

## Attendance Management FAQ's

### 1. How often should I review the attendance of my employees?

Attendance statistics should be compiled and reviewed for ALL employees on a regular basis. As a result of this review, employees may be directed to the Attendance Management Program (the "Program"). Employees already in the Program should be reviewed at least every 6 months. However if you have a large staff or employees with significant attendance issues it may be appropriate to review them more frequently.

### 2. What types of absences should be included in my review?

All NON-CULPABLE absences should be included in your review. If unsure, consult with your HR Advisor.

### 3. What is the threshold for inclusion in the Program?

An employee may be considered for the Program if the employee has non-culpable absences exceeding, or is expected to exceed, the following annual threshold:

A. 12 or more days;

**OR**

B. at a rate exceeding the annual departmental average,

whichever is the lower of the two.

### 4. What is a non-culpable absence?

The term "non-culpable" means that the employee's behavior is "innocent" or not blameworthy. Therefore, management's response is non-disciplinary. That does not mean that the employee cannot be properly managed.

### 5. What do I ask an employee during an Informal Attendance Conversation?

Such meetings should be viewed as an opportunity to provide information *to* employees, not to solicit information *from* employees. No specific questions regarding attendance should be asked.

**6. What are employees' responsibilities during the Program?**

Employees are expected to attend meetings and to cooperate during the Program. They may need to be reminded that the Program is designed to advance the interests of both UBC and the employee.

**7. How can I find my department average?**

Each department should have records for its employees. Contact the Administrator for the department involved.

**8. What if I suspect an absence pattern?**

If you believe an absence pattern exists or is emerging, contact your HR Advisor to review and discuss appropriate courses of action.

**9. How long until termination may be deemed the final resort?**

Termination will not be considered until all other avenues of redress have been exhausted. This includes meetings and letters followed by little sign of improvement or cooperation from the employee. Contact your HR Advisor to review and discuss the best course of action.

**10. Can Probationary Employees be included in the Program?**

Yes, employees still working within their probationary period are eligible to be referred to the Program.

**11. What if the employee has a history of excessive absenteeism but has disclosed to their manager medical reasons for their absences? Does the department need to have documented medical information and should the employee still be included in the Program?**

If an employee with excessive absenteeism has shared information with you regarding a medical condition outside of any formal process please contact your HR Advisor to review and discuss the best course of action.