

Attendance Support Policy Application Guidelines

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Saskatchewan 

Contents

Introduction	3
Absenteeism	4
Communication and Expectations	4
Monitoring	5
Peer Average	5
Regular Patterns of Absenteeism (“Pattern Absenteeism”)	5
Follow-Up Procedure.....	6
Discretion	6
Discussions/Meetings.....	7
Step 1 – Informal Discussion.....	7
Step 2 – Monitor Progress.....	9
Step 3 – Formal Meeting Phase #1	9
Step 4 – Monitor Progress.....	10
Step 5 – Formal Meeting Phase #2	10
Step 6 – Monitor Progress.....	10
Improvement in Attendance.....	11
Retention of Documentation on Employee File.....	11
Meeting Tips.....	11
Responding to Employee Questions	12
Medical Information and The Duty to Accommodate	14
Long-Term Absences (LTD)	15
Root Causes and Workplace Review	15
Appendix A – The Attendance Report	17
Appendix B – Attendance Support Meeting Notes.....	20
Appendix C – Form Letters.....	21

Introduction

The Government of Saskatchewan recognizes that regular employee attendance is a necessary component in the effective and efficient delivery of services to the people of Saskatchewan.

Absenteeism impacts the workplace in a number of ways:

- Reduction in quality and consistency of service delivery
- Lower morale among employees
- Increased time spent by administration in rescheduling around unplanned absences
- Increased costs

The purpose of the Attendance Support Policy is to provide a program that supports both management and employees in their efforts to enhance regular attendance at work.

The purpose of this manual is to assist managers, supervisors and human resource staff in applying the Attendance Support Policy (PS 817). This manual should be applied in a flexible manner taking into account the circumstances of each attendance situation.

While the Government recognizes that some sick leave will always be required, the fundamental premise on which Attendance Support rests is that employees must take responsibility for their own attendance. In order for employees to do this effectively, they must understand what acceptable expectations are and receive feedback from time to time to let them know how they are doing in relation to those attendance expectations. They must also be advised of the consequences of not having acceptable attendance. In addition, the terms and conditions of the Collective Agreement and policy documents must be adhered to and benefit coverage must be provided to staff as applicable.

Attendance Support is not a disciplinary process. Discussions and/or formal correspondence with employees regarding attendance may be necessary to identify the consequences of failure to meet attendance expectations. However, these discussions and/or letters are not deemed disciplinary.

Absenteeism

There are two types of absences, culpable (blameworthy) and non-culpable (innocent). Non-culpable absences are “innocent” and are of no fault to the employee. The employee is legitimately unable to perform his or her work as a result of illness or disability. There may be other non-culpable reasons for non-attendance unrelated to illness or disability such as family or personal issues. The focus of this policy is on sick leave as it relates to illness and disability.

The Attendance Support Policy deals only with non-culpable (innocent) absenteeism. The validity of absences addressed through the policy is not being questioned. If culpable behaviour is suspected, the matter should be addressed using an investigation and potentially corrective discipline (PS 803). In the context of attendance, culpable behavior is most often connected to abuse or misuse of sick leave.

Communication and Expectations

Communication is a crucial element of a successful attendance program. Employees should be encouraged to come forward with concerns and managers/supervisors should be welcoming and receptive. Employees are more likely to bring forward attendance issues when they are confident that the issues will be addressed. These discussions should be kept confidential. Trust is key in creating open communication.

Managers/supervisors are responsible to communicate their attendance expectations to their staff. Expectations should be communicated on a regular basis (no less than annually) and to new employees in the workplace during orientation.

Employees should be informed of the following:

- Protocols for providing notice of an absence from work (e.g. Who to phone, notice required, length of absence if known);
- The peer average to which employee’s attendance will be compared;
- Examples of regular patterns of absenteeism (“Pattern Absenteeism”) that may trigger a discussion;
- Expectation that employees will attend to personal affairs and obligations on their own time, to the extent possible and in accordance with the terms and conditions of the collective agreement (where applicable). This expectation cannot provide for less than the collective agreement allows (e.g. Personal/Family Responsibilities); and

- Any other attendance expectations.

Monitoring

Peer Average

Managers/Supervisors are responsible for monitoring their employee's sick leave usage. Managers/Supervisors can use the method of tracking attendance that is most convenient for them. Whatever the method used, it is important that only non-culpable absences are included and usage for personal/family responsibilities, pressing necessity, medical appointments, WCB claims and sick leave used during a return-to-work program as part of the accommodation process are excluded. Remember to include unpaid sick leave as well as paid sick leave.

There are two MIDAS reports available to assist in monitoring sick leave. The Employee Entitlement Details Report is available through MIDAS and has been in place for some time. This report provides data on employee entitlement usage for a variety of absences including sick leave. The Public Service Commission has also developed a Discoverer Report using MIDAS. This report incorporates the peer average and can be used to display employees who have exceeded the peer average. See Appendix A for detailed instructions on accessing and using this report.

Note: Information contained within the reports is reliant upon accurate and timely entering of data. Always review reports for reasonableness and accuracy.

At the beginning of each fiscal year the Public Service Commission will calculate and communicate the peer group averages to be used for that fiscal year.

The peer group for in-scope employee is the Occupational Family the employee's job is classified within. For out-of-scope employees, the peer group is all out-of-scope employees. For a listing of the Occupational Families and the Occupational Codes within each family see Appendix B.

Regular Patterns of Absenteeism ("Pattern Absenteeism")

In addition to monitoring cumulative sick leave, managers/supervisors are responsible for identifying employees who have regular patterns of sick leave usage, referred to as "Pattern Absenteeism". A number of examples are noted in the Attendance Support Protocol attached to the Policy. Pattern Absenteeism is a discernable pattern of absences that occurs over a significant enough period of time providing reasonable concern that an attendance problem may exist.

Pattern Absenteeism addressed through this policy is non-culpable. Pattern Absenteeism may be the result of a number of non-culpable factors. For example, a pattern of absences falling adjacent to regular days off may be the result of fatigue for an aging employee who can no longer keep up with the demands of working full-time but is unaware of the options available to him/her. Similarly, an employee that uses sick leave as soon as it is accrued may be the result of a chronic condition that could be addressed through an accommodation. Pattern Absenteeism could also be the result of issues at home, effects of working two jobs, stress, workplace conflicts, etc. The potential causes are too numerous to name. It is imperative that pattern absences are assumed to be non-culpable. **If the absences are suspected to be of a culpable nature, they should not be dealt with through this policy.** The situation should be investigated and if required, apply corrective discipline.

Pattern Absenteeism can be difficult to identify. A helpful tool in determining whether a pattern exists is to plot the employee absences on a calendar over a period of a number of months.

Follow-Up Procedure

This procedure is a guideline only. Managers/supervisors must use discretion and knowledge of their employees to apply this procedure in a fair and positive manner.

Discretion

After reviewing an employee's attendance record, the manager/supervisor should consider whether further action is required. A discussion or meeting will not be required in all cases. The decision to follow-up with the employee must be based on the employee's individual situation. Take the following two scenarios as an example:

Employee A – 160 total hours of absences, 136 taken consecutively and were scheduled in advance for surgery

Employee B – 160 total hours of absences, all taken sporadically, notice provided day of absence

Assuming the peer average is 64 hours, both of the employees' attendance record is excessive. However, Employee A's record is almost entirely due to a pre-arranged surgery. In contrast, Employee B's absences are unplanned and likely more disruptive in the workplace. Assuming Employee A has an otherwise acceptable attendance history and there is no reason to believe the absences will continue, follow-up with Employee A is not required. Assuming nothing else is known about Employee B's attendance, it's reasonable to follow-up with the employee to discuss their attendance.

The above example demonstrates the requirement for managers/supervisors to take all of the known circumstances into consideration when determining whether to follow-up with an employee. Managers/supervisors are encouraged to seek assistance from their colleagues and human resources on more complex cases. An employee's confidentiality must be respected.

It is imperative that the tone of the discussions/meetings is supportive not punitive. Employees should always be informed that this procedure is non-disciplinary.

Discussions/Meetings

After reviewing the attendance record and applying discretion as described above throughout each step of the process, and where it is determined follow-up is required, the following process should be utilized. In-scope supervisors may chair informal discussion and Formal Meetings at Phase #1. Formal Meetings at Phase #2 must be chaired by the out-of-scope manager.

Step 1 – Informal Discussion

- This meeting is to occur with an employee who has an attendance usage greater than the peer average or where a regular pattern of absenteeism (“Pattern Absenteeism”) has been observed.
- Gather the employee's attendance usage for the past several months. (This may be obtained using the Attendance Report in Appendix A and the Employee Entitlement Details Report). It may be helpful to map out the attendance on a calendar in order to provide a visual to show the employee. Using a highlighter or coloured marker to identify absences can be effective as well.
- Contact the employee involved and state: “I would like to meet with you regarding your attendance. This meeting is not related to discipline.” Employees should be informed that although the process is not disciplinary they may bring a union representative if they wish.
- Start the meeting by once again informing the employee that the meeting is not related to discipline – and that there will no formal record kept. Notes may be kept, but are not a part of the formal employment file.
- Suggested Script:
 - *The reason that we are meeting here today is to discuss your attendance, and to work together to ensure you have the support necessary to ensure you are at work on a regular basis. I am not questioning the legitimacy of your absences, but I am concerned about the excessive time you are away from work.*
 - *When you commenced work with the public service you entered into an employment contract which means it is expected that you will be at work on a regular basis.*

- Share with the employee their attendance record and share with them again your expectations.
 - (if the attendance exceeds the peer average) *As you can see, your attendance exceeds the average for all other employees in the peer group. These absences have a direct impact on the quality of services we are able to provide, on the morale of the dept, and on the increased workload for other employees.*
 - (if the attendance concern is Pattern Absenteeism) *As you see you are consistently absent_____ . These absences have a direct impact on the quality of services we are able to provide, on the morale of the dept, and on the increased workload for other employees.*
 - *My responsibility as your manager is to make you aware of any concerns I have about your ability to attend work on a regular basis, and provide support for you in addressing these concerns.*
 - *Is there anything that you would like to discuss in regards to your attendance?*
 - *How can I help you to be at work on a more regular basis? There are resources available to support you: EFAP, etc... if you are interested.*
 - *I am here to support and assist you, and I am confident that you can improve your attendance.” (focus on positives, build self-esteem)*
 - *I want to reinforce my expectation is that you will make every effort to fulfill your employment contract, which means meeting acceptable attendance standards or attending work on a regular basis*
 - *Over the next several months I will monitor your progress.*
 - *We can touch base again on____(date)_____. At that time I will review your attendance record with you and determine if another meeting is required. If you have any other questions or concerns in the mean time, please do not hesitate to contact me.*
 - *Thank you for meeting with me, I know you will (can) effectively manage your attendance in the future.*
- After the meeting, document the discussion, including any commitments, plans, etc., developed. Retain the documentation in case it is needed later, i.e. if the matter does not improve. Document each discussion you have with the employee and retain it for possible future reference. A template is provided in Appendix C.
 - It is expected that the majority of attendance issues will be resolved using Step 1.

Step 2 – Monitor Progress

- Monitor the employee's progress over the next 4 to 6 months. This may vary depending on the situation. If attendance has improved acknowledge this and let the employee know you appreciate their efforts.
- If the employee's attendance has not improved, you may need to consult with Human Resources. In-scope supervisors may need to consult with the out-of-scope manager.
- Once again, discretion should be exercised when reviewing the attendance record.
- If it is determined that further follow-up is required, arrange a meeting date. In-scope employees should again be given the option to obtain union representation for this meeting.
- Managers/supervisors should use their judgment in determining whether to repeat Step 1 or move to Step 3 (Formal Meeting Phase #1).
- **Pattern Absenteeism concerns should not be addressed beyond informal discussion unless accompanied by excessive absenteeism.**

Step 3 – Formal Meeting Phase #1

- Use the suggested script for Step 1 modifying as required.
- Present the attendance record again with the additional sick time added.
- Make reference to earlier discussions you have had about the matter. Try to get some indication from the person as to how they feel about the likelihood of attendance improving in the future.
- Ask the employee how they are going to improve their attendance.
- Again emphasize that regular attendance is required to provide quality service.
- Remind them of services available from EFAP.
- Inform the employee that if they fail to improve attendance, over time, it may result in termination of employment for excessive non-culpable absenteeism.
- Inform the employee that you will be following up with a letter (See Appendix D – Form Letters). Remember: Letters regarding attendance are not disciplinary; they are a method of communication to alert employees about expectations and the consequences of not meeting those expectations.
- This step may be repeated more than once. You need to make a fair and reasonable judgment on how quickly you can move the process along.

Step 4 – Monitor Progress

- Monitor the employee's progress over the next 4 to 6 months. This may vary depending on the situation. If attendance has improved, acknowledge this and let the employee know you appreciate their efforts, following up by letter.
- If the employee's attendance has not improved, consultation with Human Resources is recommended.
- Once again, discretion should be exercised when reviewing the attendance record.
- If it is determined that further follow-up is required, arrange a meeting date. **In-scope employees should be encouraged to obtain union representation for this meeting. Where representation is waived by the employee, they should sign a waiver.**
- Managers should use their judgment in determining whether to repeat Step 3 or move to Step 5 (Formal Meeting Phase #2).

Step 5 – Formal Meeting Phase #2

- The out-of-scope manager must chair this meeting. In-scope supervisors may attend.
- Use the suggested script for Step 1 modifying as required.
- Present the attendance record again with the additional sick time added.
- Make reference to earlier discussions you have had about the matter. Try to get some indication from the person as to how they feel about the likelihood of attendance improving in the future.
- Where medical information has been provided, discuss the restrictions and accommodation efforts (where applicable)
- Ask the employee how they are going to improve their attendance.
- Again emphasize that regular attendance is required to provide quality service.
- Remind them of services available from EFAP.
- Inform the employee that a failure to improve attendance will result in a final, thorough review of the attendance record and may result in termination of employment for excessive non-culpable absenteeism.
- Inform the employee that you will again be following up with a letter (See Appendix B – Form Letters).

Step 6 – Monitor Progress

- Monitor the employee's progress over the next 4 to 6 months. This may vary depending on the situation. If attendance has improved acknowledge

this and let the employee know you appreciate their efforts, following up by letter.

- If the employee's attendance has not improved, the employee's attendance record, medical information (where applicable) and content of previous meetings should be reviewed in detail by the out-of-scope manager and Human Resources Business Partner (HRBP). Your HRBP will consult with Employee and Labour Relations.
- If it is determined that:
 - The absenteeism is excessive; and
 - There is no likelihood of improvement in the future; and
 - The duty to accommodate has been exhausted

The employment relationship will be terminated in accordance with Government of Saskatchewan procedure. Appropriate notice may be required in accordance with the Collective Agreement (where applicable).

Improvement in Attendance

If at any time during the attendance support process an employee shows sufficient improvement in attendance, the follow-up procedure should be terminated. Where an employee's absenteeism falls to or below the peer average, it should be considered sufficient improvement. Employees should be notified of their improvement and recognized in a positive supportive manner. Where formal meetings have commenced, the recognition should be in the form of a letter to the employee noting that follow-up is no longer required.

Retention of Documentation on Employee File

Letters will be placed on the employee's personnel file but will not be used for disciplinary purposes. Upon request, the letters will be removed from the employee's file one year following the termination of the follow-up procedures.

Meeting Tips

In this section are some ideas and techniques to help in discussing attendance concerns with employees. While the content of the discussion is important, the tone is equally as important. The meetings should be supportive and factual.

Make sure the employee understands you are aware of their particular attendance, and that you are concerned. Try to create a discussion atmosphere in which both of you will feel comfortable. You want the discussion to remain on a non-emotional, objective, professional and rational level. If a confrontation occurs between the two of you, it could lead to increased absenteeism in the future. Specifically, here are some points for you to consider:

- Hold the discussion in an appropriate place. Pick a spot where the employee will not feel intimidated or will become inappropriately defensive. Have the meeting in a private surrounding, and respect confidentiality.
- Plan the interview ahead of time. Try to avoid words or phrases, that will raise defensive reactions on the part of employees. As part of your planning, make sure you have your facts correct. This means being aware of what actual attendance has been, including patterns, frequency, length etc. Have a copy of the attendance report on hand to avoid confusion over the accuracy of attendance.
- Understand that your tone of voice communicates much of the meaning you are trying to get across. If you are satisfied with attendance, make sure your tone of voice reflects enthusiasm and is positive. If on the other hand, you are concerned, try to have a tone of voice, which is consistent with that message.
- Watch your non-verbal signals and body language (e.g. eye contact, body positions). Be conscious of what your body language is saying, and try to keep it in sync with the words you use.
- Maintain the employee's self esteem and dignity by focusing on the facts and situation, e.g. attendance, and not the employee as a human being.
- Focus on the future. Work together with the employee to develop a constructive plan for improved attendance, rather than dwelling on past difficulties.
- Express confidence in the employee's ability to continue to improve attendance.

In summary, remain positive, treat your employee with respect, maintain his/her self-esteem, and focus on future improvements rather than past difficulties.

Responding to Employee Questions

As a manager/supervisor you should create a positive and pleasant work environment. Generally, if you demonstrate empathy and concern with your employees when discussing attendance, but are clear and firm in your expectations, you will manage attendance effectively.

Unfortunately, this may not always be the case. Some employees may view these discussions as interfering, as an invasion of privacy, disciplinary, etc. The tone of the discussion is important, and therefore you must strive to convey empathy and concern. Fairness and consistency are extremely important.

Here are some possible questions employees may ask in an Attendance Interview and suggested responses:

“Why are you interviewing me? Mary's attendance is much worse.”

*We are here today to discuss **your** record of attendance, not Mary's, and as I have mentioned, I am concerned that your attendance record currently exceeds the average. I would not discuss Mary's attendance with you anymore than I would discuss your attendance record with her.*

"Are you saying that you do not believe I am really sick when I call in sick?"

I am not questioning the legitimacy of your sick leave, but I am concerned about the excessive amount of sick leave you are taking as the branch needs you here on a regular basis. We would like to explore with you ways to help you to improve your regular attendance.

"Why are you singling me out? You are harassing me."

I am not singling you out; your record of absenteeism requires that I meet with you to discuss it. I am not harassing you. As your manager I have an obligation and a responsibility to make you aware of any concerns I have which may affect your ability to perform your duties.

"Do you expect me to come to work when I am sick and infect everyone else?"

No, if you are unable to work due to illness you should not attend work. However, I do expect you to take care of yourself and make an effort to focus on your health in order that you may improve your attendance at work. If you are able to work but are concerned about infecting fellow employees, I encourage you to discuss this with your health care professional.

Why am I being disciplined for being sick? I'm a good employee."

You are not being disciplined. This meeting is about your record of attendance and has nothing to do with your work performance. When you are at work you are a good performer. However, I need you at work on a regular basis so that your skills and talents can be used consistently.

"Are you going to fire me for being sick?"

I am meeting with you to discuss your absenteeism record and to provide assistance to you in attending work on a regular basis. I have no intention of terminating your employment. However, if your attendance continues to be excessive and there is no likelihood of improvement it is possible that the employment relationship could be terminated.

Medical Information and The Duty to Accommodate

When an employee is absent from the workplace due to illness or injury, the Employer may request an employee to provide medical evidence.

Circumstances where it is appropriate to request medical evidence are:

- To verify an employee's eligibility for sick leave;
- To determine if an employee is medically fit to return to work; and
- To determine if an employee is not able to perform certain duties/tasks.

When requesting medical evidence it is reasonable for the employer to ask:

- If the problem is work related;
- If the absence from work is medically required;
- Prognosis for recovery;
- If functional limitations exist, and;
- For an evaluation of functional limitations and restrictions, including what accommodations are recommended, to guide return to work decisions.

The Employer will pay the cost of the medical evidence requested.

If abuse of sick leave is suspected, the matter should be investigated and dealt with outside of this policy. Similarly, requesting verification of illness as a deterrent to sick leave is not appropriate.

There are three likely scenarios where a request for medical information will be made to the employee.

1. The employee identifies that a disability is preventing them from attending work on a regular basis; or
2. To determine whether a disability exists that is preventing an employee from attending work on a regular basis; or
3. To determine the likelihood of improved attendance in the future.

Medical Information should be requested in accordance with the Employment Accommodation Policy and Procedures. If a disability is preventing an employee from attending work on a regular basis, verified by medical information, the Employment Accommodation Policy and Procedures should be followed. While an employee is involved in an accommodation, the employee's attendance will continue to be monitored by the Attendance Support Policy however the employee's individual accommodation circumstances will need to be taken into account when determining whether follow-up is required.

In other words, when a disability has been identified, the employee should be accommodated to the point of undue hardship. It will be only in rare circumstances that follow-up will be required when an employee is in the process of being accommodated. If an employee with a disability is approaching Step 5 –

Formal Meeting Phase #2, Human Resources should be notified to determine whether the review period and expectations need to be amended due to the disability. Flexibility and discretion are particularly important when a disability is involved.

Long-Term Absences (LTD)

Absences where an employee is in receipt of Long-term Disability Benefits may result in a significant amount of absenteeism. In the context of Attendance Support, a formalized follow-up may not be necessary. Often, the absences are long-term but are a single occurrence. However, it is important to support employees during long-term absences. Keeping contact with employees is an excellent way to assist in a successful return to work when the employee is medically fit. In addition to regular communication in the form of phone calls or emails, including employees in workplace social activities is a good method to keep employees connected to their co-workers and the workplace.

Root Causes and Workplace Review

Best practice suggests that successful Attendance Support programs investigate and address the root causes of absenteeism. Managers/Supervisors should be taking an objective view of the workplace to determine what factors, if any, are influencing attendance. Creating an environment of open communication with staff will assist in bringing these factors to light.

Some examples of potential root causes are:

- **Attitudes/Culture of entitlement** – There may be a belief in the workplace that sick leave days are an earned entitlement that are to be taken at the employee's discretion. In such cases, education and clear communication regarding expectations and the rights contained within the collective agreement are recommended.
- **Workload** – High amounts of overtime or increased workplace pressures can result in increased absenteeism. Managers/Supervisors can look at re-organizing the work to relieve these pressures. Workplace cultures that engage effective communication strategies and encourage reasonable productivity and performance management outcomes contribute to employee wellbeing.
- **Interpersonal Conflict/Harassment** – Absenteeism can also be driven by workplace relationships. The concern could be between co-workers or even with clients. Refer to the Anti-Harassment Policy to deal with these concerns.
- **Employee Engagement/Job Satisfaction** – The level in which employees are satisfied with their job or engaged in their work can also be

- a factor in absenteeism. Working with employees to understand their role as well as organizing work differently may assist in these situations.
- **Management Style** – In some cases management style can lead to poor employee relations resulting in increased absenteeism. Managers, Directors, Executive Directors and Permanent Heads should be aware of this possibility and investigate as necessary.

Each of the above examples could be an individual case or could be systemic within the workplace. Keeping an open mind and thoroughly reviewing the workplace environment will assist in identifying root causes. If a root cause has been identified, an action plan should be implemented to address the problem. Human Resources can assist in developing a plan and exploring options.

Appendix A – The Attendance Report

Discoverer Report Name: DISC-HRREP.HRM Attendance Support

The HRM Attendance Support Report is a workbook that contains a single report provided to assist Ministries in monitoring the employee illness. The total includes all sick leave reported as illness. This excludes sick leave for used for medical appointments and for pending insurance claims.

The next section describes the report in detail.

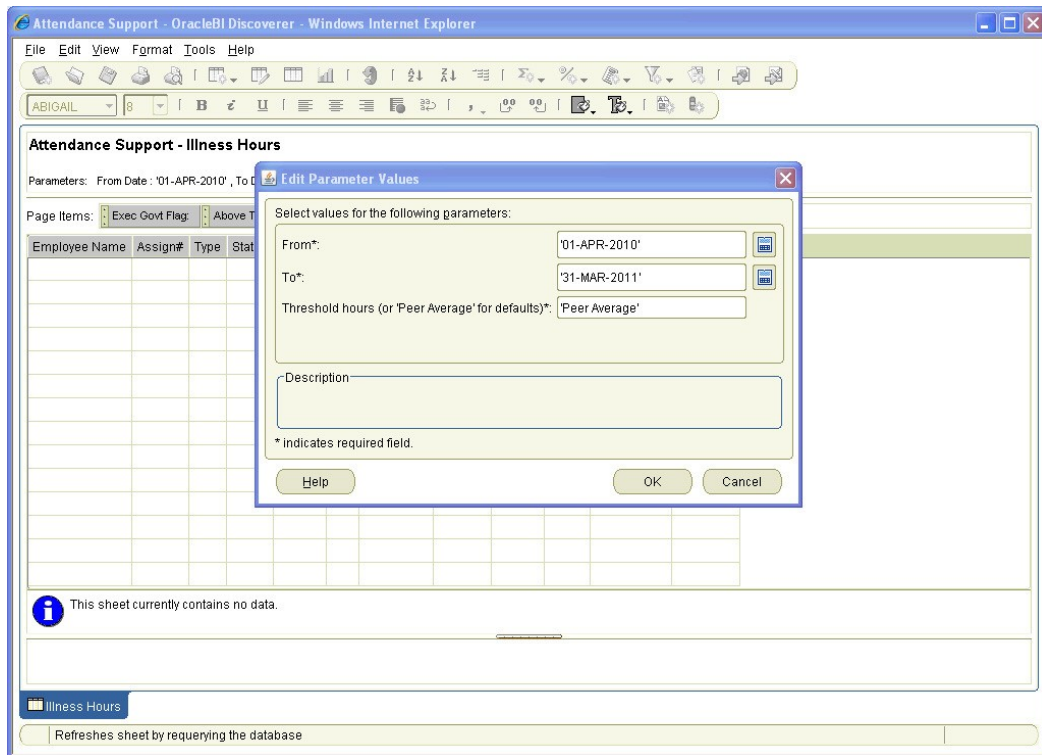
Illness Hours

This worksheet provides total illness by employee occurring between two dates. The illness information is based on timecard entries that have been processed in MIDAS. It includes all time coded to “LS – Sick Leave Without Pay” and “SSL – Sick”.

Parameters:

- Y **From:** Selects timecard entries occurring on or after this date (Entered in ‘DD-MON-YYYY’ format).
- Y **To:** Selects timecard entries occurring on or before this date (Entered in ‘DD-MON-YYYY’ format).
- Y **Threshold Hours:** used to separate those at or above the specified threshold from those below the threshold. If left as “Peer Average” it will use the current peer averages specific to each occupation family. If desired, a number can be entered that will be used instead of the peer average defaults (Entered in ‘99’ format).

Sample Parameter selection screen for the Attendance Support – Illness Hours report



Page Items:

- Y **Exec Govt** – Click on the down arrow to select either “N” or “Y” or “<All>”.
 - o Selecting “N” will display totals for Contracts and Ministerial Assistants.
 - o Selecting “Y” will include all employees in executive government. Contracts and Ministerial Assistants will be excluded.
 - o Selecting “<All>” will include all of the above groupings. Forecasts submitted to Treasury Board need to include all employees in executive government, ministerial assistants and personal service contracts
- Y **Above Threshold:**
 - o Selecting “Yes” will display those employees with a total illness at or above the entered threshold hours.
 - o Selecting “No” will display those employees with a total below the entered threshold hours
- Y **Ministry:** Restricts the list to the selected ministry name (or <All> for all that your security profile allows you to see)
- Y **Scope:**
 - o Selecting “In-Scope” will display totals for SGEU and CUPE.
 - o Selecting “Out-of-Scope” will display all other payschedules.
 - o Selecting “<All>” will include all of the above groupings.
- Y **Family:** The occupation family obtained by taking the first character of the job occupation code (or <All> for all that your security profile allows you to see).

Report Columns:

Column Name	Description
Employee Name	The employee name
Assign#	The MIDAS employee assignment number
Type	The abbreviated assignment category (PPT – Perm Full time, PPT – Perm Part Time, LS – Labour Service, NP – Non Perm and NG – Non Government)
Status	Assignment status in effect as of the “To” date (“Active”, “Def Lv”, “LS Layoff” and “Terminated”)
Paysch	The grade pay schedule in effect as of the “To” date
Occ	The Job Occupation Code in effect as of the “To” date
Occupation	The Job Occupation Description in effect as of the “To” date
Sub Occ	The Job Sub Occupation Code in effect as of the “To” date
HR Org	The Hr Organization in effect as of the “To” date
Hours	The number of hours associated with this assignment and occupation
Total Hours*	The total hours for this employee. This will differ from “Hours” when an employee has one or more additional assignments that are not displayed because of the “Page Item” selections. For example, if an employee has an additional assignment in a different ministry.
Threshold	The Threshold hours (either the peer average or the entered value)

Sort Sequence:

Column	Sort Order
Employee Name	Low to high
Assignment Number	Low to high

Sample Report Output for the Attendance Support – Illness Hours report

Attendance Support - OracleBI Discoverer - Windows Internet Explorer

File Edit View Format Tools Help

Attendance Support - Illness Hours

Parameters: From Date: '01-APR-2010', To Date: '31-MAR-2011', Threshold: 'Peer Average'

Page Items: Exec Govt Flag: Y Above Threshold: Yes Ministry: Public Service Commission Scope: In-Scope Family: P

Employee Name	Assign#	Type	Status	PaySch	Occ	Occupation	Sub Occ	HR Org	Hours	Total Hours*	Threshold
		PPT	Active	SGEU	PDP	Document Processing			82.00	82.00	79
		PPT	Active	SGEU	PDP	Document Processing			94.50	94.50	79
		PFT	Active	SGEU	PDP	Document Processing			102.25	102.25	79
		PPT	Active	SGEU	PDP	Document Processing			122.50	122.50	79
		PFT	Active	SGEU	PDP	Document Processing			232.00	232.00	79
		NP	Active	SGEU	PDP	Document Processing			116.17	116.17	79
		PFT	Active	SGEU	PSC	Secretary			236.00	236.00	79
		PFT	Active	SGEU	PDP	Document Processing			120.00	120.00	79
		PFT	Active	SGEU	PDP	Document Processing			217.50	217.50	79
		PFT	Active	SGEU	PDP	Document Processing			393.75	393.75	79
		PFT	Active	SGEU	PSC	Secretary			196.00	196.00	79
		PPT	Active	SGEU	PSC	Secretary			84.00	84.00	79
		PFT	Active	SGEU	PDP	Document Processing			85.00	85.00	79
		PPT	Active	SGEU	PDP	Document Processing			131.50	131.50	79
		PFT	Active	SGEU	PDP	Document Processing			835.25	835.25	79
		PFT	Active	SGEU	PSC	Secretary			144.00	144.00	79
		NP	Active	SGEU	PSC	Secretary			89.00	89.00	79

Information Blanked For illustration

Information Blanked For illustration

Illness Hours

Appendix B – Attendance Support Meeting Notes

- Informal Meeting
- Formal Meeting Phase #1
- Formal Meeting Phase #2

Employee: _____

Date of Meeting _____

Previous Meeting Dates: _____

Medical Information Provided (where requested): YES NO

Concerns: _____

Employee Response: _____

Meeting Outcome (Action Plan): _____

Date for follow-up: _____

Summary letter issued with copy to personnel file: YES NO

Manager/
Supervisor: _____

Employee: _____

Union: _____

Appendix C – Form Letters

Note: These letters are provided as guidelines only. The content may need to be altered depending on the circumstances of the individual case. Consult Human Resources for assistance in drafting letters.

Formal Meeting Phase #1 Form Letter

[DATE]

[EMPLOYEE NAME]

[ADDRESS]

[CITY PROVINCE POSTAL CODE]

Re: Summary of Attendance Meeting

Dear [EMPLOYEE NAME]

This letter is in follow up to our meeting on [DATE]. In attendance were myself, [Attendees (e.g. Manager/Supervisor, Union Representative, Human Resource Business Partner)] The purpose of the meeting was to discuss your attendance at work related to your utilization of [reason for absence] and to discuss options to ensure you are able to attend work on a regular basis.

We discussed the number and pattern(s) of your absenteeism between [DATE] to [DATE]. Your absences are at [amount] which is (close too/at/or above) the peer average. Below is a summary of your time away from work.

Date Range (e.g. Year, Months)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Your employee absenteeism pattern or rates give rise to concern, I inquired if there were personal or work-related issues contributing to your ongoing absenteeism. You indicated [Contributing Factors].

I or we jointly generated several options which provide an opportunity to address the concerns identified. Those options are:

1. Option #1
2. Option #2
3. Option #3

As we discussed, your regular attendance is a necessary component in the effective and efficient delivery of services to our clients. Absenteeism leads to increased workloads for the remaining staff performing the work. You indicated you understood the importance of attending work regularly.

[Attached, please find a request for medical information to be completed by your health care practitioner --- will not be required in all cases]

We also agreed at the meeting that we would review your progress on [DATE - give 4 to 6 months]. My expectation is, one of the options discussed will be implemented as a part of an attendance management plan to improve and maintain regular attendance levels to the [Peer Average] for the applicable occupation family group.

The Government of Saskatchewan has a confidential Employee and Family Assistance Program (EFAP). If you wish to access EFAP, you can make arrangements by calling 1-844-880-9142. For more information about EFAP, visit the Taskroom EFAP page.

It is important that you understand excessive absenteeism with no likelihood of change can lead to termination of employment through frustration of the employment contract.

I am committed to providing reasonable assistance and support in your efforts to meet the PS 817 Attendance Support policy requirements.

Sincerely,

[Name]

[Title]

cc: Personnel File
Name, Human Resource Business Partner, PSC

Formal Meeting Phase #2 Form Letter

[DATE]

[EMPLOYEE NAME]

[ADDRESS]

[CITY PROVINCE POSTAL CODE]

Re: Summary of Attendance Meeting

Dear [EMPLOYEE NAME]

This letter is in follow up to our meeting on [DATE]. In attendance were myself, [Attendees (e.g. Manager/Supervisor, Union Representative, Human Resources Consultant)]. The purpose of the meeting was to further discuss your continued inability to attend work on a regular basis due to your utilization of [Reason for absence (e.g. Sick Leave)] and continue the discussion regarding the causes for your absenteeism and why the developed targeted strategies to address those causes have not minimized your absenteeism.

As you know, there have been previous meetings and discussion regarding your record of attendance dating back to [DATE]. At that time your absences were [AMOUNT] which was (close too/at/or above) the peer average, to date there has been (some/no improvement) and your Sick Leave Usage, LTD) is still (close too/at/or above) the peer average. I have provided the summary below which we reviewed in the meeting.

Date Range (e.g. Year, Months)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Date Range (e.g. Year, Months)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Number of Absences – Reason (e.g. illness)

Our discussion focused predominantly on your recent attendance between [DATE] to [DATE]. I had previously clearly communicated to you, the attendance expectations and identified a reduction in absenteeism was required. Your employee absenteeism pattern or inability to attend work on a regular basis continue to be of concern, I inquired if there were personal or work-related issues contributing to your ongoing absenteeism. You indicated [Contributing Factors].

We discussed several options for your consideration on how to resolve and cope with the issues at hand. The options we discussed are:

1. Option #1
2. Option #2
3. Option #3

We agreed at the previous meeting to review your progress on [DATE]. My expectation was clear that you would implement one of the options discussed as a part of an attendance management plan to improve and maintain adequate attendance levels to the [Peer Average] for the applicable occupation family group. Your attendance level has resulted in little or no improvement, and you have been unable to provide myself with any insight or prospect of your attendance improving in the future.

As we discussed, your regular attendance is necessary to mitigate disruption in services as a result of absenteeism. Absenteeism leads to increased workloads for the remaining staff performing the work. You confirmed you understood the importance of attending work regularly and that it was your personal responsibility for improving your attendance to the required level. As we discussed, the average sick time utilization of your peers is [# of Hours] hours per full time equivalent and your sick time average is well above this.

[Attached, please find a request for medical information to be completed by your health care practitioner --- will not be required **in all cases**]

During all of our meetings related to attendance, you have been offered the services of Employee and Family Assistance (EFAP) program as well as [Previous offers of Assistance] to assist you in achieving regular attendance. Once again, I would like to remind you that these services are available to you. If you wish to access EFAP, you can make arrangements by calling 1-844-880-9142. For more information about EFAP, visit the Taskroom EFAP page.

It is important you understand that failure to improve your attendance will result in termination of employment for excessive non-culpable absenteeism.

I am committed to providing reasonable assistance and support in your efforts to meet the PS 817 Attendance Support policy requirements. We will continue to monitor your record of attendance and will review again in [Time Frame] to review your progress.

Sincerely,

[Name]

[Title]

cc: Personnel File

Name, Human Resource Business Partner, PSC

February 2022

Improvement Form Letter

[DATE]

[EMPLOYEE NAME]

[ADDRESS]

[CITY PROVINCE POSTAL CODE]

Dear [EMPLOYEE NAME]

I have reviewed your attendance over the past [Date Range] . I would like to acknowledge the effort you have demonstrated to significantly improve your regular attendance at work since our last meeting. You have been successful in returning your attendance {to/below} the peer average for all other employees in the Occupational Family (Job Family title)).

Thank you for displaying your reliability and dedication to your work. As your regular attendance has improved, further follow-up meetings regarding your attendance is no longer required.

We are committed to supporting the health and wellness of our employees and encourage you to seek assistance if you are facing health, personal or family related issues. The Government of Saskatchewan has a confidential Employee and Family Assistance Program (EFAP). If you wish to access EFAP, I encourage you to do so. You can make arrangements by calling 1-844-880-9142. For more information about EFAP, visit the Taskroom EFAP page.

Sincerely,

[Name]

[Title]

cc: Personnel File



**Public Service
Commission**