John McGivney Children's Centre School Authority	John McGivney Children's Centre School Authority Staff and Volunteers	PR 3018
	Attendance Support Procedure	

Purpose:

This procedure outlines the expectations and process steps involved in our attendance support process and program.

Guiding Principles

1. The John McGivney Children's Centre School Authority (JMSA) depends on the contributions of its employees to provide high quality education services for our students
2. The JMSA is committed to assist and provide support to employees in maintaining a regular and reliable attendance in the workplace while considering individual needs on a case-by-case basis
3. The JMSA is committed to treating absences in a fair and consistent manner while being compliant with all applicable laws and collective agreements
4. Consistent attendance facilitates increased student achievement, improvement in staff morale, a more positive work environment and decreased operating costs
5. The Attendance Management Support Program supports JMSA's commitment to a supportive, safe and healthy work environment for its employees that supports employee well-being and regular work attendance. The primary goal of the Attendance Management Support Program is to support and encourage regular attendance and facilitate reasonable enquiry into potential accommodation needs.

Definitions:

Innocent (Non-Culpable) Absenteeism: Absences as a result of illness or injury that arise due to circumstances beyond the employee's control. These absences are not dealt with through progressive discipline but, instead, the employee is supported through the Attendance Support Program.

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Culpable Absenteeism: Absences for which employees can be held accountable. Failure to attend work without notifying the employer, lateness for work or leaving early, falsifying claims of illness and misuse of leaves are examples of this type of absence. Employees with culpable absences are subject to progressive discipline. These absences are not dealt with through the Attendance Support Program.

Definitions	May Include
Non-Culpable Absence – included in the Attendance Support Program	• Personal illness • Personal injury • Specialist Medical Appointment
Non-Culpable Absences – not included in the Attendance Support Program	• Approved medical leaves by administration provided the employee has submitted the required medical evidence, the employee is in an appropriate treatment plan with prescribed treatment • Personal and At-Cost Days • Other approved leaves of absence • Bereavement leaves • Jury or subpoena leave • Pregnancy/parental leave • Work-related illness or injuries (WSIB approved) • Union business • Quarantine • Approved Long-Term Disability Claim

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Administrative Procedures:

Principal/ Business Manager

1. The absence threshold is the established number of days to possibly trigger entry into the Attendance Support Program.

2. The absence threshold will be reviewed every two (2) years by the JMSA. Bargaining Unit representatives will be consulted prior to changes. Employees will be notified if the absence threshold changes.

3. When an employee's absence has exceeded the absence threshold, in any twelve (12) calendar month period, the Attendance Support process (which includes possible initiation into the Attendance Support Program) may be initiated. For clarity, absences are based on the previous twelve (12) calendar month period, and do not reset upon commencement of a new school year and are independent of sick day allocation.

4. Should a disability be identified, that requires support or accommodation at any time during the process; the JMSA will support the employee with disability management while continuing to ensure that attendance is consistent and reliable, in accordance with the provided medical restrictions and limitations.

5. When an employee's absences exceed the absence threshold, the principal will meet with the employee to better understand the situation and make a determination as to whether the employee needs to be entered into the Attendance Support Program.

6. An employee will be informed of their right to include the ETFO representative/Support Staff representative in the Attendance Support process. The representative may attend any meeting that occurs to discuss or review the employee's attendance with the consent of the employee.

7. Entry into any step of the multi-step process and goal setting is specific and unique to each employee's individual circumstances.

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8. The Attendance Support Program includes:

   a) The preliminary meeting is held to ensure that the days are coded correctly and to gain an understanding of the issue(s) that may prevent the employee from regularly attending work, offer support and guidance and, if applicable, set attendance goals for the next 90 days.

      Following the preliminary meeting, a decision based on the specificity of the case, is made by the Principal or their designate as to whether or not the employee is required to enter into the Attendance Support Program. If the employee is entered into the program, a formal Notification Letter is issued notifying the employee that they have entered the Attendance Support Program based on the recorded absences and which outlines the goals for the next 90 days.

   b) Coaching Level 1 - Consists of a meeting that includes the employee, Principal and Business Administrator to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days.

   c) Coaching Level 2 – Consists of a meeting that includes the employee, Principal and Business Administrator to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance, and if necessary, discuss the attendance strategies and/or goals for the next ninety (90) calendar days.

   d) Coaching Level 3 – Consists of a meeting that includes the employee, the Principal and Business Administrator to continue to gain an understanding of the issue(s) that may be preventing the employee from regularly attending work, to continue to offer support and guidance and, if necessary, discuss attendance strategies and/or goals for the next ninety (90) calendar days. The employee will be advised that failure to meet the attendance goals set in Coaching Level 3 may result in a discontinuation of employment.

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9. When attendance goals are not met within any coaching level ninety (90) day calendar day review period, the employee proceeds to the next level of the program.

10. When attendance goals have been met within a coaching level, the employee enters into a review period of up to twelve (12) calendar months during which their absences are monitored by the Business Administrator.

11. If during the twelve (12) calendar month review period, an employee exceeds the absence threshold, the employee will re-enter the Attendance Support Program at the most recent coaching level.

12. Employees who do not exceed the absence threshold in the twelve (12) calendar month review period will exit from the formal coaching process.

13. It is every employee's responsibility to:

    - Maintain regular attendance;
    - Report absences in accordance with JMSA policies and procedures;
    - If necessary, participate actively in all levels of the Attendance Support Program;
    - Cooperate and collaborate in setting personal attendance goals;
    - If they are a member of ETFO, contact their bargaining unit representative if the employee wishes them to be involved;
    - Provide appropriate and timely documentation, during any level of the process.

14. It is the responsibility of the principal to:

    - Communicate attendance expectations to all employees through an annual review of the Attendance Support Program;
    - In conjunction with the Business Administrator, review absence reports for staff;
    - In conjunction with the Business Administrator, identify absenteeism trends or patterns;
    - In conjunction with the Business Administrator, apply discretion by considering an employee's personal circumstances and reasons for absence when addressing all absenteeism issues;
    - Support employees and act as a resource;
    - Advise employees of available resources;

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- Participate in all meetings as outlined in the Attendance Support Program and provide input into the development of individualized attendance goals for each employee involved in the process;
- Communicate and collaborate with the Business Administrator at any level in the attendance support process;
- Work with the Business Administrator to provide minutes of coaching meetings, and;
- Provide positive reinforcement to employees who reach their attendance goals.

15. It is the responsibility of the Business Administrator to:

- Communicate and collaborate with the principal in addressing absenteeism trends;
- Serve as a resource to both employees and the principal;
- Identify employees who exceed the absence threshold;
- Advise employees of available resources and other leave provisions;
- Facilitate the preliminary meeting and coaching meetings;
- Provide guidance on the development of individualized goals, and;
- Assist the Principal with recording minutes of each coaching meeting.

16. This policy must be assessed as part of the JMSA regular review process. In order to inform the potential improvements to the policy, reviewers may wish to access the JMSA climate surveys, absence data trends, unfilled assignment trends and other relevant data.

17. When an employee's absence has exceeded the absence threshold, in any twelve (12) calendar month period, and they are a seconded teacher from either the GECDSB or the WECDSB, their home Board's Human Resources Superintendent or their designate will be consulted in the Attendance Support process.

Additional Information

The John McGivney Children's Centre School Authority is committed to the principles of equity and inclusive education which value and promote human rights and social justice in all of its policies, programs, guidelines, operations and practices.

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Applicable Documents/References:(Reference other applicable policies, procedures, forms, etc.)

Document/Form Number	Document/Form Title
PR 3003	Employee Code of Conduct Procedure
	JMCCSA Mission and Vision Statement
	Policy/Program Memorandum No. 171

EFFECTIVE DATE: November 2025

REVISION DATE:

NEXT REVIEW YEAR: 2030-2031