**IAM Step # 2**

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

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

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

IAM Step # 2

Formal Attention to Absenteeism

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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. |  |
| Advise the employee that, due to inability to achieve a satisfactory level of absenteeism, he/she is at **Step #2 of IAM.**  |  |
| If some level of improvement has occurred, recognize this fact. |  |
| Ask the employee if he/she has had an opportunity to review the IAM information and policy and ask whether he/she has any questions or requires any clarification. Ensure that IAM is identified as a tool to improve absenteeism.  |  |
| Discuss and ask the employee to identify the cause(s) for the absenteeism. |  |
| Review and discuss the strategies previously developed and implemented at the last meeting and how they may need to be supplemented/revised to assist in achieving regular attendance. |  |
| 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.** |  |
| If a medical condition is identified as a contributing factor to absence**, in consultation with Human Resource Services**, ask for medical verification and/or information in regard to medical restrictions and assess whether any accommodation for the employee may be required/appropriate. |  |
| If appropriate or available, assess with the employee whether a (temporary or permanent) reduction in EFT, change in position, leave of absence, temporary suspension of picking up additional hours, etc. may be appropriate to assist the employee in his/her efforts to improve absenteeism. **Note: this option cannot be mandated by the Employer and can only be implemented if agreed to jointly by the employee, employer and the union.**  |  |
| Ask for the employee’s commitment to continue in any efforts to try to improve his/her absenteeism. |  |
| Inform the employee that his/her absenteeism will continue to be monitored and that a follow-up meeting 12 weeks hence will be held to review that absenteeism and that you trust an improvement will be achieved. Acknowledge that a meeting may take place sooner if circumstances warrant. Set the next meeting date. |  |
| Advise the employee that a written record of this meeting will be produced and shared with the employee and maintained on the employee’s **File** – written record shall be copied to the union if requested or required by the collective agreement. **See Template Letter #1, Page 37.****(If Step #2 is repeated, use Template Letter #2, Page 38)**  |  |
| Advise the employee that if satisfactory improvement is not achieved/maintained by the next meeting, that we may be proceeding to Step #3 of IAM. |  |
| **After the Meeting:** |
| Follow up on all actions items. |  |
| Ensure a written record of the meeting is sent to Human Resource Services for the Employee file. |  |
| Ensure a written record of the meeting is provided to the employee and union representative. |  |
| **Immediately Prior to Next Meeting:** |
| 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 #2 (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 Step #2 meeting 8 -10 weeks prior. |  |
| Inform the employee that due to his/her efforts and ability to maintain an acceptable level of absenteeism he/she is remaining at **Step #2 of IAM.**  |  |
| Review and evaluate the strategies discussed and implemented at the last meeting and how they may need to be supplemented/revised to assist in maintaining regular attendance. |  |
| Ask for the employee’s commitment to continue in the efforts to improve his/her absenteeism. |  |
| Inform the employee that his/her absenteeism will continue to be monitored and that a follow-up meeting 12 weeks hence will be held to review that absenteeism and that you trust the improvement will be maintained. Set the date for the next meeting. |  |
| Advise the employee that a written record of this meeting will be produced and shared with the employee and maintained on the employee’s  **File** – written record shall be copied to the union if the union was present at the meeting of if required under the collective agreement. **See Template Letter #2, Page 38.** |  |
| Advise the employee that if improvement is maintained, 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 he/she may be moving to Step #3 of IAM. |  |
| **After the Meeting:** |
| Follow up on all actions items. |  |
| Ensure a written record of the meeting is sent to Human Resource Services for the Employee File.  |  |
| Ensure a written record of the meeting is provided to the employee and union representative. |  |
| **Immediately Prior to Next Meeting:** |
| Assess whether an improvement in the level of absenteeism has been achieved to a satisfactory level (i.e. at or below average of comparator group).  |  |