LTD Claim forms are available from Human Resources. The LTD application requires information from the employee’s attending physician (and specialist, if available), Cheshire and the claimant.

Human Resources will assist employees in completing the LTD application.

**Workplace Safety and Insurance Benefits (WSIB):** Employees injured on the job may be eligible for WSIB benefits as per WSIB policy. Healthcare and income replacement benefits commence upon approval of the claim by the WSIB. Income replacement benefit levels are based on pre-disability earnings, WSIB benefit ceilings and will not normally exceed 85% of an employee’s pre-disability net pay. The acceptance of the claim and the duration of the benefit are contingent upon WSIB policy, the degree of disability and the continued cooperation of the claimant with the WSIB and the agency. If an employee’s claim is denied, the employee has the right to appeal.

As per agency policy and WSIB legislation, all work related injuries or illnesses requiring medical attention, or result in a loss of time from work must be reported immediately by the employee to his/her immediate Supervisor or delegate. Human Resources will assess the information provided and where medically appropriate, arrange for, a safe and early return to work. The agency pays 100% of WSIB premium costs.

**Applying for LTD while on WSIB:** Employees who are eligible for WSIB lost time benefits may also be asked to apply for LTD if their absence extends to the end of the normal LTD qualifying date up until the age of 65. If approved, the LTD benefit is directly offset by the WSIB benefit.

**Canada Pension Plan (CPP) Disability Benefits:** Human Resources Development Canada’s Canada Pension Plan provides for the payment of disability pensions to eligible CPP contributors and their dependent children. To qualify for CPP Disability Benefits, the disability must be a physical or mental impairment that is both severe and prolonged. Objective medical evidence and other factors are considered when determining eligibility by the government.

Employees may apply for CPP disability benefits once they have been continuously disabled for three months. **Employees will be encouraged to apply early, as CPP will only pay up to a maximum of 12 months’ of retroactive benefits.** CPP disability benefits increase regularly to reflect cost-of living. If an employee’s application is declined, the employee has the right to appeal.
Employees in receipt of LTD benefits will be asked to apply for CPP Disability by the agency and the agency’s LTD insurance carrier. CPP Disability benefits are a direct offset to LTD Benefits. Continuation of LTD benefits for eligible CPP recipients may be contingent upon the employee applying for CPP, or their LTD benefit may be reduced by an estimated amount of the CPP Disability award until such time as they apply for CPP.

**DISABILITY MANAGEMENT PROGRAM**

**Introduction to Disability Management Principles:** Disability Management is a planned process for managing illnesses and injuries and minimizing the impact of the impairment on the organization and the employee’s capacity to participate in the work environment. Early intervention, rehabilitation and re-integration back into the workforce are components of the agency’s program. Income replacement plans provide income support to employees during their disability.

**Return-to-Work (RTW) Strategies:** Human Resources and Supervisors will work with the employee during an illness or injury to establish an anticipated RTW date following an injury or illness. Once a RTW date has been established, the Supervisor will notify the employee. Where necessary, the Supervisor will arrange to meet with the employee, the union, the program Supervisor, and Human Resources to discuss the RTW Plan.

Transitional Work Programs are a common strategy in returning employees to work following an injury or illness.

**Modified/Transitional Work Program:** Transitional Work Programs, managed by Human Resources and Supervisor, are a comprehensive team-based approach to ensure an employee’s safe and early return to work following an injury or illness.

**Objectives of Transitional Work Program:**
- To facilitate the employee’s early and safe return to work after an injury or illness;
- To provide temporary transitional or modified duties appropriate to an employee’s functional abilities over a period normally not exceeding twelve (12) weeks;
- To facilitate the employee’s return to regular duties; and,
- To comply with federal and provincial legislation governing workplace injuries and the duty to accommodate workers.

**A Team Approach:** The return to work process is best achieved through a team approach. Each team member provides expertise important to the success of the employee’s safe and early return to work. The team may include the following disciplines, as required:
- Employee
- Union representative
- Human Resources Coordinator
- Supervisor
- Director of Community Support
- LTD Rehabilitation Consultant (if applicable)
- Director of Human Resources (if applicable)
- Employees’ Physician/alternate Healthcare Provider

**Joint Responsibility and Program Completion:** All members of the Transitional Work Team share in the responsibility of monitoring the employee’s progress. As required, revisions to the plan are made to ensure a safe return to work.
An employee has completed the program when he/she has returned to regular duties with no restrictions or reoccurring problems. Transitional Work Programs will normally not exceed twelve (12) weeks in duration.

ATTENDANCE MANAGEMENT PROGRAM
Management Philosophy: Cheshire is dedicated to the provision of quality consumer care. It is an expectation of employment that employees are responsible for maintaining their health and assuring prompt and regular attendance at work. Employees need to meet the attendance standards set by the agency and will be advised if their attendance does not meet these standards. The Attendance Support Program provides a framework for managing attendance and assisting employees in managing their health needs at Cheshire.

Attendance Support Program Goals:
- Increase employee awareness of the program and the need for regular attendance;
- Increase employee awareness of the costs and consequences created by absenteeism;
- Ensure the consistent interpretation and application of program standards and procedures; and,
- Minimize instances of absenteeism.

The program will be evaluated on a regular basis, and revised as necessary.

Scope of the Program: All Cheshire full-time and part-time employees, including management, are participants in the Attendance Support Program. Supervisors are responsible for following attendance management procedures and reviewing attendance of employees under their responsibility on a quarterly basis. Initially, all employees start out in the “Awareness Phase”. Movement into higher phases occurs when an employee’s attendance record fails to meet agency standards.

There are six phases in the program. Supervisors will review the attendance records of their employees at the end of each quarter. At Phases 1, 2, 3, 4, 5 and 6 an interview must take place between the Supervisor and the employee. The Attendance Support Program does not track absences due to work-related injuries or illnesses, modified work, trial work, vacation or approved unpaid leaves.

Innocent or Non-Culpable Absenteeism: Absences due to non-occupational illnesses or injuries are accepted by the agency as not being blameworthy and are “innocent” in nature. This “innocent absenteeism” will be approached by the agency in a non-disciplinary manner and will begin with the early identification of an excessive degree of absenteeism.

Absenteism due to illness or injury that fail to meet standards established by the agency will be brought to the employee’s attention with the expectation appropriate measures will be undertaken by the employee to lessen the frequency of absenteeism. Employees are also encouraged to seek assistance from EAP and/or their union. The agency’s concern is not with the reasons for the absence, but with the need to meet attendance expectations.
Unexcused or Culpable Absenteeism: Absences due to failure to report, absences without approved leave, absences due to repeated tardiness, patterned absences, fraudulent use of the sick plan or failure to provide requested medical certificates is considered inexcusable or culpable. Such absences will be dealt with outside the program as a disciplinary matter and may disqualify an employee from STD-sick benefits and/or lead to discipline up to and including termination.

Special Consideration: “Special Consideration” may be granted to employees if it has been determined the employee’s absenteeism is due to a chronic or time-limited, life threatening medical condition or illness. Human Resources, in consultation with the employee and the employee’s treating physician/Occupational Health Physician will make the determination for Special Consideration.

Employees granted “Special Consideration” would not progress to higher phases for absences related to their chronic or time-limited, life threatening medical condition until such time as their condition improves, they are successfully accommodated or they are not able to (or will not) provide medical documentation to support their absences. Human Resources and the Supervisor will establish dates for follow-up activity. Failure to follow-up with Human Resources or the Supervisor within stipulated times might result in the employee progressing to the next phase in the Program. Absences unrelated to an employee’s chronic or time-limited, life threatening medical condition would continue to be assessed under the Attendance Support Program. To be removed from the program, an employee must be absence free for six months or five or less absences in a 12-month period. The granting of Special Consideration does not qualify as absence free and the employee's status in the program will continue to be reviewed.

Excessive Absenteeism: Where excessive absenteeism continues and the employee has met the criteria for Phase 6, the employee’s attendance is viewed as “innocent” but unacceptable.

At Phase 6, each case will be carefully examined on an individual basis giving thoughtful examination of a variety of factors, not purely statistics. A termination of the employee’s employment may be justified for “innocent absenteeism” if the agency establishes that:
• A lengthy past record of excessive absenteeism exists;
• It has satisfied its duty to accommodate; and,
• The employee is not likely to attend work regularly in the foreseeable future.

Definitions
Actively Working and Actively at Work - means the performance of the regular duties of the person's own occupation for one full working day or shift. Employees participating in approved modified duties are not considered to be "Actively at Work".

Absence - includes any scheduled workday where an employee is unable to report to work due to a personal emergency or non-occupational illness or injury.

Incident - Absences which span over 2 days or more can be viewed as an incident. An incident includes an episode of absence(s) related to a specific non-occupational illness or injury. The first day of the incident starts on the first day of the absence and ends when the employee returns to a full day of active work.

Example: An employee experiences Bronchitis and was unable to attdn work for three (3) consecutive days. The following week that same employee experienced a migraine and was unable to attend work for two (2) consecutive days. That employee’s record would show that they had five (5) days of absence which consisted of two (2) incidents.
If an employee returns to work after being absent, any subsequent period of absence for the same or related cause can be considered a continuation of the same incident, provided the employee substantiates the absence with suitable medical documentation to Human Resources within the time stipulated. The onus is on the employee to report to Human Resources with suitable medical documentation for such absences.

If an employee returns to active work for three consecutive or continuous regular work weeks after being absent due to a non-occupational illness or injury, any subsequent period of absence for the same or a related cause will be considered a separate incident. See "Special Consideration" section for information specific to employees being held at their current phase.

**Chronic medical condition** – e.g. diabetes, migraines, mental illness

**Time limited, life threatening medical condition** - expected to improve within a specific period i.e. cancer, heart attack, stroke

**Date of Disability** - means the first day of regularly scheduled work for which the employee is unable to report to work due to a specific non-occupational illness or injury.

**Patterned Absences** - An unscheduled absence, which has a recurring, or repeating style.

"Flagging Criteria" – A pre-determined agency standard in terms of a number of incidents or days in a given sequence and/or period of time. See Absenteeism Management Process for criteria.

**ATTENDANCE SUPPORT PROCESS**

**Awareness Phase and Quarterly Reviews:** The attendance of all casual, full-time and part-time employees is reviewed by the agency on a quarterly basis (i.e. January - March, April - June, July - September and October - December). All employees start out in the base “Awareness Phase” of the program.

Progression beyond the Awareness Phase occurs when the employee’s level of absences has failed to meet agency standards and has met the “flagging” criteria for higher phases. There are six phases in the program. An interview will take place with his/her Supervisor at Phases 1, 2, 3, 4, 5 and 6.

**Awareness Phase to Phase 1**

**Movement from the Awareness Phase to Phase 1** begins when after each attendance review, any of the following flagging criteria is met:

a) During the previous 12-month period, an employee experiences six or more incidents; or

b) During the previous 12-month period, an employee experiences eight or more days of absence

**Phase 2 and Above**

**Movement into Phase 2 or higher phases** takes place if, during the subsequent quarter, the employee experiences more than two days of absence.

**Movement back to the Awareness Phase** will occur if the following criteria are met:

a) The employee is absence free for six consecutive months; or

b) The employee has five or less days absent in a 12-month period

Special Consideration does not meet the absence free definition.
Program Procedures: Phase 1 to 6

1.0 PHASE 1
The following steps occur when an employee has met the criteria for Phase 1.

1.1 Notification of Phase 1:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 1 letter to distribute to employee during interview

1.2 Phase 1 Interview:
An interview between the Supervisor and the employee will take place in which the Supervisor advises the employee of their status moving to phase 1 and the criteria they met to qualify. This discussion needs to be recorded in Goldcare along with a copy of the letter. This discussion does not require a Confidential Counselling Form (CCF) be completed.

2.0 PHASE 2
The following steps occur when an employee has met the criteria for Phase 2.

2.1 Notification of Phase 2 Interview:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 2 letter to distribute to employee during interview

2.2 Phase 2 Interview:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 2 letter to distribute to employee during interview

The Phase 2 interview is an offer of assistance, and is held between the Supervisor and the employee. During the interview, the Supervisor will review and discuss with the employee:
- Consent to release a copy of the CCF to their union (must sign if consent)
- The goals/purpose of the Attendance Management Program
- The impact of absenteeism on program operation and service to consumers
- The employee’s attendance/absence record
- How the employee has met the Program criteria
- The agency’s attendance expectations
- Identification of ways to improve attendance
- Resources/assistance available (e.g. Extended Healthcare Benefits utilization of Physiotherapy, OT or EAP, etc.)
- The potential outcome of excessive absenteeism (i.e. may lead to non-disciplinary termination)
- Attendance will continue to be monitored
- Discussions will be maintained confidential
3.0 PHASE 3
The following steps occur when an employee has met the criteria for Phase 3.

- Initial Phase 3 interview between the Supervisor (and a Human Resources representative, if requested by the Supervisor) and the employee (and a union representative, if requested by the employee)
- The employee may be asked to sign consent for medical release of information to be sent to the employee’s attending physician
- Human Resources will review medical information provided by the attending physician. If the medical documentation supports special consideration due to a chronic or time-limited, life-threatening medical condition the employee will remain at Phase 3 if any subsequent quarter is “flagged” due to this condition.

3.1 Notification of Initial Phase 3 Interview:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 3 letter to distribute to employee during the interview.

3.2 Initial Phase 3 Interview:
The Supervisor will:
- Arrange as soon as possible for the Phase 3 interview between:
  - Supervisor
  - Employee
  - Human Resources representative (if requested)
  - Union representative (if requested by the employee)
- Hold the interview with the employee as soon as possible, complete the Confidential Counselling Form (CCF) and provide the notification letter to the employee
- Upload copies of the Phase 3 letter and CCF into the employee file and Goldcare.

4.0 PHASE 4
The following steps occur when an employee has met the criteria for Phase 4.

4.1 Notification of Phase 4 Interview:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 4 letter to distribute to employee during interview.

4.2 Phase 4 Interview:
The Supervisor will:
- Arrange as soon as possible for the Phase 4 interview between:
  - Supervisor
  - Employee
  - Union representative
  - Human Resources representative
- Hold the interview with the employee as soon as possible, complete the CCF and provide the letter to the employee
- Upload copies of the Phase 4 letter and CCF into the employee file and Goldcare.
5.0 PHASE 5
The following steps occur when an employee has met the criteria for Phase 5.

5.1 Notification of Phase 5 Interview:
The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 5 letter to distribute to employee during interview

5.2 Phase 5 Interview:
The Supervisor will:
- Arrange as soon as possible for the Phase 5 interview between:
  - Supervisor
  - Employee
  - Union representative
  - Human Resources representative
  - Director of Community Support
- Hold the interview with the employee as soon as possible, complete the CCF and provide the letter to the employee
- Inform the employee attendance will continue to be monitored, and non-disciplinary termination may occur if the flagging criteria are met
- Upload copies of the Phase 5 letter and CCF into the employee file and Goldcare.

6.0 PHASE 6
6.1 The Supervisor will:
- Review attendance history for all employees and identify employees who meet the criteria for progression.
- Prepare the Phase 6 letter to distribute to employee during interview
- Arrange for a review of the case with the employee’s Supervisor, the Human Resources, Supervisor or designate, and the Director of Community Support prior to notifying the employee
- Each case will be carefully examined on an individual basis, giving thoughtful examination of a variety of factors, not purely statistics. The termination of employment may be justified should the employee’s attendance record and individual circumstances show that:
  1. A lengthy past record of excessive absenteeism exist;
  2. The agency has satisfied its duty to accommodate; and,
  3. The employee is not likely to attend work regularly in the foreseeable future
- Prepare a written letter outlining the results of the intermediate review or prepare a non-disciplinary termination notice

6.2 Phase 6 Interview
The Supervisor will:
- Arrange as soon as possible for the Phase 6 interview between:
  - Supervisor
  - Employee
  - Union representative
  - Director of Community Support
  - Human Resources representative
- Discuss the results with the employee
SICK TIME PROCEDURES
FAILURE to follow Sick Time Procedures may result in an employee being recorded as an "unpaid" absence. The agency reserves the right to verify absence is medically justified.

Employee’s Role

Sick Call-In:
- Report all absences due to a non-occupational injury or illness as per program procedure or as provided for in the applicable Collective Agreement
- Provide Human Resources with suitable medical documentation upon his/her return-to-work for absences of three days or more. Reimbursement for Doctors’ note will occur only:
  a) If required (i.e. three days absence or on Phase 3 or higher of Attendance Management Program); and,
  b) The note contains meaningful medical information such as nature of illness, dates involved, expected duration of illness, medical expectations, treatment program; or,
  c) If requested, for special circumstances by the Director of Community Support
- Provide medical documentation for any absence previously granted “Special Consideration”
- Notify his/her Supervisor if expecting future planned absence of greater than three days (i.e. surgery, other treatment programs)

Supervisor’s Role
- Obtain and track necessary information for absences as per agency and program procedures
- Follow attendance management procedures
- Notify Human Resources of all employee absences which have progressed into Phase 3
- Conduct Attendance Support interviews with employees who have met the criteria in the Attendance Management Program
- Ensure absences are coded correctly

Director of Human Resources Role
- Provide resource and support for employees regarding health issues
- Maintain privacy/confidentiality of medical information
- Review medical documentation
- Assess an employee’s ability to return to their job if off three or more days
- Communicate with management where necessary
- Determine need for assessment by Occupational Health Physician
- Determine if suitable for Modified/Transitional Work
- Provide training and guidance on Attendance Management matters to Supervisors and employees
- Address concerns about Attendance Management matters
- Support Supervisors in Phase interviews

Director of Community Support Role
- Provide resource and support for Supervisors
- Communicate with Executive Director where necessary
- Provide training and guidance on Attendance Management matters to Supervisors and employees
- Address concerns about Attendance Management matters
- Support Supervisors in Phase interviews
Human Resource Coordinator Role
- Liaise with the Director of Human Resources in the establishment of a disability management plan for employees absent three or more days
- Create a personalized disability management plan and follow up plans
- Communicate information regarding an appropriate schedule for regular contact with employee’s on STD or LTD.
- Coordinate and monitor Modified/Transitional Work as outlined in section for Modified/Transitional Work Program
- Determine if Permanent Accommodation is required in conjunction with Director of Human Resources and Supervisor
- Assure medical documentation is appropriate

Employee's Physician's Role (As per Canadian Medical Association Board of Directors, 01 March 1997)
- Diagnose and treat the illness or injury
- Advise and support the patient
- Provide and communicate appropriate information to the patient and the employer
- Work closely with other healthcare professionals to facilitate the employee's/patient’s safe and timely return to the most productive employment possible

Union Representative’s Role
- Counsel members on the benefits of cooperation in The Attendance Support Program
- Maintain worker confidentiality
- Suggest the Employee Assistance Program (EAP), when required
- Provide positive support and reinforcement for The Attendance Support Program
- Represent and provide positive support to members
- Communicate with all parties involved to remove any potential obstacles