

EMPLOYEE ATTENDANCE IMPROVEMENT & MONITORING

Personnel and Employee Relations



January 2025

Purpose/Background

Rocky View Schools (RVS) employees are required to ensure consistent attendance at work to fulfill the duties for which they are employed. Frequent employee absences can have a detrimental effect on the division's operations including, but not limited to student learning, employee workload, employee wellness, facility maintenance and financial costs. The division has established the Employee Attendance Improvement & Monitoring (AIM) initiative to support regular employee attendance. AIM is intended to formalize and create consistency across the division while working towards:

- improving student learning and successful student outcomes through increased staffing consistency and productivity;
- strengthening the workforce by reducing the amount of time employees spend away from the workplace, and enhancing workplace wellbeing;
- decreasing costs to the organization by reducing overtime and replacement costs.

AIM is intended to proactively identify employees requiring support to successfully improve their attendance. RVS is committed to ensuring employees are aware of their right to not disclose personal information and/or medical diagnosis or treatment information. AIM does not apply to employees being supported through disability management or with culpable absences. RVS is committed to continuing to accommodate employees with substantiated limitations and/or restrictions. Nothing in this procedure is intended to alter any legal duty to accommodate these employees to the point of undue hardship.

This procedure applies to all RVS employees. AIM is not intended to allege or address employee misconduct. However, failure to comply with reasonable directives to participate in AIM may be considered misconduct where circumstances warrant and may be addressed through AP 410 Progressive Discipline.

Definitions

- Non-Culpable Absences:** Absences from work, where there are authorized reasons for the absences. The reason the employee is absent from work is valid. Examples may include:
- sick leave with and/or without pay;
 - appointments during working hours, with and/or without pay;
 - absences from work for personal reasons with and/or without pay.
- Culpable Absences:** Absences involving employee fault or wrongdoing. These absences are disciplinable, and subject to AP 410 Employee Progressive Discipline. Examples may include:
- excessive lateness, leaving work early without justification, or failure to report to work without following established procedures and without legitimate reason;

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- absences that appear to be suspicious in nature and prove to be abuse;
- unsubstantiated absences where evidence of the reason for the absence is required and not provided;
- dishonest or not legitimate explanations

Patterned Absences:

Absences that occur repetitively or in a pattern: Examples may include:

- On particular days of the week, month, or year;
- On days adjacent to scheduled days off and/or weekends;
- On days prior to, on, or after performance related matters are addressed;
- On days prior to, on, or after personal matters are addressed.

Protected Characteristic:

Characteristics an employee may have, of which discrimination is prohibited under the Alberta Human Rights Act, including race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status and sexual orientation.

Threshold:

The threshold is determined by Human Resources comparing employees in similar employee groups. For example, Teachers will be compared to Teachers, and Support employees will be compared to Support employees. In some cases, employees will be compared to those in the same department or location. In all cases, prior years absence statistics will be used as a baseline, and the threshold may change as determined by Human Resources.

Procedures

1. Employees are expected to:
 - 1.1. Attend work as scheduled to fulfill the duties for which they are employed;
 - 1.2. Make efforts to avoid absences during scheduled hours where possible;
 - 1.3. Seek to be physically and mentally fit for work, and notify Human Resources as soon as possible should their ability to regularly attend work and/or fulfill the duties for which they are employed becomes impacted by a disability, illness, injury, or protected characteristic;
 - 1.4. Make themselves aware of this Administrative Procedure and participate in meetings when enrolled.
2. Supervisors are expected to:
 - 2.1. Actively approve and/or review the attendance records of their employees;
 - 2.2. Implement this procedure in a manner that considers individual employee circumstances;
 - 2.3. Support employees struggling to maintain regular attendance;

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- 2.4. Remind employees they are not required to disclose personal and/or medical diagnosis or treatment information at any time;
 - 2.5. Refer employees to Human Resources as needed;
 - 2.6. Make themselves aware of this Administrative Procedure and promote this procedure to their employees.
3. Human Resources is expected to:
 - 3.1. Actively approve and review the attendance records of division employees;
 - 3.2. Implement this procedure in a manner that considers individual employee circumstances;
 - 3.3. Support employees struggling to maintain regular attendance;
 - 3.4. Remind employees they are not required to disclose personal and/or medical diagnosis or treatment information at any time;
 - 3.5. Coach Supervisors to effectively support employees struggling to maintain regular attendance;
 - 3.6. Promote this Administrative Procedure to division employees.
4. Employee attendance will be monitored divisionally by Human Resources as well as by Supervisors.
 - 4.1. When an employee's absences appear to have a pattern, and/or when the absences appear to reach, exceed, or are trending towards the threshold, they will be considered for AIM.
 - 4.2. When an employee is being considered for AIM, their attendance record will be reviewed and investigated (if necessary) by Human Resources in consultation with the employee's Supervisor to ensure the absences considered meet the applicable non-culpable definition in this procedure.
 - 4.3. The employee may or may not be consulted at this stage.
 - 4.4. Human Resources will make the determination if the employee will be entered into AIM.
5. When the employee is entered into AIM, the employee will receive a letter from Human Resources notifying them. The supervisor, in consultation with Human Resources, will schedule an informal meeting with the employee, to review their non-culpable attendance record with reference to the threshold.
 - 5.1. The goal of the meeting is to ensure the employee is aware they have been enrolled in AIM and inquire if any division supports or resources could be provided to assist the employee in improving their attendance.
 - 5.2. The Supervisor will schedule follow-up meetings, providing coaching and support to the employee as frequently as the Supervisor deems reasonably appropriate.
 - 5.3. If at any time the employee identifies that their absences are related to a disability, a workplace injury or illness, and/or a protected characteristic as identified under the Alberta Human Rights Act, they will be referred to Human Resources to address the absences separate from AIM as appropriate.
 - 5.4. Where the employee is represented by a recognized bargaining agent, the employee has the right to seek support and advice from their union representative.
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6. If the employee's attendance does not improve, or at any time previously if the Supervisor deems additional support may be beneficial, the Supervisor will refer the employee to Human Resources. Human Resources will schedule a formal meeting with the employee to review their non-culpable attendance record as well as discuss their participation in AIM thus far.
 - 6.1. The goal of the meeting is to provide continued supports, referrals, and coaching to the employee.
 - 6.2. Human Resources will schedule follow-up meetings as frequently as Human Resources deems reasonably appropriate.

 7. If the employee demonstrates sustained improved attendance defined as three (3) consecutive months at or below the threshold, they may be discharged from AIM.
 - 7.1. The employee will receive a letter informing them of their discharge from AIM and no further follow up will be required, provided their attendance remains below the threshold.