



# **ADMINISTRATIVE PROCEDURES**

**SUBJECT: Attendance Support Program**

## **RATIONALE**

The Lambton Kent District School Board (the “Board”) expects regular and consistent work attendance by all employees. This is integral to the delivery of quality educational programs and to the operations of the Board. Regular attendance supports a positive learning environment for students, promotes effective Board operations and encourages public trust in the Board.

At the same time, the Board recognizes that there will always be some level of absenteeism and it is committed to supporting the health of employees.

When regular attendance has been compromised due to Innocent Absenteeism (as defined below), employees will be supported in improving and maintaining their attendance through this Attendance Support Program (“ASP”).

## **PRINCIPLES**

The ASP will be guided by the following principles:

- To treat absences consistently and equitably across the organization.
- To provide assistance and support for employees who are absent from work.
- To ensure employees play an active role in managing, and taking ownership of, their own attendance.
- To encourage regular, punctual attendance at work through the proactive use of preventative measures.
- To ensure the Board, employees, and unions will endeavour to work together in assessing, planning, and identifying supports needed to work towards improving health and attendance, based on the employees’ individual circumstances.

## **OBJECTIVES**

The ASP has the following objectives:

- Treating all employees in a fair, equitable, consistent, and respectful manner, while providing a framework in which to manage absenteeism.
- Establishing an individualized support structure for employees to maintain their health and to manage and take ownership of their attendance.
- Promoting regular attendance at work.
- Offering assistance and support to employees who have self-identified as needing attendance support or to those whose absenteeism rates indicate they may require attendance support.

- Educating and increasing awareness of employees as to the importance of regular attendance and the effect that irregular attendance has on their work, their co-workers, students and the Board's operations.
- Reducing the financial and human impacts associated with sick leave, such as interruption to student learning, loss of productivity, costs of replacement staff and staff morale.

**DEFINITIONS**

- (a) **Absence:** Failure of an employee to show up, on time, and fit for work, for all or part of their regularly scheduled shift due to personal illness or injury.
- (b) **Culpable Absenteeism:** This refers to absences that are within an employee's control to address and correct. Culpable Absenteeism includes, but is not limited to, unexplained lateness, unexplained leaving early from work, failure to notify Principals or Supervisors of any absence from work, fraudulent use of sick time or other leaves and failure to explain absences appropriately. Culpable Absenteeism is handled through the normal process of progressive discipline.
- (c) **Non-Culpable (or Innocent) Absenteeism:** This refers to Absences which result from an employee's personal illness or injury. These Absences are out of the employee's control and can be substantiated if required. Through the ASP, Innocent Absenteeism will be managed in a non-disciplinary manner.

For the purposes of the ASP, Non-Culpable Absences may include the following:

- (i) personal illness or injury that is unrelated to work (paid or unpaid); and
- (ii) medical appointments and/or procedures.

For the purposes of the ASP, Non-Culpable Absences may not include the following:

- (i) absences due to a chronic medical condition and/or disability as defined in the Ontario *Human Rights Code* if satisfactory medical evidence is provided to the Board by the employee which confirms that the Absence(s) were due to that condition and/or disability, unless the employee is not receiving appropriate treatment or is not cooperating with prescribed treatment;
- (ii) approved days or leaves of absence;
- (iii) absences due to work-related illnesses or injuries approved by the *Workplace Safety and Insurance Board*;
- (iv) statutorily protected leaves;
- (v) vacation;
- (vi) Culpable Absenteeism;
- (vii) union business leave;
- (viii) examinations and convocations;
- (ix) quarantine;
- (x) observance of Board-approved religious holy or other cultural days;
- (xi) inclement weather days;
- (xii) suspensions;
- (xiii) approved Long-Term Disability claims; and
- (xiv) other work-related absences.

- (d) **Absenteeism Rate:** This refers to the number of Non-Culpable Absences reported on an Employee Attendance Record for the purposes of determining steps in the ASP.
- (e) **Absence Threshold:** This refers to the maximum number of Non-Culpable Absences that are permitted during an assigned Entry Period until possible entry into the ASP is triggered. The Board will review the individual circumstances of the employee who has triggered the ASP in this way before any such entry is approved.

The Absence Threshold for all employees in any assigned Entry Period is 10 Non-Culpable Absences. This number is not to be a model for attendance. The Absence Threshold is subject to review by the Board on an annual basis. The Absence Threshold remains at the discretion of the Board.

Any changes to the Absence Threshold will be communicated to employees and unions.

- (f) **Employee Attendance Record:** The Board maintains an Employee Attendance Record for each employee. The Employee Attendance Record records the number of Absences that an employee has acquired during an assigned Entry Period or an assigned Monitoring Period, for the purposes of determining entry and subsequent steps in the ASP.
- (g) **Monitoring Periods:** Monitoring Periods are timeframes assigned to employees, during which an Employee Attendance Record will be reviewed for the specific purposes of determining whether the employee will exit or progress through the ASP. Monitoring Periods are equal to 120 regularly-scheduled work days. Monitoring Periods remain at the discretion of the Board. Any changes to the Monitoring Periods will be communicated to employees and unions.
- (h) **Non-Disciplinary Termination:** This refers to a termination of employment that occurs when the employment relationship is no longer viable and for which the employee is not at fault. This may occur when an injury or illness prevents an employee from attending work on a regular basis, and there is no prognosis for recovery or indication of achieving reasonably regular attendance in the future, subject to the Board's obligations pursuant to the Ontario *Human Rights Code*.
- (i) **Entry Period:** This refers to the 12-month rolling period of regularly scheduled work during which an employee's attendance will be monitored for entry into the Review Phase of the ASP. Each employee is assigned their own Entry Period.

## **KEY ELEMENTS**

- (a) The ASP is a non-disciplinary process. It applies to all employees of the Board.
- (b) The ASP is not mechanistic. Each employee's circumstances will be evaluated individually at every phase. There will be individual and personal attention to an employee's attendance by the employee's Principal or Supervisor in consultation with Human Resources. However, while it is important to recognize that every case is unique, following the ASP will ensure that a common approach is used in reviewing individual circumstances.
- (c) ASP decisions and processes respecting absenteeism, disability and accommodation will be made in accordance with collective agreements, where applicable, and

provisions of the Ontario *Human Rights Code*, the *Workplace Safety and Insurance Act* and all other applicable legislation.

- (d) Assistance and support will be offered at every phase of the ASP, whenever possible, to assist an employee in resolving issues that may be affecting their health and/or their ability to regularly attend at work.
- (e) The ASP will emphasize an approach that enhances the wellness of employees, including through coordination with such supports as the Employee Assistance Program (“EAP”).
- (f) The collection, control, use and necessary disclosure of personal information provided through the ASP shall be in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Information Protection and Electronic Documents Act*, the *Occupational Health and Safety Act* and any other applicable legislation. The Board will ensure that all information collected through the ASP is stored in a confidential manner.
- (g) The Board reserves the right to alter, amend or repeal the ASP at any time, in its sole discretion. In such cases, any Absences that apply to an employee’s Absenteeism Rate under the ASP may be carried over into whatever policy or program that replaces the current ASP. Any such carry-over shall be at the sole discretion of the Board.

## **ROLES AND RESPONSIBILITIES**

### **(a) Employee**

It is an expectation that an employee who is hired to perform a job will:

- (i) attend work as scheduled;
- (ii) report their Absences to their designated Principal or Supervisor;
- (iii) maintain regular contact with their Principal or Supervisor while away from work and keep them informed of their expected return to work date;
- (iv) maintain their health and be encouraged to take precautions against illness and injury; and
- (v) attend meetings regarding Absences and be an active participant in improving their overall attendance.

### **(b) Principal/Supervisor**

As an employee of the Board, the expectations in 4(a) apply. It is also an expectation that the Board, through the Principal/Supervisor (with support from Human Resources), will:

- (i) monitor the attendance of all employees within their area of supervision;
- (ii) treat employees fairly and equitably in the monitoring of their attendance;
- (iii) communicate expectations for attendance at work;
- (iv) ensure timely and consistent application of the ASP;
- (v) provide support and assistance to their employees; and
- (vi) maintain regular contact with absent employees to remain informed of individual circumstances and expected return to work dates; and
- (vii) communicate regularly with Human Resources.

### **(c) Senior Management**

It is expected that Senior Management will:

- (i) communicate expectations for attendance at work;

- (ii) promote and maintain a work environment that protects the overall health, safety, and wellness of all employees;
- (iii) demonstrate a commitment to the ASP by ensuring that:
  - all Principals and Supervisors act consistently in dealing with attendance issues at all levels of the organization; and
  - there is a fair and equitable application of the ASP.

(d) **Human Resources**

It is expected that Human Resources will:

- (i) educate employees to reinforce attendance expectations;
- (ii) provide assistance, advice and guidance to Principals, Supervisors and Senior Management, as required and/or requested, regarding all phases of the ASP;
- (iii) provide communications on the ASP and changes to the ASP, as applicable; and
- (iv) review medical documentation provided by employees under the ASP procedures set out below.

(e) **Unions**

It is expected that Unions will:

- (i) encourage their members to cooperate with the Board.

## **ABSENCE REPORTING**

Although the Board expects employees to attend work as scheduled, it acknowledges that there will be times when employees are unable to do so.

In order to ensure a consistent and equitable approach under the ASP throughout the Board, it is important that employees report all Absences in accordance with the Board's Disability Support Program Administrative Procedure. The Board may also require medical notes to support Absences.

## **ENTERING AND EXITING THE ASP**

(a) **Entering the ASP**

Principals, Supervisors and Human Resources will monitor Employee Attendance Records throughout their assigned Entry Period. If an employee's Absenteeism Rate meets or exceeds the Absence Threshold at any time during their assigned Entry Period, then they may receive a Letter of Concern from their Principal or Supervisor. An employee who receives a Letter of Concern will enter the Review Phase of the ASP and will be assigned a Review Phase Monitoring Period.

An employee who has fewer than 10 Non-Culpable Absences on their Employee Attendance Record at the end of their Entry Period will enter into a new Entry Period for the purposes of the application of the ASP.

(b) **Progressing Through the ASP**

**Review Phase**

At the end of a Review Phase Monitoring Period, if the Employee Attendance Record indicates that the employee had four or more Non-Culpable Absences during the Monitoring Period, they will enter Phase 1 of the ASP and be assigned a Phase 1 Monitoring Period.

**Phase 1**

At the end of a Phase 1 Monitoring Period, if the Employee Attendance Record indicates that the employee had four or more Non-Culpable Absences during the Monitoring Period, they will enter Phase 2 of the ASP and be assigned a Phase 2 Monitoring Period.

**Phase 2**

At the end of a Phase 2 Monitoring Period, if the Employee Attendance Record again indicates that the employee had four or more Non-Culpable Absences during the Monitoring Period, they will enter Phase 3 of the ASP and be assigned a Phase 3 Monitoring Period.

**Phase 3**

At the end of a Phase 3 Monitoring Period, if the Employee Attendance Record again indicates that they had four or more Non-Culpable Absences during the Monitoring Period, their employment may be subject to non-disciplinary termination.

**New Entry Period**

If an employee is in the Review Phase or Phase 1 of the ASP and their Absenteeism Rate is 3 or less during their assigned Monitoring Period, the employee will be assigned a new Entry Period.

If an employee is in Phase 2 or Phase 3 of the ASP and their Absenteeism Rate is 3 or less in each of the next two consecutive Monitoring Periods, they will be assigned a new Entry Period.

**ATTENDANCE SUPPORT PROCEDURE****(a) General**

An employee's Principal or Supervisor will meet with the employee in respect of any progression through the ASP. ASP meetings are not intended to be disciplinary, but rather an opportunity to increase communication between the employee and the Principal or Supervisor. The employee will be asked for a satisfactory explanation for their Absences and about actions the employee is taking to improve their attendance. Discussions will focus on the employee's ongoing Absences and reasons for the Absences, as well as any assistance, supports and/or accommodation that the Board may be able to provide to the employee through various avenues such as the EAP. The employee may be required to provide more supporting medical documentation.

Where the employee's continuing Absences have an ongoing impact on the effective operation of a department or school, the employee is expected to participate in strategies that have been developed to mitigate the impact of any Absence. The Principal or Supervisor will consider the employee's individual circumstances before taking any action.

**(b) Review Phase**

Where, during an Entry Period, the employee's Absenteeism Rate meets or exceeds the Absence Threshold, the Principal or Supervisor will meet the employee and may

present the employee with a Letter of Concern offering assistance to reduce the employee's Absences.

A Review Phase Letter of Concern will include the following (Appendix A):

- (i) The timeframe of their next assigned Monitoring Period
- (ii) A comparison of the employee's Absenteeism Rate to the Board's Absence Threshold
- (iii) Assistance available to the employee
- (iv) A description of the ongoing monitoring of the employee's attendance

The employee will be subject to review during an assigned Monitoring Period.

(c) Phase 1

At the end of an assigned Monitoring Period, an employee's Principal or Supervisor will review the Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that Monitoring Period is four or more, and they already received a Letter of Concern under the Review Phase, the Principal or Supervisor will meet the employee and may present the employee with another Letter of Concern to the employee indicating they have been entered into Phase 1 of the ASP.

A Phase 1 Letter of Concern will include the following (Appendix B):

- (i) the employee is in Phase 1;
- (ii) concern about their Absence level;
- (iii) the timeframe of their next assigned Monitoring Period;
- (iv) a comparison of the employee's Absenteeism Rate to the Board's attendance expectation during their Monitoring Period;
- (v) assistance available to the employee;
- (vi) a description of the ongoing monitoring of the employee's attendance;
- (vii) a reminder that if barriers at work are preventing the employee from attending work regularly, they should discuss their concern with their Principal or Supervisor, unless it involves medical information that should be discussed with Human Resources; and
- (viii) expectations focusing on the importance of being at work

The employee will be subject to review during an assigned Monitoring Period.

(d) Phase 2

At the end of an assigned Monitoring Period, an employee's Principal or Supervisor will review the Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that Monitoring Period is four or more, and they already received a Letter of Concern under Phase 1, the Principal or Supervisor will meet the employee and present the employee with and may present another Letter of Concern to the employee indicating they have progressed into Phase 2 of the ASP.

A Phase 2 Letter of Concern will include the following (Appendix C):

- (i) the employee is proceeding to Phase 2;
- (ii) concern about their Absence level;
- (iii) the timeframe of their next assigned Monitoring Period;
- (iv) a comparison of the employee's Absenteeism Rate to the Board's attendance expectation during their Monitoring Period;
- (v) assistance available to the employee;
- (vi) a description of the ongoing monitoring of the employee's attendance;

- (vii) a reminder that, if barriers at work are preventing the employee from attending work regularly, they should discuss their concern with their Principal or Supervisor, unless it involves medical information that should be discussed with Human Resources; and
- (viii) expectations focusing on the importance of being at work.

The employee will be subject to review during an assigned Monitoring Period.

(e) Phase 3 concern

At the end of an assigned Monitoring Period, an employee's Principal or Supervisor will review the Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that Monitoring Period is four or more, and they already received a Letter of Concern under Phase 2, the Principal or Supervisor will meet the employee and may present the employee with another Letter of Concern to the employee indicating they have progressed into Phase 3 of the ASP.

A Phase 3 Letter of Concern will include the following (Appendix D):

- (i) the employee is proceeding to Phase 3;
- (ii) about their Absence level;
- (iii) the timeframe of their next assigned Monitoring Period;
- (iv) a comparison of the employee's Absenteeism Rate to the Board's attendance expectation during their Monitoring Period;
- (v) assistance available to the employee;
- (vi) a description of the ongoing monitoring of the employee's attendance;
- (vii) a reminder that, if barriers at work are preventing the employee from attending work regularly, they should discuss their concern with their supervisor, unless it involves medical information that should be discussed with Human Resources;
- (viii) expectations focusing on the importance of being at work;
- (ix) notice that any future Absences reported as illness or injury while the employee is in Phase 3 may (continue) to require medical documentation in support; and

(f) Non-Disciplinary Termination

At the end of an assigned Monitoring Period, an employee's Principal or Supervisor will review the Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that Monitoring Period is four or more, and they already received a Letter of Concern under Phase 3, the Principal or Supervisor will meet the employee and may present the employee with another letter to the employee indicating they have failed to adhere to the Board's attendance requirements. The Principal or Supervisor, in conjunction with Human Resources, may decide to dismiss the employee because the employment relationship is no longer viable.

(g) New Entry Period

At the end of an assigned Monitoring Period, an employee's Principal or Supervisor will review the Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that Monitoring Period is 3 or less, and they have received a Letter of Concern under the Review Phase or Phase 1, they will receive an Improvement Letter and enter into a new Entry Period.

If the employee's Absenteeism Rate for that Monitoring Period is 3 or less, and they have received a Letter of Concern under the Phase 2 or Phase 3, then they will stay in that Phase of the ASP for the following Monitoring Period assigned to them. At the end of the next assigned Monitoring Period, the same employee's Principal or Supervisor will review their Employee Attendance Report for that Monitoring Period. If the employee's Absenteeism Rate during that second, consecutive Monitoring Period is again 3 or less, then they will receive an Improvement Letter and enter into a new Entry Period.

An Improvement Letter will include the following (Appendix E):

- (i) the employee is entering into a new Entry Period;
- (ii) a reminder of the Board's attendance expectations and that the number of Non-Culpable Absences on their Attendance Record will be reduced to zero as of the day following the end of their last assigned Monitoring Period;
- (iii) assistance available to the employee; and
- (iv) a reminder that, if barriers at work are preventing the employee from attending work regularly, they should discuss their concern with their supervisor, unless it involves medical information that should be discussed with Human Resources.

Implementation Date: May 4, 2010  
Revised: August 26, 2019

Reference: LKDSB Policy, Regulations *Attendance Support Program*  
LKDSB Administrative Procedure *Disability Support Program*

**APPENDIX A**  
**Review Phase Letter of Concern (sample)**

**(Date)**

**(Employee Name)**

**(Position)**

**(Address/Location)**

**Dear (Employee Name):**

This letter is to advise you that your Attendance Record indicates that your Absenteeism Rate meets or exceeds the Board's Absence Threshold for your assigned Entry Period:

Total number of Non-Culpable Absences on your Attendance Record: \_\_\_\_\_

Board's Absence Threshold for your Entry Period: \_\_\_\_\_

Please be assured that this letter is not disciplinary in nature. A detailed description of the Attendance Support Program ("ASP") Policy and Procedure is available on the Board's website for your review.

The Board understands that, from time to time, employees may experience health concerns. The Board offers an Employee Assistance Program for your use. We also encourage you to contact Human Resources if you require additional support.

If your Absenteeism Rate is four or more in your next Monitoring Period, you will enter Phase 1 of the ASP, as described in the ASP Procedure.

Your Review Phase Monitoring Period for these purposes is: 120 working days from **[insert first day of Monitoring Period]**

If you have any questions or concerns, please contact Human Resources.

Sincerely,

**(Employee Supervisor)**

**cc: Employee File**

## APPENDIX B

## Phase 1 Letter of Concern (sample)

**(Date)****(Employee Name)****(Position)****(Address/Location)****Dear (Employee Name):**

This letter is to confirm that the Board is concerned about your Absenteeism Rate. You are entering Phase 1 of the ASP effective **[insert first day of Monitoring Period after Monitoring Period where Non-Culpable Absences were four or more]**.

Your Attendance Record indicates that your Absenteeism Rate is greater than the Board's expectation for your previous Monitoring Period:

The total number of Non-Culpable Absences from your previous Letter of Concern:

\_\_\_\_\_

Board's Expectation: 3 or fewer Non-Culpable Absences

Please be assured that this letter is not disciplinary in nature, but the Board's attendance expectation is that whenever reasonably possible, you attend work regularly, which assists in providing quality services and programs. A detailed description of the Attendance Support Program ("ASP") Policy and Procedure is available on the Board's website for your review.

The Board understands that from time to time employees may experience health concerns. The Board offers an Employee Assistance Program for your use. We also encourage you to contact Human Resources if you require additional support.

The Board and your Principal or Supervisor will monitor your attendance over the next Monitoring Period. If your Absenteeism Rate is four or more in your next Monitoring Period, you may enter Phase 2 of the ASP, as described in the ASP Procedure.

Your Phase 1 Monitoring Period for these purposes is 120 working days from **[insert first day of Monitoring Period]**

If you have any questions or concerns, please contact Human Resources.

Sincerely,

**(Employee Supervisor)****cc: Employee File**

## APPENDIX C

## Phase 2 Letter of Concern (sample)

**(Date)****(Employee Name)****(Position)****(Address/Location)****Dear (Employee Name):**

This letter is to confirm that the Board is concerned about your Absenteeism Rate. You are entering Phase 2 of the ASP effective **[insert first day of Monitoring Period after Monitoring Period where Non-Culpable Absences were four or more]**.

Your Attendance Record indicates that your Absenteeism Rate is greater than the Board's expectation for your previous Monitoring Period:

The total number of Non-Culpable Absences from your previous Letter of Concern:

\_\_\_\_\_

Board's Expectation: 3 or fewer Non-Culpable Absences

Please be assured that this letter is not disciplinary in nature, but the Board's attendance expectation is that whenever reasonably possible, you attend work regularly, which assists in providing quality services and programs. A detailed description of the Attendance Support Program ("ASP") Policy and Procedure is available on the Board's website for your review.

The Board understands that from time to time employees may experience health concerns. The Board offers an Employee Assistance Program for your use. We also encourage you to contact Human Resources if you require additional support.

The Board and your Principal/Supervisor will monitor your attendance over the next Monitoring Period. Please be assured that neither our attendance meeting nor this letter is disciplinary in nature, but if your Absenteeism Rate is four or more during your next Monitoring Period, you will enter Phase 3 of the ASP, as described in the ASP Procedure.

Your Phase 2 Monitoring Period for these purposes is 120 working days from **[insert first day of Monitoring Period]**

If you have any questions or concerns, please contact Human Resources.

Sincerely,

**(Employee Supervisor)****cc: Employee File**

**APPENDIX D**  
**Phase 3 Letter of Concern (sample)**

**(Date)**

**(Employee Name)**

**(Position)**

**(Address/Location)**

**Dear (Employee Name):**

This letter is to confirm that the Board remains concerned about your Absenteeism Rate. At our previous attendance meeting, I brought to your attention the resources available to you to reduce your Absenteeism Rate. Unfortunately, as your Absenteeism Rate has not improved, you are entering Phase 3 of the ASP effective **[insert first day of Monitoring Period after Monitoring Period where Non-Culpable Absences were four or more]**.

Your Attendance Record indicates that your Absenteeism Rate is greater than the Board's expectation for your previous Monitoring Period:

The total number of Non-Culpable Absences from your previous Letter of Concern:

                      
Board's Expectation: 3 or fewer Non-Culpable Absences

Your attendance has not improved sufficiently over the last Monitoring Period. The Board expects that you attend work on a regular basis. While it is recognized that your absences may be health related, the Board remains concerned about the impact of such absenteeism on its operations. Your responsibilities require that the Board be able to rely on your regular attendance whenever reasonably possible, which assists in providing a continuity of services and programs.

We wish to again emphasize that if there are barriers at work preventing you from attending work regularly, you should discuss those concerns with your supervisor. If those barriers involve medical information which should remain confidential, then you should discuss them with Human Resources.

In any event, the Board would recommend that you meet with your doctor to properly assess your health situation. Please be advised that any future absences reported by you as an illness may now require medical documentation.

Unless and until the Board receives documentation of a disability, a chronic medical condition, or some other extenuating circumstance affecting your attendance, your supervisor and the Board will monitor your attendance over the next Monitoring Period. Please be assured that neither our attendance meeting nor this letter is disciplinary in nature, but if your Absenteeism Rate is four or more during your next Monitoring Period, the Board will have to determine its next steps (which may include non-disciplinary termination) based on circumstances of your case, and subject to any applicable statute or collective agreement.

Your Phase 3 Monitoring Period for these purposes is 120 working days from **[insert first day of Monitoring Period]**

If you have any questions or concerns, please contact Human Resources.

Sincerely,

**(Employee Supervisor)**

**cc: Union/Association/Federation; Employee File**

## APPENDIX E

## Attendance Support Program Improvement Letter (sample)

**(Date)**

**(Employee Name)**

**(Position)**

**(Address/Location)**

**Dear (Employee Name):**

Please be advised that, as of **[first day after last Monitoring Period]**, your Attendance Record indicates that your Absenteeism Rate now meets the Board's expectations.

As of **[first day after last of the Monitoring Period]**, your Attendance Record will be reset to reflect your improvement. The number of Non-Culpable Absences on your Attendance Record will be reduced to zero. You will enter a new Entry Period.

The Board's attendance expectations still apply. As you know, employees who are not actively involved in the ASP may still become actively involved if their Absenteeism Rate exceeds the Board's Absence Threshold during their assigned Entry Period.

We wish to again emphasize that, if there are barriers at work preventing you from attending work regularly, you should discuss those concerns with your supervisor. If those barriers involve medical information which should remain confidential, then you should discuss them with Human Resources.

If you have any questions or concerns, please contact Human Resources.

Sincerely,

**(Employee Supervisor)**

**cc: Employee File**