**IAM Step #1**

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Present at Meeting: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Department: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Comparator Rate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Staff Rate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Formal Communication of Absenteeism Management Concern: Initial Meeting

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| **Task to Be Completed by Manager** | **Done****(√)** |
| **Before the Meeting with the Employee:** |
| Review employee’s absenteeism records to gather number of hours missed relative to the comparator group. |  |
| Advise the employee that the meeting is to discuss the employee’s absenteeism. |  |
| Ask the employee if he/she would like a union representative present at the meeting. |  |
| **At the Meeting with the Employee (and Union)** |
| Inform the employee that this meeting is non-disciplinary |  |
| Inform the employee of the IAM program and that this is Step #1**.** Provide the employee with IAM materials. |  |
| Share with the employee the information collected in regard to absences and the concern that results from such level of absence. |  |
| Encourage open dialogue with assurances of confidentiality with the expressed intent of identifying any causes of absence that may be mitigated by the efforts of the employee, the employer, the union or jointly by all of the parties and establish plans of how this will be accomplished. |  |
| Discuss and request information from the employee as to the cause(s) for the absenteeism. |  |
| Clearly communicate expectations in regard to absenteeism -- i.e., a rate of attendance is required at or below the comparator group. Each and every employee has a contractual obligation to attend work.  |  |
| Offer assistance where possible - remind the employee of the availability of confidential medical and counseling facilities (e.g. Employee and Family Assistance Program, Occupational Health). **Have these contact numbers available to give to the employee, if requested.** |  |
| At the conclusion of the meeting, advise that a follow-up meeting will occur in approximately 12 weeks to continue the discussion and review progress. Set date for next meeting. |  |
| Advise that if the required improvement in absenteeism is not achieved at that time that the next step in the IAM process may be implemented at the next meeting. |  |
| **After the Meeting:** |
| Document the meeting and discussion and keep in your management file. **This documentation does not get copied to the Employee file.** |  |
| **Immediately Prior to Next Meeting:** |
| Review absenteeism records and Assess whether there has been an improvement in the level of absenteeism to a satisfactory level (i.e. at or below average of comparator group).  |  |

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Present at Meeting: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Department: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Comparator Rate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Staff Rate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**If Absenteeism has improved to a satisfactory level, After Step #1 (i.e. at or below average of comparator group)**

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| **Task to Be Completed by Manager** | **Done****(√)** |
| **Before the Meeting with the Employee:** |
| Review employee’s absenteeism records. |  |
| Consult with Human Resource Services identifying the nature of the situation and planning the next steps. |  |
| **At the Meeting with the Employee (and union):** |
| Meet with the Employee and review the absenteeism record since the meeting 8 -10 weeks prior. |  |
| Inform the employee that based on their improved absenteeism they remain at **Step 1 of IAM.**  |  |
| Review and discuss the strategies discussed and implemented at the last meeting and how they may need to be supplemented/revised to assist in maintaining regular absenteeism. |  |
| Ask for the employee’s commitment to continue in their efforts to improve his/her absenteeism. |  |
| Inform the employee that their absenteeism will continue to be monitored and that a follow-up meeting 12 weeks hence will be held to review their absenteeism and that you trust the improvement will be maintained. Set the date for next meeting |  |
| Advise the employee that if improvement is maintained that an assessment will be made after the next meeting as to whether further meetings are required. If absenteeism is not maintained, then advise employee that they may be moving to Step #2 of IAM at the next meeting. |  |
| **After the Meeting:** |
| Document the meeting and discussion and keep in your management file. **This documentation does not get copied to the Employee file.** |  |
| **Task to Be Completed by Manager** | **Done****(√)** |
| **Immediately Prior to Next Meeting:** |
| Assess whether level of absenteeism has been maintained to a satisfactory level (i.e. at or below average of comparator group).  |  |