

Attendance Support Program Procedure

1. Intent

- 1.1. The Board provides a quality learning environment while being fiscally responsible. Each employee directly contributes to this goal by maintaining their health and ensuring regular and punctual attendance at work. Regular and punctual attendance is an expectation of employment.
- 1.2. The Board is committed to supporting employees who experience challenges in maintaining and achieving regular attendance at work. Support will be provided to help employees address barriers; while ensuring it does not conflict with collective agreements and legal obligations. Employees who are unable to attend work due to illness or disability will not be required or influenced to work if they are medically unable to.
- 1.3. This Attendance Support Program (“ASP”) provides all parties with guidance and resources to promote health and reduce absences through early intervention.
- 1.4. The Board offers proactive resources and support to assist employees facing personal challenges that may affect regular attendance.
- 1.5. This procedure and TVDSB’s Attendance Support Program comply with the requirements of the Ministry of Education Policy and Program Memorandum 171, along with other provincial laws and the *Ontario Human Rights Code*.
- 1.6. TVDSB recognizes that attendance patterns are not experienced the same by all employees and discretion within the ASP will be exercised and attentive to potential bias, systemic barriers, and the disproportionate impact attendance monitoring may have on some employees.

2. Definitions

- 2.1. “Non-Culpable” or “Innocent Absenteeism” occurs when an employee, through no fault of their own, is absent from the workplace for valid medical or personal reasons. This type of absenteeism must be treated appropriately, recognizing that affected employees may require assistance to achieve regular attendance at work.

- 2.2. “Culpable Absenteeism” refers to lateness, or absences for which the employee should be held responsible because the absences are within the employee's power to address and correct. Culpable absenteeism is handled through the normal process of progressive discipline and is not intended to be captured through the ASP.
- 2.3. “Absence” is defined as any portion of a day. The actual time missed is considered in the threshold count. For the purposes of ASP, absences may include:
- any illness/injury (paid and unpaid) that is not being supported through the Board’s Disability Management Program, WSIB Return-to-Work (RTW) Plan, or LTD RTW Plan.
 - Medical/Dental Appointments

For the purpose of the ASP, “Absences” will **not** include:

- Vacation
- Care Days
- Culpable absences
- Leaves as defined by the *Employment Standards Act, 2000*
- Pre-approved prolonged leaves of absence
- Bereavement leave
- Jury or subpoena leave
- Pregnancy/parental leave
- Union business leave
- Examinations and convocations
- Quarantine
- Observance of recognized religious holy days
- Inclement weather days
- Suspensions

- Approved Long Term Disability leaves
- Approved Workplace Safety & Insurance Board Loss of Earnings Claims
- Paid or unpaid personal leaves
- Paid Labour Relations leaves
- Staffing unpaid leaves

3. Objective of Procedure and Guiding Principles

3.1. The objective of the ASP is to set clear and consistent expectations for employees regarding attendance at work with the goal of enhancing employee well-being and ensuring regular and consistent attendance at work. The ASP is non-disciplinary in nature and is designed to assist and support employees whose absenteeism has exceeded the threshold set by this program.

3.2. The principles of the ASP are as follows:

- All school board employees play an important role in contributing to a supportive, positive and healthy school/school board community.
- Attendance support is part of the regular operations of school boards.
- The ASP must be implemented in alignment with applicable laws including the *Human Rights Code and the Accessibility for Ontarians with Disabilities Act* and must not be inconsistent with relevant school board collective agreements.
- To ensure fair and consistent application of the ASP for all employees.
- To reduce absenteeism and related direct and indirect costs.
- To increase attendance awareness by communicating the importance of regular attendance to all employees.
- To promote cooperation between leaders and employees to achieve and maintain regular attendance at work.

- To ensure all employees and leaders are aware of their responsibilities in maintaining acceptable attendance.
- To assist employees who may require help in resolving health or other personal difficulties which may be affecting their ability to maintain acceptable attendance levels.
- To recognize employees who have demonstrated improved attendance.

4. Roles and Responsibilities

4.1. Employees

- 4.1.1. Maintain regular attendance at work.
- 4.1.2. Enter all absences in a timely manner following the Board's established absence reporting process.
- 4.1.3. Provide notification of your personal illness/injury absence prior to the start of your scheduled starting time.
- 4.1.4. Participate actively in all levels of the ASP.
- 4.1.5. Cooperate in all aspects of the ASP.
- 4.1.6. Attend meetings regarding attendance as required.
- 4.1.7. Contact your union/association representative if you wish them to be involved.
- 4.1.8. Provide appropriate documentation during any level of the process as required. Any request for documentation will be consistent with privacy obligations and be appropriate to the circumstances. Employees will be informed of the purpose of the request.
- 4.1.9. Actively participate in any accommodation process.

4.2. Immediate Supervisors

- 4.2.1. Communicate attendance expectations to employees through a regular review of the ASP.

- 4.2.2. Ensure all employee absences are accurate and verified in TVARRIS to ensure your work location is adequately staffed.
- 4.2.3. Monitor the attendance of all employees within your area of supervision.
- 4.2.4. Treat employees fairly and equitably in monitoring the attendance.
- 4.2.5. Facilitate supportive meetings as outlined by the ASP.
- 4.2.6. Provide direction to employees with respect to applicable Board policies and procedures.
- 4.2.7. Provide assistance and support to employees.
- 4.2.8. Maintain regular contact with employees.
- 4.2.9. Provide a written outcome of each supportive meeting when Abilities and Wellness is not in attendance with copies to the employee, Abilities and Wellness Specialist, and employee union representative, if applicable.
- 4.2.10. Support and assist the Abilities and Wellness Department at any level in the Attendance Support process.
- 4.2.11. If an immediate supervisor is serving in an acting role and no other school-based administrator or direct supervisor is available to support the meeting, the department or school's designated Superintendent/Senior Leader will determine an appropriate delegate, if required.
- 4.2.12. Provide positive reinforcement to employees who reach their attendance goals.
- 4.2.13. Maintain confidentiality and ensure information related to employee attendance is handled and shared in accordance with privacy legislation.

4.3. Union and Association Representatives

- 4.3.1. Unions/Associations must act in accordance with the Human Rights Code and applicable collective agreement provisions.
- 4.3.2. Ensure employees are offered ongoing support available directly through Unions/Associations.

- 4.3.3. Encourage employees to cooperate with the employer in ensuring successful attendance.
- 4.3.4. Cooperate and help identify potential underlying issues affecting attendance and engage in problem-solving to explore reasonable accommodations or solutions where applicable.
- 4.3.5. Attend ASP meetings when requested by employees and/or the Board.
- 4.3.6. Maintain confidentiality and ensure information related to employee attendance is handled and shared in accordance with privacy legislation.

4.4. Abilities and Wellness Team

- 4.4.1. Identify employees who exceed the threshold levels of absence.
- 4.4.2. Interpret and administer sick leave provisions.
- 4.4.3. Analyze attendance data on a frequent basis (e.g. quarterly), prepare and distribute the ASP correspondence to appropriate stakeholders.
- 4.4.4. Provide immediate supervisors with support and guidance in the various levels of the ASP.
- 4.4.5. Participate and facilitate supportive meetings as required.
- 4.4.6. Consult with respective union/association representatives, as requested/or required.
- 4.4.7. Assist with the development of an attendance support improvement plan for various stages of this program.
- 4.4.8. Transition employee(s) to other relevant programs as required.
- 4.4.9. Provide a written outcome of each supportive meeting with copies to the employee, Principal/Supervisor, and employee representative, if applicable.
- 4.4.10. Advise employees of resources available to them.
- 4.4.11. Maintain confidentiality and ensure information related to employee attendance is handled and shared in accordance with privacy legislation.

4.5. Senior Leadership

- 4.5.1. Promote and maintain a work environment which protects overall health, safety and wellness of all employees.
- 4.5.2. Demonstrate commitment to the ASP by ensuring that all immediate supervisors act consistently in dealing with attendance issues at all levels of the organization.
- 4.5.3. Ensure fair and equitable application of the ASP.
- 4.5.4. Communicate expectations for attendance at work.
- 4.5.5. Participate in the Level 4 meeting, and other meetings, when required. In conjunction with Human Resources, Principals and Supervisors, review the employment status of employees who have not met attendance goals in Level 3.
- 4.5.6. Provide support and act as a resource to all aspects of the ASP.
- 4.5.7. Maintain confidentiality and ensure information related to employee attendance is handled and shared in accordance with privacy legislation.

4.6. Program Administrator

- 4.6.1. The Chief Executive Officer will appoint the Senior Superintendent of Human Resources, or a delegate, to be the “Program Administrator” on behalf of the Board.
- 4.6.2. The Program Administrator will ensure a review/audit of the ASP occurs at a minimum of every five (5) years or as part of the Board’s regular policy/procedure review cycle, whichever is the shorter period.
- 4.6.3. The Program Administrator will assign adequate resources to administer and maintain the ASP.
- 4.6.4. Maintain confidentiality and ensure information related to employee attendance is handled and shared in accordance with privacy legislation.

5. Procedure

- 5.1. Entry into any level of the multi-level process is applied consistently to all employees,

while recognizing that each employees circumstances may be unique and discretion may be applied on a case by case basis.

5.2. The ASP consists of **four progressive levels**:

- 5.2.1. Each level is designed to increase awareness of attendance patterns, identify barriers to regular attendance, and provide appropriate support and referrals to available resources.
- 5.2.2. Progression through the levels is **non-disciplinary** and based on the employee's attendance outcomes and individual circumstances.
- 5.2.3. When an employee's absences exceed the established absence thresholds the procedures below will apply.

5.3. **Attendance Thresholds and Progression**

- 5.3.1. The absence threshold is used as a mechanism to initiate non-disciplinary and supportive intervention. It is the established number of absences used to initiate entry into the ASP within a 12-working month period.
- 5.3.2. Level 1 of the ASP is initiated when an employee exceeds 14 absences in a 12-working month period.
- 5.3.3. Following entry into any level of the ASP, the employee's attendance will be monitored over the next 90 working days.
- 5.3.4. Upon entry into the program, where an employee exceeds three (3) days of absences within the monitoring period, the Employee may progress to the next level of the program.
- 5.3.5. If an employee in Level 2 or 3 of the ASP is absent for the number of days set in their most recent attendance support meeting within the 90-working day review period, they may progress to the next Level in the ASP.
- 5.3.6. For employees in Level 4 of the ASP who are absent for the number of days specified in the most recent Attendance Support meeting refer to Section 12 for next steps.

5.4. **Attendance Support Program – Levels**

5.4.1. Level 1 Attendance Support

- 5.4.1.1. Begins when an employee's absences exceed 14 days within a 12-working-month period and begins with a meeting between the employee and their principal/supervisor. The employee is welcome to invite their union/association representative.
- 5.4.1.2. The Level 1 meeting will focus on;
 - 5.4.1.2.1. Gaining an understanding of the issue(s) that may be preventing the employee from regularly attending work,
 - 5.4.1.2.2. Offering support and guidance,
 - 5.4.1.2.3. As a general guideline, employees may be expected to maintain attendance at or below 3 days of absence within the subsequent 90 working day period.

5.4.2. Level 2 Abilities Referral and Support

- 5.4.2.1. The employee may enter Level 2 if they have been unable to meet the attendance goals established for the Level 1 monitoring period.
- 5.4.2.2. Level 2 consists of a meeting that may include:
 - 5.4.2.2.1. The employee
 - 5.4.2.2.2. The employee's union/association, if requested by employee
 - 5.4.2.2.3. The Principal/Supervisor
 - 5.4.2.2.4. Abilities and Wellness staff member
- 5.4.2.3. If no extenuating circumstances have been provided at the Level 2 meeting, for which discretion may be reasonably applied, attendance goals will be set with the employee, which will apply for the next 90 working days.

5.4.3. Level 3 Attendance Concern

- 5.4.3.1. The employee may enter Level 3 if they have been unable to meet the attendance goals established for the Level 2 review period.
- 5.4.3.2. Level 3 consists of a meeting that may include:
 - 5.4.3.2.1. The employee
 - 5.4.3.2.2. The employee's union/association
 - 5.4.3.2.3. The employee's Principal/Supervisor

5.4.3.2.4. Abilities and Wellness team member

5.4.3.2.5. The HR Manager or their designate

5.4.3.3. If no extenuating circumstances have been provided at the Level 2 meeting for which discretion may be reasonably applied, attendance goals will be set with the employee, which will apply for the next 90 working days.

5.4.3.4. The employee will be informed that if they are unable to meet their established attendance goal during the Level 3 review period, they may progress to Level 4 where their employment status will be reviewed. This review may include termination on a non-disciplinary basis.

5.4.4. **Level 4 Escalated Attendance Concern**

5.4.4.1. Advancement to Level 4 and any review of employment status will only occur after confirmation that all reasonable accommodation options have been explored, documented, and exhausted in accordance with the Ontario Human Rights Code.

5.4.4.2. The employee may enter Level 4 if they have been unable to meet the attendance goals established for the Level 3 review period.

5.4.4.3. Level 4 Consists of a meeting that may include:

5.4.4.3.1. The employee

5.4.4.3.2. The employee's union/association

5.4.4.3.3. The employee's Principal/Supervisor

5.4.4.3.4. Abilities and Wellness staff member

5.4.4.3.5. The HR Manager or their designate

5.4.4.3.6. The Senior Superintendent of HR or their designate.

5.4.5. Where the employee progresses to Level 4 of the ASP the employee's employment status will be reviewed, up to and including termination on a non-disciplinary basis. Termination may be considered if, during this review, TVDSB determines that:

5.4.5.1. It has fulfilled its obligations under the applicable Collective Agreement and/or policies and procedures, the *Workplace Safety and Insurance Act*, the *Ontario Human Rights Code*, and/or any other applicable legislation; and,

- 5.4.5.2. The employee's absenteeism is excessive, and there is no reasonable likelihood that the employee will be able to attend work regularly in the foreseeable future.

5.5. Release from the Attendance Support Program

- 5.5.1. When attendance goals have been met within the Level review periods, the employee will enter the **12-working month monitoring period** where their absences are monitored by Abilities and Wellness – Attendance Support Program. Below are the outcomes as a result of the 12-working month monitoring period:
- 5.5.2. Employees who exceed the threshold in the 12-working month review period will remain in the ASP and are invited to attend a meeting to review their attendance and identify appropriate supports or strategies.
- 5.5.3. Employees who do not exceed the threshold in the 12-working month monitoring period will exit the ASP.
- 5.5.4. If the employee's absences exceed TVDSB's established threshold after exiting the ASP, the employee will enter the ASP at the appropriate level.

5.6. Interface with Abilities and Wellness Disability Management Program (DM)

- 5.6.1. The ASP is an attendance support process and does not assess disability, medical conditions, or entitlement to accommodation.
- 5.6.2. Where attendance concerns may indicate the need for medical accommodation, the employee may be referred to members of the Abilities and Wellness team for consideration under the Disability Management Program, in accordance with applicable legislation and procedures.
- 5.6.3. Any determination regarding disability, functional limitations, or medical accommodation will be made through the DMP and is separate from the Attendance Support Program.
- 5.6.4. Where accommodation affecting attendance is approved under the Disability Management Program (medical leaves and accommodation), attendance will be reviewed in accordance with the terms of that accommodation.

6. Monitor and Review

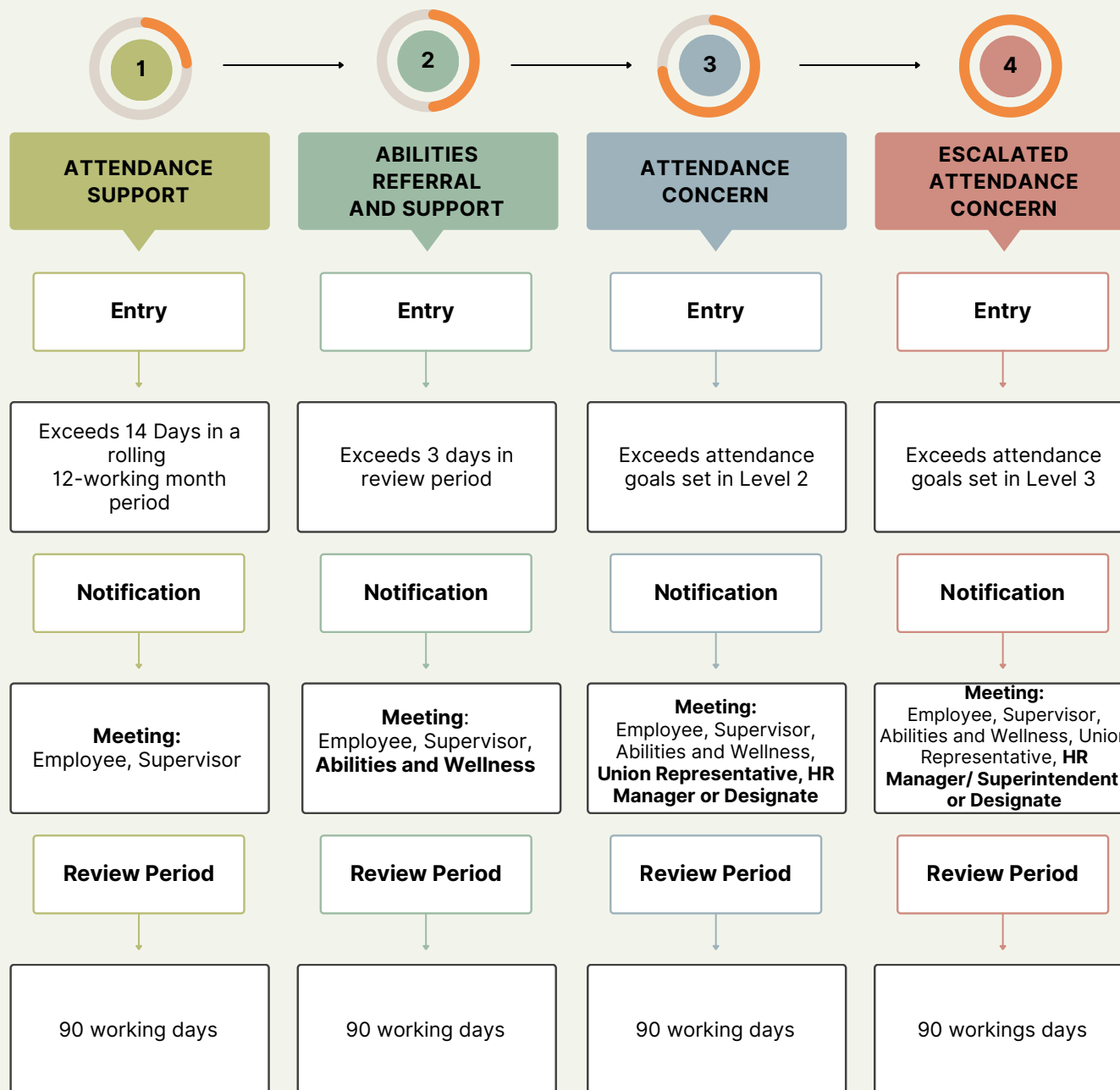
- 6.1.1. The procedure will be monitored and reviewed by the Program Administrator.
- 6.1.2. The Program Administrator will ensure a review/audit of the ASP occurs at a minimum of every five (5) years or as part of the Board's regular policy/procedure review cycle, whichever is the shorter period.
- 6.1.3. The Program Administrator will assign adequate resources to administer and maintain the Attendance Support Program.
- 6.1.4. The threshold will be reviewed annually or biannually by the Program Administrator and changes made based on data analysis of previous years attendance.
- 6.1.5. Employees should be notified of threshold changes.
- 6.1.6. Employees should be reminded on a yearly basis of the established threshold.

7. List of Appendices

- 7.1. Appendix A - TVDSB Attendance Support Program Overview

Attendance Support Program

Appendix A



Program Exit

Employees who meet attendance goals within the monitoring program will enter the **12-working month monitoring period**. Employees **exceeding** the threshold in the 12-working month monitoring period, will **REMAIN** in the Attendance Support Program. Employees who **do not exceed** the threshold in the 12-working month monitoring period, will **EXIT** the Attendance Support Program.

Appendix B – Procedure Administrative Information

Procedure Number:	3010a
Procedure Owner:	Human Resources
Effective Date:	2026 June 22, 2014 February 3, 2014 March 25
Draft Date:	2026 April 27
EIE Review Date:	2026 March 30
Resources:	• <i>Personal Health Information Protection Act</i>, 2004, S.O. 2004, c. 3, Sched. A • <i>Human Rights Code</i>, R.S.O. 1990, c. H.19 • <i>Workplace Safety and Insurance Act</i>, 1997, S.O. 1997, c. 16, Sched. A • <i>Accessibility for Ontarians with Disabilities Act</i>, 2005, S.O. 2005, c. 11 • Ontario Ministry of Education Policy and Program Memorandum 171 – Attendance Support Programs • TVDSB Accommodation Policy (1011) • TVDSB Accommodation Procedure (1011a) • TVDSB Attendance Support Program Policy (3010)