



VICTORIA UNIVERSITY
IN THE UNIVERSITY OF TORONTO

Victoria University

Attendance Awareness Program (AAP)

PROGRAM POLICY & MANAGER GUIDE

HUMAN RESOURCES

V.1 – June 2024

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Introduction to the Attendance Awareness Program

Program Philosophy & Objectives

Victoria University has a long history of excellence in the higher education sector.

The effective operation of the University is critical to carrying on this legacy of excellence, and to providing and sustaining a safe and productive environment for all members of our community (students, staff, faculty, librarians, and the public).

Commitment from every member of our team of Vic employees is a key element in delivering on this promise of a safe, productive, and effective environment for all. Part of fulfilling this commitment is having employees who sustain regular attendance at work –contributing positively to Victoria University, in whichever capacity their job role entails.

When unscheduled absences become frequent, work progress becomes inhibited and our collective ability to meet our obligations to our Victoria University community is hindered.

The Attendance Awareness Program (AAP) intends to support a positive workplace culture, fostering commitment to being regularly present at work.

At its core, the Philosophy is about the University recognizing our responsibility to provide a work environment that supports employee well-being and regular attendance at work. It is rooted in a belief that absences can be minimized through prevention, early intervention and individual case management and that employee attendance issues are best resolved in a positive, supportive manner.

Our Philosophy of the AAP is focused on:

Understanding your personal responsibility to the Vic Community: involves creating clarity for employees of the positive impact of their role within the University, the personal responsibility level needed to fulfill their role and the impacts of excessive unplanned absence from the workplace.

Communicating early, openly, and confidentially about attendance concerns: involves facilitating regular conversations about attendance at work, in general, and in specific as related to identifying concerning increases in absenteeism (declining attendance). Being open, unassuming, supportive, and maintaining confidentiality over sensitive information and record keeping is a key aspect of the AAP.

Promoting regular attendance at work; minimizing absenteeism: involves fostering a culture of regular attendance at work which does not conflict with supporting time away from work for employees when the circumstances to not be at work are appropriate. Presenteeism involves being present at work when an employee should not be. While we have a need for regular attendance at work – this should not be attendance at work which takes away from:

- an employee’s need for legitimate time away from the workplace for illnesses or injuries,
- to attend to legitimate personal or family emergency situations,
- to take time away from work as part of an approved leave of absence or,
- to enjoy planned vacation time away from work for rejuvenation and the avoidance of burnout.

Engaging in mental health and other support programs to enable healthy work attendance:

involves creating a psychologically safe workplace and promoting the importance of creating strategies and utilizing resources to achieve a positive mental health state. This includes referral to resources and support in accessing resources as needed, specifically at each stage of the AAP and whenever possible. This element of the AAP Philosophy also means working collaboratively and creatively together to identify ways to support employees with challenges that may be confronting their ability to be present at work.

Applying practices in a fair and consistent manner: involves approaching attendance conversations in a fair, judgement free and consistent manner and facilitating the related processes, including movement through the AAP, in a way that maintains an objective standard of when declining attendance should be highlighted as a concern and how the program should be applied to all employees who meet the established threshold(s) for application of the AAP. This element of the AAP Philosophy also means applying consistency in the way exceptions and flexibility to administering the AAP are incorporated.

Why is the AAP Philosophy Important?

The Philosophy of the AAP, as outlined above, is important because it centers our program around 5 key objectives or intentions of how the program will be successful for all who are involved in it.

These 5 key elements of the Philosophy should be revisited frequently by each stakeholder of the program (those identified in the Roles & Responsibilities section below). The Philosophy will guide leaders and employees, with respect to how they should be engaging, communicating about, and facilitating the program within their respective teams, in an overarching values-based approach.

When challenges, doubts or concerns arise as related to facilitating the AAP – these guiding principles will provide a framework for overcoming them and determining a path forward.

Scope

This Attendance Awareness Program applies to all employees located in Ontario, recognized to be part of the USW (United Steelworkers) Local 1998 bargaining unit of Victoria University in the University of Toronto.

Key Program Elements

At a foundational level the AAP is a framework for facilitating conversations related to attendance at work and the stages of the program correspond with an increasing level of attentiveness to the need for improving attendance at work.

The AAP deals with non-culpable absenteeism. Non-culpable absenteeism can be addressed through conversations and supports, recognizing that this type of absenteeism is outside the control of the employee. The program recognizes that the two types of absenteeism, culpable and non-culpable, are different and as such should be managed differently.

The AAP involves attendance reports highlighting concerns of excessive absenteeism to the attention of managers and managers monitoring employee attendance. Employees are also encouraged to openly communicate about their own attendance concerns in a proactive manner.

The AAP provides a standardized view of an employee's absenteeism measured against a threshold or internal benchmark for acceptable absence from work, and triggers conversations about attendance expectations. Through these conversations employees and managers can address each of their perspectives, identify causes of absences and possible solutions to improve attendance at work and set goals for improved attendance over the next period, together. Employees are provided with letters to outline areas that were communicated about, agreed upon goals and reinforced expectations for attendance at work, in follow-up to the verbal dialogue between a manager and employee at any point through the AAP. Follow-up conversations and maintaining open dialogue as an employee moves through the AAP is important.

References to Other Policies, Laws & the USW Collective Agreement

This Attendance Awareness Program interacts primarily with the Victoria University/USW Collective Agreement. It does not replace or over-ride any provisions of or entitlements to elements of the Collective Agreement.

Further, this AAP does not limit or over-ride any provisions of the *Ontario Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act (AODA)*, the *Workplace Safety and Insurance Act, 1997 (WSIA)*, the *Employment Standards Act, 2000 (ESA)*, or any other applicable legislation.

Where there is no provision under those pieces of legislation, or under the union collective agreement, this AAP will prevail.

The provisions of the University's Workplace Accommodations Program, Alternative Work Arrangement (AWA) Program or other programs which relate to time away from work policies will apply as they do to USW members under those policies. If there is a related element of policy under the AAP, the AAP policy will prevail, provided it does not conflict with any legislation or the USW collective agreement.

Confidentiality

Reasons for absences from work vary and often involve an element of personal and confidential or sensitive information. Other elements of confidentiality within the context of the AAP include Medical Notes, information related to leaves of absence, STD and LTD claim documents, accommodation information and plan documents, return-to-work plans, and other personal health information.

Further, the AAP documentation (attendance reports, communication letters, follow-up letters etc.) are all confidential pieces of information.

All stakeholders of the AAP are required to maintain confidentiality over these types of information regardless of the format or timing of the information, at all times.

Definition of Terms

Absence – for the purpose of administering the AAP, an absence is when an employee does not show up, on time and fit-for-work, for all or part of their regularly scheduled shift, and can be related to culpable, non-culpable or other (authorized) reasons. See below: “Types of Absenteeism”.

Absenteeism Rate – For the purposes of calculating instances of absenteeism when facilitating the AAP, absences of half a shift or less will be counted as a half instance (0.5), and absences of more than half a shift will be counted as a full instance (1.0). Only non-culpable absenteeism is factored into the absenteeism rate.

Attendance – All employees are expected to show up, on time and fit-for-work, for their entire regularly scheduled shift, or to obtain authorized leave from their immediate supervisor (or designate). See below: “Absence Reporting”.

Review Period – for the purposes of administering the AAP, the review period is the period between the stages of the Attendance Awareness Program, i.e. on a quarterly basis.

Triggering Event – On a quarterly basis, attendance reporting will highlight an employee whose non-culpable absences reach the established threshold of the AAP, to the attention of the employee’s supervisor. See below: “AAP Stages”.

Presenteeism – working while sick when the employee should not be at work. Other examples of presenteeism include not taking a leave of absence when an employee should utilize this option for time away from the workplace.

Types of Absenteeism

Non-Culpable (Innocent Absenteeism)

Non-Culpable Absenteeism occurs when an employee is away from work for reasons which are beyond their control. These types of absences are considered non-blameworthy of the employee and are typically beyond an employee’s control, they include, but are not limited to:

- Excessive sick time (outside of statutory entitlements, STD leave etc.)
- Excessive outside appointments during working hours (ex. Medical, Personal)
- Excessive absences from work to deal with ongoing family issues

Non-Culpable Absenteeism should be addressed with employees through counselling, providing support and resources to employees to mitigate the negative impacts of this type of absenteeism. Non-Culpable Absenteeism is the focus of the AAP.

Primarily, a coaching and improvement focused approach is taken. However, if non-culpable absenteeism does not fall below the expected threshold of the AAP over an extended period of advancing through the AAP Stages, suitability of continued employment with the University may be considered once Stage 5 of the AAP is reached.

Patterned Absenteeism

If, when facilitating the AAP, it is determined that the pattern of absenteeism indicates abuse (no reasonable explanation is given for the absences, and it is not substantiated by acceptable medical documentation) the absences may be considered culpable, and disciplinary actions are taken.

Patterned absenteeism may take the form of absences that occur:

- On particular days of the week;
- Adjacent to schedule days off and/or weekends
- On particular days of the week each week, month, or year
- On days off after performance related matters are addressed
- On days off after work assignments that the employee finds non-agreeable
- To appear on the surface to be suspicious

Culpable (Controllable Absenteeism)

Culpable Absenteeism are unauthorized absences which are within the employee's control. The reason for these absences is not legitimate because the absence is for reasons within the control of the employee, including but not limited to:

- Excessive lateness
- Leaving work early without notification or without a valid reason
- Unauthorized leave of absence (no reason provided for absence)
- Unsubstantiated absence (where evidence of the reason is required and not provided)
- False explanation for an absence (employee on sick leave when not sick) when validated

Culpable Absenteeism is counterproductive work behaviour that is dealt with through progressive disciplinary measures, which may ultimately result in termination of employment for cause.

If disciplinary measures are taken, they are meant to be corrective and supportive to guide employees to correcting this type of counterproductive behaviour at work.

If Managers suspect cases of culpable absenteeism, they should raise this with their HR Partner to coordinate a conversation with the employee about their culpable absenteeism and any related progressive discipline processes to be followed. A USW Member is permitted to bring along their union representative to this meeting.

Other (Authorized) Absences

Examples of other absences which are considered authorized time away from work, and do not form part of the calculation of an employee's culpable or non-culpable absenteeism rate include:

- Authorized ESA (*Employment Standards Act, 2000*) statutory leaves of absence: family leave, pregnancy leave etc.
- Authorized vacation or personal day entitlements
- Disciplinary suspensions
- Union related leave
- Bereavement leave
- Jury Duty leave
- Approved Short-Term Disability (STD) or Long-Term Disability (LTD) leave; or STD or LTD leave pending approval where an authorized paid or unpaid leave pending claim decision has been provided
- Approved workplace accommodation plan related to workplace absences
- Approved medical leave due to a workplace illness or injury where an employee is receiving WSIB benefits

Roles & Responsibilities

All stakeholders who engage in the AAP have responsibilities to fulfill to contribute to a positive workplace culture focused on promoting attendance at work and minimizing absenteeism.

The following is an overview of the key responsibilities of each group of stakeholders:

Employees

Employees are the main stakeholders in the AAP. The following is intended to assist employees in understanding their responsibilities and obligations regarding attendance and the AAP.

Employees are responsible to:

- Attend work regularly, to be on time and stay for the entire duration of their shifts.
- Report all absences or incidents of lateness or early leaves from shift, with reasons – as outlined in the “Absence Reporting” section of this AAP.
- Maintain contact with their supervisor during absences – as outlined in the “Absence Reporting” section of this AAP.
- Attend to personal obligations (including medical appointments where possible) during their own personal time, and not during working hours. Where medical or other appointments must occur during working hours – employees should plan to schedule this time off work using available personal day or vacation day balances.
- Report any work-related incidents or injuries to their supervisor immediately.
- Actively participate in any accommodation and/or return-to-work planning.
- Collaborate with third-party providers for any applicable STD or LTD claims.
- Provide medical notes when required.
- Plan for absences ahead of time as best/as often as possible.
- Engage union support and assistance as required.

Managers

Managers are key stakeholders in the AAP. The following is intended to assist managers in understanding their responsibilities and obligations regarding monitoring attendance and facilitating the AAP.

Managers are responsible to:

- Promote a culture of psychological safety and well-being.
- Raise awareness about the importance of regular attendance and the impact of excessive absenteeism on the team/unit and the larger organization as a community.
- Apply the AAP in a fair manner, consistent with the AAP Philosophy and this Program Guide.
- Ensure employees are advised of and understand their role/responsibilities under the AAP.
- Communicate about the AAP and attendance expectations with Lead Hands and Employees.
- Maintain contact with Employees who report absences or occurrences.
- Maintain records of Employee absence details accurately and timely within the Dayforce HRIS and/or other related AAP tools as required.
- Review Dayforce HRIS attendance reports on a regularly scheduled basis.
- Facilitate Stage 1 through Stage 5 AAP meetings with Employees.
- Refer Employees to mental health and other resources at all stages of the AAP or where otherwise appropriate.
- Document extenuating circumstances/details or additional attendance related information as needed and which cannot be captured in the regular absence reporting procedure with the Dayforce HRIS.
- Collaborate in accommodation and return-to-work planning with the Employee and HR Partner and implement approved workplace accommodations with Employees, when necessary.
- Handle confidential information in an appropriate manner, referring documentation to HR.

Lead Hands

Lead Hands are responsible to:

- Promote a culture of psychological safety and well-being.
- Raise awareness about the importance of regular attendance and the impact of excessive absenteeism on the team/unit and the larger organization as a community.
- Refer Employees to a Manager for advice on the AAP.
- Communicate about absence reporting with Employees and Managers.
- Refer Employees to mental health and other resources at all stages of the AAP or where otherwise appropriate.
- Address concerns of absenteeism of their Direct Reports or the application of the AAP to their Manager or HR Partner.
- Handle confidential information in an appropriate manner, referring documentation to HR.

Directors (Department/Unit Heads)

Directors or the Head of a Department or Unit, are responsible to:

- Promote a culture of psychological safety and well-being.
- Raise awareness about the importance of regular attendance and the impact of excessive absenteeism on the team/unit and the larger organization as a community.
- Ensure their Managers/Direct Reports are familiar with this AAP.
- Provide support and assistance to Managers/Direct Reports if issues arise under this AAP.
- Communicate unit attendance goals and the achievement of prior years goals within the unit and the organization on a regular basis.
- Handle confidential information in an appropriate manner, referring documentation to HR.

Human Resources

Human Resources (the HR Partner or other HR Representative) are responsible to:

- Promote a culture of psychological safety and well-being.
- Raise awareness about the importance of regular attendance and the impact of excessive absenteeism on the team/unit and the larger organization as a community.
- Assist/Advise/Coach Managers or Department Heads in administering the AAP and addressing any issues, extenuating circumstances etc. related to facilitating the AAP.
- Provide guidance to Managers or Department Heads related to providing employee referrals to mental health or other supports.
- Address organizational needs related to the application of any employment laws, collective agreement provisions etc. as they relate to this AAP or in general where applicable.
- Attend employee meetings related to facilitating stages of the AAP, as needed.
- Maintain documentation related to the AAP, confidentially, within HR and Employee files.
- Implement and support workplace accommodation and return-to-work planning.
- Create and update tools, guidelines for the AAP etc., as needed.

Health Management Provider

Victoria University's external health management provider is responsible to:

- Adjudicate STD claims, collaborating with employees, their medical professional(s), and Human Resources to obtain relevant information.
- Assign a Case Manager to liaise with all parties during the Employees STD absence or for accommodation reviews.
- Maintain confidentiality over sensitive medical information, providing Victoria University with limited information to aid in implementing workplace accommodations and return-to-work plans.

Absence Notification & Reporting

Employees are expected to notify their manager of their absence as soon as possible when they will not be able to attend work, if possible, two (2) hours in advance of the scheduled start time.

Employees who are scheduled to work a morning shift will make every effort to inform their manager the evening before if they will be unable to work the following day. Employees are also expected to inform their manager as early as possible when they become able to return to work.

Prompt absence reporting is important so that managers may make other staffing arrangements as needed. Employees are also expected to notify their manager of each subsequent day of absence unless the employee has provided a medical note which indicates the expected length of absence.

Employees are expected to call or otherwise notify their manager directly themselves unless the circumstances of the absence make it impossible for the employee to contact their manager within a reasonable time frame.

Employees are required to advise their manager of the reason for the absence. Employees are not required to disclose any diagnosis of medical conditions.

Time off requests should be inputted into the HRIS time-keeping platform (Dayforce) within three (3) days of an employee's absence. If an employee can, they should input the corresponding time-off (sick, personal etc.) details into Dayforce. If an employee is unable to input the sick time details into Dayforce, the manager should do this on their behalf.

The manager is expected to:

- Record the reason for the absence (in general terms -i.e. sick, personal/family etc.), and
- Record the expected date of return, and
- Advise the employee if, in the circumstances, a medical note is required

Not reporting absences is unacceptable. Instances where absences are not reported will be counted as a "No Call, No Show" (culpable absenteeism) and will be cause for disciplinary action.

Where an employee has been absent from work for a STD leave of absence, there must be confirmation from our health management provider, Human Resources, and the employee's supervisor regarding the employee's fitness and plans for return to work before a return-to-work date is agreed upon and implemented with the employee.

Medical Notes

Medical Notes are private and confidential information and should be handled with sensitivity and discretion.

When an employee has been away from work for seven (7) consecutive days or shifts from work, for reasons related to personal illness or injury, they are required to provide medical documentation to Victoria University's external health management provider, for purposes of adjudicating the employee's Short-Term Disability (STD) benefit claim and for coordinating any required accommodation and/or return-to-work plans.

Employees are required to pay any associated fees for initial medical notes related to any leave of absence (STD etc.). If medical notes provided initially are not satisfactory to the University the University will cover the cost associated with any further medical notes or the costs for additional accommodation related medical documentation, independent medical exams (IMEs) etc., on a reimbursement basis up to the amount as outlined in the Ontario Medical Association's Guidelines.

Employees may be requested to provide medical notes to their supervisor and/or Human Resources if the absence falls immediately before or after a statutory holiday. This is required for the purpose of validating an employee's entitlement to statutory holiday pay.

In cases where a pattern of absenteeism (See: Patterned Absenteeism above) is believed to be culpable absenteeism, employees may be asked to provide a medical note, or other evidence reasonable in the circumstances, to their supervisor and/or Human Resources to substantiate any pattern of absences, to classify these absences as non-culpable and therefore avoid any disciplinary actions.

Medical Notes, when required, should provide the following information:

- Name of the Physician who is providing the note
- Date on which the employee was seen
- Confirmation that the employee was seen due to illness/medical reasons
- Date the Physician estimates the employee will be able to return to work
- Clear indication of the employee's medical restrictions/limitations (if any)
- Prognosis (likelihood and timing of recovery)

When an employee is required to provide a medical note, they are expected to obtain a medical note from a qualified healthcare practitioner during their absence, and not following their absence.

Employees are required to pay for all medical notes.

Accommodation

Victoria University will make every effort, up to the point of undue hardship, to provide reasonable accommodation(s) to employees with disabilities or for those employees who may require an accommodation as related to other protected grounds under the *Ontario Human Rights Code*.

At every stage of the AAP an employee and their manager will have discussions to determine if any accommodations are needed. Employees are encouraged to bring any accommodation requests to their manager during any AAP related meeting or at any other time.

Employee Support, Assistance & Resources

Employees will be offered and referred to mental health and other health and wellbeing resources for them to receive support. Employees can request access to supports at any time to their Supervisor (Lead Hand), Manager, or Human Resources.

This supportive approach will be the focus of both the program itself and the discussions throughout the stages of the AAP.

Attendance Awareness Program

The AAP follows a five (5) stage approach. Each quarter, absences are reviewed to determine if they meet a threshold (as outlined below) under the non-culpable absences category. If an employee's absences trigger entry to the program, then the employee starts at Stage 1.

Three (3) months after an employee enters Stage 1 of the AAP (during the regular quarterly review period) the Manager will review attendance records for the prior three (3) month period. If the employee's attendance has not improved to the point of falling below the established threshold for the next level of the program, the Manager will inform the employee that they have moved to Stage 2 of the AAP. This process continues each quarterly period whereby an assessment is made which determines if an employee's absences fall above or below the established threshold for each Stage.

Entering the Program

On a quarterly basis, attendance information will be reviewed. An employee who meets or exceeds a total of four (4) instances of non-culpable absenteeism in a three (3) month period (measured at the end of each quarter) shall reach the threshold and enter the AAP immediately.

Advancing through the Stages

Each quarter, attendance information will be reviewed. An employee who is active in any Stage of the AAP will advance to the next Stage of the AAP if they meet or exceed a total of four (4) instances of non-culpable absenteeism in the prior three (3) month period.

AAP Stages

AAP COACHING MEETING	COACHING MEETING FORMAT
Stage 1	Review Discussion, Referral to Resources
Stage 2	Review Discussion, Referral to Resources & Verbal Notification
Stage 3	Review Discussion, Referral to Resources & Written Notification <ul style="list-style-type: none">• Consideration of an internal candidate's status in the AAP will form part of the selection criteria for any cases of internal mobility (promotions, secondments etc.)
Stage 4	Review Discussion, Referral to Resources & Second Written Notification <ul style="list-style-type: none">• Consideration of an internal candidate's status in the AAP will form part of the selection criteria for any cases of internal mobility (promotions, secondments etc.)
Stage 5	Re-assessment of employment suitability, including consideration for termination.

AAP documentation (Written Notification Letters) will be retained in the employee file while an employee is active in the AAP and for one (1) year after exiting the program.

Exiting the Program

On a quarterly basis, attendance information will be reviewed.

- Employees who are active at Stage 1 or Stage 2:
 - will immediately be removed when they have **successfully maintained two (2) consecutive quarters with one (1) day or fewer absences.**
- Employees who are active in Stage 3 or Stage 4:
 - will move down one (1) Stage when they have **successfully maintained two (2) consecutive quarters with one (1) day or fewer absences** until they reach Stage 2.
 - When they reach Stage 2 see above.

Flexibility for Extenuating Circumstances

At any stage of the AAP Framework, consideration will be given to any extenuating circumstances of an employee's individual situation as it relates to the cause(s) of absenteeism. The extenuating circumstances should be made known to an employee's Manager or HR Partner. In consultation, these stakeholders, will assess the need for any exceptions to following the standard AAP framework, including determining any unique solutions or supports and resources that can be provided to overcome the absenteeism challenges in an alternative way.

Appendix A: Management Guide & Resources

AAP Coaching Meetings

Managers should review cases where employees are entering, advancing (up or down), or exiting from the AAP, with their designated HR Partner. This allows for the HR Partner to collaborate with the manager on preparing the appropriate letter template for the specific situation, supporting preparations for the meeting(s), providing employee support etc.

Any letter templates provided are for illustrative purposes only, i.e. to provide a template starting place for understanding the conversation and associated documentation. Any letters should be drafted in consultation with HR and with unique consideration given to the circumstances of the situation.

During Stage 1 and Stage 2 meetings only the Manager and Employee engage in the discussion. An employee can request that they have a union representative present during the meeting.

During Stage 3 and Stage 4 meetings, in addition to the Manager and the Employee engaging in the discussion, the Human Resources Partner and the Union (USW) Representative will attend the meetings to provide support during the dialogue.

Discussion Guide

STAGE	Manager Discussion Guide	Documentation
Stage 1	<ul style="list-style-type: none"> • Bring to the employee’s attention the absences which have triggered entering Stage 1 of the AAP. • Highlight concerns about the increased absenteeism affecting operations, team cohesion/morale and that if absenteeism persists there is potential for affecting job opportunities within Victoria University. • Seek to understand the issue(s) affecting the employee regularly attending work. • Offer to work with the employee to identify causes of absenteeism • Offer support and guidance to the employee; seek to brainstorm possible solutions and resources. • Agree on an improvement plan to support the employee moving out of Stage 1 – exiting from the AAP: set 	<ul style="list-style-type: none"> • Manager maintains personal note-keeping with details: <ul style="list-style-type: none"> ○ Date/Time/Location of meeting ○ Names/Positions of Individuals Present ○ Attendance Records Reviewed (copy/data summary) ○ Record of accommodation questions asked and employee responses • Verbal discussion only

	<p>attendance goals for the next quarter period.</p> <p>Questions:</p> <ul style="list-style-type: none"> - Is there any medical or other condition that prevents you from attending work regularly? - Keeping in mind confidentiality and only sharing what you're comfortable to share, is there anything non-medical or accommodation related that you would like to speak about and that I can perhaps provide some assistance or resources for? - Would you like to use the Vic U EAP (Employee Assistance Program)? <ul style="list-style-type: none"> o Reminder of the EAP services, access, confidentiality <p>(If you are aware of an ongoing approved accommodation or medical condition):</p> <ul style="list-style-type: none"> - Are these absences related to the same reason as ongoing absences/i.e. same medical issue? <p>Confirm to the employee that these questions were asked, and their answers to the questions will be recorded in your management record.</p>	
<p>Stage 2</p>	<ul style="list-style-type: none"> • Bring to the employee's attention the absences which have triggered entering Stage 2 of the AAP. • Highlight concerns about the increased absenteeism affecting operations, team cohesion/morale and that if absenteeism persists there is potential for affecting job opportunities within Victoria University. • Seek to understand the issue(s) affecting the employee regularly attending work. 	<ul style="list-style-type: none"> • Manager maintains personal note-keeping with details: <ul style="list-style-type: none"> o Date/Time/Location of meeting o Names/Positions of Individuals Present o Attendance Records Reviewed (copy/data summary) o Record of accommodation questions asked and employee responses

	<ul style="list-style-type: none"> • Offer to work with the employee to identify causes of absenteeism • Offer support and guidance to the employee; seek to brainstorm possible solutions and resources. • Agree on an improvement plan to support the employee moving out of Stage 2 – exiting from the AAP: set attendance goals for the next quarter period. <p>Questions:</p> <ul style="list-style-type: none"> - Is there any medical or other condition that prevents you from attending work regularly? - Keeping in mind confidentiality and only sharing what you’re comfortable to share, is there anything non-medical or accommodation related that you would like to speak about and that I can perhaps provide some assistance or resources for? - Would you like to use the Vic U EAP (Employee Assistance Program)? <ul style="list-style-type: none"> ○ Reminder of the EAP services, access, confidentiality <p>(If you are aware of an ongoing approved accommodation or medical condition):</p> <ul style="list-style-type: none"> - Are these absences related to the same reason as ongoing absences/i.e. same medical issue? <p>Confirm to the employee that these questions were asked, and their answers to the questions will be recorded in your management record.</p>	<ul style="list-style-type: none"> • “AAP – Verbal Notification – Letter A” is provided to the employee, copied to the Manager, Union, HR & Employee File
<p>Stage 3</p>	<ul style="list-style-type: none"> • Bring to the employee’s attention the absences which have triggered entering Stage 3 of the AAP. • Highlight concerns about the increased absenteeism affecting operations, team cohesion/morale and that if absenteeism persists there is potential for affecting job 	<ul style="list-style-type: none"> • Manager maintains personal note-keeping with details: <ul style="list-style-type: none"> ○ Date/Time/Location of meeting ○ Names/Positions of Individuals Present ○ Attendance Records Reviewed (copy/data summary)

	<p>opportunities and continued employment at Victoria University.</p> <ul style="list-style-type: none"> ● Seek to understand the issue(s) affecting the employee regularly attending work. ● Offer to work with the employee to identify causes of absenteeism ● Offer support and guidance to the employee; seek to brainstorm possible solutions and resources. ● Agree on an improvement plan to support the employee moving out of Stage 3 – moving down to Stage 2 from the AAP: set attendance goals for the next quarter period. <p>Questions:</p> <ul style="list-style-type: none"> - Is there any medical or other condition that prevents you from attending work regularly? - Keeping in mind confidentiality and only sharing what you're comfortable to share, is there anything non-medical or accommodation related that you would like to speak about and that I can perhaps provide some assistance or resources for? - Would you like to use the Vic U EAP (Employee Assistance Program)? <ul style="list-style-type: none"> ○ Reminder of the EAP services, access, confidentiality <p>(If you are aware of an ongoing approved accommodation or medical condition):</p> <ul style="list-style-type: none"> - Are these absences related to the same reason as ongoing absences/i.e. same medical issue? <p>Confirm to the employee that these questions were asked, and their answers to the questions will be recorded in your management record.</p>	<ul style="list-style-type: none"> ○ Record of accommodation questions asked and employee responses <ul style="list-style-type: none"> ● “AAP – Written Notification – Letter B” is provided to the employee, copied to the Manager, Union, HR & Employee File
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Stage 4

- Bring to the employee’s attention the absences which have triggered entering Stage 4 of the AAP.
- Highlight concerns about the increased absenteeism affecting operations, team cohesion/morale and that if absenteeism persists there is potential for affecting job opportunities and continued employment within Victoria University.
- Seek to understand the issue(s) affecting the employee regularly attending work.
- Offer to work with the employee to identify causes of absenteeism
- Offer support and guidance to the employee; seek to brainstorm possible solutions and resources.
- Agree on an improvement plan to support the employee moving out of Stage 4 – moving down to Stage 3 from the AAP: set attendance goals for the next quarter period.

Questions:

- Is there any medical or other condition that prevents you from attending work regularly?
- Keeping in mind confidentiality and only sharing what you’re comfortable to share, is there anything non-medical or accommodation related that you would like to speak about and that I can perhaps provide some assistance or resources for?
- Would you like to use the Vic U EAP (Employee Assistance Program)?
 - Reminder of the EAP services, access, confidentiality

(If you are aware of an ongoing approved accommodation or medical condition):

- Are these absences related to the same reason as ongoing absences/i.e. same medical issue?

- Manager maintains personal note-keeping with details:
 - Date/Time/Location of meeting
 - Names/Positions of Individuals Present
 - Attendance Records Reviewed (copy/data summary)
 - Record of accommodation questions asked and employee responses
- **“AAP – Second Written Notification – Letter C”** is provided to the employee, copied to the Manager, Union, HR & Employee File

	Confirm to the employee that these questions were asked, and their answers to the questions will be recorded in your management record.	
Stage 5	<ul style="list-style-type: none"> • Re-assessment of employment suitability, including consideration for termination • Facilitated with the approval and advice of the Director of Human Resources and Department/Unit Head. 	<ul style="list-style-type: none"> • TBD based on assessment of employment suitability