

## **IAM Template Letter #3**

[EMPLOYER]

PERSONAL & CONFIDENTIAL

DATE

NAME

POSITION

DEPARTMENT

**Sample**

Dear Employee:

**RE: ABSENTEEISM SUPPORT AND ASSISTANCE**

This will confirm our meeting of [date], which was held to discuss your absenteeism. In attendance at this meeting, in addition to myself, was/were [name(s)]. The purpose of this meeting was to review whether there has been success in reducing your level of absence since our last meeting of [insert date]. This Step #3 meeting and letter, together with the discussion about your absences, is not disciplinary and does not constitute or create a disciplinary record.

Since our last meeting, your rate of absence was [ ], while the rate of absence for your comparator group was [ ].

During the meeting, we reviewed your Individualized Absenteeism Management Program (IAM) as well as the options/efforts discussed at our last meeting to assist in your efforts to reduce your level of absence. Specifically, we discussed the following changes/additional steps that would be taken to assist you in your continued efforts:

[List the actions/steps that were committed to during the meeting by any of the participating parties]

[Insert following paragraph if improvement did not occur or was marginal] Your level of absence [despite some improvement] continues to be of substantial concern in regard to the comparator group. Once again, you are encouraged to review the IAM materials provided to you, to identify any further opportunities to assist in efforts to reduce your rate of absence and to raise any questions to my attention.

Your number of absences, together with the actions forming part of IAM, will be reviewed at our next meeting scheduled for [insert date]. If you encounter any difficulties with matters affecting your absenteeism prior to the next meeting, you are encouraged to contact me, your union or, other supports available to assist you as quickly as possible in order that we can work together to address them.

[Insert following paragraph if satisfactory absenteeism] Your efforts and accomplishments, which have resulted in your achieving an acceptable level of absence, are to be congratulated. We trust that you will be able to sustain your attendance into the future.

[Insert following paragraph if absenteeism not satisfactory] We must reinforce that it is extremely important that you achieve an attendance level better than, or in keeping with, your comparator group. Should you not be able to achieve a rate of absenteeism at or below the absence rate of your comparator group before our next meeting, the employer will need to decide whether to continue or terminate (Step #4) your employment, in light of your inability to attend work on a regular basis. We trust that you will immediately take the necessary steps and actions to reduce and maintain your absence to an acceptable level.

Sincerely,

CC: HRC  
Employee file  
MGEU