**IAM Step 4**

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

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

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

IAM Step 4

Formal Absenteeism Management: Assessment of Ongoing Viability of Employment

|  |  |
| --- | --- |
| **Task to Be Completed** | **Done**  **(√)** |
| Meet with Human Resource Services prior to meeting with employee and determine, based on the factual circumstances, whether a further opportunity to improve should be afforded the employee (repeat of Step #3 – See page 27) or whether it is time to end the employment relationship. |  |
| If employment is to be terminated, **Human Resource Services must be present** at the meeting. Human Resource Services will prepare the letter of termination and will conduct the meeting. **See Letter** **Template #4, Page 40.** |  |

**KEY POINT**

Before terminating for non-culpable or innocent absenteeism, two conditions must be satisfied before termination will be upheld:

* 1. That the employee has a history of excessive absenteeism, was aware of it and the need to improve it to a reasonable level; and
  2. That the employee is incapable of maintaining regular and consistent attendance in the future, supported by medical prognosis or evidence of failed efforts to improve.

The onus of demonstrating frustration of contract in situations of termination as a result of absenteeism rests with the **employer** and must be demonstrated through **clearly documented** objective evidence.