

COMMITMENTS

The County of Elgin and its employees have a mutual interest and shared responsibilities for the maintenance of regular attendance and effective management of attendance.

The County is committed to a healthy and safe working environment for all employees. When illness or disability prevents regular attendance the County will work cooperatively with all stakeholders to facilitate an early and safe return to work.

The County is further committed to recognizing and responding to accommodation issues attending disability related absences.

The County's employees have an important responsibility to contribute to a safe and healthy workplace; and to provide their full cooperation to any initiatives directed at supporting, encouraging, and facilitating regular attendance.

PURPOSE

The purpose of the Attendance Management System is the following:

- a) To ensure all members of the County's workforce community understand and meet their responsibilities with respect to attendance.
- b) To support all members of the County's workplace community in maintaining a level of attendance consistent with the objectives and interests of the county in terms of delivering its services.
- c) To help County employees achieve optimum attendance at work by making every reasonable effort to provide accommodation, assistance, and rehabilitation.
- d) To respond to the facts of individual cases in passing through all the steps of the program. This program is not intended to be applied in a mechanical fashion which endeavours to have "one size fits all", but to rely on objective evidence relating to the attendance.
- e) To provide guidance to management staff who are responsible for dealing with attendance issues.
- f) To enable the employer to conduct its operations in a safe, efficient and orderly manner.

- g) To maximize service delivery to the public.
- h) To be in compliance with the Employment Standards Act.
 - Emergency leave days are not included in the attendance management system
 - The quantum that falls within the emergency leave Employment Standards Act, can be considered both in the manageable and approved categories.
 - Family Medical leave days are not included in the attendance management system. As per the Employment Standards Act this leave may be taken to provide care or support to family members (defined by ESA) who have a serious medical condition with a significant risk of dying within a period of 26 weeks. The leave is unpaid, job-protected time off work for up to 8 weeks within a 26-week period.
- i) To manage attendance and absenteeism in a manner that recognizes and responds to the equality rights guarantees of employees where the interruption in the ability to provide regular attendance, or attendance consistent with norms attending disability issues.
- j) To ensure compliance with the Ontario Human Rights Code; specifically the duty to accommodate where the employee's inability to meet attendance expectations is caused by disability.

DEFINITIONS:

Emergency Leave Qualifiers:

- Qualifying needs
- *Employee's needs:*
 - Illness
 - Injury
 - Medical emergency
- *Broader family member's needs:*
 - Death
 - Illness
 - Injury
 - Medical emergency
 - An urgent matter (undefined)

Medical Time Loss Review (MTLR)

The MTLR is an assessment to be pursued whenever in the course of the employee's management in the Attendance Management System there is a need to determine whether a condition of disability is impacting the employee's ability to meet the attendance benchmarks. The purposes of the MTLR are:

1. To determine if there is a disability issue.
2. To assess the impact of the disability issue on
 - a) An employee's ability to provide regular attendance, and/or
 - b) Employee's ability to meet/perform all the regular duties and regular scheduling requirements when at work.
3. To identify any accommodation issues/needs attending the verification of a disability issue impacting attendance.

Return to Work Medical Clearance

The Return to Work Medical Clearance is an assessment to determine the employee's ability to perform the essential duties of his/her regular job in a safe and predictable manner.

MANAGEABLE ABSENCES:

The purpose of the AMS policy is to encourage and support employees in maintaining attendance levels consistent with the "Manageable Attendance Rate" (MAR) defined in this policy.

"Manageable Absences", refers to absences that will be addressed through the steps of the AMS. Manageable absences include all absences or withdrawals of services except for approved absences or disability related absences which are *subject to accommodation activity*.

"Culpable Or Blame Worthy Absences" will be addressed through progressive discipline.

“MANAGEABLE ATTENDANCE RATE” (“MAR”)

The Manageable Attendance Rate is exceeded whenever the employee’s rate of “*Manageable Absences*” as defined under this policy exceeds 4 incidents or 10 days in any 12 month period.

1. Absent with Permission
An approved absence in accordance with the provisions of the collective agreement or County policy.
2. Compassionate Leave
An approved absence due to the death of a family member, in accordance with provisions of the collective agreement or County Policy.
3. Doctor's Appointment
An absence where the employee requests leave to attend up to two physician or dental appointments, each no greater than one-half day in length or in accordance with provisions of the collective agreement or County policy.

At the discretion of the Supervisor, a sick day or a part thereof may be used to attend an appointment with a specialist, as these are difficult to schedule.
4. Leave of Absence
An approved unpaid leave of absence of one day to a maximum of five incidents per year.
5. Legal Strikes
An absence resulting from unresolved formal contract negotiations.
6. Maternity Leave
An approved absence for maternity leave in accordance with the Employment Standards Act and based on the appropriate medical authorization.
7. Modified Work/Rehabilitation
An approved absence for participation in a temporary modified work or rehabilitation program in accordance with established gradual return to work procedures.
8. Parental Leave
An approved absence available to adoptive and/or natural fathers and/or mothers in accordance with the Employment Standards Act.

9. Suspension
An absence where an employee is instructed to be absent from scheduled working hours as a result of disciplinary action.
10. Temporary Lay-Off
An absence resulting from the temporary unavailability of work.
11. Union Business
An absence approved by the Corporation to engage in union related activities.
12. Vacations/Holidays
An approved absence where an employee does not report to work due to vacation or holidays in keeping with collective agreements and corporate policies. This includes, lieu statutory days, lieu overtime days, holidays (non-paid).
13. Witness/Jury Duty
An approved absence to perform witness or jury duty activities, in accordance with the provisions of the collective agreement or County policy.
14. Workplace Safety and Insurance Board Benefits
An absence resulting from a work related injury or illness. These absences are not subject to the Attendance Management procedures.

EMPLOYEE RESPONSIBILITIES:

General Responsibilities

Maintaining regular attendance is an important employment obligation of every employee. The County recognizes that employees may experience circumstances that unavoidably conflict with the obligation to attend work. Employees are expected to deliver the effort, information, and cooperation required to minimize the impact of absenteeism on the workplace. Employees are expected to make every effort to maintain a level of attendance that supports the County in delivering its commitments as a service provider.

Employee Responsibilities – Specific

Employees who are absent from work shall:

- 1) Report all absences to the immediate supervisor, or equivalent designate, in the manner and time prescribed in the Attendance Management System and/or Collective Agreements and/or Short and Long Term Disability Plans and/or County Policies, and/or departmental procedures.
- 2) Make every effort to contact the immediate supervisor, or equivalent designate, prior to the start of the shift.
- 3) It is the employee's responsibility to provide his/her immediate supervisor with the following information:
 - reason for absence [according to defined absence types]
 - expected date of return
- 4) Employees who fail to report an absence shall be recorded as absent without leave.
- 5) Employees will be required to maintain contact and provide functional ability related documentation with the third party claims management company and/or the Manager/Supervisor as well as the Human Resources Coordinator regarding return to work possibilities.
- 6) *Documentation Obligations:* The County or its designate may require input or documentation from individuals other than the employee in connection with managing and responding to issues attending the employee's absence, in particular input and documentation from Medical Advisors. Employees are required to provide full cooperation in facilitating the County or any third party designates access to relevant documentation.
- 7) *Employee's General Duty to Cooperate:* Employees are required to provide their full cooperation in response to any request for information, documentation, or other input in connection with absences. Such cooperation is necessary to enable the County or a third party designate to successfully address the employee needs and workplace needs that may attend an employee's absence.

MANAGEMENT RESPONSIBILITIES:

- 1) Pursue regular communications with employees reinforcing the importance of their regular attendance.
- 2) Secure and record any information or documentation from an absent employee that is required in accordance with this policy.
- 3) Be accountable for the attendance level within the groups you supervise.
- 4) Know and follow the procedures outlined in the attendance management system.
- 5) Ensure the consistent application of the attendance management system procedures within the groups they supervise.
- 6) Demonstrate due diligence in creating a healthy and safe work environment.
- 7) Manage employee absenteeism by regularly reviewing attendance records, identifying attendance issues, and addressing the attendance issues as per the AMS policy.
- 8) Create a supportive environment where by the employee is positively reinforced through the period of illness or disability.
- 9) Work with Human Resources to identify suitable accommodation activity to accommodate employees as required.

SUPERVISORS RESPONSIBILITIES:

Supervisors shall:

- 1) Receive calls from absent employees to:
 - determine the anticipated length of absence and/or return date
 - determine status of outstanding work, assignments, etc. to assess disposition
 - express concern regarding employee's health
- 2) Ensure that all employees are aware of the designate to be reported to when absent. In identifying a designate, supervisors should select an equivalent or higher level of management.

- 3) Monitor and document all contacts from employees and note any revisions of expected date of return to work.
- 4) Notify the Human Resources Coordinator of absences expected to be, or in excess of, 3-working days and changes in return to work dates resulting from regular contact with absent employees.
- 4) Demonstrate due diligence in creating a healthy and safe work environment.
- 5) Create a supportive environment where by the employee is positively reinforced through the period of illness or disability.
- 6) Work with Management and Human Resources to identify suitable accommodation activity as required.

DIRECTOR OF HUMAN RESOURCES RESPONSIBILITIES:

- 1) Regularly review the corporate and departmental levels of attendance.
- 2) Ensure that department heads are consistently managing the level of attendance within their departments in accordance with the attendance management system procedures.

HUMAN RESOURCES DEPARTMENT RESPONSIBILITIES:

- 1) Provide overall administration of the attendance management system, including providing timely attendance reports to Director of Human Resources and department management, and regularly inform management of the effectiveness of the attendance management system.
- 2) Support departmental management in the AMS process.
- 3) The Human Resources Coordinator will liaise with the employee, the third party claims management group, the Supervisor, the Workplace Safety and Insurance Board, the Benefit Carriers and any other persons necessary to assist with the administration of the Attendance Management System.

- 4) Monitor the overall health and welfare of all employees. While the emphasis is on preventive medicine, the Human Resources Department (Human Resources Coordinator) will request the third party claims management company to arrange a consultation with a medical practitioner to assess an employee regarding his/her ability to perform job duties in a safe and predictable manner and provide assistance to employees through the AMS.
- 5) Monitor the management of the AMS process to ensure that it is being administered consistent with the *Ontario Human Rights Code*.

WORKPLACE SAFETY AND INSURANCE BOARD BENEFITS:

All incidents/accidents which occur during the course of duty, no matter how minor, must be reported immediately to the supervisor or designate and appropriate incident/accident forms completed and forwarded immediately to the Human Resources Coordinator.

RETURN TO WORK CLEARANCES:

Employee Responsibility

- Report to third party claims management company and/or the Human Resources Coordinator before returning from any absence exceeding time limits outlined in the Collective Agreements or County Policy
- Report to Human Resources Coordinator before returning from any absence with limitations or restrictions
- Provide medical documentation regarding limitations or restrictions regarding the ability to perform regular duties in a safe and predictable manner
- Report to Human Resources Coordinator before returning from any WSIB absence

Supervisor Responsibility

- For all absences of 5 working days or less due to Short Term Disability, refer employee to Human Resources Coordinator when employee indicates that there are restrictions or limitations or when there are just concerns regarding the employee's ability to perform duties in a safe and predictable manner
- Ensure all employees returning from WSIB benefits have been cleared to return by the Human Resources Coordinator

Human Resources Coordinator

- For all absences due to Workplace Safety and Insurance Board benefits, notify WSIB of employee's return
- Review all absences exceeding 3 working days due to STD or LTD
- Review all absences of 3 working days or less where employee was referred by supervisor.

ATTENDANCE INTERVIEW PROCEDURES:

Interviews will not be required at Level 1 or 2, unless requested by the employee. A notice will be sent from the Human Resources Department to the supervisor, to inform them of the attendance. The Supervisor will provide a letter to the employee to inform him/her of the attendance concern.

Interviews are not disciplinary proceedings. The intent and purpose, is to provide information and assistance to the employee regarding his/her attendance, responsibility to maintain an acceptable level of attendance, to identify and address any accommodation issues; and to clearly indicate that a persisting failure to meet attendance expectations would be a serious breach of their employment obligations and could result in frustration of the employment contract.

At Level 1 and 2, a notice will be sent from the Human Resources Department to the supervisor, to inform them of the attendance. The Supervisor will provide a letter to the employee to inform him/her of the attendance concern. Where the employee believes that he/she is experiencing a disability issue impacting their ability to meet the "MAR", the employee should advise their supervisor and request a meeting. A meeting will be held with the supervisor and Human Resources to discuss and assess the issue of disability and discuss any relevant accommodation issues that may arise. The meeting may result in a referral for a "Medical Time Loss Review" (MTLR). It is the employee's responsibility to request a meeting.

No notice will be sent when an employee's rate of manageable attendance is at or below 4 incidents or 10 days or less in any 12 month period.

When an employee's rate of manageable attendance exceeds 4 incidents or 10 days in any 12 month period after Levels 1 and 2, the supervisor will notify the employee in writing that he/she should arrange an interview with the supervisor. This interview will be documented. If the employee has not contacted the supervisor within two weeks of the date of the first notice, the supervisor will send a follow-up letter.

Should the employee's rate of manageable attendance exceed 4 incidents or 10 days at any time within a 12 month period following the interview, the employee shall proceed to the next level.

Should the employee's rate of manageable attendance exceed 4 incidents or 10 days between 12 and 24 months following an interview at any level of the AMS, the same level interview will be repeated.

Should the employee's rate of manageable attendance exceed 4 incidents or 10 days after 24 months following an interview at any level of the AMS, the employee will re-enter the procedure at Level 1.

At all stages of the AMS follow-up interviews, when an employee demonstrates improvement in meeting attendance expectations, the supervisor will:

- a) Commend the employee on his/her improvement.
- b) Emphasize the importance of meeting and maintaining attendance expectations.

Except for level 1 and 2, all supervisors are required to document all actions taken through the various stages of AMS and forward them to the Human Resources Department for input onto the data system.

Following the return to work date after the absence that triggered the notice/interview the employee will begin a new 12 month period for the purpose of Attendance Management monitoring procedures.

Note: The substantiation of disability issues and accommodation needs at any level will result in a re-evaluation of the employee's status in the context of the targeted manageable absenteeism rate and may affect the progressions through the levels.

ATTENDANCE INTERVIEW GUIDELINES:

1. Stress that, after Levels 1 and 2, the interview results from him/her being identified as having a rate of manageable attendance that exceeds 4 incidents or 10 days. Subsequent interviews result whenever the employee's rate of manageable attendance exceeds 4 incidents or 10 days in any 12 month period.

2. Indicate to the employee that there is concern for the employee's health status and the Corporation wants to assist him/her in fulfilling Corporate objectives by meeting attendance requirements. Outline the problem by:
 - a) Showing the employee a copy of his/her attendance for the past 12 month period.
 - b) Stating the Corporation's need and desire for every employee to be at work on each working day.
3. Encourage the employee to volunteer all relevant information regarding the cause and circumstances of the absence. This will assist the supervisor in identifying relevant strategies and supports to facilitate improved attendance.
4. Where the employee identifies medical issues that are potential disability issues, the supervisor shall pursue inquiries directed at determining if there is a disability issue. If a disability issue is confirmed, the supervisor together with Human Resources will assess and implement the accommodation activity required.
5. Identify how the employee's absences affect his/her Department:
 - a) Morale of fellow employees
 - b) Effectiveness and productivity of the work group
 - c) Quality of service to the public
6. Stress the need for improvement. Make the employee aware that an improvement in his/her attendance is expected.
7. Outline to the employee his/her options:
 - a) Correct the problem on his / her own
 - b) Ask for help
8. Offer assistance to the employee:
 - a) Employee Assistance Program. Any employee who seeks assistance will be provided information about the County's Employee Assistance.
 - b) Medical assistance through the Human Resources Department and/or the third party claim management provider.

9. Inform the employee that his/her attendance will be monitored.
10. Advise the employee of the risks of his/her inability to maintain acceptable attendance.
11. Have the employee restate what you have explained to ensure that he/she understands.
12. Invite the employee to provide any input or comments that could assist in working together to improve attendance.
13. Document the Meeting - forward copy to the Director of Human Resources.

Note: It may not be appropriate to discuss 5, 6, 7 and 10 where it is determined that disability related absences have resulted in the employee exceeding the "Manageable Absenteeism Rule" (MAR).

EMPLOYEE REPRESENTATION:

As previously stated, interviews are not intended to be disciplinary but rather a communication between the employee and management regarding attendance information and expectations, assistance available and potential outcomes. Should a unionized employee wish to have representation present at the interview, he/she may request it at any and all levels. Commencing at level 3, a union representative's attendance shall be invited by the supervisor/manager. It will be of value to include the union representative in interviews and assessments where disability issues are impeding attendance, given the multi-party responsibilities attending Accommodation issues.

LEVELS

Level 1 (Initial Concern Notice)

An initial concern occurs when an employee's rate of manageable attendance exceeds 4 incidents or 10 days within a 12 month period. A notice will be sent from the Human Resources Department to the employee and the supervisor, to inform them of the attendance. No meeting is required unless the employee requests it. This notice is designed to inform the employee of the attendance.

If the employee indicates that there is a medical condition for the attendance, the employee will be referred to the Human Resources Department for a "Medical Time Loss Review".

A follow-up meeting will be held, no later than 3 months after the referral to the Human Resources Department, with the employee to review the outcome of the "Medical Time Loss Review" and agree on a plan of action to.

Level 2a (Further Concern Notice)

A Level 2 a notice will be sent from the Supervisor to the employee, to inform them of the attendance. No meeting is required unless the employee requests it. This notice shall be sent if the employee's rate of manageable attendance exceeds 4 incidents or 10 days at any time within a 12 month period since the initial Level 1 notice or since medical intervention and establishment of an action plan.

This notice is again designed to inform the employee of the continuing attendance concern.

If the employee indicates that the attendance is due to a medical condition, the employee will be referred to the Human Resources Department for a "Medical Time Loss Review".

A follow-up meeting will be held with the employee, no later than 3 months after the referral to Human Resources to review the outcome of the "Medical Time Loss Review" and agree on a plan of action.

Level 2b (Follow Up Meeting)

A Level 2b meeting shall be conducted three months after the Level 2a notice ONLY if the employee's rate of manageable attendance has not exceeded 4 incidents or 10 days since the Level 2a notice.

The employee will be commended for his/her progress and reminded of the importance of satisfactory attendance. The employee will also be advised that if his/her manageable absences exceed 4 incidents or 10 days within 12 months of the Level 2a notice, then a Level 3a meeting will be held.

The Level 2b meeting shall be conducted by the employee's supervisor, documented in a letter to the employee and recorded in the employee's file in the Human Resources Department.

Level 3a (Advance Concern Meeting)

A Level 3a meeting shall be conducted if the employee's rate of manageable attendance exceeds 4 incidents or 10 days at any time within a 12 month period since the initial Level 2a meeting.

The employee will be advised of the attendance, management's expectations regarding satisfactory attendance at work, offered assistance and advised of the possible outcome if there is no improvement.

The employee should be asked if there is a medical condition causing the attendance. If the employee indicates that the attendance is due to a medical condition, the employee will be referred to the Human Resources Department for a "Medical Time Loss Review". A follow-up meeting will be held, no later than 3 months after the referral to Human Resources, with the employee to review the outcome of the "Medical Time Loss Review" and agree on a plan of action.

The Level 3a meeting shall be conducted by the employee's Supervisor and Human Resources. All meetings occurring in this stage shall be documented in a letter to the employee and recorded in the employee's file in the Human Resources Department.

Level 3b (Follow Up Meeting)

A Level 3b meeting shall be conducted three months after the Level 3a meeting ONLY if the employee's rate of manageable attendance has not exceeded 4 incidents or 10 days since the Level 3a meeting.

The employee will be commended for his/her progress and reminded of the importance of satisfactory attendance. The employee will also be advised that if his/her manageable absences exceed 4 incidents or 10 days within 12 months of the Level 3 a meeting, then a Level 4 meeting will be held.

The Level 3b meeting shall be conducted by the employee's supervisor, documented in a letter to the employee and recorded in the employee's file in the Human Resources Department.

Level 4 (Final Warning)

A Level 4 meeting shall be conducted if the employee's rate of manageable attendance exceeds 4 incidents or 10 days at any time within a 12 month period since the initial Level 3a meeting or since medical intervention and establishment of an action plan.

The employee will be advised of the attendance, management's expectations regarding satisfactory attendance at work, and the possible outcome if there is no improvement.

The purpose of this meeting is to:

- a) Present the employee with his/her attendance record to date and to remind him/her of previous notices and/or discussions regarding the necessity of satisfactory attendance
- b) Explain to the employee the seriousness of the situation and stress that improvement must be shown quickly and dramatically in order to ensure continued employment
- c) Offer assistance if appropriate
- d) Advise the employee that termination of his/her employment will occur if improvement is not forthcoming

If the employee indicates that the attendance is due to a medical condition, the employee will be referred to the Human Resources Department for a "Medical Time Loss Review".

A follow-up meeting will be held, no later than 3 months after the referral to the Human Resources Department, with the employee to review the outcome of the "Medical Time Loss Review" and agree on a plan of action.

The Level 4 meeting shall be conducted by the Director of Human Resources, Department Head and Supervisor. A union representative shall also be invited to attend. This meeting will be documented in a letter to the employee and will be recorded in the employee's file in the Human Resources Department.

Level 5 (Frustration of Contract)

A Level 5 meeting shall be conducted if the employee's rate of manageable attendance exceeds 4 incidents or 10 days at any time within a 12 month period since the initial Level 4 meeting or since medical intervention and an action plan have been established.

The purpose of this meeting is to:

- a) Present the employee with his/her attendance record to date.
- b) Advise the employee that he/she has not demonstrated the required improvement outlined in Level 4, resulting in frustration of his/her employment contract.

The Level 5 meeting shall be conducted by the Director of Human Resources, Department Head and the Supervisor. A union representative shall also be invited to attend. This action will be documented in a letter presented to the employee and will be recorded in the employee's file in the Human Resources Department.

Prior to the Level 5 meeting being held, the Director of Human Resources will review all cases to ensure that:

- a) Every reasonable effort has been made to accommodate the employee within the workplace;
- b) The employer has fulfilled its obligations under the Workplace Safety and Insurance Act and the Ontario Human Rights Code;
- c) The employee's attendance record illustrates an inability to meet attendance expectations.

ATTENDANCE MANAGEMENT SYSTEM REPORTS:

In order to assist management to identify and manage the attendance performance of their employees in a fair and consistent manner according to the procedures outlined, system reports will be generated and distributed to supervisors on a regular basis monthly.

Overall administration and statistical monitoring of attendance is the responsibility of the Human Resources Department. It shall be responsible for producing employee and summary attendance reports.

Employee Attendance Reports

At monthly intervals, the system will automatically generate reports identifying employees whose manageable absences exceed 4 incidents or 10 days in the previous 12 months, based on a 12 month moving calendar.

The reports shall be distributed to departments every month. The report will include detailed data indicating the manageable absence types by frequency and severity for each employee identified.

Summary Reports

As requested by the Supervisor/Manager the Human Resources Department will produce summary report data indicating:

- Number of employees
- Number of available work days
- Total manageable absences (severity and frequency) by absence type
- Average days lost and average incidents per employee by manageable and approved absences
- Total manageable absences as a percentage of the total available work days.

HUMAN RESOURCES DEPARTMENT:

Purpose of Human Resources Department

The primary purpose of the Human Resources Department in the Attendance Management System is to assist in ensuring that employees are receiving optimum medical care and to provide professional opinions and guidelines on health related issues to Employees, Supervisors and Personnel. Complete confidentiality of medical information as per medical ethics, will be maintained in all cases.

Role of the Human Resources Department for Absences in Excess of 3 -Working Days

For absences in excess of 3 working days, the Human Resources Department role is as follows:

- a) Confirm through the third party claims management company the anticipated length of the employee's absence;
- b) Assist in ensuring the employee is receiving optimum medical care as reviewed through the third party claims management company;
- c) Arrange through the third party claims management company a medical assessment of the employee's capability of performing any part of his/her regular job in a temporary modified work environment;
- d) Develop a follow-up action plan to communicate with the employee.

Role of the Human Resources Department in the "Return to Work" Medical Clearance

If the employee is required to obtain "Return to Work" medical clearance, the employee must report to the Human Resources Department. The role of the Human Resources Department is to assist the employee to return to work in a safe and efficient manner by:

- a) Determining the employee's functional abilities as they relate to his/her position;
- b) Ensuring that the employee is fit to return to regular duties;
- c) Assisting in determining any follow-up care that may be appropriate;
- d) Assessing the employee's capability of performing any part of his/her regular job in a modified work environment.

Role of the Human Resources Department in a "Medical Time Loss Review"

At Level 4 of the AMS or at any previous time a medical condition for the attendance problem is declared, the employee may be requested to attend a "Medical Time Loss Review" assessment as arranged by the third party claims management provider. The purpose of the Medical Time Loss Review is to:

- 1. Determine if there is a disability issue;
- 2. Assess the impact of the disability issue on the employee's ability to provide regular attendance; or the employee's ability to meet/perform all regular duties and regular scheduling demands;
- 3. Identify any accommodation issues/needs attending any disability issues substantiated.

Following the MTLR, Human Resources will liaise with supervisors, employees and union to address any accommodation issues confirmed by the MTLR; to seek input and finalize an accommodation plan or activity; to confirm the significance of the MLTR results to the employee status in the AMS system.

Information Provided by the Human Resources Department

When an employee has been suitably assessed as determined by the third party claims management provider whether triggered by the "Return to Work Medical Clearance" or the "Medical Time Loss Review", supervisors can expect answers to the following:

- a) Is there a medical condition causing the attendance problem? (diagnosis information will not be provided)
- b) Is the medical condition permanent or temporary?
- c) Are there any limitations or restrictions that are temporary or permanent?
- d) What is the anticipated date for return to full regular duties?
- e) Has everything been done to facilitate the employee's performance of his/her regular duties?
- f) What modifications or adjustments to the duties or schedule are required to facilitate the employees' ability to perform the essential duties of his/her job or other available jobs?
- g) What is the impact of this condition on the employee's ability/likelihood to attend work in a predictable manner in the future?
- h) What initiatives are required to accommodate the impact of the disability issues on the employee's ability to provide attendance consistent with the Manageable Attendance Targets?
- i) How should the employee with the disability related absences and accommodation needs be managed under the Attendance Management System?

Note: Complete confidentiality of medical information as per medical ethics, will be maintained in all cases.