

Attendance Management Guidelines for CUPE Local 2950 Employees

INTRODUCTION	2
1. EVALUATING AND UNDERSTANDING ABSENTEEISM	3
2. PROMOTING REGULAR ATTENDANCE AT WORK	3
3. MANAGING ABSENTEEISM CONSISTENTLY	4
Step 1: Review Records and Identify Problem Absenteeism	4
Step 2: Absenteeism Meetings	6
Step 3: Duty to Inquire	8
Step 4: Assessing the Employment Relationship	8
APPENDICES	
A – First Interview Follow-up Letter	10
B – Second Interview Follow-up Letter	11
C –Third Interview Follow-up Letter	12
D – Final Warning Letter	14
E – Sample Interview Questions	15

Attendance Management Guidelines for CUPE Local 2950 Employees

Introduction

Our success as a University depends on the contributions made by our employees. Regular employee attendance is an essential part of this. The University is committed to fostering a culture of regular attendance, and promoting health and wellness among our staff.

Illnesses and injuries do occur, and when they do employees are provided with leaves for treatment and recovery, and support. During these leaves, the human resources aspect must be managed to ensure that the impact on operations is minimized, in accordance with our collective agreement, jurisprudence, as well as human resources and health and safety principles.

Excessive absenteeism results in a detrimental impact to the University's operations, such as a reduction in the quality and timeliness of services or production, increase of work flow to colleagues and financial cost.

Absenteeism will have varying impacts on operations across departments and positions. The consistent and appropriate evaluation of absenteeism by management is essential in order to implement and maintain a successful Attendance Management Program (the "Program").

Managing employee absenteeism can be complicated. These Guidelines have been developed to assist those responsible for managing employees represented by the CUPE 2950 bargaining unit in the long-term management of absenteeism. The objectives of these Guidelines are:

- Evaluating and understanding absenteeism
- Promoting regular attendance at work
- Managing absenteeism consistently across the University

In managing absenteeism, other health related issues may be raised, including wellness initiatives, health and safety measures and accommodation of disabilities. HR Advisors are available to guide managers through these issues and make the necessary referrals to specialists and experts, as required.

1. Evaluating and Understanding Absenteeism

In order to administer this Program it is first important to understand the difference between culpable and non-culpable absenteeism.

Non-culpable absenteeism is typically an absence resulting from disability, injury, illness, or another legitimate health reason. Examples include:

- Sick leave (paid or unpaid)
- Injury leave (WorksafeBC)* *[discussed in greater detail below]*
- Other absences attributable to illness or injury

The term “non-culpable” means that the employee’s absence is not blameworthy. Therefore, the response from management is non-disciplinary.

In contrast, **culpable** conduct involves employee fault or wrongdoing. Examples of culpable issues in absenteeism may include:

- Failure to report to work or follow the established call in procedures
- Sick leave fraud
- Falsification of time records
- Excessive lateness

These Guidelines focus strictly on non-culpable absenteeism. The approach is non-disciplinary. Culpable absenteeism is addressed using a disciplinary approach and, consequently, does not fall within these Guidelines. It is important to deal with the two concepts separately.

If you have concerns about potential culpable conduct (for instance, concerns that an employee on sick leave is not actually sick) contact your HR Advisor to discuss the appropriate steps. These types of allegations involve a disciplinary approach, and therefore must be handled outside of this Program.

2. Promoting Regular Attendance at Work

An open discussion is the key to successful attendance management and promoting regular attendance. Specific actions a manager should take include:

- Engaging employees to recognize their value to the University’s operations.
- Communicating regularly with employees about the expectation for regular and consistent attendance.
- Managing absences consistently and concurrently.

- Identifying and resolving contextual factors in the workplace that may contribute to absenteeism through dialogue with employees.

3. Managing Absenteeism Consistently

The success of this Program depends upon the consistent application of these administrative steps. The following steps are designed to identify and formally address excessive problem absenteeism.

STEP 1: Review Records and Identify Problem Absenteeism

A. Compile the absentee record for each employee.

For each employee, the manager must identify:

- All absences (paid or unpaid) due to illness or injury regardless of cause.
- All injury on duty or WorksafeBC leave.
- Any other unplanned, unscheduled absence or leave – some examples being absent without leave, failure to report to work, absence to care for family members, personal emergencies.

This will form the employee's record of non-culpable absenteeism for this Program. In compiling this record, it is important to ensure the information used is accurate, current and consistent.

Examples of absences not included in this record are:

- Scheduled vacation.
- Maternity, adoption or parental leave.
- Approved absence for Union business.
- Compassionate leave.

B. Initial threshold point for inclusion in the Program

The next step in the Program is to compile a list of employees who, based on their attendance statistics, *may* be candidates for the Attendance Management Program.

The University is made up a diverse group of employees working in a wide range of departments and occupations. Therefore, it is challenging to identify one threshold measure of absenteeism that addresses all departments.

It is important to note that the Attendance Management Program is a formal Program intended to formally document poor attendance and seek improvement in the attendance of individual employees, but in a manner that is consistent. Therefore there must be a threshold for inclusion in the Program for all employees who are members of CUPE 2950. This Program is only intended to deal with employees who have absentee issues beyond the threshold.

When determining whether to meet with an employee under this Program – please consult with your HR Advisor as needed.

The Absentee Threshold

These Guidelines incorporate a two-pronged approach. An employee may be included in the threshold group for review where, in the preceding year, the employee has been absent:

- A. **for 12 or more days;**

OR

- B. **at a rate exceeding the annual departmental average**

Managers will be advised by HR of any changes or updates to this threshold.

If you have an employee who does not meet this threshold, but you have concerns with respect to their attendance, please contact your HR Advisor.

- C. **Consider the record of each employee on the list, and determine whether that employee should be placed in the Program**

Once the list of employees who are over the “threshold” has been compiled, individuals should not automatically be placed in the Program. Managers must consider the record of each person on the list to determine whether there is an ongoing problem with excessive absenteeism that needs to be addressed and managed.

Measuring whether there is “excessive absenteeism” in each case

Not all non-culpable absenteeism is the same. Key criteria in evaluating absenteeism include:

- The duration of absences (short, intermittent versus longer term)
- The frequency (i.e. the number of separate occurrences)
- The predictability (i.e. whether planned or unplanned)

The number of incidents, and the duration of each are important considerations. Frequent, unplanned absences may cause more operational disruption and hardship than one longer planned absence.

Questions to consider in assessing each record include:

- How many times, days, and for what reason has the employee been absent?
- Is the problem recent, can it be traced to a particular change in the employee's circumstances?
- Are the absences of short duration with no medical attention?
- Are the absences due to family responsibilities?
- Is there a solution that will likely enable the employee to maintain regular attendance in the foreseeable future?
- Has the employee identified a chronic underlying condition (i.e. a disability)?
- Has the employee identified a need for accommodation of a disability or other condition? (Discuss with your HR Advisor)

There will be times when a review of the record indicates there is not a current problem with absenteeism, even though the employee is over the threshold. For instance, in a situation where absence was caused by an isolated illness or injury (such as a planned treatment or surgery, or a motor vehicle accident) and there are no other problems with the attendance record.

To summarize, the question the manager must address is whether, on a review of the record, there is an ongoing problem with excessive absenteeism that needs to be addressed and managed. If so, then the employee may appropriately be placed in the Attendance Management Program.

This flexible approach must be applied throughout all steps of the Program. Therefore, these questions and issues must be kept in mind each time the manager is evaluating the employee's record of attendance.

Managers are encouraged to contact their HR Advisor if they require any advice or guidance as to whether a particular employee has "problem attendance" and/or should be moved to the next step of the Program.

STEP 2: Absenteeism Meetings

If a review of the record does disclose problem absenteeism (as discussed above) the employee is required to attend a meeting. A list of proposed meetings is to be sent to the Union in advance of meetings being arranged. Managers must review attendance records prior to the employee meeting. As part of that review, managers should consider the operational and financial impact of the employee's absences.

Present at this meeting is a union representative, as well as a second management representative who will document the discussion. The employee must attend with their union representative.

Appendix E to this policy lists a number of questions for managers to cover at the employee meetings.

A meeting is divided into four sections:

1) Review of absences and impact

The manager confirms that this is a non-disciplinary meeting. The manager reviews the attendance record with the employee, confirming the total number of days absent, the number of occasions, and the type of leave taken. The manager explains the detrimental impact on operations given the nature of the work the employee performs. The tone of this message is important, because it highlights the employee's value in the workplace, as well as the consequence of their absence on the workforce when they are away.

2) Understanding

Through this discussion with the employee, the manager seeks to understand the reasons for the absences. It is important to explore workplace or personal factors that impede the employee from regularly reporting for work.

Managers will not necessarily have access to confidential medical information, such as a diagnosis of an illness, at this stage of the Attendance Management Program. However, it is appropriate to ask if the employee is experiencing an ongoing medical condition that is causing or contributing to their absenteeism, if they are currently under the care of a Physician or if they are following a prescribed treatment Program. It is important to emphasize that we are not challenging their right to use the sick leave provision for a legitimate absence due to illness or injury.

3) Moving forward: Prognosis and Monitoring

The employee and manager discuss the prognosis for regular attendance and respective responsibilities and commitments. The manager reminds the employee about Programs and supports in place to promote wellness at the University, including the Employee and Family Assistance (EFAP) Program. The employee is informed that his/her attendance will be monitored and that a significant and sustained improvement in their attendance is required, and that if such improvement does not occur the employee will move to the next step of the Program.

4) Documenting the Discussion

After the meeting, a letter is normally issued to the employee, with copies to

the union, Human Resources, and the personnel file. A template is offered in Appendix A – Letter 1. Letters must be tailored to include the circumstances of each employee and what was said in the discussion. Depending on the circumstances and the responses it may be that no letter is issued.

A subsequent meeting or second meeting should not automatically or necessarily be held. If, however, the required improvement in attendance does not occur, the second and third meeting may be necessary and appropriate. These subsequent meetings will adopt a similar approach to the first meeting. It is important to reference the previous meetings held with the employee within the scope of these Guidelines. While the period of time between meetings is not prescribed, it's important to assess the particular circumstances of each case, before determining the monitoring period between meetings. The monitoring period should always be the same; however, the decision to have a 2nd or 3rd meeting with someone is based on their particular circumstances. While the period of time between meetings is not prescribed, it does need to be long enough to demonstrate that the expected improvement did not take place. See the Appendices for sample follow-up letters. Note that these must also be tailored to the personal circumstances of each employee.

STEP 3: Duty to Inquire

There may be employees whose excessive absenteeism is related to a specific medical condition or injury. Where greater clarity is required, additional medical information may be requested from the employee to ensure the University can properly assess next steps, including any possible duty to accommodate. Should an employee share with you that their absenteeism is related to a medical condition or injury please inform them that we may need further information and that you will get back them shortly. Please consult with your HR Advisor regarding next steps.

STEP 4: Assessing the Employment Relationship

The aim of this Program is to assist as many employees as possible in returning to an acceptable level of regular attendance. However, in some cases this will not occur.

Where the review process does not result in an acceptable level of improvement in attendance, the University must assess the viability of continuing the employment relationship. The relevant questions are:

1. Whether the employee has had an excessive absenteeism record over a sustained period of time.
2. Whether there is any reasonable likelihood that the employee will be able to achieve an acceptable level of attendance (i.e. the prognosis).

3. Whether a duty to accommodate (to the point of undue hardship) exists.

Consultation with your HR Advisor must occur at this stage.

Typically at this stage, a final notice or fourth letter is warranted. HR will assist with the preparation of the meeting and final notice as required. This notice will be issued following the meeting indicating that the employee's failure to improve their attendance will result in their termination of employment. A template letter, which serves as a final notice to the employee, is found at Appendix D.

If after the final warning there is no improvement, the HR Advisor will assist management with their decision and action required to end the employment relationship.

The above steps are summarized in the following appendices:

- Appendix A – First Interview Follow-up Letter
- Appendix B – Second Interview Follow-up Letter
- Appendix C – Third Interview Follow-up Letter
- Appendix D – Final Warning Letter
- Appendix E – Interview Questions

Appendix A – First Interview Follow-up Letter

(Date)

Personal and Confidential
Hand Delivered

Name

Title

Department

Re: Absenteeism

Dear (Name):

This letter documents a non-disciplinary meeting held with you on (date) at which your attendance record from (date) to the present was discussed. Present at this meeting were

A review of your attendance record reveals the following absences due to (illness) or (injury) as follows:

Period	Days absent	Number Occasions	of	Type
2007				WorksafeBC
2008				Sick
2009				Sick
2010				Sick/WorksafeBC
2011 (Jan – May)				Sick/ WorksafeBC/ LOA for health reasons

This absenteeism is of concern to the University as it is detrimental to the operations of the department.

At the meeting, you explained that your absences were caused by/attribution to/contributed to by (...).

You were advised that the University would continue monitoring your attendance and that a significant and sustained improvement in your attendance record is required. We remain optimistic that your attendance will improve.

(If an employee claims an ongoing or chronic medical condition (or injury) is contributing to their absenteeism, you should consult with your HR Advisor regarding any possible additional steps required).

There are many means to fulfill your responsibility to attend work on a regular basis. We encourage you to explore means to improve your attendance. During the meeting, you committed to/did not commit to... We are committed to supporting the health and wellness of our employees, and encourage you to ask for support when facing health related issues. During the meeting, we committed to Since these events may be complex for both you and the department, we take this opportunity to refer you to the Employee and Family Assistance Program (EFAP), which may be reached at 1-800-663-1142 or TTY (Hearing Assistance) 1-888-384-1152, as an additional resource.

Yours truly,

Name

Title

Department

Cc: CUPE 2950
HR Manager

Personnel File
Department

Appendix B – Second Interview Follow-up Letter

(Date)

Personal and Confidential
Hand Delivered

Name
Title
Department

Re: Absenteeism

Dear (Name):

This letter documents a non-disciplinary meeting held with you on (date) to discuss your attendance record from (date) to the present. Present at this meeting were We last met to discuss your attendance on _____, with a follow up letter to you dated _____.

A review of your attendance record reveals the following absences, since your last meeting, due to (illness) or (injury) are as follows:

Period	Days absent	Number Occasions	of Type
2011 (Jun- Dec)			Sick/WorksafeBC
2012			Sick

This absenteeism is of concern to the University as it is detrimental to the operations of the department. At our most recent meeting, you explained that your absences were caused by/attribution to/contributed to by (.....).

A review of your attendance record overall reveals the following absenteeism, as addressed in our letter dated xxx.

Period	Days absent	Number Occasions	of Type
2007			WorksafeBC
2008			Sick
2009			Sick
2010			Sick/WorksafeBC
2011			Sick/WorksafeBC/LOA for health reasons

(If an employee claims an ongoing or chronic medical condition (or injury) is contributing to their absenteeism, you should consult with your HR Advisor regarding any possible additional steps required).

Unfortunately, since our last meeting and written correspondence your attendance has not improved to an acceptable level. In the (time) since that meeting you have been absent ____ days. Please be advised that the University will continue to monitor your attendance and that a significant and sustained improvement in your attendance record is required. We remain

optimistic that your attendance will improve. If, however, your absenteeism continues to fall below an acceptable standard, your employment with the University may be in jeopardy.

As discussed this program does not include formal communication when there has been improvement. Therefore an employee is only progressed to the next meeting if there continues to be a concern with their level of absenteeism.

There are many means to fulfill your responsibility to attend work on a regular basis. We encourage you to explore means to improve your attendance. During the meeting, you committed to/did not commit to... We are committed to supporting the health and wellness of our employees, and encourage you to ask for support when facing health related issues. During the meeting, we committed to Since these events may be complex for both you and the department, we take this opportunity to refer you to the Employee and Family Assistance Program (EFAP), which may be reached at 1-800-663-1142 or TTY (Hearing Assistance) 1-888-384-1152, as an additional resource.

Yours truly,

Name
Title
Department

Cc: CUPE 2950
HR Advisor
Personnel File
Department

Appendix C – Third Interview Follow-up Letter

(Date)

Personal and Confidential
Hand Delivered

Name
Title
Department

Re: Absenteeism

Dear (Name):

This letter documents a non-disciplinary meeting held with you on (date) to discuss your attendance record from (date) to the present. Present at this meeting were We last met to discuss your attendance on _____, with a follow up letter to you dated _____.

A review of your attendance record reveals the following absences, since your last meeting, due to (illness) or (injury) are as follows:

Period	Days absent	Number Occasions	of	Type
2011 (Jun- Dec)				Sick/WorksafeBC
2012				Sick

This absenteeism is of concern to the University as it is detrimental to the operations of the department. At our most recent meeting, you explained that your absences were caused by/attribution to/contributed to by (.....).

A review of your attendance record overall reveals the following absenteeism, as addressed in our letter dated xxx.

Period	Days absent	Number of Occasions	Type
2007			WorksafeBC
2008			Sick
2009			Sick
2010			Sick/WorksafeBC
2011			Sick/WorksafeBC/LOA for health reasons

(If an employee claims an ongoing or chronic medical condition (or injury) is contributing to their absenteeism, you should consult with your HR Advisor regarding any possible additional steps required).

Unfortunately, since our last meeting and written correspondence your attendance has not improved to an acceptable level. In the (time) since that meeting you have been absent ____ days. Please be advised that the University will continue to monitor your attendance and that a significant and sustained improvement in your attendance record is required. We remain hopeful that your attendance will improve. If, however, your absenteeism continues to fall below an acceptable standard, your employment with the University may be terminated due to non-culpable absenteeism.

See above note.

There are many means to fulfill your responsibility to attend work on a regular basis and consistent basis. We encourage you to explore means to improve your attendance. During the meeting, you committed to/did not commit to... We are committed to supporting the health and wellness of our employees, and encourage you to ask for support when facing health related issues. During the meeting, we committed to

Since these events may be complex for both you and the department, we take this opportunity to refer you to the Employee and Family Assistance Program (EFAP), which may be reached at 1-800-663-1142 or TTY (Hearing Assistance) 1-888-384-1152, as an additional resource.

Yours truly,

Name

Title

Department

Cc: CUPE 2950

HR Advisor

Personnel File

Department

Appendix D – Final Warning Letter

(Date)

Personal and Confidential
Hand Delivered

Name

Title

Department

Re: Absenteeism – Final Notice

Dear (Name):

This letter documents a non-disciplinary meeting held with you on (date) to discuss your attendance record from (date) to the present. Present at this meeting were We last met to discuss your attendance on _____, with a follow up letter to you dated _____.

A review of your attendance record reveals the following absences, since your last meeting, due to (illness) or (injury) are as follows:

Period	Days absent	Number Occasions	of	Type
2011 (Jun- Dec)				Sick/WorksafeBC
2012				Sick

This absenteeism is of concern to the University as it is detrimental to the operations of the department. At our most recent meeting, you explained that your absences were caused by/attribution to/contributed to by (.....).

A review of your attendance record overall reveals the following absenteeism, as addressed in our letter dated xxx:

Period	Days absent	Number Occasions	of	Type
2007				WorksafeBC
2008				Sick
2009				Sick
2010				Sick/WorksafeBC
2011				Sick/WorksafeBC/LOA for health reasons

Unfortunately, since our last meeting and written correspondence your attendance has not improved to an acceptable level. In the (time) since that meeting you have been absent _____ days.

You have now had ___meetings and received ___ letters with respect to the need to improve your attendance; however your attendance continues to fall below an acceptable standard. In light of the above, and based upon the fact that you have been advised previously about your poor attendance, this letter serves as a final warning of the need for an improvement in your attendance. The matter of your attendance is now at a critical stage. The University will continue monitoring your attendance. Unless there is a significant and sustained improvement in your attendance the University will terminate your employment due to non-culpable absenteeism.

There are many means to fulfill your responsibility to attend work on a regular and consistent basis. We encourage you to explore means to improve your attendance. During the meeting, you committed to/did not commit to... We are committed to supporting the health and wellness of our employees, and encourage you to ask for support when facing health related issues. During the meeting, we committed to Since these events may be complex for both you and the department, we take this opportunity to refer you to the Employee and Family Assistance

Program (EFAP), which may be reached at 1-800-663-1142 or TTY (Hearing Assistance) 1-888-384-1152, as an additional resource.

Yours truly,

Name
Title
Department

Cc: CUPE 2950
HR Advisor
Personnel File
Department

Appendix E – Sample Interview Questions

ATTENDANCE MANAGEMENT QUESTIONS FOR 1ST INTERVIEW

Employee: _____

Date: _____

Attendees: _____

Location: _____

I have called this meeting to review your attendance record for the last several years with you. This meeting is non-disciplinary.

- 1) I am providing you with a copy of your attendance record. Do you agree with this information as recorded? Are there any corrections you want me to note? *[Go over the total number of days absent, number of occasions, types of leave taken]*

Response:

- 1B) If there are any corrections that you discover after this meeting, please bring those to my attention.

Response:

- 2) Having reviewed your attendance record, I need to address it with you. The University values your contribution as an employee. Regular attendance at work is critical in terms of our ability to deliver effective service and operate successfully. Your current level of

absenteeism causes us concern as your employer. First, are you aware that you have had a lot of absenteeism?

Response:

3) Looking at your record, can you go over the reasons for this absenteeism with me?

Response:

4) At this stage, we need you to improve your attendance record. Do you understand that, and what steps will you take to do this?

Response:

5) I want to remind you about programs and supports that are in place at the University, including the Employee and Family Assistance program (EFAP). Do you need any further information about those?

Response:

6) If your attendance does not improve we will continue to meet with you as part of the Attendance Review Program. This is an issue that may ultimately impact on your continued employment at the University if it is not corrected. Do you understand that?

Response:

7) Is there anything else that we can do to help you, or that you would like to add?

Response:

**ATTENDANCE MANAGEMENT
QUESTIONS FOR 2ND INTERVIEW**

Employee: _____

Date: _____

Attendees: _____

Location: _____

- 1) I have called this meeting to review with you your attendance record since our last attendance meeting on *insert date of 1st interview*. In this meeting when asked about your poor attendance and how you were going to improve it, you stated, "insert comments from 1st interview" Do you recall this discussion?

Response:

- 2) As we discussed at our last meeting, the University values your contribution as an employee. Regular attendance at work is critical in terms of our ability to deliver effective service and operate successfully. Your level of absenteeism continues to be a concern. Here is a copy of your attendance record since our last attendance meeting. Do you agree with this attendance record? Are there any corrections you want me to note? [*Go over the total number of days absent, number of occasions, types of leave taken*]

Response:

- 2B) If there are any corrections that you discover after this meeting, please bring those my attention.

- 3) Do you acknowledge that there continues to be a problem with your attendance?

Response:

- 4) Looking at your record, can you go over the specific reasons for this absenteeism with me?

Response:

- a) Let me ask you more specifically, do you have any medical issues, substance abuse issues or any family issues that keep you from coming to work on a regular and consistent basis?

Response:

- 5) If you have any problems in the areas just mentioned, you have a responsibility to seek assistance. Do you understand this?

Response:

- 6) I want to remind you about the programs and supports that are in place at the University, including the Employee and Family Assistance program (EFAP). Do you need any further information about those?

Response:

- 7) At this stage we need you to improve your attendance record. Do you understand that, and what steps will you take to do this?

Response:

- 7B) If your attendance does not improve we will continue to meet with you as part of the Attendance Review Program. This is a serious issue that may impact on your continued employment at the University if it is not corrected. Do you understand that?

- 8) Is there anything you would like to add?

Response:

**ATTENDANCE MANAGEMENT
QUESTIONS FOR 3RD INTERVIEW**

Employee: _____

Date: _____

Attendees: _____

Location: _____

- 1) I have called this meeting to review with you your attendance record since our last attendance meeting on *insert date of 2nd interview*. In this meeting when asked about your poor attendance and how you were going to improve it, you stated you would be, "*insert comments from 2nd interview*" Do you recall this discussion?

Response:

- 2) I've monitored your attendance since our last meeting and continue to have serious concerns about your attendance at work. Regular attendance is an important part of your employment, as we have discussed. Here is a copy of your attendance record since our last attendance meeting. Do you agree with this attendance record? Are there any corrections you want me to note? [*Go over the total number of days absent, number of occasions, types of leave taken*]

Response:

2B) If there are any corrections that you discover after this meeting, please bring those my attention.

- 3) Do you acknowledge that there continues to be a problem with your attendance?

Response:

3B) Looking at your record, can you go over the specific reasons for this absenteeism with me?

Response:

- 4) Let me ask you more specifically, do you have any medical issues, substance abuse issues, or any family issues that keep you from coming to work on a regular and consistent basis?

Response:

5) If you have any problems in the areas just mentioned, you have a responsibility to seek assistance. Do you understand this?

Response:

6) I want to remind you about programs and supports that are in place at the University, including the Employee and Family Assistance program (EFAP). Do you need any further information about those?

Response:

7) At this stage, your attendance record must improve. Do you understand that, and what steps will you take to do this?

Response:

8) Your attendance will continue to be monitored and we expect to see an immediate improvement. If your attendance does not improve and you fail to attend work on a regular and consistent basis, you will be subject to further action. This action could include termination. Do you understand?

Response:

9) Is there anything else that we can do to help you, or that you would like to add?

Response:

**ATTENDANCE MANAGEMENT
QUESTIONS FOR 4TH & FINAL INTERVIEW**

Employee: _____

Date: _____

Attendees: _____

Location: _____

- 1) I have called this meeting to review with you your attendance record since our last attendance meeting *insert date of 3rd interview*. In this meeting when asked about your poor attendance and how you were going to improve it, you stated you were going to, "*insert comments from 3rd interview*". Do you recall this discussion?

Response:

- 2) I've monitored your attendance since our last meeting and continue to have serious concerns about your attendance at work. As you have been told at past meetings, regular attendance is an important part of your employment. Here is a copy of your attendance record since our last attendance meeting. Do you agree with this attendance record? Are there any corrections you want me to note? [*Go over the total number of days absent, number of occasions, types of leave taken*]

Response:

2B) If there are any corrections that you discover after this meeting, please bring those to my attention.

- 3) Do you acknowledge that there continues to be a problem with your attendance?

Response:

- 4) Looking at your record, can you go over the specific reasons for this absenteeism with me?

Response:

- 5) Let me ask you more specifically, do you have any medical issues, substance abuse issues, or any family issues that keep you from coming to work on a regular and consistent basis?

Response:

- 6) If you have any problems in the areas just mentioned, you have a responsibility to seek assistance. Do you understand this?

Response:

- 7) I want to remind you about programs and supports that are in place at the University, including the Employee and Family Assistance program (EFAP). Do you need any further information about those?

Response:

- 8) Your attendance will continue to be monitored and we expect to see an immediate improvement. If your attendance does not improve and you fail to attend work on a regular and consistent basis, you will be subject to further action. This action could include termination. Do you understand?

Response:

- 9) Do you have anything else that you would like to add that is relevant to your attendance?

Response:

- 10) Does the union have anything else to add?

Response:
