

**Management’s Response to the Auditor General’s Review of
Managing Employee Attendance – Opportunities for Improvement**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
Ap 1.	The City Manager take immediate action to reinforce management and supervisory staff’s awareness of the availability of attendance management reports. Attendance Management reports should be used by all supervisory staff in the management of employee attendance.	X			<p>Standardized attendance management reports were developed jointly by Human Resources and Pension, Payroll & Employee Benefits and made available to assist divisions in monitoring attendance. Information regarding these reports was provided as part of the original roll out of the Attendance Management Program in 2002. The distribution method of these reports varies; some at the administration level for the cluster and some at the divisional level.</p> <p>The Executive Director of Human Resources in consultation with the Director of Pension, Payroll & Employee Benefits will prepare a communication to Divisions heads to be filtered down to managers and supervisors, to remind of the availability of these reports and clarify the process for access. The use of these reports in managing attendance will be emphasized as part of the training (see response rec no 5).</p>

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					Projected completion date for the communication – fourth quarter, 2008.
2.	The City Manager direct all staff to ensure that the Attendance Management Program policy is complied with.	X			<p>The Attendance Management Program, approved by City Council July 24, 2001 was rolled out to City Departments between 2002 and 2004.</p> <p>Reports to Personnel Subcommittee in 2002 and 2003 and to Employee & Labour Relations Committee in 2004 reported on the progress of program implementation as well as annual absenteeism rates for the City following the implementation:</p> <p>2001 – 9.2 days per employee 2002 – 8.9 days per employee 2003 – 8.85 days per employee</p> <p>Levels for recent years are:</p> <p>2005 – 8.7 days per employee 2006 – 7.6 days per employee 2007 – 7.9 days per employee</p> <p>Policy grievances on the Attendance</p>

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					<p>Management Program were submitted by both Locals 416 and 79 in 2004. Local 79 proceeded to arbitration with their grievance. The Arbitration Award was issued in May, 2008.</p> <p>Divisions were advised in July of the new requirements as described in the Award and that additional information would be provided. Resolution of the policy grievance with Local 416 is still outstanding. As part of the roll out of the revised Attendance Management Program, a communication from the City Manager will direct that the revised Attendance Management Program be complied with.</p> <p>Projected completion date – fourth quarter, 2008.</p>
3.	The City Manager, in consultation with the Executive Director Human Resources, develop a standardized reporting format to document results of meetings held with employees, in	X			The Attendance Management Program includes standardized letters to the employee to document the information regarding absences and follow up actions as discussed in the

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	<p>accordance with the Attendance Management Program policy.</p>				<p>formal meetings.</p> <p>When an employee’s absences are caused by an illness falling within the definition of disability as set out in the Human Rights Code, the Attendance Management Program does not apply. A supervisor may also judge that the employee’s absences are due to special circumstances.</p> <p>The Attendance Management Program requires that Supervisors document these situations. The issue of managing absences related to disability and special circumstances was central in the Arbitration hearing. Development of a standardized reporting format to document the results of these situations was held in abeyance while the parties were in settlement discussion to resolve the police grievance at Arbitration.</p> <p>A standardized form is now being developed consistent with the Award.</p>

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					<p>The form will be included as part of the follow-up communication on the revised Attendance Management Program to divisions.</p> <p>Projected completed date – fourth quarter, 2008.</p>
4.	<p>The City Manager, in consultation with the Director, Pension, Payroll and Employee Benefits re-emphasize the requirements for medical certificates including the sufficiency of information to be provided on the certificate, by all City staff, in support of absences due to illness.</p>	X			<p>Included in the implementation of the new Short-Term Disability Plan for management and non-union employees, the Director of Pension, Payroll & Employee Benefits distributed to Division Heads an information package which included the requirements for providing medical certificates in order to be covered under the Short-Term Disability Plan. This information was to be filtered down to managers and supervisors. In addition, staff in the Benefits & Employee Services Section conducted information sessions to divisions across the corporation.</p> <p>The new Short-Term Disability Policy</p>

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					<p>is posted on the City’s intranet, on the PPEB page, which includes the requirement of providing medical certificates for management and non-union employees.</p> <p>The requirement to provide medical certificates for unionized staff is documented in the various collective agreements.</p> <p>The Director of Pension, Payroll & Employee Benefits, in consultation with Human Resources, will prepare a Directive to Division Heads, to be filtered down to managers and supervisors, to re-emphasize the requirement for medical certificates and provide guidelines on the information that must be included in these certificates.</p> <p>Projected completion date – first quarter, 2009.</p>
5.	The City Manager, in consultation with the Executive Director Human	X			Following the introduction of the Attendance Management Program,

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	Resources, expedite the availability of training designed to provide guidance to management and supervisory staff responsible for dealing with attendance issues.				<p>Human Resources provided training to City Divisions. Since the initial roll out training has been available through the corporate training calendar upon request.</p> <p>Training materials were revised over the summer of 2008 following the Arbitration Award and training was provided to those on the corporate training calendar wait list.</p> <p>A need was identified to again provide training on a division basis rather than relying on individual requests. The delivery of the revised training to divisions began in August of this year: 4 divisions to date. Expedited training for Divisions will continue in 2008 and 2009.</p> <p>Projected completion date – fourth quarter, 2009.</p>

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