**IAM Step 3**

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

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

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

IAM Step 3

Formal Attention to Absenteeism: Notice of Possible Termination

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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 12 weeks prior. |  |
| Inform that due to an inability to achieve an acceptable level of absenteeism, he/she are at **Step 3 of IAM.** |  |
| If some level of improvement has occurred, recognize this fact. |  |
| Ask the employee if he/she has any questions or requires any clarification in regard to IAM. Ensure that IAM is identified as a tool to improve absenteeism. **IAM is not a disciplinary process.** |  |
| Discuss and identify the cause(s) for the absenteeism, if possible. |  |
| Review and discuss the strategies discussed 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 Assistance Program). 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 and available, assess with the employee whether a (temporary or permanent) reduction in EFT, change in position, leave of absence, etc. may be appropriate to assist the employee in his/her efforts. **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 continued commitment to trying to improve his/her absenteeism. |  |
| Inform the employee that absenteeism will continue to be monitored and that a follow-up meeting 12 weeks hence will be held to review his/her absenteeism and that you trust an improvement will be achieved. 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 file and copied to the union if the union was present at the meeting. **See Template Letter #3, Page 39**. |  |
| Advise the employee that if satisfactory improvement is not achieved by the next meeting (i.e. at or below average for comparator group) that an assessment will be made by the Employer as to whether his/her employment will be continued or whether it will be terminated due to frustration of contract because of his/her inability to attend work on a regular basis. (Step #4 of the IAM) |  |
| **Task to Be Completed by Manager** | **Done**  **(√)** |
| **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 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 #3 (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 due to his/her efforts and improvement in absenteeism, they are remaining at **Step 3 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 attendance. |  |
| Ask for the employee’s commitment to continue in the efforts to improve his/her absenteeism. |  |
| Inform the employee that 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 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. **Template #3, See page 39.** |  |
| 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 an assessment will be made by the employer as to whether he/she may be moving into Step #4 of IAM. (Termination of Employment) |  |
| **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 has been achieved to a satisfactory level (i.e. at or below average of comparator group). |  |